



# CITY OF ORANGE

CALIFORNIA



Annual Budget  
2015 - 2016

**Fiscal Year 2015-2016 Operating Budget**

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# AGENDA ITEM

June 9, 2015

**TO:** Honorable Mayor and  
Members of the City Council  
**FROM:** Rick Otto,  
Interim City Manager

<b>Reviewed/Verified By:</b>	
City Manager	<u>P</u>
Finance Director	<u>WK</u>
<b>To Be Presented By: City Manager</b>	
<input type="checkbox"/> Cons. Calendar	<input type="checkbox"/> City Mgr. Reports
<input type="checkbox"/> Council Reports	<input type="checkbox"/> Legal Affairs
<input type="checkbox"/> Boards/Cmtes.	<input checked="" type="checkbox"/> Public Hearings
<input type="checkbox"/> Admin Reports	<input type="checkbox"/> Plan/Environ.

## 1. SUBJECT

Proposed Fiscal Year 2015-2016 (FY 16) City of Orange Budget and Seven Year Capital Improvement Program including approval of recommended personnel actions.

## 2. SUMMARY

Each spring, the City staff presents to the City Council an Annual Budget that serves as the City's financial and operational plan for the upcoming fiscal year. This budget document is prepared following two City Council study sessions in which various aspects of the proposed budget were considered and Council direction was given.

As part of the adoption of the FY 16 budget, staff is recommending personnel actions as a result of adjustments to certain positions.

## 3. RECOMMENDATION

### For Fiscal Year 2015-16

At the conclusion of the public hearing, three action items are recommended to adopt the FY 16 Budget. These are:

Acting as the City Council:

1. Approval of Resolution No. 10867 adopting the Budget for Fiscal Year 2015-16;
2. Approval of Resolution No. 10868 adopting the Gann Appropriations limit of \$156,083,553 for Fiscal Year 2015-16; and
3. A motion making a finding that the portion of the Fiscal Year 2015-16 Budget subject to the Gann limit is \$89,913,761, and therefore within the limit.

ITEM 11.4 DATE OF MEETING: 6/9/15



#### 4. FISCAL IMPACT

##### **Fiscal Year 2015-16**

Adoption of the annual budget establishes the City fiscal plan for the year.

#### 5. STRATEGIC PLAN

2a. Expend fiscal resources responsibly; 2b. Analyze future fiscal needs and potential revenue opportunities; and 2c. Provide appropriate reserves.

#### 6. DISCUSSION and BACKGROUND

##### **Fiscal Year 2015-16**

Subject to testimony received this evening at the noticed public hearing, adoption of the FY 2015-16 (FY16) Budget and related documents will insure that the City has established a set of legally adopted appropriations, met all the requirements of the Gann Initiative, and complied with the Measure M and Transportation Congestion Relief Fund (TCRF) funding requirements (Maintenance of Effort) of a Seven Year Transportation Capital Improvement Plan. The FY16 budget represents the City's spending plan for the coming fiscal year, which will begin on July 1, 2015 and ends June 30, 2016.

In preparing the FY16 budget, the City Council conducted two study sessions to discuss various aspects of the proposed budget. During these discussions, the City Council deliberated extensively regarding methods to balance the FY16 budget while also recognizing the need to continue to restore the City's General Fund budget and establish a solid financial position. Through the leadership of the City Council, the resulting budget document has been developed in a collaborative manner that included involvement from all City departments. The result is a proposed FY16 General Fund Budget that is balanced using a combination of past operational budget reductions, savings from frozen and eliminated positions, and the continued savings from renegotiated labor agreements. The FY16 budget also includes personnel actions adjusting certain positions that are needed to maintain optimum services levels. The attached Budget Message provides in detail how we are able to present a balanced budget for FY16.

The budget presented at this Public Hearing is an abbreviated version of the complete budget package, but contains all of the information and attachments required for adoption. As such, the essential elements that are included and required for adoption of the FY16 Budget are:

- Budget Message
- Budget Resolutions
- Selected Budget Worksheets
  - Fund Balances
  - Transfers
  - Revenues and Expenditures
  - Frozen Positions
  - Recommended Staffing Changes
  - Schedule of Positions
  - Carryovers

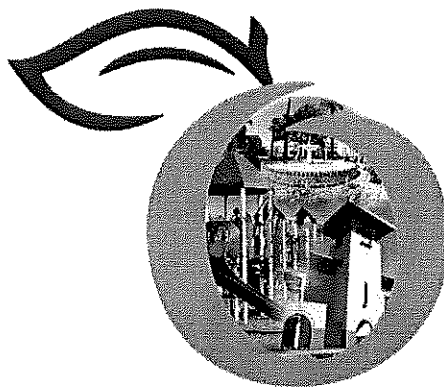


- Successor Agency (Redevelopment Agency) Debt Issues
- Capital Improvement Projects for FY16
- Budget Workplans for FY16
- Seven-Year Capital Improvement Plan (Separate Binder)

## 7. ATTACHMENTS

- Budget Message
- Resolution No. 10867
- Resolution No. 10868
- Selected worksheets for the Proposed FY16 Budget
  - Historical Summary of Revenues and Expenditures by Fund Type
  - Schedule of Changes in Fund Balance
  - Schedule of Transfers
  - Historical Schedule of Revenue Sources by Fund
  - Schedule of Revenues Sources - Detail
  - Summary of All Fund Expenditures by Department
  - Historical Schedule of Expenditures by Fund
  - Summary of General Fund Expenditures by Department
  - Schedule of All Fund Expenditures by Department
  - Listing of Frozen Positions
  - Schedule of Recommended Staffing Changes
  - Schedule of Positions - Citywide Summary and by Department
  - Schedule of Operating Carryover Appropriations
  - Successor Agency Debt Issues
  - Schedule of New Capital Improvement Funding by Fund
- Workplans for FY16
- Seven-Year Capital Improvement Plan

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June 9, 2015

Honorable Mayor and Members of the City Council:

I am pleased to submit for your consideration the proposed Fiscal Year 2015-16 (FY16) budget for the City of Orange. This budget provides for the funding of services, programs and projects that support the goals of the City's Strategic Plan.

- Provide for a safe community.
- Be a fiscal healthy community.
- Enhance and promote quality of life in the community.
- Provide outstanding public service.
- Recognize, promote, and preserve Orange's rich heritage.

This City Council has been dedicated to setting priorities to react to the economic climate. This vision has enabled the City to achieve a balanced General Fund budget for the fourth year in a row. This budget also supports the continual efforts to enhance our efficiency and cost effectiveness of our provision of services to our residents and business.

The City is now in a position where we can truly express optimism about our future. 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 several excellent recreational facilities. To ensure we maintain the community we are all proud of, we continually assess and adjust how we deliver services. A key component and challenge is to make certain we remain appropriately staffed, well-trained, and flexible which yields the confidence that our organization is as responsive as possible with the resources available to us.

As the local economy moves forward in its recovery, state and national economies are also improving. Consumer confidence continues to rise, business to business spending is up, and the job and housing markets are robust. While revenues are increasing, so is the cost of doing business. For that reason, we prepared a conservative FY16 budget but with an optimistic outlook for the City.

## **PROJECTED GENERAL FUND REVENUES FOR FY16**

For FY16, total General Fund revenues are projected to be \$102.3 million, an increase of \$3.3 million over the estimated revenue for the prior year. This is a 3.3% increase that is reflective of the strength of our local economy. Some General Fund revenue highlights for FY16 are:

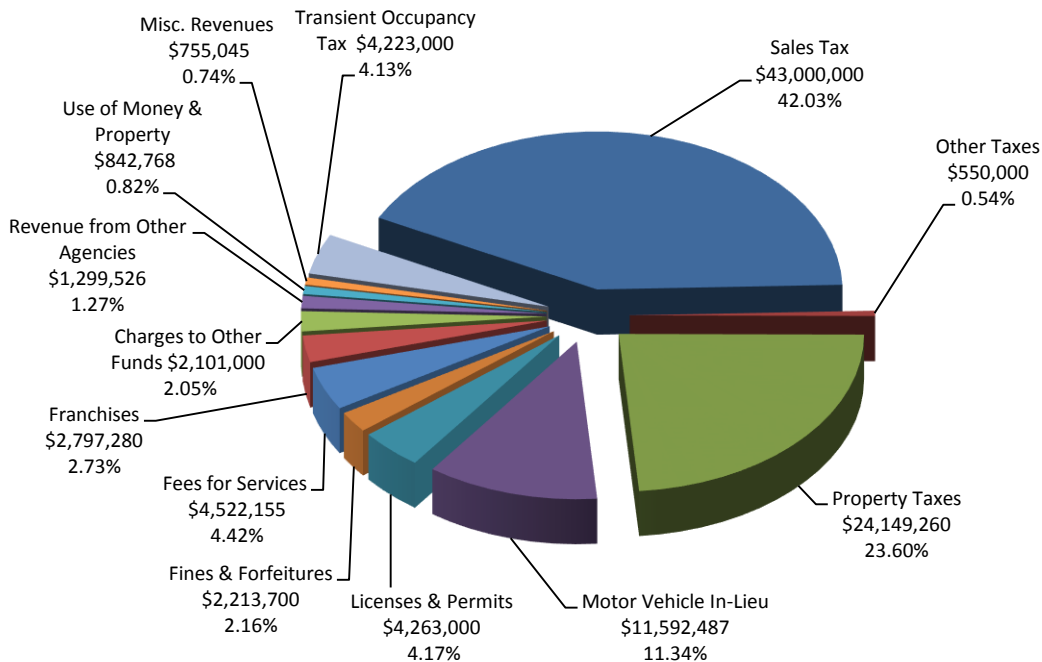
- **Sales Tax** is the largest source of General Fund revenue. For FY16, we are projecting a 7.7% increase, for a total of \$43.0 million in sales tax revenue. This



increase represents \$3.1 million more in sales tax revenue than the FY15 estimate. The estimated increase is primarily the result of increases in auto sales, sale of consumer goods and building materials, 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. Further, we anticipate receiving more receipts as a result of our business outreach efforts, primarily from fuel distribution sales. Our sales tax projections are based on data received from a number of sources including the Orange County Transportation Authority, Chapman University, California State University, Fullerton, and the State Board of Equalization as well as our thorough analysis of local economic conditions.

- **Property Tax** is the second largest source of General Fund revenue and is expected to be \$24.1 million, generating an additional \$922,000. This 4.0% increase is due to two factors: additional property tax proceeds from the wind-down of the former Redevelopment Agency (RDA) and the strength of the local housing market. The RDA distribution is expected to increase by \$289,000 to slightly over \$2.4 million. Excluding redevelopment proceeds, property tax receipts are anticipated to grow commensurate with the estimated 3% increase in assessed home values.
- **Motor Vehicle in Lieu** is expected to increase \$337,000 to \$11.6 million in FY16. This 3.0% increase is due to continued growth in auto sales.
- **Transient Occupancy Tax** receipts are projected to be \$4.2 million, 3.0% above the FY15 estimate. The increase is due to the expansion of the Ayres Hotel and due to an increase in business and tourism travel.

**Projected General Fund Revenues for FY16**



Many of the national key economic indicators show signs of continued improvement, and our local economy mirrors the effects of this upward growth trend. However, because we expect only modest future growth in General Fund revenue, we will continue an aggressive economic development program to attract and retain major retailers and significant revenue generators to the City. Maintaining and enhancing the tax base is critical to our ability to provide the highest level of services and programs to our residents and businesses.

## **ESTIMATED GENERAL FUND EXPENDITURES FOR FY16**

The City will continue the conservative spending practices implemented in prior years with only minor increases in departmental operating budgets, and larger contributions to rebuild internal service fund allocations. However, we still realize a substantial savings from continuing the policy of freezing specific vacant positions. Within the FY16 budget, the City will have 43 full-time equivalent frozen positions generating a saving to the General Fund over \$4.5 million annually. Overall, the FY16 budget reflects a total of 721 funded full-time equivalent positions which is 9.5% less than what was funded in FY08. Of the 721 full-time equivalent positions funded in FY16, 639 are regular full-time positions.

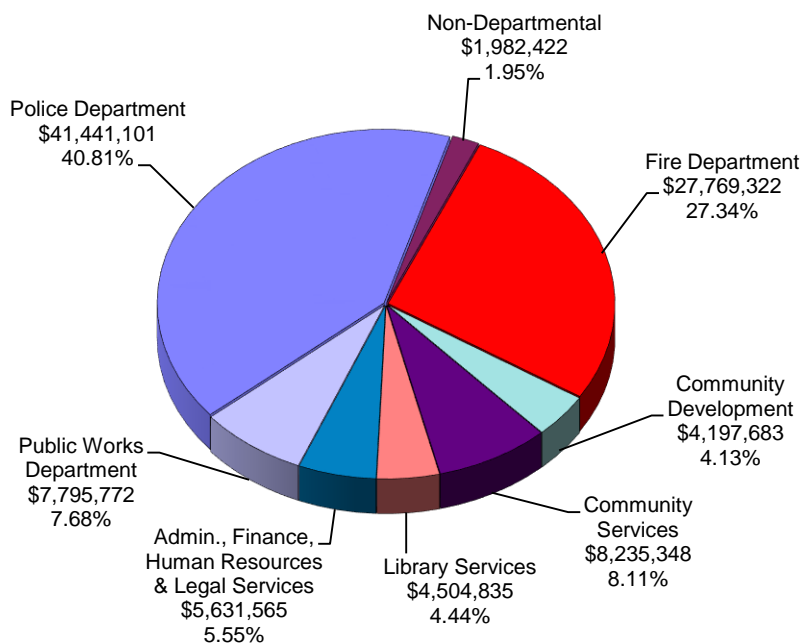
The current projected expenditures for FY16 are \$101.6 million, a 5.8% increase over adopted budgeted expenditures for FY15. The increase is primarily due to the continued growth in employee retirement costs (PERS), funding a full year of succession planning efforts, sales tax cost sharing, an increase to internal service fund allocations, and a limited increase in department budgets. A description of the primary impacts to the expenditure budget is provided below:

- **CalPERS (PERS) Cost Increase:** Retirement costs continue to escalate due to a PERS' mandate to reduce the system's unfunded liability. The FY16 rates for miscellaneous and safety plans will be 24.9% and 36.3%, respectively, resulting in an overall increase in retirement costs to the General Fund of approximately \$1.5 million. Costs are expected to continue to climb at a similar pace through FY20.
- **Succession Planning:** Per City Council direction, we continue our succession planning efforts in FY16 by funding the third Police Captain, as well as the Assistant Director positions in Library Services, Community Development, and Finance. The net fiscal impact for FY16 is \$664,000.
- **Sales Tax Cost Sharing:** We have several sales tax sharing agreements to attract and retain healthy, growing businesses within the City. In FY16, the General Fund operating budget will contribute a total of \$420,000 towards payments to Ford of Orange, Volkswagen of Orange, and Stadium Nissan, a net increase of \$75,000 over the prior year. In addition, the Business Investment Fund (Fund 115) which was established to fund our economic development programs will be relied upon to fund \$3.1 million in FY16 business incentive tax sharing payments. With the adoption of the budget, an additional \$1.6 million will be transferred from the General Fund into the Business Investment Fund which has a current fund balance of \$2.5 million.

- Internal Services Fund (ISF) Allocations:** While the funding levels of the ISFs are still well below meeting our long-term needs, the City is heading in the right direction by starting to fund the majority of these allocations within the General Fund operating budget. Although total net FY16 General Fund allocations to ISFs are increasing by only \$45,000 compared to the prior fiscal year, due to improved growth in revenues, we are able to increase the amount paid by the General Fund operating budget by \$2.7 million to the Worker’s Compensation, Accrued Liability, Vehicle Maintenance, Information Technology, and the Liability Funds. Of the remaining ISFs not included as part of the operational costs, we are proposing a transfer of \$1.4 million from the General Fund unreserved fund balance to the Equipment Replacement Fund.
- Department Operating Budgets:** Despite the fact that the City has emerged from the recession in a solid fiscal position, City staff remains vigilant in holding the line on the operating budget. As such, only necessary increases to FY16 department operating budgets are being considered including contract obligations such as Metro Cities Fire and Orange County Animal Control, and maintenance costs related to enhancing service levels (primarily in the Old Towne Plaza area). In total, operation and maintenance increases will be approximately \$688,000 for FY16.

In summary, the FY16 expenditure budget is increasing to \$101.6 million. With the FY16 revenue amount projected to be \$102.3 million, the General Fund budget will be balanced with our revenues expected to exceed expenditures by \$751,000. This continues to be a significant milestone and source of pride for City Council and staff. That said, we are in the midst of labor negotiations for all eight labor bargaining groups and any impacts of these negotiations are not reflected in the FY16 proposed budget.

**Estimated General Fund Expenditures for FY16**





## ESTIMATED GENERAL FUND BALANCE FOR FY16

The FY16 General Fund unreserved fund balance is projected to start the fiscal year at \$4.7 million. With General Fund revenues slightly exceeding expenditures by approximately \$751,000, we will realize a slight increase in the General Fund unreserved fund balance to \$5.4 million. As such, it is proposed that \$3.5 million be transferred from the unreserved fund balance as follows:

- \$1.4 million to the Equipment Replacement Fund to provide additional funding for the replacement of aging vehicles in our fleet.
- \$500,000 to the Catastrophic Reserve which would increase the reserve to slightly under 19.0% of the General Fund budget. While this reserve amount does not meet the target of 25%, the transfer of \$500,000 does allow the reserve to keep pace with the increase in expenditures for FY16.
- \$1.6 million to the Business Investment Fund to provide for future funding to attract and retain businesses in the City.

Following these transfers, the estimated ending unreserved fund balance for the General Fund for FY16 will be \$1.9 million.

### FY16 Estimated Available General Fund Balance

<b>Unreserved Fund Balance Available @ 6/30/15</b>	<b>\$ 4,665,200</b>
FY16 Estimated Revenues	102,309,221
FY16 Estimated Expenditures	(101,558,048)
Excess Revenues over Expenditures	<u>751,173</u>
<b>Unreserved Fund Balance Available @ 6/30/16</b>	<b>\$ 5,416,373</b>
Transfers Out	
Transfer to Business Investment Fund	(1,600,000)
Transfer to Equipment Replacement Fund	(1,400,000)
Total Transfers Out	<u>(3,000,000)</u>
<b>Unreserved Fund Balance Available @ 6/30/16</b>	<b>2,416,373</b>
Increase General Fund Catastrophic Reserve	(500,000)
<b>Unreserved Fund Balance @ 6/30/16</b>	<b>1,916,373</b>
General Fund Catastrophic Reserve	<u>19,067,960</u>
<b>Est. Reserved &amp; Unreserved General Fund Balance @ 6/30/16</b>	<b><u>\$20,984,433</u></b>

Our ability to adopt a balanced budget is an excellent illustration of our fiscal strength. Another way to assess the strength of our fiscal resources is to view City reserves in their entirety. These reserves are essential to addressing future operating and infrastructure needs that will need to be considered by this and future City Councils:

<b>Est. Available Reserves @ 6/30/16</b>	
Accrued Liability/PERS set-aside (Fund 760)	\$ 5,183,000
Capital Projects (Fund 500)	7,130,798
All Other Internal Service Funds (various funds)	11,250,689
Business Investment Fund (Fund 115)	<u>1,017,351</u>
<b>Total Est. Available Reserves @ 6/30/16</b>	<b>\$24,581,838</b>
General Fund Catastrophic Reserve	<u>19,067,960</u>
<b>Total Est. Available Reserves @ 6/30/16</b>	<b><u>\$43,649,798</u></b>

## REVIEW OF OTHER FUNDS

As the General Fund accounts for 52% of the City overall expenditures, there are several other funds which are managed by the City. All total, the FY16 budget reflects a \$196.4 million in expenditures for all funds. Provided below is a summary of other key funds:

The Water Enterprise Fund, which includes both operating and capital expenditures, is projected to begin FY16 with a fund balance of \$7.4 million. With the recent State mandate for Orange water users to achieve a 28% reduction in water consumption in response to the state-wide drought, in May the City enacted several water conservation measures. While it is expected that consumption will be reduced, it is too early to assess the impact of these conservation requirements on our operating revenues and expenditures. Therefore, we recommend the FY16 budget reflects normal water consumption and expenses. As such, with proposed revenues of \$32.9 million, expenditures of \$30.7 million, and new capital projects of \$3.7 million, the FY16 ending fund balance is \$5.9 million. It will likely take several months to fully assess the fiscal impacts of the conservation mandate, therefore staff will return to the City Council with any necessary mid-year budget adjustments.

The Sanitation Fund, which includes sewer maintenance, tree trimming and environmental compliance services, is estimated to start FY16 with a \$4.1 million fund balance. Because water consumption and Sanitation revenues are directly related, the State's water conservation mandate will have a negative effect on the Fund. Similar to our approach to the Water Fund, we recommend the FY16 Sanitation budget remains unmodified with revenues of \$4.9 million, expenditures of \$5.0 million, and new capital projects of \$700,000. Therefore, in the current proposed budget, the Sanitation Fund is estimated to end FY16 with a fund balance of \$3.3 million. Staff will be closely monitoring Sanitation Fund revenues and expenses with the possibility of a mid-year budget adjustment. In addition, staff is also considering strategies to restructure the sanitation fee schedule and will be presenting options to the City Council during the upcoming fiscal year.

Despite Gas Tax revenue nearing \$4.0 million for FY15 (versus a budget of \$3.6 million) Gas Tax collections for FY16 are anticipated to decrease to \$3.0 million, \$1.0 million below the FY15 projection. With increased fuel efficiency and the increased use of alternative transportation, the Gas Tax allocation is projected to decline in FY16. Another reason for the decline is the allocations are based on a variable fuel tax rate that is adjusted by the State in February of each year. When the actual amount of taxable sales are known for a year, the State calculates a "true up" for any over- or under- collection of revenue in the subsequent year. This "true up" is factored into the variable tax rate. This tax rate has been reduced for FY16 to reflect a downward "true up" resulting from falling gasoline prices and decreased consumption and accounts for the majority of the decline of \$1.0 million in Gas Tax revenue for FY16. As such, the amount of FY16 funding allocated from Gas Tax to pavement management projects is projected to decrease to \$2.0 million, or approximately \$1.0 million. With proposed expenditures of \$5.4 million (of which \$2.8 million are for new capital projects), Gas Tax is estimated to end FY16 with a combined fund balance of \$1.6 million.

## HIGHLIGHTS FOR FY16

We look to the City's future with much optimism and excitement. The City Council's proactive approach to prior adversity has yielded opportunities to make positive enhancements and changes in the community and in the organization. Provided below is a summary of a few of the opportunities:

- **Orange is OPEN for Business:** With the rebranded Outlets at Orange, the retail center is now a top destination for shopping and dining in Southern California. Since the opening of the Nordstrom Rack in 2012, Simon/Mills has attracted many new retailers to the Center over the past few years including the Nike Factory Store, Banana Republic Factory Store, Calvin Klein, DKNY, Sports Authority, Tommy Hilffiger, Shoeteria Outlet, Windsor, Evelyn & Crabtree, Lucky Brand Jeans, and Finish Line. In addition, BJ's Restaurant and Saddle Ranch Chop House were excellent additions to the Center. In response to their success, The Outlets are moving forward with Phase II of their expansion plans with ground breaking anticipated for late summer 2016. Vestar Development, the new owners of The Village at Orange shopping center are moving forward with plans for a major redevelopment effort to attract new national-brand tenants. The first phase of their renovations include new leases with HomeGoods, PetSmart, and Buffalo Wild Wings. The local office marketplace is also strong particularly in The Outlets area. There is a very high demand for tenant space as many existing businesses are intending to grow and expand and new companies are looking to relocate to Orange. As a result, the occupancy rate for the office buildings around The Outlets is extremely high. Finally, our auto dealerships continue to thrive in Orange with every new car dealership exceeding the county average. Despite the 2012 dissolution of the RDA, the City remains committed to making Orange an attractive place to do business.
- **Old Towne Orange is the Place to Be:** 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 is growing and evolving into a leading destination for shopping and dining, while it remains a cherished gathering place for local residents. Recent and soon to be opened restaurants include Pizza Press, a la minute Ice Cream, Blaze Pizza, and Urth Caffe. With Chapman University's Musco Center for the Arts due to open in 2016, the future looks even brighter for the Plaza area businesses. Finally, design and environmental work is nearing completion on the proposed 620-space Metrolink Parking Structure on Lemon Street. As such, it is anticipated that ground breaking for the project will occur near the end of FY16. This exciting project will provide needed parking for both the Santa Fe Depot/Metrolink Station as well as the Old Towne Commercial District.
- **Housing Market is Strong:** It is evident that the housing market has rebounded in Southern California. In Orange, used home sales are robust and this trend is expected to continue as the inventory of available properties in Orange remains low. In response, there are several for-sale housing projects currently progressing through the entitlement process. The rental market is also strong, which is illustrated by the fact that AMLI Residential Communities is in the middle of building their 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. In addition, Eleven 10 West, a 260-unit apartment project planned for the Town & Country area will begin construction in early FY16.

- **Continued Commitment to Capital Improvement Projects (CIP):** Despite challenging economic conditions, over the past several years we have seen a high level of capital improvement activity in Orange. Looking forward, the CIP identifies 107 projects proposed for the seven-year period. For the upcoming fiscal year, there are 19 new budgeted projects and continuing investment in 42 previously approved projects. All told, the City Council is investing about \$26.5 million in capital improvements in the upcoming fiscal year and \$150.9 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. Twenty-six (26) new and on-going road projects continue to be a major focus of our CIP program. The 20 identified facility improvements reflect the aging of City facilities and major equipment. Funding for the CIP comes from 31 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 FY16 Capital Improvement Program projects:
  - Replacement of tot-lot shade sails at various City parks;
  - Design of renovations at Shaffer Park;
  - Continued installation of irrigation management systems at four City parks;
  - Commitment of \$4.0 million to the Pavement Management Program, and an additional \$3.1 million to street maintenance and rehabilitation efforts throughout the City;
  - Complete 15 projects intended to maintain or improve the City's water production and distribution;
  - Complete the replacement of audio/video technology in the City Council Chambers;
  - Multi-year funding for a county-wide replacement of Public Safety's 800 Mhz radio system; and
  - Ground-breaking for the Metrolink Parking Structure construction project, located at the 100 block of North Lemon Street.
  - Prepare design options for renovations at Fire Station No. 2 and assess future infrastructure needs for Fire Headquarters.
  - Conduct energy efficient improvements at City facilities including the replacement of HVAC systems.

With limited resources and the General Fund contributing only a small portion towards CIP projects, staff has made every effort to prolong much needed repairs and improvements to City facilities and infrastructure. However, City Council has set-aside \$7.2 million from the General Fund in the Capital Projects Fund (500) for this purpose. In FY16, some critical areas have been identified and are included in the proposed Seven-Year CIP for a total cost of \$235,000 using these Capital Project Funds. With an additional \$445,000 in new proposed projects using other funds, total FY16 costs for citywide infrastructure improvements is \$680,000.

## **LOOKING FORWARD**

For future years, we predict continued moderate economic advances, allowing for organizational stability. Based on improving revenue trends coupled with only necessary operating budget increases, FY16 will have a projected \$751,000 revenue surplus with FY17 maintaining a consistent increase to the surplus of approximately \$766,200. Significantly, this model does not reflect any fiscal impacts from future labor negotiations or operating cost increases outside of what is currently proposed in the FY16 budget. As you know, the budget decisions made in good years are often more important than the decisions made in the bad years. With this, we continue to make good progress toward achieving some exciting goals while taking a conservative approach in the area of revenue projections and operational expenditures.

## **CONCLUSION**

Orange is a special place and I am honored to be the City's Interim City Manager. As such, I am proud that our City staff is guided by the City's Mission Statement - *The City of Orange is committed to excellent service for our residents, businesses and visitors.* This dedication to the community is illustrated in many ways: Orange remains one of the safest cities in the Nation; we have among the lowest water, trash, and sanitation rates in the County; our costs for doing business in Orange consistently ranks among the lowest in Southern California; and we continue to provide highly regarded community events such as the Holiday Tree Lighting Ceremony, 3<sup>rd</sup> of July Celebration, Concerts in the Park, Harvest Festival, and Veteran's Day Celebration.

Our ability to present a balanced budget for FY16 is primarily the result of the fiscal foundation established through the City Council's conservative practices. The second factor is innovative solutions to our fiscal limitations and strategic decisions to positively impact staffing and the organization. The final, most important factor is the dedication of the entire organization to preserve our core services and those community aspects that make Orange such a great place to live, work and play.

While FY16 and future years forecast positive economic progress, we still face issues that impact our financial future, most notably are future PERS cost increases, infrastructure funding needs, and an enhanced Economic Development program that encourages commercial growth. In moving forward, we will use all of the tools available to us: 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 ensuring we provide an even greater future for our residents, businesses, and visitors.

## **THANKS AND APPRECIATION**

There is no doubt that the preparation of this budget would not be possible without the dedication and commitment of the City's Department Heads and their key staff members. To each of them, I extend my thanks and appreciation for their hard work, patience, and "can do" approach as we developed this budget. The extra effort required to prepare this

document coincides with the exceptional demands of the City's day-to-day operations. Although this document results from the efforts of many people, I would like to offer a special thanks to the Finance Department budget team, which includes Will Kolbow, Susan Rivera, Josephine Chan, Michelle Moore, Katrin Bandhauer, and Andrea Campbell, who displayed remarkable dedication, teamwork, and tenacity in accomplishing this task.

I would also like to express my appreciation to the members of the City Council for your confidence in the City's management team as well as your policy direction in this budget process. This document reflects the directions and suggestions which you offered, as well as the sincere compassion you have for this community.

Sincerely,

Rick Otto  
Interim City Manager



**RESOLUTION NO. 10867**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ORANGE ADOPTING SAID CITY'S BUDGET FOR THE FISCAL YEAR 2015-16 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 2015-16, 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 2015-16. 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 and Debt Service, are listed in the Schedule of New Capital Improvement Projects and the Schedule of Debt Service Payments. Appropriations existing as of June 30, 2015 for CIP projects will be carried over to the 2015-16 fiscal year with the exception of those projects which are completed, as determined by the City Manager, before the end of the 2014-15 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 9<sup>th</sup> day of June, 2015.

\_\_\_\_\_  
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 9<sup>th</sup> day of June, 2015, by the following vote:

AYES:           COUNCILMEMBERS:  
NOES:           COUNCILMEMBERS:  
ABSENT:        COUNCILMEMBERS:  
ABSTAIN:       COUNCILMEMBERS:

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

**RESOLUTION NO. 10868**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ORANGE ADOPTING THE APPROPRIATIONS LIMIT FOR THE FISCAL YEAR 2015-16**

**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 2015-16.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Orange that the **Appropriations Limit in Fiscal Year 2015-16** shall be **\$156,083,553** and the City's appropriations subject to limitation are **\$89,913,761**.

**ADOPTED** this 9th day of June, 2015.

\_\_\_\_\_  
Teresa E. Smith, Mayor, City of Orange

Attest:

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

I 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 9th day of June, 2015.

AYES:                   COUNCIL MEMBERS:  
NOES:                   COUNCIL MEMBERS:  
ABSENT:                COUNCIL MEMBERS:  
ABSTAIN:               COUNCIL MEMBERS:

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Mary E. Murphy, City Clerk, City of Orange

**EXHIBIT "A"**

**2015-16 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B**

2015-16 APPROPRIATION LIMIT IS CALCULATED AS FOLLOWS:

	10-11*	11-12	12-13	13-14	14-15	15-16
POPULATION GROWTH	1.0088	1.0054	1.0089	1.0078	1.0093	1.0059
CHANGE IN PER CAPITA INCOME	.9746	1.0251	1.0377	1.0512	.9977	1.0382
TOTAL ADJUSTMENT	.9832	1.0306	1.0469	1.0594	1.0070	1.0443
LAST YEAR'S LIMIT	132,064,115	129,842,331	133,820,121	140,101,040	148,422,952	149,458,738
CURRENT YEAR'S LIMIT	129,842,331	133,820,121	140,101,040	148,422,952	149,458,738	156,083,553
OTHER ADJUSTMENTS:						
ASSUMED RESPONSIBILITY:						
BOOKING FEES						
PROP TAX ADMIN CHG						
ADJ. CURRENT YR. LIMIT	129,842,331	133,820,121	140,101,040	148,422,952	149,458,738	156,083,553

The following information was provided by the State Department of Finance in order to calculate the Appropriation Limit for 2015-16:

Fiscal Year	Date	City	County Population	Greater of Population Changes
10-11	01-01-09	141,462	3,134,276	
	01-01-10	142,708	3,165,962	1.01%
11-12	01-01-10	136,256	3,008,356	
	01-01-11	136,995	3,029,408	.70%
12-13	01-01-11	137,086	3,027,832	
	01-01-12	138,010	3,055,792	.89%
13-14	01-01-12	138,100	3,056,919	
	01-01-13	138,792	3,080,859	.78%
13-14	01-01-13	138,913	3,084,324	
	01-01-14	139,279	3,113,088	.93%
14-15	01-01-14	139,268	3,113,306	1.08%
	01-01-15	140,094	3,146,789	

\*Restated

**EXHIBIT "A"**

**2015-16 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B (Continued)**

Percentage Changes in Per Capita Personal Income:

2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
-2.54%	-2.51%	3.77%	5.12%	-0.23%	3.82%

Per Capita Income Converted to a Ratio:

2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
.9746	1.0251	1.0377	1.0512	.9977	1.0382



## HISTORICAL SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>REVENUES</u></b>				
General Fund	94,349,127	93,965,083	99,000,922	102,309,221
Special Revenue	19,733,146	19,907,828	18,577,694	18,401,829
Capital Projects	4,059,548	6,619,787	854,266	7,365,081
Enterprise	29,464,733	31,001,772	32,228,426	32,856,203
Internal Service	12,111,763	11,471,568	12,030,197	11,932,442
Redevelopment (Successor)	12,711,756	10,478,348	10,550,226	10,540,412
<b><u>Total Revenues</u></b>	<b><u>172,430,073</u></b>	<b><u>173,444,386</u></b>	<b><u>173,241,731</u></b>	<b><u>183,405,188</u></b>
<b><u>EXPENDITURES</u></b>				
General Fund	90,464,063	87,855,655	97,320,634	101,558,048
Special Revenue	20,222,264	20,925,956	44,540,311	24,787,643
Capital Projects	2,009,245	2,867,842	42,000,141	12,608,030
Enterprise	26,188,666	30,046,220	42,525,880	34,413,235
Internal Service	13,025,575	12,664,931	19,213,460	14,740,775
Redevelopment (Successor)	39,164,478	8,504,191	17,112,116	8,293,150
<b><u>Total Expenditures</u></b>	<b><u>191,074,291</u></b>	<b><u>162,864,796</u></b>	<b><u>262,712,542</u></b>	<b><u>196,400,881</u></b>

## SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 7/1/2015	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2016
<b>GENERAL FUNDS</b>							
100	General Operating Fund*	4,665,200	-	3,500,000	102,309,221	101,558,048	1,916,373
<b>TOTAL GENERAL FUNDS</b>		4,665,200	-	3,500,000	102,309,221	101,558,048	1,916,373
<b>SPECIAL REVENUE FUNDS</b>							
110	Building Records Management	431,906	-	-	55,845	65,812	421,939
115	Business Investment*	2,508,611	1,600,000	-	8,740	3,100,000	1,017,351
120	Proposition 172	1,120,860	-	-	969,554	831,952	1,258,462
125	Emergency Transport Program	358,767	-	-	2,017,283	1,864,440	511,610
130	PEG Program	565,396	-	-	286,725	250,000	602,121
150	O.C.P.T. Building Maintenance	62,128	-	-	13,918	43,120	32,926
220	Sanitation and Sewer	4,067,797	-	-	4,917,134	5,664,542	3,320,389
245	Air Pollution Reduction	64,787	-	-	213,637	182,838	95,586
262	Traffic Improvement - Measure M	-	-	-	725	-	725
263	Traffic Improvement - Measure M2	1,283,351	-	-	2,938,726	3,558,433	663,644
270	Gas Tax Maintenance	247,323	-	-	2,240,059	2,320,900	166,482
271	Gas Tax Construction	68,702	-	-	126,402	124,327	70,777
272	Gas Tax - Proposition 111	3,598,029	-	-	749,110	2,956,596	1,390,543
273	County/O.C.T.A. Gas Tax	-	-	-	4,000	-	4,000
284	T.S.I.P. Area "B"	2,236,995	-	-	997,232	1,102,782	2,131,445
285	T.S.I.P. Area "C"	821	-	-	38,222	-	39,043
286	T.S.I.P. Area "D"	46,351	-	-	289	-	46,640
291	Santiago Hills Landscape District	71,631	-	-	577,300	571,008	77,923
293	Sycamore Crossing Landscape District	25,812	-	-	48,118	54,614	19,316
294	Del Rio Landscape Maint. District	129,323	-	-	65,971	113,966	81,328
310	C.D.B.G.	-	-	-	1,142,296	1,142,296	0
315	C.D.B.G. - Deferred Loan/Housing Rehab	-	-	-	1,169	-	1,169
316	Federal Rental Rehabilitation	-	-	-	883	-	883
317	H.O.M.E. Grant	-	-	-	301,903	301,903	0
320	California Parklands	119,901	-	-	749	-	120,650
340	Traffic Congestion Relief	152,811	-	-	7,199	-	160,010
350	Traffic Safety Grant	190,108	-	-	31,072	7,544	213,636
353	Federal Police Grants	3,431	-	-	9,230	-	12,661
354	A.B. 3229 - COPS/State	357,737	-	-	221,002	164,904	413,835
355-7	Asset Seizure-Federal	1,678,358	-	-	351,411	237,833	1,791,936
916	Affordable Housing	220,436	-	-	1,377	-	221,813
921	Loan Receivables	8,365,000	-	-	64,548	127,833	8,301,715
<b>TOTAL SPECIAL REVENUE FUNDS</b>		27,976,372	1,600,000	-	18,401,829	24,787,643	23,190,558
400	<b>CITY DEBT SERVICE FUND</b>	-	-	-	-	-	0
<b>CAPITAL PROJECT FUNDS</b>							
500	Capital Projects	7,400,798	-	125,000	-	145,000	7,130,798
510	Park Acquisition	4,057,261	-	-	3,717,295	540,217	7,234,339
511	Park Acquisition - Quimby	463,752	-	-	387,550	280,000	571,302
512	El Modena Park	148,366	-	-	78,860	-	227,226
520	Sewer Construction	145,209	-	-	5,641	3,000	147,850
530	Drainage District	3,845	-	-	24	-	3,869
540	Old Towne Parking Facility	295,016	-	-	9,858	28,000	276,874
550	Reimbursable Capital Projects	-	-	-	2,341,662	2,341,662	0
551	Grijalva Park Fund	54,303	-	-	339	-	54,642
555	Parking in Lieu	97,042	-	-	606	-	97,648
560	Fire Facilities Fees	2,279,042	-	-	445,380	728,464	1,995,958
570	Police Facilities Fees	141,913	-	-	76,178	6,680	211,411
573	Library Facility Fees	346,764	-	-	210,372	230,000	327,136
596	Sycamore Crossing A.D. 95-1	28,614	-	-	-	-	28,614
951	City Trf: Tustin Project Taxable*	1,167,514	-	-	7,293	1,160,007	14,800
952	City Trf: NW & SW 2003 Taxable*	1,654,882	-	-	10,337	1,645,000	20,219

## SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 7/1/2015	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2016
953	City Trf: NW & SW 2003 Exempt*	789,140	-	-	6,767	500,000	295,907
954	City Trf: Merged 2008 Exempt*	5,508,005	-	-	66,919	5,000,000	574,924
<b>TOTAL CAPITAL PROJECT FUNDS</b>		24,581,466	-	125,000	7,365,081	12,608,030	19,213,517
<b>ENTERPRISE FUNDS</b>							
600	Water Utility Operations	7,411,593	-	-	32,856,203	34,413,235	5,854,561
<b>TOTAL ENTERPRISE FUNDS</b>		7,411,593	-	-	32,856,203	34,413,235	5,854,561
<b>INTERNAL SERVICE FUNDS</b>							
710	Equipment Expense	917,604	-	-	2,660,227	3,003,357	574,474
720	Equipment Replacement	7,744,396	1,400,000	-	373,229	2,979,916	6,537,709
725	Major Building Improvements	-	125,000	-	-	115,000	10,000
730	Self Insurance Worker's Compensation	539,616	-	-	3,575,408	3,176,397	938,627
740	Self Insurance Liability	1,605,988	-	-	1,436,981	1,941,287	1,101,682
752	Self Insurance Dental	219,207	-	-	431,316	416,668	233,855
760	Employee Accrued Liability	5,264,015	-	-	1,271,837	1,155,159	5,380,693
780	Information Systems Operations	210,907	-	-	1,929,661	1,952,991	187,577
790	Computer Replacement	1,225,252	-	-	253,783	-	1,479,035
<b>TOTAL INTERNAL SERVICE FUNDS</b>		17,726,985	1,525,000	-	11,932,442	14,740,775	16,443,652
<b>REDEVELOPMENT FUNDS</b>							
920	Obligation Retirement Fund	4,902,581	-	7,904,581	10,100,000	-	7,098,000
940	O.R.A. Merged Projects	4,188,220	1,322,643	-	388,122	1,711,218	4,187,767
942	NW & SW Merged 2003 Taxable Bonds	-	-	-	-	-	0
943	NW & SW Merged 2003 Tax Exempt	-	-	-	-	-	0
944	NW & SW Merged 2008 Tax Exempt	-	-	-	-	-	0
987	O.R.A. Merged Debt Service	3,155,902	6,581,938	-	52,290	6,581,932	3,208,198
<b>TOTAL REDEVELOPMENT FUNDS</b>		12,246,703	7,904,581	7,904,581	10,540,412	8,293,150	14,493,965
<b>GRAND TOTAL ALL FUNDS</b>		<b>94,608,319</b>	<b>11,029,581</b>	<b>11,529,581</b>	<b>183,405,188</b>	<b>196,400,881</b>	<b>81,112,626</b>

\* Of the General Fund Transfers out, \$500,000 will be reclassified to the Catastrophic Reserve in the General Fund

\* New fund as of FY 15

**SCHEDULE OF TRANSFERS**

<u>FUND</u>	<u>FROM</u>	<u>FUND</u>	<u>TO</u>	<u>DESCRIPTION</u>	<u>AMOUNT</u>
100	General Fund	115	Business Investment Fund	Economic Development	1,600,000
100	General Fund	720	Equipment Replacement	Vehicle Replacement	1,400,000
500	Capital Projects	725	Major Bldg Improvements	Infrastructure Improvements	125,000
920	SAORA Obligation Retirement	940	SAORA - Capital Projects	Pass Thru	1,322,643
920	SAORA Obligation Retirement	987	SAORA Merged Debt Service	Pass Thru	6,581,938
<b><u>TOTAL TRANSFERS</u></b>					<b><u>11,029,581</u></b>

**SCHEDULE OF RECLASSIFICATIONS**

100	General Fund Unreserved Fund Balance	100	Fund Balance Designated for Contingencies	Catastrophic Reserve	500,000
<b><u>TOTAL RECLASSIFICATIONS</u></b>					<b><u>500,000</u></b>

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

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>GENERAL FUND</u></b>				
Taxes	64,473,256	63,867,862	67,872,327	71,923,460
Franchises	2,729,653	2,671,462	2,756,654	2,797,280
Licenses & Permits	4,023,365	4,536,296	4,254,213	4,263,000
Fines & Forfeitures	2,448,260	2,405,236	2,232,900	2,212,500
Use of Money & Property	735,156	762,830	822,364	842,768
Revenue from Other Agencies	11,434,987	12,161,272	12,892,308	12,892,013
Fees for Services	4,365,919	4,387,159	4,589,195	4,522,155
Miscellaneous Revenues	2,164,122	1,146,832	1,480,049	755,045
Interfund Revenue	1,974,409	2,026,134	2,100,912	2,101,000
	<b><u>94,349,127</u></b>	<b><u>93,965,083</u></b>	<b><u>99,000,922</u></b>	<b><u>102,309,221</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Taxes	3,799,154	3,932,072	4,149,842	4,384,949
Franchises	300,698	279,453	279,200	282,000
Licenses & Permits	2,545	-	-	-
Fines & Forfeitures	55,290	53,110	58,000	58,000
Use of Money & Property	878,200	510,415	369,214	376,348
Revenue from Other Agencies	6,478,136	6,454,330	6,091,722	5,066,147
Fees for Services	6,983,487	7,259,228	6,821,439	7,702,849
Miscellaneous Revenues	1,235,636	1,419,220	808,277	531,536
	<b><u>19,733,146</u></b>	<b><u>19,907,828</u></b>	<b><u>18,577,694</u></b>	<b><u>18,401,829</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Licenses & Permits	48,250	3,285,466	47,970	4,066,342
Use of Money & Property	102,168	112,159	211,350	251,718
Revenue from Other Agencies	2,785,909	2,587,770	574,093	2,341,662
Fees for Services	300,122	634,392	20,853	705,359
Miscellaneous Revenues	823,099	-	-	-
	<b><u>4,059,548</u></b>	<b><u>6,619,787</u></b>	<b><u>854,266</u></b>	<b><u>7,365,081</u></b>
<b><u>ENTERPRISE FUNDS</u></b>				
Fines & Forfeitures	43	(28)	-	-
Use of Money & Property	136,109	131,554	138,326	161,603
Fees for Services	117,684	101,404	100,000	100,000
Miscellaneous Revenues	197,457	87,744	71,200	62,800
Interfund Revenue	109,820	132,400	132,400	132,400
Water Charges for Services	28,903,620	30,548,698	31,786,500	32,399,400
	<b><u>29,464,733</u></b>	<b><u>31,001,772</u></b>	<b><u>32,228,426</u></b>	<b><u>32,856,203</u></b>

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

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Fees for Services	410	410	-	-
Miscellaneous Revenues	273,472	264,825	170,300	170,000
Interfund Revenue	11,837,881	11,206,333	11,859,897	11,762,442
<b><u>Total Internal Service Funds</u></b>	<b><u>12,111,763</u></b>	<b><u>11,471,568</u></b>	<b><u>12,030,197</u></b>	<b><u>11,932,442</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Taxes	-	-	-	-
Use of Money & Property	770,728	468,906	382,946	440,412
Revenue from Other Agencies	11,942,063	9,972,333	10,137,228	10,100,000
Fees for Services	(1,185)	-	-	-
Miscellaneous Revenues	150	37,109	30,052	-
<b><u>Total Redevelopment (Successor) Funds</u></b>	<b><u>12,711,756</u></b>	<b><u>10,478,348</u></b>	<b><u>10,550,226</u></b>	<b><u>10,540,412</u></b>
<b>GRAND TOTAL</b>	<b>172,430,073</b>	<b>173,444,386</b>	<b>173,241,731</b>	<b>183,405,188</b>



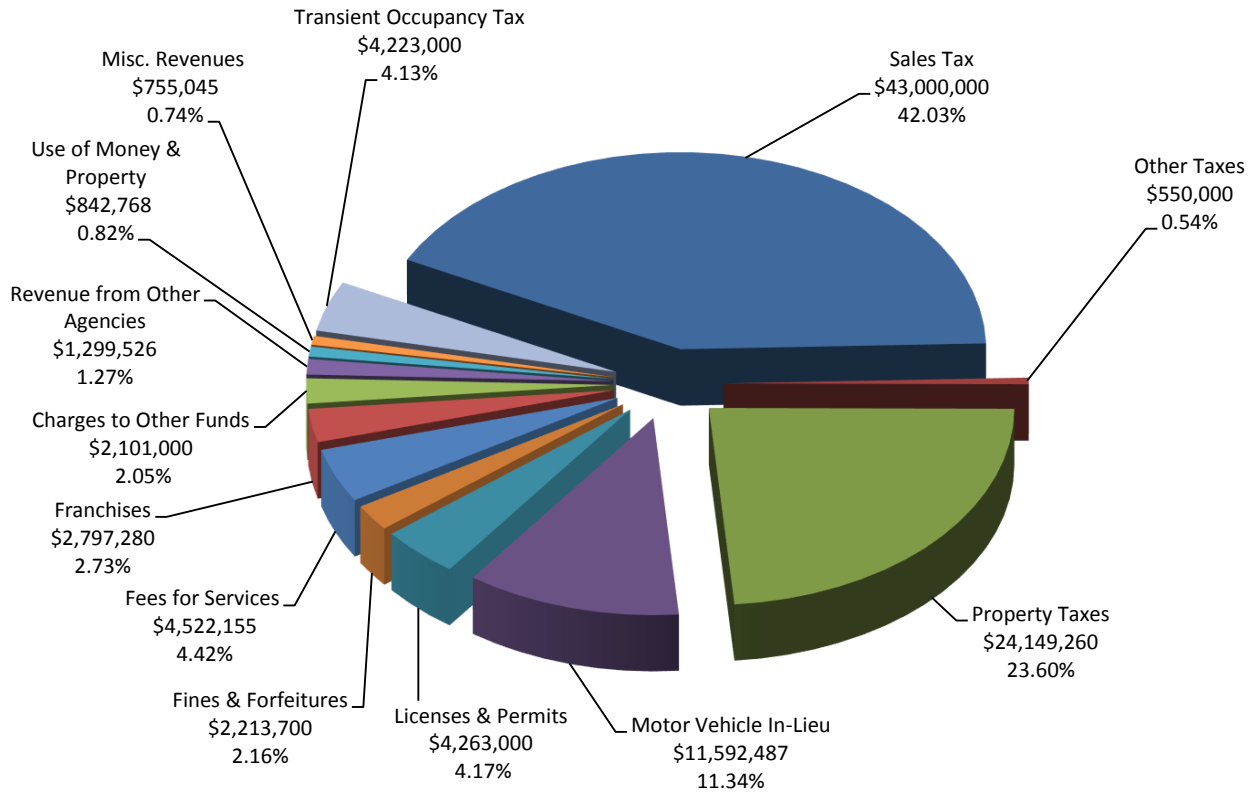
## HISTORICAL SCHEDULE OF REVENUE SOURCES BY FUND TYPE AND FUND

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>GENERAL FUND</u></b>				
General Fund - 100	94,349,127	93,965,083	99,000,922	102,309,221
<b><u>Total General Fund</u></b>	<b><u>94,349,127</u></b>	<b><u>93,965,083</u></b>	<b><u>99,000,922</u></b>	<b><u>102,309,221</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Building Records Management Fund - 110	56,315	69,444	55,803	55,845
Business Investment Fund - 115	-	-	8,611	8,740
Proposition 172 Fund - 120	845,814	890,219	915,097	969,554
Emergency Transport Program Fund - 125	1,636,523	1,933,549	1,967,266	2,017,283
1% PEG Program - 130	301,804	312,000	283,855	286,725
OCPT Building Maintenance Fund - 150	10,813	11,552	13,305	13,918
Sanitation and Sewer Fund - 220	5,027,239	5,263,874	5,260,388	4,917,134
Solid Waste Fund - 222	2,679	23	-	-
Air Pollution Reduction Fund - 245	166,780	202,696	177,632	213,637
Traffic Improvement - Measure M Fund - 262	33,001	3,433	714	725
Traffic Improvement - Measure M2 Fund - 263	2,444,259	3,087,291	2,780,009	2,938,726
Gas Tax Maintenance Fund - 270	1,383,978	1,427,555	1,537,788	2,240,059
Gas Tax Construction Fund - 271	127,143	123,049	126,381	126,402
Gas Tax - Proposition 111 Fund - 272	1,869,996	3,027,180	2,398,858	749,110
County/OCTA Gas Tax Fund - 273	1,391,963	95,598	-	4,000
TSIP Area "B" Fund - 284	555,154	413,679	54,859	997,232
TSIP Area "C" Fund - 285	3,976	5,556	14,606	38,222
TSIP Fund - 286	693	19,539	285	289
Santiago Hills Lndscope Maint District Fund - 291	580,961	579,335	577,840	577,300
Sycamore Crossing Lndscope Maint District Fund - 293	47,343	48,431	49,238	48,118
Del Rio Landscape Maintenance District Fund - 294	63,848	62,907	64,683	65,971
CDBG/HOME - Funds 310-318	1,555,769	1,303,621	1,476,216	1,446,251
California Parklands - 320	962	758	738	749
Traffic Congestion Relief - 340	9,329	7,283	7,092	7,199
Traffic Safety Grant - 350	35,431	28,875	31,056	31,072
Federal Police Grants - 353	6,675	16,865	17,103	9,230
AB 3229 COPS/State Grant Fund - 354	166,658	257,506	214,588	221,002
Asset Seizure Funds - 355-357	829,960	513,720	425,183	351,411
Affordable Housing - New Construction - 916	36,890	8,197	1,356	1,377
Low and Moderate Income Housing Fund - 921	541,190	194,093	117,144	64,548
<b><u>Total Special Revenue Funds</u></b>	<b><u>19,733,146</u></b>	<b><u>19,907,828</u></b>	<b><u>18,577,694</u></b>	<b><u>18,401,829</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Capital Projects - 500	480,637	50,000	-	-
Park Acquisition and Development Fund - 510-512	103,380	3,359,751	128,763	4,183,705
Sewer Construction Fund - 520	33,218	56,432	5,617	5,641
Storm Drain Fund - 530	225	17	24	24

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

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>CAPITAL PROJECTS FUNDS (Cont.)</u></b>				
Old Towne Parking Facility Fund - 540	10,680	8,431	9,831	9,858
Reimbursable Capital Projects Fund - 550	3,128,371	2,537,770	574,093	2,341,662
County Parks Fund - 551	435	343	334	339
Parking in Lieu Fund - 555	40,498	613	597	606
Fire Facility Fees Fund - 560	213,125	249,129	31,776	445,380
Police Facility Fees Fund - 570	41,817	129,034	3,953	76,178
Library Facility Fees - 573	7,139	228,267	9,311	210,372
Del Rio CFD 06-1 Fund - 597	23	-	-	-
ORA Housing Set-Aside Fund - 951	-	-	7,185	7,293
NW & SW Merged 2003 Taxable Bonds - 952	-	-	10,184	10,337
NW & SW Merged 2003 Tax Exempt Bonds - 953	-	-	6,667	6,767
NW & SW Merged 2008 Tax Exempt Bonds - 954	-	-	65,931	66,919
<b><u>Total Capital Projects Funds</u></b>	<b><u>4,059,548</u></b>	<b><u>6,619,787</u></b>	<b><u>854,266</u></b>	<b><u>7,365,081</u></b>
<b><u>ENTERPRISE FUNDS</u></b>				
Water Utility Operations Fund - 600	25,847,373	31,001,772	32,228,426	32,856,203
Water Capital Projects Fund - 601	3,617,360	-	-	-
<b><u>Total Enterprise Funds</u></b>	<b><u>29,464,733</u></b>	<b><u>31,001,772</u></b>	<b><u>32,228,426</u></b>	<b><u>32,856,203</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Equipment Expense Fund - 710	2,990,500	1,794,715	2,406,128	2,660,227
Equipment Replacement Fund - 720	1,159,881	1,318,656	1,419,494	373,229
Major Building Improvements Fund - 725	410	-	-	-
Self Insurance - Worker's Compensation - 730	2,729,229	3,682,654	3,346,012	3,575,408
Self Insurance - Liability - 740	1,849,874	858,346	839,943	1,436,981
Self Insurance - Dental - 752	493,760	478,815	450,679	431,316
Employee Accrued Liability - 760	665,913	575,522	623,990	1,271,837
Information Systems Operations Fund - 780	1,733,526	1,695,389	1,848,708	1,929,661
Computer Replacement Fund - 790	488,670	1,067,471	1,095,243	253,783
<b><u>Total Internal Service Funds</u></b>	<b><u>12,111,763</u></b>	<b><u>11,471,568</u></b>	<b><u>12,030,197</u></b>	<b><u>11,932,442</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Tustin Taxable Projects Fund - 914	9,366	7,379	-	-
County Revenue - RORF Fund - 920	11,894,352	9,832,658	10,100,000	10,100,000
ORA Merged Projects - 940	573,974	460,296	407,518	388,122
ORA Housing Set-Aside Fund - 941	41,027	35	-	-
NW & SW Merged 2003 Taxable Bonds - 942	13,276	10,459	-	-
NW & SW Merged 2003 Tax Exempt Bonds - 943	8,721	25,814	-	-
NW & SW Merged 2008 Tax Exempt Bonds - 944	89,038	69,439	-	-
ORA Merged Debt Service - 987	82,002	72,268	42,708	52,290
<b><u>Total Redevelopment (Successor) Funds</u></b>	<b><u>12,711,756</u></b>	<b><u>10,478,348</u></b>	<b><u>10,550,226</u></b>	<b><u>10,540,412</u></b>
<b>GRAND TOTAL</b>	<b>172,430,073</b>	<b>173,444,386</b>	<b>173,241,731</b>	<b>183,405,188</b>

## GENERAL FUND REVENUES BY FUNDING SOURCE



**TOTAL GENERAL FUND REVENUES \$102,309,221**

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

		<u>Actual</u> <u>2012/13</u>	<u>Actual</u> <u>2013/14</u>	<u>Estimate</u> <u>2014/15</u>	<u>Budget</u> <u>2015/16</u>
<b><u>General Fund - 100</u></b>					
<b><u>Taxes</u></b>					
40111	Current Secured	17,558,033	18,107,402	19,249,440	19,826,923
40112	Current Unsecured	650,596	663,411	754,650	777,290
40113	Current Supplemental	387,540	706,558	474,180	488,405
40114	Homeowners Property Tax Relief	147,488	141,515	144,200	148,526
40115	Property Tax Increment Pass Through	6,277,570 *	268,509	231,750	238,703
40116	Property Tax - Waterfall	-	2,175,549	2,136,990	2,426,389
40121	Prior Year Secured	341,819	247,317	205,870	212,046
40122	Prior Year Unsecured	9,338	12,985	9,476	9,760
40123	Prior Year Supplemental	-	-	20,600	21,218
40510	Sales Tax	34,727,458	37,056,038	39,944,000	43,000,000
40610	Transient Occupancy Tax	3,818,971	3,850,106	4,100,000	4,223,000
40611	Penalties on Transient Occupancy Tax	228	905	1,171	1,200
40620	Real Property Transfer Tax	554,215	637,567	600,000	550,000
<b><u>Total Taxes</u></b>		<u>64,473,256</u>	<u>63,867,862</u>	<u>67,872,327</u>	<u>71,923,460</u>
<b><u>Franchises</u></b>					
41110	The Gas Company	279,161	329,061	304,000	313,000
41120	Southern California Edison	843,717	894,453	973,393	1,002,595
41130	Time Warner Cable	1,033,053	912,655	900,000	900,000
41140	ATT Cable Franchise	446,945	460,397	474,000	488,000
41150	Franchise - Other	126,777	74,896	105,261	93,685
<b><u>Total Franchises</u></b>		<u>2,729,653</u>	<u>2,671,462</u>	<u>2,756,654</u>	<u>2,797,280</u>
<b><u>Licenses &amp; Permits</u></b>					
42110	Business Licenses	2,449,568	2,596,713	2,600,000	2,600,000
42120	Bicycle Licenses	182	182	200	200
42210	Building Permits	731,098	810,336	780,000	800,000
42220	Plumbing Permits	88,041	136,583	80,000	82,000
42230	Electrical Permits	208,082	239,228	180,000	185,000
42235	Mechanical Permits	111,410	175,170	115,000	115,000
42240	Banner and Temporary Sign Permits	4,800	4,320	5,409	5,000
42260	Sewer Permits (Building)	20,848	40,733	15,000	15,000
42270	Grading Permits	925	1,600	1,000	1,000
42280	DPW Special Permits	28,929	37,149	30,519	30,000
42281	Outdoor Dining Permits	5,737	1,369	5,000	5,000
42285	Enroachment Permits	36,786	49,197	35,783	35,000
42410	Parking Permits	10,618	3,620	7,445	4,500
42420	SMDA & ERF Admin	3,299	5,479	1,200	700
42421	SMDA & ERF Building	4,140	-	20,000	13,000

\* Includes 6,101,775 for Property Tax - Waterfall

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Licenses &amp; Permits (Cont.)</u></b>				
42430 State SMIP Permit Fees	880	1,071	1,841	800
42435 SB 1473 Green Billing Fee - California	516	612	1,211	800
42440 Annual Fire Permit Fees	273,771	349,330	300,000	300,000
42450 Underground Tank Permit Fees	29,780	20,840	30,000	30,000
42480 User Group Maintenance Fees	13,955	62,764	44,605	40,000
<b><u>Total Licenses &amp; Permits</u></b>	<u>4,023,365</u>	<u>4,536,296</u>	<u>4,254,213</u>	<u>4,263,000</u>
<b><u>Fines &amp; Forfeitures</u></b>				
43110 Vehicle Code Fines	650,498	599,589	600,000	600,000
43116 Delinquent Penalties	127,489	139,096	152,900	132,500
43210 Fines - City Ordinances	1,575,077	1,564,233	1,400,000	1,400,000
43215 Penalties & Forfeitures	8,232	14,468	-	-
43410 Library Fines	86,964	87,850	80,000	80,000
<b><u>Total Fines &amp; Forfeitures</u></b>	<u>2,448,260</u>	<u>2,405,236</u>	<u>2,232,900</u>	<u>2,212,500</u>
<b><u>Use of Money &amp; Property</u></b>				
44110 Interest on Investments	424,607	365,131	367,786	373,303
44120 Interest on Tax Collections	4,930	3,698	4,000	4,000
44210 Rents & Concessions	237,789	325,109	367,365	384,774
44212 Cell Phone Tower Rental Revenue	67,830	68,892	83,213	80,691
<b><u>Total Interest Earnings</u></b>	<u>735,156</u>	<u>762,830</u>	<u>822,364</u>	<u>842,768</u>
<b><u>Revenue From Other Agencies</u></b>				
45110 Metrolink Parking Structure	23,400	-	-	-
45110 Reimbursable Revenue	-	(117,438)	-	-
45150 Federal Grant Revenue	-	-	74,974	-
45210 State Motor Vehicle in Lieu	10,443,766	10,837,071	11,254,842	11,592,487
45290 State Grant Funds	201,058	211,324	453,282	310,000
45310 Santa Fe Depot Specific Plan Update	10,972	(10,972)	-	-
45330 State Reimbursement - Mandated Costs	32,494	40,736	113,000	40,000
45491 County Theo Lacy Agreement	286,908	461,143	420,000	420,000
45495 Other Grant Revenue	356,389	239,408	76,210	29,526
45560 Revenue from Private Developers	80,000	-	-	-
45570 Revenue from Chapman University	-	500,000	500,000	500,000
<b><u>Total Revenue From Other Agencies</u></b>	<u>11,434,987</u>	<u>12,161,272</u>	<u>12,892,308</u>	<u>12,892,013</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL

### GENERAL FUND

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>	
<b><u>Fees for Services</u></b>					
46110	Zoning Change Fees	2,954	2,922	1,509	1,500
46111	Zone Clearance (Counter Review)	36,390	41,280	39,480	35,000
46130	Development Related Services	303,106	286,325	266,218	276,000
46140	Non-deposit Based Application Fees	105	745	1,500	1,500
46150	Plan Checking Fees (Building)	448,066	356,917	370,000	380,000
46151	Security Plan Check Fees	567	2,109	2,000	2,000
46240	Development Agreements	-	-	100,000	-
46250	Admin Fee	10,000	-	7,000	7,000
46260	Mills Act Fees	17,580	13,705	15,970	11,000
46310	Plan Checking Fees (Public Works)	15,260	15,564	18,000	18,000
46320	Encroachment Inspection Fee	69,726	103,453	92,911	50,000
46425	Outdoor Dining/Sidewalk Cleaning	-	64	-	-
46520	Aquatics	40,478	38,817	59,600	50,104
46530	Recreation Events	143,184	162,714	177,441	189,181
46531	Summer Playground - Recreation Activities	50,367	57,410	61,000	57,166
46540	Recreation Classes	495,810	460,782	480,800	453,029
46620	Police Department Services	50	-	-	-
46621	Massage Processing Fee	490	245	560	500
46622	ABC License Fee	12,800	16,000	19,200	15,000
46630	Alarm Services	(518)	-	75	-
46670	Police Tow Release Charge	26,510	28,400	35,000	35,000
46671	Private Property Impound Fees	17,389	13,212	18,000	18,000
46680	Abandoned Vehicle Reimbursement	16,001	-	-	-
46690	False Alarms	115,088	159,994	112,225	112,000
46711	Paramedic Enrollment	517,218	394,071	515,000	515,000
46712	Paramedic Direct Fees	937,777	1,045,058	1,060,000	1,068,000
46713	Medical Supplies Charges	107,175	119,435	125,000	130,000
46720	Plan Review-Construction Inspection	96,917	94,145	100,000	100,000
46730	Safety/Hazard Permits	4,173	3,740	4,500	4,500
46740	Report Fees	91,128	89,944	90,900	90,900
46760	Fire Investigations (Restitution)	-	-	-	1,000
46761	Small Spill	(1,347)	-	-	-
46772	Hazardous Materials Disclosure	154,555	210,659	200,000	200,000
46810	Non-Compliance Fee	39,238	52,196	45,000	53,000
46820	New Processing Fee	157,188	160,796	180,000	180,000
46830	Renewal Processing Fee	363,189	370,971	300,000	380,000
46911	Library Local History Fees	530	1,293	200	200
46920	Witness Fees	8,993	7,658	7,913	6,200
46930	Filing & Certification Fees	116	51	308	275

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>	
<b><u>Fees for Services (Cont.)</u></b>					
46935	Passport Processing Fee	32,426	38,425	38,000	38,000
46936	Passport Photo Fee	8,680	11,141	11,000	11,000
46940	Plans & Specification Charges	2,335	756	1,785	1,000
46950	Appeals (City Council & Planning Comm)	-	-	1,000	1,000
46955	Other Charges for Services	24,225	26,162	30,100	30,100
	<b><u>Total Fees for Services</u></b>	<u>4,365,919</u>	<u>4,387,159</u>	<u>4,589,195</u>	<u>4,522,155</u>
<b><u>Miscellaneous Revenue</u></b>					
48130	Sale of Junk & Waste	10,353	2,525	9,777	2,350
48140	Sale of Maps, Documents, Copies	20,783	23,044	21,976	20,300
48210	Expense Reimbursements	606,974	388,559	548,851	229,905
48212	Reimbursement from O.E.S.	38,735	78,366	394,707	80,000
48221	Reimbursement - P.O.S.T. Salaries	32,391	10,967	25,000	15,000
48230	Reimbursement - Landscape Maintenance	-	30,000	-	-
48250	Reimbursement - Street Fair	176,583	181,615	188,484	200,000
48265	Reimbursement - Postage	3,040	3,115	2,676	2,500
48280	Reimbursement - Assess Dist Admin	4,193	3,651	-	-
48282	General Plan Amendment Update Surcharge	52,724	62,471	59,000	59,000
48350	Cash Overages/Shortages	(55)	(64)	47	-
48363	Restitution	19,834	12,914	10,899	8,000
48365	Miscellaneous Rebates	5,656	6,298	5,028	3,650
48380	Other Miscellaneous Revenue	942,652	124,879	22,248	18,600
48382	Library Pre-Paid Card	29,182	29,752	23,000	23,000
48390	Donations	219,955	186,049	167,356	91,740
48420	Filming Productions	1,122	2,691	1,000	1,000
	<b><u>Total Miscellaneous Revenue</u></b>	<u>2,164,122</u>	<u>1,146,832</u>	<u>1,480,049</u>	<u>755,045</u>
<b><u>Interfund Revenue</u></b>					
49031	G & A Admin - G.O. Funds	1,974,409	2,026,134	2,100,912	2,101,000
	<b><u>Total Interfund Revenue</u></b>	<u>1,974,409</u>	<u>2,026,134</u>	<u>2,100,912</u>	<u>2,101,000</u>
<b>TOTAL GENERAL FUND</b>		<b>94,349,127</b>	<b>93,965,083</b>	<b>99,000,922</b>	<b>102,309,221</b>



## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual</u> <u>2012/13</u>	<u>Actual</u> <u>2013/14</u>	<u>Estimate</u> <u>2014/15</u>	<u>Budget</u> <u>2015/16</u>
<b><u>Building Records Mgt. Fund - 110</u></b>					
44110	Interest on Investments	3,525	2,789	2,803	2,845
48170	Building Records Mgt. Fee	52,790	66,655	53,000	53,000
<b><u>Total Building Records Mgt.</u></b>		<u>56,315</u>	<u>69,444</u>	<u>55,803</u>	<u>55,845</u>
<b><u>Business Investment Fund - 115</u></b>					
44110	Interest on Investments	-	-	8,611	8,740
<b><u>Total Business Investment</u></b>		<u>-</u>	<u>-</u>	<u>8,611</u>	<u>8,740</u>
<b><u>Proposition 172 Fund - 120</u></b>					
40510	Sales Tax	837,437	881,371	905,092	959,398
44110	Interest on Investments	8,377	8,848	10,005	10,156
<b><u>Total Proposition 172</u></b>		<u>845,814</u>	<u>890,219</u>	<u>915,097</u>	<u>969,554</u>
<b><u>EMT Transport Fund - 125</u></b>					
44110	Interest on Investments	2,112	178	1,142	1,159
45290	GEMT - Fire Ground Emergency Medical Transport	-	111,984	66,124	66,124
46780	EMT Transportation	1,634,411	1,821,387	1,900,000	1,950,000
<b><u>Total EMT Transport</u></b>		<u>1,636,523</u>	<u>1,933,549</u>	<u>1,967,266</u>	<u>2,017,283</u>
<b><u>1% PEG Fund - 130</u></b>					
41160	PEG from Cable Franchises	300,698	279,453	279,200	282,000
44110	Interest on Investments	1,106	3,824	4,655	4,725
48380	Other Miscellaneous Revenue	-	28,723	-	-
<b><u>Total PEG</u></b>		<u>301,804</u>	<u>312,000</u>	<u>283,855</u>	<u>286,725</u>
<b><u>OCPT Building Maintenance Fund - 150</u></b>					
44110	Interest on Investments	1,263	952	905	918
44210	Rents & Concessions	9,550	10,600	12,400	13,000
<b><u>Total OCPT Building Maintenance</u></b>		<u>10,813</u>	<u>11,552</u>	<u>13,305</u>	<u>13,918</u>
<b><u>Sanitation and Sewer Fund - 220</u></b>					
42280	Special Permits	2,545	-	-	-
43116	Delinquent Penalty	55,290	53,110	58,000	58,000
44110	Interest on Investments	61,489	45,798	41,279	41,898
45110	Reimbursable Revenues	-	(11,360)	-	-
45290	State Grant Funds	19,118	87,209	110,870	-
4613x	Development Related Services	12,607	20,610	15,655	15,000

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

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Sanitation and Sewer Fund - 220 (Cont.)</u></b>				
46470 City Sanitation Services	1,098	524	1,200	1,200
46480 Stormwater/Environmental Compliance	1,361,489	1,424,588	1,380,000	1,340,000
46481 Street Sweeping	1,375,540	1,434,040	1,380,000	1,340,000
46482 Tree Trimming	852,185	872,200	863,000	863,000
46483 Sewer Maintenance	1,176,486	1,228,328	1,190,000	1,150,000
46560 Street Tree Removal/Planting	4,028	4,615	13,114	3,000
46940 Plans & Specification Charges	725	735	500	500
46965 Establishment Fee	16,581	14,318	14,000	14,000
48210 Expense Reimbursements	2,522	3,623	107,234	5,000
48311 Bus Shelter Advertising	85,536	85,536	85,536	85,536
<b><u>Total Sanitation &amp; Sewer</u></b>	<b><u>5,027,239</u></b>	<b><u>5,263,874</u></b>	<b><u>5,260,388</u></b>	<b><u>4,917,134</u></b>
<b><u>Solid Waste Fund - 222</u></b>				
46410 Refuse Collection Charges	-	23	-	-
48210 Expense Reimbursements	2,679	-	-	-
<b><u>Total Solid Waste</u></b>	<b><u>2,679</u></b>	<b><u>23</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>SB2766 Air Pollution Reduction Fund - 245</u></b>				
44110 Interest on Investments	296	282	332	337
45530 Revenue from Other Public Agencies	166,484	202,414	177,300	213,300
<b><u>Total SB2766 Air Pollution Reduction</u></b>	<b><u>166,780</u></b>	<b><u>202,696</u></b>	<b><u>177,632</u></b>	<b><u>213,637</u></b>
<b><u>Measure M Traffic Improvement Fund - 262</u></b>				
44110 Interest on Investments	12,654	3,433	714	725
44210 Rents & Concessions	19,405	-	-	-
46940 Plans & Specification Charges	942	-	-	-
<b><u>Total Measure M Traffic Improvement</u></b>	<b><u>33,001</u></b>	<b><u>3,433</u></b>	<b><u>714</u></b>	<b><u>725</u></b>
<b><u>Measure M2 Traffic Improvement Fund - 263</u></b>				
40520 Measure M Tax	2,314,620	2,405,659	2,598,640	2,779,664
44110 Interest on Investments	24,720	30,011	27,894	28,312
44210 Rents & Concessions	-	18,748	18,000	18,000
45495 Other Grant	104,919	111,284	110,000	110,000
46940 Plans & Specification Charges	-	11,000	1,175	750
48110 Sale of Real & Personal Property	-	494,289	-	-
48210 Expense Reimbursements	-	16,300	-	-
48365 Miscellaneous Rebates	-	-	10,000	2,000
48380 Other Miscellaneous Revenue	-	-	14,300	-
<b><u>Total Measure M2 Traffic Improvement</u></b>	<b><u>2,444,259</u></b>	<b><u>3,087,291</u></b>	<b><u>2,780,009</u></b>	<b><u>2,938,726</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Special Gas Tax Maintenance Fund - 270</u></b>				
44110 Interest on Investments	5,081	943	3,116	3,163
45220 State Gas Tax	-	-	-	152,022
45221 State Gas Tax 2106	344,402	356,735	440,000	305,103
45222 State Gas Tax 2107	1,011,792	1,028,880	1,053,000	1,120,365
45223 State Gas Tax 2107.5	10,000	10,000	10,000	10,000
45224 Prop 42 Replacement Gas Tax 7360	-	-	-	646,406
48210 Expense Reimbursements	12,703	30,997	31,672	3,000
<b><u>Total Special Gas Tax Maintenance</u></b>	<b><u>1,383,978</u></b>	<b><u>1,427,555</u></b>	<b><u>1,537,788</u></b>	<b><u>2,240,059</u></b>
<b><u>Special Gas Tax Construction Fund - 271</u></b>				
44110 Interest on Investments	2,450	1,469	1,381	1,402
45221 State Gas Tax 2106	120,000	120,000	120,000	120,000
46130 Development Related Services	4,693	1,580	5,000	5,000
<b><u>Total Special Gas Tax Construction</u></b>	<b><u>127,143</u></b>	<b><u>123,049</u></b>	<b><u>126,381</u></b>	<b><u>126,402</u></b>
<b><u>Proposition 111 Fund - 272</u></b>				
44110 Interest on Investments	60,763	40,483	38,058	38,629
44210 Rents & Concessions	70,621	54,351	52,800	52,800
45220 State Gas Tax	617,460	961,808	849,000	657,681
45224 Prop 42 Replacement Gas Tax 7360	1,121,152	1,970,208	1,459,000	-
46940 Plans & Specification Charges	-	330	-	-
<b><u>Total Proposition 111</u></b>	<b><u>1,869,996</u></b>	<b><u>3,027,180</u></b>	<b><u>2,398,858</u></b>	<b><u>749,110</u></b>
<b><u>County/OCTA Gas Tax Fund - 273</u></b>				
44110 Interest on Investments	255	408	-	-
45220 State Gas Tax	1,399,992	-	-	-
48210 Expense Reimbursements	(8,284)	95,190	-	4,000
<b><u>Total County/OCTA Gas Tax</u></b>	<b><u>1,391,963</u></b>	<b><u>95,598</u></b>	<b><u>-</u></b>	<b><u>4,000</u></b>
<b><u>TSIP Area B Fund - 284</u></b>				
44110 Interest on Investments	47,616	39,449	39,757	43,013
46360 TSIP Fees	507,538	374,230	15,102	954,219
<b><u>Total TSIP Area B</u></b>	<b><u>555,154</u></b>	<b><u>413,679</u></b>	<b><u>54,859</u></b>	<b><u>997,232</u></b>
<b><u>TSIP Area C Fund - 285</u></b>				
44110 Interest on Investments	3,172	2,034	1,913	2,042
46360 TSIP Fees	804	3,522	12,693	36,180
<b><u>Total TSIP Area C</u></b>	<b><u>3,976</u></b>	<b><u>5,556</u></b>	<b><u>14,606</u></b>	<b><u>38,222</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>TSIP Fund - 286</u></b>				
44110 Interest on Investments	693	211	285	289
46360 TSIP Fees	-	19,328	-	-
<b><u>Total TSIP</u></b>	<b><u>693</u></b>	<b><u>19,539</u></b>	<b><u>285</u></b>	<b><u>289</u></b>
<b><u>Santiago Hills Landscape Maintenance District Fund - 291</u></b>				
40350 Irvine Landscape & Lighting District	539,658	535,364	533,650	533,281
44110 Interest on Investments	4,060	2,812	1,990	2,019
48230 Reimbursement - Landscape Maintenance	37,243	41,159	42,200	42,000
<b><u>Total Santiago Hills LMD</u></b>	<b><u>580,961</u></b>	<b><u>579,335</u></b>	<b><u>577,840</u></b>	<b><u>577,300</u></b>
<b><u>Sycamore Crossing Landscape Maintenance District Fund - 293</u></b>				
40330 Assessments - Landscape	47,035	48,126	49,000	47,877
44110 Interest on Investments	308	305	238	241
<b><u>Total Sycamore Crossing LMD</u></b>	<b><u>47,343</u></b>	<b><u>48,431</u></b>	<b><u>49,238</u></b>	<b><u>48,118</u></b>
<b><u>Del Rio CFD 06-01 Fund - 294</u></b>				
40330 Assessments - Landscape	60,404	61,552	63,460	64,729
44110 Interest on Investments	3,444	1,355	1,223	1,242
<b><u>Total Del Rio CFD 06-01</u></b>	<b><u>63,848</u></b>	<b><u>62,907</u></b>	<b><u>64,683</u></b>	<b><u>65,971</u></b>
<b><u>Community Development Block Grant Fund - 310</u></b>				
45120 Federal HUD Grants	1,285,325	1,196,227	1,155,956	1,142,296
<b><u>Total Community Development Block Grant</u></b>	<b><u>1,285,325</u></b>	<b><u>1,196,227</u></b>	<b><u>1,155,956</u></b>	<b><u>1,142,296</u></b>
<b><u>Community Development Block Grant Under Recov &amp; Reinv Fund - 311</u></b>				
45120 Federal HUD Grants	10,916	-	-	-
<b><u>Total Community Development Block Grant Under Recov &amp; Reinv</u></b>	<b><u>10,916</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>CDBG - Housing Rehab/Loans Fund - 315</u></b>				
44010 Principal & Revenue Abatements	(915)	(70,856)	-	-
44100 Principal Repayments	-	69,915	-	-
44110 Interest on Investments	915	941	1,152	1,169
<b><u>Total CDBG Housing Rehab/Loans</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>1,152</u></b>	<b><u>1,169</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Federal Rental Rehabilitation Fund - 316</u></b>				
44110 Interest on Investments	1,135	894	870	883
<b><u>Total Federal Rental Rehabilitation</u></b>	<b><u>1,135</u></b>	<b><u>894</u></b>	<b><u>870</u></b>	<b><u>883</u></b>
<b><u>HUD Rental Rehab/H.O.M.E. Fund - 317</u></b>				
44010 Principal & Revenue Abatements	(9,620)	(42,940)	(10,482)	(10,720)
44100 Principal Repayments	9,620	42,940	10,482	10,720
44110 Interest on Investments	1,818	2,326	2,823	2,865
44151 Interest - Deferred Loans	162,615	66,425	5,030	4,792
45120 Federal HUD Grants	31,760	35,749	310,385	294,246
48210 Expense Reimbursements	-	2,000	-	-
<b><u>Total HUD Rental Rehab/H.O.M.E.</u></b>	<b><u>196,193</u></b>	<b><u>106,500</u></b>	<b><u>318,238</u></b>	<b><u>301,903</u></b>
<b><u>HPRP Homeless Prev &amp; Rapid Rehousing Fund - 318</u></b>				
45120 Federal HUD Grants	62,200	-	-	-
<b><u>Total HPRP Homeless Prev &amp; Rapid Rehousing</u></b>	<b><u>62,200</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>California Parklands Fund - 320</u></b>				
44110 Interest on Investments	962	758	738	749
<b><u>Total State SB821 Grant</u></b>	<b><u>962</u></b>	<b><u>758</u></b>	<b><u>738</u></b>	<b><u>749</u></b>
<b><u>Traffic Congestion Relief Fund - 340</u></b>				
44110 Interest on Investments	9,329	7,283	7,092	7,199
<b><u>Total Traffic Congestion Relief</u></b>	<b><u>9,329</u></b>	<b><u>7,283</u></b>	<b><u>7,092</u></b>	<b><u>7,199</u></b>
<b><u>Traffic Safety Grant Fund - 350</u></b>				
44110 Interest on Investments	1,071	1,005	1,056	1,072
46670 Police Tow Release Charge	34,360	27,870	30,000	30,000
<b><u>Total Traffic Safety Grant</u></b>	<b><u>35,431</u></b>	<b><u>28,875</u></b>	<b><u>31,056</u></b>	<b><u>31,072</u></b>
<b><u>Federal Police Grants Fund - 353</u></b>				
45150 State Revenue - Other	6,675	16,865	17,103	9,230
<b><u>Total Federal Police Grants</u></b>	<b><u>6,675</u></b>	<b><u>16,865</u></b>	<b><u>17,103</u></b>	<b><u>9,230</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual</u> <u>2012/13</u>	<u>Actual</u> <u>2013/14</u>	<u>Estimate</u> <u>2014/15</u>	<u>Budget</u> <u>2015/16</u>
<b><u>AB 3229 COPS Fund - 354</u></b>					
44110	Interest on Investments	717	1,179	1,604	1,628
45320	State Revenue-Other	165,941	256,327	212,984	219,374
<b><u>Total AB 3229 COPS</u></b>		<b><u>166,658</u></b>	<b><u>257,506</u></b>	<b><u>214,588</u></b>	<b><u>221,002</u></b>
<b><u>Asset Seizure - Federal Fund - 355</u></b>					
44110	Interest on Investments	11,655	11,804	11,821	11,998
4841x	Revenue from Asset Seizure	806,355	491,382	398,985	325,000
<b><u>Total Asset Seizure - Federal</u></b>		<b><u>818,010</u></b>	<b><u>503,186</u></b>	<b><u>410,806</u></b>	<b><u>336,998</u></b>
<b><u>Asset Seizure - State (85%) Fund - 356</u></b>					
44110	Interest on Investments	762	1,279	1,242	1,261
48410	Revenue from Asset Seizure	8,250	6,918	10,000	10,000
<b><u>Total Asset Seizure - State (85%)</u></b>		<b><u>9,012</u></b>	<b><u>8,197</u></b>	<b><u>11,242</u></b>	<b><u>11,261</u></b>
<b><u>Asset Seizure - State (15%) Fund - 357</u></b>					
44110	Interest on Investments	1,482	1,163	1,135	1,152
48410	Revenue from Asset Seizure	1,456	1,174	2,000	2,000
<b><u>Total Asset Seizure - State (15%)</u></b>		<b><u>2,938</u></b>	<b><u>2,337</u></b>	<b><u>3,135</u></b>	<b><u>3,152</u></b>
<b><u>Affordable Housing - New Construction Fund - 916</u></b>					
44110	Interest on Investments	36,890	8,197	1,356	1,377
<b><u>Total Affordable Housing - New Construction</u></b>		<b><u>36,890</u></b>	<b><u>8,197</u></b>	<b><u>1,356</u></b>	<b><u>1,377</u></b>
<b><u>Low and Moderate Income Housing Asset Fund - 921</u></b>					
44010	Loan Principal Abatement	(233,700)	(7,242,876)	(66,243)	(67,080)
44100	Principal Repayments	233,700	7,242,876	66,243	67,080
44110	Interest on Investments	4,758	34,170	39,365	39,956
44151	Interest - Deferred Loans	302,046	104,649	24,429	24,592
48380	Other Miscellaneous Revenue	3,174	-	-	-
48510	Revenue from Deferred Promissory Note	300,000	97,000	97,000	-
48515	Gain/loss from Promissory Note	(68,788)	(41,726)	(43,650)	-
<b><u>Total Low and Moderate Income Housing Asset</u></b>		<b><u>541,190</u></b>	<b><u>194,093</u></b>	<b><u>117,144</u></b>	<b><u>64,548</u></b>
<b><u>TOTAL SPECIAL REVENUE FUNDS</u></b>		<b><u>19,733,146</u></b>	<b><u>19,907,828</u></b>	<b><u>18,577,694</u></b>	<b><u>18,401,829</u></b>

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

		<u>Actual</u> <u>2012/13</u>	<u>Actual</u> <u>2013/14</u>	<u>Estimate</u> <u>2014/15</u>	<u>Budget</u> <u>2015/16</u>
<b><u>Capital Projects Fund - 500</u></b>					
48210	Expense Reimbursements	480,637	50,000	-	-
	<b><u>Total Capital Projects</u></b>	<u>480,637</u>	<u>50,000</u>	<u>-</u>	<u>-</u>
<b><u>Park Acquisition &amp; Development Fund - 510</u></b>					
42290	Park Acquisition Fees	23,982	3,246,950	-	3,678,102
44110	Interest on Investments	11,093	16,067	28,683	39,193
	<b><u>Total Park Acquisition &amp; Development</u></b>	<u>35,075</u>	<u>3,263,017</u>	<u>28,683</u>	<u>3,717,295</u>
<b><u>Park Acquisition &amp; Development (Quimby) Fund - 511</u></b>					
42290	Park Acquisition Fees	15,988	31,976	39,970	380,240
44110	Interest on Investments	11,943	7,580	6,154	7,310
	<b><u>Total Park Acquisition &amp; Develop (Quimby)</u></b>	<u>27,931</u>	<u>39,556</u>	<u>46,124</u>	<u>387,550</u>
<b><u>EI Modena Park Facilities Fund - 512</u></b>					
44110	Interest on Investments	971	796	603	612
44212	Cell Phone Tower Rent Revenue	39,403	56,382	53,353	78,248
	<b><u>Total EI Modena Park Facilities Fund</u></b>	<u>40,374</u>	<u>57,178</u>	<u>53,956</u>	<u>78,860</u>
<b><u>Sewer Construction Fund - 520</u></b>					
44110	Interest on Investments	1,614	1,432	1,617	1,641
46430	Frontage Charges - Sewer	31,604	55,000	4,000	4,000
	<b><u>Total Sewer Construction</u></b>	<u>33,218</u>	<u>56,432</u>	<u>5,617</u>	<u>5,641</u>
<b><u>Storm Drain Fund - 530</u></b>					
44110	Interest on Investments	225	17	24	24
	<b><u>Total Storm Drain</u></b>	<u>225</u>	<u>17</u>	<u>24</u>	<u>24</u>
<b><u>Old Towne Parking Facility Fund - 540</u></b>					
42410	Parking Permits	8,280	6,540	8,000	8,000
44110	Interest on Investments	2,400	1,891	1,831	1,858
	<b><u>Total Old Towne Parking Facility</u></b>	<u>10,680</u>	<u>8,431</u>	<u>9,831</u>	<u>9,858</u>



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

	<u>Actual</u> <u>2012/13</u>	<u>Actual</u> <u>2013/14</u>	<u>Estimate</u> <u>2014/15</u>	<u>Budget</u> <u>2015/16</u>
<b><u>Capital Projects Grant Fund - 550</u></b>				
45110 Reimbursable Revenues	(313,571)	917,598	-	-
45150 Federal Grant Revenue	67,326	504,500	4	-
45290 State Grant Funds	-	-	-	-
45320 State Revenue - Other	41,304	1,036,000	342,960	-
45460 County Grants	813,325	100,000	222,344	2,341,662
45540 Revenue from Public Utilities	-	-	8,600	-
45490 County Revenue Other	1,955,621	29,672	-	-
45495 Other Grant Revenue	221,904	-	185	-
48210 Expense Reimbursements	342,462	(50,000)	-	-
<b><u>Total Capital Projects Grant</u></b>	<b><u>3,128,371</u></b>	<b><u>2,537,770</u></b>	<b><u>574,093</u></b>	<b><u>2,341,662</u></b>
<b><u>County Park Grants Fund - 551</u></b>				
44110 Interest on Investments	435	343	334	339
<b><u>Total County Park Grants</u></b>	<b><u>435</u></b>	<b><u>343</u></b>	<b><u>334</u></b>	<b><u>339</u></b>
<b><u>Parking-in-Lieu Fund - 555</u></b>				
44110 Interest on Investments	598	613	597	606
46365 Parking-in-lieu Fees	39,900	-	-	-
<b><u>Total Parking-in-Lieu</u></b>	<b><u>40,498</u></b>	<b><u>613</u></b>	<b><u>597</u></b>	<b><u>606</u></b>
<b><u>Fire Facility Fees Fund - 560</u></b>				
44110 Interest on Investments	23,394	21,414	23,201	24,725
44140 Interest on Inter-fund Loans	6,223	1,824	-	-
46701 Fire Facilities & Equipment	183,508	225,891	8,575	420,655
<b><u>Total Fire Facility Fees Fund - 560</u></b>	<b><u>213,125</u></b>	<b><u>249,129</u></b>	<b><u>31,776</u></b>	<b><u>445,380</u></b>
<b><u>Police Facility Fees Fund - 570</u></b>				
44110 Interest on Investments	420	593	953	1,178
46610 Police Facility Fees	41,397	128,441	3,000	75,000
<b><u>Total Police Facility Fees</u></b>	<b><u>41,817</u></b>	<b><u>129,034</u></b>	<b><u>3,953</u></b>	<b><u>76,178</u></b>
<b><u>Library Facility Fees Fund - 573</u></b>				
44110 Interest on Investments	3,426	3,207	4,033	4,668
46510 Library Impact Fees	3,713	225,060	5,278	205,704
<b><u>Total Library Facility Fees</u></b>	<b><u>7,139</u></b>	<b><u>228,267</u></b>	<b><u>9,311</u></b>	<b><u>210,372</u></b>

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

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Del Rio CFD 06-01 Fund - 597</u></b>				
44130 Interest on Deposit With Fiscal Agents	23	-	-	-
<b><u>Total Del Rio CFD 06-01</u></b>	<b><u>23</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>Tustin Project Taxable Bonds - 951</u></b>				
44110 Interest on Investments	-	-	7,185	7,293
<b><u>Total Tustin Project 1990 Taxable Notes</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>7,185</u></b>	<b><u>7,293</u></b>
<b><u>NW &amp; SW Merged 2003 Taxable Bonds Fund - 952</u></b>				
44110 Interest on Investments	-	-	10,184	10,337
<b><u>Total NW &amp; SW Merged 2003 Taxable Bonds</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>10,184</u></b>	<b><u>10,337</u></b>
<b><u>NW &amp; SW Merged 2003 Tax Exempt Bonds Fund - 953</u></b>				
44110 Interest on Investments	-	-	6,667	6,767
<b><u>Total NW &amp; SW Merged Tax Exempt Bonds</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>6,667</u></b>	<b><u>6,767</u></b>
<b><u>NW &amp; SW Merged 2008 Tax Exempt Bonds Fund - 954</u></b>				
44110 Interest on Investments	-	-	65,931	66,919
<b><u>Total NW &amp; SW Merged 2008 Tax Exempt Bonds</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>65,931</u></b>	<b><u>66,919</u></b>
<b><u>TOTAL CAPITAL PROJECTS FUNDS</u></b>	<b><u>4,059,548</u></b>	<b><u>6,619,787</u></b>	<b><u>854,266</u></b>	<b><u>7,365,081</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL ENTERPRISE FUNDS

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Water Fund - 600</u></b>				
43116 Delinquent Penalty	43	(28)	-	-
44110 Interest on Investments	69,537	108,361	117,915	119,684
44156 Interest on AMP Sale	19,313	8,754	-	26,000
44210 Rents & Concessions	-	-	5,250	-
44212 Cell Phone Tower Rent	13,752	14,439	15,161	15,919
46130 Development Related Services	22,564	20,048	20,000	20,000
46965 Establishment Fee	94,220	81,356	80,000	80,000
47111 Water Consumption Charge	17,741,835	22,459,540	23,176,300	23,547,600
47113 Water Service Capacity Charge	6,157,263	6,540,707	7,118,000	7,356,400
47114 Elevation Pumping Charge	303,160	317,045	304,400	292,900
47115 Water Fire Service Charge	456,157	513,566	466,000	480,000
47116 Water Delinquent Penalty	314,998	306,921	249,300	249,300
47121 Water Sales - Agricultural	162,708	205,179	166,900	167,600
47131 Water Sales - Construction	9,125	12,197	23,100	23,100
47132 Water Sales - Construction/Capital	-	(79)	-	-
47160 Water Sales - Materials	30,091	19,477	25,400	25,400
47170 Water Frontage Charges	-	35,460	20,000	20,000
47190 Connection Fees	-	-	25,000	25,000
47205 Plan Checking Fees	800	800	1,000	1,000
47210 Rental of Construction Meters	10,177	17,162	14,200	14,200
47211 Hydrant Water Installation Fee	65	-	100	100
47230 Water Penalties	102,113	101,600	138,200	138,200
47240 Other Water Fees	32,175	19,123	58,600	58,600
48130 Sale of Junk & Waste	23,405	31,225	38,000	38,000
48140 Sale of Maps, Documents, Copies	3,700	7,925	5,500	4,000
48210 Expense Reimbursements	137,261	1,078	2,700	2,700
48320 Damage to City Property	30,340	42,988	25,000	16,300
48365 Miscellaneous Rebates	-	-	-	-
48380 Other Miscellaneous Revenue	2,751	4,528	-	1,800
49035 Accounting & Collection Allocation	109,820	132,400	132,400	132,400
<b><u>Total Water</u></b>	<b><u>25,847,373</u></b>	<b><u>31,001,772</u></b>	<b><u>32,228,426</u></b>	<b><u>32,856,203</u></b>
<b><u>Water Capital Projects Fund - 601 *</u></b>				
44110 Interest on Investments	33,507	-	-	-
46940 Plans & Specification Charges	900	-	-	-
47112 Water Sales - Capital Projects	3,451,852	-	-	-
47132 Water Sales - Construction Cap Proj	605	-	-	-
47170 Water Frontage Charges	130,496	-	-	-
<b><u>Total Water Capital Projects</u></b>	<b><u>3,617,360</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>TOTAL ENTERPRISE FUNDS</u></b>	<b><u>29,464,733</u></b>	<b><u>31,001,772</u></b>	<b><u>32,228,426</u></b>	<b><u>32,856,203</u></b>

\* Moved to Fund 600 - Water

## SCHEDULE OF REVENUE SOURCES - DETAIL INTERNAL SERVICE FUNDS

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Fleet Maintenance Fund - 710</u></b>				
48210	-	-	300	-
49021	990,500	940,500	1,035,499	1,035,499
49024	2,000,000	854,215	1,370,329	1,624,728
	<u>2,990,500</u>	<u>1,794,715</u>	<u>2,406,128</u>	<u>2,660,227</u>
<b><u>Vehicle Replacement Fund - 720</u></b>				
48395	23,169	13,000	-	-
49024	1,136,712	1,305,656	1,419,494	373,229
	<u>1,159,881</u>	<u>1,318,656</u>	<u>1,419,494</u>	<u>373,229</u>
<b><u>Major Building Improvements Fund - 725</u></b>				
46940	410	-	-	-
	<u>410</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>Workers Compensation Fund - 730</u></b>				
48210	170,151	242,664	170,000	170,000
49025	2,559,078	3,439,990	3,176,012	3,405,408
	<u>2,729,229</u>	<u>3,682,654</u>	<u>3,346,012</u>	<u>3,575,408</u>
<b><u>Liability Insurance Fund - 740</u></b>				
48210	78,549	5,440	-	-
49023	1,771,325	852,906	839,943	1,436,981
	<u>1,849,874</u>	<u>858,346</u>	<u>839,943</u>	<u>1,436,981</u>
<b><u>Dental Self-Insurance Fund - 752</u></b>				
49026	493,760	478,815	450,679	431,316
	<u>493,760</u>	<u>478,815</u>	<u>450,679</u>	<u>431,316</u>

**SCHEDULE OF REVENUE SOURCES - DETAIL**  
**INTERNAL SERVICE FUNDS**

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Self-Insured Unemployment Fund - 760</u></b>				
48210 Expense Reimbursements	1,568	-	-	-
49023 Charges to Budgeted Funds-Insurance	624,349	533,522	579,990	1,271,837
49029 Charges to Budgeted Funds-Other	39,996	42,000	44,000	-
<b><u>Total S.I. Disability/Unemployment</u></b>	<b><u>665,913</u></b>	<b><u>575,522</u></b>	<b><u>623,990</u></b>	<b><u>1,271,837</u></b>
<b><u>Information Systems Operations Fund - 780</u></b>				
48210 Expense Reimbursements	35	3,721	-	-
49029 Charges to Budgeted Funds-Other	1,733,491	1,691,668	1,848,708	1,929,661
<b><u>Total Information Systems Operations</u></b>	<b><u>1,733,526</u></b>	<b><u>1,695,389</u></b>	<b><u>1,848,708</u></b>	<b><u>1,929,661</u></b>
<b><u>Computer Replacement Fund - 790</u></b>				
46940 Plans & Specification Charges	-	410	-	-
49029 Charges to Budgeted Funds - Other	488,670	1,067,061	1,095,243	253,783
<b><u>Total Computer Replacement</u></b>	<b><u>488,670</u></b>	<b><u>1,067,471</u></b>	<b><u>1,095,243</u></b>	<b><u>253,783</u></b>
<b><u>TOTAL INTERNAL SERVICE FUNDS</u></b>	<b><u>12,111,763</u></b>	<b><u>11,471,568</u></b>	<b><u>12,030,197</u></b>	<b><u>11,932,442</u></b>

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

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>Tustin Project 1990 Taxable Notes Fund - 914</u></b>				
44110 Interest on Investments	9,366	7,379	-	-
<b><u>Total Tustin Project 1990 Taxable Notes</u></b>	<b><u>9,366</u></b>	<b><u>7,379</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>County Revenue - RORF Fund - 920</u></b>				
44110 Interest on Investments	62,338	-	-	-
45450 County Revenue - RORF	11,832,014	9,832,658	10,100,000	10,100,000
<b><u>Total County Revenue - RORF</u></b>	<b><u>11,894,352</u></b>	<b><u>9,832,658</u></b>	<b><u>10,100,000</u></b>	<b><u>10,100,000</u></b>
<b><u>Merged Capital Projects Fund - 940</u></b>				
44010 Principal & Revenue Abatements	(150,398)	(118,426)	(103,136)	(105,038)
44100 Principal Repayments	150,398	118,426	103,136	105,038
44110 Interest on Investments	85,930	40,167	30,199	30,652
44140 Interest on Interfund Loans	26,601	20,960	22,364	22,364
44153 Commercial Loan Interest Earned	67,669	33,841	29,936	28,034
44210 Rents & Concessions	284,374	237,499	287,739	307,072
45110 Reimbursable Revenues	110,049	120,720	37,228	-
46130 Development Related Services	(799)	-	-	-
48210 Expense Reimbursements	150	7,109	52	-
<b><u>Total Merged Capital Projects</u></b>	<b><u>573,974</u></b>	<b><u>460,296</u></b>	<b><u>407,518</u></b>	<b><u>388,122</u></b>
<b><u>Housing Set-Aside Fund - 941</u></b>				
44110 Interest on Investments	41,413	35	-	-
46130 Development Related Services	(386)	-	-	-
<b><u>Total Housing Set-Aside</u></b>	<b><u>41,027</u></b>	<b><u>35</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>NW &amp; SW Merged 2003 Taxable Bonds Fund - 942</u></b>				
44110 Interest on Investments	13,276	10,459	-	-
<b><u>Total NW &amp; SW Merged 2003 Taxable Bonds</u></b>	<b><u>13,276</u></b>	<b><u>10,459</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>NW &amp; SW Merged 2003 Tax Exempt Bonds Fund - 943</u></b>				
44110 Interest on Investments	8,721	6,859	-	-
45110 Reimbursable Revenues	-	18,955	-	-
<b><u>Total NW &amp; SW Merged Tax Exempt Bonds</u></b>	<b><u>8,721</u></b>	<b><u>25,814</u></b>	<b><u>-</u></b>	<b><u>-</u></b>

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

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>NW &amp; SW Merged 2008 Tax Exempt Bonds Fund - 944</u></b>				
44110 Interest on Investments	89,038	69,439	-	-
<b><u>Total NW &amp; SW Merged 2008 Tax Exempt Bonds</u></b>	<b><u>89,038</u></b>	<b><u>69,439</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>Merged Debt Service Fund - 987</u></b>				
44110 Interest on Investment	76,034	11,914	12,503	12,690
44130 Interest on Deposits with Fiscal Agents	5,968	30,354	205	39,600
48271 Reimbursement - Police COP Lease	-	30,000	30,000	-
<b><u>Total Merged Debt Service</u></b>	<b><u>82,002</u></b>	<b><u>72,268</u></b>	<b><u>42,708</u></b>	<b><u>52,290</u></b>
<b><u>TOTAL REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>	<b><u>12,711,756</u></b>	<b><u>10,478,348</u></b>	<b><u>10,550,226</u></b>	<b><u>10,540,412</u></b>

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**SUMMARY OF ALL FUND EXPENDITURES BY DEPARTMENT**

<b><u>DEPARTMENTS:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
City Council	81,657	46,631	44,965	9,615
City Manager*	39,874,453	9,487,034	56,964,782	18,120,748
City Attorney	1,146,818	1,263,975	1,635,937	1,467,965
City Clerk	641,040	521,212	769,917	785,502
City Treasurer	185,363	151,084	106,697	93,289
Finance	3,626,656	3,936,273	4,270,938	4,690,601
Human Resources	7,325,211	4,844,949	6,719,518	6,667,165
Information Technology	2,136,874	1,897,671	5,631,209	2,144,766
Library Services	3,969,559	4,251,690	4,722,754	4,644,835
Fire	27,216,945	26,614,067	29,989,197	28,455,131
Police	37,408,746	37,020,793	40,156,939	42,223,109
Public Works	52,703,528	57,851,269	89,006,133	65,109,322
Community Development*	4,928,277	4,812,526	7,739,714	5,774,258
Community Services	7,798,496	7,461,969	11,260,445	9,938,153
Non Departmental	4,869,634	2,703,653	3,693,398	6,276,422
	<b><u>193,913,256</u></b>	<b><u>162,864,796</u></b>	<b><u>262,712,542</u></b>	<b><u>196,400,881</u></b>

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

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND CATEGORY

	Actual 2012/13	Actual 2013/14	Estimate 2014/15	Budget 2015/16
<b><u>GENERAL FUND</u></b>				
Salaries and Benefits	71,807,297	72,576,677	79,173,117	83,568,664
Contractual Services	7,844,296	8,366,162	11,977,965	10,854,739
Miscellaneous Expenditures	1,860,025	562,922	1,545,281	1,004,600
Materials and Supplies	1,517,804	1,540,210	2,000,290	1,798,276
Debt Service	1,528,068	22,713	4,722	-
Capital Outlay	126,052	72,730	221,713	38,632
Capital Improvements	440	30,000	-	-
Internal Service Costs	5,780,081	4,684,241	2,397,547	4,293,137
	<b><u>90,464,063</u></b>	<b><u>87,855,655</u></b>	<b><u>97,320,634</u></b>	<b><u>101,558,048</u></b>
<b><u>Total General Fund</u></b>				
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Salaries and Benefits	6,001,415	6,416,512	6,517,954	6,539,741
Contractual Services	3,711,736	3,694,496	4,023,963	2,984,217
Miscellaneous Expenditures	6,471	5,191	300,000	3,100,000
Materials and Supplies	559,947	553,098	459,481	506,345
Debt Service	141,795	71,207	191,769	-
Capital Outlay	262,911	187,727	255,557	133,735
Capital Improvements	7,159,770	8,095,081	30,711,430	9,270,522
Internal Service Costs	2,378,219	1,902,643	2,080,157	2,253,083
	<b><u>20,222,264</u></b>	<b><u>20,925,956</u></b>	<b><u>44,540,311</u></b>	<b><u>24,787,643</u></b>
<b><u>Total Special Revenue Funds</u></b>				
<b><u>CITY DEBT SERVICE FUND</u></b>				
City Debt Service	-	-	-	-
	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>Total City Debt Service Fund</u></b>				
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Salaries and Benefits	6,867	70,325	-	-
Contractual Services	6,000	95,629	11,672	9,530
Miscellaneous Expenditures	3,025	112,378	39,400	4,400
Capital Improvements	1,993,074	2,588,465	41,947,994	12,593,350
Internal Service Costs	279	1,045	1,075	750
	<b><u>2,009,245</u></b>	<b><u>2,867,842</u></b>	<b><u>42,000,141</u></b>	<b><u>12,608,030</u></b>
<b><u>Total Capital Projects Funds</u></b>				

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND CATEGORY

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>ENTERPRISE FUNDS</u></b>				
Salaries and Benefits	4,604,809	4,840,729	5,899,794	6,168,459
Contractual Services	2,146,689	2,607,340	3,769,180	3,641,823
Miscellaneous Expenditures	35,259	32,148	8,000	8,000
Materials and Supplies	15,281,917	16,303,648	17,707,795	18,341,442
Debt Service	2,137,134	2,125,969	7,803	-
Capital Outlay	330,689	541,310	859,247	856,217
Capital Improvements	177,620	1,927,724	12,585,989	3,670,000
Internal Service Costs	1,474,549	1,667,352	1,688,072	1,727,294
	<b><u>26,188,666</u></b>	<b><u>30,046,220</u></b>	<b><u>42,525,880</u></b>	<b><u>34,413,235</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Salaries and Benefits	2,331,774	2,925,845	2,984,533	2,988,618
Contractual Services	1,776,757	1,955,870	2,546,614	2,147,775
Miscellaneous Expenditures	5,146,953	2,483,536	4,253,918	4,236,418
Materials and Supplies	1,508,014	1,436,702	1,868,437	1,801,845
Debt Service	1,142,684	1,310,979	1,027	-
Capital Outlay	21,085	1,557,359	3,823,836	2,930,000
Capital Improvements	618,406	425,331	3,212,706	115,000
Internal Service Costs	479,902	569,310	522,389	521,119
	<b><u>13,025,575</u></b>	<b><u>12,664,931</u></b>	<b><u>19,213,460</u></b>	<b><u>14,740,775</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Salaries and Benefits	1,052,324	408,893	365,140	358,349
Contractual Services	626,246	391,535	524,293	381,520
Miscellaneous Expenditures	30,335,935	102,215	81,600	57,500
Materials and Supplies	9,561	2,328	3,000	3,000
Debt Service and Pass Through Agreements	3,667,811	3,401,319	8,077,788	6,534,938
Capital Outlay	(110,050)	-	-	-
Capital Improvements	3,490,754	4,151,952	7,968,398	865,946
Internal Service Costs	91,897	45,949	91,897	91,897
	<b><u>39,164,478</u></b>	<b><u>8,504,191</u></b>	<b><u>17,112,116</u></b>	<b><u>8,293,150</u></b>
<b>GRAND TOTAL</b>	<b>191,074,291</b>	<b>162,864,796</b>	<b>262,712,542</b>	<b>196,400,881</b>

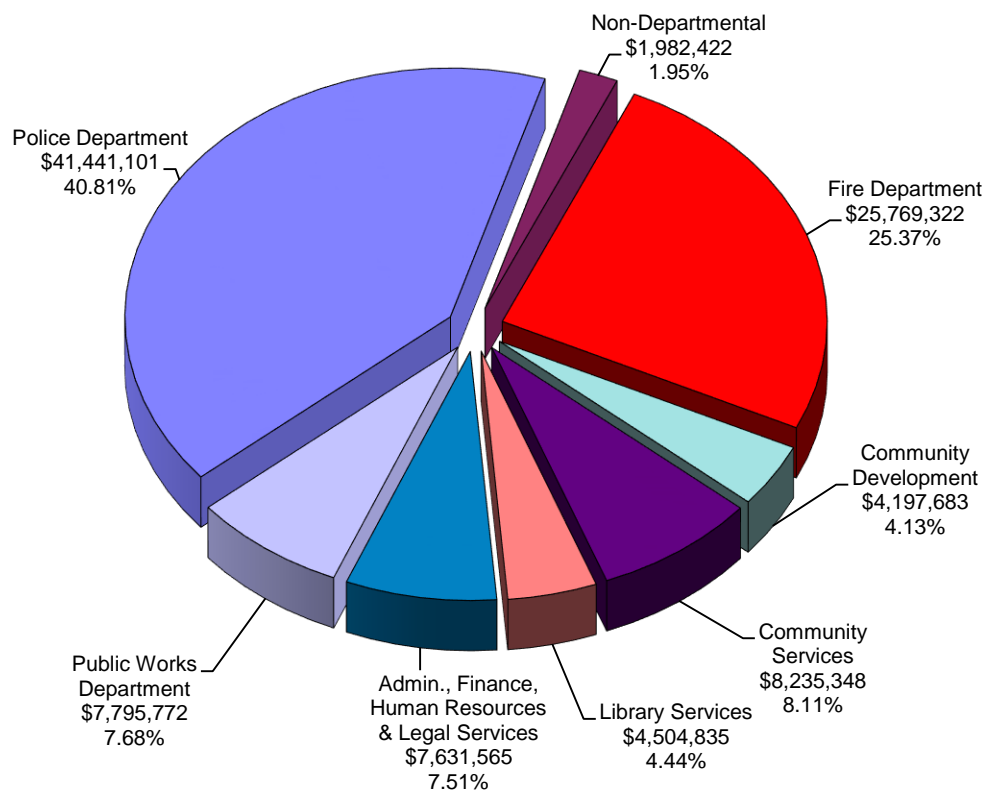
## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND FUND

	<u>Actual 2012/13</u>	<u>Actual 2013/14</u>	<u>Estimate 2014/15</u>	<u>Budget 2015/16</u>
<b><u>GENERAL FUND</u></b>				
General Fund - 100	90,464,063	87,855,655	97,320,634	101,558,048
<b><u>Total General Fund</u></b>	<b><u>90,464,063</u></b>	<b><u>87,855,655</u></b>	<b><u>97,320,634</u></b>	<b><u>101,558,048</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Document Management Fee Fund - 110	51,949	49,091	75,035	65,812
Business Investment Fund - 115	-	-	-	3,100,000
Proposition 172 Fund - 120	509,305	596,835	1,524,376	831,952
Emergency Transport Program Fund - 125	2,152,555	1,688,610	1,728,883	1,864,440
PEG Program - 130	75,001	118,318	486,683	250,000
OCPT Building Maintenance Fund - 150	4,600	23,300	97,652	43,120
Sanitation and Sewer Fund - 220	5,210,330	6,099,233	7,471,522	5,664,542
Solid Waste Fund - 222	-	(121)	-	-
Air Pollution Reduction Fund - 245	150,068	157,100	211,768	182,838
Traffic Improvement - Measure M Fund - 262	1,695,002	519,354	28,326	-
Traffic Improvement - Measure M2 Fund - 263	399,958	3,093,703	6,083,753	3,558,433
Gas Tax Maintenance Fund - 270	1,687,190	2,064,361	2,294,038	2,320,900
Gas Tax Construction Fund - 271	231,347	123,876	298,596	124,327
Gas Tax - Proposition 111 Fund - 272	3,655,986	2,424,618	5,380,226	2,956,596
County/OCTA Gas Tax Fund - 273	1,457,827	1,437,234	25,966	-
TSIP Area "B" Fund - 284	61,369	28,136	4,239,393	1,102,782
TSIP Area "C" Fund - 285	78,230	24,168	288,762	-
TSIP Area "D" Fund - 286	64,834	-	-	-
Santiago Hills Lndscpe Maint District Fund - 291	608,054	560,453	1,029,291	571,008
Sycamore Crossing Lndscpe Maint District Fund - 293	38,660	53,566	59,296	54,614
Del Rio Landscape Maintenance District Fund - 294	280,093	90,033	136,460	113,966
CDBG/HOME - Funds 310-318	1,391,650	1,231,977	3,868,360	1,444,199
Traffic Congestion Relief - 340	14,349	-	1,000,000	-
Traffic Safety Fund - 350	4,507	9,591	7,273	7,544
Federal Police Grants - 353	13,894	10,181	9,782	-
AB 3229 COPS/State Grant Fund - 354	114,206	134,272	140,933	164,904
Asset Seizure Funds - 355-357	256,143	232,540	818,610	237,833
Affordable Housing - 916	15,157	22,227	-	-
Low & Moderate Income Housing Asset Fund - 921	-	133,303	7,235,328	127,833
<b><u>Total Special Revenue Funds</u></b>	<b><u>20,222,264</u></b>	<b><u>20,925,956</u></b>	<b><u>44,540,311</u></b>	<b><u>24,787,643</u></b>
<b><u>CITY DEBT SERVICE FUND</u></b>				
City Debt Service Fund - 400	-	-	-	-
<b><u>Total City Debt Service Fund</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Capital Projects Fund - 500	170,794	211,320	1,106,284	145,000
Park Acquisition and Development Fund - 510/511	216,472	337,426	1,219,777	820,217
El Modena Park Facilities Fund - 512	-	-	21,500	-
Sewer Construction Fund - 520	87,582	3	8,527	3,000
Storm Drain Fund - 530	32,969	-	-	-

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND FUND

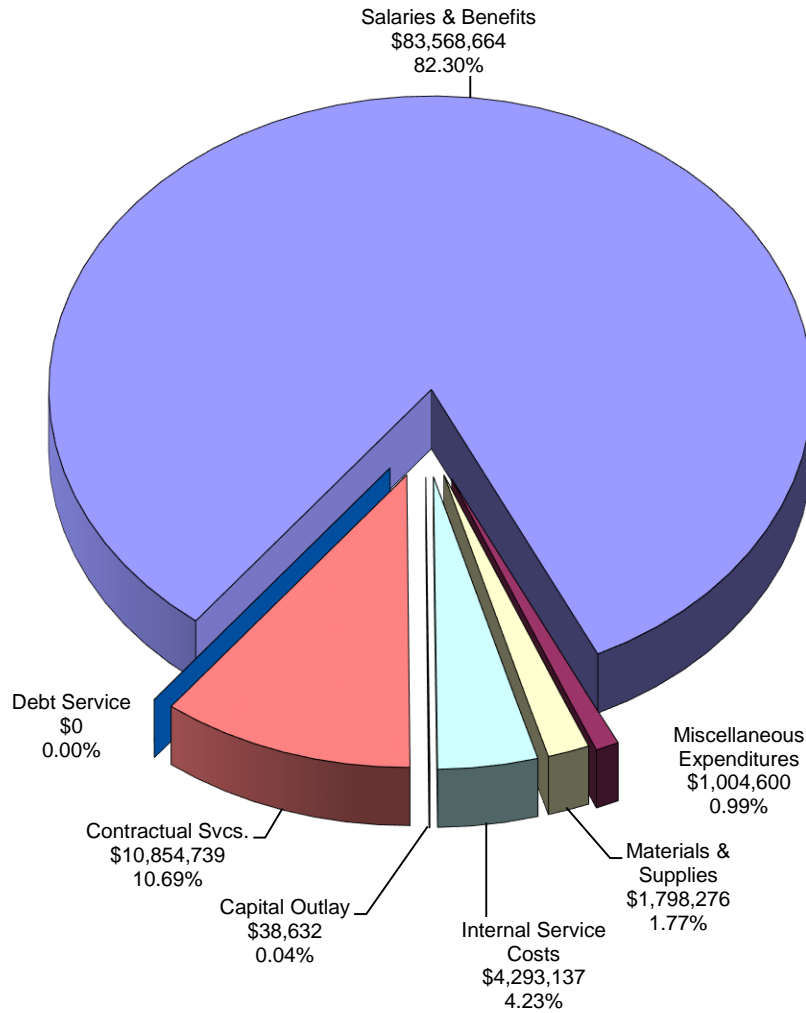
	<u>Actual</u> <u>2012/13</u>	<u>Actual</u> <u>2013/14</u>	<u>Estimate</u> <u>2014/15</u>	<u>Budget</u> <u>2015/16</u>
Old Towne Parking Facility Fund - 540	6,054	9,096	10,142	28,000
<b><u>CAPITAL PROJECTS FUNDS (Cont.)</u></b>				
Reimbursable Capital Projects Fund - 550	1,199,144	2,217,985	22,944,406	2,341,662
Fire Facility Area Fees Fund - 560	192,931	61,712	3,183,230	728,464
Police Facility Fees Fund - 570	3,250	30,299	37,005	6,680
Library Facility Fees Fund - 573	-	-	315,000	230,000
Serrano Heights CFD 91-2 - 594	-	-	38,480	-
Del Rio C.F.D. 06-1 - 597	100,049	-	-	-
City Trf: Tustin Project - Taxable Bonds - 951	-	-	1,041,664	1,160,007
City Trf: NW & SW Merged 2003 Taxable Bonds - 952	-	-	1,500,000	1,645,000
City Trf: NW & SW Merged 2003 Tax Exempt - 953	-	-	800,000	500,000
City Trf: Merged 2008 Tax Exempt Bonds - 954	-	-	9,774,126	5,000,000
<b><u>Total Capital Projects Funds</u></b>	<b><u>2,009,245</u></b>	<b><u>2,867,842</u></b>	<b><u>42,000,141</u></b>	<b><u>12,608,030</u></b>
<b><u>ENTERPRISE FUNDS</u></b>				
Water Utility Operations Fund - 600	26,188,666	30,046,220	42,525,880	34,413,235
<b><u>Total Enterprise Funds</u></b>	<b><u>26,188,666</u></b>	<b><u>30,046,220</u></b>	<b><u>42,525,880</u></b>	<b><u>34,413,235</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Equipment Expense Fund - 710	2,429,050	2,404,433	3,023,992	3,003,357
Equipment Replacement Fund - 720	1,252,121	2,958,237	4,073,752	2,979,916
Major Building Improvements Fund - 725	57,721	287,131	183,182	115,000
Self Insurance - Workers Compensation Fund - 730	3,970,625	2,252,278	3,265,278	3,176,397
Self Insurance - Liability Fund - 740	1,807,812	1,168,318	1,952,604	1,941,287
Self Insurance - Dental Fund - 752	422,732	378,949	416,557	416,668
Employee Accrued Liability Fund - 760	893,423	1,263,116	1,170,770	1,155,159
Information Systems Operations Fund - 780	1,632,651	1,820,434	2,291,916	1,952,991
Computer Replacement Fund - 790	559,440	132,035	2,835,410	-
<b><u>Total Internal Service Funds</u></b>	<b><u>13,025,575</u></b>	<b><u>12,664,931</u></b>	<b><u>19,213,460</u></b>	<b><u>14,740,775</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Housing Setaside Loans & Grants Fund - 913	2,077,971	-	-	-
Tustin Taxable Projects Fund - 914	-	-	-	-
Obligation Retirement Fund - 920	-	-	-	-
ORA Merged Projects Fund - 940	15,460,603	4,215,586	8,557,288	1,711,218
ORA Merged Housing Fund - 941	10,698,325	11,159	-	-
NW & SW Merged 2003 Taxable Bonds - 942	-	-	-	-
NW & SW Merged 2003 Tax Exempt Bonds - 943	14,781	18,955	-	-
NW & SW Merged 2008 Tax Exempt Bonds - 944	9,867	924,034	434,541	-
ORA Merged Debt Service Fund - 987	10,902,931	3,334,456	8,120,288	6,581,932
<b><u>Total Redevelopment Funds</u></b>	<b><u>39,164,478</u></b>	<b><u>8,504,191</u></b>	<b><u>17,112,116</u></b>	<b><u>8,293,150</u></b>
<b>GRAND TOTAL</b>	<b>191,074,291</b>	<b>162,864,796</b>	<b>262,712,542</b>	<b>196,400,881</b>

# GENERAL FUND EXPENDITURES BY FUNCTION



**GENERAL FUND EXPENDITURES \$101,558,048**

# GENERAL FUND EXPENDITURES BY CATEGORY



**GENERAL FUND EXPENDITURES \$101,558,048**

**SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT**

<b><u>DEPARTMENTS:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
City Council	81,657	46,631	44,965	9,615
City Manager	1,021,298	1,083,436	1,237,535	1,190,336
City Attorney	767,012	795,427	1,143,999	966,223
City Clerk	635,084	521,212	769,917	785,502
City Treasurer	179,072	151,084	106,697	93,289
Finance	2,510,714	2,701,465	3,053,973	3,198,308
Human Resources	1,240,855	1,265,089	1,316,400	1,388,291
Library Services	3,969,559	4,251,690	4,497,754	4,504,835
Fire	24,757,351	24,526,970	25,414,762	25,769,322
Police	36,605,298	36,280,372	38,268,656	41,441,101
Public Works	4,982,825	5,171,570	7,571,328	7,795,773
Community Development	3,375,992	3,423,616	3,746,962	4,197,683
Community Services	6,389,759	6,288,171	7,761,290	8,235,348
Non Departmental	3,947,570	1,348,922	2,386,398	1,982,422
	<b><u>90,464,045</u></b>	<b><u>87,855,655</u></b>	<b><u>97,320,634</u></b>	<b><u>101,558,048</u></b>



## CITY COUNCIL

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
Salaries & Benefits	69,132	29,727	30,670	-
Maintenance & Operations	12,525	16,904	14,295	9,615
<b>Total Department</b>	<b><u>81,657</u></b>	<b><u>46,631</u></b>	<b><u>44,965</u></b>	<b><u>9,615</u></b>
<b><u>DEPARTMENT PROGRAMS:</u></b>				
0101 City Council	81,657	46,631	44,965	9,615
<b>Total Department</b>	<b><u>81,657</u></b>	<b><u>46,631</u></b>	<b><u>44,965</u></b>	<b><u>9,615</u></b>
<b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	81,657	46,631	44,965	9,615
<b>Total Funding</b>	<b><u>81,657</u></b>	<b><u>46,631</u></b>	<b><u>44,965</u></b>	<b><u>9,615</u></b>

## CITY MANAGER DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
Salaries & Benefits	1,480,962	1,255,762	1,549,575	1,349,493
Maintenance & Operations	31,344,975	678,000	1,161,400	680,364
Capital Outlay	-	-	-	-
<b>Total Operating Budget</b>	<b>32,825,938</b>	<b>1,933,762</b>	<b>2,710,975</b>	<b>2,029,857</b>
Capital Improvements*	3,380,705	4,151,952	46,176,019	9,555,953
Debt Service	3,667,811	3,401,319	8,077,788	6,534,938
<b>Total Department*</b>	<b><u>39,874,453</u></b>	<b><u>9,487,034</u></b>	<b><u>56,964,782</u></b>	<b><u>18,120,748</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
0201 City Manager	975,897	989,290	1,172,846	1,465,570
0211 Internal Audit Function	75,777	30,587	122,955	105,034
0218 Economic Development	152,282	11,497	15,000	15,000
9810 Administration & Project Devel.*	35,123,562	5,163,204	47,576,193	10,000,206
9890 Debt Service and Pass Throughs	3,546,935	3,292,456	8,077,788	6,534,938
<b>Total Department*</b>	<b><u>39,874,453</u></b>	<b><u>9,487,034</u></b>	<b><u>56,964,782</u></b>	<b><u>18,120,748</u></b>

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

## CITY MANAGER

### Financial Summary

<b><u>DEPARTMENT FUNDING SOURCES:</u></b>		<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
100	General Fund	1,021,298	1,083,436	1,237,535	1,190,336
120	Proposition 120	-	-	91,831	385,000
550	Reimbursable Capital Projects*	-	-	17,450,000	-
560	Fire Facilities Fees	-	-	1,000,000	-
780	Information Systems	55,217	60,893	66,913	4,227
913	Housing Setaside Loans & Grants	2,077,971	-	-	-
921	Loan Receivables	-	84,324	7,150,639	56,093
940	Orange Merged Capital Projects	15,205,167	4,019,143	8,497,246	1,598,153
941	Orange Merged Housing	10,587,221	(38,208)	-	-
943	Merged 2003 Tax Exempt Bonds	14,782	18,955	-	-
944	Merged 2008 Tax Exempt Bonds	9,867	924,034	434,541	-
951	City Trf: Tustin Project - Taxable Bonds	-	-	1,041,664	1,160,007
952	City Trf: NW&SW Merged 2003 Taxable Bonds	-	-	1,500,000	1,645,000
953	City Trf: NW&SW Merged 2003 Tax Exempt	-	-	800,000	500,000
954	City Trf: Merged 2008 Tax Exempt Bonds	-	-	9,574,126	5,000,000
987	Orange Merged Debt Service	10,902,931	3,334,456	8,120,288	6,581,932
<b>Total Funding*</b>		<b><u>39,874,453</u></b>	<b><u>9,487,034</u></b>	<b><u>56,964,782</u></b>	<b><u>18,120,748</u></b>

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

## CITY ATTORNEY DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2012-13</u>	<u>Actual 2013-14</u>	<u>Estimate 2014-15</u>	<u>Budget 2015-16</u>
Salaries & Benefits	768,973	911,163	1,121,999	1,155,246
Maintenance & Operations	377,844	352,812	513,938	312,719
<b>Total Department</b>	<u><u>1,146,818</u></u>	<u><u>1,263,975</u></u>	<u><u>1,635,937</u></u>	<u><u>1,467,965</u></u>
 <u>DEPARTMENT PROGRAMS:</u>				
0301 Legal Services	1,146,818	1,263,975	1,635,937	1,467,965
<b>Total Department</b>	<u><u>1,146,818</u></u>	<u><u>1,263,975</u></u>	<u><u>1,635,937</u></u>	<u><u>1,467,965</u></u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	767,012	795,427	1,143,999	966,223
740 Self-Insurance Liability	287,092	397,928	474,359	458,475
940 Orange Merged Capital Projects	87,515	61,982	17,580	43,267
941 Orange Merged Housing	5,198	8,638	-	-
<b>Total Funding</b>	<u><u>1,146,818</u></u>	<u><u>1,263,975</u></u>	<u><u>1,635,937</u></u>	<u><u>1,467,965</u></u>

## CITY CLERK DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2012-13</u>	<u>Actual 2013-14</u>	<u>Estimate 2014-15</u>	<u>Budget 2015-16</u>
Salaries & Benefits	495,312	433,889	547,499	559,441
Maintenance & Operations	145,728	87,323	222,418	226,061
<b>Total Department</b>	<u><u>641,040</u></u>	<u><u>521,212</u></u>	<u><u>769,917</u></u>	<u><u>785,502</u></u>
 <u>DEPARTMENT PROGRAMS:</u>				
0401 City Clerk	641,040	521,212	769,917	785,502
<b>Total Department</b>	<u><u>641,040</u></u>	<u><u>521,212</u></u>	<u><u>769,917</u></u>	<u><u>785,502</u></u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	635,084	521,212	769,917	785,502
940 Orange Merged Capital Projects	5,955	-	-	-
<b>Total Funding</b>	<u><u>641,040</u></u>	<u><u>521,212</u></u>	<u><u>769,917</u></u>	<u><u>785,502</u></u>

## CITY TREASURER DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2012-13</u>	<u>Actual 2013-14</u>	<u>Estimate 2014-15</u>	<u>Budget 2015-16</u>
Salaries & Benefits	167,637	134,651	88,235	74,062
Maintenance & Operations	17,726	16,434	18,462	19,227
<b>Total Department</b>	<u>185,363</u>	<u>151,084</u>	<u>106,697</u>	<u>93,289</u>
 <u>DEPARTMENT PROGRAMS:</u>				
0501 City Treasurer	185,363	151,084	106,697	93,289
<b>Total Department</b>	<u>185,363</u>	<u>151,084</u>	<u>106,697</u>	<u>93,289</u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	179,072	151,084	106,697	93,289
940 Orange Merged Capital Projects	6,291	-	-	-
<b>Total Funding</b>	<u>185,363</u>	<u>151,084</u>	<u>106,697</u>	<u>93,289</u>

## FINANCE DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2012-13</b>	<b>Actual 2013-14</b>	<b>Estimate 2014-15</b>	<b>Budget 2015-16</b>
Salaries & Benefits	2,741,044	3,029,890	3,435,828	3,580,532
Maintenance & Operations	885,612	906,383	835,110	910,069
<b>Total Operating Budget</b>	<b>3,626,656</b>	<b>3,936,273</b>	<b>4,270,938</b>	<b>4,490,601</b>
Capital Improvements	-	-	-	200,000
<b>Total Department</b>	<b>3,626,656</b>	<b>3,936,273</b>	<b>4,270,938</b>	<b>4,690,601</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
1205 Purchasing and Warehouse	618,771	630,483	769,403	779,533
1221 General Revenue	717,607	779,387	900,909	921,922
1222 Utility Billing	983,669	1,114,486	1,133,285	1,357,467
1231 General Accounting	1,306,608	1,411,916	1,467,341	1,631,679
<b>Total Department</b>	<b>3,626,656</b>	<b>3,936,273</b>	<b>4,270,938</b>	<b>4,690,601</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	2,510,714	2,701,465	3,053,973	3,198,308
220 Sanitation Fund	-	-	-	100,000
600 Water Utility Operations	983,669	1,114,486	1,133,285	1,257,467
780 Information Technology	-	-	-	68,998
790 Computer Equipment Replacement	-	12,222	5,886	-
921 Loan Receivables	-	7,839	35,332	20,885
940 Orange Merged Capital Projects	100,969	86,618	42,462	44,943
941 Orange Merged Housing	31,304	13,642	-	-
<b>Total Funding</b>	<b>3,626,656</b>	<b>3,936,273</b>	<b>4,270,938</b>	<b>4,690,601</b>

## HUMAN RESOURCES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
Salaries & Benefits	1,655,294	1,747,445	1,817,096	1,765,700
Maintenance & Operations	5,651,576	3,081,062	4,881,422	4,880,465
Capital Outlay	18,340	16,443	21,000	21,000
<b>Total Department</b>	<b><u>7,325,211</u></b>	<b><u>4,844,949</u></b>	<b><u>6,719,518</u></b>	<b><u>6,667,165</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
1401 Personnel Administration	1,410,665	1,454,665	1,517,838	1,583,626
1411 Risk Management	370,067	398,713	440,685	455,153
1412 Liability & Workers' Compensation	5,075,387	2,574,237	4,250,668	4,150,559
1413 Self Funded Ins-Employee Benefit	469,092	417,334	510,327	477,827
<b>Total Department</b>	<b><u>7,325,211</u></b>	<b><u>4,844,949</u></b>	<b><u>6,719,518</u></b>	<b><u>6,667,165</u></b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	1,240,855	1,265,089	1,316,400	1,388,291
245 Air Pollution Reduction	123,920	139,858	149,268	141,838
730 Self Insurance Workers' Comp.	3,970,625	2,252,278	3,265,278	3,176,397
740 Self Insurance Liability	1,520,719	770,390	1,478,245	1,482,812
752 Self Insurance Dental	422,732	378,949	416,557	416,668
760 Employee Accrued Liability	46,360	38,385	93,770	61,159
<b>Total Funding</b>	<b><u>7,325,211</u></b>	<b><u>4,844,949</u></b>	<b><u>6,719,518</u></b>	<b><u>6,667,165</u></b>



## INFORMATION TECHNOLOGY DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Maintenance & Operations	1,577,434	1,759,675	2,225,003	1,879,766
<b>Total Operating Budget</b>	1,577,434	1,759,675	2,225,003	1,879,766
Capital Improvements	559,440	137,996	3,406,206	265,000
<b>Total Department</b>	<b>2,136,874</b>	<b>1,897,671</b>	<b>5,631,209</b>	<b>2,144,766</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
1601 Information Management Systems	2,136,874	1,897,671	5,631,209	2,144,766
<b>Total Department</b>	<b>2,136,874</b>	<b>1,897,671</b>	<b>5,631,209</b>	<b>2,144,766</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
130 PEG Program	-	18,318	286,683	150,000
500 Capital Projects Fund	-	-	75,000	25,000
560 Fire Facilities Fees	-	-	125,000	-
573 Library Facilities Fees	-	-	90,000	90,000
780 Information Systems	1,577,434	1,759,541	2,225,003	1,879,766
790 Computer Replacement	559,440	119,813	2,829,524	-
<b>Total Funding</b>	<b>2,136,874</b>	<b>1,897,671</b>	<b>5,631,209</b>	<b>2,144,766</b>

## LIBRARY SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2012-13</b>	<b>Actual 2013-14</b>	<b>Estimate 2014-15</b>	<b>Budget 2015-16</b>
Salaries & Benefits	2,788,648	2,957,292	3,316,917	3,453,857
Maintenance & Operations	1,171,280	1,263,196	1,165,179	1,047,478
Capital Outlay	9,631	31,202	15,657	3,500
<b>Total Operating Budget</b>	<b>3,969,559</b>	<b>4,251,690</b>	<b>4,497,754</b>	<b>4,504,835</b>
Capital Improvements	-	-	225,000	140,000
<b>Total Department</b>	<b>3,969,559</b>	<b>4,251,690</b>	<b>4,722,754</b>	<b>4,644,835</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
2001 Library Administration	745,358	816,024	1,074,033	1,008,459
2004 Technology & Support Services	670,717	767,465	982,063	929,220
2014 Lending Services	707,315	726,335	799,631	817,697
2016 Adult & Young Adult Services	1,033,061	1,053,892	1,102,347	1,031,823
2017 Children & Branch Services	813,108	887,975	764,679	857,636
<b>Total Department</b>	<b>3,969,559</b>	<b>4,251,690</b>	<b>4,722,754</b>	<b>4,644,835</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	3,969,559	4,251,690	4,497,754	4,504,835
573 Library Facility Fees	-	-	225,000	140,000
<b>Total Funding</b>	<b>3,969,559</b>	<b>4,251,690</b>	<b>4,722,754</b>	<b>4,644,835</b>

## FIRE DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2012-13</b>	<b>Actual 2013-14</b>	<b>Estimate 2014-15</b>	<b>Budget 2015-16</b>
Salaries & Benefits	23,335,116	22,994,000	24,129,055	24,268,435
Maintenance & Operations	3,604,312	3,236,503	3,019,622	3,406,410
Capital Outlay	74,350	39,317	40,619	51,822
<b>Total Operating Budget</b>	<b>27,013,778</b>	<b>26,269,821</b>	<b>27,189,297</b>	<b>27,726,667</b>
Capital Improvements	203,167	344,246	2,799,900	728,464
<b>Total Department</b>	<b>27,216,945</b>	<b>26,614,067</b>	<b>29,989,197</b>	<b>28,455,131</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
3001 Office of the Fire Chief	319,650	364,143	420,569	435,963
3011 Fire Administration	933,751	767,480	724,713	929,810
3012 Fire Prevention	1,485,499	1,527,631	2,334,314	2,329,612
3015 EMT Program	1,742,698	1,584,654	1,550,265	1,681,621
3021 Fire Operations	12,887,110	12,927,825	14,858,629	13,237,481
3022 Paramedics	9,274,490	8,812,187	9,484,702	9,309,958
3023 Fire Training	573,746	630,148	616,005	530,686
<b>Total Department</b>	<b>27,216,945</b>	<b>26,614,067</b>	<b>29,989,197</b>	<b>28,455,131</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	24,757,351	24,526,970	25,414,762	25,769,322
120 Proposition 172	104,680	266,050	742,547	92,905
125 Emergency Transport Program	2,152,555	1,688,610	1,728,883	1,864,440
500 Capital Projects Fund	9,429	70,725	6,295	-
560 Fire Facilities Fees	192,931	61,712	2,058,230	728,464
594 Serrano Heights CFD 91-2	-	-	38,480	-
<b>Total Funding</b>	<b>27,216,945</b>	<b>26,614,067</b>	<b>29,989,197</b>	<b>28,455,131</b>

## POLICE DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
Salaries & Benefits	32,895,706	33,081,648	35,689,286	38,113,283
Maintenance & Operations	4,186,881	3,741,275	3,050,479	4,067,326
Capital Outlay	185,138	101,699	258,267	42,500
<b>Total Operating Budget</b>	<b>37,267,725</b>	<b>36,924,622</b>	<b>38,998,032</b>	<b>42,223,109</b>
Capital Improvements	7,422	29,081	978,225	-
Debt Service	133,598	67,090	180,682	-
<b>Total Department</b>	<b>37,408,746</b>	<b>37,020,793</b>	<b>40,156,939</b>	<b>42,223,109</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
4001 Office of the Police Chief	768,118	779,380	795,703	2,005,077
4011 Police Administration	3,518,039	3,238,321	3,920,861	3,808,954
4012 Dispatch	1,815,793	1,879,765	2,149,939	2,237,234
4013 Records	1,387,767	1,373,939	1,563,705	1,614,025
4014 Reserves	189,845	183,040	206,125	204,193
4021 Patrol	16,802,257	17,635,902	17,918,477	18,970,445
4031 Detectives	4,692,085	4,583,218	4,627,012	4,762,116
4032 Gangs	1,557,607	1,469,208	1,419,992	1,460,089
4033 Narcotics	1,737,366	1,530,954	1,771,353	1,828,293
4034 Lab/Property	548,860	444,407	560,553	574,078
4041 Traffic	3,288,822	2,967,374	3,906,713	3,492,660
4055 The Block	800,164	629,105	767,725	755,639
4081 Homeland Security	302,024	306,182	548,780	510,306
<b>Total Department</b>	<b>37,408,746</b>	<b>37,020,793</b>	<b>40,156,939</b>	<b>42,223,109</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	36,605,298	36,280,372	38,268,656	41,441,101
120 Proposition 172	404,625	330,785	689,997	354,047
245 Air Pollution Reduction	2,979	4,242	6,500	11,000
350 Traffic Safety Grant Fund	4,507	9,591	7,273	7,544
353 Federal Police Grants	13,894	10,181	9,782	-

## POLICE DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>		<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
354	AB3229-COPS/State	114,206	134,272	140,933	164,904
355	Asset Seizure-Federal	203,979	220,887	793,553	217,143
356	Asset Seizure - State (85%)	49,507	11,160	25,057	20,690
357	Asset Seizure - State (15%)	2,657	493	-	-
570	Police Facility Fees	3,250	299	7,005	6,680
725	Major Building Improvements	3,844	18,511	8,182	-
954	City Trf: Tustin Project - Taxable Bonds	-	-	200,000	-
<b>Total Funding</b>		<b><u>37,408,746</u></b>	<b><u>37,020,793</u></b>	<b><u>40,156,939</u></b>	<b><u>42,223,109</u></b>

## PUBLIC WORKS DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
Salaries & Benefits	11,696,337	12,706,120	14,310,665	14,963,042
Maintenance & Operations	26,601,815	28,180,518	32,547,879	32,538,953
Capital Outlay	<u>1,766,353</u>	<u>2,128,191</u>	<u>4,720,273</u>	<u>3,803,127</u>
<b>Total Operating Budget</b>	40,064,505	43,014,828	51,578,817	51,305,122
Capital Improvements	9,347,514	11,393,622	37,402,677	13,804,200
Debt Service	<u>3,291,508</u>	<u>3,442,819</u>	<u>24,639</u>	<u>-</u>
<b>Total Department</b>	<u><u>52,703,528</u></u>	<u><u>57,851,269</u></u>	<u><u>89,006,133</u></u>	<u><u>65,109,322</u></u>

#### **DEPARTMENT PROGRAMS:**

5001	General Administration and Support	680,129	595,108	712,628	782,539
5011	Engineering	7,856,931	9,001,917	19,555,238	9,776,758
5012	Development	511,425	547,230	667,352	699,962
5021	Street Maintenance	2,594,485	2,952,489	3,247,661	3,167,739
5022	Refuse and Sanitation Services	3,999,123	3,784,552	5,367,445	4,042,016
5023	Fleet Services	4,842,210	5,338,636	7,097,744	5,983,273
5024	Surface Water Quality Fund	875,239	949,787	1,389,104	1,217,527
5028	Facility Maintenance	1,540,539	1,847,561	2,821,291	2,120,787
5031	Transportation Planning	572,683	592,823	704,754	731,335
5032	Traffic Operations	2,349,081	3,309,432	4,638,794	1,959,090
5073	Roadway Maintenance	-	-	180,657	178,845
5074	Transportation Services	-	-	1,230,869	1,293,683
8011	Water Production	19,947,545	22,585,564	30,764,066	26,005,639
8041	Water Distribution	4,802,774	4,223,098	10,628,529	7,150,129
8071	Water Financing	<u>2,131,364</u>	<u>2,123,072</u>	<u>-</u>	<u>-</u>
	<b>Total Programs</b>	<u><u>52,703,528</u></u>	<u><u>57,851,269</u></u>	<u><u>89,006,133</u></u>	<u><u>65,109,322</u></u>

## PUBLIC WORKS DEPARTMENT

### Financial Summary

<b>DEPARTMENT FUNDING SOURCES:</b>		<b>Actual 2012-13</b>	<b>Actual 2013-14</b>	<b>Estimate 2014-15</b>	<b>Budget 2015-16</b>
100	General Fund	4,982,825	5,171,570	7,571,328	7,795,773
150	O.C.P.T. Building Maintenance	4,600	23,300	97,652	43,120
220	Sanitation & Sewer	5,210,330	6,099,233	7,471,522	5,564,542
222	Solid Waste Fund	-	(121)	-	-
245	Air Pollution Reduction	23,169	-	10,000	10,000
262	Measure "M" Traffic Imprvmnt	1,634,389	519,354	28,326	-
263	Measure "M2" Traffic Imprvmnt	370,483	3,019,115	5,857,816	3,448,433
270	Gas Tax Maintenance Fund	1,687,190	2,064,361	2,294,038	2,320,900
271	Gas Tax Construction Fund	231,347	123,876	298,596	124,327
272	Gas Tax - Proposition 111	3,655,986	2,424,618	5,380,226	2,956,596
273	County/OCTA Gas Tax	1,457,827	1,437,234	25,966	-
284	TSIP Area "B"	61,369	28,136	4,239,393	1,102,782
285	TSIP Area "C"	78,230	24,168	288,762	-
286	Transportation Sys. Improvement	64,834	-	-	-
340	Traffic Congestion Relief	14,349	-	1,000,000	-
500	Capital Projects Fund	2,524	107,413	770,251	120,000
520	Sewer Construction	87,582	3	8,527	3,000
530	Drainage Districts Fund	32,969	-	-	-
540	Old Towne Parking Facility	-	-	-	20,000
550	Reimbursable Capital Projects	1,194,895	2,217,985	4,998,393	2,336,662
597	Del Rio CFD 06-1	100,049	-	-	-
600	Water Utility Operations	25,435,515	28,931,734	41,392,595	33,155,768
601	Water Capital Projects Fund	1,446,168	-	-	-
710	Equipment Expense	2,429,050	2,404,433	3,023,992	3,003,357
720	Equipment Replacement Fund	2,414,418	2,958,237	4,073,752	2,979,916
725	Major Building Improvements	53,878	268,620	175,000	115,000
940	Orange Merged Capital Projects	29,552	28,002	-	9,146
<b>Total Funding</b>		<b>52,703,528</b>	<b>57,851,269</b>	<b>89,006,133</b>	<b>65,109,322</b>

## COMMUNITY DEVELOPMENT DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2012-13</b>	<b>Actual 2013-14</b>	<b>Estimate 2014-15</b>	<b>Budget 2015-16</b>
Salaries & Benefits	3,270,089	3,245,308	3,515,454	4,237,211
Maintenance & Operations*	673,973	777,712	968,168	525,928
Capital Outlay	<u>79,208</u>	<u>28,457</u>	<u>57,036</u>	<u>15,135</u>
<b>Total Operating Budget*</b>	<b>4,023,270</b>	<b>4,051,477</b>	<b>4,540,659</b>	<b>4,778,274</b>
Capital Improvements*	<u>905,007</u>	<u>761,049</u>	<u>3,199,056</u>	<u>995,984</u>
<b>Total Department*</b>	<b><u><u>4,928,277</u></u></b>	<b><u><u>4,812,526</u></u></b>	<b><u><u>7,739,714</u></u></b>	<b><u><u>5,774,258</u></u></b>

#### **DEPARTMENT PROGRAMS:**

6001	Administration	298,666	236,344	193,112	743,850
6011	Advance Planning	336,910	332,416	348,902	303,307
6021	Current Planning	958,939	1,022,571	1,183,924	1,103,993
6022	Planning Commission	11,304	10,068	14,700	14,700
6031	Building Inspection	603,134	526,861	447,958	640,140
6032	Code Enforcement	579,981	606,483	593,861	625,205
6033	Plan Check Administration	460,388	486,506	691,825	490,660
6034	Permit Services	255,557	337,190	397,072	408,205
6041	Housing	31,749	22,109	-	-
9640	CDBG Administration*	170,078	176,863	231,191	227,942
9645	CDBG Public Service Grants/Projects*	1,126,163	1,019,364	1,880,413	914,354
9653	Home Improvement Grant Program	1,450	-	-	-
9660	Federal HOME Program*	<u>93,960</u>	<u>35,749</u>	<u>1,756,756</u>	<u>301,902</u>
	<b>Total Department*</b>	<b><u><u>4,928,277</u></u></b>	<b><u><u>4,812,526</u></u></b>	<b><u><u>7,739,714</u></u></b>	<b><u><u>5,774,258</u></u></b>

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



## COMMUNITY DEVELOPMENT DEPARTMENT

### Financial Summary

<u>DEPARTMENT FUNDING SOURCES:</u>		<u>Actual 2012-13</u>	<u>Actual 2013-14</u>	<u>Estimate 2014-15</u>	<u>Budget 2015-16</u>
100	General Fund	3,375,992	3,423,616	3,746,962	4,197,683
110	Building Records Management	51,949	49,091	75,035	65,812
310	Comm. Development Block Grant*	1,285,325	1,196,227	2,111,604	1,142,296
311	CDBG Recov & Reinv	10,916	-	-	-
315	CDBG Housing Rehab/Loans	1,450	-	-	-
317	H O M E Federal Grant Fund*	31,760	35,749	1,756,756	301,903
318	HPRP Homeless Prev & Rapid	62,200	-	-	-
550	Reimbursable Capital Projects	6,635	-	-	-
916	Affordable Housing*	15,157	22,227	-	-
921	Loan Receivables	-	41,140	49,357	50,855
940	Orange Merged Capital Projects	12,292	17,389	-	15,709
941	Orange Merged Housing	74,601	27,087	-	-
<b>Total Funding*</b>		<u>4,928,277</u>	<u>4,812,526</u>	<u>7,739,714</u>	<u>5,774,258</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 SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
Salaries & Benefits	3,442,245	3,328,622	4,128,258	4,806,529
Maintenance & Operations	3,956,189	3,697,961	4,845,253	4,284,907
Capital Outlay	534	13,818	47,500	21,500
<b>Total Operating Budget</b>	7,398,968	7,040,401	9,021,011	9,112,936
Capital Improvements	372,928	400,608	2,239,434	825,217
Debt Service	26,601	20,960	-	-
<b>Total Department</b>	<b><u>7,798,496</u></b>	<b><u>7,461,969</u></b>	<b><u>11,260,445</u></b>	<b><u>9,938,153</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
7001 Community Services Administration	1,268,296	1,141,781	1,418,224	1,544,756
7003 Public Information	-	102,594	176,906	145,000
7011 Leisure Services	1,199,025	1,113,729	1,335,218	1,866,143
7012 Grijalva Gymnasium	271,334	246,369	332,880	483,918
7014 Athletics	249,388	264,859	328,059	343,912
7015 Special Events	160,465	124,320	166,290	100,525
7021 Park Planning, Acquisition & Development	399,529	421,568	2,012,423	625,217
7022 Park Maintenance	2,908,957	2,939,101	3,671,934	3,602,700
7024 Landscape Maintenance Districts	318,753	143,599	448,112	168,580
7026 Irvine 86-2 Landscape Maintenance	608,054	560,453	776,635	571,008
7041 Human Services	414,694	403,594	593,765	486,394
<b>Total Programs</b>	<b><u>7,798,496</u></b>	<b><u>7,461,969</u></b>	<b><u>11,260,445</u></b>	<b><u>9,938,153</u></b>

## COMMUNITY SERVICES DEPARTMENT

### Financial Summary

<b>DEPARTMENT FUNDING SOURCES:</b>		<b>Actual 2012-13</b>	<b>Actual 2013-14</b>	<b>Estimate 2014-15</b>	<b>Budget 2015-16</b>
100	General Fund	6,389,759	6,288,171	7,761,290	8,235,348
245	Air Pollution Reduction	-	13,000	46,000	20,000
262	Measure "M" Traffic Imprvmnt.	60,613	-	-	-
263	Measure "M2" Traffic Imprvmnt.	29,475	74,588	225,937	110,000
291	Santiago Hills Landscape Maintenance				
	District Fund	608,054	560,453	1,029,291	571,008
293	Sycamore Crossing Landscape				
	Maintenance District Fund	38,660	53,566	59,296	54,614
294	Del Rio Landscape Maint District	280,093	90,033	136,460	113,966
500	Capital Projects Fund	158,841	33,182	254,738	-
510	Park Acquisition	-	-	615,000	540,217
511	Park Acquisition & Development	216,472	337,426	604,776	280,000
512	El Modena Park Facility	-	-	21,500	-
540	Old Towne Parking Facility	6,054	9,096	10,142	8,000
550	Reimbursable Capital Projects	(2,385)	-	496,013	5,000
940	Orange Merged Capital Projects	12,862	2,453	-	-
<b>Total Funding</b>		<b>7,798,496</b>	<b>7,461,969</b>	<b>11,260,445</b>	<b>9,938,153</b>

## NON DEPARTMENTAL Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2012-13</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Estimate 2014-15</u></b>	<b><u>Budget 2015-16</u></b>
Salaries & Benefits	997,990	1,383,331	1,260,000	1,297,000
Maintenance & Operations	2,373,669	1,320,322	2,433,398	4,979,422
<b>Total Operating Budget</b>	3,371,659	2,703,653	3,693,398	6,276,422
Debt Service	1,497,975	-	-	
<b>Total Department</b>	<b><u>4,869,634</u></b>	<b><u>2,703,653</u></b>	<b><u>3,693,398</u></b>	<b><u>6,276,422</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
0000 Non Departmental	4,869,634	2,703,653	3,693,398	6,276,422
<b>Total Department</b>	<b><u>4,869,634</u></b>	<b><u>2,703,653</u></b>	<b><u>3,693,398</u></b>	<b><u>6,276,422</u></b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	3,947,570	1,348,922	2,386,398	1,982,422
115 Business Investment Fund	-	-	-	3,100,000
130 PEG Program	75,001	100,000	200,000	100,000
570 Police Facility Fees	-	30,000	30,000	-
760 Employee Accrued Liability	847,063	1,224,731	1,077,000	1,094,000
<b>Total Funding</b>	<b><u>4,869,634</u></b>	<b><u>2,703,653</u></b>	<b><u>3,693,398</u></b>	<b><u>6,276,422</u></b>

## FROZEN POSITIONS

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

<u>Department</u>	<u>Class Description</u>	<u>Full-time Equivalent</u>	<u>General Funding</u>	<u>Restricted Funding</u>
City Attorney	Executive Assistant	1.000	X	
Finance	Accounting Manager	1.000	X	
Finance	Senior Finance Clerk	1.000	X	
Finance	Senior Finance Clerk	1.000		X
Library Services	Librarian II	0.500	X	
Library Services	Library Technology Assistant	1.000	X	
Fire	(3) Fire Captain	3.000	X	
Fire	(3) Fire Engineer	3.000	X	
Fire	(3) Firefighter	3.000	X	
Fire	Senior Fire Inspection Specialist	1.000	X	
Police	(2) Academy Trainee	2.000	X	
Police	Civilian Investigative Officer	1.000	X	
Police	(7) Police Cadet II	3.325	X	
Police	Police Clerk	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	(8) Police Reserve Officer I	1.385	X	
Police	(5) Police Reserve Officer II	0.866	X	
Police	(6) Police Reserve Officer III	1.039	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 Planner	1.000	X	
Comm. Development	Code Compliance Officer	1.000	X	
Comm. Development	Principal Planner	1.000	X	
Comm. Services	Development Project Manager	1.000	X	
Comm. Services	Skilled Maintenance Worker - Parks	2.000	X	
<b>TOTAL FULL TIME EQUIVALENTS</b>		<b>43.114</b>		

## RECOMMENDED STAFFING CHANGES

POSITION	DEPARTMENT	FUND	COMMENTS
Reallocate City Attorney	City Attorney	100,740,940	To 80.62% General Fund, down from 89% and to 19.38% SAORA, up from 8.38% as part of ROPS 15-16A approval
Reallocate Assistant City Manager	City Manager	100,921	To 95% General Fund, up from 70%, to 0% IT, down from 25%
Reallocate Deputy City Manager	City Manager	100,940	To 97% General Fund, down from 100% and to 3% SAORA, up from 0% as part of ROPS 15-16A approval
Reallocate Economic Development Manager	City Manager	100,921,940	To 27% General Fund, up from 11%; to 0% Low/Mod, down from 5%; and to 73% SAORA, down from 84% as part of ROPS 15-16A approval
Reallocate Executive Assistant	City Manager	100,940	To 55% General Fund, down from 100% and to 45% SAORA, up from 0% as part of ROPS 15-16A approval
Administrative Specialist	City Manager	100,921,940	Eliminate Position. Formerly in Redevelopment Agency
Economic Development Manager (2)	City Manager	100,921,940	Eliminate Positions. Formerly in Redevelopment Agency
Unfreeze and Reclassify Associate Planner	Community Development	100,921	To Administrative Analyst II. Funding for position is 75% General Fund and 25% Low/Mod
Reallocate Principal Planner	Community Development	100,940	To 90% General Fund, down from 100% and to 10% SAORA, up from 0% as part of ROPS 15-16A approval
Development Project Manager	Community Services	100	Freeze Position
Senior Administrative Analyst	Community Services	100	Unfreeze Position
Reclassify Parks Maintenance Helper (3)	Community Services	100	To Parks Maintenance Worker 1
Assistant Pool Manager	Community Services	100	1 Position - FTE Change from 12.5% to 47.5%
Lifeguard/Swim Instructor	Community Services	100	9 New Positions with 12.5% FTE
Parks and Facilities Attendant	Community Services	100	Eliminate 21 Positions at 12.5% FTE; 2 Positions - FTE Change from 12.5% to 75.0%; and 8 Positions - FTE Change from 12.5% to 35.0%
Parks Maintenance Helper	Community Services	100	1 New Position with 47.5% FTE; 8 Positions - FTE Change from 12.5% to 47.5%
Pool Manager	Community Services	100	Eliminate 3 Positions at 12.5% FTE
Recreation Services Coordinator	Community Services	100	Eliminate 3 Positions with 12.5% FTE
Recreation Services Leader I	Community Services	100	16 New Positions with 12.5% FTE; 3 New Positions with 47.5% FTE; 3 Positions - FTE Change from 50.0% to 12.5%; and 1 Position - FTE Change from 47.5% to 12.5%

## RECOMMENDED STAFFING CHANGES

POSITION	DEPARTMENT	FUND	COMMENTS
Recreation Services Leader II	Community Services	100	Eliminate 2 Positions at 50.0% FTE; 1 Position - FTE Change from 47.5% to 12.5%; and 7 Positions - FTE Change from 50.0% to 12.5%
Recreation Services Leader III	Community Services	100	Eliminate 1 Position at 50.0% FTE; Eliminate 3 Positions at 12.5% FTE; and 2 Positions - FTE Change from 50.0% to 12.5%
Recreations Services Activity Specialist	Community Services	100	1 New Position at 47.5% FTE; and 1 New Position at 75.0% FTE
Swimming Attendant	Community Services	100	1 New Position at 12.5% FTE
Assistant Finance Director	Finance	100	Unfreeze position
Reallocate Finance Director	Finance	100,600, 780,921	To 49% General Fund, down from 78% and to 29% IT, up from 0%
Reallocate Senior Accountant	Finance	100,310, 921,940	To 48% General Fund, up from 37%; to 7% Low/Mod, down from 19%; and to 35% SAORA, up from 34% as part of ROPS 15-16A approval
Reclassify Accountant	Finance	100	To Senior Accountant
Accounting Manager	Finance	100	Freeze Position
Library Assistant	Library	100	New 19hr Position
Reclassify Library Manager II	Library	100	To Librarian II
Reallocate Principal Civil Engineer	Public Works	100, 940	To 95% General Fund, down from 100% and to 5% SAORA, up from 0% as part of ROPS 15-16A approval
Reclassify Senior Civil Engineer	Public Works	100,600, 940	To Principal Civil Engineer. Funding for position is 88% General Fund, 7% Water, and 5% SAORA as part of ROPS 15-16A approval
Reclassify Principal Civil Engineer	Public Works	600	To Assistant Water Manager

## CITY-WIDE SUMMARY SCHEDULE OF POSITIONS

### BY DEPARTMENT

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Departments:</b>			
* City Council	5.000	5.000	5.000
City Manager	9.625	9.625	6.625
City Attorney	7.000	7.000	7.000
* City Clerk	6.000	6.000	6.000
* Treasurer	3.000	3.000	2.000
Finance	33.600	33.600	34.600
Human Resources	11.000	11.000	11.000
Library	40.025	41.000	41.000
Fire	136.750	136.750	136.750
Police	274.330	275.157	275.157
Public Works	133.250	133.250	133.250
Community Development	35.975	35.975	35.975
Community Services	66.875	67.825	69.975
<b>Total - Funded</b>	<b>701.700</b>	<b>716.620</b>	<b>721.218</b>
<b>Total - Frozen</b>	<b>60.730</b>	<b>48.562</b>	<b>43.114</b>
<b>Total - Approved</b>	<b><u>762.430</u></b>	<b><u>765.182</u></b>	<b><u>764.332</u> **</b>

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

\*\*Of the 764.332 full-time equivalent (FTE) positions, 43.114 FTE positions are being held vacant and have not been budgeted in the 2015-16 fiscal year



## CITY COUNCIL

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Elected Officials:</b>			
Council Member	4.000	4.000	4.000
Mayor	1.000	1.000	1.000
<b>Total City Council</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>

## CITY MANAGER

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
◦ Administrative Specialist	1.000	1.000	0.000
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 Manager	1.000	1.000	1.000
◦ Economic Development Project Mgr.	2.000	2.000	0.000
Executive Assistant	1.000	1.000	1.000
Senior Executive Assistant	1.000	1.000	1.000
<i>Regular Full-Time Sub-Total</i>	<i>9.000</i>	<i>9.000</i>	<i>6.000</i>
<b>Regular Part-Time (FTE):</b>			
Internal Audit Manager	0.625	0.625	0.625
<i>Regular Part-Time Sub-Total</i>	<i>0.625</i>	<i>0.625</i>	<i>0.625</i>
<b>Total City Manager</b>	<b>9.625</b>	<b>9.625</b>	<b>6.625</b>

◦ Eliminated: 1 Administrative Specialist, 2 Economic Development Project Managers (all three were former RDA positions)

## CITY ATTORNEY

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
Assistant City Attorney II	2.000	2.000	2.000
City Attorney	1.000	1.000	1.000
* Executive Assistant	1.000	1.000	1.000
Legal Secretary	2.000	2.000	2.000
Senior Assistant City Attorney	1.000	1.000	1.000
<b>Total City Attorney</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>

\* Of the 7 full-time equivalent (FTE) positions, 1 Executive Assistant position is being held vacant and has not been budgeted in the 2015-16 fiscal year

## CITY CLERK

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Elected Official:</b>			
City Clerk	1.000	1.000	1.000
<b>Regular Full-Time:</b>			
Administrative Assistant	1.000	1.000	1.000
Administrative Specialist	2.000	2.000	2.000
Chief Clerk	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000
<i>Regular Full-Time Sub-Total</i>	5.000	5.000	5.000
<b>Total City Clerk</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>

## CITY TREASURER

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Elected Official:</b>			
City Treasurer	1.000	1.000	1.000
<b>Regular Full Time:</b>			
Investment/Revenue Officer	1.000	1.000	1.000
° Senior Finance Clerk	1.000	1.000	0.000
<b>Total City Treasurer</b>	<b>3.000</b>	<b>3.000</b>	<b>2.000</b>

° Eliminated: Senior Finance Clerk

## FINANCE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
Accountant	3.000	3.000	2.000
* 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	0.000
Buyer	0.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Finance Clerk	4.000	4.000	4.000
Finance Director	1.000	1.000	1.000
Finance Supervisor	2.000	2.000	2.000
Lead Business License Inspector	0.000	0.000	1.000
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	2.000
Senior Buyer	1.000	1.000	1.000
* Senior Finance Clerk	8.000	8.000	10.000
Warehouse/Inventory Specialist	1.000	0.000	0.000
<i>Regular Full-Time Sub-Total</i>	<i>32.000</i>	<i>32.000</i>	<i>33.000</i>
<b>Regular Part-Time (FTE):</b>			
Payroll Technician	0.625	0.625	0.625
Stock Clerk	0.500	0.500	0.500
<i>Regular Part-Time Sub-Total</i>	<i>1.125</i>	<i>1.125</i>	<i>1.125</i>
<b>Part-Time/Non-Benefitted (FTE):</b>			
Stock Clerk	0.475	0.475	0.475
<i>Part-Time/Non-Benefitted Sub Total</i>	<i>0.475</i>	<i>0.475</i>	<i>0.475</i>
<b>Total Finance</b>	<b>33.600</b>	<b>33.600</b>	<b>34.600</b>

\* Of the 34.60 full-time equivalent (FTE) positions, 3 FTE positions (1 Accounting Manager and 2 Senior Finance Clerks) are being held vacant and have not been budgeted in the 2015-16 fiscal year

## HUMAN RESOURCES

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
Executive Assistant	1.000	1.000	1.000
Employee Benefits Analyst	1.000	1.000	1.000
Human Resources Analyst II	1.000	1.000	1.000
Assistant Human Resources Director	1.000	1.000	1.000
Human Resources Technician	1.000	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
<b>Total Human Resources</b>	<b>11.000</b>	<b>11.000</b>	<b>11.000</b>

## LIBRARY SERVICES

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
Assistant Library Services Director	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Librarian I	4.000	4.000	4.000
Librarian II	2.000	2.000	3.000
Librarian III	2.000	2.000	2.000
Library Assistant	3.000	2.000	2.000
Library Clerk	1.000	1.000	1.000
Library Manager II	3.000	3.000	2.000
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	1.000	1.000	1.000
Library Technology Coordinator	1.000	1.000	1.000
Library Volunteer Clerk	0.000	1.000	1.000
Senior Library Clerk	2.000	2.000	2.000
Senior Library Manager	2.000	2.000	2.000
<i>Regular Full-Time Sub-Total</i>	<i>28.000</i>	<i>28.000</i>	<i>28.000</i>
<b>Regular Part-Time (FTE):</b>			
* Librarian II	0.500	0.500	0.500
Library Assistant	0.000	0.500	0.500
Library Clerk	1.500	1.500	1.500
Library Page	1.000	1.000	1.000
<i>Regular Part-Time Sub-Total</i>	<i>3.000</i>	<i>3.500</i>	<i>3.500</i>
<b>Part-Time/Non-Benefitted (FTE):</b>			
Library Assistant	1.425	1.900	1.900
Library Clerk	2.375	2.375	2.375
Library Page	5.225	5.225	5.225
<i>Part-Time/Non-Benefitted Sub-Total</i>	<i>9.025</i>	<i>9.500</i>	<i>9.500</i>
<b>Total Library Services</b>	<b>40.025</b>	<b>41.000</b>	<b>41.000</b>

\* Of the 41.00 full-time equivalent (FTE) positions, 1.5 FTE positions (0.5 Librarian II, and 1 Library Technology Assistant) are being held vacant and have not been budgeted in the 2015-16 fiscal year



## FIRE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Sworn Regular Full-Time:</b>			
Fire Battalion Chief	5.000	5.000	5.000
* Fire Captain	33.000	33.000	33.000
Fire Chief	1.000	1.000	1.000
* Fire Engineer	30.000	30.000	30.000
* Fire Fighter	54.000	54.000	54.000
Fire Inspector/Investigator	1.000	1.000	1.000
Fire Safety Specialist	1.000	1.000	1.000
<i>Sworn Regular Full-Time Sub-Total</i>	<i>125.000</i>	<i>125.000</i>	<i>125.000</i>
<b>Non-Sworn Regular Full-Time:</b>			
Emergency Medical Services Manager	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Finance Assistant	1.000	1.000	1.000
Fire Safety Specialist - Misc.	3.000	3.000	3.000
Hazardous Materials Specialist	2.000	2.000	2.000
* Senior Fire Safety Specialist	1.000	1.000	1.000
Senior Office Assistant	2.000	2.000	2.000
<i>Non-Sworn Regular Full-Time Sub-Total</i>	<i>11.000</i>	<i>11.000</i>	<i>11.000</i>
<b>Non-Sworn Regular Part-Time (FTE):</b>			
Office Assistant	0.750	0.750	0.750
<b>Total Fire</b>	<b>136.750</b>	<b>136.750</b>	<b>136.750</b>

\* Of the 136.75 full-time equivalent (FTE) positions, 10 FTE positions (3 Fire Captains, 3 Fire Engineers, 3 Fire Fighters and 1 Sr Fire Safety Specialist) are being held vacant and have not been budgeted in the 2015-16 fiscal year

## POLICE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Sworn Regular Full-Time:</b>			
* Police Academy Trainee	2.000	2.000	2.000
Police Captain	3.000	3.000	3.000
Police Chief	1.000	1.000	1.000
* Police Lieutenant	7.000	7.000	7.000
Police Officer	131.000	131.000	131.000
* Police Sergeant	23.000	23.000	23.000
<i>Sworn Regular Full-Time Sub-Total</i>	<i>167.000</i>	<i>167.000</i>	<i>167.000</i>
<b>Sworn Part-Time/Non-Benefitted (FTE):</b>			
* Police Reserve Officer I	2.597	2.597	2.597
* Police Reserve Officer II	1.558	1.558	1.558
* Police Reserve Officer III	1.731	1.731	1.731
<i>Sworn PT/Non-Benefitted Sub-Total</i>	<i>5.885</i>	<i>5.885</i>	<i>5.885</i>
<b>Non-Sworn Regular Full-Time:</b>			
* Civilian Investigative Officer	4.000	4.000	4.000
Court Liason Officer	1.000	1.000	1.000
Crime Analyst	1.000	1.000	1.000
Crime Prevention Specialist	2.000	2.000	2.000
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	12.000	13.000	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 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Non-Sworn Regular Full-Time (continued):</b>			
Police Training Coordinator	1.000	1.000	1.000
Police Volunteer Coordinator	1.000	1.000	1.000
Property Officer	2.000	2.000	2.000
Senior Administrative Analyst	1.000	1.000	1.000
Senior Police Clerk	6.000	6.000	6.000
<i>Non-Sworn Regular Full-Time Sub-Total</i>	<i>75.000</i>	<i>76.000</i>	<i>76.000</i>
<b>Non-Sworn Regular Part-Time (FTE):</b>			
Police Dispatcher	1.000	1.000	1.000
School Crossing Guard Supervisor	0.500	0.500	0.500
<i>Non-Sworn Regular PT Sub-Total</i>	<i>1.500</i>	<i>1.500</i>	<i>1.500</i>
<b>Non-Sworn Part-Time/Non-Benefitted (FTE):</b>			
Civilian Investigative Officer	1.598	1.425	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	11.472	11.472	11.472
<i>Non-Sworn PT/Non-Benefitted Sub-Total</i>	<i>24.945</i>	<i>24.772</i>	<i>24.772</i>
<b>Total Police</b>	<b>274.330</b>	<b>275.157</b>	<b>275.157</b>

\* Of the 275.157 full-time equivalent (FTE) positions, 18.6139 FTE positions (1 Police Lieutenant, 2 Police Sergeants, 2 Academy Trainees, 1 Civilian Investigative Officer, 1 Police Clerk, 1 Police Communications Manager, 1 Police Dispatch Shift Supervisor, 2 Police Records Clerks, 1 Police Services Officer, 1.3848 Reserve Officer I, 0.8655 Reserve Officer II, 1.0386 Reserve Officer III, and 3.325 Police Cadet II) are being held vacant and have not been budgeted in the 2015-16 fiscal year

## PUBLIC WORKS

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
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	2.000
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	11.000	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	2.000
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 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time (continued):</b>			
Senior Water Quality Inspector	2.000	2.000	2.000
Skilled Maintenance Worker - Facilities	2.000	2.000	2.000
Skilled Maintenance Worker - Public Works	3.000	3.000	3.000
Skilled Maintenance Worker - Water	4.000	4.000	4.000
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	1.000	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>132.000</i>	<i>132.000</i>	<i>132.000</i>
<b>Regular Part-Time (FTE):</b>			
Lead Custodian	0.750	0.750	0.750
Custodian	0.500	0.500	0.500
<i>Regular Part-Time Sub-Total</i>	<i>1.250</i>	<i>1.250</i>	<i>1.250</i>
<b>Total Public Works</b>	<b>133.250</b>	<b>133.250</b>	<b>133.250</b>

\* Of the 133.25 full-time equivalent (FTE) positions, 3 FTE positions (1 Associate Engineer, 1 Equipment Parts Tech and 1 PW Maintenance Worker II) are being held vacant and have not been budgeted in the 2015-16 fiscal year

## COMMUNITY DEVELOPMENT

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
Administrative Analyst II	0.000	0.000	1.000
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	2.000	1.000
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	1.000	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	3.000	3.000
<i>Regular Full-Time Sub-Total</i>	35.000	35.000	35.000
<b>Regular Part-Time (FTE):</b>			
Code Compliance Officer	0.500	0.500	0.500
<i>Regular Part-Time Sub-Total</i>	0.500	0.500	0.500
<b>Part-Time/Non-Benefitted (FTE):</b>			
Office Assistant	0.475	0.475	0.475
<i>PT/Non-Benefitted Sub-Total</i>	0.475	0.475	0.475
<b>Total Community Development</b>	<b>35.975</b>	<b>35.975</b>	<b>35.975</b>

\* Of the 35.975 full-time equivalent (FTE) positions, 3 FTE positions (1 Assistant Planner, 1 Code Compliance Officer and 1 Principal Planner) are being held vacant and have not been budgeted in the 2015-16 fiscal year

## COMMUNITY SERVICES

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Regular Full-Time:</b>			
Administrative Assistant	1.000	1.000	1.000
Administrative Specialist	2.000	2.000	2.000
Assistant Community Services Director	1.000	1.000	1.000
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	4.000	4.000	4.000
Public Affairs & Information Manager	1.000	1.000	1.000
Recreation Services Coordinator	4.000	4.000	4.000
Recreation Services Manager	1.000	1.000	1.000
Recreation Services Supervisor	3.000	3.000	3.000
Senior Administrative Analyst	1.000	1.000	1.000
Senior Landscape Coordinator	1.000	1.000	1.000
Skilled Maintenance Leadworker	1.000	1.000	1.000
* Skilled Maintenance Worker - Parks	4.000	4.000	4.000
<i>Regular Full-Time Sub-Total</i>	<i>36.000</i>	<i>36.000</i>	<i>36.000</i>
<b>Regular Part-Time (FTE):</b>			
Assistant Recreation Services Coordinator	0.000	1.750	1.750
Recreation Services Activity Specialist	1.750	0.000	0.750
Recreation Services Leader I	1.500	1.500	0.000
Recreation Services Leader II	4.500	4.500	0.000
Recreation Services Leader III	1.500	1.500	0.000
<i>Regular Part-Time Sub-Total</i>	<i>9.250</i>	<i>9.250</i>	<i>2.500</i>
<b>Part-Time/Non-Benefitted(FTE):</b>			
Assistant Pool Manager	0.375	0.375	0.725
Life Guard/Swim Instructor	3.875	3.875	5.000
Management Intern	0.475	0.475	0.475
Parks & Facilities Attendant	5.175	5.175	4.550
Parks Maintenance Helper	1.000	1.000	4.275

## COMMUNITY SERVICES (continued)

### SCHEDULE OF POSITIONS

	APPROVED 2013-14	APPROVED 2014-15	BUDGET 2015-16
<b>Part-Time/Non-Benefitted (continued):</b>			
Parks Maintenance Worker I	2.375	3.800	5.225
Pool Manager	0.750	0.750	0.375
Recreation Services Coordinator	0.850	0.850	0.475
Recreation Services Activity Specialist	0.000	1.425	1.900
Recreation Services Leader I	1.800	1.325	4.425
Recreation Services Leader II	2.400	2.400	2.925
Recreation Services Leader III	2.050	0.625	0.500
Swimming Attendant	0.500	0.500	0.625
<i>PT/Non-Benefitted(FTE) Sub-Total</i>	21.625	22.575	31.475
<b>Total Community Services</b>	<b>66.875</b>	<b>67.825</b>	<b>69.975</b>

\* Of the 69.975 full-time equivalent (FTE) positions, 3 FTE positions (1 Development Project Manager and 2 Skilled Maintenance Worker-Parks) are being held vacant and have not been budgeted in the 2015-16 fiscal year



## SCHEDULE OF OPERATING CARRYOVER APPROPRIATIONS

<u>Fund</u>	<u>Activity</u>	<u>Account Number</u>	<u>Proj</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Department Total</u>
<b>Non Departmental</b>						
100	0000	51700	12350	County Animal Control	\$ 388,582	
100	0000	52001		Miscellaneous Expenditures	125,000	
<b>Total Non Departmental</b>						<u>\$ 513,582</u>
<b>City Attorney</b>						
100	0301	51600		Legal Services	\$ 138,000	
100	0301	51610		Personnel Investigations	60,000	
740	0301	51600		Legal Services	86,000	
<b>Total City Attorney</b>						<u>\$ 284,000</u>
<b>Human Resources</b>						
730	1412	50001	19108	Safety Employees - 4850 Salaries	\$ 150,000	
<b>Total Human Resources</b>						<u>\$ 150,000</u>
<b>Information Technology</b>						
780	1601	51670		Other Professional Services	\$ 372,000	
<b>Total Information Technology</b>						<u>\$ 372,000</u>
<b>Library</b>						
100	xxxx	various	19990	Friends of the Library Donation	\$ 29,295	
100	xxxx	53301		Library Books	9,692	
100	2001	53301	19320	Renewal Increases	4,062	
100	2004	xxxx	19302	Automated Library System	14,000	
100	2004	51670		Other Professional & Consulting Services	12,000	
100	2004	53345		Book Processing Supplies	4,500	
100	2004	53913		Computer Software	2,300	
100	xxxx	various	19322	Foundation Donation	3,361	
100	2017	53340	20066	ALSC Donation - Crafts	800	
100	xxxx	various	19986	Partron Donation	3,418	
100	2001	53301	19988	Santiago Library System	5,318	
<b>Total Library</b>						<u>\$ 88,746</u>
<b>Fire</b>						
100	3012	51670	12528	Shell Oil Settlement	\$ 9,348	
100	3012	51670	12537	Haz Mat Emergency Preparation Grant	4,527	
100	3012	various	12538	AT&T Settlement	1,500	
100	3012	51670	30006	PDM Grant 2014	74,974	
100	3021	various	20175	H1 UASI Grant 2012	607	

## SCHEDULE OF OPERATING CARRYOVER APPROPRIATIONS (continued)

<u>Fund</u>	<u>Activity</u>	<u>Account Number</u>	<u>Proj</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Department Total</u>
<b>Fire (continued)</b>						
100	3021	50221	30062	EMPG Grant 2013	20,064	
100	3023	51840	20174	Santa Ana College Training 13-14	16,092	
100	3023	51840	20179	H1 UASI Grant 2013	1,261	
100	3023	51840	20245	H1 UASI Grant 2014	6,898	
<b>Total Fire</b>						<u>\$ 135,271</u>
<b>Police</b>						
100	4021	55510	12307	Orange Emblem Club K9 Donation	\$ 500	
100	4021	xxxx	20159	Post Release Community Supervision	25,971	
100	4031	55131	20231	14-15 BSCC	2,977	
100	4041	xxxx	30002	OTS Selective Enforcement Grant	129,768	
100	4081	xxxx	20245	UASI 2014	3,449	
353	4031	55131	30031	2014 JAG	1,230	
355	4011	55131		Federal Asset Forfeiture	1,994	
355	4011	55131	20129	Treasury Asset Funds	24,814	
355	4021	53060		Federal Asset Forfeiture-SWAT	29,185	
356	4011	55131		State Asset Forfeiture	11,000	
<b>Total Police</b>						<u>\$ 230,888</u>
<b>Public Works</b>						
100	5022	51670	13051	Yorba Park Methane	\$ 81,689	
220	5022	xxxxx	20029	Beverage Container Recycling 13-14 Grant	21,639	
220	5022	53001	20142	Beverage Container Recycling 12-13 Grant	4,026	
220	5022	55131	20019	Used Oil Block Grant 10-11	17,273	
600	8011	51232		Electricity	175,000	
600	8011	53420		Purchased Water for Resale	825,000	
710	5023	53752		Converted Maintenance Costs	59,903	
710	5023	55212		Motor Vehicle Replacements - 14/15	1,642,025	
<b>Total Public Works</b>						<u>\$2,826,555</u>
<b>Community Development</b>						
100	6011	51761		Printing & Binding	\$ 22,655	
100	6033	51780		Other Contractual Services	33,313	
100	6034	51670		Other Professional & Consulting Services	15,000	
310	9640	51670	11110	CDBG Other Professiona & Consulting Services	10,250	
310	9645	57130	11070	CDBG Contingency	156,622	
317	9660	50xxx	11110	HOME - Salaries	60,470	
317	9660	51660	11110	HOME - Publicity & Advertising	2,039	

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

<u>Fund</u>	<u>Activity</u>	<u>Account Number</u>	<u>Proj</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Department Total</u>
<b>Community Development (continued)</b>						
317	9660	51670	11110	HOME - Other Professional & Consulting Services	37,239	
317	9660	51771	11110	HOME - General Program Administration	146,188	
317	9660	51811	11110	HOME - Transportation & Mileage Reimbursement	927	
317	9660	53011	11110	HOME - General Office Supplies	5,236	
<b>Total Community Development</b>						<b>\$ 489,939</b>
<b>Community Services</b>						
100	7001	51700	20227	Garden Plots	\$ 3,844	
100	7001	51780		Contractual Services	13,886	
100	7001	51780	20054	Military Banners	1,296	
100	7012	51700		Contractual Services	4,000	
100	7022	51401		Repairs to Building & Fixed Equipment	48,000	
100	7022	51420		Maintenance Contracts	10,000	
100	7022	51700		Contractual Services	50,000	
263	7041	51780	20212	Senior Transportation Grant 14-15	110,000	
<b>Total Community Services</b>						<b>\$ 241,026</b>
<b>TOTAL OPERATING CARRYOVERS</b>						<b><u>\$5,332,007</u></b>

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**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, 2015</u>	<u>2015-16 Prin. &amp; Int. Requirement</u>
<b>DEBT ISSUES:</b>						
2008A Merged & Amended Tax Allocation Bonds	5/1/2008	9/1/2037	4.0-4.75%	33,450,000	28,365,000	2,053,763
2008B Merged & Amended Taxable Tax Allocation Refunding Bonds	5/1/2008	9/1/2027	5.0-6.2%	6,180,000	5,455,000	418,200
2014A Merged & Amended Tax Allocation Refunding Bonds	12/4/2014	9/1/2023	3.0-5.0%	28,850,000	28,850,000	4,062,975
<b><u>TOTAL REDEVELOPMENT DEBT</u></b>				<b><u>68,480,000</u></b>	<b><u>62,670,000</u></b>	<b><u>6,534,938</u></b>

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**SCHEDULE OF NEW CAPITAL IMPROVEMENT FUNDING BY FUND**

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>Proposition 172</b>			
120 20223	800 Mhz CCCS Next Generation	\$ 385,000	
<b>Total Proposition 172</b>			\$ 385,000
<b>1% PEG Program</b>			
130 20128	Audio & Video Replace.-Council Chambers	\$ 150,000	
<b>Total 1% PEG Program</b>			\$ 150,000
<b>O.C.P.T. Maintenance Fund</b>			
150 30059	OC&PT Various Improvements	\$ 30,000	
<b>Total O.C.P.T. Maintenance Fund</b>			\$ 30,000
<b>Sanitation and Sewer</b>			
220 15508	Sewer Line Replacement/Maintenance	\$ 400,000	
220 15509	Sewer Cleaning and Video	200,000	
220 20242	Utility Billing Software Upgrade	100,000	
<b>Total Sanitation and Sewer</b>			\$ 700,000
<b>Air Pollution Reduction</b>			
245 30063	Electric Car Charging Station	\$ 10,000	
<b>Total Air Pollution Reduction</b>			\$ 10,000
<b>Traffic Improvement - Measure M2</b>			
263 13115	Pavement Management Program Survey	\$ 70,000	
263 13120	Pavement Management Program	2,000,000	
263 16302	Minor Traffic Control Devices	50,000	
263 20187	Tustin Street Rehab from Meats Ave. to Heim Ave.	956,178	
<b>Total Traffic Improvement - Measure M2</b>			\$ 3,076,178

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

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>Gas Tax 2105</b>			
272 13120	Pavement Management Program	\$ 2,000,000	
272 13816	Structural Evaluation of City Bridges	85,578	
272 16305	Traffic Sig. Contr. & TMC Upgrades	70,000	
272 20137	Katella Ave. Rehab from Glassell St. to Tustin St.	665,000	
	<b>Total Gas Tax 2105</b>		<b>\$ 2,820,578</b>
<b>TSIP Area "B"</b>			
284 13228	Chapman/Tustin Critical Intersection	\$ 35,000	
284 20153	Main St. Corridor Traffic Signal Synchronization	103,690	
284 20188	Glassell Corridor Traffic Signal Synchronization	142,300	
284 20205	St. College/City Drive Signal Synchronization	59,000	
284 20236	Chapman Ave. Traffic Signal Synchronization	222,792	
284 20244	Tustin Ave. and Vanowen Ave. Traffic Signal Imp	325,000	
284 30012	Tustin St. & Lincoln Ave. Intersection Widening	180,000	
284 30073	Tustin St. & Katella Ave. Intersection Widening	35,000	
			<b>\$ 1,102,782</b>
<b>Community Development Block Grant</b>			
310 11328	ADA Improvements - Access Ramps	\$ 250,000	
310 20125	Highland St. Neighborhood Rehab & Reconstruct	481,163	
	<b>Total Community Development Block Grant</b>		<b>\$ 731,163</b>
<b>H.O.M.E.</b>			
317 11210	HOME CHDO Allocation	\$ 44,137	
317 11250	HOME Developer Projects	220,684	
	<b>Total H.O.M.E.</b>		<b>\$ 264,821</b>



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

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>Capital Projects</b>			
500 14997	Municipal Parking Lot Maintenance	\$ 20,000	
500 19835	Civic Center Buildings' HVAC Replacement	100,000	
500 30071	Fiber Optic Cable Installation	25,000	
	<b>Total Capital Projects</b>		<b>\$ 145,000</b>
<b>Park Acquisition &amp; Development</b>			
510 20038	Hart Park Dance Floor	\$ 35,000	
510 20059	Tot Lot Shade Sails	215,217	
510 30042	Shaffer Park Renovation	200,000	
510 30047	Calsense Installation at Various Parks	90,000	
	<b>Total Park Acquisition &amp; Development</b>		<b>\$ 540,217</b>
<b>Park Acquisition &amp; Development</b>			
511 20059	Tot Lot Shade Sails	\$ 50,000	
511 20184	Booster Pump Installation at City Parks	80,000	
511 30041	HVAC Delta Control Systems	20,000	
511 30043	Hart Park Pool Equipment Replacement	130,000	
	<b>Total Park Acquisition &amp; Development</b>		<b>\$ 280,000</b>
<b>Sewer Construction</b>			
520 15008	Sewer Line Replacement/Maintenance	\$ 3,000	
	<b>Total Sewer Construction</b>		<b>\$ 3,000</b>
<b>Old Towne Parking Facility</b>			
540 14997	Municipal Parking Lot Maintenance	\$ 20,000	
	<b>Total Old Towne Parking Facility</b>		<b>\$ 20,000</b>

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

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>Reimbursable Capital Projects</b>			
550 13228	Chapman/Tustin Critical Intersection	\$ 105,000	
550 13816	Structural Evaluation of City Bridges	660,522	
550 20038	Hart Park Dance Floor	5,000	
550 20137	Katella Ave. Rehab from Glassell St. to Tustin St.	500,000	
550 20187	Tustin St. Rehab from Meats Ave. to Heim Ave.	500,000	
550 30012	Tustin St. and Lincoln Ave. Intersection Widening	368,640	
550 30025	Tustin/Meats Intersection Right Turn Lane Addition	97,500	
550 30073	Tustin St. & Katella Ave. Intersection Widening	105,000	
<b>Total Reimbursable Capital Projects</b>			<b>\$ 2,341,662</b>
<b>Fire Facilities Area Funds</b>			
560 12406	Opticom Traffic Preemption	\$ 35,000	
560 20107	New Fire Station 2	200,000	
560 20124	Turnout Replacement & NFPA 1851 Standard	84,194	
560 20166	Emergency Medical Services Gurney Replacement	30,040	
560 20169	WMD-DUODOTE Auto Injectors	14,200	
560 20239	Records Management System (RMS)	61,030	
560 30072	A.E.D. Monitor and Battery Replacement	304,000	
<b>Total Fire Facilities Area Funds</b>			<b>\$ 728,464</b>
<b>Library Facility Fees</b>			
573 20240	RFID Self-Service Replacement OPL & HC	\$ 120,000	
573 30055	Painting - Library Buildings	20,000	
573 30071	Fiber Optic Cable Installation	90,000	
<b>Total Library Facility Fees</b>			<b>\$ 230,000</b>
<b>Water Capital Projects</b>			
600 18101	Security Improvements	\$ 225,000	
600 18102	Meter Replacement Program	50,000	
600 18105	Water Valve Location Program - GPS	20,000	
600 18119	Well 27 Construction	500,000	

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

<u>Fund</u>	<u>Project</u> <u>Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>Water Capital Projects (continued)</b>				
600	18214	Well Rehabilitation	125,000	
600	18301	Exterior Cathodic Protection Systems	50,000	
600	18400	Pipeline Renewal Materials	2,000,000	
600	18912	Water Plant Telemetry	400,000	
600	18925	Emergency Generators	200,000	
600	20242	Utility Billing Software	100,000	
		<b>Total Water Capital Projects</b>		<b>\$ 3,670,000</b>
<b>Major Building Improvements</b>				
725	19809	City Facility Improvements	\$ 100,000	
725	19826	Police HQ Exterior Wall Sealing	15,000	
		<b>Total Major Building Improvements</b>		<b>\$ 115,000</b>
<b>ORA Merged Capital Projects</b>				
940	19191	Simon Mills Promissory Note	\$ 865,946	
		<b>Total ORA Merged Capital Projects</b>		<b>\$ 865,946</b>
<b>City Trf: Tustin Project - Taxable Bonds</b>				
951	19189	Enterprise Car Sales	\$ 45,007	
951	20243	Business Development Programs	115,000	
951	20247	SAORA Capital Projects	1,000,000	
		<b>Total City Trf: Tustin Project - Taxable Bonds</b>		<b>\$ 1,160,007</b>
<b>City Trf: NW &amp; SW 2003 Taxable Bonds</b>				
952	20243	Business Development Programs	\$ 145,000	
952	20247	SAORA Capital Projects	1,500,000	
		<b>Total NW &amp; SW 2003 Taxable Bonds</b>		<b>\$ 1,645,000</b>

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

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>City Trf: NW &amp; SW 2003 Tax Exempt</b>			
953 20247	SAORA Capital Projects	<u>\$ 500,000</u>	
	<b>Total NW &amp; SW 2003 Tax Exempt</b>		<u>\$ 500,000</u>
<b>City Trf: Merged 2008 Tax Exempt Bonds</b>			
954 20247	SAORA Capital Projects	<u>\$ 5,000,000</u>	
	<b>Total Merged 2008 Tax Exempt Bonds</b>		<u>\$ 5,000,000</u>
	<b>TOTAL NEW CAPITAL PROJECTS</b>		<u><u>\$ 26,514,818</u></u>

## CITY COUNCIL

### MISSION

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To serve the City with strong leadership and vision.

### DEPARTMENT GOALS

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

### ACCOMPLISHMENTS FOR 2014-15

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1. Adopted an annual City budget for FY 2015-16 which is responsive to the most critical needs of the City and is fiscally conservative and responsible.
2. Enhanced the City's economic base by attracting quality tenants at the Village at Orange such as HomeGoods, Petsmart and Buffalo Wild Wings.
3. Directed litigation efforts related to the Serrano Woods Affordable Housing project that resulted in the City prevailing and retaining \$7.1 million of housing successor funds.
4. Guided the completion of several critical capital projects including street and sewer rehabilitation projects in Old Towne Orange area.
5. Provided leadership for several development related activities including the rebranding of The Outlets at Orange, The Village at Orange, The Picerne Group residential, Salem Lutheran Church, and Chapman University.
6. Served as the Successor Agency to the Redevelopment Agency which is responsible for winding down the activities of the former RDA.
7. Provided leadership in the issuance of the 2014 Tax Allocation Refunding Bonds to refund the 1997 Tustin Street Tax Allocation Parity Bonds and the 2003 Orange Merged Tax Allocation Refunding Bonds which resulted in final savings of \$3.4 million to the City and local taxing entities.
8. Continued to present a variety of highly regarded and well attended community events such as the Holiday Tree Lighting Ceremony, 3<sup>rd</sup> of July Celebration, Concerts in the Park, Harvest Festival and Veteran's Day Celebration.
9. Provided leadership with the opening of the new Ayres Hotel Orange.
10. Directed the completion of a Tax Sharing Agreement for the retention of SC Fuels.

11. Provided leadership in securing approvals by the Orange County Transportation Authority, Federal Transportation Administration and State Historic Preservation Office for the construction for the 600-space Metrolink parking structure.
12. Completed the extension of two Development Agreements with CalOptima and Greenlaw Partners.
13. Received recognition from Orange County Business Council and Association of California Cities – Orange County for several outstanding projects and programs.

## CITY COUNCIL | CITY GOVERNMENT

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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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 City 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 2015-16**

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1. Provide policy direction that ensures financial stability while preserving community character and maintaining a positive organizational direction through June 2016. [2a]
2. Continue to provide the necessary resources to public safety to ensure the community remains among the safest cities in California through June 2016. [1a]
3. Work closely with the State of California legislative representatives representing Orange to ensure that the needs of Orange residents and business are addressed through June 2016. [4d]
4. Provide legislative leadership that ensures maximum accomplishment of the City's Mission Statement and goals through June 2016. [4d]
5. Monitor the development of the Metrolink Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers through June 2016. [4b]
6. Evaluate options to assist businesses with processing City land use entitlements and other business development activities by June 2016. [2e]
7. Enhance the City's economic base by continuing to attract quality businesses to the City's commercial corridors and industrial areas through June 2016. [2c]
8. Act as the Successor Agency to the Redevelopment Agency, responsibly and proactively wind down the activities of the former RDA to minimize the fiscal impacts to the City's general fund through June 2016. [4a]
9. Oversee development of the City Succession Plan as it pertains to the executive team through the selection of a new City Manager.

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## CITY MANAGER

### MISSION

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To serve the City with strong leadership and vision.

### DEPARTMENT GOALS

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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 2014-15

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1. Completed the FY 2015-16 City Budget preparation, development and approval process.
2. Reviewed every vacant position in an effort to work with the departments regarding the allocation of staffing resources in response to filling critical roles.
3. Led the assessment of the operational and fiscal impacts of the dissolution of the Redevelopment Agency.
4. Guided the efforts of the employee-oriented TEAM Orange program, which provides team building, training and communication resources for City staff.
5. 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.
6. Led the Business Enhancement and Support Team ("BEST") meetings.
7. Participated in the North Orange County Cities partnership effort in looking at opportunities to jointly conduct projects and purchases.
8. Provided leadership for several development related activities including the rebranding of The Outlets at Orange, Greenlaw and CalOptima Development Agreements, Salem Lutheran Church Expansion, Lemon Grove Affordable Housing project, expansion of OC Baking Co., The Picerne Group residential, and Chapman University.
9. Coordinated the support activities of Successor Agency to the Orange Redevelopment Agency and the Successor Housing Agency.
10. Coordinated the support activities of Oversight Board of the Successor Agency to the Orange Redevelopment Agency.

11. Completed and received approvals of two Recognized Obligation Payment Schedules.
12. Implemented the transfer of property assets from the Successor Agency to the Orange Redevelopment Agency to the City of Orange.
13. Completed negotiations with Orange International Street Fair for a four-year extension.
14. Monitored compliance with 58 Successor Agency loan and development agreements.
15. Provided leadership to complete modernization and renovation of the Stadium Nissan auto dealership facility.
16. Completed a Tax Sharing Agreement with SC Fuels to facilitate their expansion.
17. Completed lease negotiations with Selman Chevrolet to expand automotive display area.
18. Continued to implement the Housing Compliance Loan Program for monitoring of 38 housing loan agreements as the Housing Successor in FY 14-15.
19. Implemented Phase one of the design and installation of an upgraded television production system in support of live and web-cast broadcasts of City Council and Planning Commission Meetings.
20. Participated in a regional County-wide Board responsible for the establishment of the 800 MHz Countywide Coordinated Communication System backbone for use by Police, Fire and Public Works for daily and emergency communication.
21. Completed an Amendment to Waste Disposal Agreement for a five-year extension to include importation.
22. Completed a Settlement Agreement for Yorba Park related to on-going maintenance.

## CITY MANAGER | MANAGEMENT OF CITY OPERATIONS

### **PROGRAM DESCRIPTION**

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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**

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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. 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 2015-16**

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1. Work with the City Council and Department Heads to ensure short-term and long-term organizational and financial stability by June 2016. [2a, 4d]
2. Lead the development of the FY 2015-16 Operating and Capital Improvement Budgets by June 2016. [2a]
3. Provide the City Council with frequent financial status reports for the FY 15-16 budget as well as updates to a multi-year revenue and expenditure projection model by June 2016. [2a]
4. Continue to communicate the City financial status to City staff and to the community by June 2016. [4a, 4d]
5. Foster an environment of support for employee development through the TEAM Orange program through June 2016. [2a]
6. Provide leadership training and oversight to a new Community Development Director. [2a]
7. Update the City's five-year Strategic Plan by December 2016. [2a]
8. Provide guidance for several critical land use projects including; The Outlets at Orange, The Village at Orange, Rusty Leaf Shopping Center, Salem Lutheran Church, The Picerne Group residential, and Chapman University through June 2016. [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 2016. [2a]
10. 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 2016. [2e]
11. Guide the planning and development of the Metrolink Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers by June 2016. [4b]
12. 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 2016. [4d]

13. Continue to facilitate the enhancement of customer service delivery throughout the organization through June 2016. [4b, 4d]
14. Continue to implement new technologies that improve the public's accessibility to City services and information including transition of a new city-wide phone system through June 2016. [4c]
15. 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 2016. [4d]
16. Continue to update and transition out audio/visual equipment in the Council Chambers to improve Public access via "live" and web broadcast of public meetings.

## CITY MANAGER | INTERNAL AUDIT

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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

### **WORK PLAN FOR 2015-16**

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1. Coordinate specific internal audits as identified in the FY 15-16 Audit Plan by June 2016. [2a]

## CITY MANAGER | ECONOMIC DEVELOPMENT

### **PROGRAM DESCRIPTION**

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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**

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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 2015-16**

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1. Prepare Recognized Obligation Payment Schedules (ROPS) and related Administrative Budget according to deadlines and procedures outlined in AB 1484 through June 2016. [2a]
2. Coordinate approvals by the State Department of Finance of the Long Range Property Management Plan to address disposition of Successor Agency owned assets through June 2016. [2d]
3. Continue to pursue development opportunities that will generate new property taxes, new local sales tax revenue, and the creation of new employment opportunities through June 2016. [2e]
4. Promote business development outreach with the local brokerage community and through the City website to facilitate retention efforts of businesses seeking expansion opportunities through June 2016. [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 2016. [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 2016. [2e]
7. Continue to identify and attract development of medical related uses along the South Main Street/West Chapman Avenue corridor through June 2016. [2e]
8. Work with ownership at The Outlets at Orange to secure entitlement approvals for the final phase of its 60,000 square foot expansion and The Village at Orange to obtain entitlement approvals for exterior renovation of the mall property through June 2016. [2e]
9. Work closely with property owners and other stakeholders regarding the continuing enhancement of the Old Towne Orange business environment through June 2016. [2e]
10. Work collaboratively with Old Towne property owners and merchants to address parking in Old Towne, including completion of environmental review and construction documents for the Metrolink Parking Structure through June 2016. [2e]
11. Monitor compliance of 58 Successor Agency loan and development agreements through June 2016.

## CITY ATTORNEY

### MISSION

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

### DEPARTMENT GOALS

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1. Maintain open communications with the City Council, the Planning Commission and other advisory bodies and with all City Departments to assist them in developing solutions to achieve and implement their respective goals and programs.
2. Provide high quality and timely legal services to the City Council, Planning Commission and other advisory bodies and to all City Departments.
3. Effectively represent the interests of the City in direct handling of litigation and administrative proceedings.
4. Maintain effective cost control for all City legal services including effective management 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 2014-15

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1. Appeared in court on 420 misdemeanor violations.
2. Provided advice and representation of City in Rio Santiago, Salem Lutheran Church, and other development projects.
3. Conducted training with supervisors in claims and investigations of potential claims.
4. Provided continuing training to police department regarding enforcement of party ordinance.
5. Provided training to Fire Department regarding enforcement authority and liability minimization.
6. Investigated approximately 85 claims for recommendation to Council.
7. Researched and responded to over 200 Requests for Legal Services from various City Departments.
8. Coordinated response to approximately 70 subpoenas responses served upon City Departments.
9. Reviewed, responded to and/or coordinated response to approximately 70 Public Record Act requests.
10. Attended numerous court hearings on various civil matters and Pitchess motions to protect police office personnel files.
11. Drafted approximately 90 ordinances and resolutions for City Council approval.

## CITY ATTORNEY | LEGAL SERVICES

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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1. Provide efficient and expeditious legal services to the City Council, all City advisory bodies and City departments by assigning staff members 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, Design Review Committee (DRC), Staff Review Committee (SRC), and to other boards and committees as required.
8. Be involved in personnel matters at early stage to reduce City exposure from grievances and lawsuits.

### **WORK PLAN FOR 2015-16**

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



## CITY CLERK

### MISSION

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To provide exceptional customer service; promote community involvement and awareness; support City Council and staff; coordinate the legislative process; administer City Elections; and manage City Records – all with integrity, accuracy, impartiality and professionalism.

### DEPARTMENT GOALS

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1. Perform effectively as the information focal point in all areas of City business for the City Council, staff and citizens of Orange.
2. Produce the agendas and minutes for the City Council and Successor Agency to the Redevelopment 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 adherence to all State and local laws.
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 2014-15

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1. Managed the November, 2014 General Municipal Election; compiled all election information and required forms to be issued to candidates during the filing period of July – August, 2014 for the November, 2014 General Municipal Election by June, 2014. Managed the State mandated campaign finance procedures
2. Updated Boards, Committees, and Commissions Manual.
3. Completed the 2015 city-wide destruction of records. 540 boxes were removed from inventory.
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 1530 passport applications
7. Processed over 180 Public Records Act requests.
8. Processed over 104,000 pieces of incoming and outgoing mail.
9. Added links between Utility Billing software and Business License software to Laserfiche system to automate research and data entry for staff.

## **CITY CLERK | MEETINGS, RECORDS MANAGEMENT, AND ELECTION OPS**

### **PROGRAM DESCRIPTION**

In accordance with state mandated duties and deadlines, produce City Council and Successor Agency agendas and minutes; process all legal documents; process City 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 City 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 City 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 2015-16**

1. Distribute election materials to candidates during the filing period of July through August 2016; approve ballot and candidate statements; ensure State forms are submitted; and organize Oath of Office ceremony for the November, 2016 General Municipal Election. [4b]
2. Update Boards, Commissions, and Committees manual by March 2015. [4b]
3. Complete 2014 citywide destruction of records by March, 2015. [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 by June 2016. [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 by June 2016. [4b]
6. Provide for the broadcasting of the City Council and Planning Commission meetings on the Cable TV Government Channel and provide the feed to the Granicus streaming video live meetings on the Internet by June 2016. [4c]
7. Cross train staff to effectively use resources as requiree by June 2016.
8. Management of the citywide Records Management program by editing the Records Management Retention Schedule, updating policies related to records retention and scanning, reviewing boxes in long term storage for necessity, and increasing usage of the Laserfiche system for storage of records and retrieval of records by June 2016.

## CITY TREASURER

### **MISSION**

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

### **DEPARTMENT GOALS**

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

### **ACCOMPLISHMENTS FOR 2014-15**

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1. Reviewed and updated the Statement of Investment Policy.
2. Updated the Treasurer's Reference Manual.
3. Completed the request of proposal for banking services and selected to continue banking services with the current provider.
4. Researched and added two qualified brokers/dealers to engage in investment transactions with the City.

## CITY TREASURER | TREASURER OPERATIONS

### **PROGRAM DESCRIPTION**

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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**

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1. Invest all funds in accordance with State law and the City's Statement of Investment Policy.
2. Review monthly Treasurer's report in accordance with the City's Statement of Investment Policy.
3. Keep current on financial 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.

### **WORK PLAN FOR 2015-16**

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1. Update the Statement of Investment Policy and make recommendations for enhancement to the City Council by March 2016. [2d]
2. Investigate on reducing merchant card processing fees by researching other vendor options by December 2015. [2a].

## FINANCE

### MISSION

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

### DEPARTMENT GOALS

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1. Provide quality service to both our internal and external customers.
2. Maintain the financial system and records of the City consistent with the highest professional standards in accordance with legal requirements and generally accepted accounting procedures.
3. Produce timely and accurate financial reports including the Comprehensive Annual Financial Reports (CAFRs) and State Controller's Reports for both the City and 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 and Transient Occupancy Tax.
6. Provide utility billing services for 35,000 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.
11. Manage 20,000 business licenses, including 4,000 home-based businesses and 4,250 out-of-town businesses.

### ACCOMPLISHMENTS FOR 2014-15

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1. Added two new broker/dealers to engage in investment transactions in order to broaden the City's investment options and maximize investment returns within the Investment Policy.
2. Completed a new agreement for banking services which will save the City \$23,000 annually.
3. Integrated our business license software, Progressive, with the City's document management system, Laserfiche, which streamlined record keeping for the General Revenue division.
4. Upgraded the Utility Billing website to add more services and provide improved customer experience.

## FINANCE | ADMINISTRATION AND GENERAL ACCOUNTING

### PROGRAM DESCRIPTION

Administration and General Accounting 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. In conjunction with the financial audit, prepare the City's Comprehensive Annual Financial Report (CAFR).
3. Prepare the Annual Street and State Controller's Reports.
4. Prepare the Annual Budget and Capital Improvement Plan Documents.
5. Maintain, update, and troubleshoot the Eden accounting system; provide Eden training and translation to personnel in every department.
6. Maintain financial records for over one hundred separate funds.
7. Provide assistance to every department in reconciling and analyzing their specific financial activities.
8. Process payroll biweekly 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 the annual budget.
11. Issue W-2s, prepare annual sick leave conversion calculation, process open enrollment changes, and annual leave accruals and payoffs by January of each year.
12. Process all benefit and/or compensation changes per MOU or LOU for 19 different salary groups.
13. Administer and monitor financial activity to ensure that it reflects the adopted budget.

### WORK PLAN FOR 2015-16

1. Re-organize the General Accounting Division to provide comprehensive cross-training and back-up. Create a second Senior Accountant position to compensate for freezing the Accounting Manager position by July 2015. [2d, 4d, 4e]
2. Implement the new Eden CAFR "Statement Builder" software. Update the City's CAFR layout to condense and highlight content of most importance to City of Orange citizens and the public sector by December 2015. [4d, 4e]
3. Integrate GASB 68, Accounting and Financial Reporting for Pensions, in the reporting and disclosure of the City's CAFR by December 2015. [4d, 4e]
4. Review and update the security settings for all users of the accounting financial software program, Eden through June, 2016. [4d, 4e]
5. Begin processing employee reimbursements through Payroll rather than through Accounts Payable to comply with any W-2 reporting requirements by April 2016. [2a]
6. Coordinate the wind-down of the former Redevelopment Agency and help with financial reporting, budgeting, and Oversight Board actions through June 2016. [2a]

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

### **PROGRAM DESCRIPTION**

Provides a centralized buying and accounts payable service for all departments to ensure that the purchase and invoice payments of construction projects, services, equipment, and materials 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 specifications.
3. Procure all goods and services meeting departments' specific needs at the best value available.
4. Ensure daily mail and supply delivery and pick up are made to all City mail locations.
5. Deliver goods requested from the warehouse within 24 hours of receipt of requisition.
6. Assist in preparation of Request for Proposal (RFP) and Request for Qualifications (RFQ) requirements.
7. 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.
8. Process approximately 2,000 purchase orders, 17,000 invoices, and 1,000 warehouse requisitions annually.
9. Manage and audit the CAL Card procurement program on an ongoing basis.
10. Ensure the payments of all goods and services through the Accounts Payable Division are done so in accordance with all Federal, State, and City laws, regulations, and policies.
11. Conduct annual citywide training sessions on procurement and payment processes.

### **WORK PLAN FOR 2015-16**

1. Fully automate the MIS request process for Information Technology equipment to enhance and streamline the procurement process by December 2015. [2d]
2. Review all existing master contracts to identify possible cost savings by April 2016. [2a]
3. Increase the number of paperless, electronic transactions by 30% in the accounts payable invoice process by May 2016. [2d]
4. Increase by 25% the number of vendors with the capability to receive electronic purchase orders by June 2016. [2d]

## FINANCE | GENERAL REVENUE

### PROGRAM DESCRIPTION

General Revenue manages the collection of various revenues and maintains payment records for the City. This includes processing Transient Occupancy Taxes (TOT) and business license taxes in accordance with the Orange Municipal Code. Cashiering is also provided for business license payments, miscellaneous receivables including TOT, and some accounts receivable payments. General Revenue is a collector of business information and maintains continuous records of all business activity taking place in the City.

### SERVICE OBJECTIVES

1. Provide outstanding customer service to both external and internal customers.
2. Prepare monthly reports of business license registrations for the Fire Department, Police Department, Public Works Department, Economic Development Department, and others as needed.
3. Process approximately 3,600 new business license applications, 18,000 renewals and 3,400 close-outs annually.
4. Mail approximately 20,000 renewal notices and 4,000 delinquent notices.
5. Issue approximately 20,000 business license certificates to new and renewed businesses.
6. Process and manage approximately 3,500 on-line renewals.
7. Process and reconcile payments from counter customers, mailed-in payments, faxes, and on-line renewals.
8. Provide on-line business searches for inquiring customers.
9. Monitor the regulatory permits for 54 massage establishments throughout the City.
10. Monitor approximately 500 business regulatory permits (massage therapists, secondhand dealers, firearm dealers, tow truck drivers, and others).
11. Research approximately 12,000 records for non-compliant businesses.
12. Annually follow up and process approximately 7,000 non-compliant, delinquent or new business license leads.
13. Answer approximately 10,000 phone calls.
14. Perform hundreds of annual gross receipts and sales tax audits.
15. Scan over 35,000 records into Laserfiche.
16. Monitor Transient Occupancy Tax for 28 motels, hotels, inns, or vacation rentals.
17. Research approximately 6,000 leads from the Franchise Tax Board by June 2016.
18. Research approximately 1,500 Fictitious Business Name Registrations from the Orange County Clerk Recorder's office by June 2016.
19. Research approximately 1,000 Seller's Permit Holders from the State Board of Equalization by June 2016.
20. Review all building permits issued by the City, checking all contractors, architects, engineers, and others for business license compliance (ongoing).
21. Follow up approximately 2,000 delinquent business owners for closure or compliance by June 2016.



**WORK PLAN FOR 2015-16**

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1. Continue developing a revenue team approach to streamline compliance and inspection procedures, thereby providing timely and customer friendly follow-up to increase revenue recovery. [2b]
2. Provide customer access to on-line business license applications. [4b]
3. Encourage the number of on-line business license renewals to double by June 2016. [4c]

## FINANCE | UTILITY BILLING

### **PROGRAM DESCRIPTION**

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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 City department invoices.

### **SERVICE OBJECTIVES**

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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 3,900 eBilling customers their notification of current bi-monthly bills.
3. Start and stop services for approximately 225 customers per month, including preparing and sending closing notices within 2 business days. Manage and send all delinquent closed accounts to collections.
4. Create and process annually over 15,500 electronic work orders (closing/opening reads, meter exchanges, high consumptions, leaks, rechecks, door hangers, repairs/replacement of parts, delinquent turn-off, etc.).
5. Process and respond to an average of 8,000 telephone calls, over 500 emails, and over 4,000 counter customers annually.
6. Create, process, and maintain over 1,300 addresses with landlord's Continue Service Agreements and over 4,500 customer's Automatic Clearing House agreements.
7. Create, process, and manage an annual average of 11,400 customers for the paramedic subscription program.
8. Download and process all electronic customer payments daily. Annually, this includes over 20,500 (ACH), approximately 42,500 electronic banking (Bill Consolidation), and over 100,000 Lockbox payments.
9. Download, process, and manage over 51,000 eCare payments made through the City website, which includes payments made through the automated telephone system. Currently, there are over 20,000 customers using eCare to view and/or pay their bills.
10. Accounts Receivable creates and sends over 7,400 first, second, and third invoices annually, generating over \$5,659,000 along with sending all outstanding accounts to collections within 30 days of delinquency.

### **WORK PLAN FOR 2015-16**

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1. Increase the efficiency of the Utility Billing software modules to make sure securities are in place to protect Utility Billing customers by December 2015. [4c]
2. Promote more electronic and automatic payment options and services, which includes on-line, automatic telephone system, kiosk, and eBilling for Utility Billing customers by August 2015. [4c]
3. Upgrade accounts receivable billing entry process by December 2015. [2d]
4. Investigate the possibility of upgrading the current Utility Billing software by March 2016. [4c]
5. Analyze and update policies and procedures to improve customer service by May 2016. [4d]
6. Investigate the possibility of providing level pay-plan options for Utility Billing customers by June 2016. [4c]

## HUMAN RESOURCES

### MISSION

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

### DEPARTMENT GOALS

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1. Recruit, hire, and retain the most qualified employees within the organization.
2. Negotiate, implement, and administer labor contracts with all recognized bargaining units.
3. Administer classification, compensation, and employee benefit program.
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 2014-15

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1. Assisted in the meet and confer labor contract negotiations process with the Orange Management Association, Water Division Employees' Association, Orange Maintenance & Crafts Employees' Association, Orange Municipal Employees' Association, City of Orange Police Association, City of Orange Police Management Association, Orange City Firefighters' Local 2384, and Fire Management bargaining groups.
2. Created new Employee Performance Evaluation systems for management and general employees.
3. Experienced an increase in work productivity and a decrease in Workers Compensation claims in the Fire Department due to implementation of a light duty work program, which allows employees with temporary work restrictions to return to modified duty.
4. Complied with labor laws including the Affordable Health Care Act, Public Employee Pension Reform Act (PEPRA), and California Minimum Wage increases.
5. Recruited and selected 32 full time employees (a 450% increase over 2011); selected 79 part-time employees (a 125% increase over 2011); conducted over 50 recruitments (a 250% increase over 2011); screened over 9,000 employment applications (a 310% increase over 2011); processed 96 employee terminations including 28 retirees (a 150% increase over 2011).
6. Administered the grant-funded employee Trip Reduction Program. Conducted the mandated employee ridership survey, showing the City again attaining the region's Average Vehicle Ridership goal. Conducted the Employee/Retiree Rideshare/Health Fair on September 25, 2014.
7. Conducted Active Shooter training programs, in conjunction with the Orange Police Department, which involved procedures for employees on how to respond and react to an active killer, for employees City-wide in November 2014.
8. Moved the Risk Management staff offices from the Corp Yard to the Community Services building downtown in October 2014.

## 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. Recognize long-term employees and their dedication and contributions to the City through the "Employee Service Award Program".
9. Comply with Regional Emission Reduction goals through administration of the City's Trip Reduction/Rideshare Program.

### WORK PLAN FOR 2015-16

1. Automate new employee processing activities for all new part-time and full-time employees through implementation of NeoGOV's "Onboarding" Module through June 30, 2016. [4c]
2. Continue to analyze, propose revisions and enact changes due to Federal and State laws, including the Affordable Health Care Act, California Healthy Workplaces/Healthy Families Act of 2014 (Paid Sick Leave), and California minimum wage increases through June 30, 2016. [4e]
3. Conduct meet and confer process, as directed, for all eight (8) City bargaining groups, including the four (4) non-safety labor groups of OMA, OMEA, WDEA and OMCEA and the four (4) safety groups of Fire Union, Fire Management, Police Association, and Police Management, and prepare related LOU's and MOU's by December 31, 2015. [4e]
4. Prepare new salary resolutions for Top Management employees and Part-Time and Seasonal employees by December 31, 2015. [1a]
5. Conduct recruitments for the City's summer recreation programs, and conduct orientation program for Community Services by May 31, 2016. [4e]
6. Organize and conduct the annual Employee Rideshare/Health Fair, and Employee Open Enrollment period by November 30, 2015. [3e]
7. Review contracts and competitive bids for the City's eight (8) employee fringe benefit insurance programs for the 2016 benefit year by December 31, 2015. [4e]
8. Continue to coordinate and expand the City's Volunteer Program through June 30, 2016. [4e]

9. Partner with City departments to provide advice and direction on grievances, disciplinary actions, organizational changes, and any employee/labor issues through June 30, 2016. [1a]
10. Recognize long-term City employees through the "Employee Service Award" program through June 30, 2016. [1a]
11. Generate periodic reports on vacant and frozen positions including associated cost savings through June 30, 2016. [4e]
12. Administer the City's grant funded Trip Reduction Program. Complete the annual employee transportation survey and annual report in an effort to meet region's air quality mandates by June 30, 2016. [3e]

## HUMAN RESOURCES | RISK MANAGEMENT

### **PROGRAM DESCRIPTION**

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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**

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1. Provide comprehensive Risk Management services to all City departments.
2. Develop programs to meet or exceed State and Federal regulations.
3. Provide education and training to City 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 (California Insurance Pool Authority).
11. Oversee claims processing by a third party Workers' Compensation administrator.

### **WORK PLAN FOR 2015-16**

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1. Process all Industrial Disability Retirement (IDR) applications in a standard fashion by requiring CalPERS medical evaluations for each applicant and utilizing legal assistance through an outside firm specializing in these matters to coordinate these procedures and defend the City during employee appeals through June 30, 2016 [2a] [2d].
2. 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 30, 2016. [2d]
3. Conduct two (2) field audits of Workers' Compensation administrator and claim files by June 30, 2016. [2d]
4. Conduct a comprehensive training on claim procedures to all first line supervisors by January 31, 2016. [2d]
5. Conduct a City Hall fire drill with the aid of the Fire Department by December 31, 2015. [1c]

## HUMAN RESOURCES | LIABILITY AND WORKERS' COMPENSATION

### PROGRAM DESCRIPTION

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

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

### **PROGRAM DESCRIPTION**

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



## INFORMATION TECHNOLOGY

### MISSION

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

### DEPARTMENT GOALS

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

### ACCOMPLISHMENTS FOR 2014-15

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1. Monitored vendor compliance with the terms of the IT outsourcing agreement on a monthly basis.
2. Completed network re-cabling throughout all City facilities.
3. Selected vendor and began installation of Voice-Over Internet Protocol "VoIP" telephone system to replace the existing 25-year old telephone system.
4. Completed Phase I of the Audio-Video equipment and functionality for the City Council Chambers.
5. Completed a PC refresh by replacing approximately 150 PC's.
6. Implemented the new Microsoft Enterprise Licensing Agreement.
7. Installed Windows 8 and Office 2013 throughout the City network.
8. Completed projects to increase network bandwidth at Fire Stations 2, 4, 7, and El Modena Library.
9. Completed evaluation of expanded Geographic Information Systems (GIS) functionality across City operations and prepared a GIS master plan.
10. Selected vendor and began implementation of a new fuel management system.

## INFORMATION TECHNOLOGY | SERVICES AND OPERATION

### **PROGRAM DESCRIPTION**

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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, servers, personal computers and printers, the City's website, the specialized technologies of specific City departments (image systems, records management and dispatch systems, library automation systems, and more), and software associated with each operation.

### **SERVICE OBJECTIVES**

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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 Finance Director (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. 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.
5. Evaluate technology resources in the marketplace to determine appropriate technology upgrades to ensure City business needs are being met.

### **WORK PLAN FOR 2015-16**

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1. Complete the second phase of the audio/video upgrades to the City Council Chambers by June 2016. [2d,4c]
2. Continue to implement the personal computer and laptop refresh program by June 2016. [4c]
3. Support surveillance equipment implementation for the Water Plant by June 2016. [4c]
4. Support upgrades to the City's internet website by June 2016. [4c]
5. Implementation support activities for the fuel inventory system at the Public Works Corporation Yard by June 2016. [4c]
6. Upgrade aging wireless devices in key locations at various City facilities by June 2016. [2d, 4c]
7. Evaluate solutions for a web-based reporting tool for the Police Department by December 2015. [4c]
8. Expand data storage capabilities by June 2016. [4c]
9. Assist with enterprise-level surveillance assessment activities of City facilities by June 2016. [2d,4c]
10. Upgrade to the newest version of the LaserFiche software used by the City Clerk's Office and provide staff with support and training by June 2016. [4c]
11. Expand Geographic Information Systems (GIS) functionality across City operations by June 2016. [4c]
12. Continue to evaluate methods to consolidate permitting applications through City operations by June 2016. [4c]
13. Support fiber expansion activities for Taft Library and Fire Station 3 by June 2016. [2d,4c]
14. Continue remote bandwidth expansions via Time Warner for Grijalva Sports Center and Fire Station 8, by June 2016. [4c]
15. Identify and implement Sharepoint Department Solutions by June 2016. [4c]

16. Assist with Utility Billing and Maintenance Management replacement evaluations by June 2016. [2d,4c]
17. Replace firewall hardware at Civic Center and Police Department by June 2016. [2d,4c]
18. Perform server refreshes and server memory expansions by June 2016. [4c]

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## LIBRARY SERVICES

### MISSION

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

### DEPARTMENT GOALS

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

### ACCOMPLISHMENTS FOR 2014-15

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1. Partnered with the local business community on the "Show Your Orange Public Library Card and Save" program, where businesses give discounts to customers who show their OPL card at time of purchase, and expanded the program 15% over last year.
2. Expanded partnership with Orange Police Department's Gang Reduction and Intervention Partnership (G.R.I.P.) program to incorporate resources from the library to help targeted O.U.S.D. students stay out of gangs, succeed, and stay in school. The library presented several new G.R.I.P. programs, including Open Houses at Taft and El Modena Branch Libraries and a computer coding program funded by a grant from the Association for Library Service to Children.
3. Created an electronic welcome letter for new library patrons highlighting popular library services, sent to approximately 700 new patrons every month.
4. Created a "Rate Your Library" survey to gather patron feedback in order to provide better customer service.
5. Collaborated with the Orange Public Library Foundation and implemented several grant programs, including "S.T.E.A.M. for Teens" and the Target Early Childhood Reading Grant program.
6. Coordinated volunteer training and procedures to increase volunteer service across all areas of the library. In 2014, 418 adults and teens volunteered a total of 18,685 hours.
7. Won two 2014 Golden Hub of Innovation Awards from the Association of California Cities - Orange County for library programs. The first award was for Strategic Partnerships, and the City won for the Library's "Show Your Orange Public Library Card and Save" program. The second award was for Staffing & Service Delivery, and the City won for the Library's "Volunteers for Expanded Library Services" program.
8. Provided new electronic resources that patrons can access from the library 24/7, including digital magazines, downloadable audiobooks, and expanded eBook collections.
9. Implemented a new Library Pinterest account, which features dozens of boards that showcase new library materials, programs, services, reading lists, and Local History information.

10. Provided new and expanded seating areas for patrons to use library computers and personal electronic devices at the Orange Public Library & History Center.
11. The Local History librarian received the William T. Glassell Award from the Orange Community Historical Society for her contribution to preserving the community's local heritage.
12. Implemented "Happy Hour," a self-directed training program for Library staff, where staff learn about library practices and trends, customer service tips, or topics that aid their professional development.
13. Reviewed and updated over a dozen Library policies, coordinated by the Policy Committee with input from staff and approval by the Library Board of Trustees.

## LIBRARY SERVICES | LIBRARY ADMINISTRATION

### **PROGRAM DESCRIPTION**

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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**

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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 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 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 2015-16**

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1. Continue community partnerships, as well as ongoing collaboration with the three library support groups, to identify opportunities for funding, programs, and services, by September 2015. [3e]
2. Partner with Fullerton Public Library on a "Tale of Two Cities" program and oversee the planning and implementation of the program at Orange Public Library, by November 2015. [3e]
3. Implement Volgistics volunteer management software to manage volunteer scheduling, train staff and volunteers in its use, and evaluate its effectiveness in improving staff efficiency and statistics management, by January 2016. [4c]
4. Coordinate the planning and presentation of Library Staff Development Day, by February 2016. [4e]
5. Continue to train, mentor, and prepare staff for leadership roles as part of the Library's succession plan, by April 2016. [4d]
6. Continue to evaluate current staffing and resources to ensure that critical service areas are covered under the Library Service Delivery Model for expanded hours, by June 2016. [4b]

## LIBRARY SERVICES | TECHNOLOGY AND SUPPORT SERVICES

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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

### **WORK PLAN FOR 2015-16**

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1. Assist the Volunteer Coordinator with implementing Volgistics volunteer management software, by September 2015. [4c]
2. Implement 9xx Ordering module for acquisition of new library materials and restructure the workflow to eliminate redundancy and improve efficiency, by October 2015. [4c]
3. Implement a solution to resolve ongoing network connectivity issues at the branch libraries, by December 2015. [4c]
4. Implement Mobile Circulation software to enhance outreach efforts by extending patron registration and materials circulation offsite, by March 2016. [4c]
5. Implement new method of printing overdue notices to replace obsolete mailer forms, by June 2016. [4c]
6. Research database cleanup methods for bibliographic and patron databases, develop a plan, and begin initial cleanup procedure, by June 2016. [4c]



## LIBRARY SERVICES | LENDING SERVICES

### **PROGRAM DESCRIPTION**

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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**

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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 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 2015-16**

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1. Maintain the year-round adult and summer teen volunteer programs and explore the expansion of volunteer duties to include self-checkout assistance for patrons, by September 2015. [4b]
2. Investigate and implement new technologies and methods to increase patron self-checkout usage, by November 2015. [4c]
3. Update the Lending Services Procedure Manual, by January 2016. [4b]
4. Investigate the possibility of promoting new online services to local business via "computer use only" library cards, by June 2016. [4b]

## **LIBRARY SERVICES | ADULT AND BRANCH SERVICES**

### **PROGRAM DESCRIPTION**

The Adult and 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 and 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 and 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 2015-16**

1. Explore the digitization of yearbooks, by August 2015. [4c]
2. Collaborate with Fullerton Public Library on adult programming for a "Tale of Two Cities" program, by November 2015. [3b]
3. Develop and administer a survey about library programs for adults, targeting non-library users, by March 2016. [4a]
4. Inventory and organize local history materials in the basement, by June 2016. [5b]

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

### **PROGRAM DESCRIPTION**

The Children's and Teen Services Division provides access to library materials and technology in various formats, as well as programming, in order to educate, enrich, entertain, and inform children, teens, and their families. This division includes the Children's and Teen Homework Centers, staffed by volunteers.

### **SERVICE OBJECTIVES**

1. Provide basic reference services in the Children's and Teen Division of the Orange Public Library & History Center.
2. Provide enriched library services to children, teens, and families, including bibliographic and computer instruction, reader's advisory service, class visits, school visits, and after-school homework assistance to children in grades 1 - 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 2015-16**

1. Research and evaluate Minecraft programming for tweens, by September 2015. [3b]
2. Promote early literacy during story times by partnering with Orange County United Way's "Read Aloud 15 Minutes" program, by March 2016. [3e]
3. Promote digital literacy and internet safety practices to freshman at Orange High School, by June 2016. [3b]
4. Continue and expand our participation in the Gang Reduction Intervention Partnership (G.R.I.P.) with Orange Police Department, other local law enforcement partners, Orange Unified School District, and other non-profits, through the investigation of grant and programming opportunities, by June 2016. [3e]

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## FIRE DEPARTMENT

### MISSION

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

### DEPARTMENT GOALS

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

### ACCOMPLISHMENTS FOR 2014-15

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1. Responded to a total of 12,610 incidents during 2014, a 4.17% increase over 2013.
2. Completed 7,178 fire and life safety inspections of commercial and public facilities.
3. Conducted 135 fire cause and origin investigations and 37 formal arson investigation cases.
4. Processed 371 building and development plans to assure the safety of newly constructed buildings.
5. Delivered 92 public education programs.
6. Improved communication and feedback to/from the community through the "Annual Report", customer satisfaction surveys, and citizen recognition program.
7. Developed curriculum, trained, and equipped all suppression personnel for Active Shooter Incidents.
8. Provided advanced technical rescue classes, incident command system, terrorism, and wildland courses to over 30 personnel, which was funded through Federal UASI grant monies.
9. Developed "Standards of Cover" document to assess current and future service level needs.
10. Examined and implemented changes to the Workers Compensation program.
11. Developed, updated, and implemented Fire Department policies and procedures to meet current industry best practices and Federal, State, and Local laws and requirements.

## FIRE DEPARTMENT | FIRE CHIEF

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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1. Provide staff assistance to the City Council and City Manager as required and perform as an effective member of the City Manager's executive management team.
2. Serve as a strong advocate for fire and life safety issues relating to citizens, businesses, and visitors to the City of Orange.
3. Manage the fiscal, physical, and human resources of the Fire Department and assures 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.
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 2015-16**

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1. Provide the highest possible level of service within the approved budget (Ongoing). [1a]
2. Continue to monitor trends throughout the department to improve efficiency and effectiveness and identify cost-saving opportunities (Ongoing). [2a]
3. Continue to communicate and implement the Fire Department's vision statement, values, and goals for FY 16. Specific goals for each division are outlined separately. [2a]
4. Maintain effective and positive working relationships with employees and labor groups (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 June 2016. Revise the current website, and 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]
7. Develop a Fire Department "Strategic Plan". [2a]

## **FIRE DEPARTMENT | ADMINISTRATION**

### **PROGRAM DESCRIPTION**

The Fire Administration program provides the development, coordination, control, and management of Fire Department fiscal resources. The program provides other administrative functions including: personnel, workers' compensation, payroll, policy and procedure development, facility, apparatus, and equipment management. The Fire Administration program is managed by the Services Deputy Chief/Fire Marshal 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. Strive to control program costs through management techniques, while maintaining efficiency.
6. Respond to special studies and information requests.
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, providing direction for future programs, facilities, and supplies.

### **WORK PLAN FOR 2015-16**

1. Conduct inspections of all personnel, apparatus, and facilities to ensure compliance with applicable rules, regulations, and industry standards by October 2015. [1a]
2. Pursue all reimbursement due to the City from mutual aid activity, Strike Team Reimbursements (Ongoing). [1a]
3. Pursue all grant opportunities available to the Fire Department's mission and administer all awarded programs (Ongoing). [1a]
4. Search out opportunities for increased efficiency and improved service levels in all Fire Department operations. [1a]
5. Improve wireless connectivity at all fire stations by July of 2016. [1b]
6. Improve feedback to employees through comprehensive performance appraisal evaluations. [4e]
7. Plan, coordinate, and secure funding for a new apparatus bay at Fire Station 2 (Ongoing). [1b]
8. Continue planning, development, implementation, and coordination with Public Works for the Signal Preemption program throughout the City. [1b]
9. Evaluate Annual Physical and Worker's Compensation programs to determine potential improvements to streamline the process and reduce injuries. [1a]

## FIRE DEPARTMENT | PREVENTION

### **PROGRAM DESCRIPTION**

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The Fire Prevention Division 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 Deputy Chief under the direction of the Fire Chief.

### **SERVICE OBJECTIVES**

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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 48 annual high-rise building inspection reports. Submit 48 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 2015-16**

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1. Provide a Fire Prevention Division 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 2016. [2a]
2. Research and develop an electronic plan review program in collaboration with the Community Development Department by January 2016. [4c]
3. Continue to execute the next phase of the Hazardous Materials E-Submit grant which fulfills the electronic hazardous materials disclosure submittal requirement of Assembly Bill 2286. [4c]
4. Assess and reassign duties; identify potential opportunities to increase work-process and technological efficiencies, implementing where possible to leverage staffing by January 2016. [1a]
5. Assess options to hire and train an in-house Plan Check Specialist, and significantly reduce and potentially eliminate the need to contract for this service in an effort to improve efficiency and customer service, by January 2016. [1a, 1d]



6. Assist Police Department in the development and implementation of a citywide Community Emergency Response Team (CERT) and direct the resources necessary to ensure success, by January 2016. [1c, 1e]
7. Evaluate and assess the most efficient period of time between certain fire prevention inspections, in order to maximize the use of manpower and unit hour utilization, by January 2016. [1d, 2a]

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

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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

### **WORK PLAN FOR 2015-16**

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1. Investigate and deploy systems that ensure the security and the accountability for controlled medications (Ongoing). [1b]
2. Deploy two new rescue ambulances by August 2015. [1b]
3. Deploy four new gurneys with lift systems by December 2015. [1b]
4. Update Policies and Procedures to remain consistent with Local, State, and Federal regulations specific to the privacy and security of protected health information by December 2015. [1b]
5. Research and conduct field trials of alternative NEMSIS 3 compliant electronic data collection/patient care record software and hardware options by January 2016. [1a]
6. Implement an electronic medical supply accountability system by July 2016. [1a]

## FIRE DEPARTMENT | FIRE OPERATIONS

### PROGRAM DESCRIPTION

The Fire Operations program is administered from eight fire stations located throughout the community and coordinates with the Police Department to form an “all risk” emergency response system. The Fire Operations program is tasked with responding to, and mitigating fire, medical, physical rescue, explosion, and hazardous condition emergencies. This program also conducts annual fire safety inspections, public education, and fire training. Other areas of responsibility include station, apparatus, and equipment maintenance.

### 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 automatic and mutual aid agreements to/from 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. 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 2015-16

1. Provide multi-agency and agency-specific in-service training for all department personnel through June 2016. [1a]
2. Provide comprehensive career development training for those seeking promotion using available funding by June 2016. [4d]
3. Mentor those individuals who seek promotional opportunities with staff rides, live fire, and leadership training by June 2016. [4d]
4. Monitor and refine closest-unit automatic vehicle locator dispatch technology between Metro Net and the Orange County Fire Authority dispatch centers by March 2016. [1a]
5. Update Tustin-Orange Fire plan by November 2015. [1c]
6. Update cooperative agreement with the Cleveland National Forest by December 2015. [1c]
7. Update Mutual Threat Zone Response agreement with Anaheim, Orange County Fire Authority, and CalFire by September 2015. [1c]
8. Update and develop 27 new fire pre-plans for target hazards and large buildings in Orange by June 2016. [1a]
9. Deploy new ePCR software for medical documentation on iPad hardware by March 2016. [1b]
10. Up-fit new engines, staff vehicles, and ambulances as delivered. [1b]
11. Enhance safety gear inventory, inspection, and cleaning procedures to meet new standards by August 2015. [1b]
12. Inspect all stations, grounds, and apparatus by October 2015. [1b]

## **FIRE DEPARTMENT | PARAMEDICS**

### **PROGRAM DESCRIPTION**

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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**

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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. Provide EMS education and skills maintenance training programs for advanced life support and basic life support providers, in conjunction with the Orange Fire Department Training Captain.
5. Further develop and maintain the formal Fire Department Quality Assurance Plan.
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 City personnel.

### **WORK PLAN FOR 2015-16**

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1. Coordinate 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 (ongoing). [1a]
3. Participate in customization and roll out of new OC-MEDS electronic data collection/patient care record system used throughout Orange County by December 2015. [1a]
4. Continue use of OFD QI process to ensure compliance with OC EMS standing orders (ongoing). [1a]
5. Implement program to enhance paramedic retention and activation by December 2015. [1a]
6. Provide oversight to the development and implementation of an Automatic External Defibrillator (AED) program throughout all City buildings. [2a]

## FIRE DEPARTMENT | TRAINING

### **PROGRAM DESCRIPTION**

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The Training Program delivers and facilitates training activities to all operations personnel. This includes research, development, and implementation of a variety of training courses. This includes basic and advance firefighter techniques, administrative, and supervisory training. This program coordinates and administers firefighter recruitment and promotional exams. Additionally, the Training Program manages training academies for the ranks of Firefighter, Engineer, Captain and Battalion Chief. 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 department's Safety Officer, ensuring compliance with common safety practices.

### **SERVICE OBJECTIVES**

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

### **WORK PLAN FOR 2015-16**

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1. Manage in-service training for department personnel through June 2016. [1a]
2. Coordinate UASI grant funded training through June 2016. [2a]
3. Coordinate and conduct a Fire Battalion Chief promotional process and related academy by June 2016. [1a]
4. Coordinate and conduct a Fire Captain promotional process and related academy by December 2015. [1a]
5. Coordinate and conduct a Fire Engineer promotional process and related academy by December 2015. [1a]
6. Coordinate and conduct a Firefighter recruit academy by June 2016. [1a]
7. Provide safety inspections of fire stations and grounds by October 2015. [1b]
8. Manage the Target Solutions web-based training program through June 2016. [1a]
9. Conduct collaborative firefighter skills/training/recruit academies with neighboring agencies through June 2016. [1a]

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## POLICE

### MISSION

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

### DEPARTMENT GOALS

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1. Coordinate the resources of all city departments relative to emergency services and homeland security and maintain the operational capability of the City's Emergency Operations Center (EOC).
2. Create a safe environment for our citizens by utilizing all available resources as we work to suppress criminal activity in the City of Orange.
3. Constantly strive to enhance our partnership with the community.
4. Seek out opportunities to implement lasting solutions to the problems facing the community and thereby improve the quality of life in Orange.
5. Create a professional working environment and organizational structure that prepares, encourages, and provides opportunities for employees to achieve their full potential.
6. Use acquired technology to quickly and accurately identify crime trends and direct appropriate resources to address them.
7. 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 2014-15

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1. The Patrol fleet was outfitted with new L-3 Mobile Data Terminal (MDT) computers and an in-car Mobile Audio & Video (MAV) system. The equipment allows officers to capture, manage, and communicate critical information in a safe, secure and reliable manner. Benefits of the new system include increased officer safety, capability of recording offenders, and training.
2. Training and Personnel conducted six testing processes for Police Academy Trainee (PAT), resulting in the hiring of 19 Police Officers. In addition, five Records Clerks, a Parking Control Officer, several Cadets and Crossing Guards, and one Police Service Officer were hired.
3. The Department partnered with Chapman University, St. Joseph's Hospital, the Mental Health Association of Orange County, and the Santa Ana Police Department to produce a training video on bi-polar disorder. The video was distributed to police agencies in Orange County and was the fifth mental health training video produced by the Police Department. In partnership with St. Joseph's Hospital, the Department hosted a 24-hour training block for all police officers on mental illness. The Department also co-hosted the annual Meeting of the Minds Conference in Anaheim.
4. A new Inventory and Tracking System was installed in the Property Unit. The system allows officers to process property and evidence efficiently. It has also improved and streamlined the handling of evidence.
5. Upgrades to the Local Latent Print Database and Cal ID system improved Detectives' ability to solve previously unworkable cases. The resubmission of old latent prints, including palm prints, resulted in the identification of numerous repeat offenders not identified in the old system.
6. Detectives successfully investigated a string of robberies that occurred in Orange, Brea, Huntington Beach, Tustin, Anaheim, LA County, and Pasadena. The suspect committed an armed robbery at the Radio Shack on North Tustin and a latent print of his female accomplice was lifted off a game console box. The suspect was identified through a photo lineup. OPD detectives organized a countywide meeting and included both LA County and federal law enforcement agencies. The suspect was linked to at least 12 armed robberies in Southern California, including banks. Partnering with US

Marshalls led to the apprehension of the suspect. The gun used in the crime was located when the suspect was stopped in his vehicle. OCDA Special Prosecution Unit filed the case and the suspect is now facing a 55+ year sentence.

7. The 2<sup>nd</sup> annual Orange Gang Reduction Intervention Partnership (GRIP) Spring Soccer Camp was held in April. This three-day program had 35 student participants from Handy, California and Esplanade elementary schools, as well as from Yorba and Santiago middle schools. This was a great opportunity for at-risk youth to have a positive experience. This event was followed by GRIP 360 Projects in the 1700-2000 blocks of E. Wilson and the 1700-2000 blocks of E. Adams. These neighborhood enhancement events were successful in large part due to the participation of the Orange County District Attorney's Office, Saddleback Church, Main Place Church, Orange Community Services, Orange Public Works, Orange Rotary, Community Services Program, the Orange Friendly Center, and the Orange Public Library. Both neighborhoods received fresh paint, graffiti removal, new landscaping, and removal of trash and recyclables.
8. The Department became members of the Internet Crimes Against Children Task Force (ICAC). This is a federally-funded program managed locally through LAPD. Membership provides access to federal assistance when dealing with crimes against children, especially sex crimes. As part of our participation in the task force, we now receive needed equipment, ongoing training and regional assistance.
9. The Gang Unit completed two special operations with Patrol personnel to maximize gang enforcement during OUSD's spring break and the first month of summer recess. With the assistance of Patrol personnel, the Gang Unit was able to increase directed patrols in gang neighborhoods, while also conducting probation/parole searches. There was a decrease in gang-related crime during the operational periods.
10. The California Office of Traffic Safety (OTS) provided grant funding for ten DUI/Driver's License and Sobriety Checkpoints as well as two additional mobilization checkpoints. There were 11,360 vehicles screened, resulting in 42 DUI arrests. The Traffic Unit conducted several enforcement operations, 11 of which were done in conjunction with the annual "Click it or Ticket" campaign. A total of 380 citations were issued, 280 of these citations were seatbelt/child restraint violations. The Traffic Unit also participated in the Distracted Driving Education and Enforcement Program. Eight operations were conducted, which resulted in 431 distracted driving citations issued. Finally, the Traffic Unit conducted six Motorcycle Enforcement operations, resulting in 143 citations issued.
11. The Volunteer Program conducted 11 Kids Print Programs with 1,370 children being fingerprinted. A free service provided to Orange residents is the Vacation Check Program and Y.A.N.A. (You Are Not Alone). There were 891 vacation checks performed and 102 home visits of bedridden and wheel chair bound residents. In addition, volunteers participated and assisted in events such as National Night Out, the Meeting of the Minds Annual Conference, GRIP 360, Treats in the Street, and the Police Citizens Academy.
12. Detectives solved the homicide of Maribel Ramos. She was reported as a missing person on May 3, 2013. Detectives collaborated together and formed a multi-agency task force that included the Orange County Sheriff's Department, Orange County District Attorney's Office, and Orange County Coroner's Office. Detectives authored six separate search warrants that included the suspect's home, computer equipment, vehicle, financial records, cell phone, and a GPS tracker. After relentless investigation, the victim's body was discovered buried in Modjeska Canyon. On January 13, 2014, the suspect had a preliminary hearing and was held to answer for the murder of Maribel Ramos.



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

### **PROGRAM DESCRIPTION**

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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**

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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 2015-16**

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1. Continue the CompStat crime control model with the goal of effectively and efficiently coordinating resources to control crime through June 2016. [1a]
2. Develop future leaders within the department through training, mentoring, and work-related assignments through June 2016. [4e]
3. Utilize the department website, iWatch, public service announcements, and public events to provide crime prevention and department information through June 2016. [1e]
4. Continue to monitor department functions and staffing to identify cost saving opportunities through June 2016. [2a, 2b]

## **POLICE | ADMINISTRATION**

### **PROGRAM DESCRIPTION**

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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 grant administration and technological advancements within the Department.

### **SERVICE OBJECTIVES**

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1. Recruit, conduct backgrounds, 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 2015-16**

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1. Participate in 12 recruitment events/job fairs to attract qualified applicants for sworn and non-sworn positions through June 2016. [1a]
2. Focus on Cadet Program to prepare these part-time employees to fill full-time police officer positions by January 2016. [1a]
3. Utilize the LCD and software system to provide continuous training and improve communication to all personnel through June 2016. [1a]
4. Create and implement a computerized assessable five year training plan to assist all officers with identifying future training topics and training needs by January 2016. [4d]
5. Complete individual training binders of all briefing training series and in-house training by January 2016. [4d]
6. Create binders of recommended courses for officers promoted to new assignments by January 2016. [4e]
7. Provide biennial Advanced Officer Training as required by POST by January 2016. [4e]
8. Maintain a list of candidates for vacant positions as applicable through June 2016. [4e]
9. Utilize the POST training videos and other on-line training resources for more cost-effective training courses by June 2016. [4e]

## **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 customer service to citizens and co-workers. Prioritize tasks in a timely and efficient manner. This would include handling 9-1-1 and routine calls in a predetermined manner to best handle the needs of both callers and responders.
2. Facilitate the leadership development of shift supervisors in order to enhance consistent supervision on all shifts. This will assist 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 co-workers within the department. Provide officers the necessary information so they can maximize their investigations to contact and arrest repeat offenders, thus making Orange a safe city.
4. Maintain a consistent 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 2015-16**

1. Schedule training for all Dispatchers to comply with bi-annual POST continuing professional training requirements by December 2016. [4e]
2. Evaluate dispatch schedule effectiveness with each shift change through June 2016. [1a]
3. Conduct and evaluate quarterly quality assurance reports to verify effective service delivery through June 2016. [4d]
4. Evaluate and revise PSA's for the "On-Hold" messaging system to provide useful, timely, and relevant information to the public on a quarterly basis through June 2016. [1e]

## **POLICE | RECORDS**

### **PROGRAM DESCRIPTION**

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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**

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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 2015-16**

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1. Conduct Department of Justice required "Less than full access operator" CLETS Teletype recertification proficiency exam and waiver by March 2016. [4e]
2. Continue to purge all non-major crime cases from year 2005 by March 2016. [1a]
3. Electronically scan major crime cases from 2005 by December 2015. [1a]
4. Conduct due diligence on warrants through December 2015. [1a]
5. Purge all non-major crime cases from years 2006 by March 2016. [1a]
6. Electronically scan all active department warrants by June 2016. [1a]
7. Schedule records clerk personnel to attend P.O.S.T. Records clerk course by June 2016. [4e]
8. Supervisory personnel will attend 12 California Law Enforcement Association of Records Supervisor (CLEARs) meetings by June 2016. [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. Coordinate with the Traffic Bureau to assist with DUI checkpoints and special events.
4. Assist the Training Bureau with firearms qualification and critical incident training.

### **WORK PLAN FOR 2015-16**

1. Schedule reserve officers to work patrol, detention, prisoner transportation, and DUI enforcement at least fifteen hours per week through June 2016. [1a]
2. Conduct six critical skills trainings for reserve officers through June 2016. [4e]
3. Provide firearms training, in conjunction with the Force Tactics Staff, to reserve officers by June 2016. [4e]
4. Schedule reserve officers to assist the Field Services Division with directed enforcement efforts identified in CompStat through June 2016. [1a]
5. Schedule reserve officers to assist the Traffic Bureau with planned DUI checkpoints through June 2016. [1a]
6. Schedule reserve officers to work football games and various other special events at Fred Kelly Stadium through June 2016. [1a]

## POLICE | PATROL

### **PROGRAM DESCRIPTION**

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The Field Services Division is comprised of uniformed personnel who respond 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**

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1. Maintain the highest level of professionalism with everyone encountered.
2. Utilize daily briefing settings to continuously and deliberately train field personnel in core competencies of patrol work that maximize contacts with high-frequency offenders.
3. Demonstrate leadership by collaborating with various stakeholder groups throughout the community to improve the quality of life through education and enforcement.
4. Regularly plan and prepare for both routine and unanticipated events through continued practical training, application of technology, and the proper scheduling of personnel.
5. Apply the strategies of the CompStat policing model to reduce crime. The four components of CompStat are accurate and timely intelligence, effective tactics and strategies, rapid, focused deployment of resources, and relentless follow-up.

### **WORK PLAN FOR 2015-16**

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1. Continually and proactively analyze and direct the deployment of resources to effectively address crime trends through June 2016. [1a]
2. Coordinate and lead two crime reduction operations utilizing the combined resources of units throughout the department through June 2016. [3e]
3. Continually and proactively address recurring issues with transient population and persons with mental illness to effectively reduce victimization and direct individuals to appropriate community resources through June 2016. [1a, 1e]
4. Collaborate with the Training Bureau to provide two formalized leadership training sessions for patrol personnel by June 2016. [4e]
5. 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 2016. [1a]
6. Coordinate the volunteer police chaplain program to assist department personnel and the community in reducing the personal impact of trauma through June 2016. [1e, 4e]
7. Patrol Watch Commander will spend 24 hours each quarter in the dispatch center through June 2016. [1a]

## **POLICE | DETECTIVES**

### **PROGRAM DESCRIPTION**

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The Investigative Services Division is responsible for identifying suspects who commit crimes and bringing them to justice. Cases are referred to the Division for follow-up after they are reported to a Police Services Officer 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 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. One of these innovative programs is the Gang Reduction Intervention & Partnership initiative. Officers coordinate with leaders from the community and local schools to raise gang awareness and prevention for at-risk youth.

### **SERVICE OBJECTIVES**

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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 2015-16**

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1. Detectives will conduct four presentations on current fraud trends to senior citizen groups and businesses by June 2016. [1e]
2. Detectives will conduct a minimum of four "bait" operations utilizing GPS technology. The operations will be planned in response to emerging crime trends and/or in high-crime areas identified through the CompStat process by June 2016. [1a]
3. Detectives will conduct a minimum of four (one per quarter) business inspections of metal recycling facilities to ensure compliance with Local and State laws to address metal theft by June 2016. [1a]
4. 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 2016. [1e]
5. YSB will participate in the Orange County District Attorney's GRIP program with five identified schools through June 2016. [1e]
6. YSB personnel will coordinate a community improvement project in conjunction with our GRIP program by June 2016. [1a]
7. Detectives will support patrol during special crime trend operational periods and document activity for the Crime Analyst through June 2016. [1a]

**POLICE | GANGS****PROGRAM DESCRIPTION**

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The Gang Unit is responsible for the suppression and investigation of crimes involving criminal gangs, including traditional street gangs and other criminal associations subject to the Street Terrorism Enforcement and Prevention Act. The Gang Unit is also responsible for monitoring subjects who are on active parole or probation and suppressing graffiti activity through prevention and investigation. Additional responsibilities include enforcing gang injunction violations and working with the Orange Unified School District and the District Attorney's Office with the Gang Reduction Intervention Program (GRIP).

**SERVICE OBJECTIVES**

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1. Treat all persons contacted in a professional manner.
2. Identify and monitor the activities of criminal gangs, their associates and leaders in an effort to suppress criminal activity and reduce crime through aggressive enforcement, surveillance, the use of informants, and conducting thorough investigations.
3. Respond, provide leadership, and assist patrol officers at crime scenes where the need exists for immediate investigative follow-up related to gang cases.
4. Provide training to and exchange intelligence information with patrol officers, school resource officers, detectives, school administrators, and outside agencies.
5. Reduce graffiti through enforcement, working closely with the Orange Unified School District, satellite schools, and private businesses.
6. Increase intelligence and apprehension efforts of subjects responsible for acts of graffiti while working with the Public Works Department and allied agencies.
7. Collaborate with the Orange County District Attorney's Office in the Gang Reduction Intervention Partnership (GRIP). Meet with 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 and consequences of gang involvement. The goal is to help prevent young persons from becoming involved in a gang by intervening, counseling, and providing resources.
8. Develop and maintain effective sources of criminal street gang intelligence through informants, school meet-ups, literature, allied agency contacts, use of technology, and attending monthly Gang Investigators Association meetings.

**WORK PLAN FOR 2015-16**

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1. Conduct at least four surveillances of frequently vandalized locations within the City in an effort to apprehend the offenders involved through June 2016. [1a]
2. Meet with the staff and students of the Orange Unified School District, four times through June 2016. The focus is to educate students and staff on ways to suppress graffiti and other gang-related activity on school campuses. [1e]
3. Complete five probation compliance operations of known taggers in the City through June 2016. [1a]
4. Complete at least 10 gang injunction violation arrests through June 2016. [1a]
5. Conduct 200 probation or parole searches on known gang members and their associates through June 2016. [1a]
6. Conduct four truancy sweeps in conjunction with the Gang Reduction Intervention Program (GRIP) by June 2016. [1a]
7. Assist allied law enforcement agencies with criminal investigations including, warrant services, probation and parole searches, or other gang enforcement activity, ten times through June 2016. [3e]



## **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 the 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 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 the 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 Alcohol, Beverage, and Control (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 ABC licensing inquiries and applications.

### **WORK PLAN FOR 2015-16**

1. Conduct two ABC alcohol decoy operations by June 2016. [1a]
2. Conduct three probation checks for 11590 (Narcotic) registrants by June 2016. [1a]
3. Conduct two tobacco decoy operations, one by December 2015 and one by June 2016. [1a]
4. Conduct two massage parlor inspection operations with Department of Labor through June 2016 in order to ensure compliance with all State and Local laws. [1d]
5. Conduct four briefing trainings for patrol in the area of narcotic operations and current drug trends through June 2016. [1a]
6. Work with Community Services Program (CSP) to provide two alcohol "TIPS" (Training for Intervention Program) training to local bars and restaurants in order to ensure the responsible service, sale, and consumption of alcohol, by June 2016. [1e]
7. Assist Patrol with crime reduction efforts as needed through June 2016. [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. This is accomplished through comparison to known individuals in the California Identification statewide automated fingerprint identification (CAL-ID) database. The lab also processes items for DNA evidence in an effort to identify suspects. 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 2015-16

1. Conduct three inspections and one audit of the Property/Evidence Room and off-site storage areas by June 2016. Inspections will 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 as quickly as practical. Each time a hit identifying a suspect is made, the submitting employee and his/her supervisor will be notified through June 2016. [1a]
3. Conduct three CSI trainings (Crime Lab) for personnel of the Field Services Division in conjunction with shift changes by June 2016. Trainings will address the need and methods to collect both latent and DNA evidence. [4e]
4. Ensure items stored as evidence, safekeeping and found property are disposed of in a timely manner and in accordance with department policy in order to increase available storage area in high-density shelving by 10% through June 2016. [4b]

## **POLICE | TRAFFIC SERVICES**

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

1. Provide effective enforcement of all traffic laws regulating the flow of traffic within the City in a professional manner.
2. Provide special enforcement aimed at addressing specific traffic safety concerns and contacting repeat offenders who pose a threat to public safety.
3. Address traffic matters related to impaired driving through enforcement and educational programs in order to reduce crime.
4. Utilize technology and crime data information to enforce vehicle code violations relative to commercial vehicles and other traffic safety violations.
5. Provide leadership with traffic safety and enforcement programs through a partnership with Orange Unified School District schools.

### **WORK PLAN FOR 2015-16**

1. Utilize Multiple Collision Location data to direct enforcement efforts on a quarterly basis through June 2016. [1e]
2. Provide quarterly traffic reports that document collision and enforcement data during CompStat meetings through June 2016. [1a]
3. Conduct a minimum of 12 DUI/Driver's License checkpoints, at least one per month through June 2016. [1e]
4. Conduct 16 DUI Saturation patrols at least once per month through June 2016. [1e]
5. Conduct 18 Traffic Enforcement Operations in cooperation with the annual "Distracted Driving Awareness Month" and the "Click it or Ticket" campaigns through June 2016. [1e].
6. Conduct directed traffic enforcement near local schools on a weekly basis through June 2016. [1a]
7. In cooperation with other Orange County jurisdictions, assist with DUI enforcement events funded through the Anaheim Police Department's "Avoid the 38" grant program. Conduct four DUI saturation patrol enforcement activities through June 2016. [1a]
8. Provide quarterly training for motor officers to enhance general riding and safety skills, as well as enforcement techniques through June 2016. [1a]
9. In cooperation with other Orange County jurisdictions, participate in commercial enforcement checkpoints throughout Orange County through June 2016. [1a]

## **POLICE | THE OUTLETS AT ORANGE**

### **PROGRAM DESCRIPTION**

Personnel assigned to The Outlets at Orange are responsible for providing police services to this entertainment and 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 the City’s working relationship with them.
3. Conduct proactive enforcement and effective crime prevention activities.

### **WORK PLAN FOR 2015-16**

1. Participate in briefing discussions with The Outlets at Orange security staff to maintain a positive working relationship, at least twice per month through June 2016. [3e]
2. Conduct two crime prevention trainings for merchants by June 2016. [1e]
3. 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 2016. [1a]
4. Conduct quarterly compliance checks of liquor licenses and Conditional Use Permits, and monitor special events at all Alcohol, Beverage, and Control licensed establishments associated with The Outlets at Orange through June 2016. [1a]

## **POLICE | HOMELAND SECURITY**

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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

### **WORK PLAN FOR 2015-16**

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1. Conduct two evacuation drills for all Police employees, which will include a shelter in place drill by June 2016. [1b]
2. Conduct two yearly exercises in order to further develop and refine processes in the EOC. Facilitate Incident Command System (ICS) training, AlertOC training, and WebEOC training for EOC personnel by June 2016. [1c]
3. Review plans for emergency outreach to disabled and functional needs populations. Partner with emergency planners of assisted living facilities to understand their capabilities and needs during an emergency event by April 2016. [1e]
4. Partner with local non-profit organizations to provide the community with disaster preparedness programs and training through June 2016. [1e]
5. Expand the Terrorism Liaison Officer (TLO) program to include 50 percent of Police personnel. Conduct quarterly trainings specific to terrorism and/or homeland security by December 2015. [1e]
6. Conduct safety assessments on all public and private schools in the City of Orange, providing for enhanced security of the schools and preparedness for officer response to emergencies by September 2015. [1e]

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## PUBLIC WORKS DEPARTMENT

### MISSION

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

### DEPARTMENT GOALS

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1. 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.
2. Ensure a cost-effective, safe and dependable potable water supply to meet all residential, commercial/industrial and fire protection needs of the City.
3. Initiate Energy Efficiency and Solar Energy Study for City-Owned Facilities.
4. Continue cost benefit analysis and convert City-owned street lights to LED.
5. Ensure completion of all Public Works projects in the Capital Improvement Plan in a cost-effective and timely manner.
6. Constantly seek and search for grant opportunities for the best utilization of resources.
7. Acknowledge all complaints within 24 hours (non-weekend) of receipt and strive for response/resolution within 72 hours.
8. Review the Department's Strategic Plan to verify long-term priorities and programs.
9. Manage and update Pavement Management Program.
10. 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.
11. Maintain streets, alleys, sidewalks, and other right-of-ways in a safe and serviceable condition including asphalt repairs, concrete repairs, sidewalk cleaning, and graffiti removal.
12. Manage several large contractor agreements including street tree maintenance, street sweeping, and sewer cleaning and videoing.
13. Provide sanitation services to all customers including: street tree maintenance, sewer maintenance, storm drain maintenance and environmental compliance programs.
14. Acquire, service, and salvage, where appropriate, all City vehicles, including cars, trucks and other non-wheeled equipment, to ensure safe and reliable operation.
15. 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.
16. Participate on the multi-departmental Graffiti Task Force to review the program and implement policy and mitigation measures.
17. Clean 450,000 lineal feet of sewer and video inspect 200,000 lineal feet of sewer utilizing both City crews and contractors.
18. Improve safety and reduce congestion through the design, installation, maintenance and operation of the signals, signs, striping, streetlights and other traffic control devices necessary to an efficient transportation system.
19. Continue to implement traffic signal synchronizations along various roadways throughout the City.
20. Replace 1,800 small meters per year as part of the 15-year small meter replacement program.
21. Promote utilization of advanced state-of-the-art technology for operation/monitoring of the City's traffic and transportation systems.

**ACCOMPLISHMENTS FOR 2014-15**

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1. Rehabilitated over 1.7 million SF of pavement (including a couple major arterials such as Chapman/West and East of Glassell; Chapman/City Drive; Santiago Canyon Road; Garden Grove Boulevard). Constructed 5,500 LF of sewer mainline and upgraded two sewer lift stations.
2. Successfully issued an RFP for Citywide Energy Efficient Study and received a report for recommended Energy Conservation Measures.
3. Reviewed and commented on proposed state regulations (draft MS4 NPDES permit, NPDES Drinking Water Permit, proposed Trash Amendment); Reviewed all WQMP project submittals and approved seven preliminary and 15 final (each reviewed an average of three times). Inspected 144 industrial facilities; 136 commercial facilities; 1,970 catch basins; 36 municipal facilities (city parks and parking lots).
4. Responded to over 1,700 facility service requests.
5. Responded to over 2,700 calls requesting for street maintenance service.
6. Repaired 2,528 potholes and 22,688 square feet of asphalt repairs.
7. Completed 22,922 square feet of sidewalk and concrete repairs.
8. Abated 75,000 square feet of graffiti.
9. Cleaned and CCTV inspected over 300,000 linear feet of sewer mainline.
10. Completed 2,612 preventative maintenance and work orders on vehicles.
11. Applied for and were awarded A.Q.M.D. grants totaling \$10,000 for electrical vehicle charging stations.
12. Installed 299 LED lights and 50 LED parking lot lights.
13. Completed 900 repairs of intersection traffic signal related equipments.
14. Performed 1,800 preventive traffic signal and cabinet maintenance.
15. Repaired 700 street lights and warning flashers.
16. Replaced approximately 102 plastic services as part of a on-going Water Division preventive maintenance program.
17. Installed an emergency power generator at the Upper Serrano Pump Station.
18. Updated Water Division Standards and Specifications.
19. Rehabilitated and repaired Water Wells 19, 20, and 26.



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

### **PROGRAM DESCRIPTION**

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This program provides management and staff support to achieve the 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**

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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.
7. Maintain a plan to perpetuate the department's initiative for masterful customer service.

### **WORK PLAN FOR 2015-16**

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1. Update the department's Strategic Plan to verify long-term priorities and programs by December 2015. [4e]
2. Continue to assess the department's current asset management activities and set goals for future asset management needs by May 2016. [2d]
3. Submit annual reports for used oil collection and solid waste diversion to the California Department of Resources Recycling and Recovery by August 2015. [2a]
4. Prepare annual Maintenance Management System plans and meet monthly with all maintenance divisions to review plan progress through June 2016. [4c]
5. Coordinate the submittal of grant applications and administer successful grant awards through June 2016. [2a]
6. Continue to participate on the multi-departmental Graffiti Task Force to review the program and implement policy and mitigation measures through June 2016. [3a, 4b]
7. Continue to monitor Yorba Park and work with contractors and the Community Services Department to ensure that the facility is in compliance with Local Enforcement Agency and South Coast Air Quality Management District through June 2016. [2d]
8. Develop an outreach and strategic plan to assist City's commercial waste accounts in response to legislation approved by the Governor by February 2016. [2d]
9. Develop an outreach plan for promoting citywide Cycle V Do-It-Yourself used oil collection by June 2016. [2d]
10. Work with the Engineering Division to research and implement a cost of service analysis for accounts related to tree service, sewer/sanitation, and stormwater by January 2016. [2b]

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

### **PROGRAM DESCRIPTION**

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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 assists in the development of the annual Capital Improvement Program (CIP).

### **SERVICE OBJECTIVES**

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1. Coordinate with Orange County Transit Authority (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.

### **WORK PLAN FOR 2015-16**

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1. Begin to implement energy efficiency/conservation study improvements for all City owned facilities including street lights through June 2016. [2d]
2. Update the Pavement Management Plan through June 2016. [1b, 2d]
3. Schedule and complete annual pavement maintenance projects by June 2016. [1b, 4b]
4. Work with consultant and Caltrans on Meats Interchange PA/ED report through June 2016. [1b, 3a]
5. Continue to provide project management support for the Metrolink Parking Structure (Lemon Street Parking Structure). [4b]
6. Examine sewer hot spots list and select segments for replacement by March 2016. [1b, 4b]
7. Complete Federal and State funded grant projects through June 2016. [3a]
8. Pursue grant opportunities from OCTA – Measure M2, the State and Federal agencies, and other available external funding options through June 2016. [2a, 2b]

## **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 and 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 2015-16**

1. Review submittals for developments including parcel and tract maps, grading, and other infrastructure improvements through June 2016. [1d, 3c]
2. Manage a Geographical Information System for atlas maps and infrastructural databases including updates through June 2016. [4b, 4c]
3. Continue to update sewer, storm drain, and water databases throughout the City by June 2016. [1b]
4. Review expenditures in all Landscape Maintenance Districts, prepare the Engineer's Report, and schedule a public hearing for annual levy of assessments by June 2016. [3a]
5. Organize engineering project central files including scanning, filing, and record management through June 2016. [4b, 4c]

6. Review and approve Encroachment Permit applications by utility companies and private developments by June 2016. [1b, 1d, 4b]

## **PUBLIC WORKS | STREET MAINTENANCE**

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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

### **WORK PLAN FOR 2015-16**

1. Coordinate with the Engineering Division in the preparation of plans and specifications for capital projects involving sewer main replacement, pavement slurry sealing, asphalt overlay, sidewalk, ADA ramp and curb and gutter repair/replacement. All work is to be completed by June 2016. [1b, 3a]
2. Patch and repair two (2) million square feet of street, utilizing both City crews and contract construction by June 2016.[1b,3a]
3. Repair two (2) miles of sidewalk and two (2) miles of curb and gutter, utilizing both City crews and contract construction by June 2016. [1b]
4. Expediently track and remove graffiti throughout the City through June 2016. [4b]
5. Maintain traffic signs, street name signs, and pavement markings to be compliant with MUTCD/FHWA reflective sign requirements and standards by June 2016. [1b]
6. Continue to implement the division wide training programs through June 2016. [4e]
7. Manage contractual services for shopping cart abatement and Old Towne Plaza steam cleaning and custodial services through June 2016. [4b]
8. Inspect and install banners as requested through June 2016. [1b]
9. Assist in the production of City events and the implementation of emergency road closures through June 2016. [1b]

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

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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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 by the City.
3. Regularly conduct CCTV video inspection, cleaning and service (as required) of the City's sanitary sewer and storm drain systems.
4. Acknowledge all complaints within 24 hours and strive for resolution/response within 72 hours.
5. Annually review 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 contracts for the regular sweeping of 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 right-of-way (ROW) trees, to include tree maintenance, removals, and planting.
9. Replace deficient, aging, or damaged sewer lines.

### **WORK PLAN FOR 2015-16**

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1. Clean 450,000 linear feet of sewer main lines and CCTV video inspect 350,000 linear feet of sewer main lines by June 2016, utilizing both City crews and contractor services. [1b]
2. Trim 5,000 residential street trees by June 2016. [4b]
3. Clean 300 catch basins for Storm Water Quality by June 2016. [1b]
4. Complete 1,200 sanitation and right-of-way related inspections for trash service, news racks, encroachments, and nuisance abatements in the public ROW by June 2016. [3b,3c]
5. Coordinate with the Engineering Division in the preparation of plans and specifications to replace deficient sewer mains by June 2016. [2d]
6. Review the existing Sanitation Fund by June 2016. [2b]
7. Continue to implement the Division-wide training programs by June 2016. [4e]

## **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 continual basis.
6. Complete all routine repairs within two (2) working days for non-emergency vehicles and within 24 hours for emergency equipment.
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 2015-16**

1. Complete 1,300 preventative vehicle maintenance services and 1,700 repairs to the City's fleet by June 2016. [1b]
2. Integrate the utilization of the fuel management system into the City's vehicle maintenance and asset management programs by June 2016. [2d]
3. Develop vehicle purchasing schedule for annual vehicle replacements by January 2016. [2d]
4. Complete all budgeted vehicle replacement purchases by June 2016. [2d]
5. Dispose of surplus vehicles and equipment in a timely fashion to maximize salvage value by June 2016. [2d]
6. Continue to implement division wide training programs by June 2016. [4e]

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

### **PROGRAM DESCRIPTION**

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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**

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1. Promote public education to businesses and residents regarding proper practices and procedures to manage 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 2015-16**

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1. Prepare and submit the annual Performance Evaluation Assessment report to comply with stormwater permit requirements by November 2015. [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 2016. [3b]
3. Inspect medium and low priority industrial, commercial and municipal sites as required by the MS-4 permit by June 2016. [3b]
4. Inspect food service establishment sites (approximately 500) to comply with current Waste Discharge Requirements permit by June 2016. [3b]
5. Respond to surface water quality complaints citywide by June 2016. [3b]
6. Inspect 25,000 lineal feet of open drainage channels by August 2015. [3c]
7. Review new development Water Quality Management Plans as needed by June 2016. [3c]
8. Review new and revised Newport Bay Total Maximum Daily Loads (TMDL's) by June 2016. [3b]
9. Review proposed State Trash Amendments by August 2015. [3b]



## **PUBLIC WORKS | FACILITY MAINTENANCE**

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

1. Work with various departments to address maintenance needs and schedules for the City's 26 buildings.
2. Provide expedient 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 2015-16**

1. Review and monitor all facility annual service contracts by March 2016. [1b]
2. Coordinate and implement building improvements and facility modifications by June 2016. [1b]
3. Perform general maintenance and repairs for all public buildings and appurtenant facilities by June 2016. [1b]
4. Conduct periodic building inspections to better maintain facilities and provide exceptional customer service through June 2016. [1b]
5. Conduct a Facility Master Plan Study by June 2016. [2d]
6. Provide assistance to citywide energy options for City facilities by June 2016. [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 lines, 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 2015-16**

1. Provide staff support to the City Traffic Commission through June 2016. [1b]
2. Explore opportunities for progressive/permissive traffic signal operations by June 2016. [4d]
3. Continue to identify priorities for the FY 2016-17 CIP through November 2015. [4d]
4. Pursue grant opportunities from OCTA – Measure M2, State – Active Transportation Program (ATP), Federal – Highway Safety Improvement Program (HSIP), and other available external funding options by June 2016. [1b]
5. Collaborate with the Community Development to assess the need to update the Circulation Element of the General Plan, and Traffic Impact Analysis Guidelines due to changes in State law pertaining to traffic impact analysis and air emissions, including an amendment to the General Plan EIR for the benefit of development streamlining by January 2016. [2e, 3b]

## **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 devices 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 2015-16**

1. Implement additional wireless and fiber optic communications links between traffic signals, CCTV cameras and the Traffic Management Center through June 2016. [4d]
2. Upgrade Traffic Management Center (TMC) video wall and required hardware, by June 2016. [4d]
3. Maintain monthly monitoring and routine maintenance program for signalized intersections and warning flasher locations through June 2016. [1b]
4. Conduct biweekly nighttime street light outage field surveys through June 2016. [1b]
5. Continue traffic signal controller change-outs, upgrade traffic signal cabinet and TMC equipments through June 2016. [4d]
6. Implement multi-jurisdictional traffic signal synchronization along Chapman Avenue as part of Measure M2 Project P- Regional Traffic Synchronization Program through June 2016 [4d]
7. Continue the implementation of multi-jurisdictional traffic signal synchronization along Glassell Street, Newport Boulevard, State College/The City Drive, and Orangewood Avenue Corridors as part of Measure M2 Project P- Regional Traffic Synchronization Program through June 2016. [4d]
8. Upgrade and install pedestrian warning devices at fourteen (14) crosswalk locations throughout the City as part of the Federal Highway Safety Improvement Program (HSIP) Cycle 5 through June 2016. [4d]
9. Install protected left-turn phasing at three intersections of Chapman Avenue/Hewes Street, Chapman Avenue/Esplanade Street, and Tustin Street/Mayfair Avenue as part of the Federal HSIP Cycle 5 by June 2016. [4d]
10. Install protected left-turn phasing at four (4) intersections of Glassell Street/Walnut Avenue, Chapman Avenue/Cannon Street, Chapman Avenue/James Street, and Batavia Street/ Collins Avenue as part of the HSIP Cycle through June 2016.

## PUBLIC WORKS | WATER ENGINEERING AND 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 2015-16

1. Prioritize, design, and construct one to two miles of pipe per year, to replace high maintenance pipes by June 2016. [1b]
2. Incorporate Water System Master Plan recommendations into the Capital Improvement Program and water operations through June 2016. [1b, 4b]
3. Purchase potable water from the Orange County Water District, Metropolitan Water District, East Orange County Water District, and Serrano Water District by June 2016. [1b]
4. Implement vulnerability assessment measures for water system through June 2016. [1b, 4b]
5. Complete and distribute annual water quality "Consumer Confidence Report" by June 2016. [1b, 4b]
6. Conduct or contract for the collection and analysis of all required water quality testing per State Health Department regulations by June 2016. [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 2016. [1b, 4b]
8. Develop water conservation programs with Municipal Water District of Orange County and promote water conservation through City publicity mediums by June 2016. [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 2016. [1b]
10. Complete construction of Marywood Pump Station by September 2015. [1b]
11. Conduct review/comparison and tracking of revenue/expenditures to water rate model by June 2016. [2b,2d]
12. Complete construction of Water Well 27 as part of the on-going groundwater development program by June 2016. [1b]

## **PUBLIC WORKS | WATER DISTRIBUTION**

### **PROGRAM DESCRIPTION**

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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**

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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 2015-16**

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1. Replace 1,800 small meters per year as part of the 15-year small meter replacement program by June 2016. [1b]
2. Read meters and address high consumption complaints and meter leak reports through June 2016. [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 2016. [1b]
4. Retrofit meters to radio read in specific locations by June 2016. [1b]
5. Perform daily security site checks at all water facilities, including data collection for GIS/asset management through June 2016. [1b]
6. Flow test all fire hydrants once a year, including data collection for GIS/asset management by June 2016. [1b]
7. Perform maintenance and exercise 1,200 water valves and collect data for GIS/asset management by June 2016. [1b]
8. Maintain and service all air release valves and plug valves, including data collection for GIS/asset management by June 2016. [1b]
9. Participate in the development of the Division's master training program through 2016. [4e]
10. Complete interior/exterior re-coating of Reservoir 5 by May 2016. [1b]
11. Paint 1,100 fire hydrants as part of a four-year maintenance cycle through June 2016. [1b]

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## COMMUNITY DEVELOPMENT

### MISSION

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

### DEPARTMENT GOALS

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1. Provide development assistance to businesses and residents by meeting stakeholder expectations in an atmosphere that balances City Code requirements and customer goals.
2. Achieve high levels of customer service and efficient, coordinated development review by implementing improvements recommended by the 2012 Organizational Assessment (OA) to improve the manner in which we provide our services.
3. Maintain the quality of life in neighborhoods, and desirability of commercial and industrial areas by ensuring that physical property conditions convey a safe, orderly, and positive image of the community.
4. Pursue achievement of the General Plan Community Vision Statement by guiding physical change in the City through analysis and recommendations to the City Council, Planning Commission, other appointed bodies, the development community, and citizens on land planning and development issues.
5. Support stewardship and protection of the City's historic resources by providing clear policies and procedures, incentives, and public information that guide property maintenance and alterations.
6. Protect the health and safety of the community through plan check and inspection of new and remodeled structures that ensures compliance with governmental regulations.
7. Support economic development and property investment by establishing and tracking performance measures for development review, plan check, inspections, and code compliance; to be recognized as a department for efficient and timely permit and application processing.
8. Support public services, access to affordable housing, and infrastructure improvements that benefit Low and Moderate Income residents through the Community Development Block Grant (CDBG) Program and HOME Investment Partnerships Program.
9. Ensure that long-range planning documents are in alignment with community expectations for a high quality built and natural environment, supported by community amenities that respect the City's heritage and accommodate future growth.

### ACCOMPLISHMENTS FOR 2014-15

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1. Provided support to the Public Works, Fire, and Community Services Departments on a diverse range of projects.
2. Issued over 3,400 Building permits from January 1, 2014 to December 31, 2014, collecting over \$7 million in fees. Staff provided services to 8,000 customers at the Building Counter, completed 25,000 inspections, and processed 1,500 plan reviews.
3. Addressed 1,868 Code Compliance cases from January 1, 2014 to December 31, 2014, including: 392 graffiti, 621 property maintenance, 58 substandard housing, and 145 vehicle violation complaints; as well as assisting over 900 walk-in Code Enforcement customers at the public counter.
4. Concluded a joint project with Janitors for Jesus, Home Depot, and Neighbors Helping Neighbors to resolve Code Violations, install new landscaping, remove trash and debris, and paint the home of an Orange resident who is a military veteran.

5. Hosted the California Association of Code Enforcement Officers (CACEO) training for Code Enforcement Officers in the State of California.
6. Responded to over 5,000 customer inquiries at the Planning Counter including a record breaking 542 customers in the month of September and a calendar year 2014 total of 5,623 customers.
7. Presented over 120 cases to Design Review Committee, Planning Commission, and City Council.
8. Processed plans for major land use projects including: Salem Lutheran Church, Eleven 10 West (Picerne Group), and Volkswagen.
9. Processed ten new historic Mills Act properties, for a total of over 200 Mills Act properties located within the Old Towne Historic District.
10. Increased service to Old Towne residents and business owners through the hiring of a second Associate Planner who meets the Secretary of Interior's "Professional Qualifications Standards" in Architectural History and History to ensure the availability of a planner with a preservation background throughout the business day.
11. Continued work on the AMLI apartments project, which was approved in 2013. The project will introduce 334 new apartments to Uptown Orange, providing new housing opportunities close to UC Irvine Medical Center, County of Orange facilities, offices, and the Outlets at Orange.
12. Completed Zone Changes to establish General Plan/Zoning consistency for the Industrial, Katella Corridor, Old Towne, and Yorba/Chapman General Plan Land Use Focus Areas.
13. Made substantial progress on the Metrolink Parking Structure project including completion of the environmental documentation, and preparation of a parking district study for the Old Towne Parking District, with recommended Old Towne Parking District modifications presented to the public and City Council.
14. Completed the Online Affordable Housing toolkit (available on the City's website).
15. Completed targeted Code amendments to address development streamlining opportunities related to accessory structures, bingo, churches in Industrial Zones, and parking structure floor area ratio.
16. Prepared and submitted the FY 2013-14 Consolidated Annual Performance and Evaluation Report, the 2015-19 Consolidated Plan, and FY 2015-16 Annual Action Plan to the U.S. Department of Housing and Urban Development (HUD).
17. Administered 19 FY 2014-15 CDBG Program funding contracts: nine Subrecipient Agreements with nonprofit agencies and 10 Memoranda of Understanding with City Departments.
18. Solicited, reviewed, and processed 11 FY 2015-16 CDBG funding requests from City Departments and nonprofit agencies.



## COMMUNITY DEVELOPMENT | ADMINISTRATION

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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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, timely, and 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 employees updated on administrative changes, projects/activities, and other issues.
7. Ensure that all staff receive training and stay current with changes in the development industry.
8. Implement recommendations of the 2012 Organizational Assessment (OA).
9. Establish and track performance measures and report of compliance.

### **WORK PLAN FOR 2015-16**

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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 2016. [4e]
2. Brief the City Council and Planning Commission on upcoming planning and development issues on an ongoing basis through June 2016. [4a]
3. Track activity levels regarding development projects and workload demands on an ongoing basis through June 2016. [4a]
4. Closely monitor revenues and expenditures throughout the Community Development Department's budget in order to effectively ensure that trends are recognized and addressed through June 2016. [2e]
5. Continue to review and propose Zoning Code amendments to simplify the development review of development applications through June 2016. [2e]
6. Establish and track performance measures with initial reporting at mid-year. [4b]
7. Continue to support the Business Enhancement Support Team (BEST) by implementing further process changes and streamline the Staff Review Committee (SRC) review process through June 2016. [4b]
8. Address internal communication improvements and implement a cross-training program.

## COMMUNITY DEVELOPMENT | ADVANCE PLANNING

### **PROGRAM DESCRIPTION**

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To provide comprehensive, long-range land use, environmental and policy planning to the City of Orange including maintaining and implementing the General Plan, facilitating inter-agency coordination, coordinating annexations, reviewing proposed legislation, and ensuring compliance with legislative mandates. To provide expert environmental review guidance for 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**

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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. Develop and revise City standards, guidelines, and public education materials related to land use and environmental conditions to ensure that policies and practices are relevant, legally adequate, internally consistent, and aligned with the City's long-term quality of life and economic development objectives for guiding positive changes to the physical environment, and informing citizens and businesses.
3. Coordinate demographic, statistical, and environmental information and data relating to the City and make this information available in a user-friendly manner for informational and analytical purposes.
4. 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.
5. Develop and revise public education materials related to land use, environmental conditions, and demographics in order to inform citizens and businesses.

### **WORK PLAN FOR 2015-16**

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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 2016. [2d]
2. Complete and begin implementing the Old Towne Design Standards update by June 2016. [5b]
3. Implement the 2014 Old Towne parking district to reduce barriers to adaptive reuse of historic buildings and encourage property reinvestment per the Santa Fe Depot Specific Plan implementation program through April 2016. [2e]
4. Complete the Metrolink Parking Structure environmental documents and entitlement process by December 2015. [2d]
5. Continue implementation of Housing Element action items through June 2016, including preparation of a Single Room Occupancy Housing Ordinance. [3c]
6. Ensure completion of environmental review/compliance for various capital improvement projects, with particular effort involving the Meats Interchange project through June 2016. [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 2016. [2a]

## COMMUNITY DEVELOPMENT | CURRENT PLANNING

### **PROGRAM DESCRIPTION**

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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**

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1. Enhance the department's high level of customer service by approaching each question or case in a solution-oriented manner with emphasis on the customers' development goals.
2. Respond in a timely and solution-oriented manner to Orange residents, businesses, developers, other agencies, City departments, and other members of the public through: phone calls; written requests; emails; and the over 5,500 personal interactions at the front counter. Specifically:
  - a. Continue to review initial and subsequent application submittals within the State mandated 30-day review period and advise applicants with written project status through June, 2016.
  - b. Return all phone calls within 2 business days through June, 2016.
  - c. Conduct final planning inspections within 2 business days of request through June, 2016.
  - d. Complete Zoning Verification Letters within 10 business days of receipt through June, 2016.
3. Guide the applicants of the expected 120 projects through the City's development review process to provide timely and accurate entitlement case processing. The project types include project-related General Plan amendments, zone changes, Conditional Use Permits, variances, design reviews, and site plan reviews.
4. Project manage City review of development projects with other City departments for compatibility with regulatory documents through the Staff Review Committee meetings. Provide agendas and support materials to facilitate case review.
5. Balance the application of the provisions of the Zoning Code and other adopted documents with customers' development goals and City expectations.
6. Provide staff for 60+ annual public meetings held by the City Council, Planning Commission, Design Review Committee, Zoning Administrator, and special Ad-Hoc Committees.
7. Provide accurate minutes, agendas, and support material for the Planning Commission, Zoning Administrator, and Design Review Committee.
8. Process a maximum of ten (10) Mills Act contracts by December 2016.
9. Maintain accurate records of all public documents.

### **WORK PLAN FOR 2015-16**

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1. Continue to implement the Development Review Process in accordance with state mandated timeframes as well as City regulatory documents and guidelines through June, 2016. [4b]
2. At least one staff member will be personally available at the front counter during business hours to respond to counter inquiries as well as general phone calls and emails. Written requests will be assigned by the Planning Manager as appropriate for responses through June, 2016. [4b]
3. Continue to review ministerial development project requests at the public counter and work with the individual to ensure the request complies with the City's regulatory documents and guidelines through June, 2016. [4b]
4. Continue to implement the development review process cases in Old Towne to ensure compliance with the Old Towne Historic Standards in order to continue to preserve the historic context of the District through June, 2016. [5b]

5. Preservation staff will continue to maintain set counter hours every business day. The planner will be either available for counter inquiries during the morning or the afternoon through June, 2016. [4b]
6. To ensure continued customer service when the Historic Planner is not available, the Historic Planner will continue to provide in-house staff training through June, 2016. [4e]
7. Preservation staff will continue to implement the Mills Act Program through processing new applications every fall; ongoing through June, 2016. [5b]
8. Planners will continue to assist Code Compliance staff with cases as requested through June, 2016. [4d]
9. In accordance with the Organizational Assessment 2012, staff will continue to implement process related improvements including, updating the Land Use Application, developing additional resource materials to familiarize customers with the development and environmental processes, and develop resource materials to advise customers of the most common processing problems and how to avoid them through June, 2016. [4b]
10. Continue to provide staff case processing support to Chapman University development efforts through June, 2016. [5b]
11. Process plans for new infill projects including MBK Homes, the New Home Company, Olson Company, and Orange Unified School District surplus properties through June, 2016.
12. Assist applicants of entitled projects to ensure conformity with all conditions of approval including, *Eleven 10* apartments, AMLI apartments, and Chapman's Center for the Performing Arts and the Science and Technology building through June, 2016. [4b]

## COMMUNITY DEVELOPMENT | PLANNING COMMISSION

### **PROGRAM DESCRIPTION**

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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**

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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 2015-16**

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1. Train new and existing Design Review Committee and Planning Commission members through briefings, study sessions, and local training conferences through June 2016. [4b]

## COMMUNITY DEVELOPMENT | BUILDING INSPECTION

### PROGRAM DESCRIPTION

Building Inspection provides services that assist the community with building and development projects. Professional, trained staff perform 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 plans approved in plan check. Additionally, inspectors provide guidance through the building process, which is a collaborative effort between many City departments and/or outside agencies to ensure a coordinated process. Inspection staff maintains office hours both in the morning and the afternoon to answer questions and update Building Division records.

### SERVICE OBJECTIVES

1. Provide inspection services for each inspection request within one business day.
2. Provide phone and counter service to our customers.
3. Ensure a coordinated and comprehensive building inspection process.
4. Provide professional and courteous service to all of our customers.
5. 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 CRW system.

### WORK PLAN FOR 2015-16

1. Complete approximately 25,000 inspection stops, 12,500 by December of 2015 and 12,500 more by June 2016. [4b]
2. Expand use of E-Trakit system to include scheduling of inspections by June 2016. [4c]
3. Expand training opportunities for inspectors related to accessibility with the goal of increasing the number of CAsP certified personnel. [4e]
4. Expand use of tablet or laptop computers to more efficiently manage inspection requests and record inspection results. [4c]
5. 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 2016. [1b]
6. Provide a comprehensive and comparative Building Inspection activity report to the City Manager by August 2015 with an update by February 2016. [1a]
7. Enhance ability of Building Inspectors to communicate in the event of disaster by replacing non-functioning radio equipment or identifying other means of emergency communication by June 2016. [4c]

## COMMUNITY DEVELOPMENT | CODE COMPLIANCE

### **PROGRAM DESCRIPTION**

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Code Compliance provides enforcement of the City's Municipal Code as it relates to neighborhood and community issues. Cases are generated through reported violations. Officers also survey and self initiate cases within their assigned areas in a proactive approach, if necessary. Through a combination of office research and field inspections, violations are documented and orders to comply are issued. The Code Compliance officer follows their casework upon receiving a complaint, conducting an investigation to see that compliance is gained to close the case. However, cases are occasionally referred to Superior court to gain compliance. Working closely with other City department and/or outside agencies, the fundamental goal of the Code Compliance program is to seek compliance with the City's Code to achieve a safe, clean, and healthy living and working community environment. The categories of enforcement include, but are not limited to, property maintenance violations, building code violations, non-conforming signage, sub-standard housing conditions, land use violations, and violations of the boardinghouse ordinance.

### **SERVICE OBJECTIVES**

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1. Provide quality customer service.
2. Aim for a two-day response time for non-emergency complaints.
3. Provide ongoing observation of areas with active enforcement efforts to preserve acceptable levels of compliance.
4. Seek for voluntary compliance in 100 % of all cases with assistance of the City Attorney's office.
5. Keep current with the latest methods and technology through continued education and association with professional organizations such as California Association of Code Enforcement Officers (CACEO) and International Code Council.
6. Expand use of newer technology to enhance communication with the community.

### **WORK PLAN FOR 2015-16**

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1. Process approximately 2,000 code compliance cases: 1,000 by December 2015, and another 1,000 by June 2016. [4b]
2. Assist approximately 1,400 code enforcement related visits to our front counter through June 2016. [4b]
3. Participate in the preparation of the Calendar of Events report throughout the City of Orange with an emphasis on the identification of dates, times, and affected areas of special events held in the Old Towne area through June 2016. [4b, 4d]
4. Review code compliance strategy to utilize officers in the most effective manner, including officer enforcement and an emphasis on blighted neighborhoods through June, 2016. [2a, 4e, 5b]
5. Expand use of CRW system by supplying tablet devices to Code Officers through June 2016. [4b]
6. Enhance online presence to the community by updating the website and adding a mobile application. [2a,4b]
7. Provide a comprehensive and comparative Code Compliance activity report to the City Manager by August 2015 and an update to the City Manager by February 2016. [4a]
8. Participate in the Neighborhood Watch Program and National Night Out yearly event through June 2016. [4b]

## COMMUNITY DEVELOPMENT | PLAN CHECK AND ADMINISTRATION

### **PROGRAM DESCRIPTION**

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Building Plan Check and Administration 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. 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**

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1. Provide an initial plan check on 80 percent 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 or more 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 checks for all major projects 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 2015-16**

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1. Complete approximately 600 plan checks, 300 by December 2015 and another 300 plan checks by June 2016. Oversee the work of contract plan check consultants on an as needed basis. [4b]
2. Expand training opportunities for inspectors related to accessibility with the goal of increasing the number of CAsP certified personnel through June 2016. [4e]
3. Continue updating the Building Division Procedures Manual through June 2016. [4e]
4. Continue developing proficiency with the E-Trakit permit system through June 2016. [4b]
5. Provide a comprehensive and comparative Plan Check and Administration activities report to the City Manager by August 2015 with an update by February 2016. [2a]
6. Continue to implement digital plan submittal and reviews through June 2016. [4b]



## COMMUNITY DEVELOPMENT | PERMIT SERVICES

### **PROGRAM DESCRIPTION**

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Permit Services provides the extremely important initial contact with the public we serve. Highly trained professional staff provide technical, permit, and support functions at the public counter, including handling all general inquiries. 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.

### **SERVICE OBJECTIVES**

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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 City departments and/or outside agencies during the process.
3. Provide counter plan check services for simple, smaller projects.
4. Prepare all construction-related documentation for digitizing.
5. Work with and maximize computerized permits tracking software.
6. Provide user-friendly handouts to assist customers through City processes including the Building Division Procedures Manual.

### **WORK PLAN FOR 2015-16**

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1. Process approximately 3,000 building permits, 1,500 by December 2015, and 1,500 by June 2016. [4b]
2. Serve approximately 7,500 customers at the public counter with 4,000 by December 2015 and another 3,500 by June 2016. [4b]
3. Utilize permit technicians to conduct at least 200 simple or smaller plan checks by June 2016. [4b]
4. Expand use of the E-TRAKiT permit system by increasing the use of online permit issuance and inspection scheduling through June 2016. [4b]
5. Refine procedures to allow for online permit application and receipt of digital plans for review by June 2016. [4b]
6. Provide a comprehensive and comparative Permit Services activity report to the City Manager by August 2015 with an update by February 2016. [4a]

## COMMUNITY DEVELOPMENT | HOUSING

### **PROGRAM DESCRIPTION**

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The Housing Division is responsible for the management, administration, and oversight of all activities that receive or have received Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) 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.

### **SERVICE OBJECTIVES**

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1. Administer the CDBG Program and HOME Program and ensure compliance with federal regulations.
2. Provide technical guidance to existing and potential CDBG sub-recipients 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 2015-16**

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1. Complete and submit the FY 2014-15 Consolidated Annual Performance and Evaluation Report to the U.S. Department of Housing and Urban Development (HUD) by September 2015. [3e]
2. Provide administrative oversight of the FY 2015-16 CDBG Program and HOME Program through June 2016. [3e]
3. Solicit and review up to 40 FY 2016-17 CDBG funding requests from nonprofit agencies and City departments by January 2016. [3e]
4. Conduct five public meetings and two technical assistance trainings for the FY 2016-17 CDBG Program by May 2016. [4a]
5. Complete and submit the FY 2016-17 Action Plan to HUD by May 2016. [3e]
6. Monitor the affordability and occupancy covenants of HOME-assisted rental units through June 2016. [3c]

## COMMUNITY SERVICES

### MISSION

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

### DEPARTMENT GOALS

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1. Maintain City parks and assets in accordance with standard horticultural and facility management practices and methods.
2. Provide quality recreation programs and services for the community.
3. Provide quality service to all persons requesting assistance.
4. Maintain open space to meet active and passive park needs of all residents.
5. Provide for the design, construction, and oversight of new parks and facilities for the community.
6. Provide special event programs servicing the interest and enhancing the quality of life for all residents.
7. Collaborate with community organizations in the provision of social and human services programs to meet the needs of residents.
8. Provide administrative and technical landscape support to the 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 City'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. Manage and protect the City of Orange identity, including identification of the City's brand, use of logos, website, and graphic standards on letterhead for consistency of the City's 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 2014-2015

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1. Designed and installed a new irrigation system for the baseball field at El Modena Park, utilizing parks staff rather than contracting the services out, which saved the City over \$100,000 in design and construction costs. The existing system was over 40 years old and not separated from the passive area of the park. A new domestic water mainline was also installed throughout the ball field during this project.
2. Installed new Calsense central irrigation management systems in Hart, Eisenhower, Olive, Handy, and Pitcher Parks. A new irrigation booster pump was also installed at La Veta and Eisenhower Parks. This work will improve efficiency of these park irrigation systems and reduce water consumption.
3. Awarded \$484,000 in State of California grant funding for the installation of outdoor exercise equipment at Grijalva Park, new tot lot equipment at Handy Park, and installation of new shade sails at the Belmont Park tot lot. The outdoor exercise equipment at Grijalva Park will be the first of its kind in the City of

- Orange. The tot lot equipment at Handy Park will replace equipment that is over 15 years old and features a new, creative design that is a departure from what is offered at other parks.
4. Constructed a new retaining wall behind the baseball field at El Modena Park, replacing an old railroad tie-retaining structure that was failing.
  5. HVAC upgrades were completed at the historic Orange Depot which houses Ruby's Diner to include a complete air flow study to determine necessary modifications to the heating and air conditioning system, the replacement of three out of five roof-top units, and revisions to the air return and distribution ductwork in the building.
  6. Raised \$55,200 in donations and sponsorships in support of the Community Services Department special events and programs - an increase of 42% over the prior year.
  7. Offered a newly-expanded Teens for Team Orange Summer Camp Program which included: guest speakers from the Orange community; participation in hands-on learning opportunities, including a mock trial led by the City Attorney's Office; service projects to help beautify Orange parks; educational tours of City departments; motivational speaker sessions conducted by Orange business leaders; and active and fun recreational activities and excursions.
  8. Expanded the adult basketball league at the Sports Center at Grijalva Park to average 44 teams per season, representing an increase of about 7% over the previous year.
  9. Expanded the Hart Park Pool Learn-to-Swim Program to include an adult-age component, enabling adult swimmers to learn to swim in a peer environment.
  10. Attracted 4,000 Facebook users to follow the City's page. Posted over 900 separate stories, each reaching an average of 11,000 individual Facebook users per story.
  11. Published and circulated the "Our Orange" quarterly publication to over 47,000 households.
  12. Partnered with Public Works to help mitigate the impact of infrastructure construction in Old Towne through improved public communication.
  13. Launched the City of Orange YouTube Channel, which has attracted over 3,700 viewers.
  14. Launched the City of Orange NextDoor network presence, which targets individual neighborhood social networks in Orange.
  15. Produced 16 video public service announcements on various subjects to promote events, educate the public, and tell the City of Orange story. Videos were shown on YouTube, Facebook, and the City's website.

## COMMUNITY SERVICES | ADMINISTRATION

### **PROGRAM DESCRIPTION**

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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**

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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 for all department employees, enabling 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, park planning and development, and public information; 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, development projects, and operational issues that affect multiple departments.
5. Administer department grants, and actively research new funding opportunities.
6. Develop, monitor, and evaluate the department's annual budget.

### **WORK PLAN FOR 2015-16**

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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 through June 2016. [2d]
2. Actively seek alternative funding mechanisms for projects, programs, and services through June 2016. [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 through June 2016. [2e]
4. Continue to support the T.E.A.M. Orange initiative with staff resources for activities and events; develop employee development programs citywide, including mentorship, leadership training, coordination of training needs for employees, and providing content for news items through June 2016. [1a]
5. Continue to explore ways in which technology can increase the efficiency and effectiveness of the department such as tablets for field crews, YouTube training videos, etc. through June 2016. [4c]
6. Monitor the receipt of developer fees for park improvements and strategically prioritize capital projects for maximum community benefit and public safety through June 2016. [2d]

## COMMUNITY SERVICES | LEISURE SERVICES

### **PROGRAM DESCRIPTION**

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Leisure Services provides 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**

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1. Monitor fall, winter, and spring quarters of after-school recreation sites under full-service contract with the Friendly Center, providing services for 350 children 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 7,000 participants.
5. Process/monitor over 1,000 building reservations, and over 2,000 picnic, moon bounce, band shell, athletic courts, and open space reservations utilized by the general public.

### **WORK PLAN FOR 2015-2016**

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1. Evaluate available options and make a recommendation for new recreation-based software system to replace the expiring CLASS software system by December 2016. [4c]
2. Continue to explore the possibility of offering year-round morning and afternoon classes at the Sports Center at Grijalva Park by June 2016. [4c]
3. Continue to identify new class offerings that meet the needs of the community through June 2016. [4b]
4. Continue to evaluate our current class offerings and adjust them as needed based on registration and community needs through June 2016. [4b]

## COMMUNITY SERVICES | SPORTS CENTER AT GRIJALVA GYM

### **PROGRAM DESCRIPTION**

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Sports Center at Grijalva Gym provides contract recreation 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**

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1. Operate a clean, safe, functional facility for the community's use for their recreational needs.
2. Monitor facility reservations for class, dance rooms, and the gymnasium.
3. Work with local youth sports organizations on an annual calendar, according to sport season, for approved allocated use of the gymnasium.
4. Maintain three 10-week recreation class sessions and one 14-week recreation class session of quality contract classes for over 1,400 participants.

### **WORK PLAN FOR 2015-2016**

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1. Continue to maintain the facility and park grounds to provide a safe and functional environment for programs and services by June 2016. [1b]
2. Finalize teen programs for FY 16 and begin to implement teen activities and events in collaboration with other City departments and local non-profit groups by February 2016. [3e]
3. Continue to look for expanded program and service opportunities for the community using Sports Center facilities through June 2016. [2b]

## COMMUNITY SERVICES | SPORTS AND AQUATICS

### PROGRAM DESCRIPTION

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Sports and Aquatics provide 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

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1. Provide four seasons of adult softball under full-service contract with Major League Softball for over 790 teams, in which approximately 11,000 adults participate.
2. Support the Orange Community Foundation's Foundation Games by qualifying youth athletes to advance to regional competition in track and 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 1,470 athletic field permits from approved Orange community youth groups, youth/adult sports leagues, and the general public.
5. Provide a 9-week summer aquatics program at Hart Park Pool, 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 670 participants for swimming lessons, youth swim team, and youth water polo.
7. Execute four seasons of an adult basketball league in which approximately 170 teams and 1,500 adults participate.

### WORK PLAN FOR 2015-2016

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1. 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 City field assets through June 2016. [2d]
2. Propose one-day adult basketball tournament play options by September 2015. [5c]
3. Explore the possibility of a "Learn to Float" night at Hart Park Pool by February 2016. [3b]
4. Expand the adult Learn to Swim program at Hart Park Pool by June 2016. [3b]
5. Explore the feasibility of adding a software component to help maintain adult basketball league information by April 2016. [4c]



## COMMUNITY SERVICES | SPECIAL EVENTS

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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1. Provide six high-quality, citywide special events to over 46,500 participants.
2. Promote private and non-profit partnerships that bring together members of the community in support of citywide special events.

### **WORK PLAN FOR 2015-2016**

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1. Achieve a sponsorship goal of raising \$50,000 for the 2015 Special Event Season by December 2015. [3e]
2. Continue to identify community partners who may be interested in assuming a larger role in the production of the City's special events in order to relieve the City's financial burden in both funding and staff resources for these events by June 2016. [3e]

## COMMUNITY SERVICES | PARK PLANNING, ACQUISITION AND DEVELOPMENT

### **PROGRAM DESCRIPTION**

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This program provides for the planning, acquisition and development of parks, recreational facilities, and trail projects within the community.

### **SERVICE OBJECTIVES**

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1. Provide quality parks, athletic fields, facilities and open space for Orange residents.
2. 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.
3. 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.
4. Identify grant-funding opportunities for viable park acquisition, development, and renovation of open space, parks, trails, facilities, and equipment.

### **WORK PLAN FOR 2015-16**

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1. Complete year three of a Booster Pump Installation program at City parks, improving water delivery efficiency by June 2016. [2d]
2. Complete design and construction documents for the Shaffer Park renovation to include a new community building, re-orientation of the ball field, new ball field lighting, replacement of concrete pathways, a new concession building and restroom, and enhanced landscaping treatments by June 2016, with construction planned for FY 16-17. [3a]
3. Design and construct an expanded dance floor featuring opportunities for purchase of personalized name bricks at the Hart Park Bandshell to allow more space for summer concert participation by June 2016. [3a]
4. Install HVAC Delta Control systems at El Camino, Olive, Handy, and Steve Ambriz Parks to increase efficiency and reduce energy costs by June 2016. [2d]
5. Complete second year of asphalt resurfacing of parking lots (Grijalva, Handy, and Santiago Parks) by June 2016. [2d]
6. Complete installation of Calsense weather-based irrigation system at Eisenhower, Hart, Olive, and Handy Parks by June 2016. [2d]
7. Complete design and installation of a demonstration project for turf removal and replacement with drought-tolerant landscaping treatments in the Santiago Hills Assessment District by July 2015. [2d]

## COMMUNITY SERVICES | PARKS MAINTENANCE

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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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 parks' maintenance employees.
4. Administer, evaluate, and modify 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 2015-16**

---

1. Train supervisory staff to effectively utilize and manage tracking spreadsheets for project and maintenance contract administration by September 2015. [2a]
2. Continue to provide training opportunities for staff to improve skill and knowledge in the operation of Calsense Irrigation Control Systems by June 2016. [4e]
3. Improve database tracking of water use for parks and institute a monthly tracking program for Parks Maintenance Supervisors to use with the goal of achieving a 15% to 30% reduction in water use by park irrigation systems by September 2015. [2d]
4. Continue to work with other City departments to identify an asset management system that can be used by most City departments and can incorporate the use of mobile technology by field personnel to improve efficiencies, better track work efficiencies, and to help manage assets to help forecast budgets for capital and operational expenditures by June 2016. [2d]
5. Continue to manage the division budget to ensure an efficient and effective use of public funds. Identify opportunities to reduce expenditures and enhance service delivery while employing sound fiscal strategies through June 2016. [2d]

## **COMMUNITY SERVICES | DEL RIO COMMUNITY FACILITIES DISTRICT 06-1**

### **PROGRAM DESCRIPTION**

Del Rio Community Facilities District (CFD) provides contract administration and supervision for landscape maintenance services for the Del Rio Community Facilities District (CFD) 06-1

### **SERVICE OBJECTIVES**

1. Provide landscape contract administration and supervision of maintenance services for the CFD in a cost-effective manner.
2. Respond to public concerns, research and resolve issues, follow through and complete maintenance requests in a timely manner.
3. Provide quality maintenance of landscapes, walkways, and other infrastructure and maintain expenditures within budgetary constraints.
4. Monitor irrigation systems and evaluate water management programs to reduce costs and conserve water.
5. Conduct regular walk-through inspections at the CFD with the landscape contractor for compliance with the maintenance specifications.
6. Maintain a cyclical maintenance and replacement program for the bridge, concrete walks, fencing, and other amenities.
7. Maintain the bio swales and water retention features in a manner that meets the design intent.

### **WORK PLAN FOR 2015-16**

1. Consult with bio swale landscape designer to ensure that the plant material continues to meet the design intent as it matures by June 2016. [2d]
2. Consult with a structural engineer regarding the integrity of the pedestrian bridge to determine if any significant re-building of the bridge is warranted by June 2016. [2d]
3. Develop a water budget based on the maturity of landscapes and require the landscape contractor manage irrigation accordingly by June 2016. [2d]

## **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 a cost-effective manner.
2. Respond to homeowner concerns, research and resolve issues, follow through and complete maintenance requests in a timely manner.
3. Identify options and opportunities to reduce maintenance costs to maintain expenditures within budgetary constraints.
4. Monitor irrigation systems and evaluate water management programs to reduce costs and conserve water.
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 2015-16**

1. Continue to maintain expenditures at a sustainable level within available revenue levels through June 2016. [2d]
2. Maintain water consumption at a sustainable rate to keep expenditures within budgeted amount through June 2016. [2d]

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

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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1. Provide landscape contract administration and supervision of maintenance services for the Assessment District in a cost effective manner.
2. Respond to homeowner concerns, research and resolve issues, follow through and complete maintenance requests in a timely manner.
3. Develop punch lists, maintain written documentation, and communication with contractor.
4. Repair and replace irrigation components as funding is available.
5. Work with the landscape contractor to implement water saving measures by efficient use of a central irrigation management system.
6. Identify options and opportunities to reduce maintenance costs to maintain expenditures within budgetary constraints.
7. Conduct regular walk-through inspections at the Assessment District with the landscape contractor for compliance with the maintenance specifications.
8. Assist the Public Works Department in the preparation of the annual reports for the Assessment District.

### **WORK PLAN FOR 2015-16**

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1. Continue to maintain expenditures within available revenues by maintaining service reductions and water use restrictions through June 2016. [2d]
2. Work with the landscape contractor to develop effective tools to properly manage the Calsense Irrigation Control Systems and insure efficient use of irrigation water to meet the necessary reduction that is fiscally sustainable through June 2016. [2d]
3. Repair and replace electrical and lighting infrastructure, as needed and as funding allows, to address basic safety and operational needs through June 2016. [2d]

## COMMUNITY SERVICES | HUMAN SERVICES

### **PROGRAM DESCRIPTION**

---

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

### **SERVICE OBJECTIVES**

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1. Support and monitor the activities of the Orange Senior Center and oversee senior services contract with Orange Elderly Services, Inc.
2. Monitor the senior transportation contract with Orange County Transit Authority (OCTA), which provides over 10,000 trips annually.
3. Reach out to potential partners to work with the City in the provision of Health and Human Service Programs for the community.

### **WORK PLAN FOR 2015-2016**

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1. Provide continued assistance to the Orange Senior Center in the areas of facility maintenance, program and service delivery, and transportation services by June 2016. [3a]

## COMMUNITY SERVICES | PUBLIC AFFAIRS AND INFORMATION

### **PROGRAM DESCRIPTION**

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Public Affairs and Information manages the media relations, public relations, marketing, and communications for the City, which includes the City's quarterly publication "Our Orange", social media outreach, interactions with the press and mass media, and advertising.

### **SERVICE OBJECTIVES**

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1. Act as the spokesperson for the City to the media.
2. Generate news releases, news stories, and public information pieces promoting the City's services, programs, and activities.
3. Manage and protect the City's identity, including identification of the City of Orange brand, use of logos, website, graphic standards, and letterhead for consistency of the City's message.
4. Work closely with all levels of City staff to gather information and data as required to craft the City's official narrative.
5. Work with the media to facilitate information requests and maintain the City's brand.
6. Write articles, speeches, letters, and other content as required by City Council and top management.
7. Administer the City's social media programs.
8. Oversee the content creation, design, printing, and distribution of the City's "Our Orange" publication.
9. Oversee the City's Crisis Communication Plan.
10. Administer the City's Commercial Film Permit Process and operations.
11. Oversee marketing, advertising needs, and efforts to promote the City.

### **WORK PLAN FOR 2015-16**

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1. Expand the City's social media reach to include additional platforms through June 2016. [4a]
2. Create workflow for new social media platforms through June 2016. [4a]
3. Administer and edit four issues of the City's quarterly publication through June 2016. [4a]
4. Produce the City's internal employee electronic newsletter through June 2016. [4c]
5. Produce the City's external electronic newsletter through June 2016. [4c]
6. Monitor the media for coverage of City and respond if appropriate through June 2016. [3e]
7. Partner with City departments to increase public awareness of the City's good stewardship of their tax dollars through June 2016. [4d]
8. Work with the City Manager's office on the redesign of the Council Chambers audio/visual package by June 2016. [4d]
9. Work with the Fire Department PIO on the feasibility of replacing the AlertOC system by June 2016. [4c]
10. Partner with Public Works to plan public awareness campaign for the upcoming water tank reconstruction project by June 2016. [4d]
11. Maintain the City's Crisis Communications Plan through June 2016. [1b]