FISCAL YEAR 2016-2017
PROPOSED BUDGET
WORK-STUDY SESSION

PRESENTED BY: DAVID CAVAZOS, CITY MANAGER
May 17, 2016
Topics that will be covered

1) City Manager’s Budget Message
2) Fiscal Year 2015 – 16 Review of Trends and Current Year budget
3) Fiscal Year 2016-17 General Fund Forecast
4) Fiscal Year 2016-17 General Fund Proposed Budget and Assigned Programs
5) Fiscal Year 2016-17 Capital Improvement Program
6) Budget Schedule and Next Steps
City Manager’s Budget Message
Thank You!!!

• Thank you Mayor & Councilmembers for your faith and confidence in the City’s management team & city employees

• Thank you to all of our residents & business community

SANTA ANA CITY COUNCIL
City Manager’s Budget Message

✓ Continue to provide a structurally balanced budget

✓ Successfully negotiated 2-year labor agreements

✓ Achievement of 20% Reserve Levels

✓ Consistent & sustainable forecast

✓ Funding millions of dollars to new programs and services such as the Strategic Plan and added over 100 positions

✓ Promoted a culture of innovation and efficiency

✓ Achieved a “AA” Credit Rating from Standard & Poor’s
Fiscal Year 2015-16 Review of Trends and Current Year Budget
## FY 15-16

**Projected Year-End Surplus**

**Total General Fund** *(as of March 2016)*

<table>
<thead>
<tr>
<th>GENERAL FUND</th>
<th>FY 2015-2016 ADOPTED BUDGET</th>
<th>FY 2015-2016 YEAR-END PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>$225,813,256</td>
<td>$219,772,322</td>
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<tr>
<td>Total Expenditures</td>
<td>$225,813,256</td>
<td>$216,285,901</td>
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</table>

*Projected Surplus for FY 15-16 of approx. $1.5M-$3.5M!*
## FY 15-16 Preliminary Projected Year-End Results (as of March 2016)

<table>
<thead>
<tr>
<th>REVENUE SOURCE</th>
<th>FY 2015-16 ADOPTED BUDGET</th>
<th>FY 2015-16 PROJECTED YEAR-END</th>
<th>VARIANCE</th>
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<tbody>
<tr>
<td>Sales Tax</td>
<td>$45,500,000</td>
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<td>$31,600,000</td>
<td>$32,198,104</td>
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<tr>
<td>Property Tax In-Lieu of VLF</td>
<td>$28,800,000</td>
<td>$28,869,469</td>
<td>$69,469</td>
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<tr>
<td>UUT</td>
<td>$27,780,000</td>
<td>$25,284,435</td>
<td>($2,495,565)</td>
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<tr>
<td>Business License</td>
<td>$11,490,000</td>
<td>$11,543,414</td>
<td>$53,414</td>
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<tr>
<td>Hotel Visitor's Tax</td>
<td>$8,800,000</td>
<td>$9,190,599</td>
<td>$390,599</td>
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</tbody>
</table>
Fiscal Year 2016-17
General Fund Forecast
FY 16-17 Forecast Assumptions

- Incorporates achievement of 20% General Fund reserve level of $41.5M and Economic Uncertainty Reserve of $3.8M
- Another conservative Sales Tax projection of 2.2%
  
  “…it would be short-sighted in the extreme to now embark upon a host of new spending only to see massive cuts when the next recession hits[….]fiscal restraint must be the order of the day.”
  
  - Governor Brown, January 7, 2016
- Total Property Tax moderate growth of 4.5% (outlook: stable)
- Utility User’s Tax will reflect water conservation efforts and decrease in the price of natural gas as well as the expansion of Telecommunications (outlook: stable)
- Business License increase of 1.5%
- Hotel Visitors Tax moderate increase of 2.5%
- Ongoing innovation and efficiency savings of $2.1M
FY 16-17 Forecast Assumptions (Cont’d)

- Reflects Pension Rate increases for FY 16-17:
  - Safety - 54.438% (increase of nearly 8% from FY 15-16)
  - Miscellaneous – 31.0% (increase of nearly 2.5% from FY 15-16)
- Includes Projections through FY 20-21
  - Safety – 73.6% (FY 20-21)
  - Miscellaneous – 40.4% (FY 20-21)

- Orange County Fire Authority growth of 3.75% (increase of approx. $1.4M) mandated by agreement
- Includes negotiated Salary Increases of 2.5% (approx. $2.7M)
- Health Insurance Increases of approx. 8% ($1.1M)
- Includes funding for the Strategic Plan of $2.5M annually
- Includes funding for 800MHz (approx. $600k)

**NO REDUCTION IN PROGRAMS AND SERVICES**
FY 16-17 Forecast & Four-Year Projections

General Fund Forecast (April 2016)

* Consistent and sustainable forecast allows for maintaining current service levels and Trial Budget Supplemental Requests

- Revenues
- Expenditures
Fiscal Year 2016-17
General Fund Proposed Budget & Assigned Programs
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.
FY 2016 – 17
General Fund 11 Revenue Sources
Estimated Revenues: $228,970,000

- Sales Tax: $46,504,000 (20.3%)
- Property Tax: $33,022,000 (14.4%)
- Utility Users Tax: $27,780,000 (12.1%)
- Business Tax: $11,632,323 (5.1%)
- License and Permits: $4,654,774 (2.0%)
- Miscellaneous: $10,331,856 (4.5%)
- Use of Money & Property: $17,018,300 (7.4%)
- Intergovernmental: $8,521,802 (3.7%)
- Franchise Fees: $3,308,620 (1.5%)
- Hotel Visitor’s Tax: $9,430,000 (4.1%)
- Other Taxes: $11,548,160 (5.1%)
- Fines: $4,877,456 (2.1%)
- Property Tax In Lieu VLF: $30,096,000 (13.2%)
FY 2016-17 General Fund 11 Appropriations
$228,970,000

*Includes best practice of budgeting for attrition savings

FISCAL YEAR 2016-17 GENERAL FUND PROPOSED BUDGET AND ASSIGNED PROGRAMS
FY 2016-17 General Fund Appropriations
$ 228,970,000

*Includes best practice of budgeting for attrition savings

* Includes City Manager’s Office, Information Services, City Attorney’s Office, Bower’s Museum, Personnel, Clerk of the Council, Community Development, Legislative Affairs, and Non-Departmental
## Budget Alignment

### Strategic Plan Goals

1. **Community Safety (Pedestrian Mobility Safety)**: $3.3M
2. **Youth, Education, Recreation**: $1.1M
3. **Economic Development**: $3.0M
4. **City Financial Stability**: $2.5-4.5M
5. **Community Health, Livability, Engagement & Sustainability**: $600K
6. **Community Facilities & Infrastructure**: $250K
7. **Team Santa Ana**: $240K

### Total General Fund Proposed Budget

**Assigned Programs & Supplementals**: $11.0-13.0M

**Capital Improvement Program**: $45.3M

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*Proposed assignment of fund balance or other funding sources will be designated with an asterisk in the succeeding pages*
Community and Pedestrian Mobility Safety ($3.3M)

- Matching funds associated with COPS grant ($1.5M) – 10 Police Officers
- Additional resources for Community Policing and Prevention Programs ($1.0M) – 6 Police Officers
  - Proposed funding for Orange County Animal Shelter ($550k)*
  - Funding for Safe Mobility Santa Ana (SMSA) ($250K)
Sworn Staffing Levels
FY 2012-13 to FY 2015-16

* Reflects COPS Grant for 10 Police Officer Positions
Sworn Staffing Levels
FY 2012-13 to FY 2015-16

FY 13-14:
• 74 Positions eliminated

FY 14-15 Added:
• 1 MMD Sergeant
• 5 MMD Police Officers
• 10 COPs Grant Officer

FY 15-16 Added:
• 1 Police Lieutenant
• 7 Patrol Study Officers
• 1 Special Projects Sergeant
• 4 Downtown Officers
• 10 COPs Grant Officer
Recruitment Activity for Police Recruits and Laterals

Number of Applications Received

<table>
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<tr>
<th>Year</th>
<th>Applications</th>
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<td>2012-13</td>
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<tr>
<td>2013-14</td>
<td>2,692</td>
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<td>2014-15</td>
<td>4,575</td>
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<tr>
<td>2015-16 Projection</td>
<td>3,119</td>
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</table>
Sworn Hiring and Separations
Calendar Year 2013 through 2016 YTD

FISCAL YEAR 2016-17 GENERAL FUND PROPOSED BUDGET AND ASSIGNED PROGRAMS
Youth, Education, Recreation ($1.1M)

- Park Systems Enhancements ($465K)
  - Water-Wise Management
  - Park Monitoring (Enhance Customer Service & Emergency Response)
  - Tree-Trimming
- Funding for a development of Santiago Park Cultural Amphitheater to create cultural and educational programs.* ($400K)
- Security enhancements and other programs ($150k)
- Youth programs to enhance literacy, computer usage, & Summer Programs ($70k)
- Provide nutritious meals to the Senior community ($15k)
Economic Development ($3.0M)

- Incorporates $2.0M for City branding proposed priorities, and various Economic Development & Infrastructure Projects*:
  - South Main - $400K
  - Downtown - $400K
  - Santa Ana Regional Transportation Center (SARTC) - $400k
  - Harbor Boulevard Corridor - $400K
  - Seventeenth St Business Corridor - $400K

- Includes $1.0M in funding for Economic Development (Public/Private Partnership)*:
  - Partner with stakeholders to enhance City Economic Development efforts
  - Develop an incentive program to provide increased sales tax and economic activity
  - Implementation of a branding & marketing campaign
  - Enhance business attraction and retention efforts
City Financial Stability ($2.5M - $4.5M)

- Augment the Economic Uncertainty Reserve from Fund Balance* ($1.0M – $3.0M)
- Establish a Jail Revenue Stability Fund* ($1.0M)
- Additional allocation to the Pension Stability Fund* ($500K)
Community Health, Livability, Engagement & Sustainability ($600K)

- Allocation of funds for Community Engagement and Partnership for Safety & Greater Prosperity* ($500K)
  - Non-Profit Organizations
  - Community Partnerships
  - Educational Partnerships
  - Education, Prevention, and Projects

- Funding for a voter outreach, citizenship, and community engagement program ($100K)
Community Facilities & Infrastructure

- Funding for deferred maintenance needs at the Santa Ana Regional Transportation Center (SARTC). ($250K)
- Year 1 and 2 allocation of surplus for investing in the City's infrastructure improvements ($6.0M)
- Capital Improvement Program ($45.3M)
Team Santa Ana ($240K)

GENERAL FUND

- Addition of a Paralegal and Personnel Technician ($170k)

- Funding for Job Classification Study ($70k)
Community Budget Meetings

1) Morrison Park Neighborhood
   - April 21, 2016

2) Newhope Library
   - April 26, 2016

3) Comlink Meeting
   - April 28, 2016

4) Madison Elementary School
   - May 5, 2016

5) McFadden Intermediate School
   - May 10, 2016

290+ Attendees!
Community Budget Meetings & Public Input

Continued public input through Community Budget Meetings (April – May)

• Conducted 5 Budget Meetings
  – Approximately 290+ attendees
  – Main comments expressed
    • Park Improvements and Safety
    • Public Safety/Youth and Gang Prevention Programs
    • Pedestrian/Traffic Improvements
    • Homelessness
    • Code Enforcement
WE LISTENED!

- Additional community safety and protection of park resources ($170k) – 2 FT Park Rangers (replacing 2 PT Park Rangers)
- Extended hours for 2 community centers to facilitate mentorship support for youth participants and various recreational programs and activities ($150k)
- Additional resources to enhance security services at Main Library ($214k)
FY 16-17 Additional Adjustments

WE LISTENED!

• Additional resources to ensure community livability (funding pending fee rate study) – 2 Code Enforcement Officers

• Develop an asset management program to manage all city infrastructure capital assets and minimize capital costs through the addition of 1 Asset Manager ($150k)
Additional funding: CDBG Proposed Project List
$2 Million – Bristol Property Sale (Anticipated July 2016)

• Joint Use: Segerstrom High School ($500k)
  – Convert two baseball diamonds at Segerstrom High School to joint use by investing in sport field lights and other field improvements

• Security Lights ($450k)
  – Replace existing wooden poles with concrete poles
  – Upgrade lighting to energy efficient LED fixtures and lamps

• Centennial Park Walkway/Sidewalk Improvements ($430k)
  – Remove and replace sections of cracked walkway and asphalt

• Skate Facility ($300k)
  – Construct a 2nd skate park at CDBG eligible location

• Thornton Parking Lot Renovation ($220k)
  – Renovations to preserve parking lot including: removing loose gravel, replacement of asphalt, striping of faded parking stall lines, ADA improvements

• Birch Park Fence ($60k)
  – Design fence along the north and west side of the park for night closure
  – Purchase of equipment for the establishment of a ‘movies in the park’ program

• Santa Ana Senior Center (3rd St.) – HVAC ($40k)
  – HVAC Upgrades
FY 16-17 Departmental Requests - Not in Proposed Budget

- Addition of a Deputy Clerk of the Council ($80k)
- Reallocate Sr. Deputy Clerk of the Council to Assistant Clerk ($30k)
- Modernization of Equipment & Furnishings ($50k) - City Attorney’s Office
FY 16-17 Departmental Requests - Not in Proposed Budget

- Police Dept: Mobile Digital Computers ($1.0M)
  - Allows for the utilization of new technology to improve security, communication, usability, and efficiency

- Streetlight Purchases ($500k)
  - Negotiating a purchase of approximately 11,400 streetlights for LED technology upgrades
  - Potential savings of $1 million/year in energy costs

- Additional Funding for Street Light Pole Replacement Contract ($40k)
Fiscal Year 2016-17
Capital Improvement Program
CITY OF SANTA ANA
FY 2016/ 2017
CAPITAL IMPROVEMENT PROGRAM

Maple Bike Trail Bulb-Out
Morrison Park LID Improvements
Zoo – Ocelot Exhibit
Grand Avenue Improvements
16/17 CAPITAL IMPROVEMENT PROGRAM (CIP)
$45,309,512

Street Improvements
$20,999,218

Traffic Improvements
$5,403,400

Utility / Drainage / Lighting Improvements
$8,559,030

City Facility Improvements
$10,347,864

Pie chart showing:
- Street Improvements: 23%
- Traffic Improvements: 19%
- Utility / Drainage / Lighting Improvements: 12%
- City Facilities: 46%

FISCAL YEAR 2016-17 CAPITAL IMPROVEMENT PROGRAM
Street Improvements
$20,999,218

Planning
3 – Projects
$517,130
- Pavement Management
- Project Development
- Right-of-Way Management

Roadway Improvements
8 – Projects
$20,282,088
- Alley Improvements
- Local Preventative Maintenance
- Residential Street Repair
- Bristol St and Memory Ln Intersection Widening
- Bristol St Widening and Improvements from Civic Center to Washington
- Warner Avenue Improvements
- WIC Roadway Improvements

Sidewalk/Streetscape
1 – Project
$200,000
- Omnibus Concrete

FISCAL YEAR 2016-17 CAPITAL IMPROVEMENT PROGRAM
TRAFFIC IMPROVEMENTS
$5,403,400

Planning
3 – Projects
$150,000

• Bike Lane Project Development
• Traffic Management Plans
• Traffic Safety Project Development

Traffic Signal
4 – Projects
$1,246,000

• Fairview St Traffic Signal Synchronization
• Traffic Signal Hardware Upgrade
• Westminster Ave/17th St Corridor Traffic Signal Synchronization
• Euclid St and Hazard Ave Signal Modification
• Warner and Flower Intersection Improvement

Mobility/Safety
9 – Projects
$3,007,400

• Citywide Safe Routes to School
• Sepulveda Safe routes to School
• Civic Center Drive Bike Boulevard
• Edinger Ave, Santa Ana Blvd, and 5th St Protected Bike Lanes
• Crosswalk Upgrades - Ph II
• Flower Street Safety enhancements
• Lincoln Pedestrian Trail
• SMSA Improvements

OC Street Car
$1,000,000

• Continue partnership with OCTA
• Design Oversight

FISCAL YEAR 2016-17 CAPITAL IMPROVEMENT PROGRAM
PUBLIC UTILITY / DRAINAGE IMPROVEMENTS
$8,559,030

Sewer Improvements
2 – Projects
$2,129,500
- Citywide Sewer Main Improvements
- Warner Industrial Community Park Sewer Main Improvements

Water Improvements
4 – Projects
$3,549,530
- Water Main Improvements
  - 17th Street – Phase 2
  - Saint Gertrude & Grand
  - South Bristol
  - Warner Industrial Community Park

Facility / Drainage
5 – Projects
$2,680,000
- Segerstrom (San Lorenzo) Sewer Lift Station Reconstruction
- South Station Perimeter Wall
- Walnut Pump Station
- Civic Center Stormwater Lift Stations
- Well 29 Improvements
- Storm Drain Master Plan

Street Light Improvement
1 – Project
$200,000
- Street Light Re-wiring and Repairs

FISCAL YEAR 2016-17 CAPITAL IMPROVEMENT PROGRAM
CITY FACILITIES
$10,347,864

Recreation Improvements
5 – Projects
$2,018,000

- Center Street Urban Greening Project
- Dan Young Soccer Complex Field 2 Synthetic Turf
- Riverview / Cabrillo / Windsor Resurfacing
- Santiago Bike Trail / Bomo Koral Sidewalk & Walkway Renovation
- Santiago Park Playground Equipment

Park / Zoo Facilities
11 – Projects
$3,879,864

- Angel Park Restroom Renovation
- Civic Center Re-caulking Plaza’s and ADA Improvements
- Roosevelt / Walker Park Improvements
- Santa Ana Stadium Concrete Repair
- Security Cameras
  - Chepa’s Park
  - Memorial Park
  - Santa Anita Park
  - Madison Park
- Security Lighting at Various Parks
- Santiago Park Gas House
- Santa Ana Zoo Care & Quarantine Facility

Building / Transit Improvements
4 – Projects
$4,450,000

- Downtown Parking Structure Improvements:
  - 3rd/Birch
  - 3rd/Broadway
  - 5th/Spurgeon
  - 5th/Main
- SARTC Deferred Maintenance
FEATURED PROGRAMS

- SMaRT Program: $80,000,000
- Fiber Optics: $TBD
- Street Light LED Conversion: $10,000,000
- ATP/HSIP: $3,674,900

- SMSA Program: $40,000,000
- Drought Tolerant Median Conversion: $1,000,000
- Efficiency / Technology: $TBD

FISCAL YEAR 2016-17 CAPITAL IMPROVEMENT PROGRAM
IMPROVING SERVICES
16/17

97 miles
Roadway Resurfacing

3 miles
Water/Sewer Pipeline

6 miles
Bike Lanes / Routes

7 locations
Signal Modification
TOTAL CAPITAL IMPROVEMENT PROGRAM (CIP)
$222,741,110

Street Improvements $116,111,180
Traffic Improvements $31,770,300
Utility / Drainage / Lighting Improvements $45,945,377
City Facilities $28,914,253

FISCAL YEAR 2016-17 CAPITAL IMPROVEMENT PROGRAM
# CITY OF SANTA ANA - PUBLIC WORKS AGENCY

## CAPITAL IMPROVEMENT PROGRAM - EXECUTIVE SUMMARY SCHEDULE

### MONTH OF MARCH 2016

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Name</th>
<th>Strategic Plan Alignment</th>
<th>Project Manager</th>
<th>Total Budget</th>
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<tbody>
<tr>
<td>N/A</td>
<td>SR-55 Widening (I-405 to I-5) (OCTA Lead)</td>
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<td>K NGUYEN</td>
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<td>N/A</td>
<td>Santa Ana - Garden Grove Streetcar</td>
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<td>N/A</td>
<td>Bristol Specific Plan Amendment</td>
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<td>15-6847</td>
<td>Bridge Preventive Maintenance Inventory &amp; Workplan</td>
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<td>14-6851</td>
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<td>Fairview Bridge Rehabilitation &amp; Widening</td>
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<td>14-6802</td>
<td>Civic Center Storm Water Lift Station Technical Memorandum</td>
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<td>12-6756</td>
<td>Transportation System Improvement Area (TSIA) Study</td>
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<td>15-6448</td>
<td>Thornton Park Neighborhood Water Main Improvements</td>
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<td>16-2657</td>
<td>Centennial Lake Circulation Study</td>
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<td>TBD</td>
<td>SA Zoo Master Plan (PRCSA/SA Zoo lead)</td>
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<td>$125,000.00</td>
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<tr>
<td>TBD</td>
<td>Angel Park Restroom Renovation (surplus)</td>
<td>6.1.1</td>
<td>MLV</td>
<td>$50,000.00</td>
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</table>

### DESIGN

<table>
<thead>
<tr>
<th>Project Number</th>
<th>Project Name</th>
<th>Strategic Plan Alignment</th>
<th>Project Manager</th>
<th>Total Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>I-5 HOV Central Corridor (OCTA Lead)</td>
<td>6.1.1</td>
<td>MLV</td>
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<tr>
<td>16-7523</td>
<td>Edinger Av Landscape Improvements</td>
<td>6.1.1</td>
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<tr>
<td>16-7522</td>
<td>Willits / Sullivan Community Beautification</td>
<td>6.1.1</td>
<td>SFURANECI</td>
<td>$96,260.00</td>
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<td>16-6882</td>
<td>Non-Motorized, Citywide Conc Sidewalk - Ph 2 Cabrillo Park</td>
<td>6.1.1</td>
<td>MLV</td>
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<td>16-6884</td>
<td>Omnibus Concrete Repair Project (FY 15/16)</td>
<td>6.1.1</td>
<td>MLV</td>
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* Pending Grant

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**Planning Task**

**Bid/Award Task**

**Construction Task**

**Warranty Task**

**Progress**
Budget Schedule & Next Steps
## Budget Schedule & Next Steps

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 1, 2015</td>
<td>Adopted FY 16-17 Budget Calendar</td>
</tr>
<tr>
<td>February 16, 2016</td>
<td>CIP Update &amp; Outreach Presentation</td>
</tr>
<tr>
<td>March 29, 2016</td>
<td>Sunshine Ordinance Budget Outreach Meeting</td>
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<tr>
<td>April 11, 2016</td>
<td>Preliminary 7-Year CIP presentation to the Planning Commission</td>
</tr>
<tr>
<td>April 19, 2016</td>
<td>GF 1-Year Forecast &amp; 4-Year Projections GF Trial Budget Presentation</td>
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<tr>
<td>April 21, 2016</td>
<td>Community Budget Meeting Morrison Park Neighborhood</td>
</tr>
<tr>
<td>April 26, 2016</td>
<td>Community Budget Meeting Newhope Library</td>
</tr>
<tr>
<td>April 28, 2016</td>
<td>Community Budget Meeting Comlink Meeting – Police Community Room</td>
</tr>
<tr>
<td>May 5, 2016</td>
<td>Community Budget Meeting Madison Elementary School</td>
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<tr>
<td>May 10, 2016</td>
<td>Community Budget Meeting McFadden Intermediate School</td>
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<tr>
<td>May 2 – May 16, 2016</td>
<td>City Council one-on-one Meetings</td>
</tr>
<tr>
<td>May 17, 2016</td>
<td>City Manager’s Proposed FY 16-17 Budget Work-Study Session</td>
</tr>
<tr>
<td>June 7, 2016</td>
<td>Tentative Budget/CIP Adoption</td>
</tr>
<tr>
<td>June 21, 2016</td>
<td>Final Budget/CIP Ordinance Adoption</td>
</tr>
<tr>
<td>July 1, 2016</td>
<td>Start of the New Fiscal Year</td>
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</tbody>
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Thank You!!!