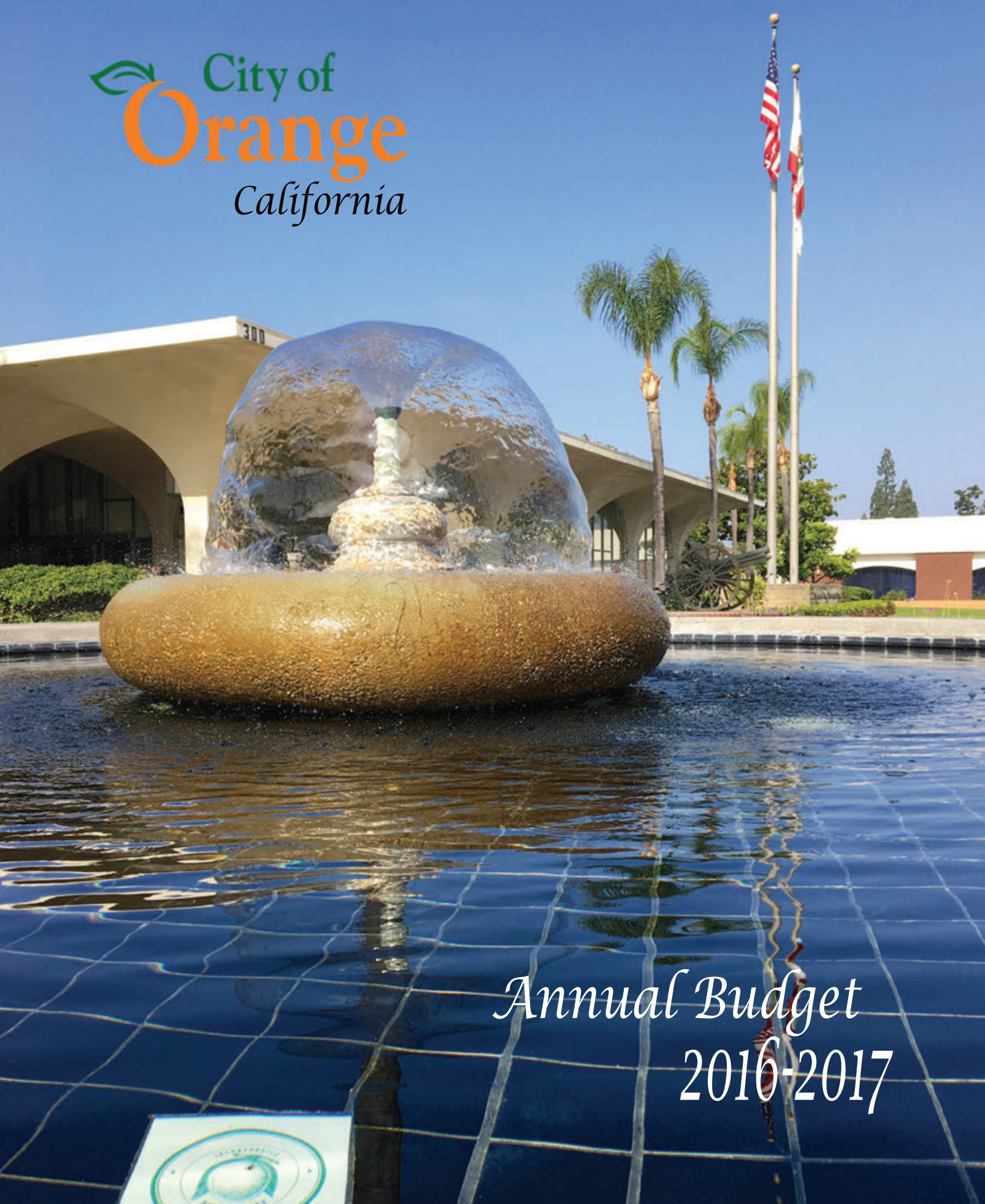




City of  
**Orange**  
*California*



*Annual Budget  
2016-2017*



# Orange City Council



MAYOR PRO TEM  
MARK A. MURPHY



MAYOR  
TERESA "TITA" SMITH



COUNCILMEMBER  
FRED M. WHITAKER



COUNCILMEMBER  
MICHAEL ALVAREZ



COUNCILMEMBER  
KIMBERLEE NICHOLS





***City of Orange***  
***California***

***Fiscal Year 2016-17 Budget***

***Submitted by:***  
***Rick Otto, City Manager***  
***July 1, 2016***



# City of Orange

## Fiscal Year 2016-2017 Budget

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June 14, 2016

Honorable Mayor and Members of the City Council:

I am pleased to present the Fiscal Year 2016-17 (FY17) 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 that properly reflect the economic climate. This vision has enabled the City to achieve a balanced General Fund budget for the fifth year in a row. This budget supports the continual efforts to enhance our efficiency and cost effectiveness when providing services to our residents and businesses.

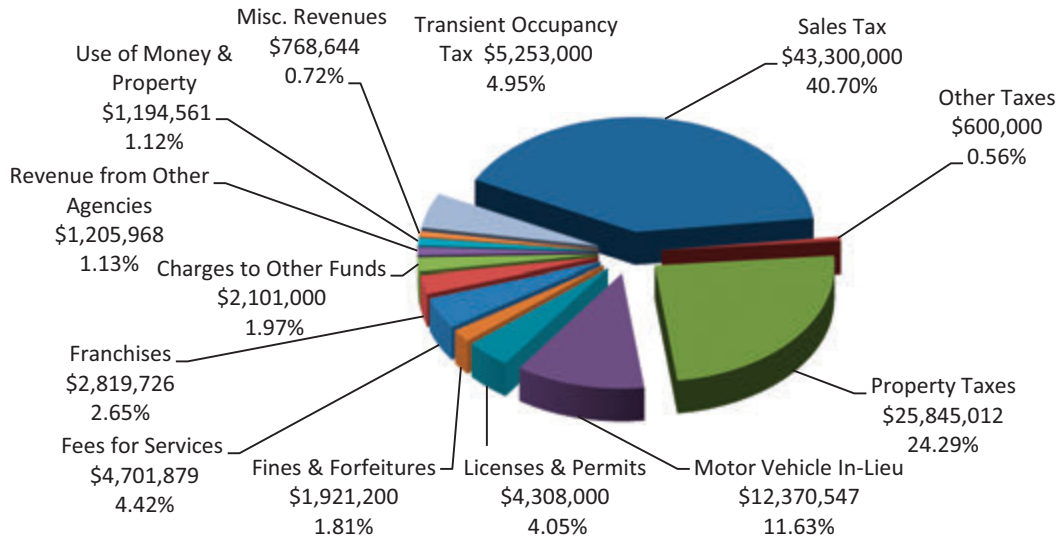
We are fortunate that the City is in position where we can truly express optimism about our future. Orange remains one of the safest cities in the nation and we continue to be recognized for our vibrant residential neighborhoods and excellent business environment. Orange is home to two regional shopping 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 of and challenge to this assessment is to make certain we remain appropriately staffed, well-trained, and flexible, yielding the confidence that our organization is as responsive as possible with the resources available to us.

As the local economy continues to show positive growth, 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. Further, with a general election upon us, there is uncertainty as to how the stock market and the national economy will react. For these reasons, we prepared a conservative FY17 budget, with an optimistic outlook for the City.

## **PROJECTED GENERAL FUND REVENUES FOR FY17**

For FY17, total General Fund revenues are projected to be \$106.4 million, a decrease of \$0.9 million below estimated revenue for the prior year. However, this amount is a 3.9% increase over the original budget for FY 16. Some General Fund revenue highlights for FY17 are:

## Projected General Fund Revenues for FY17



- Sales Tax** is the largest source of General Fund revenue. For FY17, we are projecting a 1.8% increase, for a total of \$43.3 million in sales tax revenue. This increase represents \$755,000 more in sales tax revenue than the FY16 estimate. We expect to see strong performances by local automotive dealerships and the business-to-business sector. In addition, we anticipate more receipts due to a strengthening job market, and strong building and construction activity. The performance of The Outlets at Orange is expected to remain strong as they continue to enhance the quality of stores and add new merchants. Sales tax projections are based on data received from 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 \$25.8 million, generating an additional \$936,000 or a 3.8% increase over the FY16 estimates. Reassessments for homes as well as commercial properties sold at higher property values are projected to generate more property tax receipts.
- Motor Vehicle in Lieu** is expected to increase \$475,000 to \$12.3 million in FY17. This 4.0% increase is due to continued growth in auto sales.
- Transient Occupancy Tax** receipts are projected to be \$5.2 million, 3.0% above the FY16 estimate, due to the current trend of increases in both business and tourism travel.
- Miscellaneous Revenues** are estimated at \$768,000, a decrease of \$2.4 million from FY 16 estimates. Miscellaneous receipts include unanticipated, non-repetitive revenues that are difficult to project and that vary significantly from year to year. One-time revenue of \$122,000 from the Irvine Company is included in FY 17 as an expense reimbursement for backfilling City staff working on the Santiago Hills II project.



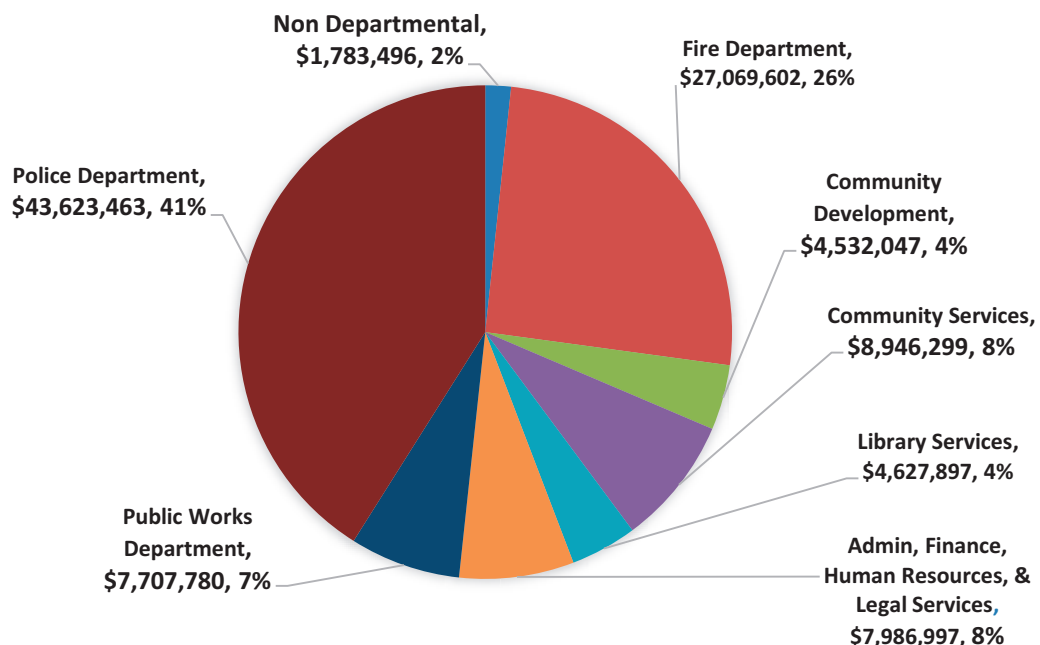
Many of the national key economic indicators show signs of continued strength, and our local economy mirrors the effects of this positive growth trend. Nevertheless, it is essential we continue an aggressive approach to attract and retain major retailers and significant revenue generators to the City. 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 FY17**

This budget reflects the continuation of the conservative spending practices that have been implemented in prior years, with limited increases in departmental operating budgets. This budget also reflects a substantial savings from continuing the policy of freezing specific vacant positions. Within the FY17 budget, the City will have 42 full-time equivalent frozen positions generating a savings of over \$4.6 million annually, \$4.5 million of which is in the General Fund alone. Overall, the FY17 budget reflects a total of 714 funded full-time equivalent positions, 9.0% less than what was funded in FY08. Of this total, 631 are regular full-time positions. The FY17 budget does not include any new full-time positions.

Current FY17 projected expenditures are \$106.3 million, a 4.6% increase over adopted budgeted expenditures for FY16. This is primarily due to limiting the increases in department budgets to only a limited number of enhancements to service levels, contract obligations, ongoing growth in employee retirement (PERS) costs, negotiated salary and benefit increases, the continued impact from the wind down of the Orange Redevelopment Agency (RDA), and an effort to rebuild internal service fund allocations. A description of the primary impacts to the expenditure budget is provided below:

### **Estimated General Fund Expenditures for FY17**



- **CalPERS (PERS) Cost Increase:** Retirement costs continue to escalate due to CalPERS' (PERS) attempts to reduce the system's unfunded liability. The FY17 PERS rates for miscellaneous and safety plans will be 27.6% and 40.7%, respectively, resulting in an overall increase in retirement costs to the General Fund of approximately \$2.7 million, of which \$859,000 is the result of negotiated salary increases. However, due to favorable conditions in FY17, the City will prepay its PERS obligation, reducing the net increase to \$1.3 million in the General Fund. Costs are expected to climb at a similar pace through FY20, when rate increases will flatten to about 1% per year.
- **Impact of Negotiated Salary and Benefit Increases:** The proposed FY17 budget reflects a \$2.9 million increase to salary and benefits over the FY16 budgeted amount (excluding PERS retirement costs discussed above) as a result of the negotiated and approved two-year contract Memorandums of Understanding (MOUs) with all employee bargaining groups.
- **Sales Tax Cost Sharing:** In order to attract and retain businesses within the City, we have entered into sales tax cost sharing agreements with certain entities. In FY17, the General Fund operating budget will contribute \$210,000 towards payments to Volkswagen of Orange and Stadium Nissan. This a net decrease to the General Fund of \$140,000 from FY16 as a result of the sunset of the agreement with Ford of Orange in the same fiscal year. The Business Investment Fund (115), which currently has a fund balance of \$3.4 million, will cover the anticipated payments of \$3.1 million in FY17 for sales tax sharing related to fuel distribution. However, depending on the amount of FY16 end-of-year savings, staff will return to the City Council at mid-year FY 17 with a proposed budget adjustment from the General Fund into the Business Investment Fund to cover payments in future years.
- **Internal Services Fund (ISF) Allocations:** Due to the recession and subsequent slow growth in revenues in prior years, we were unable to fund many of the ISF's out of General Fund operating costs. Instead, we utilized unreserved General Fund balance, generated through prior year savings, as an essential funding source of ISFs. 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 funding the majority of these allocations within the General Fund operating budget. Staff is proposing a total net FY17 allocation of \$8.6 million (up from \$8.5 million in FY16) to the Worker's Compensation, Accrued Liability (normal retirement costs), Vehicle Maintenance, Information Technology, and Liability Funds to cover costs within these programs. Of the remaining ISFs not included as part of operating costs, staff is requesting a transfer of \$1.6 million from the General Fund unreserved fund balance to the Equipment Replacement (\$800,000) and Computer Replacement (\$800,000) Funds.
- **Contractual Obligations:** While departments continue to manage contract agreements as cost effectively as possible, recent legislation related to health care and the minimum wage has resulted in increases to specific maintenance and operating contracts. In addition, the City has contract obligations with outside agencies whose costs continue to rise on an annual basis. Included among the contracts where we anticipate cost increases are tree trimming, park maintenance and custodial services, Orange County Animal Control, North Net Fire Training,

and Metro Cities Fire which so far have a combined FY17 General Fund impact of approximately \$576,000.

- **Department Operating Budgets:** As addressed at the Study Sessions of March 22<sup>nd</sup> and May 10<sup>th</sup>, the limited number of proposed FY17 budget increases are specifically designed to either result in enhancements to service levels or provide efficiencies to our operations and programs. These include an increase to the library book budget, funds to amend the Zoning Ordinance to support economic development and streamline the building process, adjusting certain positions to allow for more efficient operating controls, adding a fourth summer day camp site at Grijalva Park, increasing off-hours park security, establishing a budget for Community Emergency Response Team (CERT) program supplies, and increasing general maintenance costs. In total, FY17 operation and maintenance increases approximate \$500,000.
- **Personnel Actions:** Certain positions within the City were adjusted to allow for more efficient operating controls as well as to promote succession planning. These positions include: reclassifying one Payroll Technician to a Financial Analyst and one Payroll Technician to a Payroll Specialist in Finance; eliminating nine 19-hr Park Maintenance Helpers and reclassifying four 19-hr Park Maintenance Worker I positions to four 30-hr positions in Community Services; and reclassifying a Civilian Investigative Officer to a Crime Prevention Specialist in the Police Department. Additional information related to personnel actions are detailed on page 116.

In summary, the FY17 expenditure budget is increasing to \$106.3 million. With the FY17 revenue amount projected to be \$106.4 million, the General Fund budget will be balanced with our revenues expected to exceed expenditures by \$112,000. This continues to be a significant milestone and source of pride for City Council and staff.

## **ESTIMATED GENERAL FUND BALANCE FOR FY17**

The FY17 opening General Fund unreserved fund balance is projected at \$5.7 million. Since budgeted revenues exceed expenditures by approximately \$112,000, we will realize a slight increase in the ending unreserved fund balance of \$5.8 million. As such, Staff recommends a \$3.1 million transfer from the unreserved fund balance as follows:

- \$800,000 to the Equipment Replacement Fund to provide additional funding for the replacement of aging vehicles in our fleet.
- \$800,000 to the Computer Equipment Replacement Fund to provide additional funding for the replacement and maintenance of technology citywide.
- \$1.0 million to the Capital Projects Fund to provide funding for repairs and improvements to City facilities and infrastructure.
- \$500,000 to the Catastrophic Reserve to increase the reserve to slightly over 18.0% of the General Fund budget. While this reserve amount does not meet the target of 25%, this transfer allows the reserve to keep pace with the increase in expenditures for FY17.

Following these transfers, the estimated FY17 ending unreserved General Fund balance will be \$2.7 million.

### FY17 Estimated Available General Fund Balance

<b>Unreserved Fund Balance Available @ 7/1/16</b>	<b>\$ 5,686,647</b>
FY17 Estimated Revenues	106,389,537
FY17 Estimated Expenditures	(106,277,581)
Excess Revenues over Expenditures	<u>111,956</u>
<b>Unreserved Fund Balance Available @ 6/30/17</b>	<b>\$ 5,798,603</b>
Transfers Out	
Transfer to Equipment Replacement Fund	(600,000)
Transfer to Computer Equipment Replacement Fund	(800,000)
Transfer to Capital Projects Fund	(1,000,000)
Total Transfers Out	<u>(2,600,000)</u>
<b>Unreserved Fund Balance Available @ 6/30/17</b>	<b>3,198,603</b>
Increase General Fund Catastrophic Reserve	(500,000)
<b>Unreserved Fund Balance @ 6/30/17</b>	<b>2,698,603</b>
General Fund Catastrophic Reserve	<u>19,567,960</u>
<b>Est. Reserved &amp; Unreserved General Fund Balance @ 6/30/17</b>	<b><u>\$22,266,563</u></b>

Adopting a balanced budget is an excellent illustration of our fiscal strength. City reserves, viewed in their entirety, are another way to assess the strength of our fiscal resources. These reserves are essential to addressing future operating and infrastructure needs and will need to be considered by this and future City Councils:

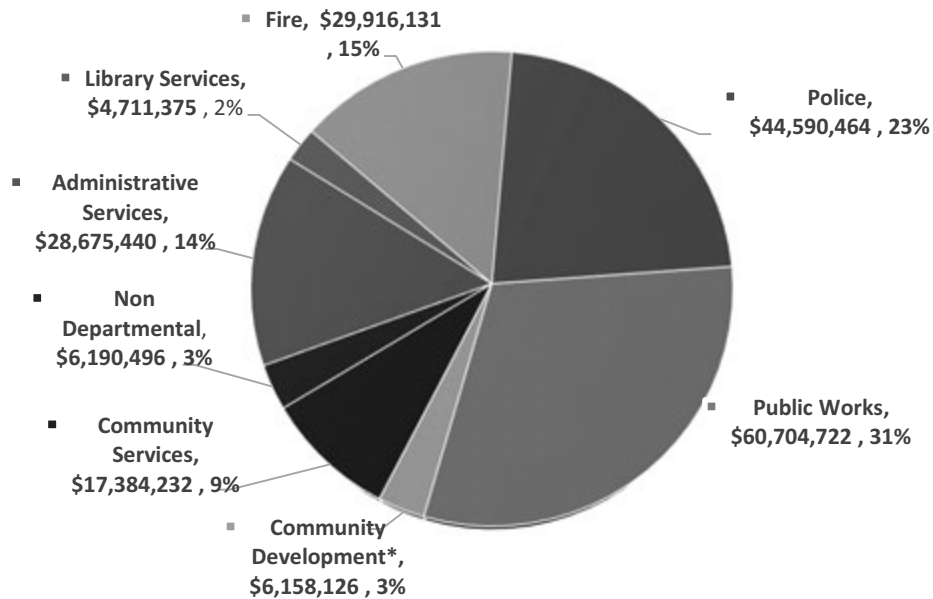
### FY17 Reserved and Unreserved Fund Balances

<b>Estimated Available Reserves @ 6/30/17</b>	
Accrued Liability/PERS set-aside (Fund 760)	\$ 5,243,000
Capital Projects (Fund 500)	8,242,419
All Other Internal Service Funds (various)	9,282,330
Business Investment Fund (Fund 115)	<u>348,714</u>
<b>Total Est. Available Reserves @ 6/30/17</b>	<b>\$23,116,463</b>
General Fund Catastrophic Reserve	<u>19,567,960</u>
<b>Total Est. Available Reserves @ 6/30/17</b>	<b><u>\$42,684,423</u></b>
Unreserved General Fund Balance	2,698,603
<b>Total Est. Available Reserved and Unreserved @ 6/30/17</b>	<b><u>\$45,383,026</u></b>

## SUMMARY OF ALL FUNDS

While the General Fund accounts for 54% of the City's overall expenditures, there are several other funds which are managed by the City. The total FY17 budget reflects \$198.3 million in expenditures for all funds; the key areas are summarized below.

## Estimated Summary of all Fund Expenditures for FY17



The Water Enterprise Fund, which includes both operating and capital expenditures, is projected to begin FY17 with an available fund balance of \$6.5 million. The State's mandate for statewide water conservation in May of 2015 had a significant negative impact to the Water Fund. The FY17 budget assumes a continued impact with estimated revenues of \$27.2 million and expenses of \$28.1 million. FY17 is expected to end with a fund balance of \$5.5 million. As discussed at the May 10<sup>th</sup> Study Session, the only new Water Fund capital project budgeted for FY17 is \$350,000 for improvements to the SCADA telemetry system. In addition, there will be \$5.8 million in carry over funds for capital projects from FY16. Recently, the State Water Resources Control Board (SWRCB) adopted new rules allowing individual water agencies to propose their own conservation standards, based on the health of their water supplies and anticipated local demand. As such, an amendment to the City's Water Conservation Ordinance will be brought forward to the Council early in FY17. Included in the revenue for FY17 is an estimated increase of 3% in consumption based on anticipated changes to the City's conservation target. However, it is important to note that in spite of upcoming changes to the water conservation ordinance, we are unable to anticipate any changes to consumer behavior.

The Sanitation Fund, which includes sewer maintenance, tree trimming and environmental compliance services, is estimated to start FY17 with a \$2.7 million fund balance. Because water consumption and Sanitation revenues are directly related, the State's water conservation mandate also had a negative effect on this Fund. With FY17 revenues projected at \$4.1 million, expenditures at \$5.1 million, and new capital projects at \$650,000, the estimated FY17 ending fund balance is \$1.1 million. The current structure of the sanitation fee only allows for approximately \$400,000 for sewer line replacement, which is included in the FY17 Seven-Year Capital Improvement Plan budget proposal.



Staff anticipates FY17 Gas Tax collections to decrease to \$2.9 million, \$267,000 below the FY16 projection. The FY17 tax rate has been reduced to reflect the under collection of revenue resulting from falling gasoline prices and decreased consumption due to the higher number of fuel efficient vehicles. As such, the amount of FY17 funding allocated from Gas Tax to pavement management projects is projected to decrease to \$700,000, down from the \$2.0 million budgeted in FY16. We propose the \$1.3 million shortfall be funded by the Capital Projects Fund. With expenditures of \$3.8 million (of which \$700,000 are for new capital projects), Gas Tax is estimated to end FY17 with a combined fund balance of \$846,000.

## CITY HIGHLIGHTS FOR FY17

We look to the City's future with much optimism and excitement. Because the City Council was proactive and addressed the Recession before it irrevocably impacted our finances, the City now has opportunities and resources 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:** While the competition is strong among regional outlet shopping centers, the rebranded Outlets at Orange is now a top destination for shopping and dining in Southern California. Since the Nordstrom Rack opened in 2012, Simon/Mills has attracted many new retailers to the Center, including the Nike Factory Store, Banana Republic Factory Store, Calvin Klein, DKNY, Tommy Hilfiger, Shoeteria Outlet, Windsor, Crabtree & Evelyn, Lucky Brand Jeans, and The Finish Line. In addition, BJ's Restaurant and Saddle Ranch Chop House were excellent additions to the Center. In response to their continued success, The Outlets are moving forward with Phase II of their expansion, with new openings planned for fall 2016. Stores slated for this addition include Bloomingdales, Polo, Timberland, and Under Armour. Across town at The Village at Orange, Vestar Development has been moving forward with a major redevelopment to attract new national-brand tenants. The first phase of their renovations, which includes substantial exterior and interior improvements, brought in HomeGoods, Ulta, PetSmart, and Buffalo Wild Wings. In addition to the improvements at these two centers, we are also seeing several of the smaller neighborhood centers along Chapman Avenue and Tustin Street being redeveloped or planning significant reinvestment projects. The local commercial office marketplace is also strong, particularly in The Outlets / Uptown area. There is a very high demand for tenant space as many existing businesses are growing 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 sales average. Despite the 2012 dissolution of the Redevelopment Agency, the City remains committed to making Orange an attractive place to do business.
- **Old Towne Orange is THE Place to Be:** City business development 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 has evolved into a leading destination for shopping and dining, while it remains a cherished gathering place for local residents. Recent openings include Burger Parlor, The Pie Hole, Aussie Bean, and Watson's Soda Fountain and Café while Urth Caffè is in the

middle of a significant historic restoration of the former Hurwitz Building. They hope to open in early 2017. Recent sales of several downtown commercial properties lead us to anticipate new reinvestment projects moving forward in 2017 and beyond. With the openings of Chapman University's Musco Center for the Arts as well as the Hilbert Museum earlier this year, the future looks even brighter for the Plaza area businesses. Finally, since the City and OCTA recently approved the 611-space Metrolink Parking Structure on Lemon Street, we expect to schedule ground breaking by the end of calendar 2016. This exciting project will provide needed parking for both the Santa Fe Depot/Metrolink Station as well as the Old Towne Commercial District. However, rest assured, staff continues to assess additional opportunities to increase the amount of available parking in the downtown area. On a related note, with the success of the downtown area, the City must continue to be active stewards of the commercial district, and this budget reflects that stewardship with necessary funding for area maintenance and upkeep.

- **New Housing Market is STRONG:** The Southern California housing market rebound is evident in Orange. During FY 16, two small single-family subdivisions received entitlements – the 25-unit MBK Home project on Orange-Olive and the 40-unit Marywood project on Villa Real. In addition, The Irvine Company is in the process of updating their entitlements for the Santiago Hills II project and plan to begin grading and construction of the first phase in fall 2016. At build-out, the project will include 1,180 housing units, 9.5 acres of park space and approximately 5 miles of public trails as well as the preservation of open space. The rental market is also strong, as illustrated by the fact that there are three projects currently under construction. The AMLI Residential Communities is constructing a 334-unit luxury apartment complex “The Uptown Orange Apartment Homes” between the Doubletree Hotel and The Outlets. In addition, the 260-unit apartment project “Eleven 10 West”, is being constructed in the Town & Country area. Finally, the 82-unit Lemon Grove affordable apartment community, by Orange Housing Development Corporation, is being built on North Lemon. Several other projects are currently in the entitlement phase, including the Orange Collections, a trio of luxury apartment complexes planned for The Outlets / Uptown area. With this project, Greenlaw Partners is seeking approval for a total of 800 new rental units which would further reinforce The Outlets / Uptown area as one of the hottest Urban Village districts in Southern California.
- **Existing Housing Stock is HOT:** Sales of used homes in Orange remain robust and should continue at a good pace as the inventory of available properties remains low. While homes in the Old Towne area have long been in high demand and command above-market prices, several other neighborhoods throughout the City are seeing similar trends. Most notably are the three Eichler neighborhoods where residents are painstakingly restoring these early 1960s homes. When an Eichler property does hit the resale market, it doesn't stay available long. Over the past year, residents in Eichler communities have led a grass-roots effort to establish these neighborhoods as local historic districts, an effort that may be completed in FY 17. As Orange continues to be recognized as one of the best places to live in Southern California, the demand on our existing homes should remain strong for several years.
- **City Continues to make a BIG investment in its Capital Improvement Plan:** Over the past several years, despite challenging economic conditions, we have seen a high level of capital improvement activity in Orange. Looking forward, the CIP identifies

146 projects proposed for the seven-year period. For the upcoming fiscal year, there are 28 new budgeted projects and continued investment in 95 previously approved projects. All told, the City Council is investing about \$27.0 million in capital improvements in the upcoming fiscal year and \$138.2 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. Seventeen new and on-going road projects continue to be a major focus of our CIP. The 45 identified facility improvements address aging City facilities and major equipment. Funding for the CIP comes from 31 different funding sources including Gas Taxes, Measure "M", Traffic Congestion Relief Funds, Developer Impact Fees, State and Federal Grants, former Redevelopment Bond Proceeds, and Community Development Block Grants (CDBG). The following are highlights of the FY17 Capital Improvement Plan:

- Re-design and re-landscape the Handy Creek Corridor within the Santiago Hills Assessment District;
- Construction 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 \$1.3 million to street maintenance and rehabilitation efforts throughout the City;
- Complete the design and construction of a new master meter at the UCI medical complex and new water main along Dawn Way;
- Continued replacement of audio/video technology in the City Council Chambers, including the installation of new sound system, video display system, and camera/video production equipment;
- Replacement and addition of self-service checkout machines at Main, El Modena, and Taft Libraries;
- Replacement of video surveillance system at Police Headquarters and add similar systems to increase security levels at the Main Library, Hart Park and the Grijalva Park Sports Center;
- Improvement of traffic flow on Tustin Street with the addition of a right turn lane at Meats Avenue and a dedicated right turn at Katella Avenue;
- Continued assessment of design options for renovations at Fire Station No. 2 and the future infrastructure needs for Fire Headquarters;
- Continued multi-year funding for a county-wide replacement of Public Safety's 800 Mhz radio system, and;
- Ground-breaking for construction of the Metrolink Parking Structure construction project, located at the 100 block of North Lemon Street.

With limited resources and the General Fund contributing a 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 \$9.0 million from the General Fund in the Capital Projects Fund (500) for this purpose. In FY17, some critical areas have been identified and are included in the adopted Seven-Year CIP, using a total of \$1.8 million from these Capital Project Funds. With an additional \$770,000 towards new projects contributed from other funding sources, total FY17 costs for citywide infrastructure improvements is \$2.6 million.

## **LOOKING FORWARD**

For future years, modest economic advances should allow for organizational stability. Based on positive revenue trends, coupled with only essential operating budget increases, FY18 is anticipated to have a minimal surplus of revenue over expenditures. Significantly, this model does not reflect any fiscal impacts from operating cost increases outside of what is currently included in the FY17 budget. As you well know, budget decisions made in good years are often more important than those made in bad ones. With this mindset, we intend to achieve some exciting goals, while continuing a conservative approach to our projections of revenue and operational expenditures.

## **CONCLUSION**

Orange is a special place and I am honored to be the City Manager. Our 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 rank consistently among the lowest in Southern California; and we continue to provide highly regarded community events such as the Holiday Tree Lighting Ceremony, the Third of July Celebration, Concerts in the Park, Harvest Festival, and Veteran's Day Celebration.

Our ability to present a balanced budget for FY17 is primarily due to the fiscal foundation established through the City Council's conservative practices. The second contributing factor has been innovative solutions to our fiscal limitations, coupled with strategic decisions to positively impact staffing and the organization. The final, most important factor, is the dedication of the each and every employee to preserve our core services and those community aspects that make Orange such a great place to live, work and play.

While we forecast positive economic progress in the near term, we still face issues that impact our financial future, most notably scheduled PERS cost increases, infrastructure funding needs, external contractual obligations, and an enhanced Economic Development program to encourage commercial growth. We continue to 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 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

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,

A handwritten signature in black ink, appearing to read "Rick Otto", written in a cursive style.

Rick Otto  
City Manager



## **UNDERSTANDING THE BUDGET**

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

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

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

## **THE BUDGET PROCESS**

### **BUDGET CALENDAR**

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

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

Between the months of March and May, the City Council conducts a series of public study sessions on the budget. These study sessions address Departments' goals, service objectives and work plans, the proposed Capital Improvement Projects and a review of estimated revenues, expenditures, and fund balances. The proposed budget may be revised in response to feedback provided by the public or the City Council at these study sessions.

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

## **OPERATING BUDGET**

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

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

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

During February and March, Department Heads meet with the City Manager to review their budget submittals. Proposed budgets are finalized during the months of April and May. A public hearing is held in June in order for the City Council to receive final public comment prior to adopting the budget. Once adopted, the budget becomes the authority for the expenditure of City funds.

## CAPITAL IMPROVEMENT BUDGET

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

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

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

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

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

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

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

Additional information (highlights and funding schedules) specific to the City's CIP is included in the Capital Improvements section of this document.

## **GANN APPROPRIATION LIMIT**

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

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

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

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

The Gann Limit's appropriation restriction had little impact in the early 1980's as a result of the high rate of inflation during that period. Because the appropriation limit for most cities increased faster than actual revenue grew, cities were generally below their limits. This trend changed during the mid 1980's, as exemplified by the State of California's \$1.1 billion refund to taxpayers in 1987 when it collected revenues in excess of its limit. The limit also served as the major barrier to increasing taxes on gasoline in the late 1980's. In recent years, the trend has reversed again for most cities. As the rate of revenue growth slows and the growth factors, especially population, increase at a steady rate, most cities, including Orange, are experiencing comfortable gaps between their appropriation limits and their actual appropriations.

The City of Orange's FY17 Gann Appropriation Limit, as adopted by the City Council, is \$165,123,101. The appropriations subject to the Limit total \$94,184,429. Thus, for FY17, the City of Orange is under its Appropriation Limit by \$70,938,072.

## **BASIS OF BUDGETING**

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

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

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

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

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

- Capital expenditures are recorded as an asset in the Enterprise Funds of the CAFR as opposed to an expenditure in the budget.
- Depreciation is recognized as an expense in the CAFR although it is not a budgeted expenditure.
- The short-term portion of compensated absences are accrued as a liability in the City's accounting records but recognized as a budgetary expenditure only when paid.



- Unrealized investment losses or gains are reported in the City's CAFR but not budgeted as either an expenditure or revenue.
- Principal payments on long-term debt are budgeted as expenditures rather than a reduction to a liability.
- Proceeds from the sale of assets are recognized as revenue in the City's budget, without any recognition of a gain or loss.
- Expenses for Internal Services are budgeted as expenditures in the Internal Service activities and again as allocated expenditures in the City's departments. In the CAFR, the City reports only the allocated expenditure.

## **BUDGETARY CONTROL**

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

## **BUDGET PERFORMANCE MONITORING AND REPORTING**

Department heads are responsible for monitoring their budgets throughout the year. Department monthly reports on budget performance are available for review via the financial system program. Periodically, staff will provide the City Manager and City Council with updates, issues and responses to any budget related questions and/or concerns. These reports may include the status of revenues, expenditures, and goals and objectives relative to the adopted budget and the status of capital projects.

## FINANCE AND BUDGET POLICIES

### DEBT MANAGEMENT POLICIES

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

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

The City is bound by a provision in state law limiting indebtedness for cities to 15% of the assessed value of all real and personal property of the City. Based on an assessed value of \$19.0 billion, the City of Orange’s legal debt limit for 2015-2016 was \$2.8 billion. This statutory limitation applies to bonded indebtedness of the City payable from the proceeds of taxes levied on property. The City of Orange currently has no outstanding general obligation bonds.

### RESERVE AND FUNDING POLICIES

- **General Fund Contingency Designation** – The City’s goal is to designate 25% of its General Fund operating expenditures as a catastrophic contingency to provide a reserve that can be used in the case of a catastrophic event or severe economic downturn. The Reserve for Catastrophic Contingencies is currently \$19,567,960, which includes an increase of \$500,000 that was approved as part of the FY17 budget. This equates to slightly over 18.0% of the adopted FY17 General Fund operating budget.
- **Water Fund Contingency Reserve** – The City Council adopted a similar policy for the City’s Water Operations Fund in order to ameliorate revenue fluctuations that result from varying weather conditions. The Water Operations Fund is projected to close the FY17 with an available fund balance of \$5,532,375, which equates to 20% of the Fund’s operating expenditures.
- **Vehicle Replacement Funding** – The City’s practice is to charge allocations to each department using City vehicles. The allocation includes a factor for straight-line depreciation as well as an inflation factor, designed to provide for the increasing costs of replacement vehicles. The inflation factor component is evaluated periodically and adjusted based on factors such as the age of the City’s fleet, vehicle price indexes and the Vehicle Replacement Fund’s balance. Replacement funds are accumulated in an internal service fund for the future replacement of vehicles and miscellaneous rolling stock. This fund is projected to have an ending fund balance of \$5.4 million through 6/30/17.

- **Computer Replacement Funding** – The City has established a policy for the replacement of computer equipment. The goal is to fund an amount sufficient to replace all computer equipment at the end of its useful life through annual allocations. Funding is accomplished through an allocation to all funds.
- **Major Building Improvement Funding** – The City established a policy to fund major building improvements. Our goal is to fund an amount sufficient to pay for these improvements on an as-needed basis through annual allocations to all programs. Initially, however, this funding is being accomplished through a transfer from the Capital Projects Fund.
- **Employee Accrued Liability Funding** – The City has established a policy to fund payouts to employees, upon termination or retirement, of accrued leave. An annual charge is made to all departmental budgets based on 2.1% of actual payroll. These funds are set aside to cover payouts of accumulated accrued leave upon the termination or retirement of employees. In addition, due to rising cost associated with employee retirement costs (CalPERS), at City Council direction, this fund also includes a reserve of \$5.2 million to cover these future costs.

## OPERATING BUDGET POLICIES

- The City will strive to avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
- Budgetary and accounting procedures will conform to Generally Accepted Accounting Principles (GAAP) for governmental agencies.
- Provisions will be made for adequate maintenance of capital plant and equipment and for their orderly replacement, within budgetary limits.
- Costs will be allocated to programs to cover administrative costs and the funding of future liabilities.
- The budget will provide for adequate funding of all retirement obligations in accordance with contractual commitments.
- The City will maintain a budgetary control system to help City staff adhere to the budget.
- The City will be held accountable for ensuring that department expenditures stay within budgeted appropriations.
- The City will periodically submit reports to the City Council comparing actual revenues and expenditures to budgeted appropriations, along with a written analysis.
- All requests for City Council action having a financial impact upon the City and/or its various funds shall be reviewed by the Director of Finance for approval prior to placing these requests on the Council's agenda.
- New and/or upgraded positions approved as part of the budgetary process shall be reviewed to determine the appropriateness of the assigned classification and compensation.
- The City will aggressively seek State, Federal, and other grants that may be available to the City.

- Enterprise funds will remain self-supporting for operating expenses and will receive no General Fund tax support.

## **PURCHASING POLICIES**

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

## **REVENUE POLICIES**

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

## **INVESTMENT POLICIES**

- City funds will be invested in a manner that will provide foremost for the safety of principal, while meeting the cash flow needs of the City and conforming to all statutes governing the investment of City funds.
- Investments will be made within the carefully defined parameters of the Statement of Investment Policy. Designed to establish a clear understanding of the objectives, policies, and guidelines for the investment of the City's funds, and to provide guidance to investment staff, brokers, and other advisors regarding the investment of City funds, the City's investment policy is even more stringent than requirements contained in the California Government Code.

- Each year, the City undergoes an external audit of the City's investments to be sure that investments are in complete compliance with the procedures and policies mandated by the Statement of Investment Policy.
- To further ensure the safety of public funds, the City utilizes an Investment Advisory Committee (IAC), comprised of citizens from the community with demonstrated experience in investing and finance. The IAC meets quarterly and reviews the City's investments for consistency with the City's Investment Policy of safety first, followed by liquidity and return. On an annual basis, the IAC reviews the Statement of Investment Policy and makes recommendations for any changes.
- The City Manager, City Finance Director, and City Treasurer will work together on the Investment Oversight Committee (IOC). The IOC reports to and submits regular compliance reports to the City Council. Three monthly "Treasurer's Reports" are submitted to the City Council within 45 days following the end of the quarter. The Treasurer's Report includes a detailed listing of the City's investments along with return and benchmarking information.

## **RISK MANAGEMENT POLICIES**

- The City is to be protected to the maximum extent feasible against loss or liability, which would affect personnel, property, finances, or the ability of the City to continue to fulfill its responsibilities to the taxpaying public.
- Risk Management is the responsibility of all City Departments and employees.
- The City's Risk Manager works cooperatively with City Departments to limit the City's exposure to risks of loss related to torts, theft, damage or destruction of assets, errors and omissions, road and walkway design hazards, vehicle accidents, and natural disasters.
- The City's Risk Manager provides training to City staff in prevention programs such as employee safety and hazard identification, and conducts ongoing risk assessments of all City facilities.
- The City maintains a Safety Committee to establish safety standards for the City and to recommend improvements in the City's overall safety program.
- The City works with groups, contractors, consultants, and other companies doing business with the City to review and accept insurance (Professional Liability and/or General Liability) and surety bonds that will protect the City in instances of loss; the City obtains indemnification and hold harmless agreements where applicable.

## Fiscal Year 2016-17 Budget Preparation Calendar

December 2015	January 2016	February 2016
Su Mo Tu We Th Fr Sa	Su Mo Tu We Th Fr Sa	Su Mo Tu We Th Fr Sa
1 2 3 4 5	1 2	1 2 3 4 5 6
6 7 8 9 10 11 12	3 4 5 6 7 8 9	7 8 9 10 11 12 13
13 14 15 16 17 18 19	10 11 12 13 14 15 16	14 15 16 17 18 19 20
20 21 22 23 24 25 26	17 18 19 20 21 22 23	21 22 23 24 25 26 27
27 28 29 30 31	24 25 26 27 28 29 30	28 29
	31	

March 2016	April 2016	May 2016
Su Mo Tu We Th Fr Sa	Su Mo Tu We Th Fr Sa	Su Mo Tu We Th Fr Sa
1 2 3 4 5	1 2	1 2 3 4 5 6 7
6 7 8 9 10 11 12	3 4 5 6 7 8 9	8 9 10 11 12 13 14
13 14 15 16 17 18 19	10 11 12 13 14 15 16	15 16 17 18 19 20 21
20 21 22 23 24 25 26	17 18 19 20 21 22 23	22 23 24 25 26 27 28
27 28 29 30 31	24 25 26 27 28 29 30	29 30 31

June 2016	July 2016	August 2016
Su Mo Tu We Th Fr Sa	Su Mo Tu We Th Fr Sa	Su Mo Tu We Th Fr Sa
1 2 3 4	1 2	1 2 3 4 5 6
5 6 7 8 9 10 11	3 4 5 6 7 8 9	7 8 9 10 11 12 13
12 13 14 15 16 17 18	10 11 12 13 14 15 16	14 15 16 17 18 19 20
19 20 21 22 23 24 25	17 18 19 20 21 22 23	21 22 23 24 25 26 27
26 27 28 29 30	24 25 26 27 28 29 30	28 29 30 31
	31	

- 12/9/15 CIP Budget kickoff instructions and forms distributed
- 1/4/16 Operating Budget kickoff instructions and forms distributed
- 1/14/16 CIP Budget Due
- 1/18/16 Data entry of revenue projections to be completed by Departments
- 1/28/16 Org. Chart, Schedule of Positions, and Position Fixed Cost Listings due
- 2/1/16 Data entry of target allowances to EDEN budget worksheets completed
- 2/5/16 Department operating budget submittals due
- 2/8/16 CIP budget meetings with Departments, City Manager and Finance
- 2/22/16 Operating budget meetings with Departments, City Manager and Finance
- 3/22/16 Council Study Session, No. 1
- 5/10/16 Council Study Session, No. 2
- 6/14/16 Presentation of Budget to Council for adoption
- 7/1/16 Beginning of Fiscal Year 2016-2017

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## HISTORICAL SUMMARY OF REVENUES AND EXPENDITURES BY FUND TYPE

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>REVENUES</u></b>				
General Fund	94,082,521	100,344,143	107,363,567	106,389,537
Special Revenue	19,919,158	18,499,779	19,244,994	17,198,785
Capital Projects	5,702,189	15,699,705	8,473,773	9,895,619
Enterprise	31,001,772	29,337,729	26,106,861	27,215,407
Internal Service	11,471,568	11,820,486	13,063,884	12,022,794
Redevelopment (Successor)	10,478,348	10,903,010	6,492,526	8,565,797
<b><u>Total Revenues</u></b>	<b><u>172,655,556</u></b>	<b><u>186,604,852</u></b>	<b><u>180,745,605</u></b>	<b><u>181,287,939</u></b>
<b><u>EXPENDITURES</u></b>				
General Fund	87,855,655	96,333,585	104,129,326	106,277,581
Special Revenue	20,925,959	20,293,575	48,381,586	24,626,431
Capital Projects	2,867,841	2,024,526	44,176,229	15,769,860
Enterprise	30,046,220	31,753,634	42,739,588	28,144,282
Internal Service	12,664,931	13,969,826	21,382,617	15,745,056
Redevelopment (Successor)	8,504,190	7,530,212	12,024,064	7,767,775
<b><u>Total Expenditures</u></b>	<b><u>162,864,796</u></b>	<b><u>171,905,359</u></b>	<b><u>272,833,410</u></b>	<b><u>198,330,985</u></b>



## SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 7/1/2016	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2017
<b>GENERAL FUNDS</b>							
100	General Operating Fund*	5,686,647	-	3,100,000	106,389,537	106,277,581	2,698,603
<b>TOTAL GENERAL FUNDS</b>		5,686,647	-	3,100,000	106,389,537	106,277,581	2,698,603
<b>SPECIAL REVENUE FUNDS</b>							
110	Building Records Management	457,186	-	-	56,524	67,068	446,642
115	Business Investment*	3,431,817	-	-	16,897	3,100,000	348,714
120	Proposition 172	1,286,319	-	-	998,084	928,505	1,355,898
125	Emergency Transport Program	557,846	-	-	2,125,754	2,089,755	593,845
130	PEG Program	690,896	-	-	305,599	500,000	496,495
150	O.C.P.T. Building Maintenance	48,837	-	-	13,676	33,120	29,393
220	Sanitation and Sewer	2,663,284	-	-	4,146,465	5,702,366	1,107,383
245	Air Pollution Reduction	90,197	-	-	199,899	120,157	169,939
263	Traffic Improvement - Measure M2	641,789	-	-	2,997,178	2,961,255	677,712
270	Gas Tax Maintenance	231,567	-	-	2,344,099	2,369,189	206,477
271	Gas Tax Construction	84,875	-	-	121,664	127,262	79,277
272	Gas Tax - Proposition 111	1,401,166	-	-	507,587	1,348,355	560,398
284	T.S.I.P. Area "B"	1,769,256	-	-	128,110	1,296,950	600,416
285	T.S.I.P. Area "C"	33,112	-	-	23,967	-	57,079
286	T.S.I.P. Area "D"	248,895	-	-	178,640	-	427,535
291	Santiago Hills Landscape District	167,208	-	-	934,390	1,076,509	25,089
293	Sycamore Crossing Landscape District	33,495	-	-	48,129	59,608	22,016
294	Del Rio Landscape Maint. District	180,524	-	-	79,233	117,212	142,545
310	C.D.B.G.	-	-	-	1,181,714	1,181,714	0
315	C.D.B.G. - Deferred Loan/Housing Rehab	1,424	-	-	1,395	-	2,819
316	Federal Rental Rehabilitation	142,426	-	-	982	-	143,408
317	H.O.M.E. Grant	-	-	-	324,502	324,502	0
320	California Parklands	120,861	-	-	832	-	121,693
340	Traffic Congestion Relief	158,705	-	-	4,821	-	163,526
350	Traffic Safety Grant	216,431	-	-	31,371	7,544	240,258
354	A.B. 3229 - COPS/State	509,160	-	-	252,767	170,344	591,583
355-7	Asset Seizure-Federal	2,700,035	-	-	118,846	905,513	1,913,368
916	Affordable Housing	221,903	-	-	1,529	-	223,432
921	Loan Receivables	1,570,000	-	-	39,234	139,503	1,469,731
<b>TOTAL SPECIAL REVENUE FUNDS</b>		19,659,214	-	-	17,183,888	24,626,432	12,216,670
400	<b>CITY DEBT SERVICE FUND</b>	-	-	-	-	-	0
<b>CAPITAL PROJECT FUNDS</b>							
500	Capital Projects	9,192,419	1,000,000	125,000	-	1,825,000	8,242,419
510	Park Acquisition	7,152,739	-	-	2,758,525	6,820,504	3,090,760
511	Park Acquisition - Quimby	480,171	-	-	384,556	165,697	699,030
512	El Modena Park	242,541	-	-	73,915	-	316,456
520	Sewer Construction	143,652	-	-	1,801	3,000	142,453
530	Drainage District	3,875	-	-	27	-	3,902
540	Old Towne Parking Facility	278,132	-	-	8,068	14,100	272,100
550	Reimbursable Capital Projects	-	-	-	5,898,550	5,898,550	0
551	Grijalva Park Fund	54,303	-	-	-	54,303	0
555	Parking in Lieu	97,820	-	-	673	-	98,493
560	Fire Facilities Fees	2,320,345	-	-	307,749	663,868	1,964,226
570	Police Facilities Fees	380,293	-	-	148,477	6,680	522,090
573	Library Facility Fees	345,861	-	-	222,017	83,478	484,400
951	City Trf: Tustin Project Taxable*	60,247	-	-	8,102	-	68,349
952	City Trf: NW & SW 2003 Taxable*	21,007	-	-	11,485	-	32,492
953	City Trf: NW & SW 2003 Exempt*	296,488	-	-	7,559	-	304,047
954	City Trf: Merged 2008 Exempt*	660,409	-	-	64,115	234,680	489,844
<b>TOTAL CAPITAL PROJECT FUNDS</b>		21,730,302	1,000,000	125,000	9,895,619	15,769,860	16,731,061

## SCHEDULE OF CHANGES IN FUND BALANCE

Fund No.	Funds	Est. Available Fund Balance 7/1/2016	Transfers In	Transfers Out	Estimated Revenues	Estimated Expenditures	Estimated Fund Balance 6/30/2017
<b>ENTERPRISE FUNDS</b>							
600	Water Utility Operations	6,461,250	-	-	27,215,407	28,144,282	5,532,375
	<b>TOTAL ENTERPRISE FUNDS</b>	6,461,250	-	-	27,215,407	28,144,282	5,532,375
<b>INTERNAL SERVICE FUNDS</b>							
710	Equipment Expense	945,200	-	-	2,448,332	2,878,914	514,618
720	Equipment Replacement	6,094,122	800,000	-	392,663	1,863,916	5,422,869
725	Major Building Improvements	59,671	115,000	-	-	115,000	59,671
730	Self Insurance Worker's Compensation	695,043	-	-	3,734,313	3,774,665	654,691
740	Self Insurance Liability	1,356,210	-	-	1,435,476	2,040,449	751,237
752	Self Insurance Dental	265,419	-	-	417,960	416,668	266,711
760	Employee Accrued Liability	5,442,117	-	-	1,415,894	1,268,159	5,589,852
780	Information Systems Operations	200,537	-	-	1,924,372	2,012,284	112,625
790	Computer Replacement	1,474,273	800,000	-	253,783	1,375,000	1,153,056
	<b>TOTAL INTERNAL SERVICE FUNDS</b>	16,532,592	1,715,000	-	12,022,793	15,745,055	14,525,330
<b>REDEVELOPMENT FUNDS</b>							
920	Obligation Retirement Fund	6,078,970	-	8,578,522	8,199,552	-	5,700,000
940	O.R.A. Merged Projects	2,100,000	1,998,743	-	310,392	1,187,997	3,221,138
987	O.R.A. Merged Debt Service	25,000	6,579,779	-	55,853	6,579,778	80,854
	<b>TOTAL REDEVELOPMENT FUNDS</b>	8,203,970	8,578,522	8,578,522	8,565,797	7,767,775	9,001,992
	<b>GRAND TOTAL ALL FUNDS</b>	<b>78,273,975</b>	<b>11,293,522</b>	<b>11,803,522</b>	<b>181,273,041</b>	<b>198,330,985</b>	<b>60,706,031</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	720	Equipment Replacement	Vehicle Replacement	800,000
100	General Fund	790	Computer Replacement	Equipment Replacement	800,000
100	General Fund	500	Capital Projects	Infrastructure Improvements	1,000,000
500	Capital Projects	725	Major Bldg Improvements	Infrastructure Improvements	115,000
920	SAORA Obligation Retirement	940	SAORA - Capital Projects	Pass Thru	1,998,743
920	SAORA Obligation Retirement	987	SAORA Merged Debt Service	Pass Thru	6,579,779
<b><u>TOTAL TRANSFERS</u></b>					<b><u>11,293,522</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>

## **STRATEGIC PLAN FOR 2008-2017**

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

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

### **MISSION**

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

### **VISION**

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

### **VALUES**

TEAMWORK  
INTEGRITY  
EXCELLENCE

## GOALS & STRATEGIES

### 1. Provide for a safe community

Strategies:

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

### 2. Be a fiscally healthy community

Strategies:

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

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

Strategies:

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

### 4. Provide outstanding public service

Strategies:

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

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

Strategies:

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

## GENERAL FUND REVENUES

The FY17 General Fund revenues are projected to be \$106.4 million, a decrease of \$0.9 million below estimated revenue for the prior year. However, this amount is a 3.9% increase over the original budget for FY16.

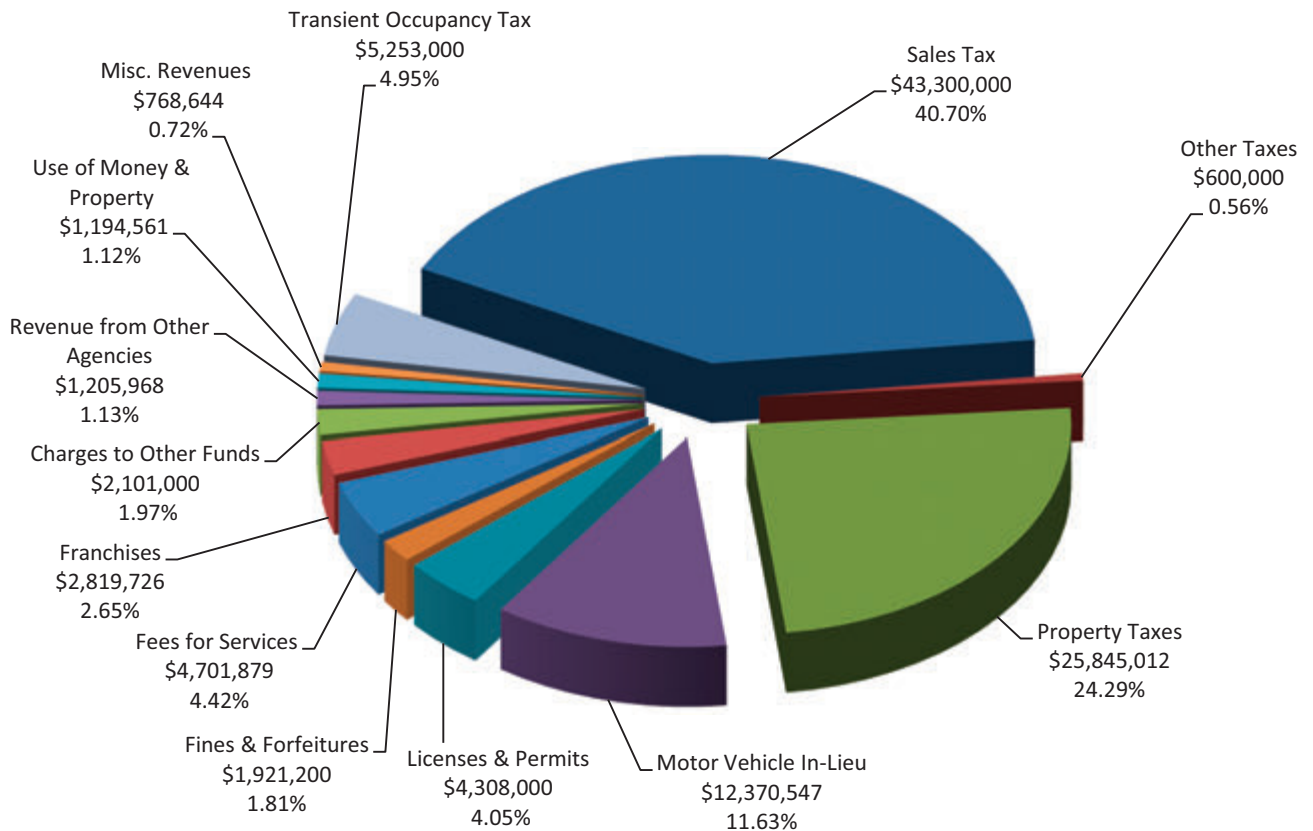
### GENERAL FUND REVENUES BY SOURCE

SOURCE OF REVENUE	ACTUAL 2014-15	ESTIMATE 2015-16	BUDGET 2016-17
Sales Tax	40,446,744	42,545,000	43,300,000
Property Tax	23,020,307	24,909,303	25,845,012
Transient Occupancy Tax	4,544,477	5,100,000	5,253,000
Other Taxes	714,708	630,000	600,000
Franchises	2,862,006	2,789,981	2,819,726
Licenses & Permits	4,080,299	5,230,533	4,308,000
Fines & Forfeitures	2,139,596	1,935,500	1,921,200
Use of Money & Property	920,532	1,069,790	1,194,561
Motor Vehicle In Lieu	11,313,325	11,894,757	12,370,547
Revenue from Other Agencies	1,749,255	1,207,273	1,205,968
Fees for Services	4,994,007	4,760,457	4,701,879
Miscellaneous Revenues	1,460,018	3,189,973	768,644
Inter-fund Revenue	<u>2,098,869</u>	<u>2,101,000</u>	<u>2,101,000</u>
<b>Total General Fund Revenue</b>	<b>100,344,143</b>	<b>107,363,567</b>	<b>106,389,537</b>

- Sales Tax** is the largest source of General Fund revenue. For FY17, we are projecting a 1.8% increase, for a total of \$43.3 million in sales tax revenue. This increase represents \$755,000 more in sales tax revenue than the FY16 estimate. We expect to see strong performances by local automotive dealerships and the business-to-business sector. In addition, we anticipate more receipts due to a strengthening job market, and strong building and construction activity. The performance of The Outlets at Orange is expected to remain strong as they continue to enhance the quality of stores and add new merchants. Sales tax projections are based on data received from 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 \$25.8 million, generating an additional \$936,000 or a 3.8% increase over the FY16 estimates. Reassessments for homes as well as commercial properties sold at higher property values are projected to generate more property tax receipts.

- **Motor Vehicle in Lieu** is expected to increase \$475,000 to \$12.3 million in FY17. This 4.0% increase is due to continued growth in auto sales.
- **Transient Occupancy Tax** receipts are projected to be \$5.2 million, 3.0% above the FY16 estimate, due to the current trend of increases in both business and tourism travel.
- **Miscellaneous Revenues** are estimated at \$768,000, a decrease of \$2.4 million from FY 16 estimates. Miscellaneous receipts include unanticipated, non-repetitive revenues that are difficult to project and that vary significantly from year to year. One-time revenue of \$122,000 from the Irvine Company is included in FY 17 as an expense reimbursement for backfilling City staff working on the Santiago Hills II project.

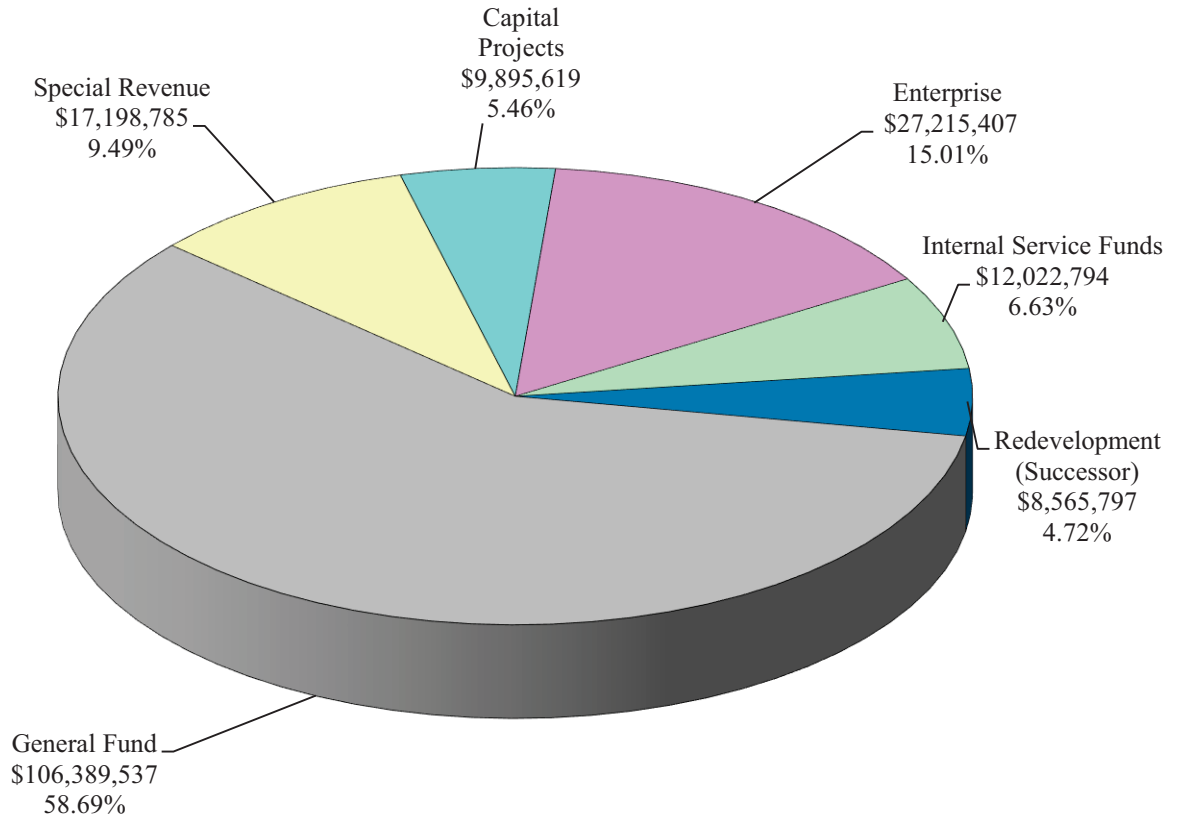
## GENERAL FUND REVENUES BY FUNDING SOURCE



## REVENUES FROM ALL FUNDS

The City anticipates an estimated \$181,287,939 will be received from all funds for FY17. Detailed revenue schedules are included in this section listing revenues by fund, by fund category, and in detail.

### ALL FUNDS REVENUES BY CATEGORY





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

	<u>Actual</u> <u>2013/14</u>	<u>Actual</u> <u>2014/15</u>	<u>Estimate</u> <u>2015/16</u>	<u>Budget</u> <u>2016/17</u>
<b><u>GENERAL FUND</u></b>				
Taxes	63,867,862	68,727,586	73,195,803	74,999,212
Franchises	2,671,462	2,862,006	2,789,981	2,819,726
Licenses & Permits	4,536,296	4,080,299	5,230,533	4,308,000
Fines & Forfeitures	2,405,236	2,138,246	1,924,000	1,920,000
Use of Money & Property	762,830	920,532	1,069,790	1,194,561
Revenue from Other Agencies	12,278,710	13,062,580	13,102,030	13,576,515
Fees for Services	4,387,159	4,994,007	4,760,457	4,701,879
Miscellaneous Revenues	1,146,832	1,460,018	3,189,973	768,644
Interfund Revenue	2,026,134	2,098,869	2,101,000	2,101,000
	<b><u>94,082,521</u></b>	<b><u>100,344,143</u></b>	<b><u>107,363,567</u></b>	<b><u>106,389,537</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Taxes	3,932,072	4,125,958	4,607,313	4,815,819
Franchises	279,453	295,612	294,800	300,680
Fines & Forfeitures	53,110	52,418	58,000	58,000
Use of Money & Property	510,385	520,446	403,118	378,084
Revenue from Other Agencies	6,465,690	5,733,882	5,605,426	5,008,960
Fees for Services	7,259,228	6,554,075	6,962,531	6,325,190
Miscellaneous Revenues	1,419,220	1,217,388	1,313,806	312,052
	<b><u>19,919,158</u></b>	<b><u>18,499,779</u></b>	<b><u>19,244,994</u></b>	<b><u>17,198,785</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Taxes	-	-	569,703	-
Licenses & Permits	3,285,466	55,299	3,992,906	3,099,028
Use of Money & Property	112,159	201,064	253,810	251,530
Revenue from Other Agencies	1,670,172	855,842	2,569,926	5,898,550
Fees for Services	634,392	38,142	1,020,572	646,511
Miscellaneous Revenues	-	14,549,358	66,856	-
	<b><u>5,702,189</u></b>	<b><u>15,699,705</u></b>	<b><u>8,473,773</u></b>	<b><u>9,895,619</u></b>
<b><u>ENTERPRISE FUNDS</u></b>				
Fines & Forfeitures	(28)	(15)	-	-
Use of Money & Property	131,554	157,678	139,319	143,544
Fees for Services	101,404	100,161	106,000	100,521
Miscellaneous Revenues	87,744	419,486	89,849	61,198
Interfund Revenue	132,400	132,400	132,400	132,400
Water Charges for Services	30,548,698	28,528,019	25,639,293	26,777,744
	<b><u>31,001,772</u></b>	<b><u>29,337,729</u></b>	<b><u>26,106,861</u></b>	<b><u>27,215,407</u></b>

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

	<u>Actual</u> <u>2013/14</u>	<u>Actual</u> <u>2014/15</u>	<u>Estimate</u> <u>2015/16</u>	<u>Budget</u> <u>2016/17</u>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Fees for Services	410	295	-	-
Miscellaneous Revenues	264,825	140,608	187,982	130,000
Interfund Revenue	11,206,333	11,679,583	12,875,902	11,892,794
<b><u>Total Internal Service Funds</u></b>	<b><u>11,471,568</u></b>	<b><u>11,820,486</u></b>	<b><u>13,063,884</u></b>	<b><u>12,022,794</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Use of Money & Property	468,906	461,498	279,727	147,245
Revenue from Other Agencies	9,972,333	10,411,460	6,182,682	8,418,552
Miscellaneous Revenues	37,109	30,052	30,117	-
<b><u>Total Redevelopment (Successor) Funds</u></b>	<b><u>10,478,348</u></b>	<b><u>10,903,010</u></b>	<b><u>6,492,526</u></b>	<b><u>8,565,797</u></b>
<b>GRAND TOTAL</b>	<b>172,655,556</b>	<b>186,604,852</b>	<b>180,745,605</b>	<b>181,287,939</b>

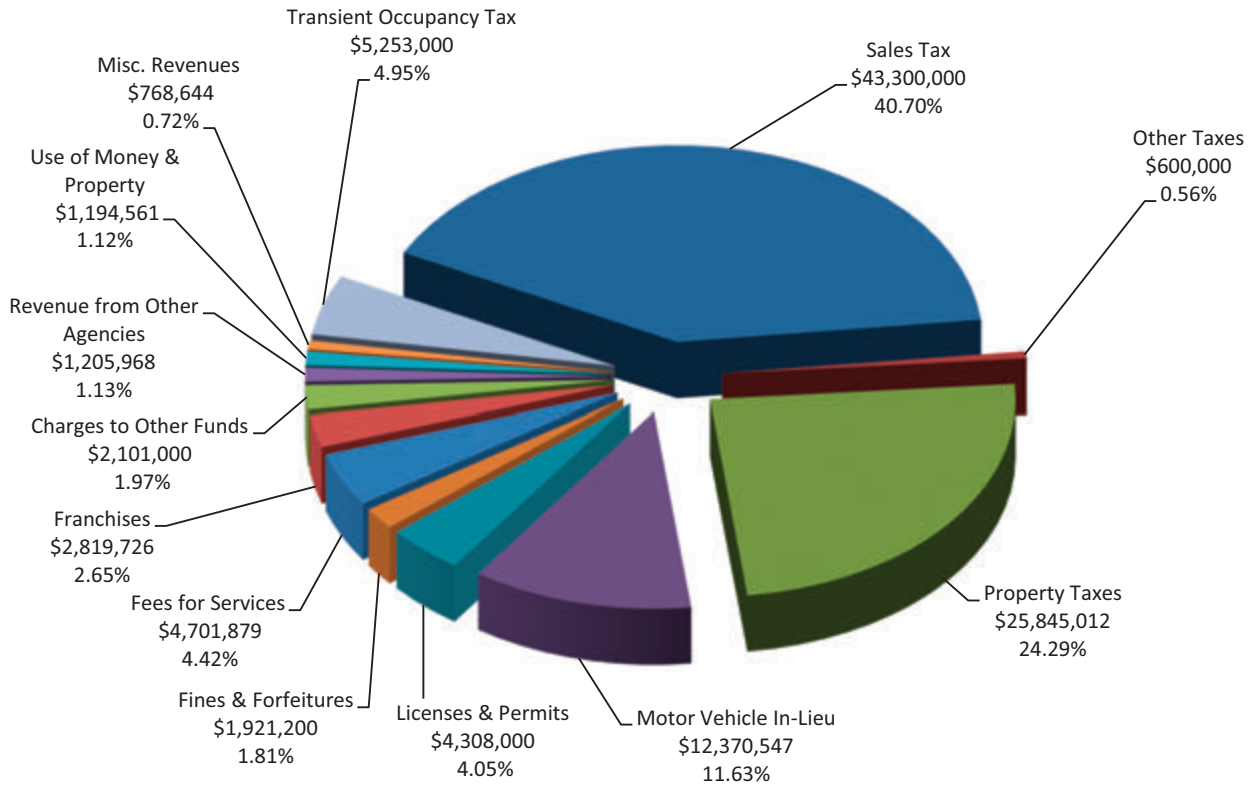
## HISTORICAL SCHEDULE OF REVENUE SOURCES BY FUND TYPE AND FUND

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>GENERAL FUND</u></b>				
General Fund - 100	94,082,521	100,344,143	107,363,567	106,389,537
<b><u>Total General Fund</u></b>	<b><u>94,082,521</u></b>	<b><u>100,344,143</u></b>	<b><u>107,363,567</u></b>	<b><u>106,389,537</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Building Records Management Fund - 110	69,444	57,627	80,324	56,254
Business Investment Fund - 115	-	14,832	17,257	16,897
Proposition 172 Fund - 120	890,219	928,910	954,745	998,084
Emergency Transport Program Fund - 125	1,933,549	1,972,424	2,038,833	2,125,754
1% PEG Program - 130	312,000	301,327	299,824	305,599
OCPT Building Maintenance Fund - 150	11,552	13,159	13,690	13,676
Sanitation and Sewer Fund - 220	5,275,234	5,037,206	4,147,308	4,146,465
Solid Waste Fund - 222	23	-	-	-
Air Pollution Reduction Fund - 245	202,696	173,294	173,785	209,899
Traffic Improvement - Measure M Fund - 262	3,433	203	-	-
Traffic Improvement - Measure M2 Fund - 263	3,087,291	2,741,876	2,855,971	2,997,178
Gas Tax Maintenance Fund - 270	1,427,555	1,431,411	2,323,366	2,344,099
Gas Tax Construction Fund - 271	123,049	112,510	121,700	121,664
Gas Tax - Proposition 111 Fund - 272	3,027,180	2,357,917	796,161	507,587
County/OCTA Gas Tax Fund - 273	95,598	(2,666)	-	-
TSIP Area "B" Fund - 284	413,679	58,223	805,090	128,110
TSIP Area "C" Fund - 285	5,556	16,165	34,725	23,967
TSIP Fund - 286	19,539	333	202,501	178,640
Santiago Hills Lndscope Maint District Fund - 291	579,335	615,223	927,930	934,390
Sycamore Crossing Lndscope Maint District Fund - 293	48,431	48,186	48,134	48,129
Del Rio Landscape Maintenance District Fund - 294	62,907	63,796	77,739	79,233
CDBG/HOME - Funds 310-318	1,303,621	1,419,180	1,848,901	1,513,760
California Parklands - 320	758	860	850	832
Traffic Congestion Relief - 340	7,283	8,270	4,924	4,821
Traffic Safety Grant - 350	28,875	33,542	31,400	31,371
Federal Police Grants - 353	16,865	8,552	10,724	-
AB 3229 COPS/State Grant Fund - 354	257,506	260,101	272,826	252,767
Asset Seizure Funds - 355-357	513,690	436,636	1,111,224	118,846
Affordable Housing - New Construction - 916	8,197	1,581	1,562	1,529
Low and Moderate Income Housing Fund - 921	194,093	389,101	43,500	39,234
<b><u>Total Special Revenue Funds</u></b>	<b><u>19,919,158</u></b>	<b><u>18,499,779</u></b>	<b><u>19,244,994</u></b>	<b><u>17,198,785</u></b>
<b><u>CAPITAL PROJECTS FUNDS</u></b>				
Capital Projects - 500	50,000	-	569,703	-
Park Acquisition and Development Fund - 510-512	3,359,751	163,346	4,110,433	3,216,996
Sewer Construction Fund - 520	56,432	5,245	1,840	1,801
Storm Drain Fund - 530	17	28	27	27

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

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>CAPITAL PROJECTS FUNDS (Cont.)</u></b>				
Old Towne Parking Facility Fund - 540	8,431	9,471	8,112	8,068
Reimbursable Capital Projects Fund - 550	1,620,172	855,842	2,605,376	5,898,550
County Parks Fund - 551	343	390	-	-
Parking in Lieu Fund - 555	613	696	688	673
Fire Facility Fees Fund - 560	249,129	49,847	552,065	307,749
Police Facility Fees Fund - 570	129,034	8,610	233,738	148,477
Library Facility Fees - 573	228,267	9,201	267,178	222,017
ORA Housing Set-Aside Fund - 951	-	1,166,509	10,830	8,102
NW & SW Merged 2003 Taxable Bonds - 952	-	1,653,456	15,352	11,485
NW & SW Merged 2003 Tax Exempt Bonds - 953	-	1,088,202	10,104	7,559
NW & SW Merged 2008 Tax Exempt Bonds - 954	-	10,688,862	88,327	64,115
<b><u>Total Capital Projects Funds</u></b>	<b><u>5,702,189</u></b>	<b><u>15,699,705</u></b>	<b><u>8,473,773</u></b>	<b><u>9,895,619</u></b>
<b><u>ENTERPRISE FUNDS</u></b>				
Water Utility Operations Fund - 600	31,001,772	29,337,729	26,106,861	27,215,407
<b><u>Total Enterprise Funds</u></b>	<b><u>31,001,772</u></b>	<b><u>29,337,729</u></b>	<b><u>26,106,861</u></b>	<b><u>27,215,407</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Equipment Expense Fund - 710	1,794,715	2,406,126	2,665,202	2,448,333
Equipment Replacement Fund - 720	1,318,656	1,423,799	1,466,479	392,663
Self Insurance - Worker's Compensation - 730	3,682,654	3,139,563	3,535,408	3,734,313
Self Insurance - Liability - 740	858,346	841,956	1,462,940	1,435,476
Self Insurance - Dental - 752	478,815	454,015	425,373	417,960
Employee Accrued Liability - 760	575,522	610,780	1,318,383	1,415,894
Information Systems Operations Fund - 780	1,695,389	1,848,708	1,936,316	1,924,372
Computer Replacement Fund - 790	1,067,471	1,095,539	253,783	253,783
<b><u>Total Internal Service Funds</u></b>	<b><u>11,471,568</u></b>	<b><u>11,820,486</u></b>	<b><u>13,063,884</u></b>	<b><u>12,022,794</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Tustin Taxable Projects Fund - 914	7,379	4,568	-	-
County Revenue - RORF Fund - 920	9,832,658	10,330,501	6,119,818	8,199,552
ORA Merged Projects - 940	460,296	478,032	316,509	310,392
ORA Housing Set-Aside Fund - 941	35	-	-	-
NW & SW Merged 2003 Taxable Bonds - 942	10,459	6,474	-	-
NW & SW Merged 2003 Tax Exempt Bonds - 943	25,814	4,252	-	-
NW & SW Merged 2008 Tax Exempt Bonds - 944	69,439	41,896	-	-
ORA Merged Debt Service - 987	72,268	37,287	56,199	55,853
<b><u>Total Redevelopment (Successor) Funds</u></b>	<b><u>10,478,348</u></b>	<b><u>10,903,010</u></b>	<b><u>6,492,526</u></b>	<b><u>8,565,797</u></b>
<b>GRAND TOTAL</b>	<b>172,655,556</b>	<b>186,604,852</b>	<b>180,745,605</b>	<b>181,287,939</b>

## GENERAL FUND REVENUES BY FUNDING SOURCE



**TOTAL GENERAL FUND REVENUES \$106,389,537**

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>	
<b><u>General Fund - 100</u></b>					
<b><u>Taxes</u></b>					
40111	Current Secured	18,107,402	19,046,467	20,113,069	21,292,592
40112	Current Unsecured	663,411	729,533	770,387	801,202
40113	Current Supplemental	706,558	540,560	570,831	593,665
40114	Homeowners Property Tax Relief	141,515	140,790	148,674	154,621
40115	Property Tax Increment Pass Through	268,509	268,504	302,251	314,341
40116	Property Tax - Waterfall	2,175,549	2,076,159	2,773,573	2,448,851
40121	Prior Year Secured	247,317	204,576	216,032	224,674
40122	Prior Year Unsecured	12,985	13,718	14,486	15,066
40510	Sales Tax	37,056,038	40,446,744	42,545,000	43,300,000
40610	Transient Occupancy Tax	3,850,106	4,544,477	5,100,000	5,253,000
40611	Penalties on Transient Occupancy Tax	905	1,350	11,500	1,200
40620	Real Property Transfer Tax	637,567	714,708	630,000	600,000
	<b><u>Total Taxes</u></b>	<b><u>63,867,862</u></b>	<b><u>68,727,586</u></b>	<b><u>73,195,803</u></b>	<b><u>74,999,212</u></b>
<b><u>Franchises</u></b>					
41110	The Gas Company	329,061	343,290	279,644	279,644
41120	Southern California Edison	894,453	973,393	964,500	964,500
41130	Time Warner Cable	912,655	885,811	900,000	918,000
41140	ATT Cable Franchise	460,397	564,669	550,000	561,000
41150	Franchise - Other	74,896	94,843	95,837	96,582
	<b><u>Total Franchises</u></b>	<b><u>2,671,462</u></b>	<b><u>2,862,006</u></b>	<b><u>2,789,981</u></b>	<b><u>2,819,726</u></b>
<b><u>Licenses &amp; Permits</u></b>					
42110	Business Licenses	2,596,713	2,407,684	2,750,000	2,675,000
42120	Bicycle Licenses	182	174	200	200
42210	Building Permits	810,336	731,760	1,200,000	800,000
42220	Plumbing Permits	136,583	95,523	165,000	82,000
42230	Electrical Permits	239,228	205,318	280,000	185,000
42235	Mechanical Permits	175,170	111,733	185,000	115,000
42240	Banner and Temporary Sign Permits	4,320	6,680	5,000	5,000
42260	Sewer Permits (Building)	40,733	5,733	66,000	15,000
42270	Grading Permits	1,600	800	2,580	1,000
42280	DPW Special Permits	37,149	43,262	36,000	35,000
42281	Outdoor Dining Permits	1,369	4,103	5,000	5,000
42285	Enroachment Permits	49,197	44,783	47,000	40,000
42410	Parking Permits	3,620	8,510	41,385	4,500
42420	SMDA & ERF Admin	5,479	791	700	700
42421	SMDA & ERF Building	-	21,290	13,000	13,000

## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Licenses &amp; Permits (Cont.)</u></b>				
42430 State SMIP Permit Fees	1,071	(1,292)	3,000	800
42435 SB 1473 Green Billing Fee - California	612	362	1,000	800
42440 Annual Fire Permit Fees	349,330	313,838	320,000	300,000
42450 Underground Tank Permit Fees	20,840	31,410	31,000	30,000
42480 User Group Maintenance Fees	62,764	47,837	78,668	-
<b><u>Total Licenses &amp; Permits</u></b>	<u>4,536,296</u>	<u>4,080,299</u>	<u>5,230,533</u>	<u>4,308,000</u>
<b><u>Fines &amp; Forfeitures</u></b>				
43110 Vehicle Code Fines	599,589	541,764	500,000	500,000
43116 Delinquent Penalties	139,096	131,730	144,000	140,000
43210 Fines - City Ordinances	1,564,233	1,375,861	1,200,000	1,200,000
43215 Penalties & Forfeitures	14,468	6,067	-	-
43410 Library Fines	87,850	82,824	80,000	80,000
<b><u>Total Fines &amp; Forfeitures</u></b>	<u>2,405,236</u>	<u>2,138,246</u>	<u>1,924,000</u>	<u>1,920,000</u>
<b><u>Use of Money &amp; Property</u></b>				
44110 Interest on Investments	365,131	422,915	402,554	394,277
44120 Interest on Tax Collections	3,698	4,830	4,000	4,000
44210 Rents & Concessions	325,109	409,574	582,545	714,169
44212 Cell Phone Tower Rental Revenue	68,892	83,213	80,691	82,115
<b><u>Total Interest Earnings</u></b>	<u>762,830</u>	<u>920,532</u>	<u>1,069,790</u>	<u>1,194,561</u>
<b><u>Revenue From Other Agencies</u></b>				
45110 Metrolink Parking Structure	-	6,252	-	-
45150 Federal Grant Revenue	-	-	10,000	-
45210 State Motor Vehicle in Lieu	10,837,071	11,313,325	11,894,757	12,370,547
45281 State Library Subvention--I.L.L.	-	21	-	-
45290 State Grant Funds	211,324	383,946	114,057	1,500
45310 Santa Fe Depot Specific Plan Update	(10,972)	-	-	-
45330 State Reimbursement - Mandated Costs	40,736	456,594	155,000	40,000
45491 County Theo Lacy Agreement	461,143	327,832	400,000	400,000
45492 County Waste Disposal Agreement	-	-	-	264,468
45495 Other Grant Revenue	239,408	74,610	28,216	-
45570 Revenue from Chapman University	500,000	500,000	500,000	500,000
<b><u>Total Revenue From Other Agencies</u></b>	<u>12,278,710</u>	<u>13,062,580</u>	<u>13,102,030</u>	<u>13,576,515</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL

### GENERAL FUND

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>	
<b><u>Fees for Services</u></b>					
46110	Zoning Change Fees	2,922	2,021	1,800	1,500
46111	Zone Clearance (Counter Review)	41,280	52,650	44,200	35,000
46130	Development Related Services	286,325	315,570	296,639	285,000
46140	Non-deposit Based Application Fees	745	2,252	500	1,500
46150	Plan Checking Fees (Building)	356,917	627,065	403,000	380,000
46151	Security Plan Check Fees	2,109	165	2,000	2,000
46240	Development Agreements	-	100,000	-	50,000
46260	Mills Act Fees	13,705	18,940	18,000	18,000
46310	Plan Checking Fees (Public Works)	15,564	14,904	22,000	18,000
46320	Encroachment Inspection Fee	103,453	122,699	124,000	75,000
46425	Outdoor Dining/Sidewalk Cleaning	64	-	-	-
46485	EV Charge Station Revenue	-	-	5,000	5,000
46520	Aquatics	38,817	46,367	57,613	53,420
46530	Recreation Events	162,714	164,414	156,490	156,483
46531	Summer Playground - Recreation Activities	57,410	76,013	100,233	109,930
46540	Recreation Classes	460,782	447,031	468,726	468,726
46621	Massage Processing Fee	245	560	500	500
46622	ABC License Fee	16,000	22,400	15,000	15,000
46630	Alarm Services	-	75	25	-
46670	Police Tow Release Charge	28,400	34,280	35,000	35,000
46671	Private Property Impound Fees	13,212	18,018	18,000	18,000
46690	False Alarms	159,994	133,161	122,000	122,000
46711	Paramedic Enrollment	394,071	488,833	515,000	515,000
46712	Paramedic Direct Fees	1,045,058	1,093,907	1,076,393	1,076,393
46713	Medical Supplies Charges	119,435	125,018	123,017	123,017
46720	Plan Review-Construction Inspection	94,145	106,394	130,000	100,000
46730	Safety/Hazard Permits	3,740	4,760	4,500	4,500
46740	Report Fees	89,944	102,203	100,900	100,900
46760	Fire Investigations (Restitution)	-	-	-	1,000
46772	Hazardous Materials Disclosure	210,659	189,574	200,000	200,000
46790	Other Fire Services	-	645	705	-
46810	Non-Compliance Fee	52,196	48,123	53,000	55,000
46820	New Processing Fee	160,796	168,608	175,000	185,000
46830	Renewal Processing Fee	370,971	371,548	385,000	390,000
46911	Library Local History Fees	1,293	322	354	-
46920	Witness Fees	7,658	8,856	7,800	5,200
46930	Filing & Certification Fees	51	246	210	210



## SCHEDULE OF REVENUE SOURCES - DETAIL GENERAL FUND

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>	
<b><u>Fees for Services (Cont.)</u></b>					
46935	Passport Processing Fee	38,425	46,895	53,500	52,000
46936	Passport Photo Fee	11,141	14,530	16,500	16,500
46940	Plans & Specification Charges	756	2,030	1,752	1,000
46950	Appeals (City Council & Planning Comm)	-	-	1,000	1,000
46955	Other Charges for Services	26,162	22,930	25,100	25,100
	<b><u>Total Fees for Services</u></b>	<u>4,387,159</u>	<u>4,994,007</u>	<u>4,760,457</u>	<u>4,701,879</u>
<b><u>Miscellaneous Revenue</u></b>					
48130	Sale of Junk & Waste	2,525	377	710	50
48140	Sale of Maps, Documents, Copies	23,044	24,349	27,179	20,350
48210	Expense Reimbursements	388,559	494,456	1,832,266	345,144
48212	Reimbursement from O.E.S.	78,366	397,920	767,433	80,000
48221	Reimbursement - P.O.S.T. Salaries	10,967	14,540	15,861	15,000
48230	Reimbursement - Landscape Maintenance	30,000	-	-	-
48250	Reimbursement - Street Fair	181,615	188,484	188,477	200,000
48265	Reimbursement - Postage	3,115	4,395	4,300	2,500
48280	Reimbursement - Assess Dist Admin	3,651	32,041	-	-
48282	General Plan Amendment Update Surcharge	62,471	36,384	98,400	59,000
48350	Cash Overages/Shortages	(64)	45	(19)	-
48363	Restitution	12,914	13,490	8,000	8,000
48365	Miscellaneous Rebates	6,298	8,227	9,167	3,650
48380	Other Miscellaneous Revenue	124,879	33,215	18,824	10,950
48382	Library Pre-Paid Card	29,752	30,141	23,000	23,000
48390	Donations	186,049	180,091	194,941	-
48420	Filming Productions	2,691	1,863	1,434	1,000
	<b><u>Total Miscellaneous Revenue</u></b>	<u>1,146,832</u>	<u>1,460,018</u>	<u>3,189,973</u>	<u>768,644</u>
<b><u>Interfund Revenue</u></b>					
49031	G & A Admin - G.O. Funds	2,026,134	2,098,869	2,101,000	2,101,000
	<b><u>Total Interfund Revenue</u></b>	<u>2,026,134</u>	<u>2,098,869</u>	<u>2,101,000</u>	<u>2,101,000</u>
<b><u>TOTAL GENERAL FUND</u></b>		<b><u>94,082,521</u></b>	<b><u>100,344,143</u></b>	<b><u>107,363,567</u></b>	<b><u>106,389,537</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Building Records Mgt. Fund - 110</u></b>				
44110 Interest on Investments	2,789	3,274	3,324	3,254
48170 Building Records Mgt. Fee	66,655	54,353	77,000	53,000
<b><u>Total Building Records Mgt.</u></b>	<b><u>69,444</u></b>	<b><u>57,627</u></b>	<b><u>80,324</u></b>	<b><u>56,254</u></b>
<b><u>Business Investment Fund - 115</u></b>				
44110 Interest on Investments	-	14,832	17,257	16,897
<b><u>Total Business Investment</u></b>	<b><u>-</u></b>	<b><u>14,832</u></b>	<b><u>17,257</u></b>	<b><u>16,897</u></b>
<b><u>Proposition 172 Fund - 120</u></b>				
40510 Sales Tax	881,371	919,139	944,000	989,000
44110 Interest on Investments	8,848	9,771	9,278	9,084
48210 Expense Reimbursements	-	-	1,467	-
<b><u>Total Proposition 172</u></b>	<b><u>890,219</u></b>	<b><u>928,910</u></b>	<b><u>954,745</u></b>	<b><u>998,084</u></b>
<b><u>EMT Transport Fund - 125</u></b>				
44110 Interest on Investments	178	2,490	4,651	4,554
45290 GEMT - Fire Ground Emergency Medical Transport	111,984	63,410	70,182	71,000
46780 EMT Transportation	1,821,387	1,906,524	1,964,000	2,050,200
<b><u>Total EMT Transport</u></b>	<b><u>1,933,549</u></b>	<b><u>1,972,424</u></b>	<b><u>2,038,833</u></b>	<b><u>2,125,754</u></b>
<b><u>1% PEG Fund - 130</u></b>				
41160 PEG from Cable Franchises	279,453	295,612	294,800	300,680
44110 Interest on Investments	3,824	5,715	5,024	4,919
48380 Other Miscellaneous Revenue	28,723	-	-	-
<b><u>Total PEG</u></b>	<b><u>312,000</u></b>	<b><u>301,327</u></b>	<b><u>299,824</u></b>	<b><u>305,599</u></b>
<b><u>OCPT Building Maintenance Fund - 150</u></b>				
44110 Interest on Investments	952	1,059	690	676
44210 Rents & Concessions	10,600	12,100	13,000	13,000
<b><u>Total OCPT Building Maintenance</u></b>	<b><u>11,552</u></b>	<b><u>13,159</u></b>	<b><u>13,690</u></b>	<b><u>13,676</u></b>
<b><u>Sanitation and Sewer Fund - 220</u></b>				
43116 Delinquent Penalty	53,110	52,418	58,000	58,000
44110 Interest on Investments	45,798	46,143	42,312	41,429
45290 State Grant Funds	87,209	132,592	36,784	-
4613x Development Related Services	20,610	23,248	26,820	15,000

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

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Sanitation and Sewer Fund - 220 (Cont.)</u></b>				
46470 City Sanitation Services	524	-	-	-
46480 Stormwater/Environmental Compliance	1,424,588	1,280,352	1,072,000	1,072,000
46481 Street Sweeping	1,434,040	1,289,317	1,072,000	1,072,000
46482 Tree Trimming	872,200	865,619	863,000	863,000
46483 Sewer Maintenance	1,228,328	1,099,112	920,000	920,000
46560 Street Tree Removal/Planting	4,615	14,226	5,035	3,000
46940 Plans & Specification Charges	735	495	500	500
46965 Establishment Fee	14,318	14,462	14,000	14,000
48210 Expense Reimbursements	3,623	133,686	(48,686)	2,000
48311 Bus Shelter Advertising	85,536	85,536	85,536	85,536
48380 Other Miscellaneous Revenue	-	-	7	-
<b><u>Total Sanitation &amp; Sewer</u></b>	<b><u>5,275,234</u></b>	<b><u>5,037,206</u></b>	<b><u>4,147,308</u></b>	<b><u>4,146,465</u></b>
<b><u>Solid Waste Fund - 222</u></b>				
46410 Refuse Collection Charges	23	-	-	-
<b><u>Total Solid Waste</u></b>	<b><u>23</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>SB2766 Air Pollution Reduction Fund - 245</u></b>				
44110 Interest on Investments	282	489	510	499
45530 Revenue from Other Public Agencies	202,414	172,805	173,275	209,400
<b><u>Total SB2766 Air Pollution Reduction</u></b>	<b><u>202,696</u></b>	<b><u>173,294</u></b>	<b><u>173,785</u></b>	<b><u>209,899</u></b>
<b><u>Measure M Traffic Improvement Fund - 262</u></b>				
44110 Interest on Investments	3,433	203	-	-
<b><u>Total Measure M Traffic Improvement</u></b>	<b><u>3,433</u></b>	<b><u>203</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>Measure M2 Traffic Improvement Fund - 263</u></b>				
40520 Measure M Tax	2,405,659	2,563,017	2,677,826	2,833,245
44110 Interest on Investments	30,011	31,984	34,095	33,383
44210 Rents & Concessions	18,748	18,600	19,800	19,800
45495 Other Grant	111,284	116,909	110,000	110,000
46940 Plans & Specification Charges	11,000	1,395	750	750
48110 Sale of Real & Personal Property	494,289	-	-	-
48210 Expense Reimbursements	16,300	-	11,500	-
48365 Miscellaneous Rebates	-	9,971	2,000	-
<b><u>Total Measure M2 Traffic Improvement</u></b>	<b><u>3,087,291</u></b>	<b><u>2,741,876</u></b>	<b><u>2,855,971</u></b>	<b><u>2,997,178</u></b>

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

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Special Gas Tax Maintenance Fund - 270</u></b>				
44110 Interest on Investments	943	3,778	1,272	1,246
45220 State Gas Tax	-	-	159,555	472,489
45221 State Gas Tax 2106	356,735	389,755	298,557	311,886
45222 State Gas Tax 2107	1,028,880	989,290	1,177,203	1,215,050
45223 State Gas Tax 2107.5	10,000	10,000	10,000	10,000
45224 Prop 42 Replacement Gas Tax 7360	-	-	653,308	330,428
48210 Expense Reimbursements	30,997	38,588	23,471	3,000
<b><u>Total Special Gas Tax Maintenance</u></b>	<b><u>1,427,555</u></b>	<b><u>1,431,411</u></b>	<b><u>2,323,366</u></b>	<b><u>2,344,099</u></b>
<b><u>Special Gas Tax Construction Fund - 271</u></b>				
44110 Interest on Investments	1,469	1,653	1,700	1,664
45221 State Gas Tax 2106	120,000	110,000	120,000	120,000
46130 Development Related Services	1,580	857	-	-
<b><u>Total Special Gas Tax Construction</u></b>	<b><u>123,049</u></b>	<b><u>112,510</u></b>	<b><u>121,700</u></b>	<b><u>121,664</u></b>
<b><u>Proposition 111 Fund - 272</u></b>				
44110 Interest on Investments	40,483	42,057	47,896	46,896
44210 Rents & Concessions	54,351	57,489	58,200	58,200
45220 State Gas Tax	961,808	772,995	689,143	402,491
45224 Prop 42 Replacement Gas Tax 7360	1,970,208	1,321,076	-	-
45530 Revenue from Other Public Agencies	-	-	922	-
46940 Plans & Specification Charges	330	-	-	-
48110 Sale of Real or Personal Property	-	150,000	-	-
48380 Other Miscellaneous Revenue	-	14,300	-	-
<b><u>Total Proposition 111</u></b>	<b><u>3,027,180</u></b>	<b><u>2,357,917</u></b>	<b><u>796,161</u></b>	<b><u>507,587</u></b>
<b><u>County/OCTA Gas Tax Fund - 273</u></b>				
44110 Interest on Investments	408	-	-	-
48210 Expense Reimbursements	95,190	(2,666)	-	-
<b><u>Total County/OCTA Gas Tax</u></b>	<b><u>95,598</u></b>	<b><u>(2,666)</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>TSIP Area B Fund - 284</u></b>				
44110 Interest on Investments	39,449	46,143	44,866	43,930
46360 TSIP Fees	374,230	12,080	760,224	84,180
<b><u>Total TSIP Area B</u></b>	<b><u>413,679</u></b>	<b><u>58,223</u></b>	<b><u>805,090</u></b>	<b><u>128,110</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>TSIP Area C Fund - 285</u></b>				
44110 Interest on Investments	2,034	2,027	1,437	1,407
46360 TSIP Fees	3,522	14,138	33,288	22,560
<b><u>Total TSIP Area C</u></b>	<b><u>5,556</u></b>	<b><u>16,165</u></b>	<b><u>34,725</u></b>	<b><u>23,967</u></b>
<b><u>TSIP Fund - 286</u></b>				
44110 Interest on Investments	211	333	654	640
46360 TSIP Fees	19,328	-	200,914	178,000
48210 Expense Reimbursements	-	-	933	-
<b><u>Total TSIP</u></b>	<b><u>19,539</u></b>	<b><u>333</u></b>	<b><u>202,501</u></b>	<b><u>178,640</u></b>
<b><u>Santiago Hills Landscape Maintenance District Fund - 291</u></b>				
40350 Irvine Landscape & Lighting District	535,364	533,568	533,281	533,281
40360 Assessment 15-1 Landscape Maintenance	-	-	328,108	334,670
44110 Interest on Investments	2,812	1,706	2,025	1,923
48210 Expense Reimbursements	-	42,882	-	-
48230 Reimbursement - Landscape Maintenance	41,159	37,067	64,516	64,516
<b><u>Total Santiago Hills LMD</u></b>	<b><u>579,335</u></b>	<b><u>615,223</u></b>	<b><u>927,930</u></b>	<b><u>934,390</u></b>
<b><u>Sycamore Crossing Landscape Maintenance District Fund - 293</u></b>				
40330 Assessments - Landscape	48,126	47,912	47,877	47,877
44110 Interest on Investments	305	274	257	252
<b><u>Total Sycamore Crossing LMD</u></b>	<b><u>48,431</u></b>	<b><u>48,186</u></b>	<b><u>48,134</u></b>	<b><u>48,129</u></b>
<b><u>Del Rio CFD 06-01 Fund - 294</u></b>				
40330 Assessments - Landscape	61,552	62,322	76,221	77,746
44110 Interest on Investments	1,355	1,474	1,518	1,487
<b><u>Total Del Rio CFD 06-01</u></b>	<b><u>62,907</u></b>	<b><u>63,796</u></b>	<b><u>77,739</u></b>	<b><u>79,233</u></b>
<b><u>Community Development Block Grant Fund - 310</u></b>				
45120 Federal HUD Grants	1,196,227	1,353,316	1,142,296	1,181,714
<b><u>Total Community Development Block Grant</u></b>	<b><u>1,196,227</u></b>	<b><u>1,353,316</u></b>	<b><u>1,142,296</u></b>	<b><u>1,181,714</u></b>
<b><u>CDBG - Housing Rehab/Loans Fund - 315</u></b>				
44010 Principal & Revenue Abatements	(70,856)	(1,336)	(22,306)	-
44100 Principal Repayments	69,915	-	22,306	-
44110 Interest on Investments	941	1,336	1,424	1,395
<b><u>Total CDBG Housing Rehab/Loans</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>1,424</u></b>	<b><u>1,395</u></b>

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

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Federal Rental Rehabilitation Fund - 316</u></b>				
44110 Interest on Investments	894	1,015	1,002	982
<b><u>Total Federal Rental Rehabilitation</u></b>	<u>894</u>	<u>1,015</u>	<u>1,002</u>	<u>982</u>
<b><u>HUD Rental Rehab/H.O.M.E. Fund - 317</u></b>				
44010 Principal & Revenue Abatements	(42,940)	(96,936)	(10,720)	(10,970)
44100 Principal Repayments	42,940	96,936	10,720	10,970
44110 Interest on Investments	2,326	3,533	638	625
44151 Interest - Deferred Loans	66,425	26,117	20,064	4,542
45120 Federal HUD Grants	35,749	35,199	683,477	324,502
48210 Expense Reimbursements	2,000	-	-	-
<b><u>Total HUD Rental Rehab/H.O.M.E.</u></b>	<u>106,500</u>	<u>64,849</u>	<u>704,179</u>	<u>329,669</u>
<b><u>California Parklands Fund - 320</u></b>				
44110 Interest on Investments	758	860	850	832
<b><u>Total State SB821 Grant</u></b>	<u>758</u>	<u>860</u>	<u>850</u>	<u>832</u>
<b><u>Traffic Congestion Relief Fund - 340</u></b>				
44110 Interest on Investments	7,283	8,270	4,924	4,821
<b><u>Total Traffic Congestion Relief</u></b>	<u>7,283</u>	<u>8,270</u>	<u>4,924</u>	<u>4,821</u>
<b><u>Traffic Safety Grant Fund - 350</u></b>				
44110 Interest on Investments	1,005	1,292	1,400	1,371
46670 Police Tow Release Charge	27,870	32,250	30,000	30,000
<b><u>Total Traffic Safety Grant</u></b>	<u>28,875</u>	<u>33,542</u>	<u>31,400</u>	<u>31,371</u>
<b><u>Federal Police Grants Fund - 353</u></b>				
45150 State Revenue - Other	16,865	8,552	10,724	-
<b><u>Total Federal Police Grants</u></b>	<u>16,865</u>	<u>8,552</u>	<u>10,724</u>	<u>-</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL SPECIAL REVENUE FUNDS

		<u>Actual</u> <u>2013/14</u>	<u>Actual</u> <u>2014/15</u>	<u>Estimate</u> <u>2015/16</u>	<u>Budget</u> <u>2016/17</u>
<b><u>AB 3229 COPS Fund - 354</u></b>					
44110	Interest on Investments	1,179	2,118	2,826	2,767
45320	State Revenue-Other	256,327	257,983	270,000	250,000
<b><u>Total AB 3229 COPS</u></b>		<u>257,506</u>	<u>260,101</u>	<u>272,826</u>	<u>252,767</u>
<b><u>Asset Seizure - Federal Fund - 355</u></b>					
44110	Interest on Investments	11,804	13,198	12,191	11,937
48210	Expense Reimbursements	-	-	2,304	-
4841x	Revenue from Asset Seizure	491,382	403,514	1,035,184	75,000
<b><u>Total Asset Seizure - Federal</u></b>		<u>503,186</u>	<u>416,712</u>	<u>1,049,679</u>	<u>86,937</u>
<b><u>Asset Seizure - State (85%) Fund - 356</u></b>					
44110	Interest on Investments	1,279	1,625	1,359	1,331
44112	Miscellaneous Adjustments to Investment Income	(30)	(3,836)	-	-
4841x	Revenue from Asset Seizure	6,918	17,686	50,574	25,000
<b><u>Total Asset Seizure - State (85%)</u></b>		<u>8,167</u>	<u>15,475</u>	<u>51,933</u>	<u>26,331</u>
<b><u>Asset Seizure - State (15%) Fund - 357</u></b>					
44110	Interest on Investments	1,163	1,328	1,612	1,578
48410	Revenue from Asset Seizure	1,174	3,121	8,000	4,000
<b><u>Total Asset Seizure - State (15%)</u></b>		<u>2,337</u>	<u>4,449</u>	<u>9,612</u>	<u>5,578</u>
<b><u>Affordable Housing - New Construction Fund - 916</u></b>					
44110	Interest on Investments	8,197	1,581	1,562	1,529
<b><u>Total Affordable Housing - New Construction</u></b>		<u>8,197</u>	<u>1,581</u>	<u>1,562</u>	<u>1,529</u>
<b><u>Low and Moderate Income Housing Asset Fund - 921</u></b>					
44010	Loan Principal Abatement	(7,242,876)	(173,448)	(67,080)	(39,713)
44100	Principal Repayments	7,242,876	173,448	67,080	39,713
44110	Interest on Investments	34,170	51,552	18,908	18,513
44151	Interest - Deferred Loans	104,649	108,199	24,592	20,721
48210	Expense Reimbursements	-	1,000	-	-
48510	Revenue from Deferred Promissory Note	97,000	272,000	-	-
48515	Gain/loss from Promissory Note	(41,726)	(43,650)	-	-
<b><u>Total Low and Moderate Income Housing Asset</u></b>		<u>194,093</u>	<u>389,101</u>	<u>43,500</u>	<u>39,234</u>
<b><u>TOTAL SPECIAL REVENUE FUNDS</u></b>		<b><u>19,919,158</u></b>	<b><u>18,499,779</u></b>	<b><u>19,244,994</u></b>	<b><u>17,198,785</u></b>

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

		<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Capital Projects Fund - 500</u></b>					
40330	Assessments	-	-	569,703	-
48210	Expense Reimbursements	50,000	-	-	-
	<b><u>Total Capital Projects</u></b>	<u>50,000</u>	<u>-</u>	<u>569,703</u>	<u>-</u>
<b><u>Park Acquisition &amp; Development Fund - 510</u></b>					
42290	Park Acquisition Fees	3,246,950	95,928	3,606,666	2,712,788
44110	Interest on Investments	16,067	34,133	46,712	45,737
	<b><u>Total Park Acquisition &amp; Development</u></b>	<u>3,263,017</u>	<u>130,061</u>	<u>3,653,378</u>	<u>2,758,525</u>
<b><u>Park Acquisition &amp; Development (Quimby) Fund - 511</u></b>					
42290	Park Acquisition Fees	31,976	(47,964)	380,240	380,240
44110	Interest on Investments	7,580	5,508	4,408	4,316
	<b><u>Total Park Acquisition &amp; Develop (Quimby)</u></b>	<u>39,556</u>	<u>(42,456)</u>	<u>384,648</u>	<u>384,556</u>
<b><u>EI Modena Park Facilities Fund - 512</u></b>					
44110	Interest on Investments	796	853	1,131	1,108
44212	Cell Phone Tower Rent Revenue	56,382	74,888	71,276	72,807
	<b><u>Total EI Modena Park Facilities Fund</u></b>	<u>57,178</u>	<u>75,741</u>	<u>72,407</u>	<u>73,915</u>
<b><u>Sewer Construction Fund - 520</u></b>					
44110	Interest on Investments	1,432	1,885	1,840	1,801
46430	Frontage Charges - Sewer	55,000	3,360	-	-
	<b><u>Total Sewer Construction</u></b>	<u>56,432</u>	<u>5,245</u>	<u>1,840</u>	<u>1,801</u>
<b><u>Storm Drain Fund - 530</u></b>					
44110	Interest on Investments	17	28	27	27
	<b><u>Total Storm Drain</u></b>	<u>17</u>	<u>28</u>	<u>27</u>	<u>27</u>
<b><u>Old Towne Parking Facility Fund - 540</u></b>					
42410	Parking Permits	6,540	7,335	6,000	6,000
44110	Interest on Investments	1,891	2,136	2,112	2,068
	<b><u>Total Old Towne Parking Facility</u></b>	<u>8,431</u>	<u>9,471</u>	<u>8,112</u>	<u>8,068</u>



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

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Capital Projects Grant Fund - 550</u></b>				
45150 Federal Grant Revenue	504,500	5,456	61,631	-
45320 State Revenue - Other	1,036,000	396,852	(7,181)	-
45460 County Grants	100,000	222,488	300,700	5,898,550
45490 County Revenue Other	29,672	-	103,026	-
45495 Other Grant Revenue	-	185	111,750	-
45530 Revenue from Other Public Agencies	-	-	2,000,000	-
45540 Revenue from Public Utilities	-	8,600	-	-
45570 Revenue from Chapman University	-	222,261	-	-
48210 Expense Reimbursements	(50,000)	-	-	-
48380 Miscellaneous Revenue	-	-	21,450	-
48390 Donations	-	-	14,000	-
<b><u>Total Capital Projects Grant</u></b>	<b><u>1,620,172</u></b>	<b><u>855,842</u></b>	<b><u>2,605,376</u></b>	<b><u>5,898,550</u></b>
<b><u>County Park Grants Fund - 551</u></b>				
44110 Interest on Investments	343	390	-	-
<b><u>Total County Park Grants</u></b>	<b><u>343</u></b>	<b><u>390</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>Parking-in-Lieu Fund - 555</u></b>				
44110 Interest on Investments	613	696	688	673
<b><u>Total Parking-in-Lieu</u></b>	<b><u>613</u></b>	<b><u>696</u></b>	<b><u>688</u></b>	<b><u>673</u></b>
<b><u>Fire Facility Fees Fund - 560</u></b>				
44110 Interest on Investments	21,414	27,085	26,296	25,747
44140 Interest on Inter-fund Loans	1,824	-	-	-
46701 Fire Facilities & Equipment	225,891	22,762	525,769	282,002
<b><u>Total Fire Facility Fees Fund - 560</u></b>	<b><u>249,129</u></b>	<b><u>49,847</u></b>	<b><u>552,065</u></b>	<b><u>307,749</u></b>
<b><u>Police Facility Fees Fund - 570</u></b>				
44110 Interest on Investments	593	1,072	1,230	1,204
46610 Police Facility Fees	128,441	7,538	232,508	147,273
<b><u>Total Police Facility Fees</u></b>	<b><u>129,034</u></b>	<b><u>8,610</u></b>	<b><u>233,738</u></b>	<b><u>148,477</u></b>
<b><u>Library Facility Fees Fund - 573</u></b>				
44110 Interest on Investments	3,207	4,719	4,883	4,781
46510 Library Impact Fees	225,060	4,482	262,295	217,236
<b><u>Total Library Facility Fees</u></b>	<b><u>228,267</u></b>	<b><u>9,201</u></b>	<b><u>267,178</u></b>	<b><u>222,017</u></b>

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

		<u>Actual</u> 2013/14	<u>Actual</u> 2014/15	<u>Estimate</u> 2015/16	<u>Budget</u> 2016/17
<b><u>Tustin Project Taxable Bonds - 951</u></b>					
44110	Interest on Investments	-	3,810	8,275	8,102
48500	Extraordinary Gain	-	1,162,699	2,555	-
	<b><u>Total Tustin Project 1990 Taxable Notes</u></b>	-	1,166,509	10,830	8,102
<b><u>NW &amp; SW Merged 2003 Taxable Bonds Fund - 952</u></b>					
44110	Interest on Investments	-	5,400	11,730	11,485
48500	Extraordinary Gain	-	1,648,056	3,622	-
	<b><u>Total NW &amp; SW Merged 2003 Taxable Bonds</u></b>	-	1,653,456	15,352	11,485
<b><u>NW &amp; SW Merged 2003 Tax Exempt Bonds Fund - 953</u></b>					
44110	Interest on Investments	-	3,554	7,720	7,559
48500	Extraordinary Gain	-	1,084,648	2,384	-
	<b><u>Total NW &amp; SW Merged Tax Exempt Bonds</u></b>	-	1,088,202	10,104	7,559
<b><u>NW &amp; SW Merged 2008 Tax Exempt Bonds Fund - 954</u></b>					
44110	Interest on Investments	-	34,907	65,482	64,115
48380	Other Miscellaneous Revenue	-	579	-	-
48500	Extraordinary Gain	-	10,653,376	22,845	-
	<b><u>Total NW &amp; SW Merged 2008 Tax Exempt Bonds</u></b>	-	10,688,862	88,327	64,115
<b><u>TOTAL CAPITAL PROJECTS FUNDS</u></b>		<b>5,702,189</b>	<b>15,699,705</b>	<b>8,473,773</b>	<b>9,895,619</b>

## SCHEDULE OF REVENUE SOURCES - DETAIL ENTERPRISE FUNDS

	<u>Actual</u> <u>2013/14</u>	<u>Actual</u> <u>2014/15</u>	<u>Estimate</u> <u>2015/16</u>	<u>Budget</u> <u>2016/17</u>
<b><u>Water Fund - 600</u></b>				
43116 Delinquent Penalty	(28)	(15)	-	-
44110 Interest on Investments	108,361	135,017	111,149	108,830
44156 Interest on AMP Sale	8,754	-	251	-
44210 Rents & Concessions	-	-	12,000	18,000
44212 Cell Phone Tower Rent	14,439	22,661	15,919	16,714
46130 Development Related Services	20,048	17,982	26,000	19,343
46965 Establishment Fee	81,356	82,179	80,000	81,178
47111 Water Consumption Charge	22,459,540	20,400,403	17,206,301	18,128,300
47113 Water Service Capacity Charge	6,540,707	6,669,550	6,999,392	7,222,500
47114 Elevation Pumping Charge	317,045	285,051	201,500	212,400
47115 Water Fire Service Charge	513,566	502,493	480,000	498,686
47116 Water Delinquent Penalty	306,921	302,945	249,300	286,388
47121 Water Sales - Agricultural	205,179	181,254	180,100	189,800
47131 Water Sales - Construction	12,197	7,932	20,000	21,500
47132 Water Sales - Construction/Capital	(79)	-	-	-
47160 Water Sales - Materials	19,477	31,411	31,100	25,429
47170 Water Frontage Charges	35,460	4,937	32,000	20,132
47190 Connection Fees	-	250	25,000	8,417
47205 Plan Checking Fees	800	-	1,000	600
47210 Rental of Construction Meters	17,162	14,332	16,700	15,231
47211 Hydrant Water Installation Fee	-	60	100	53
47230 Water Penalties	101,600	92,510	138,200	110,770
47240 Other Water Fees	19,123	34,891	58,600	37,538
48130 Sale of Junk & Waste	31,225	11,033	38,000	26,753
48140 Sale of Maps, Documents, Copies	7,925	5,696	4,646	6,047
48210 Expense Reimbursements	1,078	3,686	2,700	2,488
48320 Damage to City Property	42,988	14,071	41,296	24,453
48380 Other Miscellaneous Revenue	4,528	-	3,207	1,457
48390 Donations	-	385,000	-	-
49035 Accounting & Collection Allocation	132,400	132,400	132,400	132,400
<b><u>Total Water</u></b>	<b><u>31,001,772</u></b>	<b><u>29,337,729</u></b>	<b><u>26,106,861</u></b>	<b><u>27,215,407</u></b>
<b><u>TOTAL ENTERPRISE FUNDS</u></b>	<b><u>31,001,772</u></b>	<b><u>29,337,729</u></b>	<b><u>26,106,861</u></b>	<b><u>27,215,407</u></b>

## SCHEDULE OF REVENUE SOURCES - DETAIL INTERNAL SERVICE FUNDS

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Fleet Maintenance Fund - 710</u></b>				
48210	-	298	125	-
48380	-	-	4,850	-
49021	940,500	1,035,499	1,035,499	825,000
49024	854,215	1,370,329	1,624,728	1,623,333
	<u>1,794,715</u>	<u>2,406,126</u>	<u>2,665,202</u>	<u>2,448,333</u>
<b><u>Vehicle Replacement Fund - 720</u></b>				
48395	13,000	4,304	20,393	-
49024	1,305,656	1,419,495	1,446,086	392,663
	<u>1,318,656</u>	<u>1,423,799</u>	<u>1,466,479</u>	<u>392,663</u>
<b><u>Workers Compensation Fund - 730</u></b>				
48210	242,664	133,993	130,000	130,000
49025	3,439,990	3,005,570	3,405,408	3,604,313
	<u>3,682,654</u>	<u>3,139,563</u>	<u>3,535,408</u>	<u>3,734,313</u>
<b><u>Liability Insurance Fund - 740</u></b>				
48210	5,440	2,013	25,959	-
49023	852,906	839,943	1,436,981	1,435,476
	<u>858,346</u>	<u>841,956</u>	<u>1,462,940</u>	<u>1,435,476</u>
<b><u>Dental Self-Insurance Fund - 752</u></b>				
49026	478,815	454,015	425,373	417,960
	<u>478,815</u>	<u>454,015</u>	<u>425,373</u>	<u>417,960</u>

## SCHEDULE OF REVENUE SOURCES - DETAIL INTERNAL SERVICE FUNDS

		<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Self-Insured Unemployment Fund - 760</u></b>					
49023	Charges to Budgeted Funds-Insurance	533,522	563,036	1,271,837	1,415,894
49029	Charges to Budgeted Funds-Other	42,000	47,744	46,546	-
	<b><u>Total S.I. Disability/Unemployment</u></b>	<u>575,522</u>	<u>610,780</u>	<u>1,318,383</u>	<u>1,415,894</u>
<b><u>Information Systems Operations Fund - 780</u></b>					
48210	Expense Reimbursements	3,721	-	6,655	-
49029	Charges to Budgeted Funds-Other	1,691,668	1,848,708	1,929,661	1,924,372
	<b><u>Total Information Systems Operations</u></b>	<u>1,695,389</u>	<u>1,848,708</u>	<u>1,936,316</u>	<u>1,924,372</u>
<b><u>Computer Replacement Fund - 790</u></b>					
46940	Plans & Specification Charges	410	295	-	-
49029	Charges to Budgeted Funds - Other	1,067,061	1,095,244	253,783	253,783
	<b><u>Total Computer Replacement</u></b>	<u>1,067,471</u>	<u>1,095,539</u>	<u>253,783</u>	<u>253,783</u>
<b><u>TOTAL INTERNAL SERVICE FUNDS</u></b>		<b><u>11,471,568</u></b>	<b><u>11,820,486</u></b>	<b><u>13,063,884</u></b>	<b><u>12,022,794</u></b>

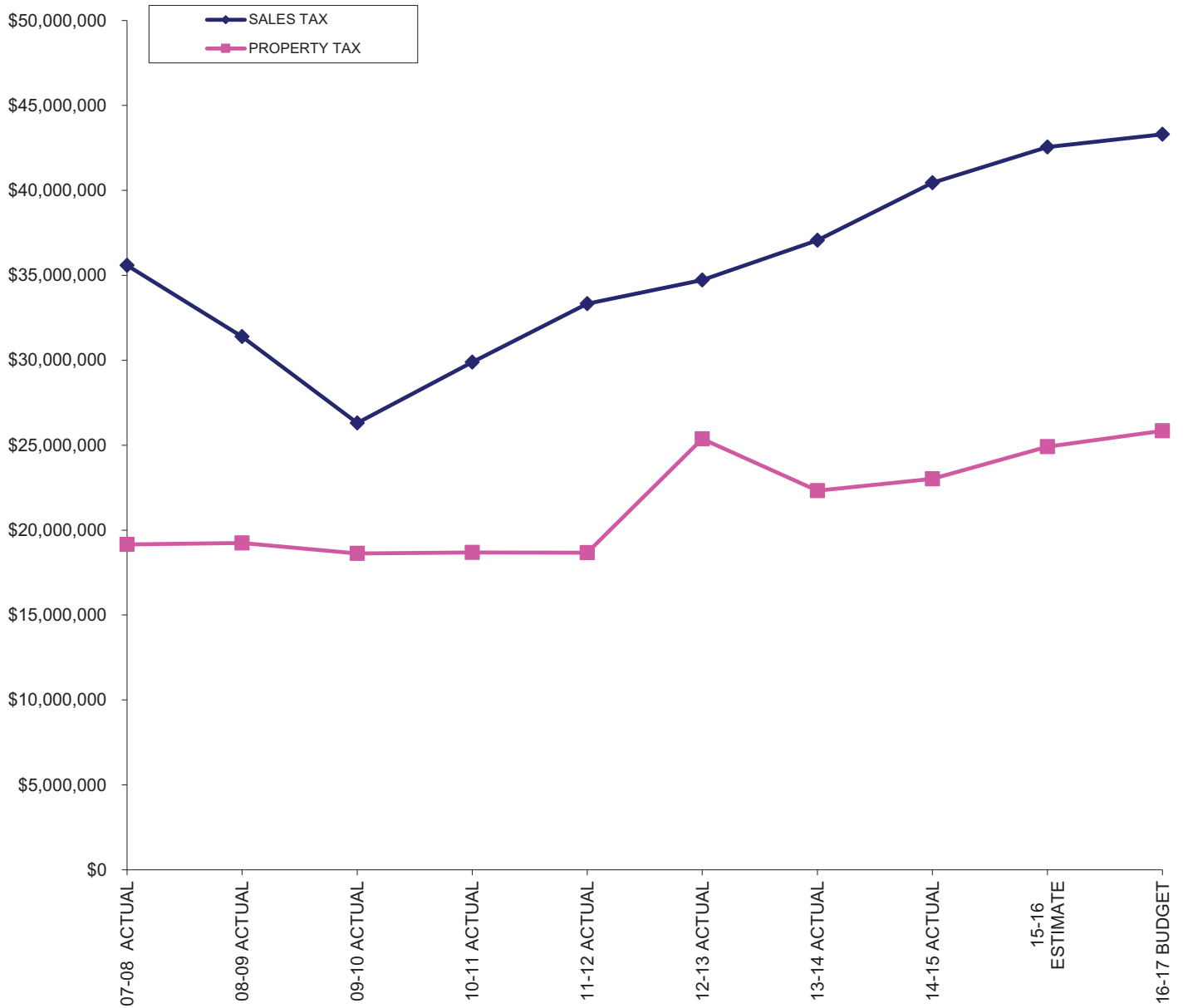
**SCHEDULE OF REVENUE SOURCES - DETAIL**  
**REDEVELOPMENT (SUCCESSOR) FUNDS**

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>Tustin Project 1990 Taxable Notes Fund - 914</u></b>				
44110 Interest on Investments	7,379	4,568	-	-
<b><u>Total Tustin Project 1990 Taxable Notes</u></b>	<b><u>7,379</u></b>	<b><u>4,568</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>County Revenue - RORF Fund - 920</u></b>				
45450 County Revenue - RORF	9,832,658	10,330,501	6,119,818	8,199,552
<b><u>Total County Revenue - RORF</u></b>	<b><u>9,832,658</u></b>	<b><u>10,330,501</u></b>	<b><u>6,119,818</u></b>	<b><u>8,199,552</u></b>
<b><u>Merged Capital Projects Fund - 940</u></b>				
44010 Principal & Revenue Abatements	(118,426)	(106,962)	(105,038)	(82,301)
44100 Principal Repayments	118,426	106,962	105,038	82,301
44110 Interest on Investments	40,167	38,212	39,674	38,846
44140 Interest on Interfund Loans	20,960	24,194	22,364	26,476
44153 Commercial Loan Interest Earned	33,841	29,482	28,034	26,070
44210 Rents & Concessions	237,499	305,133	133,456	-
45110 Reimbursable Revenues	120,720	80,959	62,864	219,000
48210 Expense Reimbursements	7,109	52	30,117	-
<b><u>Total Merged Capital Projects</u></b>	<b><u>460,296</u></b>	<b><u>478,032</u></b>	<b><u>316,509</u></b>	<b><u>310,392</u></b>
<b><u>Housing Set-Aside Fund - 941</u></b>				
44110 Interest on Investments	35	-	-	-
<b><u>Total Housing Set-Aside</u></b>	<b><u>35</u></b>	<b><u>-</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	10,459	6,474	-	-
<b><u>Total NW &amp; SW Merged 2003 Taxable Bonds</u></b>	<b><u>10,459</u></b>	<b><u>6,474</u></b>	<b><u>-</u></b>	<b><u>-</u></b>

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

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>NW &amp; SW Merged 2003 Tax Exempt Bonds Fund - 943</u></b>				
44110 Interest on Investments	6,859	4,252	-	-
45110 Reimbursable Revenues	18,955	-	-	-
<b><u>Total NW &amp; SW Merged Tax Exempt Bonds</u></b>	<b><u>25,814</u></b>	<b><u>4,252</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>NW &amp; SW Merged 2008 Tax Exempt Bonds Fund - 944</u></b>				
44110 Interest on Investments	69,439	41,896	-	-
<b><u>Total NW &amp; SW Merged 2008 Tax Exempt Bonds</u></b>	<b><u>69,439</u></b>	<b><u>41,896</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b><u>Merged Debt Service Fund - 987</u></b>				
44110 Interest on Investment	11,914	7,123	16,599	16,253
44130 Interest on Deposits with Fiscal Agents	30,354	164	39,600	39,600
48271 Reimbursement - Police COP Lease	30,000	30,000	-	-
<b><u>Total Merged Debt Service</u></b>	<b><u>72,268</u></b>	<b><u>37,287</u></b>	<b><u>56,199</u></b>	<b><u>55,853</u></b>
<b><u>TOTAL REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>	<b><u>10,478,348</u></b>	<b><u>10,903,010</u></b>	<b><u>6,492,526</u></b>	<b><u>8,565,797</u></b>

# HISTORY OF GENERAL FUND SALES & PROPERTY TAX REVENUE





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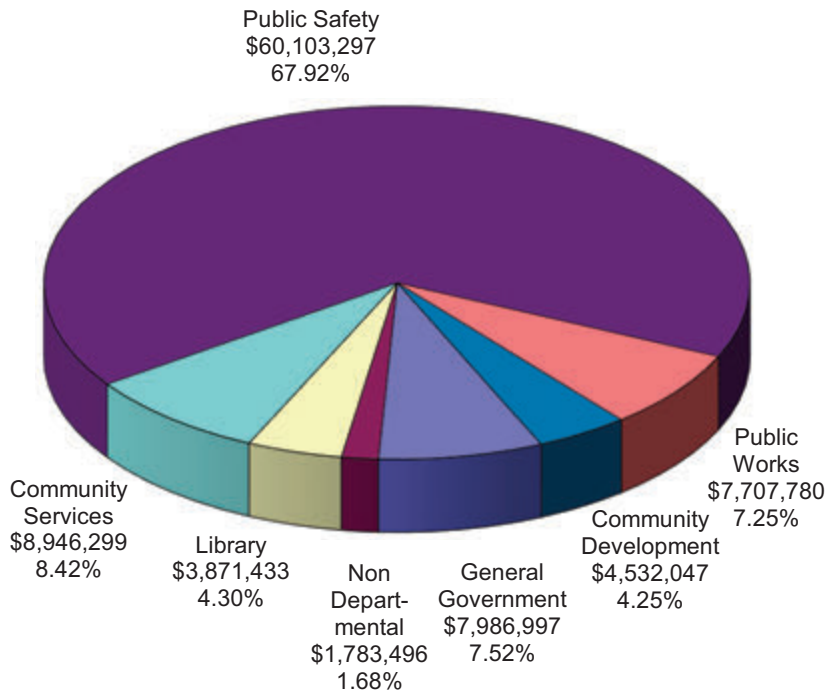
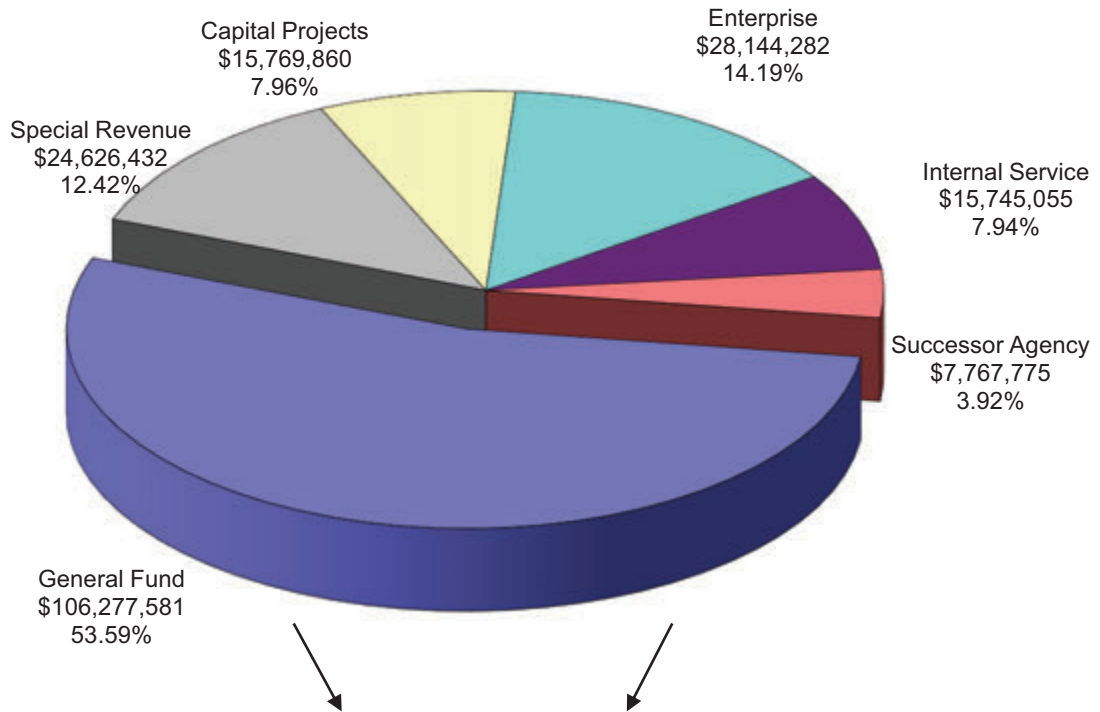
**SUMMARY OF ALL FUND EXPENDITURES BY DEPARTMENT**

<b><u>DEPARTMENTS:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
City Council	46,631	29,391	9,615	9,326
City Manager*	9,487,034	9,037,004	52,154,361	10,480,898
City Attorney	1,263,975	1,134,935	1,796,442	1,533,445
City Clerk	521,212	601,534	792,771	812,455
City Treasurer	151,084	100,971	94,263	95,910
Finance	3,936,273	4,178,349	4,743,564	4,646,090
Human Resources	4,844,949	6,348,910	6,715,768	7,325,550
Information Technology	1,897,671	3,376,571	4,413,986	3,771,766
Library Services	4,251,690	4,639,528	4,904,588	4,711,375
Fire	26,614,067	27,683,327	30,490,222	29,916,131
Police	37,020,793	39,774,047	43,049,848	44,590,464
Public Works	57,851,269	56,319,221	96,605,396	60,704,722
Community Development*	4,812,526	5,124,062	7,937,899	6,158,126
Community Services	7,461,969	9,380,978	11,675,344	17,384,232
Non Departmental	2,703,653	4,176,531	7,449,344	6,190,496
	<b><u>162,864,796</u></b>	<b><u>171,905,359</u></b>	<b><u>272,833,410</u></b>	<b><u>198,330,985</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.

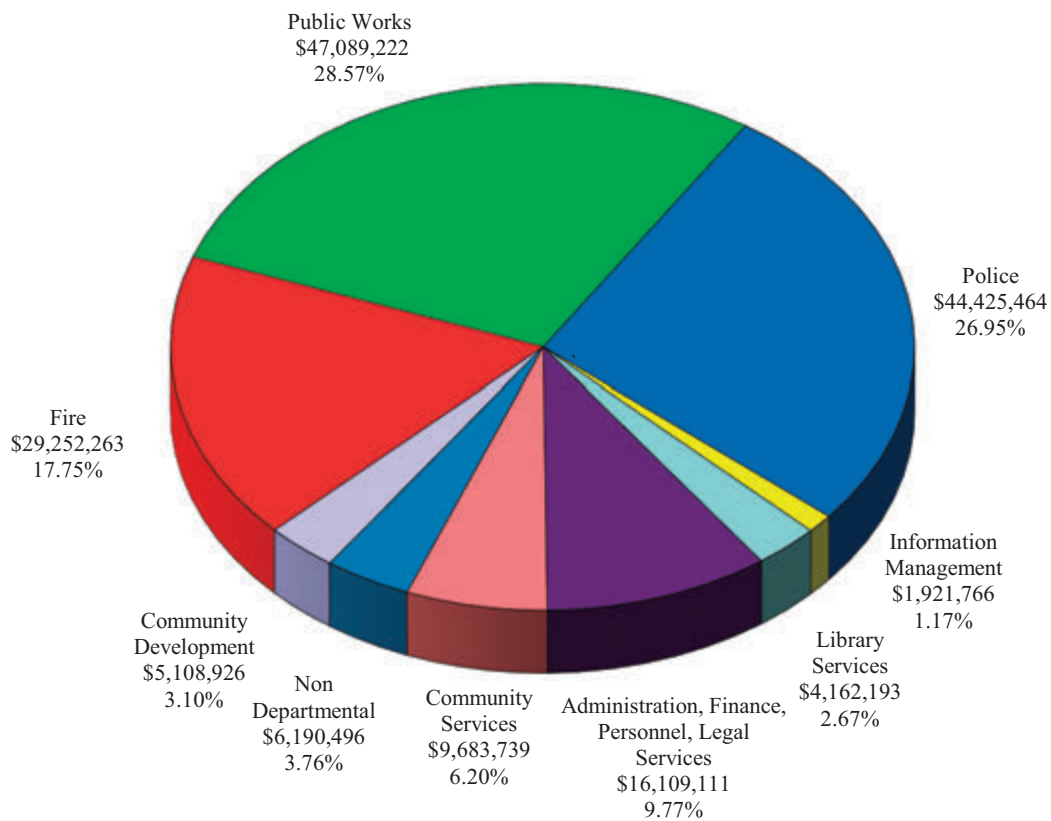
# ALL FUNDS EXPENDITURES

## BY FUND CATEGORY



# ALL FUNDS OPERATING EXPENDITURES BY DEPARTMENT

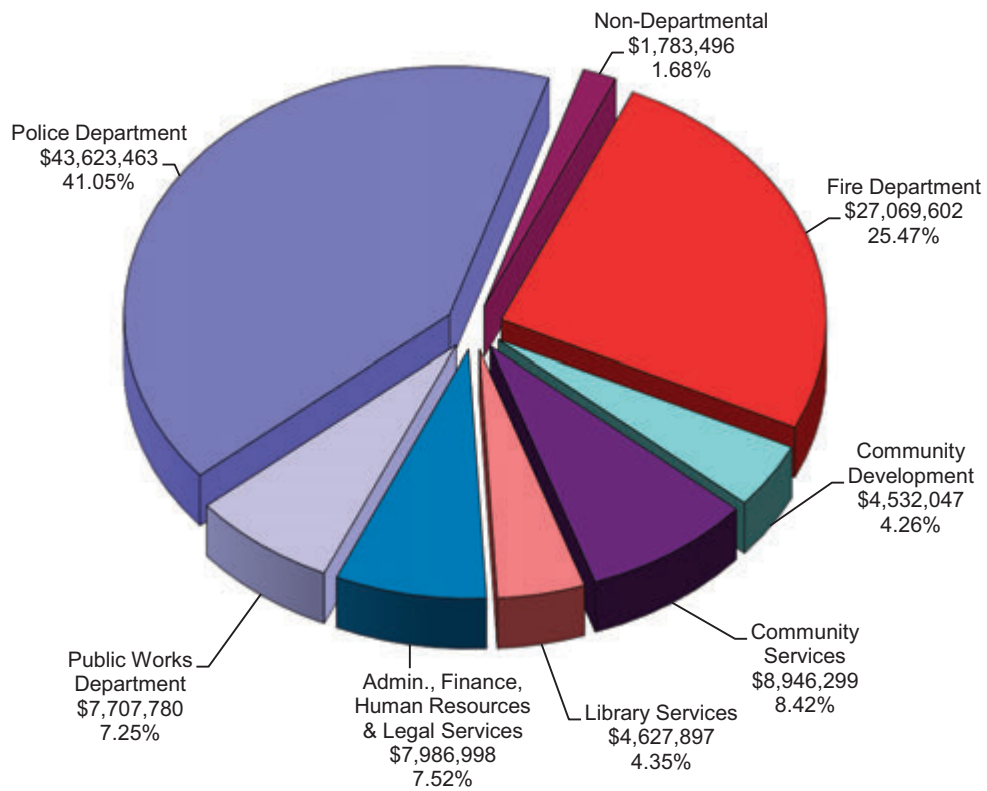
**\$164,818,873**  
(EXCLUDES CIP AND DEBT SERVICE)



**SUMMARY OF GENERAL FUND EXPENDITURES BY DEPARTMENT**

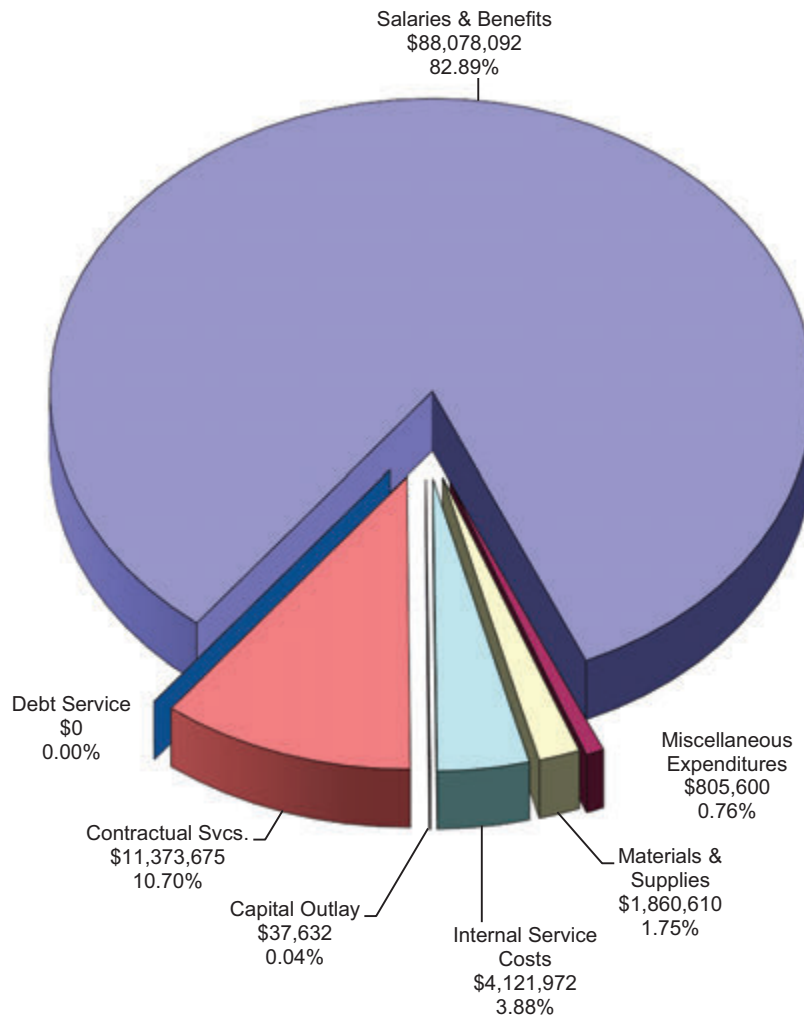
<b><u>DEPARTMENTS:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
City Council	46,631	29,391	9,615	9,326
City Manager	1,083,436	1,031,242	1,039,656	1,378,840
City Attorney	795,427	744,244	1,190,327	1,043,289
City Clerk	521,212	601,534	792,771	812,455
City Treasurer	151,084	100,971	94,263	95,910
Finance	2,701,465	2,976,382	3,232,907	3,218,695
Human Resources	1,265,089	1,319,343	1,403,440	1,428,482
Library Services	4,251,690	4,639,528	4,501,681	4,627,897
Fire	24,526,970	25,594,489	27,260,389	27,069,602
Police	36,280,372	38,334,345	41,903,068	43,623,463
Public Works	5,171,570	7,106,257	7,991,689	7,707,780
Community Development	3,423,616	3,637,766	4,269,453	4,532,047
Community Services	6,288,171	7,322,035	8,319,723	8,946,299
Non Departmental	1,348,922	2,896,058	2,120,344	1,783,496
	<b><u>87,855,655</u></b>	<b><u>96,333,585</u></b>	<b><u>104,129,326</u></b>	<b><u>106,277,581</u></b>

# GENERAL FUND EXPENDITURES BY FUNCTION



**GENERAL FUND EXPENDITURES \$106,277,581**

# GENERAL FUND EXPENDITURES BY CATEGORY



**GENERAL FUND EXPENDITURES    \$106,277,581**

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND CATEGORY

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>GENERAL FUND</u></b>				
Salaries and Benefits	72,576,677	76,655,493	83,574,915	88,078,092
Contractual Services	8,366,162	9,979,387	12,190,549	11,373,675
Miscellaneous Expenditures	562,922	2,234,827	1,142,522	805,600
Materials and Supplies	1,540,210	1,788,572	2,626,968	1,860,610
Debt Service	22,713	26,561	-	-
Capital Outlay	72,730	185,099	301,240	37,632
Capital Improvements	30,000	4,706	-	-
Internal Service Costs	4,684,241	5,458,940	4,293,132	4,121,972
	<b><u>87,855,655</u></b>	<b><u>96,333,585</u></b>	<b><u>104,129,326</u></b>	<b><u>106,277,581</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Salaries and Benefits	6,416,512	6,310,908	6,666,972	6,776,214
Contractual Services	3,694,496	2,826,331	3,867,212	3,233,848
Miscellaneous Expenditures	5,191	305,446	3,100,000	3,100,000
Materials and Supplies	553,098	416,785	679,981	628,345
Debt Service	71,207	96,114	-	-
Capital Outlay	187,727	119,135	267,800	131,467
Capital Improvements	8,095,081	8,140,742	31,546,537	8,505,830
Internal Service Costs	1,902,643	2,078,115	2,253,084	2,250,728
	<b><u>20,925,959</u></b>	<b><u>20,293,575</u></b>	<b><u>48,381,586</u></b>	<b><u>24,626,431</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>CAPITAL PROJECTS FUNDS</u></b>				
Salaries and Benefits	70,325	105,268	-	-
Contractual Services	95,629	6,000	9,530	15,630
Miscellaneous Expenditures	112,378	30,000	4,400	4,400
Materials and Supplies	-	28,614	-	-
Capital Improvements	2,588,464	1,853,570	44,161,549	15,749,080
Internal Service Costs	1,045	1,075	750	750
	<b><u>2,867,841</u></b>	<b><u>2,024,526</u></b>	<b><u>44,176,229</u></b>	<b><u>15,769,860</u></b>



## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND CATEGORY

	<u>Actual 2013/14</u>	<u>Actual 2014/15</u>	<u>Estimate 2015/16</u>	<u>Budget 2016/17</u>
<b><u>ENTERPRISE FUNDS</u></b>				
Salaries and Benefits	4,840,729	5,486,327	6,211,595	6,387,558
Contractual Services	2,607,340	2,970,482	3,828,982	3,710,803
Miscellaneous Expenditures	32,148	26,824	8,000	8,000
Materials and Supplies	16,303,648	15,349,073	19,136,426	15,064,936
Debt Service	2,125,969	3,911	-	-
Capital Outlay	541,310	751,706	856,217	923,217
Capital Improvements	1,927,724	5,477,240	10,971,073	350,000
Internal Service Costs	1,667,352	1,688,072	1,727,295	1,699,768
	<b><u>30,046,220</u></b>	<b><u>31,753,634</u></b>	<b><u>42,739,588</u></b>	<b><u>28,144,282</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Salaries and Benefits	2,925,845	2,885,720	4,001,075	3,185,105
Contractual Services	1,955,870	2,046,828	2,675,850	2,208,775
Miscellaneous Expenditures	2,483,536	4,064,056	4,196,418	4,906,418
Materials and Supplies	1,436,702	1,501,120	1,831,823	1,617,845
Debt Service	1,310,979	515	-	-
Capital Outlay	1,557,359	1,697,808	6,163,729	1,814,000
Capital Improvements	425,330	1,251,392	1,992,602	1,490,000
Internal Service Costs	569,310	522,389	521,120	522,912
	<b><u>12,664,931</u></b>	<b><u>13,969,826</u></b>	<b><u>21,382,617</u></b>	<b><u>15,745,056</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Salaries and Benefits	408,893	415,060	362,495	193,575
Contractual Services	391,535	253,655	548,103	32,700
Miscellaneous Expenditures	102,215	1,669,124	57,500	32,400
Materials and Supplies	2,328	3,821	10,716	-
Debt Service and Pass Through Agreements	3,401,319	2,646,695	6,534,938	6,533,938
Capital Outlay	-	-	-	-
Capital Improvements	4,151,951	2,449,959	4,418,415	883,265
Internal Service Costs	45,949	91,897	91,897	91,897
	<b><u>8,504,190</u></b>	<b><u>7,530,212</u></b>	<b><u>12,024,064</u></b>	<b><u>7,767,775</u></b>
<b>GRAND TOTAL</b>	<b>162,864,796</b>	<b>171,905,359</b>	<b>272,833,410</b>	<b>198,330,985</b>

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND FUND

	<u>Actual</u> <u>2013/14</u>	<u>Actual</u> <u>2014/15</u>	<u>Estimate</u> <u>2015/16</u>	<u>Budget</u> <u>2016/17</u>
<b><u>GENERAL FUND</u></b>				
General Fund - 100	87,855,655	96,333,585	104,129,326	106,277,581
<b><u>Total General Fund</u></b>	<b><u>87,855,655</u></b>	<b><u>96,333,585</u></b>	<b><u>104,129,326</u></b>	<b><u>106,277,581</u></b>
<b><u>SPECIAL REVENUE FUNDS</u></b>				
Document Management Fee Fund - 110	49,091	50,143	81,715	67,068
Business Investment Fund - 115	-	-	3,100,000	3,100,000
Proposition 172 Fund - 120	596,835	1,182,029	1,033,189	928,505
Emergency Transport Program Fund - 125	1,688,610	1,529,380	2,044,356	2,089,755
PEG Program - 130	118,318	337,262	341,151	500,000
OCPT Building Maintenance Fund - 150	23,300	70,165	53,717	33,120
Sanitation and Sewer Fund - 220	6,099,233	5,536,484	7,724,526	5,702,366
Solid Waste Fund - 222	(121)	-	-	-
Air Pollution Reduction Fund - 245	157,100	162,567	203,826	120,157
Traffic Improvement - Measure M Fund - 262	519,354	2,599	-	-
Traffic Improvement - Measure M2 Fund - 263	3,093,703	2,458,484	6,888,195	2,961,255
Gas Tax Maintenance Fund - 270	2,064,361	2,244,424	2,329,914	2,369,189
Gas Tax Construction Fund - 271	123,876	109,283	280,999	127,262
Gas Tax - Proposition 111 Fund - 272	2,424,618	2,374,618	5,957,072	1,348,355
County/OCTA Gas Tax Fund - 273	1,437,234	21,312	-	-
TSIP Area "B" Fund - 284	28,136	153,978	5,265,996	1,296,950
TSIP Area "C" Fund - 285	24,168	102,343	225,391	-
TSIP Area "D" Fund - 286	-	-	-	-
Santiago Hills Lndscpe Maint District Fund - 291	560,453	910,778	945,345	1,076,509
Sycamore Crossing Lndscpe Maint District Fund - 293	53,566	44,004	54,685	59,608
Del Rio Landscape Maintenance District Fund - 294	90,033	46,117	115,971	117,212
CDBG/HOME - Funds 310-318	1,231,977	1,388,515	3,519,357	1,506,217
Traffic Congestion Relief - 340	-	217,987	782,112	-
Traffic Safety Fund - 350	9,591	7,273	7,544	7,544
Federal Police Grants - 353	10,181	8,552	13,331	-
AB 3229 COPS/State Grant Fund - 354	134,272	140,048	167,764	170,344
Asset Seizure Funds - 355-357	232,540	739,699	366,512	905,513
Affordable Housing - 916	22,227	-	-	-
Low & Moderate Income Housing Asset Fund - 921	133,303	455,533	6,878,918	139,503
<b><u>Total Special Revenue Funds</u></b>	<b><u>20,925,959</u></b>	<b><u>20,293,575</u></b>	<b><u>48,381,586</u></b>	<b><u>24,626,432</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	211,320	299,246	960,120	1,825,000
Park Acquisition and Development Fund - 510/511	337,426	384,637	1,773,551	6,986,201
El Modena Park Facilities Fund - 512	-	-	16,500	-
Sewer Construction Fund - 520	3	598	10,929	3,000
Storm Drain Fund - 530	-	-	-	-

## HISTORICAL SCHEDULE OF EXPENDITURES BY FUND TYPE AND FUND

	<u>Actual</u> <u>2013/14</u>	<u>Actual</u> <u>2014/15</u>	<u>Estimate</u> <u>2015/16</u>	<u>Budget</u> <u>2016/17</u>
<b><u>CAPITAL PROJECTS FUNDS (Cont.)</u></b>				
Old Towne Parking Facility Fund - 540	9,096	6,750	28,000	14,100
Reimbursable Capital Projects Fund - 550	2,217,985	1,234,673	25,014,729	5,898,550
County Park Grants Fund - 551	-	-	-	54,303
Fire Facility Area Fees Fund - 560	61,712	2,801	2,025,663	663,868
Police Facility Fees Fund - 570	30,299	30,325	6,680	6,680
Library Facility Fees Fund - 573	-	1,521	581,386	83,478
Serrano Heights CFD 91-2 - 594	-	-	-	-
Sycamore Crossing A.D. 95-1 - 596	-	28,614	-	-
City Trf: Tustin Project - Taxable Bonds - 951	-	-	1,160,007	-
City Trf: NW & SW Merged 2003 Taxable Bonds - 952	-	-	1,645,000	-
City Trf: NW & SW Merged 2003 Tax Exempt - 953	-	-	800,000	-
City Trf: Merged 2008 Tax Exempt Bonds - 954	-	35,361	10,153,663	234,680
<b><u>Total Capital Projects Funds</u></b>	<b><u>2,867,841</u></b>	<b><u>2,024,526</u></b>	<b><u>44,176,229</u></b>	<b><u>15,769,860</u></b>
<b><u>ENTERPRISE FUNDS</u></b>				
Water Utility Operations Fund - 600	30,046,220	31,753,634	42,739,588	28,144,282
<b><u>Total Enterprise Funds</u></b>	<b><u>30,046,220</u></b>	<b><u>31,753,634</u></b>	<b><u>42,739,588</u></b>	<b><u>28,144,282</u></b>
<b><u>INTERNAL SERVICE FUNDS</u></b>				
Equipment Expense Fund - 710	2,404,433	2,595,925	3,070,588	2,878,914
Equipment Replacement Fund - 720	2,958,237	1,755,518	6,409,484	1,863,916
Major Building Improvements Fund - 725	287,131	40,366	198,182	115,000
Self Insurance - Workers Compensation Fund - 730	2,252,278	3,231,487	3,207,322	3,774,665
Self Insurance - Liability Fund - 740	1,168,318	1,620,937	2,046,667	2,040,449
Self Insurance - Dental Fund - 752	378,949	382,386	416,668	416,668
Employee Accrued Liability Fund - 760	1,263,116	1,172,683	2,125,159	1,268,159
Information Systems Operations Fund - 780	1,820,434	1,925,019	2,313,583	2,012,284
Computer Replacement Fund - 790	132,035	1,245,504	1,594,964	1,375,000
<b><u>Total Internal Service Funds</u></b>	<b><u>12,664,931</u></b>	<b><u>13,969,826</u></b>	<b><u>21,382,617</u></b>	<b><u>15,745,056</u></b>
<b><u>REDEVELOPMENT (SUCCESSOR) FUNDS</u></b>				
Housing Setaside Loans & Grants Fund - 913	-	-	-	-
Tustin Taxable Projects Fund - 914	-	-	-	-
Obligation Retirement Fund - 920	-	1,566,934	-	-
ORA Merged Projects Fund - 940	4,215,586	3,268,839	5,442,132	1,187,997
ORA Merged Housing Fund - 941	11,159	-	-	-
NW & SW Merged 2003 Taxable Bonds - 942	-	-	-	-
NW & SW Merged 2003 Tax Exempt Bonds - 943	18,955	-	-	-
NW & SW Merged 2008 Tax Exempt Bonds - 944	924,034	-	-	-
ORA Merged Debt Service Fund - 987	3,334,456	2,694,439	6,581,932	6,579,778
<b><u>Total Redevelopment Funds</u></b>	<b><u>8,504,190</u></b>	<b><u>7,530,212</u></b>	<b><u>12,024,064</u></b>	<b><u>7,767,775</u></b>
<b>GRAND TOTAL</b>	<b>162,864,796</b>	<b>171,905,359</b>	<b>272,833,410</b>	<b>198,330,985</b>

## 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. 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. 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 2015-16

---

1. Adopted an annual City budget for FY 2016-17 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, Jimmy John's Gourmet Sandwiches, The Habit Burger Grill, and Ulta Cosmetics.
3. Guided the completion of several critical capital projects including street and sewer rehabilitation projects in the City's commercial and industrial areas.
4. Provided leadership for several development related activities including the Outlets at Orange expansion, renovation of the Village at Orange, Eleven10West residential development by The Picerne Group, and development of Santiago Hills II by The Irvine Company.
5. Served as the Successor Agency to the Redevelopment Agency which is responsible for winding down the activities of the former RDA.
6. Presented 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.
7. Provided leadership in approving project entitlements for the construction for the 600-space Metrolink parking structure.
8. Received recognition from Orange County Business Council and Association of California Cities – Orange County for several outstanding projects and programs.
9. Provided leadership in reaching a settlement agreement for Yorba Park related to on-going maintenance.
10. Worked to maintain the economic viability of the Old Towne business community.
11. Serve on regional boards and committees to ensure the City's interest are heard and protected.

**MAYOR AND CITY COUNCIL**

**MAYOR AND MEMBERS OF THE CITY COUNCIL**

Teresa "Tita" Smith, Mayor  
Mark A. Murphy, Mayor pro tem  
Fred M. Whitaker, Councilmember  
Michael Alvarez, Councilmember  
Kimberlee Nichols, Councilmember

## CITY COUNCIL

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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 COUNCIL

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
Salaries & Benefits	29,727	14,236	-	-
Maintenance & Operations	16,904	15,155	9,615	9,326
<b>Total Department</b>	<b>46,631</b>	<b>29,391</b>	<b>9,615</b>	<b>9,326</b>
<b><u>DEPARTMENT PROGRAMS:</u></b>				
0101 City Council	46,631	29,391	9,615	9,326
<b>Total Department</b>	<b>46,631</b>	<b>29,391</b>	<b>9,615</b>	<b>9,326</b>
<b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	46,631	29,391	9,615	9,326
<b>Total Funding</b>	<b>46,631</b>	<b>29,391</b>	<b>9,615</b>	<b>9,326</b>

## CITY COUNCIL | CITY GOVERNMENT

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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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. Promote 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 2016-17**

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1. Provide policy direction that ensures financial stability while preserving community character and maintaining a positive organizational direction through June 2017. [2a]
2. Provide the necessary resources to public safety to ensure the community remains among the safest cities in California through June 2017. [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 2017. [4d]
4. Provide legislative leadership that ensures maximum accomplishment of the City's Mission Statement and goals through June 2017. [4d]
5. Monitor the construction of the Metrolink Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers through June 2017. [4b]
6. Facilitate a positive relationship with Chapman University leadership and cultivate community engagement opportunities in the Old Towne area through June 2017. [5c]
7. Evaluate options to assist businesses with processing City land use entitlements and other business development activities by June 2017. [2e]
8. Enhance the City's economic base by continuing to attract quality businesses to the City's commercial corridors and industrial areas through June 2017. [2c]
9. Act as the Successor Agency to the Redevelopment Agency, responsibly and proactively wind down the activities of the former RDA to minimize the fiscal impacts to the City's general fund through June 2017. [4a]



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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.

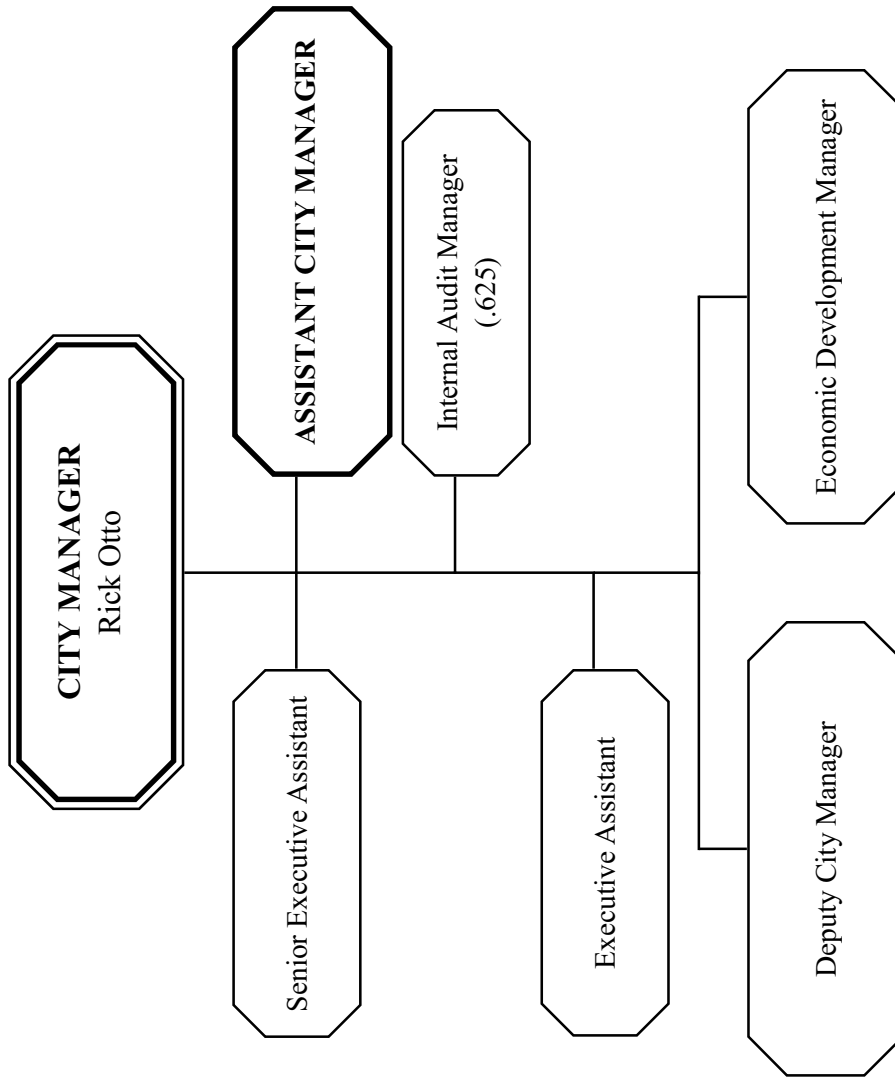
### **ACCOMPLISHMENTS FOR 2015-16**

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1. Completed the FY 16-17 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. Transitioned the Business Enhancement and Support Team ("BEST") to focus on business development initiatives including site selection assistance and entitlement streamlining efforts.
6. Participated in the North Orange County Cities partnership effort in looking at opportunities to jointly conduct projects and purchases.
7. Provided leadership for several development related activities including: the Phase 2 expansion at the Outlets at Orange, development of Santiago Hills II by The Irvine Company, Marywood residential project, MBK residential development, Eleven10 West by the Picerne Group, and Chapman University.
8. Completed project approvals for the development of the Metrolink Parking Structure project.
9. Completed and received approvals of two Recognized Obligation Payment Schedules.
10. Implemented the transfer of twelve (12) property assets from the Successor Agency to the Orange Redevelopment Agency to the City of Orange.

11. 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.
12. Worked with Chapman University leadership to facilitate community engagement opportunities in the Old Towne.
13. Completed review of the Sanitation Fund Rate Structure.
14. Completed Phase I of updating the audio/visual equipment in the Council Chambers to improve Public access via "live" and web broadcast of public meetings.
15. Completed a revised Amendment to Waste Disposal Agreement for a five-year extension to include importation.
16. Completed a Settlement Agreement for Yorba Park related to on-going maintenance.

# CITY MANAGER



## CITY MANAGER

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<b>Regular Full-Time:</b>			
◦ Administrative Specialist	1.000	0.000	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	0.000	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>6.000</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>6.625</b>	<b>6.625</b>

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

## CITY MANAGER DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
Salaries & Benefits	1,255,762	1,364,013	1,166,937	1,395,392
Maintenance & Operations	678,000	2,450,127	889,418	300,943
Capital Outlay	-	-	-	-
<b>Total Operating Budget</b>	<b>1,933,763</b>	<b>3,814,140</b>	<b>2,056,355</b>	<b>1,696,335</b>
Capital Improvements*	4,151,952	2,576,169	43,563,068	2,250,625
Debt Service	3,401,319	2,646,695	6,534,938	6,533,938
<b>Total Department*</b>	<b><u>9,487,034</u></b>	<b><u>9,037,004</u></b>	<b><u>52,154,361</u></b>	<b><u>10,480,898</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
0201 City Manager	989,290	1,086,170	1,280,219	2,272,876
0211 Internal Audit Function	30,587	40,000	114,534	108,485
0218 Economic Development	11,497	9,390	15,000	15,000
9810 Administration & Project Devel.*	5,163,204	5,254,748	44,209,670	1,550,599
9890 Debt Service and Pass Throughs	3,292,456	2,646,695	6,534,938	6,533,938
<b>Total Department*</b>	<b><u>9,487,034</u></b>	<b><u>9,037,004</u></b>	<b><u>52,154,361</u></b>	<b><u>10,480,898</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 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
100	General Fund	1,083,436	1,031,242	1,039,656	1,378,840
120	Proposition 120	-	91,831	385,000	465,000
355	Asset Seizure Fund	-	-	-	667,680
550	Reimbursable Capital Projects*	-	-	17,450,000	-
560	Fire Facilities Fees	-	-	1,000,000	-
780	Information Systems	60,893	51,849	4,228	4,227
913	Housing Setaside Loans & Grants	-	-	-	-
920	Obligation Retirement Fund	-	1,566,934	-	-
921	Loan Receivables	84,324	383,939	6,806,283	65,045
940	Orange Merged Capital Projects	4,019,143	3,182,391	5,327,609	1,085,648
941	Orange Merged Housing	(38,208)	-	-	-
943	Merged 2003 Tax Exempt Bonds	18,955	-	-	-
944	Merged 2008 Tax Exempt Bonds	924,034	-	-	-
951	City Trf: Tustin Project - Taxable Bonds	-	-	1,160,007	-
952	City Trf: NW&SW Merged 2003 Taxable Bonds	-	-	1,645,000	-
953	City Trf: NW&SW Merged 2003 Tax Exempt	-	-	800,000	-
954	City Trf: Merged 2008 Tax Exempt Bonds	-	34,379	9,954,645	234,680
987	Orange Merged Debt Service	3,334,456	2,694,439	6,581,932	6,579,778
<b>Total Funding*</b>		<b><u>9,487,034</u></b>	<b><u>9,037,004</u></b>	<b><u>52,154,361</u></b>	<b><u>10,480,898</u></b>

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

## CITY MANAGER | MANAGEMENT OF CITY OPERATIONS

### PROGRAM DESCRIPTION

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

### SERVICE OBJECTIVES

1. Provide leadership and direction for balanced economic growth to enhance the long-term fiscal viability of the City.
2. Promote and foster an organizational culture that strives to provide excellent customer service at all levels.
3. Ensure that the City remains one of the safest communities in which to work, live, and visit by allocating the necessary tools and resources to public safety operations.
4. Implement an organizational strategic plan that directs and responds to the diverse needs of the community while providing long term focus of City resources.
5. Encourage innovation to develop programs or services that help improve service delivery.
6. Lead employee driven professional development at all levels of the organization to create a strong work force.

### WORK PLAN FOR 2016-17

1. Provide stewardship to maintain economic viability of the downtown area including evaluation of short and long term infrastructure needs through June 2017. [1b, 2d]
2. Guide the development and construction support of the Metrolink Parking Structure which will serve Metrolink patrons and Old Towne commercial district customers by June 2017. [4b]
3. Work with the City Council and Department Heads to ensure short-term and long-term organizational and financial stability by June 2017. [2a, 4d]
4. Lead the development of the FY 17-18 Operating and Capital Improvement Budgets by June 2017. [2a]
5. Provide the City Council with frequent financial status reports for the FY 16-17 budget as well as updates to a multi-year revenue and expenditure projection model by June 2017. [2a]
6. Communicate the City financial status to City staff and to the community by June 2017. [4a, 4d]
7. Foster an environment of support for employee development through the TEAM Orange program through June 2017. [2a]
8. Provide leadership for a new Police Chief, Community Services Director, and Library Director through June 2017. [2a]
9. Implement the City's new five-year Strategic Plan through June 2017. [2a]
10. Provide guidance for several critical land use projects including: The Irvine Company, The Outlets at Orange, The Village at Orange, Greenlaw Partners, The Picerne Group residential, Marywood residential development, and MBK Homes through June 2017. [2a]
11. Lead the oversight of the Orange Successor Agency and continue to address the impacts of the dissolution of the Orange Redevelopment Agency through June 2017. [2a]
12. Lead 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 2017. [2e]



13. Monitor and address critical regional and statewide issues that impact Orange, such as pension legislation, water quality and storm runoff issues, and the activities of adjacent cities through June 2017. [4d]
14. Facilitate the enhancement of customer service delivery throughout the organization through June 2017. [4b, 4d]
15. Maintain a positive relationship with Chapman University leadership and cultivate community engagement opportunities in the Old Towne area through June 2017. [5c]
16. Participate in regional partnerships with such groups as the North Orange County cities as a means to providing municipal services in the most cost efficient and effective manner through June 2017. [4d]
17. Begin Phase II of the transition of audio/visual equipment in the Council Chambers to improve public access via “live” and web broadcasting of public meetings through June 2017. [4d]
18. Develop long-term operations policies and financing construction of a new County Animal Shelter. [3e]
19. Provide City leadership for transition to a new countywide 800 Mhz backbone platform to ensure inoperable radio communications for all safety personnel through June 2017. [4c]
20. Facilitate the redesign and upgrade of a new responsive City website by June 2017. [4c]
21. Promote employee outreach in the City Manager eNewsletter and encourage participation at department meetings and quarterly Brown Bag lunches through June 2017. [4d, 4e]
22. Develop and implement a citywide Facilities Master Plan including a focused assessment around the civic center area by June 2017. [1b, 2d]

## 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 2016-17**

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1. Coordinate specific internal audits as identified in the FY 16-17 Audit Plan by June 2017. [2a]

## CITY MANAGER | ECONOMIC DEVELOPMENT

### PROGRAM DESCRIPTION

On June 29, 2011, the State of California enacted Assembly Bill X1 26 (ABx1 26), which dissolved redevelopment agencies statewide and designated Successor Agencies to “wind-down” activities of the former redevelopment agencies. In 2012, the enactment of Assembly Bill 1484 (“AB 1484”) also known as the Redevelopment Budget Trailer Bill created new obligations and new deadlines for redevelopment wind-down activities. The Economic Development Division is responsible for activities of the Successor Agency to the Orange Redevelopment Agency as required by ABx1 26, AB 1484 and AB 113, and the provision of economic development programs throughout the City.

### SERVICE OBJECTIVES

1. Comply with the California Health & Safety Code as amended by ABx1 26, AB 1484 and AB 113.
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 2016-17

1. Prepare Recognized Obligation Payment Schedules (ROPS) and related Administrative Budget according to deadlines and procedures outlined in AB 113 through June 2017. [2a]
2. Coordinate disposition of certain Successor Agency owned assets identified the approved Long Range Property Management Plan through June 2017. [2d]
3. Pursue development opportunities that will generate new property taxes, new local sales tax revenue, and the creation of new employment opportunities through June 2017. [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 2017. [2e]
5. Coordinate closely with Community Development, Public Works, and other departments on the processing of projects that support economic development in the City through June 2017. [2e]
6. Work with property owners to facilitate development opportunities along the Katella Gateway area (Orange SR-57 Freeway to Main Street) through June 2017. [2e]
7. Identify and attract development of medical related uses along the South Main Street/West Chapman Avenue corridor through June 2017. [2e]
8. Work with ownership at the Outlets at Orange to begin construction of the final phase of its 60,000 square foot expansion and assist the Village at Orange to process entitlement for Phase 2 renovation of the mall property through June 2017. [2e]
9. Work closely with property owners and other stakeholders regarding the continuing enhancement of the Old Towne Orange business environment through June 2017. [2e]
10. Work collaboratively with Old Towne property owners and merchants to address parking in Old Towne, including construction of the Metrolink Parking Structure through June 2017. [2e]
11. Monitor compliance of 58 Successor Agency loan and development agreements through June 2017. [2a, 2b]

## 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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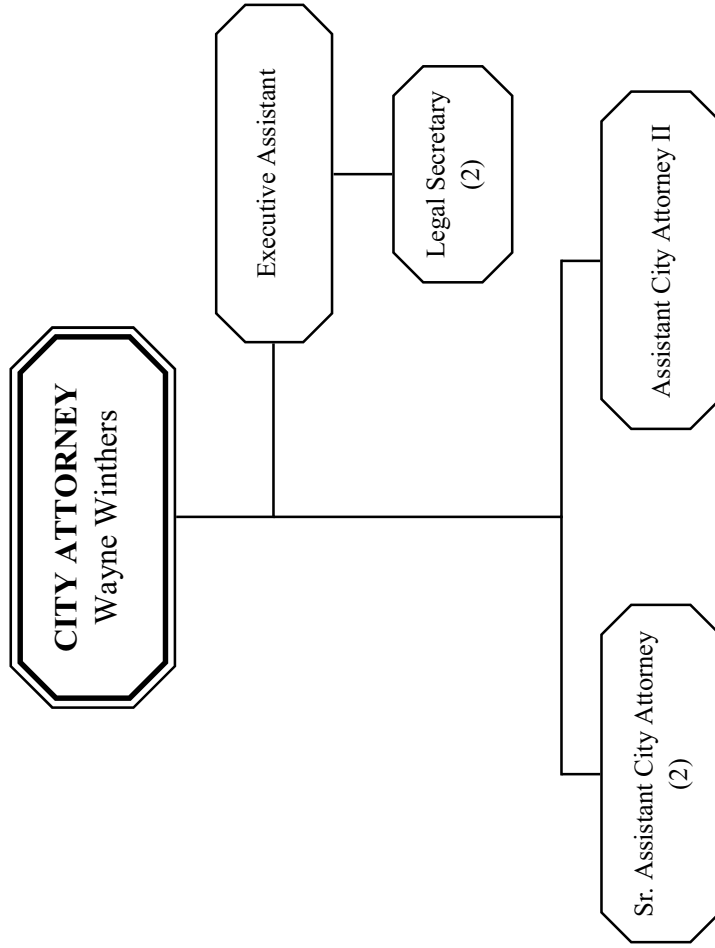
1. Maintain open communications with the City Council, the Planning Commission, other advisory bodies, and all City Departments to assist them in developing solutions to achieve and implement their respective goals and programs.
2. Provide high quality and timely legal services to the City Council, Planning Commission, other advisory bodies, and 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 2015-16

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1. Appeared in court on 280 misdemeanor violations and numerous civil case appearances.
2. Provided advice and representation of City in Rio Santiago, Salem Lutheran, and other development projects.
3. Conducted training with supervisors in claims and investigations of potential claims.
4. Recovered an additional \$605,000 in restitution from the Hambarian trash case. Also, with the assistance of outside counsel, the City Manager and City Council, resolved the Yorba Park litigation recovering \$750,000 and arranging for future repair and maintenance of the site. Secured the payment by the County of all attorney fees in the gang injunction case saving the City \$3,000,000.
5. Provided training to Fire Department regarding enforcement authority and liability minimization.
6. Investigated approximately 80 claims for recommendation to Council.
7. Researched and responded to approximately 200 Requests for Legal Services from various City departments.
8. Coordinated response to approximately 85 subpoenas 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. Actively defended the City in ten open civil cases.
11. Drafted approximately 90 ordinances and resolutions for City Council approval.

# CITY ATTORNEY



## CITY ATTORNEY

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<b>Regular Full-Time:</b>			
Assistant City Attorney II	2.000	2.000	1.000
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	2.000
<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 2016-17 fiscal year

## CITY ATTORNEY DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Estimate 2015-16</u>	<u>Budget 2016-17</u>
Salaries & Benefits	911,163	968,970	1,170,765	1,220,726
Maintenance & Operations	352,812	165,965	625,677	312,719
<b>Total Department</b>	<u><u>1,263,975</u></u>	<u><u>1,134,935</u></u>	<u><u>1,796,442</u></u>	<u><u>1,533,445</u></u>
 <u>DEPARTMENT PROGRAMS:</u>				
0301 Legal Services	1,263,975	1,134,935	1,796,442	1,533,445
<b>Total Department</b>	<u><u>1,263,975</u></u>	<u><u>1,134,935</u></u>	<u><u>1,796,442</u></u>	<u><u>1,533,445</u></u>
 <u>DEPARTMENT FUNDING SOURCES:</u>				
100 General Fund	795,427	744,244	1,190,327	1,043,289
740 Self-Insurance Liability	397,928	372,190	562,243	487,031
940 Orange Merged Capital Projects	61,982	18,501	43,872	3,125
941 Orange Merged Housing	8,638	-	-	-
<b>Total Funding</b>	<u><u>1,263,975</u></u>	<u><u>1,134,935</u></u>	<u><u>1,796,442</u></u>	<u><u>1,533,445</u></u>

## 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 2016-17**

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1. Provide ongoing training to supervisors regarding employee discipline/evaluations through June 2017. [4d, 4e]
2. Provide ongoing training to designated employees regarding potential claim investigations through June 2017. [4d, 4e]
3. Assist in final wind down of Redevelopment Agency through June 2017. [2a, 2d]
4. Review and assist in the processing of the Santiago Hills II project through June 2017. [4d]
5. Review purchasing ordinance and propose changes to streamline through June 2017. [2a]
6. Assist in update of sign code through June 2017. [3c]



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## CITY CLERK

### MISSION

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

### DEPARTMENT GOALS

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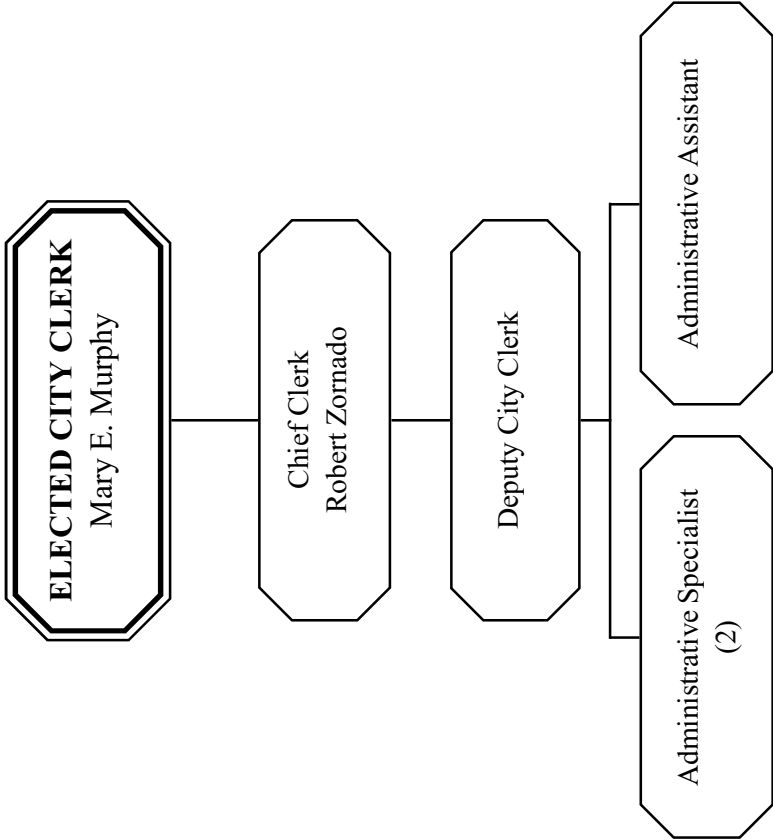
1. Effectively administer the 2016 General Municipal Election.
2. Perform effectively as the information focal point in all areas of City business for the City Council, staff, and citizens of Orange.
3. Produce City Council/Successor Agency to the Redevelopment Agency Agendas and Minutes in a manner for dissemination to the public.
4. Process and maintain City records in accordance with the laws of the State of California.
5. Codify and maintain the Orange Municipal Code.
6. Ensure that the City's legislative history is maintained.
7. Ensure that all State and Local laws are adhered to.
8. Ensure that all City employees have access and are adequately trained on the automated records management system.
9. Provide for long-term records storage for all City documents.
10. Provide enhanced access to the public process and records for members of the public.

### ACCOMPLISHMENTS FOR 2015-16

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1. Closed and archived the November 2014 General Municipal Election; compiled all election information and required forms issued to candidates during the filing period of July – August, 2014 for the November 2014 General Municipal Election by July, 2015. Managed the State mandated campaign finance procedures. [4d]
2. Updated Boards, Committees and Commissions Manual by March 2016 [4a]
3. Completed 2016 citywide destruction of records by March 2016. 550 boxes removed from inventory[4c]
4. Assisted other departments in effectively utilizing the City's Laserfiche Records Imaging and Retrieval system on an ongoing basis. [4c]
5. Continued, refined, and updated the Granicus Streaming Video technology/program for live and archived Council and Planning Commission meetings via City's website. [4c]
6. Processed over 1835 passport applications. [4]
7. Processed over 175 Public Records Act requests.
8. Processed over 120,000 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



## CITY CLERK

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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 CLERK DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
Salaries & Benefits	433,889	461,829	566,710	586,395
Maintenance & Operations	87,323	139,705	226,061	226,061
<b>Total Department</b>	<b><u>521,212</u></b>	<b><u>601,534</u></b>	<b><u>792,771</u></b>	<b><u>812,455</u></b>
<b><u>DEPARTMENT PROGRAMS:</u></b>				
0401 City Clerk	<u>521,212</u>	<u>601,534</u>	<u>792,771</u>	<u>812,455</u>
<b>Total Department</b>	<b><u>521,212</u></b>	<b><u>601,534</u></b>	<b><u>792,771</u></b>	<b><u>812,455</u></b>
<b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	<u>521,212</u>	<u>601,534</u>	<u>792,771</u>	<u>812,455</u>
<b>Total Funding</b>	<b><u>521,212</u></b>	<b><u>601,534</u></b>	<b><u>792,771</u></b>	<b><u>812,455</u></b>

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

### PROGRAM DESCRIPTION

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

### SERVICE OBJECTIVES

1. Conduct the 2016 General Municipal Election.
2. Maintain and codify Ordinances to the Orange Municipal Code.
3. Maintain Records Retention Schedule for all departments incorporating electronic, as well as paper storage.
4. Monitor Maddy Act regulations relating to Council appointments to all Boards, Committees, and Commissions.
5. Provide access to public documents through the City's website and at the public counter.
6. Provide agenda information through the City's cable television and the City's website.
7. Enforce campaign-filing regulations for office holders and active campaign committees.
8. Receive, disseminate, and follow-up on information received through the City's Hotline.
9. Accept U.S. passport applications from the public on behalf of the U.S. Department of State.
10. Serve as the City's information center disseminating information concerning City activities, programs, and regulations to the public.

### WORK PLAN FOR 2016-17

1. Assess options for Agenda Workflow Management programs by June 2017. [4b]
2. 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]
3. Update Boards, Commissions, and Committees manual by March 2017. [4b]
4. Complete 2016 citywide destruction of records by March 2017. [4c]
5. Assist other departments with their imaging projects to convert paper to electronic records and effectively utilize the Laserfiche Records system by June 2017. [4c]
6. 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 2017. [4b]
7. Provide for broadcasting of the City Council and Planning Commission meetings on the television Government Channel and provide a feed to the Granicus video system by June 2017. [4c]
8. Cross train staff to effectively utilize resources as contingencies require by June 2017. [4b]
9. Restart active management of the Citywide Records Management Program. Edit the Records Management Retention Schedule. Update policies related to records retention and scanning. Review boxes in long term storage for necessity. Increase usage of the Laserfiche system for storage of records and retrieval of records by June 2017. [4c]

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## 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 and 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.

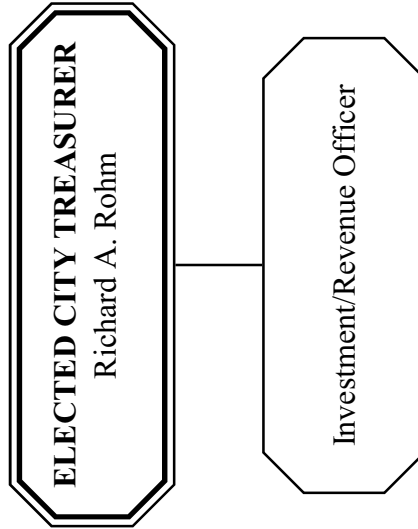
### **ACCOMPLISHMENTS FOR 2015-16**

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1. Reviewed and updated the Statement of Investment Policy.
2. Researched and compared pricing of various vendors on merchant card processing fees.



# **CITY TREASURER**



## CITY TREASURER

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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	0.000	0.000
<b>Total City Treasurer</b>	<b>3.000</b>	<b>2.000</b>	<b>2.000</b>

° Eliminated: Senior Finance Clerk

## CITY TREASURER DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
Salaries & Benefits	134,651	79,319	75,037	76,683
Maintenance & Operations	16,434	21,653	19,226	19,227
<b>Total Department</b>	<b><u>151,085</u></b>	<b><u>100,971</u></b>	<b><u>94,263</u></b>	<b><u>95,910</u></b>
<b><u>DEPARTMENT PROGRAMS:</u></b>				
0501 City Treasurer	151,084	100,971	94,263	95,910
<b>Total Department</b>	<b><u>151,084</u></b>	<b><u>100,971</u></b>	<b><u>94,263</u></b>	<b><u>95,910</u></b>
<b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	151,084	100,971	94,263	95,910
<b>Total Funding</b>	<b><u>151,084</u></b>	<b><u>100,971</u></b>	<b><u>94,263</u></b>	<b><u>95,910</u></b>

## 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 2016-17**

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1. Update the Statement of Investment Policy and make recommendations for enhancement to the City Council by June 2017. [2d]
2. Review and update the Treasurer's Reference Manual by June 2017. [2d]

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## 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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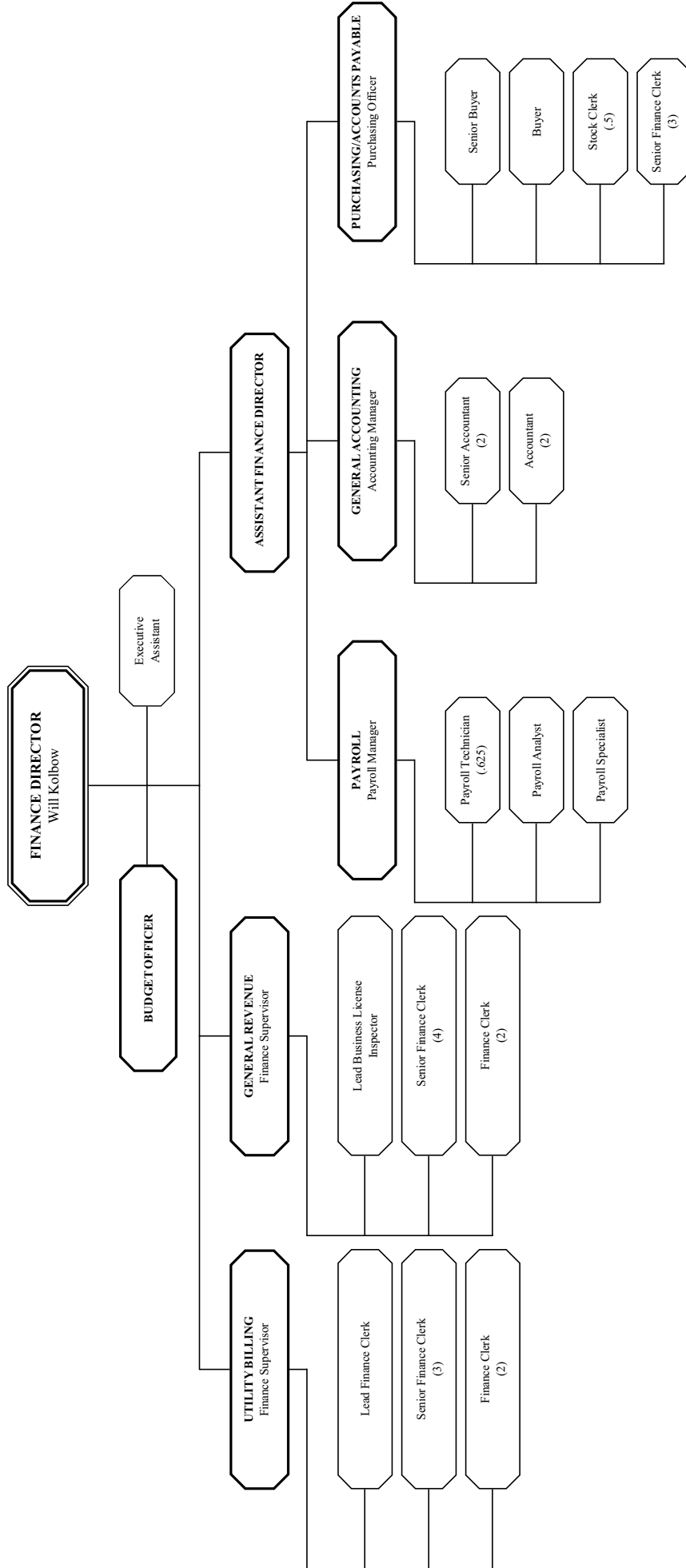
1. Provide quality service to both our internal and external customers.
2. Maintain the financial system and records of the City consistent with the highest professional standards in accordance with legal requirements and generally accepted accounting procedures.
3. Produce timely and accurate financial 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 2015-16

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1. Fully automated the MIS request process for Information Technology equipment which enhanced and streamlined the procurement process.
2. Began offering online business license applications, which provides our businesses a quick and convenient option for applying for their business licenses and saves input time for staff.
3. Implemented GASB68 Accounting and Financial Reporting for Pensions, which improves transparency in the City's financial reporting.

# FINANCE



## FINANCE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<b>Regular Full-Time:</b>			
Accountant	3.000	2.000	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	0.000	0.000
Buyer	1.000	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	1.000	1.000
Lead Finance Clerk	1.000	1.000	1.000
Financial Analyst	0.000	0.000	1.000
Payroll Manager	1.000	1.000	1.000
Payroll Specialist	0.000	0.000	1.000
Payroll Technician	2.000	2.000	0.000
Purchasing Officer	1.000	1.000	1.000
Senior Accountant	1.000	2.000	2.000
Senior Buyer	1.000	1.000	1.000
* Senior Finance Clerk	8.000	10.000	10.000
<i>Regular Full-Time Sub-Total</i>	<i>32.000</i>	<i>33.000</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>34.600</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



## FINANCE DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
Salaries & Benefits	3,029,890	3,349,508	3,624,953	3,736,476
Maintenance & Operations	906,383	828,841	918,611	909,613
<b>Total Operating Budget</b>	<b>3,936,273</b>	<b>4,178,349</b>	<b>4,543,564</b>	<b>4,646,090</b>
Capital Improvements	-	-	200,000	-
<b>Total Department</b>	<b><u>3,936,273</u></b>	<b><u>4,178,349</u></b>	<b><u>4,743,564</u></b>	<b><u>4,646,090</u></b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
1205 Purchasing and Warehouse	630,483	707,780	780,213	803,048
1221 General Revenue	779,387	886,326	921,922	890,208
1222 Utility Billing	1,114,486	1,104,179	1,374,054	1,220,217
1231 General Accounting	1,411,916	1,480,063	1,667,374	1,732,618
<b>Total Department</b>	<b><u>3,936,272</u></b>	<b><u>4,178,349</u></b>	<b><u>4,743,564</u></b>	<b><u>4,646,090</u></b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	2,701,465	2,976,382	3,232,907	3,218,695
220 Sanitation Fund	-	-	100,000	-
600 Water Utility Operations	1,114,486	1,104,179	1,274,054	1,220,217
780 Information Technology	-	-	69,963	86,291
790 Computer Equipment Replacement	12,222	5,886	-	-
921 Loan Receivables	7,839	23,954	21,158	21,663
940 Orange Merged Capital Projects	86,618	67,947	45,481	99,224
941 Orange Merged Housing	13,642	-	-	-
<b>Total Funding</b>	<b><u>3,936,272</u></b>	<b><u>4,178,349</u></b>	<b><u>4,743,564</u></b>	<b><u>4,646,090</u></b>

## **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 thousands of purchase orders, invoices, and 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 2016-17**

1. Review all existing master contracts to identify possible cost savings by April 2017. [2a]
2. Increase the number of paperless, electronic transactions by 30% in the Accounts Payable invoice process by May 2017. [2d]
3. Increase by 25% the number of vendors with the capability to receive electronic purchase orders by June 2017. [2d]

## FINANCE | GENERAL REVENUE

### **PROGRAM DESCRIPTION**

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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**

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1. Provide outstanding customer service to both external and internal customers by processing and reconciling payments from counter customers, mailed-in payments, faxes, and on-line renewals or applications. Also provide on-line business searches and new business listing for inquiring 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 and send out certificates to thousands of new business license applicants and renewals, frequently generated online, and send out delinquent notices and close-outs as necessary.
4. Monitor hundreds of business regulatory permits (massage therapists, secondhand dealers, firearm dealers, tow truck drivers, solicitors, and others).
5. Annually follow up and process several thousand non-compliant, delinquent businesses as well as new business license leads.
6. Perform hundreds of annual gross receipts and sales tax audits.
7. Scan thousands of records into Laserfiche.
8. Monitor Transient Occupancy Tax for motels, hotels, inns, or vacation rentals.
9. Research thousands of leads from the Franchise Tax Board, thousands of fictitious business name registrations from the Orange County Clerk Recorder's office, and hundreds of seller's permit holders from the State Board of Equalization.
10. Review all building permits issued by the City, checking all contractors, architects, engineers, and others for business license compliance (ongoing), following up on hundreds of delinquent business owners for closure or compliance.

### **WORK PLAN FOR 2016-17**

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1. Continue refining the revenue team approach to streamline compliance and inspection procedures, thereby providing timely and customer friendly follow-up to increase revenue recovery by June 2017. [2b]
2. Increase customer awareness of the new on-line business license application module and add improvements to this development as needed by June 2017. [4b]
3. Encourage on-line business license renewals with the aim of increasing participation to 25% by June 2017. [4c]
4. Investigate the development of emailed renewals to reduce postage costs from mailed renewals by June 2017. [2a]
5. Continually monitor customer understanding of renewal forms and continue to refine wording and directions in order to reduce errors and encourage timely returns by June 2017. [4c]
6. Investigate the possibility of providing on-line certificate printing giving customers access to their business license certificate within 48 hours of payment by December 2016. This may also help reduce postage costs for the City. [4c, 2a]

## FINANCE | UTILITY BILLING

### **PROGRAM DESCRIPTION**

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The Utility Billing Division provides 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. Provide customer service for all utility billing related questions or comments via phone, counter, or e-mail.
2. Prepare, calculate, and send out utility bills with 99% accuracy within 2 days of the meter being read.
3. Process closing bills and send accounts to collections for non-payment.
4. Create and process electronic work orders. (Closing/opening readings, meter exchanges, high consumptions, leaks, re-checks, door hangers, repairs/replacement of parts, and delinquent turn-offs).
5. Create, process, and maintain Landlord Continue Service Agreements.
6. Create, process, and manage customers on the paramedic subscription program.
7. Download and process electronic payments daily (lockbox, ACH "Automatic Clearing House", online, phone, and bill pay banking payments). In addition, collect payments via the counter, kiosk, and night deposit box daily.
8. Provide an online customer portal for customers to view and pay utility bills, as well as the ability to setup automatic payments via checking accounts and credit cards.
9. Accounts Receivable creates and sends first, second, and third invoices for all City departments. (developer billing, expense reimbursement for grant funds, hydrant rentals, false alarms, damage to City property, City permits, disturbance calls, lease agreements, and other miscellaneous invoices). In addition, Accounts Receivable collects payments for all invoices and sends accounts to collections for non-payment.

### **WORK PLAN FOR 2016-17**

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1. Promote more electronic and automatic payment options and services, including online, automatic telephone system, kiosk, and e-Billing for Utility Billing customers by June 2017. [4c]
2. Upgrade accounts receivable billing entry process by August 2016. [2d]
3. Investigate the possibility of upgrading the current Utility Billing software by March 2017. [4c]
4. Prepare the current Utility Billing software for an upgrade by auditing accounts and verifying the accuracy of the accounts by January 2017.[2d]
5. Analyze and update policies and procedures to improve customer service by April 2017. [4d]

## **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**

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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 2016-17**

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1. Implement the new CostTree allocation program in an effort to calculate cost allocations that are more efficient and compliant with established financial reporting requirements by June 2017. [4d, 4e]
2. Integrate GASB 74, Financial Reporting for Postemployment Benefit Plans other than Pension Plans, in the reporting and disclosure of the City's CAFR by December 2017. [4d, 4e]
3. Review and update the security settings for all users of the accounting financial software program, Eden through June, 2017. [4d, 4e]
4. Begin processing employee reimbursements through Payroll rather than through Accounts Payable to comply with any W-2 reporting requirements by April 2017. [2a]
5. Coordinate the wind-down of the former Redevelopment Agency and help with financial reporting, budgeting, and Oversight Board actions through June 2017. [2a]

## 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 employees, the workplace, and ultimately the community.

### DEPARTMENT GOALS

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1. Serve as an internal strategic partner to support other operating departments in hiring, training, and development of employees.
2. Assist all operating departments to resolve labor disputes, grievances, and employee discipline.
3. Recruit, hire, retain, and train the most qualified employees to fill positions within the organization.
4. Design and administer an effective classification and compensation system in order to stay current and competitive in the labor marketplace.
5. Negotiate, implement, and administer labor contracts with all recognized bargaining units as directed by the City Council.
6. Ensure compliance with all Local, State, and Federal employment laws.
7. Develop and implement quality employee training programs to enhance the development of all City employees.
8. Develop and implement the Employee Service Recognition program to honor those who serve the City with distinction and commitment.
9. Implement responsible and effective Risk Management and Safety Programs to ensure a safe, clean, and professional working environment for all City employees.
10. Administer an effective and fair Workers' Compensation Program to assist injured workers as required by law.

### ACCOMPLISHMENTS FOR 2015-16

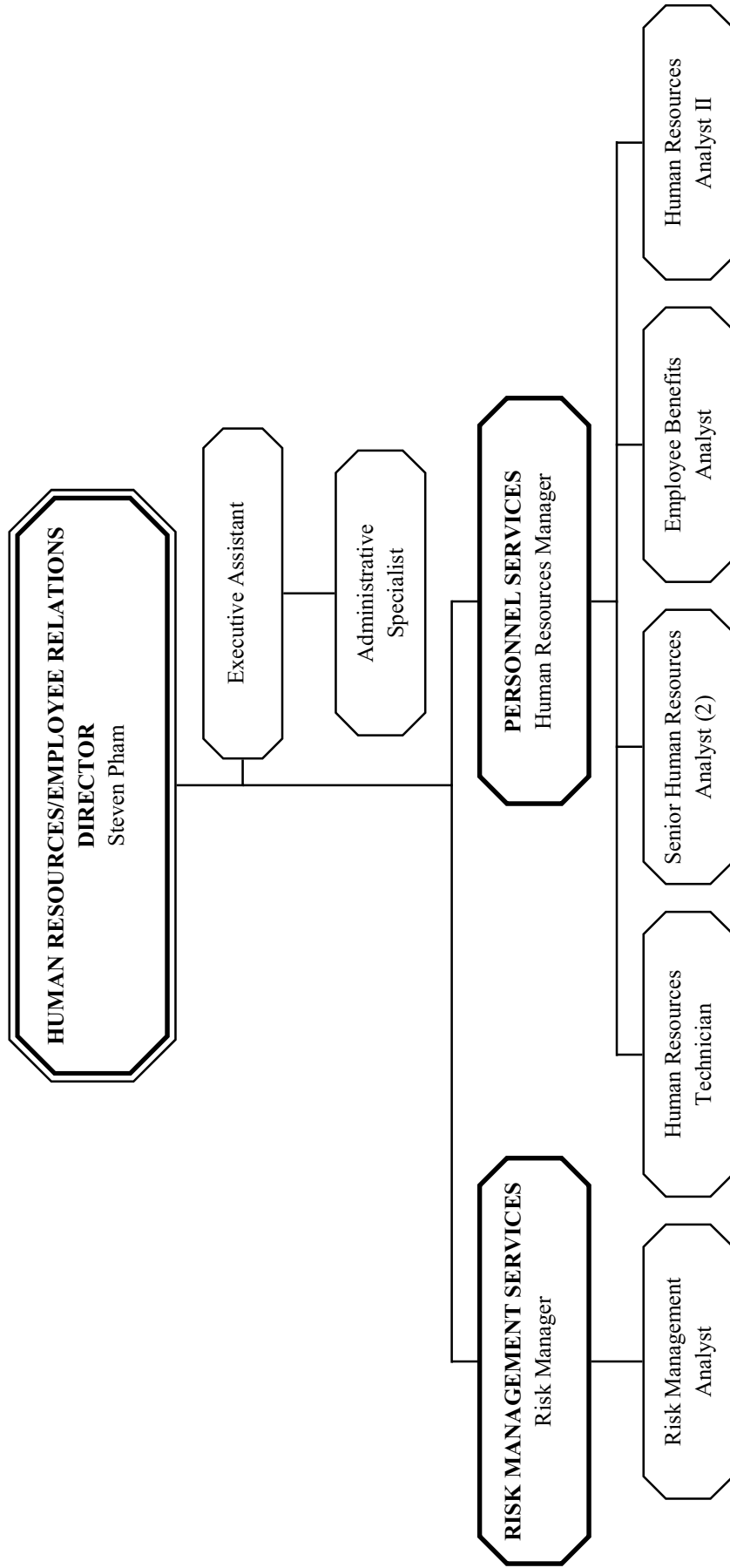
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1. In the fall of 2015, the Human Resources (HR) Department was recognized by the Association of California Cities – Orange County (ACCOC) and was presented with the Golden Globe Innovation Award. HR was recognized for developing and implementing an Industrial Disability Retirement (IDR) review program designed to reduce and control the high costs of Workers' Compensation Liabilities. Since the implementation of the cost-savings program, IDR claims continue to decrease.
2. For the second year in a row, HR continued to realize a decline in Workers' Compensation claims in the Fire Department as a result of the implementation of the Light Duty Work Program (LDWP) The program was designed to allow employees with temporary work restrictions to return to modified duty.
3. In late 2015, the Orange County Transportation Authority (OCTA), Los Angeles County Metropolitan Transportation Authority (Metro), and the Ventura County Transportation Commission (VCTC), recognized the City's Human Resources Department with the Diamond Award to recognize the achievements of corporate rideshare programs in the region and their contribution toward decreasing gasoline consumption, air pollution, and commuter costs as well as improving mobility.
4. As a commitment to citywide employee training and development, HR facilitated and coordinated the implementation of the Individual Development and Education Academy (IDEA) program. The program was designed to promote a culture of learning for non-management employees to assist them in developing core skills and confidence in their current positions as well as future employment opportunities.
5. In an effort to assist and support staffing needs throughout the City, HR saw a significant increase in recruitments at all levels within the organization. In 2015-16, HR is on pace to administer more than

55 recruitments with nearly 8,000 applicants. These recruitments represent an increase of 250% over just four (4) years ago.

6. The City of Orange sets high standards for hiring practices. The hiring process at the City starts with the most comprehensive and thorough background process in the public sector. In 2015, a total of 89 background investigations were conducted on new/prospective employees.
7. In 2015, HR began implementing various components of the Affordable Care Act (ACA), with full implementation to take place in 2016. In 2015, Title VI of the Americans with Disabilities Act (ADA) Program and the California Minimum Wage requirements were fully implemented.

# HUMAN RESOURCES





## HUMAN RESOURCES

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<b>Regular Full-Time:</b>			
Administrative Specialist	1.000	1.000	1.000
Assistant Human Resources Director	1.000	1.000	1.000
Employee Benefits Analyst	1.000	1.000	1.000
Executive Assistant	1.000	1.000	1.000
Human Resources Analyst II	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 Management Analyst	1.000	1.000	1.000
Risk Manager	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>

## HUMAN RESOURCES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Estimate 2015-16</b>	<b>Budget 2016-17</b>
Salaries & Benefits	1,747,445	1,650,588	1,814,302	1,732,296
Maintenance & Operations	3,081,062	4,676,953	4,880,466	5,562,254
Capital Outlay	16,442	21,369	21,000	21,000
<b>Total Operating Budget</b>	<b>4,844,949</b>	<b>6,348,910</b>	<b>6,715,768</b>	<b>7,315,550</b>
Capital Improvements	-	-	-	10,000
<b>Total Department</b>	<b>4,844,949</b>	<b>6,348,910</b>	<b>6,715,768</b>	<b>7,325,550</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
1401 Personnel Administration	1,454,665	1,514,186	1,600,396	1,546,082
1411 Risk Management	398,713	446,591	460,386	481,081
1412 Liability & Workers' Compensation	2,574,237	3,979,923	4,177,159	4,820,559
1413 Self Funded Ins-Employee Benefit	417,334	408,209	477,827	477,827
<b>Total Department</b>	<b>4,844,949</b>	<b>6,348,910</b>	<b>6,715,768</b>	<b>7,325,550</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	1,265,089	1,319,343	1,403,440	1,428,482
245 Air Pollution Reduction	139,858	141,123	142,755	91,157
730 Self Insurance Workers' Comp.	2,252,278	3,234,487	3,207,322	3,774,665
740 Self Insurance Liability	770,390	1,248,746	1,484,424	1,553,418
752 Self Insurance Dental	378,949	382,386	416,668	416,668
760 Employee Accrued Liability	38,385	25,823	61,159	61,159
<b>Total Funding</b>	<b>4,844,949</b>	<b>6,351,910</b>	<b>6,715,768</b>	<b>7,325,550</b>

## HUMAN RESOURCES | PERSONNEL ADMINISTRATION

### PROGRAM DESCRIPTION

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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 processing of all human resource matters related to employment, recruitment and selection, and benefits administration.

### SERVICE OBJECTIVES

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

### WORK PLAN FOR 2016-17

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1. Conduct recruitments for the City's summer recreation programs, and conduct orientation program for Community Services by May 2017. [4e]
2. Organize and conduct the annual Employee Rideshare/Health Fair and Employee Open Enrollment period by November 2016. [3e]
3. Recognize long-term City employees through the Employee Service Award program through June 2017. [1a]
4. Administer the City's grant funded Trip Reduction Program. Complete the annual employee transportation survey and annual report in an effort to meet the region's air quality mandates by June 2017. [3e]
5. Continue to review, analyze, propose, revise, and enact changes to the City's employment process to meet new rules and regulations set by Federal and State laws through June 2017. [4e]
6. Implement requirements set by the Affordable Care Act (ACA), Title VI of the American with Disabilities Act (ADA) through June 2017. [4e]
7. Continue to devote staff time and resources on recruitments to fill critical vacancies for operating departments through June 30, 2017. [4e]
8. Assist City departments to provide advice and direction on handling grievances, disciplinary actions, organizational changes, and any employment issues through June 2017. [1a]

9. Work closely with outside counsel and the City Attorney's Office to finalize all Memorandum of Understanding's (MOU's) with the bargaining units by September 2016. [1a]
10. Meet Average Vehicle Ridership (AVR) requirements as set forth by the Southern California Air Quality Management District (SCAQMD) and the Orange County Transportation Authority (OCTA) to secure the necessary grants in order to maintain the City's Trip Reduction Program through June 2017. [2d]
11. Coordinate with CalPERS to conduct two (2) Retirement seminars by June 2017. [4e]
12. Conduct annual Employee Open Enrollment as required by CalPERS by October 2016. [4e]

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

### **WORK PLAN FOR 2016-17**

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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 2017. [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 2017. [2d]
3. Provide safety training on regulations and programs to prevent injuries and reduce liability to the City through June 2017. [2d]
4. Conduct two (2) Workers' Compensation administrator's claim file audits by June 2017. [2d]
5. Obtain an actuarial report on both the Liability and Workers' Compensation funds by September 2016. [2d].
6. Conduct several citywide Safety Committee meetings by June 2017. [1a]
7. Conduct a comprehensive training on safety and claim procedures to all first line supervisors by December 2016. [2d]
8. Conduct a City Hall fire drill with the aid of the Fire Department by December 2016. [1c]
9. Input claim file to administrator, manage commercial driver information, and DMV records by June 2017. [2a]

## **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.

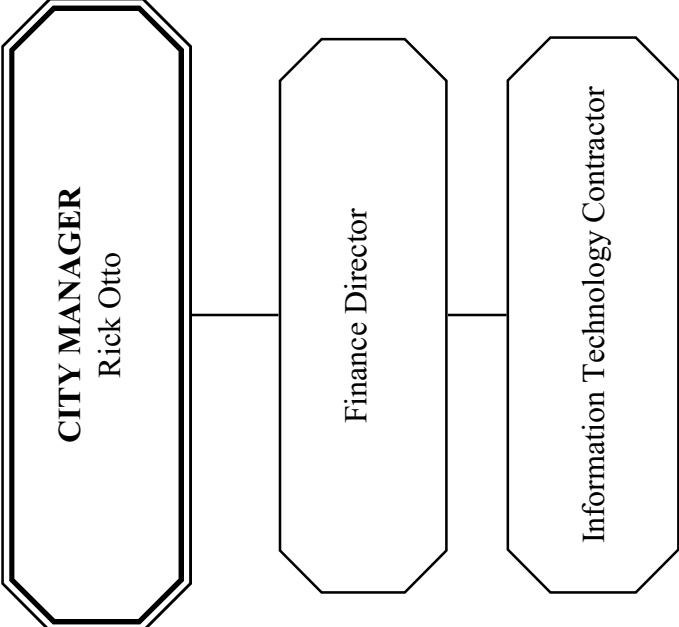
### ACCOMPLISHMENTS FOR 2015-16

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1. Monitored vendor compliance with the terms of the IT outsourcing agreement on a monthly basis.
2. Completed implementation of new Voice-over Internet Protocol (VoIP) telephone system which replaced the previous 25-year old telephone system.
3. Expanded the City's data storage capabilities with the purchase of new Storage Area Network at the Civic Center and expanded storage at the Police Department.
4. Expanded bandwidth at Grijalva Sports Center and Fire Station 8 by replacing the existing T-1 lines with leased fiber lines. This increased the bandwidth at each site ten-fold.
5. Completed a monitor refresh by replacing approximately 650 monitors, many of which were eight years old or older.
6. Assisted the City in selection of a vendor for the City's Internet website upgrade.
7. Assisted in the implementation of the City's new fuel inventory management system.
8. Implemented fiber connectivity at Taft Library and Fire Station 3, which also included a fiber run to Shaffer Park in anticipation of construction of a new Community Center at that site.



**INFORMATION MANAGEMENT**



## INFORMATION TECHNOLOGY DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual</u></b> <b><u>2013-14</u></b>	<b><u>Actual</u></b> <b><u>2014-15</u></b>	<b><u>Estimate</u></b> <b><u>2015-16</u></b>	<b><u>Budget</u></b> <b><u>2016-17</u></b>
Salaries & Benefits	-	30,657	-	-
Maintenance & Operations	<u>1,759,675</u>	<u>1,873,170</u>	<u>2,239,392</u>	<u>1,921,766</u>
<b>Total Operating Budget</b>	<u>1,759,675</u>	<u>1,903,827</u>	<u>2,239,392</u>	<u>1,921,766</u>
Capital Improvements	<u>137,996</u>	<u>1,472,744</u>	<u>2,174,594</u>	<u>1,850,000</u>
<b>Total Department</b>	<u><u>1,897,671</u></u>	<u><u>3,376,571</u></u>	<u><u>4,413,986</u></u>	<u><u>3,771,766</u></u>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
1601 Information Management Systems	<u>1,897,671</u>	<u>3,376,571</u>	<u>4,413,986</u>	<u>3,771,766</u>
<b>Total Department</b>	<u><u>1,897,671</u></u>	<u><u>3,376,571</u></u>	<u><u>4,413,986</u></u>	<u><u>3,771,766</u></u>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
130 PEG Program	18,318	262,262	176,151	400,000
500 Capital Projects Fund	-	-	100,000	240,000
560 Fire Facilities Fees	-	-	125,000	-
573 Library Facilities Fees	-	1,521	178,479	-
780 Information Systems	<u>1,759,541</u>	<u>1,873,170</u>	<u>2,239,392</u>	<u>1,921,766</u>
790 Computer Replacement	<u>119,813</u>	<u>1,239,618</u>	<u>1,594,964</u>	<u>1,210,000</u>
<b>Total Funding</b>	<u><u>1,897,672</u></u>	<u><u>3,376,571</u></u>	<u><u>4,413,986</u></u>	<u><u>3,771,766</u></u>

## INFORMATION TECHNOLOGY | SERVICES AND OPERATION

### PROGRAM DESCRIPTION

The Information Management Services program assists City departments with the City's various data development, collection, and retrieval systems. The program provides technical support to the City's computer network, 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

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 2016-17

1. Complete the second phase of the audio/video upgrades to the City Council Chambers by June 2017. [2d,4c]
2. Implement the personal computer and laptop refresh program by June 2017. [4c]
3. Support upgrades to the City's Internet website by December 2016. [4c]
4. Upgrade aging wireless devices in key locations at various City facilities by June 2017. [2d, 4c]
5. Assist with enterprise-level surveillance assessment activities of City facilities by June 2017. [2d,4c]
6. Upgrade to the newest version of the LaserFiche software used by the City Clerk's Office and the Police Department and provide staff with support and training by June 2017. [4c]
7. Expand Geographic Information Systems (GIS) functionality across City operations by June 2017. [4c]
8. Evaluate methods to consolidate permitting applications through City operations by June 2017. [4c]
9. Support fiber expansion activities for Grijalva Sports Center by June 2017. [2d,4c]
10. Evaluate Internet connectivity options for Hart Park by June 2017. [2d,4c]
11. Identify and implement Sharepoint Department Solutions by June 2017. [4c]
12. Assist with Utility Billing and Maintenance Management replacement evaluations by June 2017. [2d,4c]
13. Perform server refreshes and server memory expansions by June 2017. [4c]
14. Implement an enterprise-level backup software solution by June 2017. [4c]
15. Implement a mobile device management platform by June 2017. [4c]

## 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.

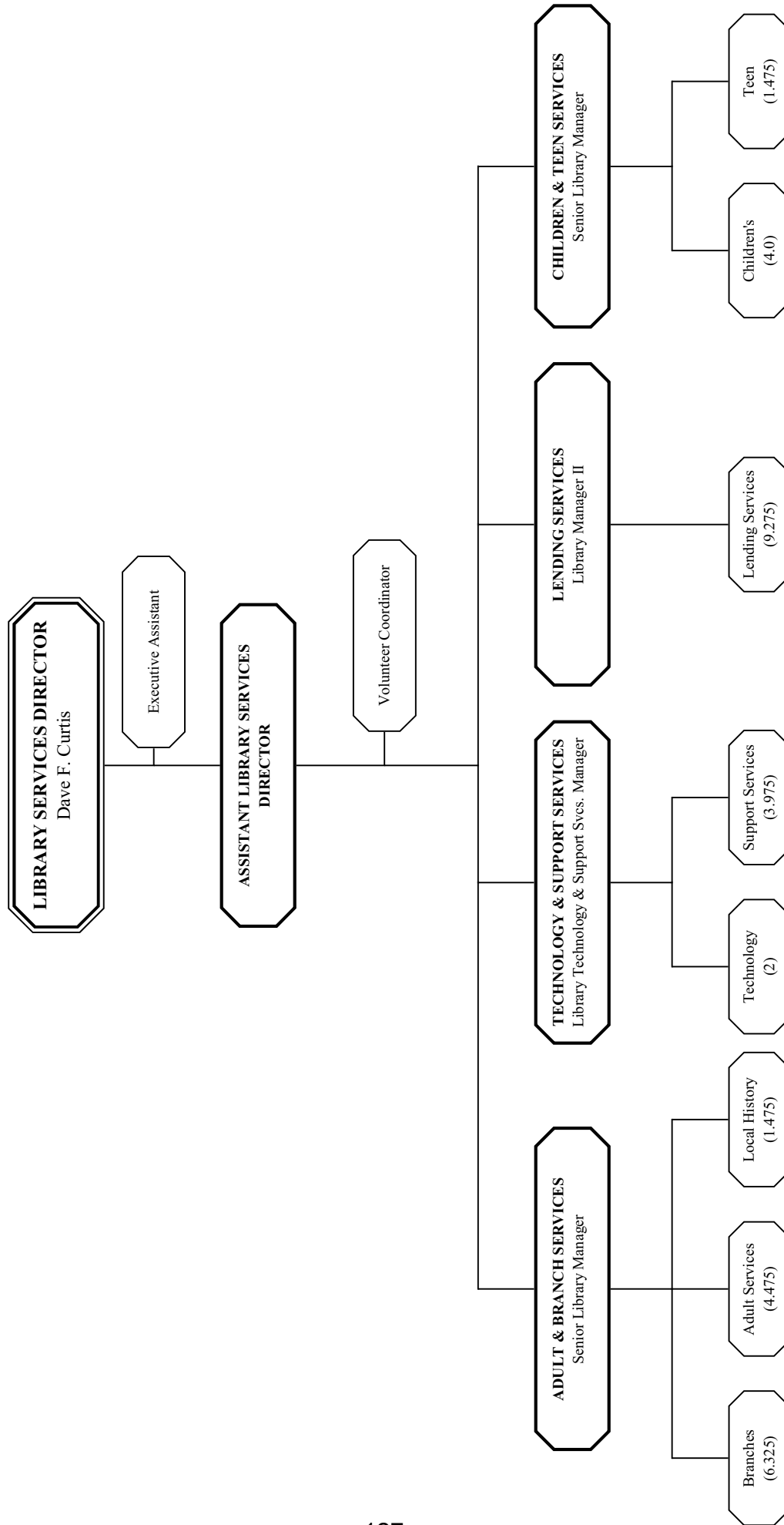
### ACCOMPLISHMENTS FOR 2015-16

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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 Orange Public Library card at time of purchase.
2. Collaborated with Fullerton Public Library on the Orange Reads: Two Books, Two Cities community-wide reading program, featuring the books of Harper Lee. The Library offered a variety of programs, including book discussions, film screenings, guest speakers, and programs highlighting Southern culture and history.
3. Expanded partnership with Orange Police Department's Gang Reduction and Intervention Partnership (GRIP) program to incorporate resources from the Library into the program to help targeted Orange Unified School District students stay out of gangs and succeed and stay in school. The Library presented several new GRIP programs, including a Resource Fair with GRIP partners and a Teacher Mentors Celebration.
4. Collaborated with new community partners to offer family programming focusing upon literacy, including Chapman University, Junior League Juniors, Orange County School of the Arts, and the Orange Elks.
5. Planned and presented the Latino Americans: Shared Orange Heritage program, funded by a grant from the American Library Association and the National Endowment for the Humanities. The Library offered a variety of programs, including film screenings, panel discussions, and programs highlighting Latino American culture and history.
6. Collaborated with Book Carnival to bring bestselling authors to the Library to discuss their newest books, including Robert Crais, Craig Johnson, and C.J. Box.
7. Implemented Volgistics volunteer management software to manage volunteer scheduling and coordinated volunteer training and procedures to increase volunteer service across all areas of the library. In 2015, 437 adults and teens volunteered a total of 16,264 hours.
8. Added new technology to the Orange Public Library & History Center, including public laptops, printers, and a scanner using funds donated by the Orange Public Library Foundation.

9. Updated library policies and procedures to improve customer service as part of the City's *Team Orange* Customer Service initiative, including greater public access to computers and study rooms.
10. Planned and presented Library Staff Development Day, which provided information and training on library trends, safety, teamwork, and communication. The event also featured a presentation and emergency drill by Orange Fire Department.
11. Updated over 100 Lending Services procedures to improve customer service and increase staff efficiency.
12. Continued to create and improve procedures concerning library safety and security for staff and the public, with a particular focus upon preparation for El Niño and other emergencies. Received input and assistance from Public Works, Risk Management, Police, and Fire.

# LIBRARY SERVICES



## LIBRARY SERVICES

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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	3.000	3.000
Librarian III	2.000	2.000	2.000
Library Assistant	2.000	2.000	2.000
Library Clerk	1.000	1.000	1.000
Library Manager II	3.000	2.000	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	1.000	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	0.500	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>3.500</i>	<i>3.500</i>	<i>3.500</i>
<b>Part-Time/Non-Benefitted (FTE):</b>			
Library Assistant	1.900	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>9.500</i>	<i>9.500</i>	<i>9.500</i>
<b>Total Library Services</b>	<b>41.000</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 2016-17 fiscal year

## LIBRARY SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Estimate 2015-16</b>	<b>Budget 2016-17</b>
Salaries & Benefits	2,957,292	3,286,839	3,295,482	3,531,475
Maintenance & Operations	1,263,196	1,337,336	1,182,399	1,093,921
Capital Outlay	31,202	15,353	23,800	2,500
<b>Total Operating Budget</b>	<b>4,251,690</b>	<b>4,639,528</b>	<b>4,501,681</b>	<b>4,627,897</b>
Capital Improvements	-	-	402,907	83,478
<b>Total Department</b>	<b>4,251,690</b>	<b>4,639,528</b>	<b>4,904,588</b>	<b>4,711,375</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
2001 Library Administration	816,024	957,207	996,464	1,062,910
2004 Technology & Support Services	767,465	803,520	1,171,044	909,397
2014 Lending Services	726,335	820,261	817,696	811,969
2016 Adult & Young Adult Services	1,053,892	1,188,318	1,135,393	1,142,491
2017 Children & Branch Services	887,975	870,222	783,990	784,608
<b>Total Department</b>	<b>4,251,690</b>	<b>4,639,528</b>	<b>4,904,588</b>	<b>4,711,375</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	4,251,690	4,639,528	4,501,681	4,627,897
573 Library Facility Fees	-	-	402,907	83,478
<b>Total Funding</b>	<b>4,251,690</b>	<b>4,639,528</b>	<b>4,904,588</b>	<b>4,711,375</b>



## LIBRARY SERVICES | LIBRARY ADMINISTRATION

### **PROGRAM DESCRIPTION**

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Library Administration provides planning, direction, management, 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. Collaborate with the Library's support groups to strengthen public/private partnerships in order 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 2016-17**

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1. Implement Volgistics volunteer management software at Taft and El Modena Libraries to manage volunteer scheduling, train staff and volunteers in its use, and evaluate its effectiveness in improving staff efficiency and statistics management by September 2016. [4c]
2. Investigate library policies and procedures on ways to improve customer service as part of the City's *Team Orange* Customer Service initiative by December 2016. [4b]
3. Strengthen the relationship with the Orange Public Library Foundation to improve public/private partnerships that will lead to opportunities for funding, programs, and services by February 2017. [3e]
4. Continue to train, mentor, and prepare staff for leadership roles as part of the Library's succession plan, particularly in the areas of library budget and local history by April 2017. [4d]
5. 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 2017. [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 IT staff.
4. Plan and present technology literacy training for staff.
5. Coordinate and maintain the Library's web pages.

### **WORK PLAN FOR 2016-17**

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1. Provide technical assistance to Children's Services staff with implementation of "Reading by Design" software by July 2016. [4c]
2. Upgrade SirsiDynix Symphony software to current version by September 2016. [4c]
3. Upgrade and migrate website as part of the citywide project by October 2016. [4c]
4. Implement patron payment of fines/fees via credit card at the Orange Public Library & History Center self-check machines by December 2016. [4c]
5. Replace 60,000 non-standard RFID tags on items at the Orange Public Library & History Center by March 2017. [4c]
6. Implement replacement self-service pay-for-print solution and upgrade SAM PC signup software by April 2017. [4c]
7. Continue cleanup procedure of bibliographic and patron databases through June 2017. [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 2016-17**

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1. Train staff to assist patrons on new self-checkout stations and implement new Lending Services practices to increase usage by September 2016. [4c]
2. Train staff how to use MobileCirc at outreach events and programs, such as story time by December 2016. [4c]
3. Cross-train clerks for succession planning by relocating staff and delegating duties, such as global scheduling and training of new hires by April 2017. [4e]

## **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 & 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 2016-17**

1. Evaluate the effectiveness of the Latino Americans: 500 Years of History grant by August 2016. [5d]
2. Build an Adult Graphic Novel collection and offer compatible programming by December 2016. [4b]
3. Learn Collection Development and Deselection practices for digital collections by March 2017. [4c]
4. Host an Open House event at each branch library – Taft and El Modena by June 2017. [3b ]

## **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 2016-17**

1. Research and evaluate potential implementation of free "Reading by Design" software for the Summer Reading Club by July 2016. [4c]
2. Train Children's staff on the "Ten Keys to Literacy" and implement its ideas into story times and Children's programs by November 2016. [3b]
3. Create, present, and evaluate Elks "Reading Promise" Grant programs by January 2017. [3e]
4. Partner with Orange Unified School District's Richland Continuation High School on Digital Literacy programming by March 2017. [3e]

## 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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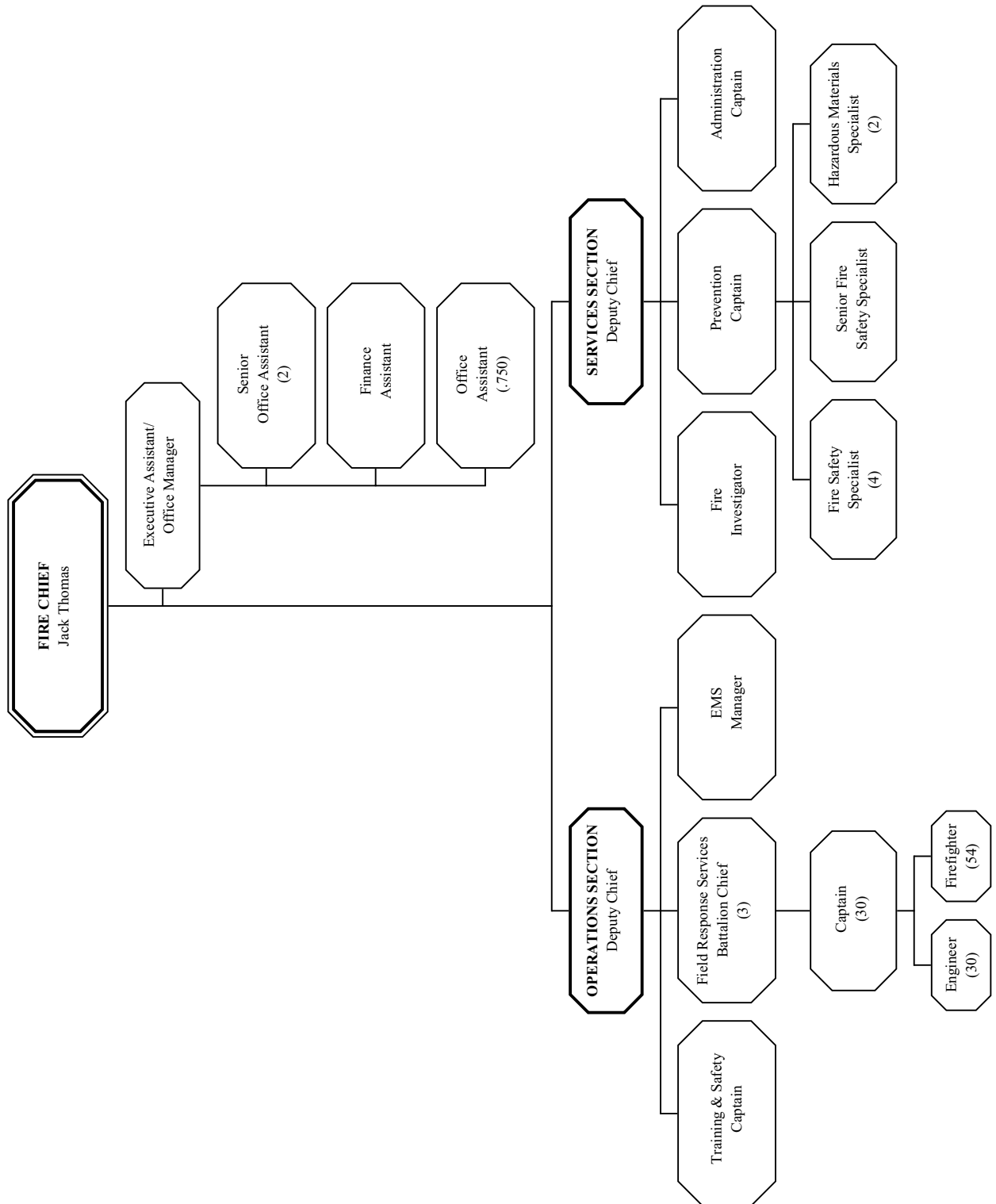
1. Provide exceptional customer service.
2. Rapidly respond to and aggressively intervene to mitigate all emergencies.
3. Maintain facilities, apparatus and equipment in a constant state of readiness.
4. Assure that all personnel receive comprehensive training, consistent with the highest professional 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 2015-16**

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1. Responded to a total of 15,120 incidents during 2015, a 20% increase over 2014.
2. Completed 6,866 fire and life safety inspections of commercial and public facilities.
3. Conducted 163 fire cause and origin investigations, 38 formal arson investigation cases.
4. Processed 458 building and development plans to assure the safety of newly constructed buildings.
5. Delivered 101 public education programs.
6. Completion of Fire Department Emergency Operations Center (Fire Headquarters).
7. Improved communication, feedback, and training to/from the community through the "Annual Report", customer satisfaction surveys, and the Citizen Emergency Response Team (CERT) Program.
8. Deployed the Department's Type 3 Engine to numerous multi-day Wildland Fire incidents throughout the State.
9. Partnered with the Orange Police Department in developing the Cities first CERT, training 70 citizen volunteers in 2015.
10. Initiated a Fire Department Strategic Plan to assess current and future deployment models regarding staffing, apparatus and facilities.
11. Updated and implemented Fire Department policies and procedures to meet current industry best practices and Federal, State, and Local laws and requirements.

# FIRE



## FIRE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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 2016-17 fiscal year



## FIRE DEPARTMENT

### Financial Summary

<u>DEPARTMENT BUDGET SUMMARY:</u>	<u>Actual 2013-14</u>	<u>Actual 2014-15</u>	<u>Estimate 2015-16</u>	<u>Budget 2016-17</u>
Salaries & Benefits	22,994,000	23,485,467	24,819,219	25,610,186
Maintenance & Operations	3,236,503	3,644,031	4,489,170	3,590,255
Capital Outlay	39,317	38,294	54,230	51,822
<b>Total Operating Budget</b>	<b>26,269,821</b>	<b>27,167,792</b>	<b>29,362,618</b>	<b>29,252,263</b>
Capital Improvements	344,246	515,535	1,127,604	663,868
<b>Total Department</b>	<b>26,614,067</b>	<b>27,683,327</b>	<b>30,490,222</b>	<b>29,916,131</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
3001 Office of the Fire Chief	364,143	441,925	435,964	467,432
3011 Fire Administration	767,480	815,869	979,810	947,229
3012 Fire Prevention	1,527,631	1,743,084	2,922,555	2,457,686
3015 EMT Program	1,584,654	1,353,667	1,741,740	1,791,187
3021 Fire Operations	12,927,825	13,282,113	14,316,704	14,223,276
3022 Paramedics	8,812,187	9,433,520	9,492,038	9,463,340
3023 Fire Training	630,148	613,148	601,412	565,981
<b>Total Department</b>	<b>26,614,067</b>	<b>27,683,327</b>	<b>30,490,222</b>	<b>29,916,131</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	24,526,970	25,594,489	27,260,389	27,069,602
120 Proposition 172	266,050	553,735	281,441	92,905
125 Emergency Transport Program	1,688,610	1,529,380	2,044,356	2,089,755
500 Capital Projects Fund	70,725	2,921	3,374	-
560 Fire Facilities Fees	61,712	2,801	900,663	663,868
<b>Total Funding</b>	<b>26,614,067</b>	<b>27,683,327</b>	<b>30,490,222</b>	<b>29,916,131</b>

## **FIRE DEPARTMENT | FIRE CHIEF**

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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1. Provide staff assistance to the City Council and City Manager as required and perform as an effective member of the City Manager's executive management team.
2. Serve as a strong advocate for fire and life safety issues relating to citizens, businesses, and visitors to the City of Orange.
3. Manage the fiscal, physical, and human resources of the Fire Department and assure the appropriate allocation and best utilization of those resources.
4. Guide the development of plans, policies, and procedures required for the effective delivery of high quality customer service within the current City setting as well as annexation areas and new development.
5. Provide for firefighter safety through practices, procedures, equipment, and safety clothing.
6. Maintain a collaborative working relationship with labor organizations to assure the Department services are optimal and employees are supported in an appropriate work environment.
7. Review and analyze Fire Department practices, procedures, and equipment to assure excellent service is provided to department customers.
8. Proactively guide grant application processes to create the highest possibility of grant awards.
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 2016-17**

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1. Monitor trends throughout the Department to improve efficiency and effectiveness and identify cost-saving opportunities through June 2017. [2a]
2. Communicate and implement Fire Department vision statement, values and goals for FY 2016-17 through June 2017. Specific goals for each division are outlined separately. [2a]
3. Improve communications throughout the Fire Department. Visit all personnel at least once a year to disseminate information and listen to concerns. Revise the current website, use technology to disseminate and archive communication through June 2017. [4c]
4. Develop future leaders within the department through training, mentoring, and work-related assignments through June 2017. [4e]
5. Complete Fire Department Strategic Plan by June 2017. [2a]
6. Implement new Emergency Medical Services (EMS) software/hardware solutions by June 2017. [7a]

## **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 and other Chief Officers 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's 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 records management system.
9. Administer Fire Department Emergency Services programs, providing direction for future programs, facilities, and supplies.

### **WORK PLAN FOR 2016-17**

1. Conduct inspections of all personnel, apparatus, and facilities to ensure compliance with applicable rules, regulations, and industry standards by October 2016. [1a]
2. Pursue all reimbursement due to the City from mutual aid activity and Strike Team expenditures through June 2017. [1a]
3. Pursue all grant opportunities available to the Fire Department's mission and administer all awarded programs through June 2017. [1a]
4. Search out opportunities for increased efficiency and improved service levels in all Fire Department operations through June 2017. [1a]
5. Administer the Capital Improvement Plan (CIP) Turnout Replacement program for Fire Department safety personnel through June 2017. [1a]
6. Improve wireless connectivity at all fire stations by October of 2016. [1b]
7. Research, field test, and purchase new thermal imaging camera equipment for all fire apparatus by June 2017. [1a]
8. Plan, coordinate, and secure funding for a new Fire Station 2 through June 2017. [1b]
9. Plan, develop, implement, and coordinate with Public Works for the Signal Preemption program throughout the City through June 2017. [1b]
10. Evaluate Annual Physical and Worker's Compensation programs to determine potential improvements to streamline the process and reduce injuries through June 2017. [1a]

## FIRE DEPARTMENT | PREVENTION

### PROGRAM DESCRIPTION

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

1. Provide administrative staff assistance to the Fire Chief as directed.
2. Upgrade, install, and integrate a new Records Management System (RMS) 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 and submit 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, destruction, or damage to property.

### WORK PLAN FOR 2016-17

1. Complete the conversion and continuous updating of all policies and procedures into the Lexipol system by January of 2017 [2a]
2. Research and develop an electronic plan review program in collaboration with the Community Development Department by July 2017. [4c]
3. Execute the next phase of the Hazardous Materials E-Submit grant which fulfills the electronic hazardous materials disclosure submittal requirement of Assembly Bill 2286 through June 2017. [4c]
4. Assess and reassign work duties to identify potential opportunities to modify staffing while improving technological efficiency through June 2017. [1a]
5. Assess options to hire and train an in-house Plan Check Specialist to significantly reduce and potentially eliminate the need to contract for this service in an effort to improve efficiency and customer service by November 2017. [1a, 1d]
6. Assist the Police Department in the recruitment, training, and continuing education of our citywide Community Emergency Response Team (CERT) and direct the resources necessary to ensure success by July 2017. [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 2017. [1d, 2a]
8. Research, develop, and have published a citywide Hazard Mitigation plan by March 2017. [ 1b, 1c, 1e]

## **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 2016-17**

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1. Investigate and deploy electronic systems that ensure the security and accountability for controlled medications through June 2017. [1b]
2. Deploy two new rescue ambulances by August 2016. [1b]
3. Deploy two new gurneys with lift systems by August 2016. [1b]
4. Complete modifications and training for Street Emergency Medical Services (EMS) software, National Emergency Medical Services Information System (NEMSIS) 3 and Orange County Emergency Medical Services (OCEMS) compliant electronic data collection/patient care record software and hardware options by December 2016. [1a]
5. Implement an electronic medical supply accountability system by July 2017. [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 2016-17**

1. Provide multi-agency and agency-specific in-service training for all department personnel through June 2017. [1a]
2. Provide comprehensive career development training for those seeking promotion using available funding by June 2017. [4d]
3. Mentor those individuals who seek promotional opportunities with staff rides, live fire, and leadership training by June 2017. [4d]
4. Monitor and refine closest-unit automatic vehicle locator dispatch technology between Metro Net and the Orange County Fire Authority dispatch centers by August 2016. [1a]
5. Participate in the process/production of new wildland fire cooperative plans by July 2016. [1c]
6. Update the Mutual Threat Zone Response agreement with Anaheim, Orange County Fire Authority, and Cal Fire by September 2016. [1c]
7. Move all fire maps to electronic media by December 2016. [1a]
8. Up-fit new fire apparatus, staff vehicles, and ambulances as delivered through June 2017. [1b]
9. Inspect all stations, grounds, and apparatus by October 2016. [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 2016-17**

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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 through June 2017. [1a]
2. Implement new ALS devices/equipment and procedures as directed by Orange County Emergency Medical Services (OC EMS) through June 2017. [1a]
3. Complete customization and roll out of new Street EMS electronic data collection/patient care record system and integration with Orange County Medical Emergency Data System (OC-MEDS) by December 2016. [1a]
4. Use of Orange Fire Department (OFD) Quality Improvement (QI) process to ensure compliance with OC EMS standing orders through June 2017. [1a]
5. Implement succession plans to meet the anticipated need for new paramedics by December 2017. [1a]



## 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 advanced 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 (CFFJAC). 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 2016-17**

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1. Manage in-service training for department personnel through June 2017. [1a]
2. Coordinate UASI grant funded training through June 2017. [2a]
3. Coordinate and conduct a Fire Battalion Chief promotional process and related academy by June 2017. [1a]
4. Coordinate and conduct a Fire Captain promotional process and related academy by June 2017. [1a]
5. Coordinate and conduct a Fire Engineer promotional process and related academy by June 2017. [1a]
6. Coordinate and conduct a Firefighter recruit academy by June 2017. [1a]
7. Provide safety inspections of fire stations and grounds by October 2016. [1b]
8. Manage the Target Solutions web-based training program through June 2017. [1a]
9. Conduct collaborative firefighter skills/training/recruit academies with neighboring agencies through June 2017. [1a]
10. Identify and implement innovative training solutions to train new supervisors for high number of retirements projected by June 2017. [1a]

## 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 the citizens by utilizing all available resources to suppress criminal activity in the City of Orange.
3. Strive to enhance partnerships 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 2015-16

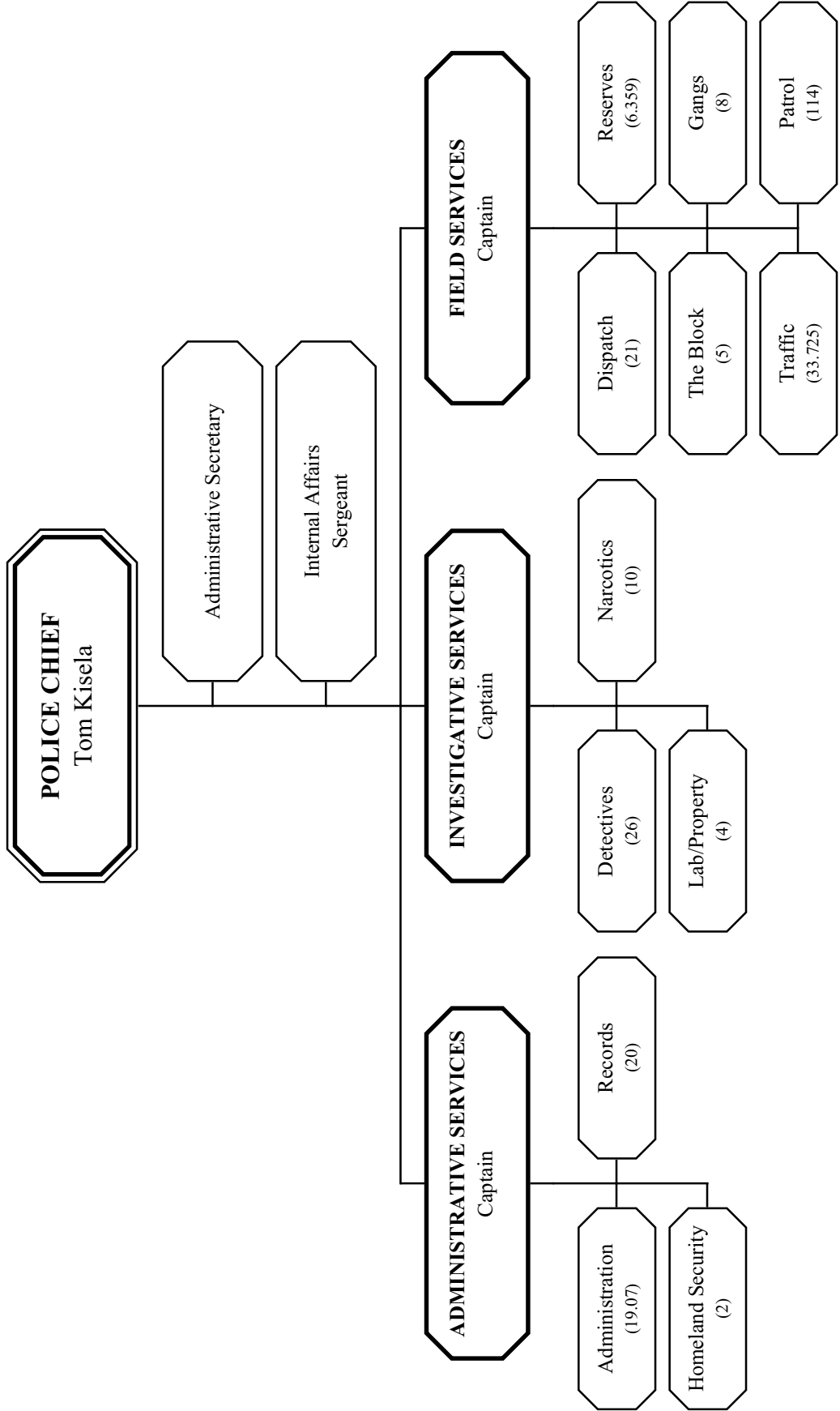
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1. The California Office of Traffic Safety (OTS) awarded the police department funds for 13 DUI/Driver's License Checkpoints as well as two additional mobilization checkpoints. There were 11,700 vehicles screened, resulting in 39 DUI arrests. The Traffic Unit conducted 16 Saturation enforcement operations, 11 of which were done in conjunction with the annual "Click it or Ticket" campaign. A total of 350 citations were issued, 250 of these were seatbelt/child restraint violations. The Traffic Unit also participated in the Distracted Driving Education and Enforcement Program to promote motorcycle and bicycle safety awareness. Eight operations were conducted, which resulted in 411 distracted driving citations issued. Finally, the Traffic Unit conducted five Motorcycle Enforcement operations, resulting in 125 citations issued.
2. The Department partnered with Orange County Health Care Agency and other City departments to complete Point of Dispensing plans for three locations in the City. A full-scale exercise was conducted in October 2015 to test the written plan. During the drill, 331 influenza vaccinations were dispensed to the public in order to simulate the dispensing or distribution of medication in an emergency or situation.
3. The Department in collaboration with Orange Fire Department (OFD), implemented the City's first Community Emergency Response Team (CERT) training. The program involves 20 hours of combined classroom and hands-on instruction taught by police and fire personnel. Over 120 community members received the training.
4. The Records Bureau underwent the triennial Department of Justice on-site California Justice Information System/National Crime Information Computer/California Sex Arson Registrant (CJIS/NCIC/CSAR) and Criminal Offender Record Information (CORI ) audit. The purpose of the audit is to improve the quality of entries into the automated files. This is accomplished by verifying, in accordance with the NCIC Users Agreement, the validity, completeness, timeliness and accuracy of a random selection of records entered into each of the Stolen Vehicle System/California Restraining and Protective Order System/Automated Fire Arm System/Missing Unidentified Persons

System/California Sex Arson Registrant (SVS/CARPOS/AFS/MUPS/CSAR) systems and inquiries into CORI. The audit found our agency in compliance with the CJIS/NCIC requirements.

5. The Records Bureau received three additional scanners to electronically file arrest reports directly into the Superior Courts Electronic Document Court (EDC) system.
6. The Records Bureau upgraded to a new Department Report Case Number Software and Labeling system. The upgrade replaced the 13 year old system as supplies and maintenance were no longer supported.
7. The Personnel and Training Unit conducted five testing processes for Police Academy Trainee (PAT), resulting in the hiring of 16 Police Officers. In addition, one Dispatcher, two Records Clerks, one Police Service Officer, and several Cadets and Crossing Guards were hired.
8. The Personnel and Training Unit secured the purchase of new department shotguns. The shotguns are outfitted with additional safety accessories, providing updated and enhanced equipment to patrol personnel and specialty assignments.
9. The Personnel & Training Unit, along with Information Technology, worked with Packet Fusion to convert the old Rohm phone system to a new Voice-Over Internet Protocol phone system. The department is now outfitted with new ShorTel phones, providing additional features and capabilities.
10. The 3rd annual Orange Gang Reduction and Intervention Program (GRIP) Spring Soccer Camp was held March 31 through April 2, 2015. The event was held at Yorba Middle School during Spring Break. This is a three-day program, in which over 70 students from seven Orange Unified School District GRIP schools participated. The students represented Handy, California, Esplanade, and Taft Elementary Schools, as well as from Yorba, Portola, and Santiago Middle Schools. Their selection was based on improved school performance, attendance, and behavior, along with avoidance of gang activity. All three days included motivational speakers that reinforced the importance of being role models, leaders in the community and making good decisions. Speakers also talked about diet, exercise, and how one's life can be changed with a positive attitude.
11. Youth Services personnel also participated in the annual GRIP Turkey Give-away. This encompassed 70 students from seven schools receiving a complete turkey dinner, which was provided by Ralph's Supermarket. Each of the 70 students were nominated by their respective schools by meeting or exceeding individual grade, attendance, and attitude goals, receiving a complete turkey dinner for their accomplishments.
12. The Property Crimes Unit implemented the use of the 3SI GPS tracking tags as part of an on-going effort to impact crime trends and reduce crime. Utilizing real-time crime intelligence, GPS-baited items were deployed into crime "hot zones" resulting in over 20 arrests.
13. The interview rooms for the Police Department were upgraded to a Digital Interview Management System (DIMS) provided by Linear System that has enhanced the way interviews/interrogations are recorded, stored and viewed by department personnel.

# POLICE



## POLICE DEPARTMENT

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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	3.000
Court Liason Officer	1.000	1.000	1.000
Crime Analyst	1.000	1.000	1.000
Crime Prevention Specialist	2.000	2.000	3.000
Executive Assistant	1.000	1.000	1.000
Forensic Services Specialist	1.000	1.000	1.000
Forensic Services Supervisor	1.000	1.000	1.000
Maintenance Worker	1.000	1.000	1.000
Parking Control Officer II	3.000	3.000	3.000
Police Administrative Assistant	3.000	3.000	3.000
Police Armorer	1.000	1.000	1.000
* Police Clerk	1.000	1.000	1.000
Police Code Enforcement Officer	1.000	1.000	1.000
* Police Communications Manager	1.000	1.000	1.000
* Police Dispatch Shift Supervisor	3.000	3.000	3.000
Police Dispatcher	16.000	16.000	16.000
* Police Records Clerk	13.000	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 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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>76.000</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	1.425	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>24.772</i>	<i>24.772</i>	<i>24.772</i>
<b>Total Police</b>	<b>275.157</b>	<b>275.157</b>	<b>275.157</b>

\* Of the 275.157 full-time equivalent (FTE) positions, 17.6139 FTE positions (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 2016-17 fiscal year

## POLICE DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Estimate 2015-16</b>	<b>Budget 2016-17</b>
Salaries & Benefits	33,081,648	34,611,543	38,331,850	40,411,896
Maintenance & Operations	3,741,275	4,137,600	4,117,387	3,971,067
Capital Outlay	101,699	212,489	385,823	42,500
<b>Total Operating Budget</b>	<b>36,924,622</b>	<b>38,961,632</b>	<b>42,835,060</b>	<b>44,425,464</b>
Capital Improvements	29,081	721,858	214,788	165,000
Debt Service	67,090	90,557	-	-
<b>Total Department</b>	<b>37,020,793</b>	<b>39,774,047</b>	<b>43,049,848</b>	<b>44,590,464</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
4001 Office of the Police Chief	779,380	807,317	2,005,077	2,048,695
4011 Police Administration	3,238,321	4,001,632	4,012,527	4,222,806
4012 Dispatch	1,879,765	1,882,246	2,237,236	2,312,301
4013 Records	1,373,939	1,509,028	1,614,541	1,654,449
4014 Reserves	183,040	317,696	204,192	-
4021 Patrol	17,635,902	18,453,477	19,134,952	20,456,156
4031 Detectives	4,583,218	4,710,628	4,802,856	5,012,392
4032 Gangs	1,469,208	1,484,038	1,460,087	1,552,415
4033 Narcotics	1,530,954	1,700,742	1,828,292	1,935,829
4034 Lab/Property	444,407	480,607	574,278	563,477
4041 Traffic	2,967,374	3,431,914	3,822,795	3,509,776
4055 The Block	629,105	506,066	755,639	776,000
4081 Homeland Security	306,182	488,657	597,376	546,167
<b>Total Department</b>	<b>37,020,795</b>	<b>39,774,047</b>	<b>43,049,848</b>	<b>44,590,464</b>
 <b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	36,280,372	38,334,345	41,903,068	43,623,463
120 Proposition 172	330,785	536,463	366,748	370,600
245 Air Pollution Reduction	4,242	6,360	11,000	9,000
350 Traffic Safety Grant Fund	9,591	7,273	7,544	7,544
353 Federal Police Grants	10,181	8,552	13,331	-

## POLICE DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>		<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
354	AB3229-COPS/State	134,272	140,048	167,764	170,344
355	Asset Seizure-Federal	220,887	724,619	338,454	217,143
356	Asset Seizure - State (85%)	11,160	15,080	28,058	20,690
357	Asset Seizure - State (15%)	493	-	-	-
570	Police Facility Fees	299	325	6,680	6,680
725	Major Building Improvements	18,511	-	8,182	-
790	Computer Replacement Fund	-	-	-	165,000
954	City Trf: Tustin Project - Taxable Bonds	-	982	199,018	-
<b>Total Funding</b>		<b><u>37,020,793</u></b>	<b><u>39,774,047</u></b>	<b><u>43,049,848</u></b>	<b><u>44,590,464</u></b>



## **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 2016-17**

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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 2017. [1a]
2. Develop future leaders within the Department through training, mentoring, and work-related assignments through June 2017, 3 sessions per year. [4e]
3. Utilize the Department website, iWatch (1 message per month), public service announcements, and public events to provide crime prevention and Department information through June 2017. [1e]
4. Continue to monitor department functions and staffing monthly, to identify cost saving opportunities through June 2017. [2a, 2b]
5. Continue to foster relations with Chapman University Office of Public Safety by holding quarterly meetings through June 2017. [1e]

## **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, personnel and training, 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 2016-17**

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1. Participate in 12 recruitment events/job fairs to attract qualified applicants for sworn and non-sworn positions through June 2017. [1a]
2. Utilize the LCD and software system to provide quarterly trainings to all personnel through June 2017. [1a]
3. Hire and train employees to fill all current unfrozen positions to help meet department organizational pillars by December 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 2017. [4d]
5. Complete individual training binders of all briefing training series and in-house training by January 2017. [4d]
6. Create binders of recommended courses for officers promoted to new assignments by January 2017. [4e]
7. Provide biennial Advanced Officer Training as required by POST by January 2017. [4e]
8. Maintain a list of candidates for vacant positions as applicable through June 2017. [4e]
9. Utilize the (12) POST training videos and other on-line training resources for more cost-effective training by June 2017. [4e]
10. Complete the conversion of new training files for all employees by January 2017. [4d]
11. Begin evaluation of options to replace the computer-aided Dispatch/Records Management System (CAD/RMS) through June 2017. [1b]

## **POLICE | DISPATCH**

### **PROGRAM DESCRIPTION**

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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**

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1. Provide professional customer service to citizens and co-workers. Prioritize tasks in a timely and efficient manner including 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 to monitor workload and performance, as well as provide a foundation for leadership, direction, and cooperation between communications and patrol.
3. Maximize the use of technology to further serve the public and co-workers by providing the necessary information to maximize investigations and to contact and arrest repeat offenders in a continual effort to make Orange the safest city.
4. Maintain a consistent training program and up-to-date manual consisting of four well-defined training phases for new-hires, facilitating professional development of all personnel to enhance leadership and decision-making skills.

### **WORK PLAN FOR 2016-17**

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1. Schedule training for all Dispatchers to comply with bi-annual POST continuing professional training requirements by June 2017. [4e]
2. Evaluate dispatch schedule effectiveness with each shift change through June 2017. [1a]
3. Conduct and evaluate quarterly quality assurance reports to verify effective service delivery through June 2017. [4d]
4. Evaluate and revise public service announcements (PSA's) for the "On-Hold" messaging system to provide useful, timely, and relevant information to the public on a quarterly basis through June 2017. [1e]
5. Identify recurring technology failures and implement solutions to the extent possible to prevent future occurrences by June 2017. [4d]

## **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 2016-17**

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1. Conduct Department of Justice required "less than full access operator" CLETS Teletype recertification proficiency exam and waiver by June 2017. [4e]
2. Electronically scan major crime cases from 2005 by June 2017. [1a]
3. Purge all non-major crime cases from year 2006 and 2007 through June 2017. [1a]
4. Begin to electronically scan major crime cases from 2006 by June 2017. [1a]
5. Continue to conduct due diligence on warrants through June 2017. [1a]
6. Evaluate records schedule effectiveness with each shift change through June 2017. [1a]
7. Schedule Records Clerk personnel to attend P.O.S.T. Records Clerk course by December 2016. [4e]
8. Supervisory personnel will attend 12 California Law Enforcement Association of Records Supervisor (CLEARS) meetings through June 2017. [4e]

## **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 our 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.
6. 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.
7. Coordinate the volunteer police chaplain program to assist department personnel and the community in reducing the personal impact of trauma.

### **WORK PLAN FOR 2016-17**

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1. Utilize monthly CompStat meetings to proactively analyze and direct the deployment of resources to effectively address crime trends through June 2017. [1a]
2. Coordinate and lead two crime reduction operations utilizing units throughout the Department through June 2017. [3e]
3. Collaborate with the Training Bureau to provide three (3) leadership trainings for all Sergeants and Lieutenants to coincide with each shift change through June 2017. [4e]
4. Using Patrol's specialized units and regular personnel, conduct monthly probation/parole sweeps in "hot spot areas" identified by the Crime Analysis Unit in the context of CompStat, through June 2017. [1a]
5. Patrol Watch Commander to spend 24 hours each quarter in the Dispatch Center through June 2017. [1a]

## **POLICE | DETECTIVES**

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

1. Respond and assist Patrol officers at crime scenes where the need exists for immediate investigative follow-up.
2. Respond to inquiries from victims and provide community education related to the prevention of both property and violent crimes.
3. Utilize Federal, State, and Local resources to assist with unsolved crimes and prosecute them to the fullest extent of the law.
4. 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 2016-17**

1. Conduct four presentations on current fraud trends to senior citizen groups and businesses by June 2017. [1e]
2. Conduct a minimum of six "bait" operations utilizing GPS technology. The operations will be in response to emerging crime trends in high-crime areas identified through the CompStat process by June 2017. [1a]
3. 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 2017. [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 2017. [1e]
5. YSB will participate in the Orange County District Attorney's GRIP program with five identified schools through June 2017. [1e]
6. Detectives will support patrol during special crime trend operational periods and document activity for the Crime Analyst through June 2017. [1a]
7. Conduct a community outreach and education program under the Families and Communities Together (FaCT) grant in collaboration with the Friendly Center by June 2017. [1e]

## **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. 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.
2. Respond, provide leadership, and assist patrol officers at crime scenes where the need exists for immediate investigative follow-up related to gang cases.
3. Provide training to and exchange intelligence information with patrol officers, school resource officers, detectives, school administrators, and outside agencies.
4. Reduce graffiti through enforcement, working closely with the Orange Unified School District, satellite schools, and private businesses.
5. Increase intelligence and apprehension efforts of subjects responsible for acts of graffiti while working with City of Orange Public Works Department and allied agencies.
6. Continue collaboration with the Orange County District Attorney's Office with GRIP, meeting with staff, students and parents of participating schools on a regular basis during the school year. The goal is to help prevent young persons from becoming involved in a gang by intervening, counseling, and providing resources regarding the dangers and consequences of gang involvement.
7. 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 2016-17**

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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 2017. [1a]
2. Hold four meetings with staff and students of the Orange Unified School District to educate students and staff on ways to suppress graffiti and other gang-related activity on school campuses through June 2017. [1e]
3. Complete five probation compliance operations of known taggers in the City through June 2017. [1a]
4. Complete at least 10 gang injunction violation arrests through June 2017. [1a]
5. Conduct 200 probation or parole searches on known gang members and their associates through June 2017. [1a]
6. Conduct four truancy sweeps in conjunction with GRIP by June 2017. [1a]
7. Assist allied law enforcement agencies with criminal investigations, warrant services, probation and parole searches, or other gang enforcement activity, ten times through June 2017. [3e]

## **POLICE | NARCOTICS**

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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1. Identify, investigate and arrest drug traffickers who supply users.
2. Assist other law enforcement agencies with investigations of local drug traffickers in our city.
3. Conduct proactive enforcement targeting low-level street dealers selling drugs.
4. Investigate and seek prosecution against those engaging in acts of prostitution.
5. Monitor alcohol establishments to ensure compliance with 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 2016-17**

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1. Conduct two ABC alcohol decoy operations by June 2017. [1a]
2. Conduct four probation checks for 11590 (Narcotic) registrants by June 2017. [1a]
3. Conduct two tobacco decoy operations, one by December 2016 and one by June 2017. [1a]
4. Conduct two massage parlor inspection operations with Department of Labor through June 2017 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 2017. [1a]
6. Work with Community Services Program (CSP) to provide two alcohol Training for Intervention Program (TIPS) for local bars and restaurant to ensure the responsible service, sale, and consumption of alcohol, by June 2017. [1e]
7. Assist Patrol with crime reduction efforts as needed through June 2017. [1a]



## **POLICE | LAB/PROPERTY**

### **PROGRAM DESCRIPTION**

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The Forensic Services Unit is responsible for the collection of evidence at crime scenes and processing for future court use. The Lab works to identify suspects through latent print analysis. 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**

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

### **WORK PLAN FOR 2016-17**

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1. Conduct three inspections and two audits of the Property/Evidence Room and off-site storage areas by June 2017. [1a]
2. Complete and submit latent prints to the CAL-ID through June 2017. [1a]
3. Conduct four CSI trainings for Field Services Division by June 2017. [4e]
4. Conduct two evidence and property booking trainings for Patrol and Detective personnel by June 2017. [4e]

## **POLICE | TRAFFIC SERVICES**

### **PROGRAM DESCRIPTION**

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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**

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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 OUSD schools.

### **WORK PLAN FOR 2016-17**

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1. Utilize multiple collision location data to direct enforcement efforts on a quarterly basis through June 2017. [1a]
2. Provide quarterly traffic reports that document collision and enforcement data during CompStat meetings by April 2017. [1a]
3. Conduct 13 DUI /driver's license checkpoints as required by the Office of Traffic Safety (OTS) grant through June 2017. [1e]
4. Complete 16 DUI Saturation patrols as required by the OTS grant through June 2017. [1e]
5. Conduct 18 Traffic Enforcement operations in support of Distracted Driving Awareness and Click-it-or-Ticket campaigns by June 2017. [1e, 2e]
6. Participate in the OTS Avoid Grant program, coordinated by Irvine Police Department with two (2) Saturation Patrols through June 2017. [1e].
7. Participate in three (3) commercial countywide enforcement checkpoints through June 2017. [1e, 2e]
8. Participate and provide quarterly skills training for motor officers that promote and enhance general riding and safety through June 2017. [4e].

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

### **PROGRAM DESCRIPTION**

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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, the immediate out-parcels, and parking areas. Response is given 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. Pursuant to a 1996 Disposition and Development Agreement with the Mills Limited Partnership, the developer currently provides for a designated location for a police substation within the Outlets at Orange shopping center.

### **SERVICE OBJECTIVES**

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

### **WORK PLAN FOR 2016-17**

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1. Participate in briefing discussions with security staff to maintain a positive working relationship, twice per month through June 2017. [3e]
2. Conduct two crime prevention trainings for merchants by June 2017. [1e]
3. Conduct quarterly compliance checks of liquor licenses and Conditional Use Permits and monitor special events at all ABC-licensed establishments through June 2017. [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. Coordinate 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 2016-17**

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1. Expand the Community Emergency Response Team (CERT) to reach all areas of the community by hosting two CERT classes and one Spanish language Disaster Preparedness Academy by June 2017. [1e]
2. Conduct two evacuation drills for all Police Department employees, including a shelter in place drill by June 2017. [1b]
3. Partner with Orange County Health Care Agency to establish a First Responder Point of Dispensing plan by June 2017. [1e]
4. Increase the Terrorism Liaison Officer (TLO) program to 50 percent participation of sworn personnel through quarterly trainings specific to terrorism and/or homeland security by December 2016. [1e]
5. 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 December 2016 [1e].
6. Participate in regional emergency preparedness drills and exercises in order to plan for disasters and emergencies the City of Orange may encounter through June 2017. [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. Effectively maintain and manage the street pavement condition index (PCI) in good condition.
4. Initiate Facilities Condition Assessment for City owned facilities.
5. Continue cost benefit analysis and convert City owned street lights to LED.
6. Ensure completion of all Public Works projects in the Capital Improvement Plan in a cost-effective and timely manner.
7. Constantly seek-out and search for grant opportunities for the best utilization of resources.
8. Acknowledge all complaints within 24 hours (non-weekend) of receipt and strive for response/resolution within 72 hours.
9. Review the Department's Strategic Plan to verify long-term priorities and programs.
10. Manage and update Pavement Management Program.
11. 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.
12. 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.
13. Manage several large contractor agreements including street tree maintenance, street sweeping, custodial, sewer cleaning, and videoing.
14. Provide sanitation services to all customers including: street tree maintenance, sewer maintenance, storm drain maintenance, and environmental compliance programs.
15. Acquire, service, and salvage, where appropriate, all City vehicles, including fire engines, ambulances, cars, trucks, and other non-wheeled equipment, to ensure safe and reliable operation.
16. 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.
17. Participate on the multi-departmental Graffiti Task Force to review the program and implement policy and mitigation measures.
18. Clean 450,000 lineal feet of sewer and video inspect 200,000 lineal feet of sewer utilizing both City crews and contractors.
19. 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 ensure an efficient transportation system.
20. Continue to implement traffic signal synchronizations along various roadways throughout the City.
21. Replace 1,800 small meters per year as part of the 15-year small meter replacement program.

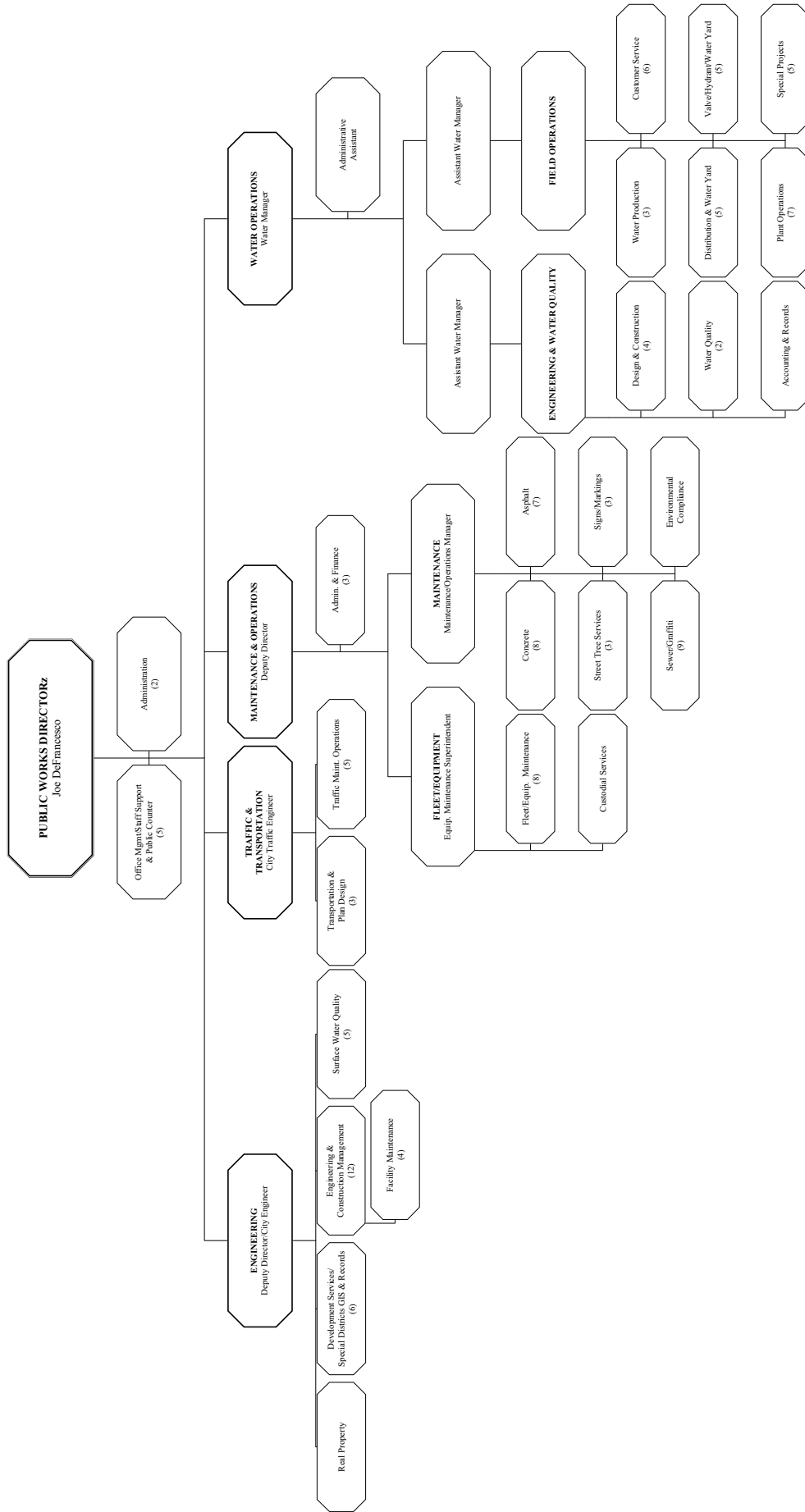
22. Promote utilization of advanced state-of-the-art technology for operation/monitoring of the City's traffic and transportation systems.
23. Implement Highway Safety Improvement Program projects for crossing upgrades and protected left turn traffic signal modification.

### **ACCOMPLISHMENTS FOR 2015-16**

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1. Rehabilitated over 1.9 million SF of pavement (including a couple major arterials such as Glassell Street, Cannon Street, Batavia Street, Echoff Street, and Fletcher Avenue). Constructed 6,500 LF of sewer mainline and upgraded two sewer lift stations. Moreover, 65,000 square feet of sidewalk was reconstructed.
2. Successfully issued an RFP for the citywide Energy Efficient Study and received a report for recommended energy conservation measures.
3. Completed Katella/Wanda Critical Intersection Improvement, including traffic signal modification, and added an additional left turn lane from eastbound Katella to northbound Wanda.
4. Responded to over 1,700 facility service requests.
5. Responded to over 10,000 calls requesting street maintenance service.
6. Repaired 2,000 potholes and 28,000 square feet of asphalt repairs.
7. Completed 20,000 square feet of sidewalk and concrete repairs.
8. Abated 88,000 square feet of graffiti.
9. Cleaned and video inspected over 315,000 linear feet of sewer mainline.
10. Completed 3,200 preventative maintenance and work orders on vehicles.
11. Completed the electrical vehicle charging stations utilizing the A.Q.M.D. grants.
12. Installed 299 LED street lights and 50 LED parking lot lights.
13. Completed 1,057 repairs of intersection traffic signal related equipment.
14. Performed 1,886 preventive traffic signal and cabinet maintenance.
15. Repaired 1,379 street lights and warning flashers.
16. Replaced approximately 297 plastic services as part of an on-going Water Division preventive maintenance program.
17. Installation of an emergency power generator at the Carver Pump Station.
18. Completed interior and exterior surface recoating, and safety upgrades for Reservoir 5.
19. Completed construction of Glassell and Palm Traffic Signal Installation.
20. Upgraded Traffic Management Center video wall and Ethernet switches.
21. Completed construction of Highway Safety Improvement Program projects protected left turn signal modifications on Chapman Avenue and Hewes Street, Chapman Avenue, and Esplanade Street, and Tustin Street and Mayfair Avenue.
22. Completed the construction of the new Marywood Pump Station.
23. Completed the construction of 1.8 miles of high maintenance water main.
24. Completed two sewer lift station rehabilitation projects.

# PUBLIC WORKS





## PUBLIC WORKS

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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	2.000	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	2.000	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 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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 2016-17 fiscal year

## PUBLIC WORKS DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
Salaries & Benefits	12,706,120	13,915,700	15,050,872	15,344,166
Maintenance & Operations	28,180,518	28,154,153	34,064,128	28,991,930
Capital Outlay	<u>2,128,191</u>	<u>2,448,334</u>	<u>7,037,340</u>	<u>2,753,127</u>
<b>Total Operating Budget</b>	43,014,828	44,518,187	56,152,340	47,089,222
Capital Improvements	11,393,622	11,788,685	40,453,056	13,615,500
Debt Service	<u>3,442,819</u>	<u>12,349</u>	<u>-</u>	<u>-</u>
<b>Total Department</b>	<u><u>57,851,269</u></u>	<u><u>56,319,221</u></u>	<u><u>96,605,396</u></u>	<u><u>60,704,722</u></u>
<b><u>DEPARTMENT PROGRAMS:</u></b>				
5001 General Administration and Support	595,108	624,158	782,539	806,601
5011 Engineering	9,001,917	6,276,424	24,475,159	11,538,203
5012 Development	547,230	605,366	699,962	704,760
5021 Street Maintenance	2,952,489	3,013,709	3,308,914	3,223,380
5022 Refuse and Sanitation Services	3,784,552	4,320,345	5,205,148	4,091,788
5023 Fleet Services	5,338,636	4,351,443	9,480,072	4,784,830
5024 Surface Water Quality Fund	949,787	1,044,658	1,226,166	1,255,578
5028 Facility Maintenance	1,847,561	1,763,441	2,798,093	1,985,855
5031 Transportation Planning	592,823	612,571	732,655	757,899
5032 Traffic Operations	3,309,432	1,640,501	4,956,511	1,204,443
5073 Roadway Maintenance	-	191,642	178,845	178,736
5074 Transportation Services	-	1,225,507	1,295,799	1,290,583
8011 Water Production	22,585,564	25,025,058	29,740,231	22,022,971
8041 Water Distribution	4,223,098	5,624,396	11,725,303	6,859,094
8071 Water Financing	<u>2,123,072</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Programs</b>	<u><u>57,851,269</u></u>	<u><u>56,319,221</u></u>	<u><u>96,605,396</u></u>	<u><u>60,704,722</u></u>

## PUBLIC WORKS DEPARTMENT

### Financial Summary

<b>DEPARTMENT FUNDING SOURCES:</b>		<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Estimate 2015-16</b>	<b>Budget 2016-17</b>
100	General Fund	5,171,570	7,106,257	7,991,689	7,707,780
150	O.C.P.T. Building Maintenance	23,300	70,165	53,717	33,120
220	Sanitation & Sewer	6,099,233	5,536,484	7,624,526	5,702,366
222	Solid Waste Fund	(121)	-	-	-
245	Air Pollution Reduction	-	15,084	14,912	-
262	Measure "M" Traffic Imprvmnt	519,354	2,599	-	-
263	Measure "M2" Traffic Imprvmnt	3,019,115	2,364,991	6,650,832	2,851,255
270	Gas Tax Maintenance Fund	2,064,361	2,244,424	2,329,914	2,369,189
271	Gas Tax Construction Fund	123,876	109,283	280,999	127,262
272	Gas Tax - Proposition 111	2,424,618	2,374,618	5,957,072	1,348,355
273	County/OCTA Gas Tax	1,437,234	21,312	-	-
284	TSIP Area "B"	28,136	153,978	5,265,996	1,296,950
285	TSIP Area "C"	24,168	102,343	225,391	-
340	Traffic Congestion Relief	-	217,987	782,112	-
500	Capital Projects Fund	107,413	99,367	829,479	1,585,000
520	Sewer Construction	3	598	10,929	3,000
540	Old Towne Parking Facility	-	-	20,000	-
550	Reimbursable Capital Projects	2,217,985	858,469	7,422,950	5,898,550
600	Water Utility Operations	28,931,734	30,649,455	41,465,534	26,924,065
710	Equipment Expense	2,404,433	2,595,925	3,070,588	2,878,914
720	Equipment Replacement Fund	2,958,237	1,755,518	6,409,484	1,863,916
725	Major Building Improvements	268,620	40,366	190,000	115,000
940	Orange Merged Capital Projects	28,002	-	9,273	-
<b>Total Funding</b>		<b>57,851,269</b>	<b>56,319,221</b>	<b>96,605,396</b>	<b>60,704,722</b>

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

### **PROGRAM DESCRIPTION**

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**

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 2016-17**

1. Develop a comprehensive departmental leadership development and team building program by June 2017. [4b]
2. Expand the recruitment and development of student volunteers and interns to meet the Department's ever-expanding needs by December 2016. [4b]
3. Update the Department's Strategic Plan to project long-term priorities and programs by December 2016. [4e]
4. Assess the Department's current asset management activities and set goals for future asset management needs by May 2017. [2d]
5. Submit annual reports for used oil collection and solid waste diversion to the California Department of Resources Recycling and Recovery by August 2016. [2a]
6. Prepare annual Maintenance Management System plans and meet monthly with all maintenance divisions to review plan progress through June 2017. [4c]
7. Coordinate the submittal of grant applications and administer successful grant awards through June 2017. [2a]
8. Develop an outreach and strategic plan to assist the City's commercial waste accounts in response to legislation approved by the Governor by February 2017. [2d]
9. Develop an outreach plan for promoting citywide Cycle VI Do-It-Yourself used oil collection by June 2017. [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 2017. [2b]
11. Examine the long term stability of the Mainstar Management System through June 2017. [2d]

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

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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 2016-17**

1. Begin to implement energy efficiency/conservation study improvements for all City owned facilities including street lights, and complete financial analysis of Southern California Edison (SCE) owned street lights acquisition by June 2017. [2d]
2. Update the Pavement Management Plan through June 2017. [1b, 2d]
3. Schedule and complete annual pavement maintenance projects by June 2017. [1b, 4b]
4. Work with consultant and Caltrans on Meats Interchange Project Approval and Environmental Document report through June 2017. [1b, 3a]
5. Provide project management support for the Metrolink Parking Structure (Lemon Street Parking Structure) through June 2017. [4b]
6. Examine sewer hot spots list and select segments for replacement by March 2017. [1b, 4b]
7. Complete Federal and State funded grant projects through June 2017. [3a]
8. Pursue grant opportunities from Orange County Transportation Authority (OCTA) – Measure M2, State and Federal agencies, and other available external funding options through June 2017. [2a, 2b]
9. Complete Sanitation Rate Study and present findings to City Council by July 2016. [2a, 2b]
10. Complete rehabilitation design on eight (8) City bridges and obtain Caltrans approval by August 2016. [2d]

## **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. Review and approve sewer lateral connections. Facilitate out-of-area sewer connection requests.
6. Issue new street addresses to developments and utility services and maintain City address database.
7. Prepare and submit on time all County, State, and Federal reports.
8. Operate and maintain a geographic based information system (GIS) for all City infrastructures and property related data.
9. Review all special district assessments annually for accuracy and compliance with financing agreements.
10. 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.
11. 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.
12. 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 2016-17**

1. Review submittals for developments including parcel and tract maps, grading, and other infrastructure improvements through June 2017. [1d, 3c]
2. Manage a Geographical Information System for atlas maps and infrastructural databases including updates through June 2017. [4b, 4c]
3. Update sewer, storm drain, and water databases throughout the City by June 2017. [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 2017. [3a]

5. Organize engineering project central files including scanning, filing, and record management through June 2017. [4b, 4c]
6. Review and approve Encroachment Permit applications by utility companies and private developments by June 2017. [1b, 1d, 4b]
7. Review submittal and facilitate project approval for various developments such as Santiago Hills II, Marywood Hills, Town and Country, and Chapman University Center for Science and Technology through June 2017. [2e, 4b, 4d]



## **PUBLIC WORKS | STREET MAINTENANCE**

### **PROGRAM DESCRIPTION**

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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**

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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 2016-17**

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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 through June 2017. [1b, 3a]
2. Patch and repair two (2) million square feet of street, utilizing both City crews and contract construction by June 2017. [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 2017. [1b]
4. Expediently track and remove graffiti throughout the City through June 2017. [4b]
5. Maintain traffic signs, street name signs, and pavement markings to be compliant with Manual on Uniform Traffic Control Devices and Federal Highway Administration reflective sign requirements and standards by June 2017. [1b]
6. Implement the divisionwide training programs through June 2017. [4e]
7. Manage contractual services for shopping cart abatement and Old Towne Plaza steam cleaning and custodial services through June 2017. [4b]
8. Inspect and install banners as requested through June 2017. [1b]
9. Assist in the production of City events and the implementation of emergency road closures through June 2017. [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 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 2016-17**

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1. Clean 450,000 linear feet of sewer main lines and CCTV video inspect 200,000 linear feet of sewer main lines by June 2017, utilizing both City crews and contractor services. [1b]
2. Trim 5,000 residential street trees based on the proposed rate structure adjustment by June 2017. [4b]
3. Clean 300 catch basins for Storm Water Quality by June 2017. [1b]
4. Complete 1,200 sanitation and right-of-way (ROW) related inspections for trash service, news racks, encroachments, and nuisance abatements in the public ROW by June 2017. [3b,3c]
5. Coordinate with the Engineering Division in the preparation of plans and specifications to replace deficient sewer mains as part of the CIP by June 2017. [2d]
6. Implement Council direction on Sanitation Rate Fund by June 2017. [2b]
7. Implement the division wide training programs by June 2017. [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 2016-17**

1. Complete 1,200 preventative vehicle maintenance services and 2,000 repairs to the City's fleet by June 2017. [1b]
2. Integrate the utilization of the fuel management system into the City's vehicle maintenance and asset management programs by June 2017. [2d]
3. Develop a vehicle purchasing schedule for annual vehicle replacements by January 2017. [2d]
4. Complete all standard budgeted vehicle replacement purchases by June 2017. [2d]
5. Dispose of surplus vehicles and equipment in a timely fashion to maximize salvage value by June 2017. [2d]
6. Implement division wide training programs by June 2017. [4e]
7. Implement Fuel Management Plans for fully automate fuel management system for all City vehicles including fire engines and police patrol vehicles by July 2016. [4b]

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

### **PROGRAM DESCRIPTION**

This program provides for compliance with Federal and State water quality regulations, primarily under the National Pollution Discharge Elimination System (NPDES) for stormwater quality and the Waste Discharge Requirements (WDR) for sewer management. These programs strive to improve surface water quality in the City of Orange and eliminate sewer overflows from the City's sewer system.

### **SERVICE OBJECTIVES**

1. Promote public education to businesses and residents regarding proper practices and procedures to manage 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.
7. Provide training to City departments on regulatory programs.

### **WORK PLAN FOR 2016-17**

1. Prepare and submit the annual Performance Evaluation Assessment report to comply with stormwater permit requirements by November 2016. [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 2017. [3b]
3. Inspect medium and low priority industrial, commercial, and municipal sites as required by the MS-4 permit by June 2017. [3b]
4. Inspect food service establishment sites (approximately 500) to comply with current Waste Discharge Requirements permit by June 2017. [3b]
5. Respond to surface water quality complaints citywide by June 2017. [3b]
6. Inspect 25,000 lineal feet of open drainage channels by August 2016. [3c]
7. Review new development Water Quality Management Plans as needed by June 2017. [3c]
8. Review new and revised Newport Bay Total Maximum Daily Loads (TMDL's) by June 2017. [3b]
9. Revise City Water Quality ordinance to comply with new NPDES requirements by June 2017. [3c]
10. Provide training to City departments on new NPDES requirements by June 2017. [3c]

## **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 2016-17**

1. Review and monitor all facility annual service contracts by March 2017. [1b]
2. Coordinate and implement building improvements and facility modifications by June 2017. [1b]
3. Perform general maintenance and repairs for all public buildings and appurtenant facilities by June 2017. [1b]
4. Conduct periodic building inspections to better maintain facilities and provide exceptional customer service through June 2017. [1b]
5. Complete a Facility Master Plan Study by November 2016. [2d]
6. Upgrade Energy Management System and access control to intelliweb through June 2017. [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. Review development proposals to ensure uses and the developments traffic impacts are analyzed and mitigated accordingly.
8. Prepare and submit on time all County, State, and Federal reports.

### **WORK PLAN FOR 2016-17**

1. Provide staff support to the City Traffic Commission through June 2017. [1b]
2. Explore opportunities for progressive/permissive traffic signal operations by June 2017. [4d]
3. Identify priorities for the FY 2017-18 CIP through June 2017. [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 2017. [1b]
5. Collaborate with 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 Environmental Impact Report (EIR) for the benefit of development streamlining by January 2017. [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 2016-17**

1. Implement additional wireless and fiber optic communication links between traffic signals, video cameras, and the Traffic Management Center (TMC) through June 2017. [4d]
2. Maintain monthly monitoring and routine maintenance program for signalized intersections and warning flasher locations through June 2017. [1b]
3. Conduct biweekly night time street light outage field surveys through June 2017. [1b]
4. Manage traffic signal controller change-outs, upgrade traffic signal cabinet, and TMC equipment through June 2017. [4d]
5. Implement multi-jurisdictional traffic signal synchronization along Chapman Avenue as part of Measure M2 Project P- Regional Traffic Synchronization Program through June 2017 [4d]
6. 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 2017. [4d]
7. Upgrade and installation of 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 2017. [4d]
8. Design and construction of 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 2017. [4d]
9. Implement the design and construction of protected left turn phasing of two (2) intersections at Glassell Street/Meats Avenue, Glassell Street/Collins Ave; pedestrian countdown signals at 33 intersections; and upgrade of accessible pedestrian signals at 12 intersections as part of the HSIP Cycle 7, through June 2017. [4d]
10. Implement the construction of the Tustin Street and Lincoln Avenue Traffic Signal Modification under the Intersection Capacity Enhancement Program. [4d]
11. Assist in the study and implementation of street light fixtures conversion from high pressure sodium lamps (HPSV) to the more efficient LED fixtures through June 2017. [4d]

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

### **PROGRAM DESCRIPTION**

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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**

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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 2016-17**

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1. Prioritize, design, and construct one to two miles of pipe per year, to replace high maintenance pipes by June 2017. [1b]
2. Incorporate Water System Master Plan recommendations into the Capital Improvement Program and water operations through June 2017. [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 2017. [1b]
4. Implement vulnerability assessment measures for water system through June 2017. [1b, 4b]
5. Complete and distribute annual water quality "Consumer Confidence Report" by June 2017. [1b, 4b]
6. Conduct or contract for the collection and analysis of all required water quality testing per the Water Resources Control Board regulations by June 2017. [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 2017. [1b, 4b]
8. Continue to develop water conservation programs with Municipal Water District of Orange County and promote water conservation through City publicity mediums by June 2017. [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 2017. [1b]
10. Conduct review/comparison and tracking of revenue/expenditures to water rate model by June 2017. [2b,2d]
11. Complete construction of Water Well 27 as part of the on-going groundwater development program by December 2016. [1b]



12. Purchase, install, and integrate SCADA system to current water standards to provide for a more advanced automatic telemetry system. First leg of the four (4) year project to be completed by June 2017. [2a,2d]

## **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 2016-17**

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1. Replace 1,800 small meters per year as part of the 15-year small meter replacement program by June 2017. [1b]
2. Read meters and address high consumption complaints and meter leak reports through June 2017. [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 2017. [1b]
4. Retrofit meters to radio read in specific locations by June 2017. [1b]
5. Perform daily security site checks at all water facilities, including data collection for GIS/asset management through June 2017. [1b]
6. Flow test all fire hydrants once a year, including data collection for GIS/asset management by June 2017. [1b]
7. Perform maintenance and exercise 1,200 water valves and collect data for GIS/asset management by June 2017. [1b]
8. Maintain and service all air release valves and plug valves, including data collection for GIS/asset management by June 2017. [1b]
9. Participate in the development of the Division's master training program through December 2016. [4e]
10. Recoating/repainting 1,100 Fire Hydrants by June 2017. [1b]

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## COMMUNITY DEVELOPMENT DEPARTMENT

### MISSION

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To guide the development and preservation of a livable, safe, and sustainable Orange.

### 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 to improve the manner in which services are provided.
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 2015-16

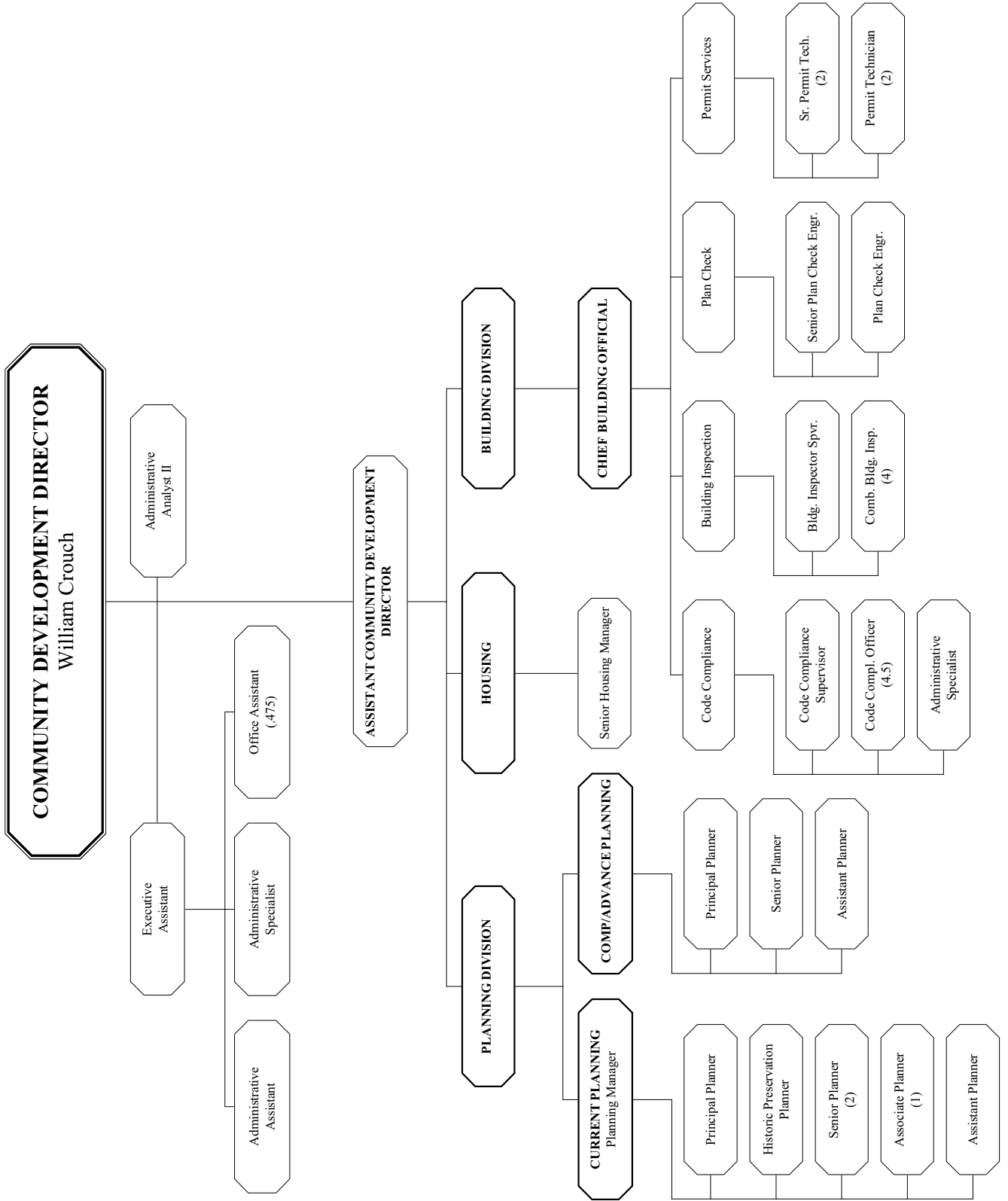
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1. Substantially completed the Development Review recommendations of the City's 2010 Organizational Assessment by reorganizing the Staff Review Committee (SRC) and rebranding it as the 'SMART Program for Development Review' in an effort to re-focus attention by staff on the importance of maintaining an energized culture of 'Streamlined Development Review,' making development review handouts more user-friendly and accessible via the City's website, and engaging in community outreach with real estate brokers, Orange Park Acres, the Old Towne Preservation Association, and Eichler neighborhood residents. Staff provided support to the Public Works, Fire, and Community Services Departments on a diverse range of projects.
2. Processed Development Streamlining Code Amendments that provide streamlined review processes, and code clarifications pertaining to: duplexes, cottage food operations, auto brokers, senior housing in commercial zones, parking standards for residential development, and alcohol sales at gas stations; established General Plan Zoning consistency for the Chapman/Yorba area to facilitate redevelopment of the Ross-Loos/Cigna building site; and conducted General Plan maintenance to ensure its accuracy and relevancy. Received recognition from the Orange County Business Council's Red Tape to Red Carpet awards for the Department's development streamlining work.
3. Made substantial progress toward City approval of the Metrolink Parking Structure project, conducting community outreach meetings, refining the project design in response to public feedback; completed coordination with the State Office of Historic Preservation, public review of the environmental

document, and final review by the Design Review Committee and Planning Commission in preparation of City Council approval in January 2016. Completed a draft of the Plaza-Depot Parking District Study, identifying a menu of recommended actions to more effectively manage parking in the historic downtown core.

4. Participated in ongoing coordination on the AMLI apartments project in Uptown Orange, and processed plans for major land use projects including: the Science and Technology Building for Chapman University, Orange-Olive Residential, Marywood Residential, Raising Cane's Restaurant, Oakmont Senior Living, and Quality Aluminum Forge; and processed plans within the Old Towne Plaza including Urth Café and Watson's. Completed plan review on Science and Technology Building and Picerne group apartments to be constructed on Town and Country.
5. Responded to customer inquiries at the Planning Counter including a record breaking 570 customers in the month of September and a calendar year 2015 total of 6,023 customers. Presented over 120 cases to Design Review Committee, Planning Commission, and City Council and processed six new historic Mills Act properties. Conducted Study Sessions with the Design Review Committee to provide guidance and training to staff regarding appropriate building materials and the Grand Street Study for the upcoming revised Preservation Standards, and conducted a study session with the Planning Commission regarding meeting protocol.
6. Issued over 4,000 building permits from January 1, 2015 to December 31, 2015, collecting over \$6.5 million in fees. During the year, staff provided services to 9,600 customers at the Building counter, completed 34,700 inspections, and processed 1,750 plan reviews.
7. Addressed 1,609 Code Compliance cases from January 1, 2015 to December 31, 2015, including: 209 graffiti, 611 property maintenance, 54 substandard housing, and 130 vehicle violation complaints; as well as assisting over 900 walk-in Code Enforcement customers at the public counter. Code Compliance continues to host the California Association of Code Enforcement Officers (CACEO) training.
8. Participated in a joint project with Ricci Realty to resolve code violations, install new landscaping, remove trash and debris, and repairs to a home of an Orange resident; worked with the community and various City departments to get graffiti removed from historical Hobbs Battery sign on Glassell; and worked with various City departments to get the Ross-Loos/Cigna medical building demolished.
9. Prepared and submitted the FY 2014-15 Consolidated Annual Performance and Evaluation Report for the Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) Programs to the U.S. Department of Housing and Urban Development (HUD). Administered the FY 2015-16 CDBG Program including nine FY 2015-16 CDBG Program contracts: five Subrecipient Agreements with nonprofit agencies and four Memoranda of Understanding with City departments.
10. Provided partial financing for the Lemon Grove Apartments, an 82-unit workforce apartment development to be located at 1148 North Lemon Street. City financing is comprised of a \$1.3 million loan of HOME funds from HUD and a \$6.75 million loan of Low and Moderate Income Housing Asset Funds from the former Orange Redevelopment Agency. The majority of the financing is being provided by tax exempt bonds, tax credits, and Bank of America.

# COMMUNITY DEVELOPMENT



## COMMUNITY DEVELOPMENT

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<b>Regular Full-Time:</b>			
Administrative Analyst II	0.000	1.000	1.000
Administrative Assistant	1.000	1.000	1.000
Administrative Specialist	1.000	1.000	2.000
Assistant Community Development Director	1.000	1.000	1.000
* Assistant Planner	2.000	2.000	2.000
Associate Planner	2.000	1.000	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	0.000
Senior Permit Technician	2.000	2.000	2.000
Senior Plan Check Engineer	1.000	1.000	1.000
Senior Planner	3.000	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 2016-17 fiscal year

## COMMUNITY DEVELOPMENT DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Estimate 2015-16</b>	<b>Budget 2016-17</b>
Salaries & Benefits	3,245,308	3,391,418	3,971,612	4,494,345
Maintenance & Operations*	777,712	820,404	1,063,767	600,714
Capital Outlay	<u>28,457</u>	<u>16,857</u>	<u>30,135</u>	<u>13,867</u>
<b>Total Operating Budget*</b>	<b>4,051,477</b>	<b>4,228,679</b>	<b>5,065,514</b>	<b>5,108,926</b>
Capital Improvements*	<u>761,049</u>	<u>895,383</u>	<u>2,872,385</u>	<u>1,049,200</u>
<b>Total Department*</b>	<b><u><u>4,812,526</u></u></b>	<b><u><u>5,124,062</u></u></b>	<b><u><u>7,937,899</u></u></b>	<b><u><u>6,158,126</u></u></b>

#### **DEPARTMENT PROGRAMS:**

6001	Administration	236,344	275,178	693,780	748,437
6011	Advance Planning	332,416	268,191	353,010	530,009
6021	Current Planning	1,022,571	1,136,874	1,120,591	1,149,808
6022	Planning Commission	10,068	9,820	14,700	-
6031	Building Inspection	526,861	415,184	655,684	663,961
6032	Code Enforcement	606,483	615,931	625,827	638,983
6033	Plan Check Administration	486,506	642,883	538,684	-
6034	Permit Services	337,190	371,488	416,266	920,713
6041	Housing	22,109	-	-	-
9640	CDBG Administration*	176,863	197,028	240,470	236,342
9645	CDBG Public Service Grants/Projects*	1,019,364	1,156,289	1,640,947	945,372
9660	Federal HOME Program*	<u>35,749</u>	<u>35,199</u>	<u>1,637,940</u>	<u>324,502</u>
	<b>Total Department*</b>	<b><u><u>4,812,524</u></u></b>	<b><u><u>5,124,062</u></u></b>	<b><u><u>7,937,899</u></u></b>	<b><u><u>6,158,126</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 2013-14</u>	<u>Actual 2014-15</u>	<u>Estimate 2015-16</u>	<u>Budget 2016-17</u>
100	General Fund	3,423,616	3,637,766	4,269,453	4,532,047
110	Building Records Management	49,091	50,143	81,715	67,068
310	Comm. Development Block Grant*	1,196,227	1,353,316	1,881,418	1,181,714
317	H O M E Federal Grant Fund*	35,749	35,199	1,637,940	324,502
916	Affordable Housing*	22,227	-	-	-
921	Loan Receivables	41,140	47,639	51,477	52,796
940	Orange Merged Capital Projects	17,389	-	15,897	-
941	Orange Merged Housing	27,087	-	-	-
<b>Total Funding*</b>		<u>4,812,526</u>	<u>5,124,062</u>	<u>7,937,899</u>	<u>6,158,126</u>

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

## COMMUNITY DEVELOPMENT | ADMINISTRATION

### PROGRAM DESCRIPTION

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

### SERVICE OBJECTIVES

1. Attend/conduct weekly meetings to coordinate activities of divisions within the department and activities with other departments.
2. Maintain ongoing communication as needed with the City Council and community on development issues.
3. Maintain payroll, personnel, and budget records for the department in a timely manner.
4. Provide courteous, 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.

### WORK PLAN FOR 2016-17

1. Continue to review and propose Zoning Code amendments to simplify the development review of development applications through June 2017. [2e]
2. Support the City's Economic Development efforts through the Streamlined Multi-Disciplinary Accelerated Review Team (SMART) review process and outreach to the broker and business community through June 2017. [4b]
3. 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 2017. [4e]
4. Brief the City Council and Planning Commission on upcoming planning and development issues on an ongoing basis through June 2017. [4a]
5. Track activity levels regarding development projects and workload demands on an ongoing basis and analyze creative solutions to staffing constraints through June 2017. [4a]
6. 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 2017. [2e]
7. Continue to evaluate and implement technology solutions to improve the customer experience and employee productivity through June 2017. [4c]

## 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 to the City, focusing on environmental legal compliance for capital improvement projects and review of environmental documents referred to the City from other public agencies. To provide informational and analytical land use, environmental and demographic information to the public and City staff in order to facilitate an ongoing understanding of the community, as well as the physical conditions affecting growth and change in Orange.

### **SERVICE OBJECTIVES**

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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 so that policies and practices are relevant, legally adequate, and internally consistent. Ensure that they are 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 making 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 2016-17**

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1. Prepare a General Plan Amendment in collaboration with the Public Works Department to address changes in State law pertaining to traffic impact analysis and air emissions, including an amendment to the General Plan Environmental Impact Report (EIR) for the benefit of development streamlining by June 2017. [2e, 3b]
2. Initiate focused amendments to the Zoning Ordinance related to signage, parking, small lot subdivisions, and transfers of development rights in order to make the Code a more user-friendly and effective document for purposes of economic development, achieving quality development and streamlined project review through June 2017, with work effort completion expected in 2018. [2d]
3. Complete the Tract Map, Planned Community, and Design Guidelines amendments for the Irvine Company's Santiago Hills II project by July 2016, and provide plan check support through June 2017. [3b, 3c]
4. 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 2017. [2d]
5. Complete public workshops for the Old Towne Design Standards and adopt update by December 2016. [5b]
6. 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 2017. [2e]

7. Provide construction support services and mitigation monitoring for the Metrolink Parking Structure project through June 2017. [2d]
8. Ensure completion of environmental review/compliance for various Capital Improvement Plan (CIP) projects, with particular effort involving the Meats Interchange project through June 2017. [2d]

## COMMUNITY DEVELOPMENT | CURRENT PLANNING

### PROGRAM DESCRIPTION

Current Planning provides short range planning functions. This program implements the City's General Plan by administering the Zoning Ordinance and all development and design related documents, which contribute to a safe, healthy, and livable community. This program also includes the Planning Commission and Design Review Committee. 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. The Design Review Committee (DRC) 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. Current Planning provides staff support to both bodies.

### SERVICE OBJECTIVES

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.
  - b. Return all phone calls within two business days.
  - c. Conduct final planning inspections within two business days of request.
  - d. Complete Zoning Verification Letters within ten business days of receipt.
3. Guide the applicants of the expected 120 projects (comprised of 150 discretionary development cases) 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 weekly project review 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 or more 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 Mills Act contracts.
9. Perform at least 40 required annual inspections on existing Mills Act contracts with consultant assistance.
10. Maintain accurate records of all public documents.
11. Provide necessary support to the Planning Commission 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.

12. Conduct approximately 40 Planning Commission and DRC meetings annually to review and rule or make recommendations on land use proposals and development projects to ensure that new developments are well planned, well designed, and consistent with good planning principles.
13. Hold study sessions with the Planning Commission and Design Review Committee as needed to review and develop policies addressing land use issues of special significance to the City.
14. 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 2016-17**

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1. Implement the Development Review Process in accordance with State mandated timeframes as well as City regulatory documents and guidelines through June 2017. [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 2017. [4b]
3. 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 2017. [4b]
4. Implement the development review process for 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 2017. [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 2017. [4b]
6. In order to ensure continued customer service during times the Historic Planner is not available or out of the office, the Historic Planner will continue to provide in-house staff training through June 2017. [4e]
7. Preservation staff will continue to implement the Mills Act Program through processing new applications every fall through June 2017. [5b]
8. Preservation staff will oversee consultants conducting State required periodic inspections of participating Mills Act properties for conformance with contract listed improvements through June 2017. [5b]
9. Assess the establishment of the City as a Certified Local Government per the State of California and National Park Service requirements by March 2017. [5b]
10. Planners will continue to assist Code Compliance staff with cases as requested through June 2017. [4d]
11. In accordance with the 2012 Organizational Assessment and the philosophy of "continuous improvement," staff will continue to implement process related improvements including: 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 2017. [4b]
12. Provide staff project support and facilitate neighborhood engagement for Chapman University development efforts through June 2017. [5b]
13. Process plans for new infill projects including the Olson Company, Orange Unified School District (OUSD) surplus properties, and Chapman University projects through June 2017. [5b]
14. Assist applicants of entitled projects to ensure conformity with all conditions of approval including: *Eleven 10* apartments; Marywood; MBK Homes; The Irvine Company; and Chapman's Science and Technology building through June 2017. [4b]
15. Train new and existing Design Review Committee and Planning Commission members through briefings, study sessions, and local training conferences through June 2017. [4b]

## COMMUNITY DEVELOPMENT | BUILDING INSPECTION

### **PROGRAM DESCRIPTION**

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

### **SERVICE OBJECTIVES**

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1. Continue to provide inspection services for each inspection request within one business day.
2. Maintain early morning and late afternoon office hours to serve customers.
3. Ensure a coordinated and comprehensive inspection process by working closely with other inspection agencies during the building process.
4. Provide professional and courteous service to all customers.
5. Develop knowledge of 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 TRAKiT land management and database software.

### **WORK PLAN FOR 2016-17**

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1. Complete approximately 25,000 inspection stops, 12,500 by December 2016 and 12,500 more by June 2017. [4b]
2. Expand use of E-TRAKiT system to include online scheduling of inspections by June 2017. [4c]
3. Develop knowledge of 2016 California Building Codes through obtaining new Code books, and attending training provided in-house, and by the California Association of Licensed Building Officials (CALBO) and the International Code Council (ICC) through June 2017. [4e]
4. Design and purchase uniforms for Building Inspectors to provide an identifiable image for the field Building Inspection staff by June 2017. [1b, 4b]
5. Expand training opportunities to inspectors related to accessibility, with a goal of additional personnel that are Certified Access Specialists (CAsp) through June 2017. [4e]
6. Expand the use of tablet computers to more efficiently manage inspection requests, obtain Code information, and record inspection results through June 2017. [4c]
7. 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 2017. [1b]
8. Provide a comprehensive and comparative building inspection activity report to the City Manager by August 2016 with an update by February 2017. [1a]
9. Enhance ability for Building Inspectors to communicate in the event of a natural disaster by replacing non-functioning radio equipment and exploring other methods of emergency communication through June 2017. [1a]

## COMMUNITY DEVELOPMENT | CODE COMPLIANCE

### PROGRAM DESCRIPTION

The Code Compliance program provides enforcement of the City's Municipal Code as it relates to neighborhood and community issues including: property maintenance violations, building code violations, non-conforming signage, sub-standard housing conditions, land use violations, and violations of the boardinghouse ordinance. Working closely with other 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. Cases are generated through reported violations, and 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, and taking necessary measures to see that compliance is achieved.

### SERVICE OBJECTIVES

1. Continue to provide quality customer service.
2. Reduce the current response time for non-emergency complaints days to two days.
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 from 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 the use of newer technology to enhance communication with the community.

### WORK PLAN FOR 2016-17

1. Process approximately 2,000 code compliance cases: 1,000 by December 2016, and another 1,000 by June 2017. [4b]
2. Assist approximately 1,400 Code Enforcement related visits to our front counter through June 2017. [4b]
3. Participate in the preparation of the Calendar of Events report for the City of Orange, with emphasis on the identification of dates, times, and affected areas of special events held in the Old Towne area through June 2017. [4b, 4d]
4. Review code compliance strategy to make best use of staffing resources, which includes officer enforcement and an emphasis on blighted neighborhoods through June 2017. [2a, 4e, 5b]
5. Provide additional Code Compliance Officer to assist with complaints from public and citizens to minimize response time and allow for expansion of services in identified blighted areas. [3c, 1b, 4b]
6. Expand use of tablet devices to Code Officers through June 2017. [4b]
7. Enhance online presence to community by updating website and adding a mobile application by June 2017. [2a,4b]
8. Provide a comprehensive and comparative Code Compliance activity report to the City Manager by August 2016 and an update to the City Manager by February 2017. [4a]
9. Participate in the Neighborhood Watch Program through June 2017 and National Night Out yearly event. [4b]
10. Implement the Neighborhood Improvement Task Force (NITF) program which is a scaled down model of the Neighborhood Enhancement Team (NET) by June 2017. [3e]



## COMMUNITY DEVELOPMENT | PERMIT SERVICES

### **PROGRAM DESCRIPTION**

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The Permit Services program answers and directs general inquiries, provides technical, permit and support functions at the public counter, and provides plan check services for all plans, computations, and other data filed by an applicant for a permit. 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 and coordinates the maintenance of all records in a digital archive system. The Plan Check function reviews all documentation to ensure compliance with all Local and applicable State requirements and 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 prompt, efficient and friendly customer service including answering and directing public inquiries.
2. Process plan check applications and issue building-related permits working closely with other agencies during the process.
3. Provide counter plan check services for simple, smaller projects such as patio covers and solar panels.
4. Prepare all construction-related documentation for digitizing.
5. Working with and maximizing the utility of computerized permit tracking software.
6. Provide user-friendly handouts to assist customers through processes, including the Building Division Procedures Manual.
7. Provide an initial plan check on 80% of all plans within two business weeks.
8. Keep current on the latest code updates and new materials through professional development seminars.
9. Participate as the Building Division representative in approximately 50 Streamlined Multi-Disciplined Accelerated Review Team (SMART) meetings.
10. Participate in regular coordination meetings with Fire, Police, Public Works, and other regulatory agencies.
11. Coordinate multi-departmental simultaneous plan checks for all major projects where staff from each development-related department participates simultaneously in plan checking.
12. Manage and administer all provisions of the City's Building Codes and perform Code interpretation duties of the Building Official.
13. Provide technical assistance for all customers including City projects.

### **WORK PLAN FOR 2016-17**

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1. Process approximately 3,000 building permits, 1,500 by December 2016, and 1,500 by June 2017. [4b]
2. Serve approximately 7,500 customers at the Department's public counter with 4,000 by December 2016 and another 3,500 by June 2017. [4b]
3. Utilize permit technicians to conduct at least 200 simple or smaller plan checks by June 2017. [4b]
4. Develop proficiency with the TRAKiT permit system, and expand use of the E-TRAKiT online functions by increasing the use of online permit issuance through June 2017. [4b]

5. Refine procedures to allow for expanded online permit application and receive digital plans for review by June 2017. [4b]
6. Provide a comprehensive and comparative Permit Services activity report to the City Manager by August 2016 with an update by February 2017. [2a, 4a]
7. Complete approximately 600 plan checks, 300 by December 2016 and another 300 plan checks by June 2017. Oversee the work of contract plan check consultants on an as needed basis. [4b]
8. Develop knowledge of 2016 California Building Codes through training by attending in-house, California Association of Licensed Building Officials (CALBO) and the International Code Council (ICC) training through June 2017. [4e]
9. Expand training opportunities to inspectors related to accessibility with the goal of additional Certified Accessibility Specialist (CAsp) personnel through June 2017. [1a]
10. Attend Streamlined Multi-Disciplined Accelerated Review Team (SMART) meetings through June 2017. [4e]
11. Update the Building Division Procedures Manual through June 2017. [4e]
12. Seek and employ an expert to provide an updated survey of unreinforced or under-reinforced masonry buildings throughout the City by June 2017. [1b]
13. Implement digital plan submittal and reviews through June 2017. [4b]
14. Develop plan to improve the Community Development and Public Works lobby area at City Hall to enhance the customer experience and provide streamlined permitting services by June 2017. [4b]

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

### **WORK PLAN FOR 2016-17**

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1. Complete and submit the FY 2015-16 Consolidated Annual Performance and Evaluation Report to the U.S. Department of Housing and Urban Development (HUD) by September 2016. [3e]
2. Provide administrative oversight of the FY 2016-17 CDBG Program and HOME Program through June 2017. [3e]
3. Solicit and review up to 40 FY 2017-18 CDBG funding requests from nonprofit agencies and City departments by January 2017. [3e]
4. Conduct five public meetings and two technical assistance trainings for the FY 2017-18 CDBG Program by May 2017. [4a]
5. Complete and submit the FY 2017-18 Action Plan to HUD by May 2017. [3e]
6. Monitor the affordability and occupancy covenants of HOME-assisted rental units through June 2017. [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, assets, and all public landscapes 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.

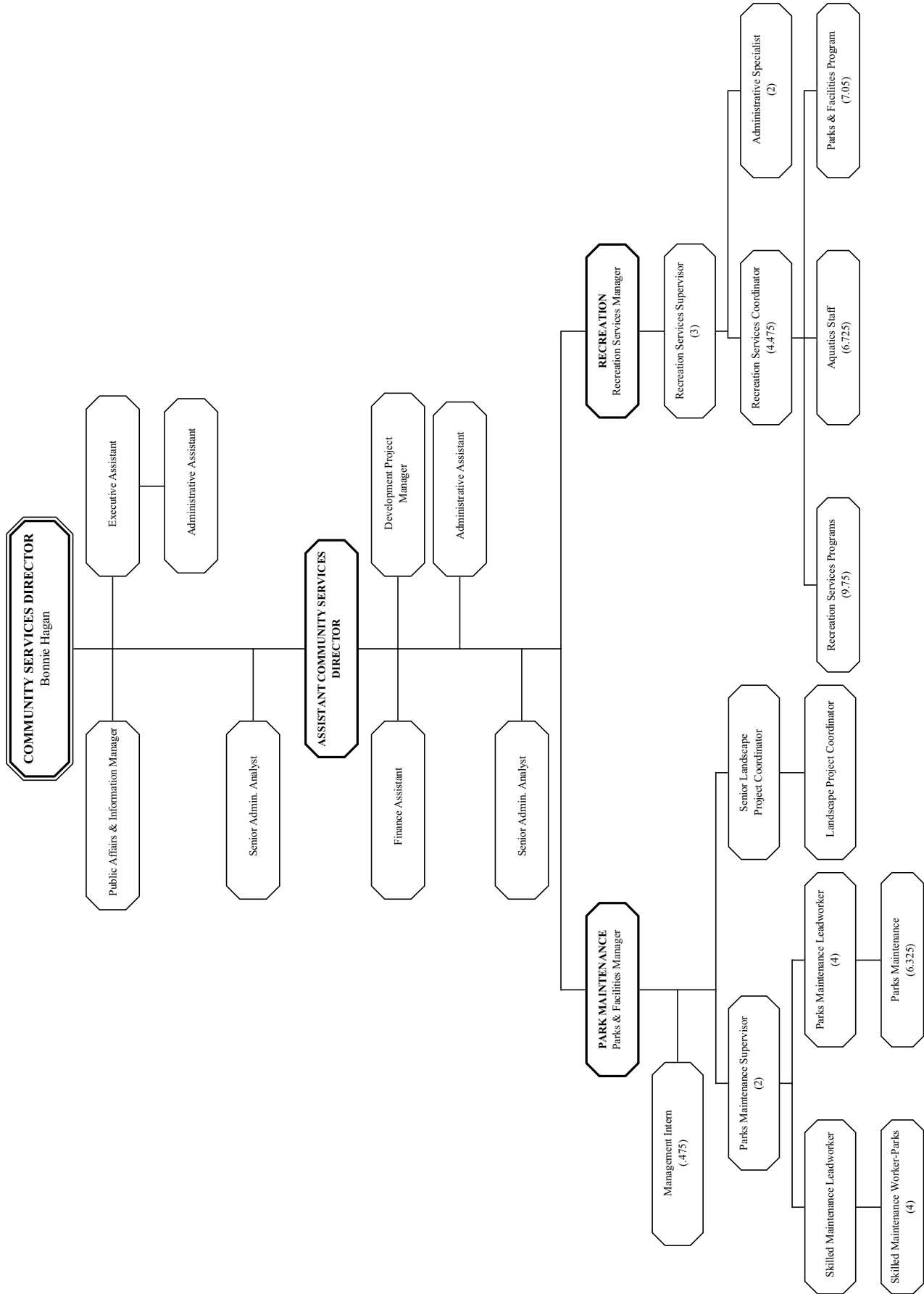
### ACCOMPLISHMENTS FOR 2015-2016

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1. Implemented the creation of a landscape assessment overlay district (LMD 15-1) in the Santiago Hills neighborhood as a result of a property owner approved ballot measure to provide sufficient funding to maintain the District and replace plant materials with drought tolerant plants over time.
2. Completed a renovation of landscape areas at the Grijalva Park Sports Center that improved form and function, resulting in a much more attractive landscape that is performing very well.
3. Completed Master Plans for Eisenhower, La Veta, and Shaffer Parks. Began design and bid process for the Shaffer Park renovation project.

4. Completed replacement and upgrade of Hart Park pool equipment, including pool heaters, backwash control systems, and pool chemical feed and circulation operation controls.
5. Completed a total tree inventory of over 10,000 trees and implemented a new tree maintenance management and inventory program.
6. Completed the Hart Park Bandshell Dance Floor expansion project. Incorporated approximately 100 sponsorship bricks into the new dance floor.
7. Completed 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 utilizing \$484,000 in State of California grant funding. The outdoor exercise equipment at Grijalva Park is the first of its kind in the City of Orange and the manufacturer stated that it is one of the best applications of their equipment to date. The tot lot equipment at Handy Park replaced equipment that was over 15 years old and features a new, creative design that is a departure from what is offered at other parks.
8. Raised over \$60,000 in donations and sponsorships, a record high, in support of the Community Services Department special events and programs.
9. Formed the Teen Action Committee (TAC) for teens to participate in community service projects and assist with City special events.
10. Served 1,247 day camp participants which is an increase of 62% from the previous year.
11. Attracted 6,100 Facebook followers to the City's page. Posted over 840 separate stories on various topics, each one reaching an average of 15,000 individual Facebook users per story.
12. Published and circulated the "Our Orange" quarterly publication to over 47,000 households.
13. Successfully launched our first social media contest, in cooperation with the Orange Chamber of Commerce, to raise awareness of shopping locally to keep sales tax dollars in Orange.
14. Launch of the City of Orange Twitter and Instagram feed.
15. Produced 12 videos 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



## COMMUNITY SERVICES

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<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>	 36.000	 36.000	 36.000
<b>Regular Part-Time (FTE):</b>			
Assistant Recreation Services Coordinator	1.750	1.750	1.750
Parks & Facilities Attendant	0.000	1.500	1.500
Parks Maintenance Worker I	0.000	0.000	3.000
Recreation Services Activity Specialist	0.000	0.750	0.750
Recreation Services Leader I	1.500	0.000	0.000
Recreation Services Leader II	4.500	0.000	0.000
Recreation Services Leader III	1.500	0.000	0.000
 <i>Regular Part-Time Sub-Total</i>	 9.250	 4.000	 7.000
<b>Part-Time/Non-Benefitted(FTE):</b>			
Assistant Pool Manager	0.375	0.725	0.725
Life Guard/Swim Instructor	3.875	5.000	5.000
Management Intern	0.475	0.475	0.475
Parks & Facilities Attendant	5.175	3.050	3.050

## COMMUNITY SERVICES (continued)

### SCHEDULE OF POSITIONS

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<b>Part-Time/Non-Benefitted (continued):</b>			
Parks Maintenance Helper	1.000	4.275	0.000
Parks Maintenance Worker I	3.800	5.225	3.325
Pool Manager	0.750	0.375	0.375
Recreation Services Coordinator	0.850	0.475	0.475
Recreation Services Activity Specialist	1.425	1.900	1.900
Recreation Services Leader I	1.325	4.425	4.425
Recreation Services Leader II	2.400	2.925	2.925
Recreation Services Leader III	0.625	0.500	0.500
Swimming Attendant	0.500	0.625	0.625
<i>PT/Non-Benefitted(FTE) Sub-Total</i>	<i>22.575</i>	<i>29.975</i>	<i>23.800</i>
<b>Total Community Services</b>	<b>67.825</b>	<b>69.975</b>	<b>66.800</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 2016-17 fiscal year



## COMMUNITY SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b>Actual 2013-14</b>	<b>Actual 2014-15</b>	<b>Estimate 2015-16</b>	<b>Budget 2016-17</b>
Salaries & Benefits	3,328,622	3,941,408	4,662,313	5,068,509
Maintenance & Operations	3,697,961	4,207,089	4,894,597	5,003,720
Capital Outlay	13,818	1,053	36,659	21,500
<b>Total Operating Budget</b>	<b>7,040,401</b>	<b>8,149,549</b>	<b>9,593,569</b>	<b>10,093,728</b>
Capital Improvements	400,608	1,207,234	2,081,774	7,290,504
Debt Service	20,960	24,194	-	-
<b>Total Department</b>	<b>7,461,969</b>	<b>9,380,978</b>	<b>11,675,344</b>	<b>17,384,232</b>
 <b><u>DEPARTMENT PROGRAMS:</u></b>				
7001 Community Services Administration	1,141,781	1,355,210	1,420,091	1,586,422
7003 Public Information	102,594	127,519	177,125	145,000
7011 Leisure Services	1,113,729	1,339,345	1,870,865	1,888,207
7012 Grijalva Gymnasium	246,369	280,384	289,919	365,498
7014 Athletics	264,859	307,095	347,019	371,720
7015 Special Events	124,320	131,770	112,562	100,525
7021 Park Planning, Acquisition & Development	421,568	986,700	1,959,097	7,040,504
7022 Park Maintenance	2,939,101	3,418,791	3,768,908	4,135,729
7024 Landscape Maintenance Districts	143,599	334,800	293,333	445,135
7026 Irvine 86-2 Landscape Maintenance	560,453	665,800	822,668	808,194
7041 Human Services	403,594	433,565	613,758	497,297
<b>Total Programs</b>	<b>7,461,967</b>	<b>9,380,978</b>	<b>11,675,344</b>	<b>17,384,232</b>

## COMMUNITY SERVICES DEPARTMENT

### Financial Summary

<b><u>DEPARTMENT FUNDING SOURCES:</u></b>		<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
100	General Fund	6,288,171	7,322,035	8,319,723	8,946,299
245	Air Pollution Reduction	13,000	-	35,159	20,000
263	Measure "M2" Traffic Imprvmnt.	74,588	93,493	237,363	110,000
291	Santiago Hills Landscape Maintenance District Fund	560,453	910,778	945,345	1,076,509
293	Sycamore Crossing Landscape Maintenance District Fund	53,566	44,004	54,685	59,608
294	Del Rio Landscape Maint District	90,033	46,117	115,971	117,212
500	Capital Projects Fund	33,182	196,959	27,267	-
510	Park Acquisition	-	27,476	1,246,341	6,820,504
511	Park Acquisition & Development	337,426	357,161	527,210	165,697
512	El Modena Park Facility	-	-	16,500	-
540	Old Towne Parking Facility	9,096	6,750	8,000	14,100
550	Reimbursable Capital Projects	-	376,204	141,779	-
551	County Parks Grants Fund	-	-	-	54,302
940	Orange Merged Capital Projects	2,453	-	-	-
<b>Total Funding</b>		<b><u>7,461,968</u></b>	<b><u>9,380,978</u></b>	<b><u>11,675,344</u></b>	<b><u>17,384,232</u></b>

## COMMUNITY SERVICES | ADMINISTRATION

### PROGRAM DESCRIPTION

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

### SERVICE OBJECTIVES

1. Facilitate public/private partnerships to collaborate with the City in order to provide in-kind and/or financial contributions for the support and development of department programs.
2. Provide administrative and management support 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.
7. Evaluate current staffing and resources to ensure that critical service areas are covered with the appropriate amount of staff at the appropriate level of the organization.

### WORK PLAN FOR 2016-17

1. Actively seek alternative funding mechanisms for projects, programs and services through June 2017. [2b]
2. Work with community partners to identify opportunities for collaboration and alternative ways to offer programs and services in light of fiscal reductions through June 2017. [2e]
3. 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 employee's citywide, and providing content for news items through June 2017. [1a]
4. 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 2017. [4c]
5. Monitor the receipt of developer fees for park improvements and strategically prioritize capital projects for maximum community benefit and public safety through June 2017. [2d]

## COMMUNITY SERVICES | LEISURE SERVICES

### **PROGRAM DESCRIPTION**

---

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 the City's 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 300 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 and 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 2016-2017**

---

1. Evaluate available options for new recreation-based software system to replace the expiring CLASS software system by June 2017. [4c]
2. Explore the possibility of offering an additional summer day camp at the Sports Center at Grijalva Park by December 2016. [4c]
3. Identify new class offerings that meet the needs of the community through June 2017. [4b]
4. Evaluate current class offerings and adjust them as needed based on registration and community needs through June 2017. [4b]

## COMMUNITY SERVICES | SPORTS CENTER AT GRIJALVA GYM

### **PROGRAM DESCRIPTION**

---

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

### **SERVICE OBJECTIVES**

---

1. Operate a clean, safe, and functional facility for the community's 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 2016-2017**

---

1. Continue to maintain the facility and park grounds to provide a safe and functional environment for programs and services by June 2017. [1b]
2. Implement new teen activities and events in collaboration with other City departments and local non-profit groups by February 2017. [3e]
3. Continue to look for expanded program and service opportunities for the community using Sports Center facilities through June 2017. [2b]

## COMMUNITY SERVICES | SPORTS AND AQUATICS

### PROGRAM DESCRIPTION

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

1. Provide four seasons of adult softball under full-service contract with Major League Softball for approximately 790 teams, in which approximately 12,640 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 148 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 1,600 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 800 participants for swimming lessons, youth swim team, and youth water polo.
7. Execute four seasons of an adult basketball league in which approximately 187 teams and 1,683 adults participate.

### WORK PLAN FOR 2016-2017

1. 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 2017. [2d]
2. Propose one-day adult basketball tournament play options by September 2016. [5c]
3. Host an Ad Hoc meeting with all of the Approved Youth Sports User Groups to review the current field allocation policies and procedures, and receive input on any necessary changes or modifications by September 2016. [3e]

## COMMUNITY SERVICES | SPECIAL EVENTS

### **PROGRAM DESCRIPTION**

---

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**

---

1. Continue to 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 2016-2017**

---

1. Achieve a sponsorship goal of raising \$55,000 for the 2016 Special Event Season by December 2016. [3e]
2. Identify community partners who may be interested in assuming a larger role in the production of City special events in order to relieve the City's financial burden in both funding and staff resources for these events by June 2017. [3e]

## COMMUNITY SERVICES | PARK PLANNING, ACQUISITION, AND DEVELOPMENT

### PROGRAM DESCRIPTION

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

### SERVICE OBJECTIVES

1. Provide quality parks, athletic fields, facilities, and open space for Orange residents.
2. 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 2016-17

1. Complete year three of a Booster Pump Installation Program at City parks, improving water delivery efficiency by June 2017. [2d]
2. Oversee design, environmental reviews, and City approval for construction of 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 with construction anticipated to begin in Spring 2017. [3a]
3. Install HVAC Delta Control systems at El Camino, Olive, Handy, Killefer, and Steve Ambriz Parks to increase efficiency and reduce energy costs by October 2016. [2d]
4. Complete first year of asphalt resurfacing of parking lots (Killefer, Eisenhower, and El Camino Real Parks) by June 2017. [2d]
5. Complete installation of Calsense weather-based irrigation system at Santiago Hills, Serrano, Belmont, and Barrera Parks by June 2017. [2d]
6. Complete design and installation of a landscape renovation project for turf removal and replacement with drought-tolerant landscaping treatments in the Santiago Hills Assessment District Trails End entry by October 2016. [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 management and 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 and oversee 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. Prepare bid documents for bidding contract maintenance services.
5. Provide landscape technical assistance, plan check services, and perform field inspections for all City projects.
6. Conduct regular inspections of contract landscape maintenance services at City parks, City facilities, and rights-of-way with contractors in order to ensure compliance with maintenance specifications.
7. Provide landscape development design and administrative service for projects in parks, City facilities, and landscape assessment districts.

### **WORK PLAN FOR 2016-17**

---

1. Work with supervisory staff to improve the administrative processes and practices for managing contract services, drafting bid documents, and utilizing support staff to assist in tracking and producing documents by September 2016. [2d]
2. Work with staff to ensure all necessary programming and data is entered into the new Calsense irrigation systems to optimize their operation by August 2016. [3a]
3. Continue tracking water use in parks and refine irrigation programming to maximize use of the allowable water amount while still meeting the stated mandate by September 2016. [2d]
4. Continue to work with other City departments to identify an asset management system that can be used by most departments and can incorporate the use of mobile technology by field personnel to improve efficiencies, better track work efficiencies, and help manage assets to help forecast budgets for capital and operational expenditures through June 2017. [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 and 15-1.

### **SERVICE OBJECTIVES**

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1. Provide landscape contract administration and supervision of maintenance services for the Assessment District utilizing a combination of professional services and staff.
2. Respond to homeowner concerns, research and resolve issues, follow through and complete maintenance requests in a timely manner.
3. Engage with contract maintenance management services to oversee work of maintenance and repair contract services. Ensure that the maintenance management contractor develops punch lists, and maintains written documentation and communication with contractor.
4. Ensure that the repair and replacement of irrigation components is ongoing as necessary.
5. Ensure that the landscape contractor implements water saving measures through efficient use of the central irrigation management system.
6. Effectively manage funding to improve maintenance service levels.
7. Ensure that regular walk-through inspections at the Assessment District with the landscape contractor are conducted 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 2016-17**

---

1. Effectively program new maintenance funding derived from Assessment 15-1 to begin to restore maintenance to previous levels and begin a renovation effort of existing landscapes in the District to convert to a more drought tolerant design by June 2017. [2d]
2. Work with the City's maintenance oversight contractor and the landscape contractor to improve management of the Calsense Irrigation Control Systems and insure efficient use of irrigation water to meet the necessary reduction mandates by June 2017. [2d]
3. Repair and replace electrical and lighting infrastructure, as needed and as funding allows, to address basic safety and operational needs through June 2017. [2d]
4. Work with staff and the maintenance management contractor to implement a coordinated communication effort with the newly established resident liaison committee to help improve the dissemination of information to the residents regarding budget decisions, maintenance concerns, and renovation plans by June 2017. [3a]

## **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 2016-17**

---

1. Maintain expenditures at a sustainable level within available revenue levels through June 2017. [2d]
2. Maintain water consumption at a sustainable rate to keep expenditures within budgeted amount by June 2017. [3a]

## 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 2016-17**

---

1. Make repairs to existing landscape where plant material has died and slopes require erosion control by October 2016. [3a]
2. Replace existing pedestrian bridge over the bio-swale by October 2016. [3a]
3. Evaluate existing bio-swale landscape to determine if renovation work may be needed by October 2016. [3a]
4. Provide landscape and other facilities maintenance to meet City standards that will maintain the efficacy of the bio-swales through June 2017. [3a]

## 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 the City's 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 the 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 2016-2017**

---

1. Provide continued assistance to the Orange Senior Center in the areas of facility maintenance, program and service delivery, and transportation services through June 2017. [3a]
2. Assist with the bid process and subsequent transition for renewal of transportation services in July 2016. [3a]
3. Renew the transportation funding agreement with OCTA in July 2016. [3a]

## COMMUNITY SERVICES | PUBLIC AFFAIRS AND INFORMATION

### **PROGRAM DESCRIPTION**

---

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 its brand, use of logos, website, graphic standards, and letterhead for consistency of its 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.
12. Monitor the media for coverage of City, and respond when appropriate.

### **WORK PLAN FOR 2016-17**

---

1. Expand the City's social media reach, including additional platforms where appropriate, and create workflow for new social media platforms through June 2017. [4a]
2. Administer and edit four issues of the City's quarterly publication through June 2017. [4a]
3. Produce the City's internal and external employee electronic newsletter through June 2017. [4c]
4. Partner with City departments to increase public awareness of good stewardship of City tax dollars through June 2017. [4d]
5. Create a partnership with Chapman University for media interns to assist with growing social media pressures through June 2017. [4d]
6. Integrate information and expand usage of social media to market Community Services and citywide programs through June 2017. [4a]

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## NON-DEPARTMENTAL

### PROGRAM DESCRIPTION

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

The Non-Departmental budget includes the following:

1. The City's portion of retirees' health insurance premiums.
2. Reimbursable salary expense for the International Street Fair and other community events.
3. Employee separation benefits.
4. Annual Animal Control Operations and new capital component contract with the County of Orange.
5. Citywide postage expense.
6. Performance payments to various commercial developments.



## NON DEPARTMENTAL

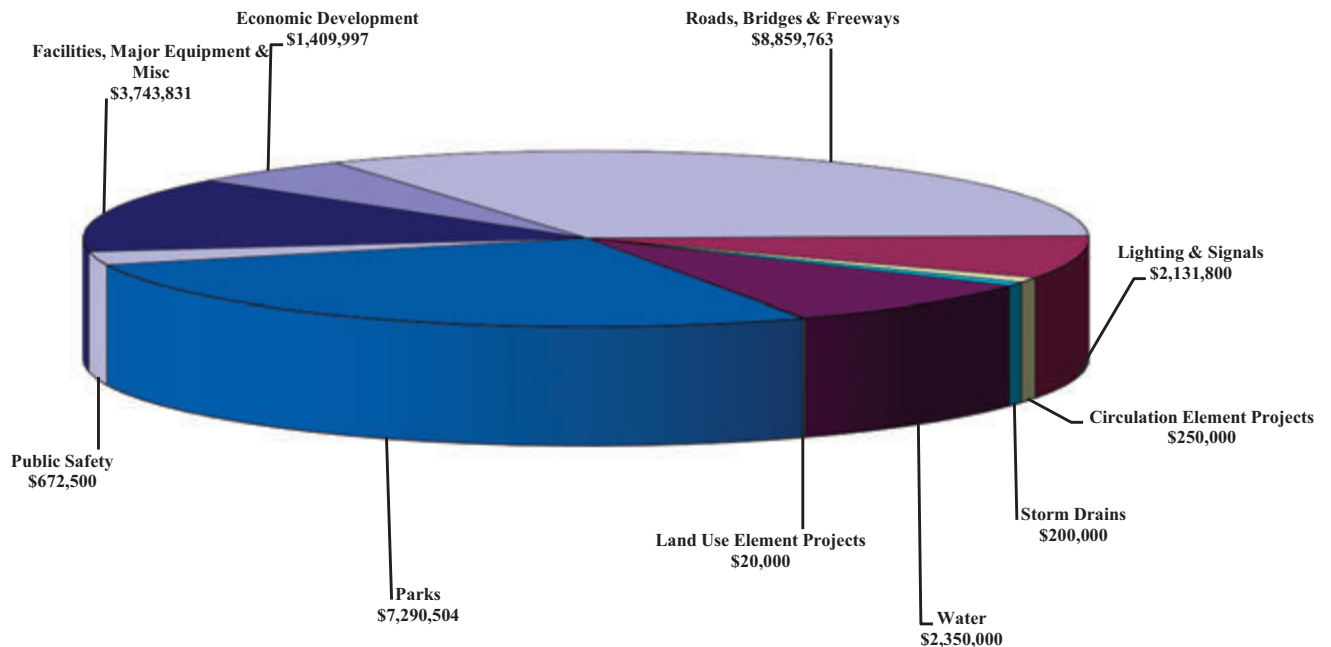
### Financial Summary

<b><u>DEPARTMENT BUDGET SUMMARY:</u></b>	<b><u>Actual 2013-14</u></b>	<b><u>Actual 2014-15</u></b>	<b><u>Estimate 2015-16</u></b>	<b><u>Budget 2016-17</u></b>
Salaries & Benefits	1,383,331	1,307,281	2,267,000	1,412,000
Maintenance & Operations	1,320,322	2,869,251	5,182,344	4,778,496
<b>Total Department</b>	<b><u>2,703,653</u></b>	<b><u>4,176,531</u></b>	<b><u>7,449,344</u></b>	<b><u>6,190,496</u></b>
<b><u>DEPARTMENT PROGRAMS:</u></b>				
0000 Non Departmental	2,703,653	4,176,531	7,449,344	6,190,496
<b>Total Department</b>	<b><u>2,703,653</u></b>	<b><u>4,176,531</u></b>	<b><u>7,449,344</u></b>	<b><u>6,190,496</u></b>
<b><u>DEPARTMENT FUNDING SOURCES:</u></b>				
100 General Fund	1,348,922	2,896,058	2,120,344	1,783,496
115 Business Investment Fund	-	-	2,200,000	3,100,000
130 PEG Program	100,000	75,000	165,000	100,000
570 Police Facility Fees	30,000	30,000	-	-
596 Sycamore Crossing A.D. 95-1	-	28,614	-	-
760 Employee Accrued Liability	1,224,731	1,146,860	2,064,000	1,207,000
<b>Total Funding</b>	<b><u>2,703,653</u></b>	<b><u>4,176,531</u></b>	<b><u>6,549,344</u></b>	<b><u>6,190,496</u></b>

## CAPITAL IMPROVEMENT PLAN HIGHLIGHTS

The City of Orange Capital Improvement Plan (CIP) serves as a single comprehensive plan of proposed capital improvement projects for the budget year of FY 2016-17 (FY17) and the six years thereafter. The CIP is a budgeting and strategic planning tool used to determine the extent of future needs and sources of funding. Funding sources include a combination of current and future anticipated revenues and contributions from other governmental agencies, developers, and private donors.

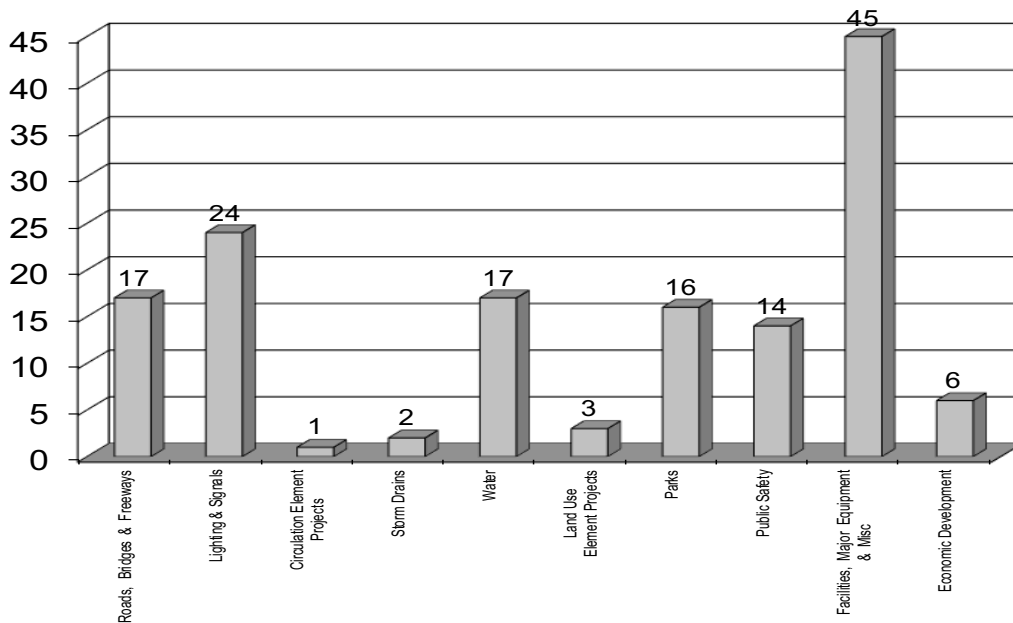
### Project Category Summary 7- Year Total \$138,231,569



Over the past several years, we have seen an unprecedented level of capital improvement activity in Orange. Looking forward, the CIP identifies 146 projects that are being proposed for the seven-year period. For the upcoming fiscal year, there are 28 new projects budgeted and 95 projects that are a continuation of previously approved projects.

With these projects, the City Council is investing about \$27.0 million in capital improvements in the upcoming fiscal year and \$138.2 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.

**City of Orange 2016-2017  
Seven Year Capital Improvement Plan  
NUMBER OF PROJECTS BY CATEGORY**



Seventeen new and on-going road projects continue to be a major focus of our CIP program. The forty-five identified facility improvements reflect the aging of City facilities and major equipment. Funding for the CIP comes from thirty-one 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 FY17 Capital Improvement Program projects:

- Re-design and re-landscaping of the Handy Creek Corridor within the Santiago Hills Assessment District;
- Construction renovations at Shaffer Park, including construction of a new community building, reconstruction of the sports field, and construction of a new concession building with restrooms and equipment storage;
- Continued installation of irrigation management systems at four City parks;
- Commitment of \$4.0 million to the Pavement Management Program and an additional \$1.3 million to street maintenance and rehabilitation efforts throughout the City;
- Complete the design and construction of a new master meter at the UCI medical complex and a new water main along Dawn Way;

- Continued replacement of audio/video technology in the City Council Chambers, including installation of new sound system, video display system, and camera/video production equipment;
- Continued multi-year funding for a county-wide replacement of Public Safety's 800 Mhz radio system;
- Ground-breaking for construction of the Metrolink Parking Structure project, located at the 100 block of North Lemon Street;
- Replacement and addition of self-service checkout machines at Main, El Modena, and Taft Libraries;
- Replacement of video surveillance system at Police Headquarters and add similar systems to increase security levels at the Main Library, Hart Park, and the Grijalva Park Sports Center;
- Improvement of traffic flow on Tustin Street with the addition of a right turn lane at Meats Avenue and a dedicated right turn at Katella Avenue; and
- Continued assessment of design options for renovations at Fire Station No. 2 and future infrastructure needs for Fire Headquarters

With limited resources and the General Fund contributing only a small portions towards CIP projects, staff has made every effort to prolong much needed repairs and improvements to City facilities and infrastructure. As such, City Council set-aside \$9.0 million from the General Fund in the Capital Projects Fund (500) for this purpose. In FY17, some critical areas have been identified and are included in the proposed Seven-Year CIP. These projects include replacement of Civic Center air conditioning units, fiber optic cable installation at Grijalva Park, rehabilitation of the roof at main Library, contribution towards the Pavement Management Program, infrastructure maintenance, and ongoing City facility improvements, all totaling \$1.8 million.

In total, new citywide infrastructure improvements proposed for FY17 is \$2,570,000. New projects proposed using other funds include: upgrading the audio and video equipment in the City Council Chambers; video surveillance system at Police Headquarters; replacement of the air conditioner units at the Fire Station; and refurbishing the Library fountain.

## 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	\$ 465,000	
<b>Total Proposition 172</b>			\$ 465,000
<b>1% PEG Program</b>			
130 20128	Audio & Video Replace.-Council Chambers	\$ 400,000	
<b>Total 1% PEG Program</b>			\$ 400,000
<b>O.C.P.T. Maintenance Fund</b>			
150 30059	OC&PT Various Improvements	\$ 20,000	
<b>Total O.C.P.T. Maintenance Fund</b>			\$ 20,000
<b>Sanitation and Sewer</b>			
220 15508	Sewer Line Replacement/Maintenance	\$ 400,000	
220 15509	Sewer Cleaning and Video	200,000	
220 20311	Installation of Bio Clean Unit on Orangewood Avenue	50,000	
<b>Total Sanitation and Sewer</b>			\$ 650,000
<b>Air Pollution Reduction</b>			
245 20262	Old Towne Bike Racks	\$ 10,000	
<b>Total Air Pollution Reduction</b>			\$ 10,000
<b>Traffic Improvement - Measure M2</b>			
263 13120	Pavement Management Program	2,000,000	
263 16302	Minor Traffic Control Devices	50,000	
263 20265	Palmyra, Washington, and Almond Avenue Overlay	439,000	
<b>Total Traffic Improvement - Measure M2</b>			\$ 2,489,000

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

<u>Project</u> <u>Fund Number</u>	<u>Description</u>	<u>Amount</u> <u>Requested</u>	<u>Fund</u> <u>Total</u>
<b>Gas Tax 2105</b>			
272 13120	Pavement Management Program	\$ 700,000	
272 16305	Traffic Sig. Contr. & TMC Upgrades	70,000	
272 20265	Palmyra, Washington, and Almond Avenue Overlay	<u>438,000</u>	
<b>Total Gas Tax 2105</b>			<u>\$ 1,208,000</u>
<b>TSIP Area "B"</b>			
284 13228	Chapman/Tustin Critical Intersection	\$ 46,950	
284 30025	Tustin/Meats Intersection Right Turn Lane Addition	1,000,000	
284 30073	Tustin St. & Katella Ave. Intersection Widening	<u>250,000</u>	
			<u>\$ 1,296,950</u>
<b>Santiago Hills Landscape District</b>			
291 20180	Santiago Hills LAD - New Paseo Landscape	<u>\$ 250,000</u>	
<b>Total Santiago Hills Landscape District</b>			<u>\$ 250,000</u>
<b>Community Development Block Grant</b>			
310 11328	ADA Improvements - Access Ramps	\$ 250,000	
310 30079	Fern Neighborhood St and Sewer Improvements	461,063	
310 30086	Senior Center Ceiling Improvements	<u>46,085</u>	
<b>Total Community Development Block Grant</b>			<u>\$ 757,148</u>
<b>H.O.M.E.</b>			
317 11210	HOME CHDO Allocation	\$ 48,675	
317 11250	HOME Developer Projects	<u>243,377</u>	
<b>Total H.O.M.E.</b>			<u>\$ 292,052</u>

**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>Asset Seizure-Federal</b>			
355 20223	800n MHz CCCS Next Generation	\$ 667,680	
<b>Total Asset Seizure-Federal</b>			<b>\$ 667,680</b>
<b>Capital Projects</b>			
500 13120	Pavement Management Program	\$ 1,300,000	
500 14997	Municipal Parking Lot Maintenance	20,000	
500 16302	Minor Traffic Control Devices	75,000	
500 19835	Civic Center Buildings' HVAC Replacement	100,000	
500 20263	Original Main Library Roof Rehabilitation	90,000	
500 30071	Fiber Optic Cable Installation	240,000	
<b>Total Capital Projects</b>			<b>\$ 1,825,000</b>
<b>Park Acquisition &amp; Development</b>			
510 30042	Shaffer Park Renovation	\$ 6,630,504	
510 30047	Calsense Installation at Various Parks	90,000	
510 30053	Parking Lot Pavement Rehab	100,000	
<b>Total Park Acquisition &amp; Development</b>			<b>\$ 6,820,504</b>
<b>Park Acquisition &amp; Development</b>			
511 20184	Booster Pump Installation at City Parks	\$ 80,000	
511 20266	Park Video Surveillance and Security	85,697	
<b>Total Park Acquisition &amp; Development</b>			<b>\$ 165,697</b>
<b>Sewer Construction</b>			
520 15008	Sewer Line Replacement/Maintenance	\$ 3,000	
<b>Total Sewer Construction</b>			<b>\$ 3,000</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	\$ 138,750	
550 18104	UCI - Master Meter Program	2,000,000	
550 20311	Installation of Bio Clean Unit on Orangewood Avenue	150,000	
550 30025	Tustin/Meats Intersection Right Turn Lane Addition	1,800,000	
500 30073	Tustin St. and Katella Ave. Intersection Widening	750,000	
550 30080	Glassell St. and Meats Ave. Left Turn Phasing Mod	249,300	
550 30081	Glassell St. and Collins Ave. Left Turn Phasing Mod	281,900	
550 30082	Installation of Accessible Pedestrian Signals	178,000	
550 30083	Installation of Pedestrian Countdown Signals Citywide	350,600	
<b>Total Reimbursable Capital Projects</b>			<b>\$ 5,898,550</b>
<b>Grijalva Park Fund</b>			
551 20266	Park Video Surveillance and Security	\$ 54,303	
<b>Total Grijalva Park Fund</b>			<b>\$ 54,303</b>
<b>Fire Facilities Area Funds</b>			
560 12406	Opticom Traffic Preemption	\$ 35,000	
560 12540	Thermal Imaging Cameras	250,000	
560 12612	Fire Station Air Conditioner Unit Replacements	190,000	
560 20124	Turnout Replacement and NFPA 1851 Standard Main	70,488	
560 20166	Emergency Medical Services Gurney Replacement	32,500	
560 20239	Records Management System (RMS)	6,100	
560 30032	Wellness Exercise Equipment Replacement	30,000	
<b>Total Fire Facilities Area Funds</b>			<b>\$ 614,088</b>
<b>Library Facility Fees</b>			
573 20241	RFID Self-Service - El Modena and Taft Libraries	\$ 18,500	
573 20268	APM Self-Service Pay-for-Print Replacement	49,978	





**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>Library Facility Fees (continued)</b>			
573 20295	Library Fountain Refurbishment	<u>15,000</u>	
<b>Total Library Facility Fees</b>			<b>\$ <u>83,478</u></b>
<b>Water Capital Projects</b>			
600 18912	Water Plant Telemetry - SCADA	<u>350,000</u>	
<b>Total Water Capital Projects</b>			<b>\$ <u>350,000</u></b>
<b>Major Building Improvements</b>			
725 19809	City Facility Improvements	\$ 100,000	
725 19826	Police HQ Exterior Wall Sealing	<u>15,000</u>	
<b>Total Major Building Improvements</b>			<b>\$ <u>115,000</u></b>
<b>Information Technology</b>			
790 20264	PD Video Surveillance System	\$ 165,000	
790 20272	GIS Local Gov't Information Model Migration	210,000	
790 20273	GIS Enterprise License Agreement	55,000	
790 20281	IT Environment System Improvements	50,000	
790 20282	Desktop PC Replacements	200,000	
790 20284	LaserFiche RIO Upgrade	105,000	
790 20285	Work Order Management Consulting	100,000	
790 20286	Civic Center Network Core Switch Replacement	60,000	
790 20287	Enterprise Backup Software	250,000	
790 20288	Re-architech Fiber Connectivity at Corpyard	30,000	
790 20289	GIS Server	10,000	
790 20292	Mobile Device Management Platform	50,000	
790 20293	Replace SAN Fabric Switches	80,000	
790 20294	Redesign Civic Center and Police Virtual LAN	<u>10,000</u>	
<b>Total Information Technology</b>			<b>\$ <u>1,375,000</u></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>ORA Merged Capital Projects</b>			
940 19191	Simon Mills Promissory Note	<u>\$ 883,265</u>	
	<b>Total ORA Merged Capital Projects</b>		<u>\$ 883,265</u>
<b>City Trf: Merged 2008 Tax Exempt Bonds</b>			
954 09005	Metrolink Parking Structure	<u>\$ 234,680</u>	
	<b>Total Merged 2008 Tax Exempt Bonds</b>		<u>\$ 234,680</u>
	<b>TOTAL NEW CAPITAL PROJECTS</b>		<u><u>\$ 26,928,395</u></u>

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## 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	52001		Miscellaneous Expenditures	\$ 76,667	
100	0000	52611		Payments to Other Agencies	169,694	
<b>Total Non Departmental</b>						<u>\$ 246,361</u>
<b>City Manager</b>						
100	0218	51780		Other Contractual Services	\$ 5,000	
120	0201	56510	20223	800 MHz CCCS Next Generation	247,111	
<b>Total Non Departmental</b>						<u>\$ 252,111</u>
<b>City Attorney</b>						
100	0301	51600		Legal Services	\$ 38,000	
100	0301	51610		Personnel Investigations	53,523	
100	304	51670		Other Professional and Consulting Services	12,450	
740	0301	51600		Legal Services	72,750	
<b>Total City Attorney</b>						<u>\$ 176,723</u>
<b>Human Resources</b>						
730	1412	50029	19108	Safety Employees - 4850 Salaries	\$ 100,000	
<b>Total Human Resources</b>						<u>\$ 100,000</u>
<b>Library</b>						
100	xxxx	various	19990	Friends of the Library Donation	\$ 37,270	
100	xxxx	53301		Library Books	13,435	
100	2001	53301	19320	Renewal Increases	207	
100	xxxx	various	19322	Foundation Donation	7,182	
100	2017	53340	20066	ALSC Donation - Crafts	21	
100	xxxx	various	19986	Patron Donation	988	
100	2001	53391	19988	Santiago Library System	1,159	
100	2001	51001	30077	National Endowment for Humanities Grant	6,651	
<b>Total Library</b>						<u>\$ 66,913</u>
<b>Fire</b>						
100	3012	51670	12528	Shell Oil Settlement	\$ 672	
100	3012	51670	12537	Haz Mat Emergency Preparation Grant	3,655	
100	3012	51670	30006	PDM Grant 2014	74,974	
100	3012	51780		Other Contractual Services	7,242	
100	3023	51840	20179	H1 UASI Grant 2013	596	
100	3023	51840	20234	Santa Ana College 15-16	32,525	
100	3023	51840	20245	H1 UASI Grant 2014	6,898	
100	3023	51840	20260	UASI Grant 2015	6,818	
120	3022	55131		Equipment/Tools	24,655	
125	3022	53510		Fire/Paramedic Medical Supplies	18,812	
<b>Total Fire</b>						<u>\$ 176,847</u>

**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>Police</b>						
100	4011	55131	20231	BSCC FY15	\$ 29,634	
100	4011	55131	20233	BSCC FY16	13,435	
100	4031	50221	20159	Post-Release Community Supervision	13,115	
100	4041	xxxx	30007	OTS Grant 15-16	122,382	
100	4081	50221	20260	UASI Grant 2015	3,409	
355	4021	53060		SWAT	27,128	
355	4033	53060		Narcs Federal Asset Forfeiture	7,513	
356	4011	55131		State Asset Forfeiture	13,820	
<b>Total Police</b>						<u>\$ 230,436</u>
<b>Public Works</b>						
100	5022	51670	13051	Yorba Park Methane	\$ 118,104	
220	5022	53301	20229	Beverage Container Recycling 13-14 Grant	1,419	
220	5022	53001	20258	Beverage Container Recycling 14-15 Grant	1,000	
720	5023	55212		Motor Vehicle Replacements - 15/16	3,527,352	
710	5023	55212		Motor Vehicle Replacements - 14/15	1,642,025	
<b>Total Public Works</b>						<u>\$5,289,900</u>
<b>Community Development</b>						
310	9640	51670	11110	CDBG Other Professional & Consulting Services	\$ 8,244	
310	9645	57130	11070	CDBG Contingency	173,201	
317	9660	50xxx	11110	HOME - Salaries	52,485	
317	9660	51660	11110	HOME - Publicity & Advertising	2,240	
317	9660	51670	11110	HOME - Other Professional & Consulting Services	45,616	
317	9660	51771	11110	HOME - General Program Administration	79,140	
317	9660	51811	11110	HOME - Transportation & Mileage Reimbursement	1,127	
317	9660	53011	11110	HOME - General Office Supplies	5,336	
<b>Total Community Development</b>						<u>\$ 367,389</u>
<b>Community Services</b>						
100	7001	51700	20227	Garden Plots	\$ 1,990	
100	7001	51780	20054	Military Banners	1,576	
100	70xx	51***		Contractual Services	90,000	
263	7041	51780	20212	Senior Transportation Grant 14-15	37,288	
263	7041	51780	20235	Senior Transportation Grant 15-16	72,712	
<b>Total Community Services</b>						<u>\$ 203,566</u>
<b>TOTAL OPERATING CARRYOVERS</b>						<u><u>\$7,110,246</u></u>

## CONTINUING CAPITAL IMPROVEMENT APPROPRIATIONS BY FUND

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Fund Total</u>
<b>Proposition 172</b>				
120	12406	Signal Pre-Emption Installation	\$ 50,000	
120	12506	Body Armor	55,862	
120	12540	Therman Image Cameras	8,787	
120	20105	Auto Pulse Machine Replacement	17,774	
120	20165	800 Mhz Radio Replacement	10,461	
120	20169	WMD-DUODOTE Auto Injectors	13,500	
120	20223	800 Mhz Radio Replacement	385,000	
120	30032	Wellness Equipment Replacement	<u>1,143</u>	
<b>Total Proposition 172</b>				<u>\$ 542,527</u>
<b>1% PEG Program</b>				
130	20128	Audio & Video Replace.-Council Chambers	<u>\$ 150,000</u>	
<b>Total 1% PEG Program</b>				<u>\$ 150,000</u>
<b>OCPT Building Maintenance</b>				
150	30059	OC & PT Various Improvements	<u>\$ 28,877</u>	
<b>Total OCPT Building Maintenance</b>				<u>\$ 28,877</u>
<b>Sanitation and Sewer</b>				
220	12982	Corporation Yard Renovation	\$ 149,094	
220	14899	Arterial Street Tree Replacement Program	85,527	
220	14997	Municipal Parking Lot Maintenance	22,000	
220	15113	Storm Drain Facility Maintenance and Installation	178,987	
220	15508	Sewer Line Replacement/Maintenance	391,256	
220	15509	Sewer Cleaning/Video	74,926	
220	20121	Street Tree Master Plan Update	1,752	
220	20242	Utility Billing Software Upgrade	100,000	
220	30078	Installion of Bio Clean Unit on Collins Avenue	<u>50,000</u>	
<b>Total Sanitation and Sewer</b>				<u>\$ 1,053,542</u>

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

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Fund Total</u>
<b>Traffic Improvement - Measure M2</b>				
263	13115	Pavement Management Program Survey	\$ 69,450	
263	13120	Pavement Management Program	2,859,873	
263	16302	Minor Traffic Control Devices	6,917	
263	16304	Biennial City Traffic Signal Coordination	177,493	
263	16469	Traffic Signal Equipment Painting	63,294	
263	20187	Tustin Street Rehab from Meats Ave to Heim Ave	956,178	
263	20189	Newport Blvd Corridor Traffic Signal	49,953	
263	20190	Chapman/Hewes Protected Left Turn Phasing	24,900	
263	20192	Chapman/Esplanade Protected Left Turn Phasing	21,300	
263	20193	Tustin/Mayfair Protected Left Turn Phasing	19,649	
263	20194	Safety Upg @ 14 Unsignalized City Intersections	15,406	
263	30026	Orangewood Corridor Signal Synchronization	49,696	
263	30027	Collins & Batavia Left Turn Signal Modification	32,100	
263	30028	Chapman & Cannon Left Turn Signal Modification	31,100	
263	30029	Glassell & Walnut Left Turn Signal Modification	33,300	
263	30030	Chapman & James Left Turn Signal Modification	29,700	
<b>Total Traffic Improvement - Measure M2</b>				<b>\$ 4,440,309</b>
<b>Gas Tax Construction</b>				
271	12982	Corporation Yard Renovations	\$ 63,727	
271	14997	Municipal Parking Lot Maintenance	22,000	
<b>Total Gas Tax Construction</b>				<b>\$ 85,727</b>
<b>Gas Tax 2105</b>				
272	11328	ADA Improvements - Access Ramps	\$ 93,975	
272	13034	Meats Avenue and SR 55 Interchange Study	11,185	
272	13120	Pavement Management Program	3,218,400	
272	13816	Structural Evaluation of City Bridges	97,001	
272	16304	Biennial City Traffic Signal Coordination	6,034	

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

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Fund Total</u>
<b>Gas Tax 2105 (continued)</b>				
272	16305	Traffic Signal Controller Changeout	98,295	
272	20072	Lincoln Ave HSIP Improvement	31,570	
272	20137	Katella Ave Rehab from Glassell St to Tustin St	<u>665,000</u>	
<b>Total Gas Tax 2105</b>				<u>\$ 4,221,460</u>
<b>TSIP Area "B"</b>				
284	13034	Meats Avenue and SR 55 Interchange	\$ 283,971	
284	13228	Chapman/Tustin Critical Intersection	32,351	
284	16469	Traffic Signal Equipment Painting	59,851	
284	20188	Glassell Corridor Traffic Signal Synch.	142,300	
284	20193	Tustin/Mayfair Protected Left-turn Phasing	24,112	
284	20205	St. College/City Dr Signal Synch	59,000	
284	20236	Chapman Ave Traffic Signal Synchronization	222,792	
284	20244	Tustin Ave and Vanowen Ave Traffic Signal Improv	309,149	
284	30012	Tustin St and Lincoln Ave Intersection Widening	202,500	
284	30025	Tustin/Meats Intersection Right Turn Lane	3,558,789	
284	30073	Tustin St and Katella Ave Intersection Widening	<u>31,095</u>	
<b>Total TSIP Area "B"</b>				<u>\$ 4,925,910</u>
<b>Santiago Hills Landscape District</b>				
291	20255	SHAD General Renovations	<u>\$ 113,499</u>	
<b>Total TSIP Area "C"</b>				<u>\$ 113,499</u>
<b>Community Development Block Grant</b>				
310	11328	ADA Improvements - Access Ramps	\$ 256,391	
310	20125	Highland St Neighborhood Rehab and Reconstruct	<u>481,163</u>	
<b>Total Community Development Block Grant</b>				<u>\$ 737,554</u>



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

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Fund Total</u>
<b>Capital Projects</b>				
500	12612	Air Conditioner Replacements @ Fire Stations	\$ 3,374	
500	12982	Corporation Yard Renovations	77,205	
500	14997	Municipal Parking Lot Maintenance	80,000	
500	19835	Civic Center HVAC Unit Replacements	200,000	
500	20182	Plaza Electrical Upgrades	27,267	
500	20190	Chapman/Hewes Protected Left-Turn Phasing	10,000	
500	20204	Facilities Condition Assessment	118,785	
<b>Total Capital Projects</b>				<u>\$ 516,631</u>
<b>Park Acquisition, Development, &amp; Maintenance</b>				
510	20183	Cerro Villa, Eisenhower, La Veta & Shaffer PMPs	\$ 9,325	
510	30042	Shaffer Park Renovation	190,000	
510	30047	CalSense Installation	162,750	
510	30053	Parking Lot Pavement Rehab	275,000	
510	30054	Electric Panel Replacement	40,000	
<b>Total Park Acquisition, Development, &amp; Maintenance</b>				<u>\$ 677,075</u>
<b>Park Acquisition &amp; Development - Quimby</b>				
511	20184	Booster Pump Installation at City Parks	\$ 149,561	
511	30041	HVAC Delta Control Systems	20,000	
511	30043	Hart Park Pool Heaters	57,441	
511	30044	Serrano Park Flag Light	20,000	
<b>Total Park Acquisition &amp; Development - Quimby</b>				<u>\$ 247,002</u>
<b>EI Modena Park Facilities</b>				
512	30053	Parking Lot Pavement Rehab	\$ 16,500	
<b>Total EI Modena Park Facilities</b>				<u>\$ 16,500</u>

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

<u>Project</u>		<u>Description</u>	<u>Amount</u>	<u>Fund</u>
<u>Fund</u>	<u>Number</u>		<u>Requested</u>	<u>Total</u>
<b>Sewer Construction</b>				
520	15508	Sewer Line Replacement/Maintenance	\$ 2,402	
<b>Total Sewer Construction</b>				\$ 2,402
<b>Old Towne Parking Facility</b>				
540	14997	Municipal Parking Lot Maintenance	\$ 20,000	
<b>Total Old Towne Parking Facility</b>				\$ 20,000
<b>Reimbursable Capital Projects</b>				
550	13034	Meats Avenue and SR 55 Interchange Study	\$ 282,010	
550	13228	Chapman/Tustin Critical Intersection	97,171	
550	13816	Structural Evaluation of City Bridges	849,056	
550	20072	Lincoln Ave. HSIP Improvements	301,680	
550	20073	Katella/Wanda 2nd Left Turn Addition	3,093	
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	20190	Chapman/Hewes Protected Left-Turn Phasing	9,898	
550	20192	Chapman/Esplanda Protected Left-Turn Phasing	2,284	
550	20193	Tustin/Mayfair Protected Left-Turn Phasing	4,531	
550	20194	Safety Upgrade @ 14 Unsignalized City Intersector	194,188	
550	30012	Tustin/Lincoln Intersection	602,368	
550	30025	Tustin/Meats Intersection Right Turn Lade	24,671	
550	30027	Collins Ave and Batavia St Left Turn Signal Mod	285,408	
550	30028	Chapman Ave and Cannon St Left Turn Signal Mod	276,964	
550	30029	Glassell St. and Walnut Ave Left Turn Signal Mod	295,681	
550	30030	Chapman Ave and James St Left Turn Signal Mod	264,617	
550	30073	Tustin St and Katella Ave Intersection Widening	93,379	
550	30078	Installation of Bio Clean Unit on Collins Ave	150,000	
<b>Total Reimbursable Capital Projects</b>				\$ 4,736,999

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

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Fund Total</u>
<b>Fire Facilities Area Funds</b>				
560	12406	Opticom Traffic Pre-emption	\$ 35,000	
560	12977	Fire Headquarters Improvements	1,000,000	
560	20107	Fire Station 2	200,000	
560	20166	Emergency Medical Services Gurney Replacement	30,040	
560	20169	WMD-DUODOTE Auto Injectors	14,200	
560	20239	Records Management System (RMS)	31,227	
560	30070	Fire Station Painting	25,000	
560	30072	A.E.D. Monitor and Battery Replacement	57,121	
<b>Total Fire Facilities Area Funds</b>				<u>\$ 1,392,588</u>
<b>Library Facilities Fees</b>				
573	20240	RFID Self-Service Replacement OPL and HC	\$ 7,520	
573	30055	Painting - Library Buildings	60,000	
573	30056	HVAC Replacement	30,000	
573	30057	Security Improvements	125,000	
573	30058	Wireless Access Point Infrastructure Upgrade	30,000	
<b>Total Library Facilities Funds</b>				<u>\$ 252,520</u>
<b>Water Capital Projects</b>				
600	18101	Water Utility Security Improvements	\$ 35,000	
600	18104	UCI - Master Meter Program	10,874	
600	18105	Water Valve Location Program - GPS	101,547	
600	18225	Lower Serrano Pump Station	29,772	
600	18301	Exterior Cathodic Protection Systems	140,000	
600	18302	Reservoir Recoating	87,411	
600	18324	Reservoir 2A Site Remediation	591,405	
600	18400	Transmission - Pipeline Renew Project	4,139,087	
600	18925	Emergency Generator	138,000	
600	18934	Field Supervisor's Office	90,625	
600	18935	Water Plant Warehouse Replacement	372,945	
600	20242	Utility Billing Software Upgrade	100,000	
<b>Total Water Capital Projects</b>				<u>\$ 5,836,666</u>

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

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Fund Total</u>
<b>Major Building Improvements</b>				
725	19809	City Facility Improvements	\$ 85,549	
725	19826	Police HQ Exterior Wall Sealing	<u>90,000</u>	
<b>Total Major Building Improvements</b>				<u>\$ 175,549</u>
<b>Computer Replacement</b>				
790	19640	Information Technology	<u>\$ 383,000</u>	
<b>Total Computer Replacement</b>				<u>\$ 383,000</u>
<b>ORA Merged Capital Projects</b>				
940	09005	Metrolink Parking Structure	<u>\$ 2,523,658</u>	
<b>Total ORA Merged Capital Projects</b>				<u>\$ 2,523,658</u>
<b>City Transfer: Tustin Project Taxable</b>				
951	20243	Business Development Programs	\$ 115,000	
951	20247	SAORA Capital Projects	<u>1,000,000</u>	
<b>Total City Transfer: Tustin Project Taxable</b>				<u>\$ 1,115,000</u>
<b>City Transfer: NW and SW 2003 Taxable</b>				
952	20243	Business Development Programs	\$ 145,000	
952	20247	SAORA Capital Projects	<u>1,500,000</u>	
<b>Total City Transfer: NW and SW 2003 Taxable</b>				<u>\$ 1,645,000</u>
<b>City Transfer: NW &amp; SW Merged 2003 Tax Exempt Bonds</b>				
953	20247	SAORA Capital Projects	\$ 500,000	
953	30017	Emergency Operations Center	<u>300,000</u>	
<b>Total City Transfer 2003 Tax Exempt Bonds</b>				<u>\$ 800,000</u>



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

<u>Fund</u>	<u>Project Number</u>	<u>Description</u>	<u>Amount Requested</u>	<u>Fund Total</u>
<b>City Transfer: Merged 2008 Tax Exempt Bonds</b>				
954	09005	Metrolink Parking Structure	\$ 4,553,876	
954	20247	SAORA Capital Projects	\$ 5,000,000	
954	30031	Orange Police Headquarters Remodel	<u>78,612</u>	
<b>Total City Transfer Merged 2008 Tax Exempt Bonds</b>				<u>\$ 9,632,488</u>
<b>TOTAL CAPITAL PROJECTS</b>				<u><u>\$ 33,079,995</u></u>

## 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, 2016</u>	<u>2016-17 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	27,575,000	2,046,663
2008B Merged & Amended Taxable Tax Allocation Refunding Bonds	5/1/2008	9/1/2027	5.0-6.2%	6,180,000	5,345,000	422,375
2014A Merged & Amended Tax Allocation Refunding Bonds	12/4/2014	9/1/2023	3.0-5.0%	28,850,000	26,105,000	4,064,900
<b><u>TOTAL REDEVELOPMENT DEBT</u></b>				<b><u>68,480,000</u></b>	<b><u>59,025,000</u></b>	<b><u>6,533,938</u></b>

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## 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 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>42.114</b>		



## RECOMMENDED STAFFING CHANGES

POSITION	DEPARTMENT	FUND	COMMENTS
Reallocate City Attorney	City Attorney	100, 940	To 94% General Fund, up from 80.62% and 0% SAORA, down from 13.38% as part of ROPS 16-17 approval
Reclassify Assistant City Attorney II	City Attorney	100	To Senior Assistant City Attorney
Reallocate Deputy City Manager	City Manager	100, 940	To 100% General Fund, up from 97% and to 0% SAORA, down from 3% as part of ROPS 16-17 approval
Reallocate Economic Development Manager	City Manager	100,921, 940	To 73% General Fund, up from 27%, to 5% Low/Mod, up from 0%, and to 22% SAORA, down from 73% as part of ROPS 16-17 approval
Reallocate Executive Assistant	City Manager	100,940	To 95% General Fund, up from 55% and to 5% SAORA, down from 45% as part of ROPS 16-17 approval
Reclassify Senior Office Assistant	Community Development	100	To Administrative Specialist
Reallocate Principal Planner	Community Development	100, 940	To 100% General Fund, up from 90% and to 0% SAORA, down from 10% as part of ROPS 16-17 approval
Eliminate Park Maintenance Helpers (9-19hr)	Community Services	100	To allow for funding of new 30-hr Park Maintenance Worker 1 positions
Reclassify Park Maintenance Worker 1 (4-19hr)	Community Services	100	To four 30-hr Park Maintenance Worker 1 positions
Reclassify Payroll Technician	Finance	100	To Financial Analyst
Reclassify Payroll Technician	Finance	100	To Payroll Specialist
Reallocate Finance Director	Finance	100, 780,940	To 34% General Fund, down from 49%, to 35% IT up from 29%, and to 9% SAORA up from 0% as part of ROPS 16-17 approval
Reallocate Senior Accountant	Finance	100,317, 940	To 40% General Fund, down from 43%, to 3% HOME, down from 5%, and to 41% SAORA, up from 35% as part of ROPS 16-17 approval
Reallocate Budget Officer	Finance	100, 940	To 85% General Fund, down from 100% and to 15% SAORA, up from 0% as part of ROPS 16-17 approval
Reclassify Civilian Investigative Officer	Police	100	To Crime Prevention Specialist
Reallocate Principal Civil Engineer	Public Works	100, 940	To 100% General Fund, up from 95% and to 0% SAORA, down from 5% as part of ROPS 16-17 approval
Reallocate Principal Civil Engineer	Public Works	100,940	To 93% General Fund, up from 88% and to 0% SAORA, down from 5% as part of ROPS 16-17 approval

## CITY-WIDE SUMMARY SCHEDULE OF POSITIONS

### BY DEPARTMENT

	APPROVED 2014-15	APPROVED 2015-16	BUDGET 2016-17
<b>Departments:</b>			
* City Council	5.000	5.000	5.000
City Manager	9.625	6.625	6.625
City Attorney	7.000	7.000	7.000
* City Clerk	6.000	6.000	6.000
* Treasurer	3.000	2.000	2.000
Finance	33.600	34.600	34.600
Human Resources	11.000	11.000	11.000
Library	41.000	41.000	41.000
Fire	136.750	136.750	136.750
Police	275.157	275.157	275.157
Public Works	133.250	133.250	133.250
Community Development	35.975	35.975	35.975
Community Services	67.825	69.975	66.800
<b>Total - Funded</b>	<b>704.452</b>	<b>715.770</b>	<b>719.043</b>
<b>Total - Frozen</b>	<b>60.730</b>	<b>48.562</b>	<b>42.114</b>
<b>Total - Approved</b>	<b><u>765.182</u></b>	<b><u>764.332</u></b>	<b><u>761.157</u> **</b>

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

\*\*Of the 761.157 full-time equivalent (FTE) positions, 42.114 FTE positions are being held vacant and have not been budgeted in the 2016-17 fiscal year

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## RESOLUTION NO. 10948

### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ORANGE ADOPTING SAID CITY'S BUDGET FOR THE FISCAL YEAR 2016-17 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 2016-17, 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 2016-17. 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, 2016 for CIP projects will be carried over to the 2016-17 fiscal year with the exception of those projects which are completed, as determined by the City Manager, before the end of the 2015-16 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.

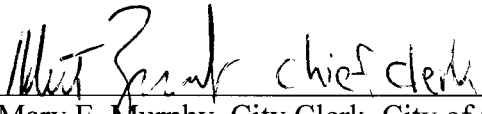
**SECTION IV. Additional Appropriations**

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 14<sup>th</sup> day of June, 2016.

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

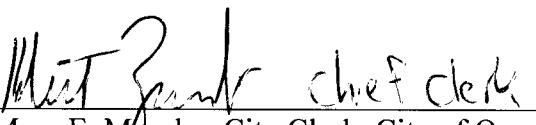
**ATTEST:**

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

STATE OF CALIFORNIA    )  
COUNTY OF ORANGE    )  
CITY OF ORANGE        )

I, MARY E. MURPHY, City Clerk of the City of Orange, California, do hereby certify that the foregoing Resolution was duly and regularly adopted by the City Council of Orange at a regular meeting thereof held on the 14th day of June, 2016, by the following vote:

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

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

**RESOLUTION NO. 10949**

**A RESOLUTION OF THE CITY COUNCIL OF  
THE CITY OF ORANGE ADOPTING THE  
APPROPRIATIONS LIMIT FOR THE FISCAL  
YEAR 2016-17.**

**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

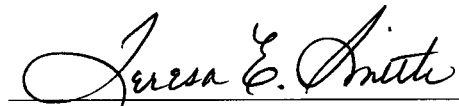
**WHEREAS**, data necessary to calculate the growth in the non-residential assessed value was not available from the County Assessor and the City may need to adjust the limit on appropriations once the data is available; and

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

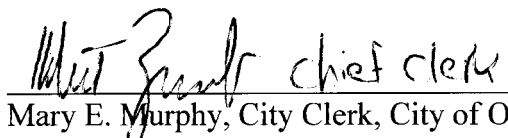
**WHEREAS**, the City of Orange, to the best of its knowledge, has complied with all the provisions of Article XIII B in determining the appropriation limit for Fiscal Year 2016-17.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Orange that the Appropriations Limit in Fiscal Year 2016-17 shall be \$165,123,101 and the City's appropriations subject to limitation are \$94,184,429.

**ADOPTED** this 14th day of June, 2016.

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

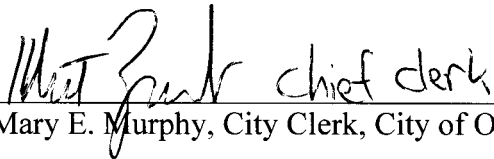
**ATTEST:**

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

STATE OF CALIFORNIA )  
COUNTY OF ORANGE )  
CITY OF ORANGE )

I, MARY E. MURPHY, City Clerk of the City of Orange, California, do hereby certify that the foregoing Resolution was duly and regularly adopted by the City Council of Orange at a regular meeting thereof held on the 14th day of June, 2016, by the following vote:

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

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

## EXHIBIT "A"

### 2016-17 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B

2016-17 APPROPRIATION LIMIT IS CALCULATED AS FOLLOWS:

	11-12	12-13	13-14	14-15	15-16	16-17
POPULATION GROWTH	1.0054	1.0089	1.0078	1.0093	1.0059	1.0040
CHANGE IN PER CAPITA INCOME	1.0251	1.0377	1.0512	0.9977	1.0382	1.0537
TOTAL ADJUSTMENT	1.0306	1.0469	1.0594	1.0070	1.0443	1.0579
LAST YEAR'S LIMIT	129,842,331	133,820,121	140,101,040	148,422,952	149,458,738	156,083,553
CURRENT YEAR'S LIMIT	133,820,121	140,101,040	148,422,952	149,458,738	156,083,553	165,123,101
OTHER ADJUSTMENTS:						
ASSUMED RESPONSIBILITY:						
BOOKING FEES						
PROP TAX ADMIN CHG						
ADJ. CURRENT YR. LIMIT	133,820,121	133,820,121	140,101,040	149,458,738	156,083,553	165,123,101

The following information was provided by the State Department of Finance in order to calculate the Appropriation Limit for 2016-17:

Fiscal Year	Date	City	County Population	Greater of Population Changes
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	
	01-01-15	140,094	3,146,789	1.08%
15-16	01-01-15	140,862	3,151,043	.99%
	01-01-16	141,420	3,182,175	

\*Restated



**EXHIBIT "A"**

**2016-17 APPROPRIATIONS LIMIT UNDER ARTICLE XIII B (Continued)**

Percentage Changes in Per Capita Personal Income:

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
-2.51%	3.77%	5.12%	-0.23%	3.82%	5.37%

Per Capita Income Converted to a Ratio:

2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
1.0251	1.0377	1.0512	.9977	1.0382	1.0537

## Fund Descriptions

- 100 *GENERAL FUND - The primary operating fund of the City. All revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. General Fund resources can be utilized for any legitimate governmental purpose.*
- SPECIAL REVENUE FUNDS - The special Revenue Funds are used to account for revenue sources for which expenditures are restricted, by law or administrative action, to specific purposes.*
- 110 Building Records Management – Revenues and expenditures related to the Management of Building Documents are accounted for in this fund.
- 115 Business Investment – Funds set-aside for future funding to attract new businesses to the City.
- 120 Proposition 172 - All revenues and expenditures related to Proposition 172, which was approved by California voters in 1992 are accounted for in this fund. Proposition 172 approved a ½ cent sales tax to be used for specified public safety purposes only.
- 125 Emergency Transport Program - Revenues and expenditures related to the emergency transport program (paramedic transport) are accounted for in this fund.
- 130 Public, Education and Government (PEG) – California’s Digital Infrastructure Act (DIVCA) became effective January 1, 2007 and authorizes entities that desire to provide video services, such as cable television, to obtain a State Franchise. The adoption of Ordinance No. 14-07 by Council on June 26, 2007 ensured that local cable providers would submit a PEG access fee to the City. The PEG fee revenues are restricted by State regulations for the exclusive use of the City’s Government Access (Channel 3) and Local Access (Channel 6) programming.
- 150 O.C.P.T. Building Maintenance - All revenues received from renting out a city-owned facility to a non-profit organization, Orange Children and Parents Together (O.C.P.T), and the expenditures related to maintaining the facility are accounted for in this fund.
- 220 Sanitation and Sewer - All revenues and expenditures related to sanitation and sewer services provided by the City. These services include trash collection, recycling, sewer cleaning, storm drain maintenance, street tree maintenance, street sweeping, code enforcement, and integrated waste management.
- 222 Solid Waste Fund - Proceeds of settlement with Trash/Recycling contractor and the subsidies approved by City Council to be paid from those proceeds are accounted for in this fund together with the costs associated with the Trash/Recycling contract.
- 245 Air Pollution Reduction - The receipt and disbursement of funds related to programs to improve air quality pursuant to Assembly Bill 2766 are accounted for in this fund.
- 262 Traffic Improvement - Measure M - The receipt and disbursement of funds received pursuant to Measure M, originally approved by Orange County voters in November 1990, are accounted for in this fund. Measure M authorized a local ½ cent sales tax to provide funds solely for transportation improvement projects and programs. Revenues include local turnback and combined transportation fund competitive grants.
- 263 Renewed Measure M - The receipt and disbursement of funds received pursuant to Renewed Measure M (M2), are accounted for in this fund. M2 is a 30-year, multi-billion

## Fund Descriptions

dollar extension of the original Measure M (1991-2011). Projects and programs associated with M2 funding include improvements to the Orange County freeway system, streets & road networks throughout the County, additional expansion of the Metrolink system, and the cleanup of roadway storm water runoff. Revenues for M2 are generated from transactions and use tax plus any interest or other earnings.

- 270-272 Gas Tax Funds - The receipt and disbursement of gas tax funds apportioned under Street and Highway Code Section 2105, 2106, 2107 and 2107.5 and used for maintenance and construction of city streets and roads are accounted for in these funds.
- 280-286 Transportation System Improvement Program (T.S.I.P.) Funds - Developer impact fees collected for the purpose of improving the transportation system are accounted for in these funds. A separate fund has been established for each specific geographic area for which these development fees are collected. Fees are collected in accordance with Government Code Section 66000 et. seq.
- 290-293 Landscape District Funds - Assessments levied for the purpose of maintaining the landscaping of medians and other public common areas are accounted for in these funds. A separate fund has been established for each assessment district for which these assessments are levied. These districts have been formed pursuant to Streets and Highway Code Section 22500 et.seq.
- 310-315 Community Development Block Grant (C.D.B.G.) - Grant funds received under this federal program are accounted for in these funds. The program is administered by the U.S. Department of Housing and Urban Development (H.U.D.) to assist cities and counties in developing programs and projects in which to benefit low and moderate income residents.
- 316 Federal Rental Rehabilitation – Grant funds received from the Department of Housing and Urban Development (H.U.D.) in which to assist cities and counties in the rehabilitation of low-income housing.
- 317 H.O.M.E. Grant - Grant funds received under the HOME Investment Partnerships Act administered by the U.S. Department of Housing and Urban Development are used to expand the supply of decent, safe, sanitary, and affordable housing for low income families with primary attention to rental housing. Not less than 15 percent of the annual allocation must be reserved for investment in housing to be developed, sponsored, or owned by Community Housing Development Organizations (CHDO's).
- 318 H.P.R.P. Grant - Grant funds received under the Federal Homelessness Prevention & Rapid Re-Housing Program are used to provide financial assistance and services to prevent individuals and families from becoming homeless, or to help those who are experiencing homelessness to be quickly re-housed and stabilized.
- 320-340 State Grant Funds - Grants received from the state are accounted for in these funds.
- 350-354 Police Grant Funds - Grants received from the federal and state governments for law enforcement purposes are accounted for in these funds.
- 916 Affordable Housing – New Construction Fund – Transactions related to the creation of new affordable housing units are accounted for in this fund. Payments from developers for affordable housing in-lieu fees are the source of funds.
- 921 Low and Moderate Income Housing Asset Fund – Funds generated from housing assets.

## Fund Descriptions

- 355-357 Asset Seizure Funds - Funds received pursuant to narcotic and seizure law, which are restricted to support law enforcement activities, are accounted for in these funds.
- 400 *DEBT SERVICE FUND - The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.*
- CAPITAL PROJECT FUNDS - The Capital Project Funds are used to account for the acquisition or construction of major capital improvements other than those financed by Internal Service, Proprietary or Redevelopment Funds.*
- 500 Capital Projects - Capital projects funded with General Fund revenues are accounted for in this fund.
- 510-511 Park Acquisition & Development Fund - Park Development fees collected to fund the acquisition, construction, and renovation of park facilities are accounted for in this fund.
- 512 El Modena Park Cell Tower Fee Fund – Rental Fees collected from the El Modena Cell Tower are used to fund the development and improvement of City Park and Recreation Facilities.
- 520 Sewer Construction - Sewer development fees collected to fund the construction of sewer mains needed as a result of new development are accounted for in this fund.
- 530 Drainage Districts - Drainage fees collected for the purpose of funding the construction of storm drains necessitated as a result of new commercial and residential construction.
- 540 Old Towne Parking Facility - Revenues from monthly use of city-owned parking lots in the Old Towne area and the expense of maintaining those lots is accounted for in this fund.
- 550 Reimbursable Capital Projects - Projects for which the City is the lead agency and for which funding is provided by a grant or through another agency are accounted for in this fund.
- 551 County Park Grant – This fund accounts for grants received from Orange County for park development expenditures.
- 555 Parking In Lieu – Payments in lieu of providing all or part of the off-street parking required for each new development project, new structure, and addition of new square footage to existing buildings in the Downtown Plaza District are accounted for in this fund.
- 560 Fire Facilities Area Funds - Developer fees collected for the purpose of constructing or improving fire facilities are accounted for in these funds. A separate fund has been established for each specific geographic area for which development fees are collected.
- 570 Police Facility Fees - Developer fees collected to fund the construction of a new police facility are accounted for in this fund.
- 573 Library Facility Fees - Developer fees collected for the purpose of constructing or improving library facilities are accounted for in this fund.
- 575 800 MHz Communications System - The City's share of the cost for a countywide police and public works communications system.
- 590-596 Assessment District Funds - Assessments levied for the purpose of constructing or acquiring community facilities or landscape improvements are accounted for in these funds. A

## Fund Descriptions

separate fund has been established for each specific geographic area for which these assessments are levied.

- 951-954 City Transfer of Bond Funds from Former Redevelopment Agency – The proceeds from the issuance of tax-exempt bonds or notes pledged by tax increment revenues of the combined project area are accounted for in these funds. Capital expenditures are restricted to “public purpose” activities as defined by California Redevelopment Law.

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

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

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

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

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

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

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

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

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

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

## Fund Descriptions

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

- 920      Redevelopment Obligation Retirement Fund – Required by state statute (Health and Safety Code Section 34170.5 (a) to receive property tax revenues to meet enforceable obligations of the Successor Agency to the Orange Redevelopment Agency.
- 940      Project Area Administration and Loans Funds - Redevelopment Agency project area operations expense and commercial rehabilitation loans are accounted for in these funds. Revenue sources are project area “excess” tax increment receipts and repayments of principal and interest on commercial loans.
- 941      Housing Set-Aside Funds - The 20% of tax increment revenues required by law to be “set aside” for low income housing purposes are accounted for in these funds. Various housing projects and programs are funded through this revenue source. In FY15, this funds was approved by the State of California Department of Health to be allocated as a City fund and is now reflected in a Capital Projects Fund (951)
- 943 & 944      Project Area Tax-Exempt Projects Funds - The proceeds from the issuance of tax-exempt bonds or notes pledged by tax increment revenues of the project area are accounted for in these funds. Expenditures are restricted to “public purpose” activities as defined by California Redevelopment Law. In FY15, these funds were approved by the State of California Department of Health to be allocated as City funds and are now reflected in the Capital Projects Funds (953 & 954).
- 987      Project Area Debt Service Funds - Debt service activity, including pass through agreement payments and County property tax collection fees, is accounted for in this fund. Revenue sources are tax increments revenues. Excess revenues over the required payments may be transferred to the project area for expenditure for any legal redevelopment expense.

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## Glossary of Terms

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



## Glossary of Terms

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

## Glossary of Terms

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

## Glossary of Terms

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

## Glossary of Terms

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

## Glossary of Terms

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

## Glossary of Terms

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

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## List of Acronyms

AB	Assembly Bill
ABC	Alcohol Beverage Control
ACS	Affiliated Computer Services
AD	Assessment District
ADA	Americans with Disabilities Act of 1990
AHRP	Arterial Highway Rehabilitation Program
ALS	Advanced Life Support
ALSC	Association for Library Service to Children
AMP	Allen-McColloch Pipeline
ARMS	Automated Records Management System
ARRA	American Recovery & Reinvestment Act of 2009
AQMD	Air Quality Management District
BEST	Best Enhancement Support Team
BLS	Basic Life Support
CACEO	California Association of Code Enforcement Officers
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
Cal-ID	California Identification Database
CalPERS	California Public Employees Retirement System
CDBG	Community Development Block Grant
CDIAC	California Debt & Investment Advisory Commission
CERT	Community Emergency Response Team
CFD	Community Facilities District
CFJAC	California Firefighter Joint Apprenticeship Commission
CHDO	Community Housing Development Organization
CIP	Capital Improvement Program or Capital Improvement Plan
CIPA	California Insurance Pool Authority



## List of Acronyms

CIWMB	California Integrated Waste Management Board
CJIS	Criminal Justice Information System
CLEEP	California Law Enforcement Equipment Program
CLETS	California Law Enforcement Teletype System
CNT	Crisis Negotiation Team
COP	Certificate of Participation
COPS	Citizens' Options for Public Safety
CORT	Company Officer Response to Terrorism Training
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CRS	Community Rating System
CSMFO	California Society of Municipal Finance Officers
CSR	Customer Service Request
CTFP	Combined Transportation Funding Program
DAMP	Drainage Area Management Plan
DDA	Disposition & Development Agreement
DMV	Department of Motor Vehicles
DPW	Department of Public Works
DRC	Design Review Committee
ED	Economic Development
EIR	Environmental Impact Report
EKG	ElektroKardioGramm (German acronym for electrocardiogram or ECG)
EMPG	Emergency Management Performance Grant
EMS	Emergency Medical Services
EMT	Emergency Medical Transportation
EOC	Emergency Operations Center

## List of Acronyms

ERAF	Education Relief Augmentation Fund or Educational Revenue Augmentation Fund
EVOC	Emergency Vehicle Operators Course
FA	Fiscal Agent
FHWA	Federal Highway Administration
FLSA	Fair Labor Standards Act
FMIS	Financial Management Information System
FOG	Fats, Oils, & Grease
FSTIP	Federal & State Transportation Improvement Program
FTE	Full Time Equivalent
FTIP	Federal Transportation Improvement Program
FY	Fiscal Year
G & A	General & Administrative
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GEMT	Ground Emergency Medical Transport
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMA	Growth Management Area
GO	General Obligation
GRIP	Gang Prevention Intervention Partnership
HBRR	Highway Bridge Reconstruction & Rehabilitation Program
HDL	Hinderliter, DeLlamas, & Associates
HSIP	Highway Safety Improvement Program (Federal)
HOME	Home Investment Partnerships Act Program
HPRP	Homeless Prevention & Rapid Re-Housing Program
HQ	Headquarters

## List of Acronyms

HUD	Housing & Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
ICAC	Internet Against Children Task Force
ICC	International Code Council
ICS	Incident Command System
IDA	Industrial Development Authority
IIP	Intersection Improvement Program
ISF	Internal Service Fund
IT	Information Technology
ITC	Information Technology Center
LAFCO	Local Agency Formation Commission
LED	Light Emitting Diode
LIP	Local Implementation Plan or Jurisdictional Urban Runoff Management Plan
LLEBG	Local Law Enforcement Block Grant
LOU	Letter of Understanding
MCC	Mortgage Credit Certificate
MGT	Management
MIS	Management Information System
MMS	Maintenance Management System
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MPAH	Master Plan of Arterial Highways
MWD	Metropolitan Water District
MWDOC	Metropolitan Water District of Orange County
NCIC	National Crime Information Center
NBC	Nuclear, Biological or Chemical

## List of Acronyms

NEMSIS	National Emergency Medical Service Information System
NET	Neighborhood Enhancement Team
NIMS	National Incident Management System
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
OA	Organizational Assessment
OCCOG	Orange County Council of Governments
OCSD	Orange County Sanitation District
OCTA	Orange County Transportation Authority
OCPT	Orange Children & Parents Together
OES	Office of Emergency Services
OFD	Orange Fire Department
OHDC	Orange Housing Development Corp
OMA	Orange Management Association
OMCEA	Orange Maintenance and Crafts Employees' Association
OMEA	Orange Municipal Employees' Association
OPA	Owner Participation Agreement
OPS	Operations
ORA	Orange Redevelopment Agency
ORCA	Orange Regional Competitive Aquatics
OSHA	Occupational Safety & Health Administration
OTP	Organization Transition Program
OTPA	Old Towne Preservation Association
OUSD	Orange Unified School District
PD	Police Department
PDM	Pre-Disaster Mitigation

## List of Acronyms

PEG	Public, Education and Government
PERS	Public Employees Retirement System or CalPERS
PIO	Public Information Officer
POST	Peace Officer Standards & Training
PSO	Police Services Officer
PT	Part-Time
PUBS	Public Utility Billing Software
PW	Public Works Department
PY	Prior Year
RDA	Redevelopment Agency
RFID	Radio Frequency Identification
RFP	Request for Proposal
RFQ	Request for Qualifications
RIP	Regional Interchange Program
RMS	Records Management System
RNI	Rapac Network International
ROW	Right-of-Way
RSTP	Regional Surface Transportation Program
RTIP	Regional Transportation Improvement Plan
SAAV	Service Authority for Abandoned Vehicles
SAORA	Successor Agency to the Orange Redevelopment Agency
SCAG	Southern California Association of Governments
SAN	Storage Area Network
SARB	School Attendance Review Board
SAVI	Santa Ana Valley Irrigation
SB	Senate Bill
SED	Special Enforcement Detail

## List of Acronyms

SHIELD	Strategic Home Intervention & Early Leadership Development
SIP	Signal Improvement Program
SMIP	Strong Motion Implementation Program Fee
SRC	Staff Review Committee
SRO	School Resource Officer
STOMP	Stop Tagging on My Property
STPE	Surface Transportation Program Enhancement
SWAT	Special Weapons & Tactics
TCRF	Traffic Congestion Relief Fund
TDM	Traffic Demand Management
TEA	Transportation Enhancement Activities
TMC	Traffic Manager Center
TMDL	Total Maximum Daily Loads
TOT	Transient Occupancy Tax
TRF	Transfer
TSIA	Transportation System Improvement Authority
TSIP	Transportation System Improvement Program
UASI	Urban Area Securities Initiative
UNITY	United Neighbors Involving Today's Youth
VLF	Vehicle License Fee
WDEA	Water Division Employees' Association
WMD	Weapons of Mass Destruction
WDR	Waste Discharge Requirements
YSB	Youth Services Bureau





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