Topics that will be covered

- City Governance
- Importance of the Sunshine Ordinance
- Importance of a Budget
- Budget Process
- Structure of the budget and funds
- Fiscal year 2013-14 Year-End Results
- Fiscal year 2014-15 Budget and 1st Quarter review
- Strategic Plan Update
- Capital Improvement Program
City Governance
Voters elect at large

6 Council Members
1 Mayor

City Attorney (serves at Council’s pleasure)

City Clerk (serves at Council’s pleasure)

City Manager (serves at Council’s pleasure)

Appoints all subordinate City Dept. Directors (with Council ratification)

Appoint
Santa Ana City Council

Miguel A. Pulido  
Mayor

Sal Tinajero  
Mayor Pro-Tem

Michele Martinez  
Councilmember  
Ward 2

P. David Benavides  
Councilmember  
Ward 4

Vincent F. Sarmiento  
Councilmember  
Ward 1

Roman Reyna  
Councilmember  
Ward 5

Angelica Amezcua  
Councilmember  
Ward 3

Ward 6
Importance of the Sunshine Ordinance

- Overall goal is Transparency

  Updated the City Website:
  - 9 years of budget information
  - 8 years of audited financials
  - Capital Improvement Program
  - Quarterly budget updates
  - Miscellaneous Fee Schedules
  - All presentations on-line

- Conducted Budget Outreach meetings
  - Includes Strategic Plan Update and Capital Improvement Program

- Strategic Plan monthly updates on-line

- All RFPs & bids are posted on-line

- **2014-15 New initiatives:** Monthly Financials & Online Open Checkbook
Importance of a Budget

• A budget helps understand the choices we make with money.

• Preparing a budget is an important step and tool towards financial stability.

• Always more programs & services than what the allocated funds can sustain.
Sec. 604 - Budget Preparation by the City Manager. In preparing the proposed City budget, the City Manager shall review the financial plans submitted, hold conferences thereon with the office, agency and department heads, respectively, and revise such plans as he may deem advisable.

Sec. 605 – Submission to the City Council. On or before the fifteenth (15th) day of June of each year, the City Manager shall recommend and submit to the City Council a proposed budget for the next ensuing fiscal year and a proposed appropriation ordinance as prepared by him.

Sec. 607 – Further Consideration and Adoption. On or before the thirty-first (31st) day of July the City Council shall adopt the budget with revisions, if any, by the affirmative votes of at least a majority of its members. Upon final adoption, the budget shall be in effect for the ensuing fiscal year.
How long does it take to prepare a budget?

7-8 Month Process

- **November to December** – Development & distribution of assumptions

- **January to March** – Departmental budget meetings, Trial Budget development and Preliminary Capital Improvement Program (CIP), & conduct outreach meeting

- **April to May** – Community budget hearings, City Manager’s proposed Budget Work-Study Session, & budget presentation

- **June** – Budget & CIP adoption
Definitions

❖ Revenues – Money that comes in (i.e., income)
❖ Expenses – Money that goes out (i.e., payments/costs)
❖ Fund – Checking account where revenues & expenditures are monitored and recorded (City has over 100 funds)
❖ General Fund – Account which the City has the most discretion on spending (least restrictions)
❖ Reserves – Savings account (to be used primarily for emergencies)
❖ Budget – Plan that tells us how much money we will receive and how we will spend it
❖ Fiscal Year – 12 month budget calendar (From July 1st to June 30th)
What are the basic services in a typical City budget?

- **Public Safety** – Police & Fire Services
- **Quality of Life** – Parks, Recreation, Community Services, Library, Cultural Arts, etc.
- **Utilities** – Water, Sewer, Trash pick-up, etc.
- **Building & Development** - Planning, Housing, Community Development, etc.
- **Streets & Lights** – Public Works, Capital Improvement Program, etc.
- **General Services** – City Manager’s Office, Finance, Human Resources, City Attorney’s Office, etc.
A fund is similar to a checking account where revenues & expenditures are monitored and recorded.

Within our budget, we group over 100 various funds into five major categories.
We manage over 100 funds

General Fund: City has the most discretion

<table>
<thead>
<tr>
<th>011 General Fund</th>
<th>All Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>020 OTS-Traffic Offender Program</td>
<td>085 City Yard Operation</td>
</tr>
<tr>
<td>021 PRCSA CATV Fund</td>
<td>086 Pub Wks Eng/Proj Mgmt</td>
</tr>
<tr>
<td>022 PRCSA Fee &amp; Donation</td>
<td>087 PT Retirement Fund</td>
</tr>
<tr>
<td>023 Inmate Welfare Fund</td>
<td>088 Quality Service Training</td>
</tr>
<tr>
<td>024 PD Athletic Activities League</td>
<td>095 Police Commissary Account</td>
</tr>
<tr>
<td>025 IDB &amp; EZ Voucher Monitoring</td>
<td>101 Pub Wks-Admin &amp; Planning</td>
</tr>
<tr>
<td>026 Asset Forfeiture Fund</td>
<td>102 Communications Services</td>
</tr>
<tr>
<td>027 Parking Fund</td>
<td>109 Info. Services</td>
</tr>
<tr>
<td>029 Special Gas Tax</td>
<td>120 Fire Facilities Fund</td>
</tr>
<tr>
<td>030 Prop 1B Bond Act of 2006</td>
<td>121 Special Repair/Demolition</td>
</tr>
<tr>
<td>031 Air Quality Impr. (Ab 2766)</td>
<td>122 Emergency Fund</td>
</tr>
<tr>
<td>032 Measure M-Street Construction</td>
<td>123 Workforce Investment Act</td>
</tr>
<tr>
<td>033 New Transpo Sys Impr Area B</td>
<td>124 Orange County SSA Grants</td>
</tr>
<tr>
<td>034 New Transpo Sys Impr Area E</td>
<td>125 OES UASI</td>
</tr>
<tr>
<td>035 New Transpo Sys Impr Area F</td>
<td>127 D.O.J. Grant Fund</td>
</tr>
<tr>
<td>041 Transpo Sys Impr Area A-2</td>
<td>128 Police Block Grants</td>
</tr>
<tr>
<td>042 Transpo Sys Impr Area B</td>
<td>130 Home Program Federal Grant</td>
</tr>
<tr>
<td>043 Transpo Sys Impr Area C</td>
<td>132 Dept of Labor Grant</td>
</tr>
<tr>
<td>048 Transpo Sys Impr Area C-2</td>
<td>133 Housing Authority-Issuer Fee</td>
</tr>
<tr>
<td>049 Transpo Sys Impr Area G</td>
<td>134 UDAG Repayment Fund</td>
</tr>
<tr>
<td>051 Capital Outlay Fund</td>
<td>135 Community Dev Block Grant</td>
</tr>
<tr>
<td>055 Sewer Connection Fee</td>
<td>136 Housing Authority-Voucher Hap</td>
</tr>
<tr>
<td>056 Sanitary Sewer Service</td>
<td>137 Housing Authority- NED</td>
</tr>
<tr>
<td>057 Fed Clean Water Protection Ent</td>
<td>140 Housing Authority-Voucher Adm</td>
</tr>
<tr>
<td>058 Residential Street Improvement</td>
<td>142 NSP Federal Grant</td>
</tr>
<tr>
<td>059 Select Street Construction</td>
<td>143 CAL/HOME Mfgd Hsg Loan</td>
</tr>
<tr>
<td>060 Water Revenue</td>
<td>145 Rental Rehabilitation Grant</td>
</tr>
<tr>
<td>066 Acquisition &amp; Construction</td>
<td>146 Fire Department Grants</td>
</tr>
<tr>
<td>067 Regional Transp Center</td>
<td>147 Federal Aid Safety Program</td>
</tr>
<tr>
<td>068 Sanitation Fund</td>
<td>148 Traffic System Mgmt Grant</td>
</tr>
<tr>
<td>069 Refuse Collection Service</td>
<td>150 Cal Library Services Act</td>
</tr>
<tr>
<td>071 Central Services</td>
<td>152 Public Library Grant Fund</td>
</tr>
<tr>
<td>072 Copier Lease Program</td>
<td>153 Library Grants</td>
</tr>
<tr>
<td>073 Building Maint Fund</td>
<td>154 Library Svcs &amp; Technology Act</td>
</tr>
<tr>
<td>074 Civic Center Maintenance</td>
<td>155 OCJP Grant</td>
</tr>
<tr>
<td>075 Fleet Maintenance/Stores</td>
<td>161 Rec/Com Sys St Urban Open Spac</td>
</tr>
<tr>
<td>076 Retirement System</td>
<td>162 Energy Conservation Program</td>
</tr>
<tr>
<td>080 Liability And Property Ins Fnd</td>
<td>164 Pub Wks-Wtr Quality &amp; Control</td>
</tr>
<tr>
<td>081 Employee Group Insurance</td>
<td>165 Office Of Safety Grant</td>
</tr>
<tr>
<td>082 Workers Compensation Fund</td>
<td>169 Recreation Grants Fund</td>
</tr>
<tr>
<td>083 Refuse &amp; Recycling</td>
<td>172 Natl Recreation Trails Fnd Act</td>
</tr>
<tr>
<td>084 Solid Waste</td>
<td>202 Local Drainage Area No 2</td>
</tr>
<tr>
<td>087 PT Retirement Fund</td>
<td>203 Local Drainage Area No 3</td>
</tr>
<tr>
<td>088 Quality Service Training</td>
<td>204 Local Drainage Area No 4</td>
</tr>
<tr>
<td>095 Police Commissary Account</td>
<td>205 Local Drainage Area No 5</td>
</tr>
<tr>
<td>100 General Fund</td>
<td>206 Local Drainage Area No 6</td>
</tr>
<tr>
<td>207 Local Drainage Area No 7</td>
<td>209 Local Drainage Area No 9</td>
</tr>
<tr>
<td>210 Local Drainage Area No 10</td>
<td>212 Local Drainage Area No 12</td>
</tr>
<tr>
<td>213 Local Drainage Area No 13</td>
<td>221 Local Drainage Area I</td>
</tr>
<tr>
<td>222 Local Drainage Area II</td>
<td>223 Local Drainage Area III</td>
</tr>
<tr>
<td>224 Local Drainage Area IV</td>
<td>225 Local Drainage Area V</td>
</tr>
<tr>
<td>226 Local Drainage Area VI</td>
<td>301 Rec/Comm Svns</td>
</tr>
<tr>
<td>311 Residential Develop District 1</td>
<td>312 Residential Develop District 2</td>
</tr>
<tr>
<td>313 Residential Develop District 3</td>
<td>314 Residential Develop District 4</td>
</tr>
<tr>
<td>400 Police Lease Revenue Bonds</td>
<td>405 Federal HOPWA Program Grant</td>
</tr>
<tr>
<td>407 Downtown Maintenance</td>
<td>417 CDA Special Fees and Programs</td>
</tr>
<tr>
<td>417 CDA Special Fees and Programs</td>
<td>607 Housing Asset LMHF</td>
</tr>
<tr>
<td>607 Housing Asset LMHF</td>
<td>624 2003A Series Tax Alloc Bond</td>
</tr>
<tr>
<td>624 2003A Series Tax Alloc Bond</td>
<td>653 COSA S Main Comm Corridor</td>
</tr>
<tr>
<td>658 2003B Series Alloc Bond</td>
<td>670 COSA RDA</td>
</tr>
<tr>
<td>670 COSA RDA</td>
<td>671 COSA RDA Obligation Retirement</td>
</tr>
<tr>
<td>671 COSA RDA Obligation Retirement</td>
<td>922 RSCC Tax Incrnm Fund</td>
</tr>
<tr>
<td>923 SAUSD Tax Increment Fund Dcplf</td>
<td>924 OCDE TI Fund Facility</td>
</tr>
<tr>
<td>960 San Joaquin Trans Corridor</td>
<td>981 Eastern Foothill Trans Corrido</td>
</tr>
<tr>
<td>999 Tran Sys Imp Aut Area A</td>
<td>999 Tran Sys Imp Aut Area B</td>
</tr>
</tbody>
</table>
Governmental Fund Categories

- General Fund
- Community Development
- Special Revenue Funds
- Capital Funds
- Enterprise Funds
Fiscal Year 2013-14 Year-End Results
## Fiscal Year 2013-14 Year-End GF Major Revenues Budgeted vs. Actuals

<table>
<thead>
<tr>
<th>REVENUE SOURCE</th>
<th>FY 2013-14 ADOPTED BUDGET</th>
<th>FY 2013-14 ACTUALS</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax</td>
<td>40,746,000</td>
<td>42,261,087</td>
<td>1,515,087 3.7%</td>
</tr>
<tr>
<td>Property Tax</td>
<td>28,509,000</td>
<td>29,484,372</td>
<td>975,372  3.4%</td>
</tr>
<tr>
<td>Property Tax In-Lieu of VLF</td>
<td>26,020,000</td>
<td>26,864,824</td>
<td>844,824  3.2%</td>
</tr>
<tr>
<td>UUT</td>
<td>24,136,000</td>
<td>25,035,497</td>
<td>899,497  3.7%</td>
</tr>
<tr>
<td>Business License</td>
<td>11,000,000</td>
<td>11,200,935</td>
<td>200,935  1.8%</td>
</tr>
<tr>
<td>Hotel Visitors Tax</td>
<td>7,850,000</td>
<td>8,519,161</td>
<td>669,161  8.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>138,261,000</strong></td>
<td><strong>143,365,876</strong></td>
<td><strong>5,104,876 3.7%</strong></td>
</tr>
</tbody>
</table>
## FY 13-14 Year-End Results

<table>
<thead>
<tr>
<th>GENERAL FUND</th>
<th>FY 2013-14 ADOPTED BUDGET</th>
<th>FY 2013-14 ACTUALS</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>$205,741,000</td>
<td>$211,499,355</td>
<td>$5,758,355 2.8%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$205,741,000</td>
<td>$197,715,980</td>
<td>$(8,025,020) -3.9%</td>
</tr>
</tbody>
</table>
General Fund Reserves
(Unassigned Balance)

*Unassigned reserve level of 20% achieved
Innovation & Efficiencies

• Installation of new parking meters with improved technology in the Downtown
• Refinanced Police Department, jail and water enterprise debt service to save millions in financing costs
• Consolidated all public front counter services to the 1st floor of City Hall to improve customer service experience
• Adjusted rates to recover millions in jail cost savings.
Economic Outlook

Advancing in Every Key Area:

• Property Values are up (20%)
• Increased Sales Tax (22% since 2011 in the Downtown)
• Increased number of Business Licenses (8%)
• Lower Unemployment rate (down from 10.7% to 8.2%)*
• Reduction in crime (8% decrease)
• Met our Reserves goal
• City operating with a $14M surplus

* Preliminary September report from the Employment Development Department
## Success with Grants

### RECENT GRANT AWARDS

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Granting Agency</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnerships to Improve Community Health</td>
<td>Centers for Disease Control and Prevention (CDC)</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Memories of Migration</td>
<td>National Institute for Museum and Library Services</td>
<td>$495,000</td>
</tr>
<tr>
<td>Community Oriented Policing Services (COPS)</td>
<td>Department of Justice</td>
<td>$1,250,000</td>
</tr>
<tr>
<td>Memory Lane Santa Ana River Park Site</td>
<td>Housing and Community Development- California</td>
<td>$1,030,800</td>
</tr>
<tr>
<td>Active Transportation Program (ATP)</td>
<td>California Transportation Commission</td>
<td>$3,300,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>$10,075,800</strong></td>
</tr>
</tbody>
</table>

### Fiscal Year 2015-16 Community Development Block Grant:
- Estimated allocation for Non-profit Organizations: $340,000
Fiscal Year 2014-15
Adopted Budget &
1st Quarter Review
Total City Budget (All Funds)

Major Fund Category | Adopted FY 2014-15
--- | ---
General Fund* | $208,918,360
Non-General Fund | 222,068,752
Totals: | $430,987,112

* Includes $3.0M in Strategic Plan funding.
2014-15 General Fund Budget: Revenues $208.9M

- Property Tax*: 29.5%
- Sales Tax: 20.8%
- Utility Users Tax: 11.5%
- Business License: 5.4%
- Hotel Visitors Tax: 3.9%
- All Other: 28.8%

* Includes Property Tax In-Lieu of VLF

Note: All other includes intergovernmental revenue, licenses & permits, fees, fines, & miscellaneous revenues
How much of my tax dollars does the City receive?

1% Property Tax
Basic Levy Rate

8% Sales Tax

$0.18 – $0.20
City of Santa Ana

Other government agencies
$0.80 to $0.82

1%
City of Santa Ana

7%
Other government agencies
2014-2015 General Fund Expenditures: $208.9M

*Includes Information Services, City Manager’s Office, City Attorney’s Office, Clerk of the Council, Human Resources, Bowers Museum, Non-Departmental, etc.
### 1st Quarter 2014-15
#### Projections vs. Actuals

**Total General Fund**

<table>
<thead>
<tr>
<th>GENERAL FUND</th>
<th>3-Month Period 1st Quarter Projected</th>
<th>3-Month Period 1st Quarter Actuals</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total GF Revenues&lt;br&gt;(represents approx. 10% of annual revenue)</td>
<td>$20,628,528</td>
<td>$22,042,738</td>
<td>$1,414,210&lt;br&gt;6.9%</td>
</tr>
<tr>
<td>Total GF Expenditures&lt;br&gt;(represents approx. 24% of annual exp.)</td>
<td>$49,329,099</td>
<td>$47,809,072</td>
<td>$(1,520,027)&lt;br&gt;-3.1%</td>
</tr>
</tbody>
</table>

The City receives the majority of its **revenue** in the 3rd and 4th Quarter of the fiscal year:

- **1st Quarter (July to September):** 10%
- **2nd Quarter (October to December):** 26%
- **3rd Quarter (January to March):** 28%
- **4th Quarter (April to June):** 36%

**Total** 100%
### 1st Quarter 2014-15
GF Major Revenues Projections vs. Actuals

<table>
<thead>
<tr>
<th>REVENUE SOURCE</th>
<th>FY 2014-15 1ST QUARTER PROJECTED</th>
<th>FY 2014-15 1ST QUARTER ACTUALS</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax</td>
<td>2,996,354</td>
<td>3,094,080</td>
<td>97,726</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.3%</td>
</tr>
<tr>
<td>Property Tax</td>
<td>768,324</td>
<td>980,971</td>
<td>212,647</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>27.7%</td>
</tr>
<tr>
<td>Property Tax In-Lieu of VLF</td>
<td>56,612</td>
<td>150,097</td>
<td>93,485</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>165.1%</td>
</tr>
<tr>
<td>UUT</td>
<td>4,456,117</td>
<td>4,696,198</td>
<td>240,081</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>5.4%</td>
</tr>
<tr>
<td>Business License*</td>
<td>679,270</td>
<td>657,929</td>
<td>(21,341)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-3.1%</td>
</tr>
<tr>
<td>Hotel Visitors Tax</td>
<td>1,574,007</td>
<td>1,752,425</td>
<td>178,418</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11.3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10,530,684</strong></td>
<td><strong>11,331,700</strong></td>
<td><strong>801,016</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.6%</td>
</tr>
</tbody>
</table>

*Anticipated recovery by the 2nd quarter and will exceed projected amount.
Additional Budget Information

http://www.santa-ana.org/finance/budget/default.asp
Strategic Plan Update
“Three-Month Review”
Strategic Plan Defines the Budget

Strategic Plan

Budget
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2012</td>
<td>Adoption of the Sunshine Ordinance</td>
</tr>
<tr>
<td>April 2013</td>
<td>Strategic Plan Planning Process began</td>
</tr>
<tr>
<td>March 2014</td>
<td>Adoption of the Five-year Strategic Plan</td>
</tr>
<tr>
<td>May 2014</td>
<td>Allocation of an additional $3 million</td>
</tr>
<tr>
<td>July 1, 2014</td>
<td>Implementation of the Strategic Plan</td>
</tr>
</tbody>
</table>
Five-Year Strategic Plan
Framework

Mission Statement
To deliver efficient public services in partnership with our community which ensure public safety, a prosperous economic environment, opportunities for our youth, and a high quality of life for residents.

Goals (7)

Objectives (33)

Strategies (147)
Five-Year Strategic Plan

1) Community Safety
2) Youth, Education, Recreation
3) Economic Development
4) City Financial Stability
5) Community Health, Livability, Engagement & Sustainability
6) Community Facilities & Infrastructure
7) Team Santa Ana
Implementation & Accountability

- City Council agendas aligned with the Strategic Plan
- Monthly status reports to City Council on actions taken to implement the Strategic Plan
  - Monthly Reports available on the web at: http://www.santa-ana.org/strategic-planning/
- Review Strategic Plan funding as part of the budget process
Monitoring Progress

Monthly Strategic Plan updates include a summary level overview and a detailed report on tasks, next steps, outcomes and percent of strategy completed or implemented. Progress is recorded and monitored utilizing the following color key:

- **0 - 24%** Necessary steps to accomplish the strategy are in early development
- **25 - 49%** Work efforts are underway to begin implementation of the strategy
- **50 - 74%** Strategy is currently being implemented
- **75 - 100%** Significant progress has been made towards the completion of the strategy, or strategy has been fully implemented
Total of 27 funded strategies within the Community Safety goal. Two strategies are near full implementation or completion.

1,6a – Develop a comprehensive Fire/Emergency Medical Service Marketing & Branding program including web portal from the City’s website and the release of monthly fire services report.

1,6d – Develop a Fire Explorer Program to engage children and young adults interested in a career in fire and emergency medical service.
Total of 15 funded strategies within the Youth, Education, Recreation goal. The majority of the strategies are in early development and implementation.
Total of 16 funded strategies within the Economic Development goal. One strategy has been completed and fully implemented.

3, 1b – Establish a Santa Ana Business Advisory Committee.

Additionally, the City has released a request for qualifications (RFQ) for the development of an Economic Development Strategic Plan.
Total of 12 funded strategies within the Financial Stability goal. Four strategies are near full implementation or completion.

4, 2d – Conduct an assessment of the City’s debt and refinancing options to achieve savings.
4, 3a – Modernize and adopt the City’s utility users tax ordinance.
4, 3c – Implement a plan to achieve a general fund budgetary fund balance of 20% of expenditures.
4, 3e – Ensure citywide coordinated effort to seek grant funding through the establishment of a Grant Coordinator.
Total of 31 funded strategies within the Community Health, Livability, Engagement & Sustainability goal. Three strategies are near full implementation or completion.

5, 1f – Develop a City Community Volunteer/Internship Coordination program.

5, 2b – Create performance measures to track the City’s progress in implementing the Climate Action Plan and other “green” efforts.

5, 3b – Ensure compliance with the City’s Housing Opportunity Ordinance by requiring rental and ownership housing projects that meet specified criteria (provide a minimum of 15% affordable housing).
Total of 9 funded strategies within the Community Facilities and Infrastructure goal. The majority of the strategies are in early development and implementation.
Total of 20 funded strategies within the Team Santa Ana goal. Four strategies are near full implementation or completion.

7, 2a – Use City display case to inform and showcase each department to the community.
7, 4a – Ensure compensation is sufficient to attract and retain properly skilled employees and is comparable to other public agencies.
7, 4b – Develop and adopt a policy that allows for total compensation of staff in accordance to City’s financial condition, including adequate operating contingency reserves.
7, 4c – Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.
# Making Progress

## September 2014 Detail Report

### “Snapshot”

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Lead Dept.</th>
<th>Lead Staff</th>
<th>Tasks &amp; Next Steps</th>
<th>Outcomes</th>
<th>% Complete</th>
<th>Start</th>
<th>End</th>
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<tbody>
<tr>
<td>Goal 4 - City Financial Stability</td>
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<tr>
<td>Objective 1 - Maintain a stable, efficient and transparent financial environment.</td>
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</table>

- a. Develop and maintain an online database of city-owned properties to improve the transparency of government assets.
  - FMS Waldo Berea
  - 1. Obtain asset listings:
    - a. As recorded by Accounting
    - b. Liability (Personal)
    - c. GIS-PWA
  - 2. Reconcile asset listings
  - 3. Consolidate asset list
  - 4. Distribute list to departments for changes
  - 5. Finalize comprehensive list and post
  - Phase II: Develop maintenance plan (FY 15-16)
  - Have a comprehensive list of City buildings and facilities and post.
  - 15% FY 2014-15 Ongoing

- b. Increase the accessibility of financial information on the City’s website by creating public viewing portals (i.e., City finances, budget process, bid opportunities, etc.).
  - FMS Waldo Berea
  - 1. Identified vendor
  - 2. Review vendor & establish agreement
  - 3. Review website with vendor
  - 4. Collect budget numbers & reconcile postings
  - 5. Set launch date
  - 6. Contract & post
  - Phase II: Implementation of an open checkbook (FY 14-15)
  - Post historical and budget numbers on interactive website. Post monthly checkpoint information on website.
  - 55% FY 2014-15 FY 2014-15

- c. Continue to conduct Community Budget Outreach meetings that provide budget and financial information.
  - FMS Francisco Gutierrez
  - Develop agenda for October 2014 meeting:
    - a. Include year-end results
    - b. Approved budget update
    - c. 1st quarter results
  - Conduct community outreach meetings.
  - 10% FY 2013-14 Ongoing

- d. Develop a fiscal health analysis tool that informs a department of its financial position in order to assist in its decision making process.
  - FMS Waldo Berea
  - 1. Survey departments for required financial indicators
  - 2. Identify portal that properly displays relevant financial information
  - 3. Setup of portal
  - 4. Post portal
  - Provide access financial health tools to EMT and management.
  - 10% FY 2013-14 FY 2014-15

Objective 2 - Provide a reliable five-year financial forecast that ensures financial stability in accordance with the strategic plan.

- a. Adopt a budget that is an alignment with the financial forecast and strategic plan.
  - FMS Francisco Gutierrez
  - 1. Create a preliminary budget calendar for FY 15-16
  - 2. Submit to CMO for approval
  - 3. Inform EMT
  - 4. Adopt financial forecast
  - 5. Align proposed FY 15-16 budget with adopted financial forecast
  - Approve budget calendar, update financial forecast, and have the proposed budget in alignment with the adopted financial forecast.
  - 35% FY 2014-15 Ongoing

- b. Provide quarterly updates on the City’s financial forecast to ensure revenues and expenditures reflect the most up-to-date information and analysis.
  - FMS Francisco Gutierrez
  - 1. Define baseline forecast and assumptions
  - 2. Review baseline assumptions as they relate to actual revenues & expenditures
  - 3. Make modifications to the forecast
  - 4. Submit revised forecast to CMO for approval
  - Provide updated financial forecasts.
  - 10% FY 2013-14 Ongoing
Strategic Plan is Available on our Website

Creating Our Future: Strategic Planning Process

On March 18, 2014 the City Council adopted a 5-year strategic plan. The adoption of this plan marked a major milestone for both the City and the community which began in 2012 with the adoption of the Sunshine Ordinance.

The Strategic Plan provides a clear statement of where the City is going and how it intends to get there. It includes a vision, a description of the mission of the organization, a set of guiding principles (values) that will guide actions, a set of multi-year goals that guide decisions, objectives and strategies for each goal, and a plan for implementation and accountability.

The Strategic Planning document is also available in the following languages:
Spanish | Vietnamese

Table of Contents
- Letter from the City Manager
- Executive Summary
- Vision, Mission and Guiding Principles
- Reading the Plan

Strategic Plan Goals/Objectives/Strategies -
- Goal 1 - Community Safety
- Goal 2 - Youth, Education, Recreation
- Goal 3 - Economic Development
- Goal 4 - City Financial Stability
- Goal 5 - Community Health, Livability, Engagement & Sustainability
- Goal 6 - Community Facilities & Infrastructure
- Goal 7 - Team Santa Ana

Reporting and Accountability (Status) Worksheet

http://www.santa-ana.org/strategic-planning/
Capital Improvement Program
TOTAL FY 14/15 CIP: $50,860,367

City of Santa Ana

CAPITAL IMPROVEMENT PROGRAM

FUNDING HIGHLIGHTS

• Neighborhood Improvements $6,676,930
• Arterial Improvements $31,741,923
• Traffic Improvements $5,609,946
• Infrastructure Improvements $4,600,000
• City Facility Improvements $355,200
• Bikeway/Park Improvements $1,876,368

TOTAL FY 14/15 CIP: $50,860,367
City of Santa Ana

NEIGHBORHOOD IMPROVEMENTS

Total Neighborhood Improvements: $6,676,930

Residential Street Repair 2014/15
$4,284,044

Neighborhoods:
- Washington Square
- Pico Lowell Square
- Wilshire Square

Pavement Management Plan:
- Revise Criteria for Prioritizing Pavement Rehab.
- Approve by Council
- Provide Public Input
**Bristol Street Improvements**

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>COST</th>
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<tbody>
<tr>
<td>Civic Center to Washington</td>
<td>$13,120,626</td>
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<tr>
<td>Washington to 17&lt;sup&gt;th&lt;/sup&gt;</td>
<td>$2,616,432</td>
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<tr>
<td>Warner to St. Andrew</td>
<td>$13,377,382</td>
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**Total Arterial Improvements:** $31,741,923
Bike Lanes
Newhope: First to McFadden
Civic Center: Bristol to Broadway
Grand: 21st to Fairhaven
$248,886

Total Traffic Improvements: $5,609,946
City of Santa Ana

INFRASTRUCTURE IMPROVEMENTS

Water Main Repair and Replacement
$3,000,000

Sewer Main Repair and Replacement
$1,600,000

Total Infrastructure Improvements: $4,600,000
City of Santa Ana

CITY FACILITY IMPROVEMENTS

First Street Undercrossing Storm Drain Lift Station Repairs
$100,000

Total City Facility Improvements: $355,200
City of Santa Ana

BIKEWAY/PARK FACILITY IMPROVEMENTS

Pacific Electric Park (CDBG)
$1,066,918

Memory Lane and Santa Ana River Park Site
$714,450

Total Bikeway/Park Improvements: $1,876,368
November 2014: Present Preliminary Calendar & Process to the Finance, Economic Development & Technology Council Committee (FEDT)

December 2014: Present Preliminary Calendar & Process to City Council for Approval

February 2015: Preliminary FY 14-15 Budget Status and Five-Year General Fund Forecast Update

March 2015:
- FEDT Committee: City Manager’s FY 15-16 Trial Budget & Preliminary Capital Improvement Program (CIP)
- Sunshine Ordinance Budget Outreach Meeting
April 2015:
- Community Budget Hearings
- Preliminary Seven-Year CIP Presentation to the Planning Commission

May 2015: City Manager’s Proposed FY 15-16 Budget Work-Study Session

June 2015:
- Tentative Budget/CIP Ordinance Adoption
- Final Budget/CIP Ordinance Adoption

July 2015: Start of the new Fiscal Year
Questions