

CITY COUNCIL | City Government

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Provide for financial stability through strong financial oversight and strategic planning.
2. Provide the resources required to maintain and improve the City's infrastructure, public safety, and City services.
3. 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 2021-22

1. Provide policy direction that ensures financial stability while preserving community character and maintaining a positive organizational direction through June 2022. [2a]
2. Provide the necessary resources to public safety to ensure the community remains among the safest cities in California through June 2022. [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 2022. [4d]
4. Provide legislative leadership that ensures maximum accomplishment of the City's Mission Statement and goals through June 2022. [4d]
5. Facilitate and provide policy direction to develop parking solutions to preserve and enhance the economic viability of Old Towne through June 2022. [3a]
6. Work with the County of Orange, adjacent cities, care providers, and other stakeholders to effectively address the problem of homelessness in the community, the North Orange County Service Planning Area, and region-wide through June 2022. [1e, 3e]
7. Facilitate a positive relationship with Chapman University leadership and cultivate community engagement opportunities through June 2022. [5c]
8. Evaluate options to assist businesses with processing City land use entitlements and other business development activities through June 2022. [2e]
9. Enhance the City's economic base by continuing to attract quality businesses to the City's commercial corridors and industrial areas through June 2022. [2c]

10. 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 2022. [4a]
11. Continue to look for options to enhance seamless interaction between residents and businesses through the City's website through June 2022. [4c]
12. Monitor statewide efforts to address the rising costs of maintaining the CalPERS retirement system and provide leadership in managing its impacts to the City's financial stability through June 2022. [2b]

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 2021-22

1. Provide stewardship and outreach to property owners and stakeholders to maintain economic viability of the downtown area including through the Plaza Paseo street closure and the development of strategies to improve parking management and availability through June 2022. [1b, 2d]
2. Work with the City Council and Department Heads to ensure short-term and long-term organizational and financial stability through the budget process and communicate the City's financial status to staff and the community through June 2022. [2a, 4d]
3. Continue to facilitate a regional solution to homelessness while addressing local impacts through June 2022. [1e, 3e]
4. Foster an environment of support for employee development through the TEAM Orange program and promote employee outreach through regular employee newsletters, brown bag lunches, and updates through June 2022. [2a]
5. Continue to review and evaluate the City's Strategic Plan through June 2022. [2a]
6. Pursue business development opportunities that will generate new sources of tax revenue and the creation of new employment opportunities through June 2022. [2e]
7. Oversee the construction of the Fire headquarters and the Police Department roof projects through June 2022. [1a, 1b]
8. Monitor and address critical regional and statewide issues that impact Orange, such as housing legislation and the activities of adjacent cities through June 2022. [4d]
9. Facilitate the enhancement of customer service delivery throughout the organization with an emphasis on improving electronic service delivery through June 2022. [4b, 4d]

10. Assess the structure of the organization to ensure that it can effectively adapt to economic expansions and contractions and encourage effective succession planning in City departments through June 2022. [2b]
11. Process the Chapman Specific Plan that balances the growth demands of the university while minimizing impacts to our neighborhoods through June 2022. [5c]
12. Participate in regional partnerships with such groups as the North Orange County cities and OC Animal Care as a means to provide municipal services in the most cost efficient and effective manner through June 2022. [4d]
13. Enhance the City website to include automated forms and improve the design, layout, and usability for residents and businesses through June 2022. [4c]
14. Facilitate development opportunities, specifically along the Katella Gateway area (Orange SR-57 Freeway to Main Street) and medical related uses along the South Main Street/West Chapman Avenue corridor through June 2022. [2e]
15. Coordinate closely with Community Development, Public Works, and other departments on the processing of projects that support economic development in the City through June 2022. [2e]
16. Work with Fire and Police departments to enhance public safety services through June 2022. [1a]
17. Implement City Council policy to address short term rentals and their impacts on neighborhoods through June 2022. [3c]
18. Pursue the development of affordable housing in the City through June 2022 [3c].
19. Coordinate the City's response to the COVID-19 pandemic, ensuring the organization continues to provide excellent service and resources to support a robust economic recovery as the local economy emerges from pandemic-related restrictions through June 2022. [4b]

CITY MANAGER | Internal Audit

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

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

WORK PLAN FOR 2021-22

1. Coordinate specific internal audits as identified in the FY 21-22 Audit Plan by June 2022. [2a]
2. Schedule and coordinate meetings for the City of Orange Internal Audit Committee through June 2022. [2a]



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CITY ATTORNEY | Legal Services

PROGRAM DESCRIPTION

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

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 outside legal (contract special) counsel.
4. Minimize exposure to liability by practicing preventive law, providing training and workshops to city officers and employees, and ensuring that employee complaints are appropriately and thoroughly 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, Traffic Commission, Design Review Committee (DRC), and other boards and committees as required.
8. Provide advice and guidance in personnel matters at early stages to reduce city exposure from grievances and lawsuits.

WORK PLAN FOR 2021-22

1. Provide mandatory training to city staff, appointed and elected officials regarding ethics and sexual harassment through June 2022. [4d, 4e]
2. Provide ongoing training to designated employees regarding potential claim and claim investigations through June 2022. [4d, 4e]
3. Provide ongoing training to designated employees and departments regarding consultant and professional services agreements and public records requests through June 2022. [4d, 4e]
4. Review, assist, and monitor new legislation regarding building of Accessory Dwelling Units through June 2022. [1d, 3c]
5. Review, assist, and monitor any CEQA-related matters through June 2022. [4d]
6. Assist in updates of city parking code, sign code revisions by June 2022. [2e, 3c,]
7. Assist and provide staff with advice and guidance with extensive state legislation related to affordable housing through June 2022. [1d, 5b]
8. Assist with the update to the City's Housing Element through June 2022. [1d]



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CITY ATTORNEY | Risk Management

PROGRAM DESCRIPTION

Risk Management's mission is to efficiently prevent, control, and reduce the City's financial risk while providing optimum services to city employees and residents. Services include the oversight of the following programs: workers' compensation, safety and environmental health, liability management, financial recovery, regulatory compliance, insurance procurement, industrial disability retirements, ergonomics, training, and emergency preparedness.

SERVICE OBJECTIVES

1. Resolve workers' compensation claims by achieving a balance between employee advocacy and loss control.
2. Serve as the gatekeeper of all parties involved in the workers' compensation process, including departments, employees or retirees, medical providers, defense attorneys, and the third party administrator.
3. Monitor performance of third party vendors through continuous evaluations of services.
4. Investigate, negotiate, and resolve property claims against the City.
5. Assist city departments comply with Cal/OSHA, state, and federal regulations by conducting self-audits, work fitness evaluations, commercial driver license examinations, hearing examinations, and drug and alcohol testing. Maintain all related documents, files, logs, and databases as tools for monitoring risk.
6. Utilize current educational and training materials, both online and in the classroom, to ensure employees take precautionary measures for their individual safety as well as the community's.
7. Provide recommendations and procure insurance to protect the City against the financial consequences of catastrophic accidental loss.
8. Pursue opportunities for financial recovery through subrogation and restitution efforts.

WORK PLAN FOR 2021-22

1. Building on the foundation of the existing safety program, increase awareness of compliance standards to identify potential areas of improvement through June 2022. [2d]
2. Periodically evaluate the performance of service providers including defense attorneys, healthcare providers, and the third party administrator to maintain the gradual decrease of the number of litigated claims, frequency of new claims, and severity of incurred costs through June 2022. [2d]
3. Track all open workers' compensation claims closely with periodic file reviews to set up strategic plans of action and identify trends and opportunities for improvement through June 2022. [2d]
4. Streamline the third party liability recovery program through proper identification of financial recovery opportunities and adequate follow-up through June 2022. [2d]
5. Process all industrial disability retirement applications in accordance with the latest CalPERS standards, accomplished through proactive communication and subject matter expert evaluations through June 2022. [2a] [2d]
6. Enhance compliance with state and federal safety regulations using self-assessment forms, self-audits, facility inspections, and post-incident investigations through June 2022. [2d]
7. Provide safety trainings to prevent injuries and reduce liability to the City and expand integration of an online learning management system through June 2022. [2d]
8. Enhance emergency preparedness with supplies, training, business continuity plans, and drills through June 2022. [1c]



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CITY CLERK | Legislative History, Records Management, and Election Operations

PROGRAM DESCRIPTION

The Office of the City Clerk is the designated local official responsible for administering the democratic process by conducting local elections, developing and maintaining the City's records management program, providing access to City records and all legislative actions, and ensuring transparency to the public. The City Clerk further acts as the compliance officer for federal, state, and local laws, including the Political Reform Act and the Public Records Act. The Office of the City Clerk is also a full-service passport acceptance facility.

SERVICE OBJECTIVES

1. Provide City Council with accurate, complete, and timely agenda materials.
2. Effectively coordinate, notice, and administer public hearings.
3. Continue the administration, training, and operation of Granicus Legistar software for City Council and the City's standing Boards, Committees, and Commissions meeting agendas and minutes.
4. Effectively administer and coordinate municipal elections.
5. Serve as the filing officer by processing the City's campaign disclosure statements and Statements of Economic Interests.
6. Maintain and preserve City Council proceedings and related documents.
7. Apply technology effectively to provide increased and improved access to materials and records online.
8. Maintain the Orange Municipal Code with regular updates to the codifier.
9. Accept U.S. passport applications from the public on behalf of the United States Department of State.
1. 10.Ensure a high level of integrity and honesty in performance of work duties.

WORK PLAN FOR 2021-22

1. Update and adopt a revised record retention schedule by June 2022. [4c]
2. Prepare an introductory manual for Boards, Committees, and Commissions members' reference by December 2021. [4b]
3. Prepare the Candidate Handbook nomination materials for the 2022 General Municipal Election by May 2022. [4d]
4. Complete 2021 citywide destruction of records by June 2022. [2d,4c]
5. Work with the City Attorney's office and IT Department to create and implement an electronic signature policy and workflow process for electronically routing contracts for signature through Seamless Doc by December 2021. [4c]
6. Upload three more decades of adopted Resolutions, Ordinances, and Minutes to the City website by December 2021. [4a,4b,4c]
7. Collaborate with the City Attorney's office to recodify the Orange Municipal Code through June 2022. [4d]



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CITY TREASURER | Treasurer Operations

PROGRAM DESCRIPTION

Provides for the investment of the City's funds in compliance with state law and the City's Statement of Investment Policy. Monitors revenues, cash flow needs, and cash controls.

SERVICE OBJECTIVES

1. Invest all funds in accordance with state law and the City's Statement of Investment Policy.
2. Review monthly Treasurer's report in accordance with the City's Statement of Investment Policy.
3. Keep current on 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 2021-22

1. Update the Statement of Investment Policy and make recommendations for enhancement to the City Council by June 2022. [2d]
2. Review and update the Treasurer's Reference Manual by June 2022. [2d]
3. Update the Master Schedule of Fees and Charges as part of the budget process by June 2022. [2b]



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FINANCE | Administration

PROGRAM DESCRIPTION

Administration is responsibly for maintaining internal controls that safeguard the City's assets and provides budgeting, financial management, investments, and reporting for the City, consistent with the highest professional standards and in accordance with legal requirements.

SERVICE OBJECTIVES

1. Invest all funds in accordance with State law and the City's Statement of Investment Policy.
2. Review of 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.
10. Prepare the Annual Budget and Capital Improvement Plan documents.
11. Provide assistance to every department in reconciling and analyzing their specific financial activities.
12. Administer and monitor financial activity to ensure that it reflects the adopted budget.

WORK PLAN FOR 2021-22

1. Update the Master Schedule of Fees and Charges as part of the budget process by June 2022. [2b]
2. Evaluate feasibility of converting current interdepartmental forms to electronic forms by June 2022. [2b]
3. Continue to evaluate positions and duties within each division to ensure proper segregation of duties to safeguard the City's assets through June 2022. [4d, 4e]
4. Continue to evaluate OpenGov budget components for implementation through June 2022. [2d]
5. Continue to monitor potential funding and reimbursement opportunities through FEMA for financial relief with expenses related to the COVID-19 pandemic through June 2022. [4b]



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FINANCE | Purchasing and Warehouse

PROGRAM DESCRIPTION

Provides a centralized buying and accounts payable service for all departments to ensure 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 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-ups 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 and Request for Qualifications 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 2021-22

1. Make available the New Vendor Form and New Supplier Form on the City's Employee Portal by September 2021. [2d]
2. Continue implementation of Amazon Business Solutions to obtain cost savings for items frequently purchased by the City by December 2021. [2a]
3. Increase purchases of Green and Recycled Products by 25% for city use within the warehouse inventory to promote a healthier environment and to improve image of goodwill by May 2022. [2d]
4. Research payments through ACH banking system by June 2022. [2a]
5. Develop a plan to automate the City's Procurement credit card (CAL Card) using Eden templates entered by each department by June 2022. [2d]
6. Update the current Procurement Manual by May 2022. [2d]



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FINANCE | General Revenue

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Provide outstanding customer service to both external and internal customers 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 including massage therapists, secondhand dealers, firearm dealers, tow truck drivers, solicitors, and others.
5. Annually follow-up and process thousands of non-compliant or delinquent businesses, plus new business license leads.
6. Perform hundreds of annual gross receipts and sales tax audits.
7. Scan thousands of records into Laserfiche.
8. Monitor TOT for motels and hotels.
9. Research thousands of leads from the Franchise Tax Board, hundreds 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.

WORK PLAN FOR 2021-22

1. Encourage on-line business license renewals to increase participation by June 2022. [4c]
2. Continue to provide customers with the option to accept emailed renewal reminders instead of mailed renewal notices to reduce postage costs by June 2022. [2a,4c]
3. Continue to monitor and refine the Business License web page to meet customer needs by June 2022. [4c]
4. Continue to refine the revenue team approach to streamline compliance and inspection procedures, thereby providing timely and customer friendly follow-up to increase revenue recovery by June 2022. [2b]
5. Investigate the possibility of accepting online payments for Accounts Receivable by February 2022. [4c]
6. Improve internal business opportunities by utilizing the Business License Web Portal software to streamline business practices by June 2022. [2b]
7. Provide training City-wide for Accounts Receivable invoicing by June 2022. [4d]



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FINANCE | Utility Billing

PROGRAM DESCRIPTION

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 receivables, which processes all city department invoices.

SERVICE OBJECTIVES

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 two 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 consumption, 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 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 2021-22

1. Promote more electronic and automatic payment options and services, including online, automatic telephone system, and e-Billing for Utility Billing customers by June 2022. [4c]
2. Implement an upgrade of mCare, a mobile work order system by December 2021. [4c]
3. Update Standard Operating Procedure manuals for all Utility Billing positions by June 2022. [4d]
4. Analyze and update policies and procedures to improve customer service by June 2022. [4d]
5. Update current billing software to newest version of NorthStar by December 2021. [4d]
6. GPS all water meters in the City for integration of GIS by December 2021. [2d]



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FINANCE | General Accounting

PROGRAM DESCRIPTION

General Accounting is responsible for maintaining a system of internal controls that safeguard the City's assets and provides financial management and reporting, payroll, accounts payable, and accounting services for the City, consistent with the highest professional standards and in accordance with legal requirements and generally accepted accounting principles.

SERVICE OBJECTIVES

1. Coordinate all financial audits including the City's annual audit, the Federal Single Audit, Gas Tax, Air Quality Management District (AQMD), various state and federal grants, and Proposition 172 audits.
2. In conjunction with the financial audit, prepare the City's Comprehensive Annual Financial Report (CAFR).
3. Prepare the Annual Street and State Controller's Reports.
4. Maintain, update, and troubleshoot the Eden accounting system and provide Eden training and translation to personnel in every department.
5. Maintain financial records for over one hundred separate funds.
6. Provide assistance to every department in reconciling and analyzing their specific financial activities.
7. Process biweekly payroll for more than 750 employees with less than a 1% error rate.
8. Prepare quarterly payroll tax returns in compliance with federal and state reporting requirements.
9. Prepare and calculate position budgeting for the annual budget.
10. Issue W-2s, prepare annual sick leave conversion calculation, process open enrollment changes, and annual leave accruals and payoffs by January of each year.
11. Process all benefit and/or compensation changes per Memorandum of Understanding (MOU) or Letter of Understanding (LOU) for 19 different salary groups.
12. Upon an employee's retirement or separation from the City, conduct multiple manual calculations to ensure proper processing of the net benefits, leave pay-outs, and salary included in the final paycheck. PERS and deferred compensation reporting is an additional component of this task.
13. Assist in the set-up and tracking of Capital Improvement Plan (CIP) expenditures, including related salary costs, and revenue sources under Project Accounting for new and on-going city projects.
14. Administer and monitor financial activity to ensure that it reflects the adopted budget.
15. Coordinate the wind-down of the former Redevelopment Agency and help with financial reporting, budgeting, and Oversight Board actions.

WORK PLAN FOR 2021-22

1. Continue to monitor and refine Developer Billing implementation in conjunction with Eden's Accounts Receivable module and the Community Development, Community Services, SMART Committee, and Public Works Departments by June 2022. [4d, 4e]
2. Process employee reimbursements for the OMCEA and OMA Tool Allowance fringe benefit through Payroll rather than Accounts Payable by August 2021. [2a]
3. In collaboration with Tyler Technologies, modify the automatic leave conversion of unused Police Holiday hours from the first pay period in the following January to the last pay period in December to move towards compliance with the doctrine of constructive receipt by December 2021. [2a]

4. Develop a process to identify and report wages over the annual compensation limit to CalPERS for PEPRA employees including the temporary suspension of employer and employee contributions and cost-sharing contributions, if applicable by June 2022. [2a]
5. Continue succession planning for Payroll Division through September 2021. [4d, 4e]
6. Analyze position budgeting process in detail to validate or modify existing practices for efficiency through June 2022. [2b]
7. Review and update the security settings for all users of the accounting financial software program, Eden through June 2022. [4d, 4e]
8. Continue to compile City-wide department expenses and salary costs relating to the COVID-19 pandemic for appropriation reimbursement under FEMA, the CARES Act, and other miscellaneous grants through June 2022. [2b]

HUMAN RESOURCES | Administration

PROGRAM DESCRIPTION

Personnel Administration is responsible for the recruitment and selection of a qualified workforce, contract negotiations and administration, job classification and compensation, employee training and development, employee benefits administration, State and Federal employment law compliance, and employee relations. Self Insurance/Employee Benefits provides for payment of dental insurance and unemployment claims. Outside administration of dental claims is also provided under this program.

OBJECTIVES

1. Establish hiring policies and practices and provide a process for departments to recruit, select, develop and retain qualified employees.
2. Apply the highest pre-employment background investigation review standards.
3. Establish and maintain job classification and compensation programs commensurate with the City's Strategic Plan.
4. Administer and review employee benefit programs and plans including all retirement, medical, dental, vision, life, and disability insurance plans.
5. Meet and confer with employee bargaining groups to resolve labor issues related to employee wages, hours, and working conditions.
6. Ensure compliance with State and Federal laws that impact the workforce.
7. Assist with the process of addressing and resolving employee relations issues within the workplace.
8. Develop and implement training programs to support employee growth and development.
9. Recognize long-term employees and their loyalty and contributions to the City through the Employee Service Award program.
10. Meet regional emission reduction goals through administration of the City's Trip Reduction/Rideshare Program.
11. Minimize unemployment insurance benefits claim costs.

WORK PLAN FOR 2021-22

1. Continue to review, analyze, propose, revise, and enact changes to the City's employment process to comply with new and current rules and regulations set by State and Federal laws through June 2022. [4e]
2. Achieve minimum wage law compliance by conducting a salary review and adjustment of classifications affected by California minimum wage law by January 2022. [4e]
3. Achieve compliance with California anti-harassment training requirements for all employees by January 2022. [4e]
4. Work with the City Manager's Office to analyze vacant positions to determine appropriate hiring action through June 2022. [4e]
5. Provide guidance to departments on handling grievances, disciplinary actions, organizational changes, and any employment issues through June 2022. [1a]
6. Recognize long-term city employees through the coordination of the Employee Service Award program through June 2022. [1a]
7. Conduct recruitments and employee onboarding for the City's Community Services Department Summer programming by May 2022. [4e]

8. Organize the annual Employee Rideshare/Health Fair and Employee Open Enrollment process by October 2021. [3e]
9. Administer the City's grant funded Trip Reduction Program, and complete the annual employee transportation survey and annual report in an effort to meet the region's air quality mandates by June 2022. [3e]
10. Meet Average Vehicle Ridership requirements as set forth by the South Coast Air Quality Management District to secure the necessary grant in order to maintain the City's Trip Reduction Program through June 2022. [2d]
11. Coordinate with the California Public Employees' Retirement System to conduct a retirement seminar by August 2021. [4e]
12. Continue to respond to all unemployment insurance claim requests for information, providing employee separation information that should be considered by the California Employment Development Department when determining unemployment insurance benefits eligibility through June 2022. [2a]
13. Work with insurance broker to forecast, tailor, and negotiate the most appropriate, quality and cost effective benefit programs and rates for employees through June 2022. [2d]

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

SERVICE OBJECTIVES

1. Maintain current service level of responding to all city calls for after-hour emergency Information Technology (IT) support within 30 minutes.
2. Maintain current service level of responding to all city employee desktop computer problem requests within four hours.
3. 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.
4. Evaluate technology resources in the marketplace to determine appropriate technology upgrades to ensure city business needs are being met.

WORK PLAN FOR 2021-22

1. Provide support for additional applications as the City continues to expand its IT assets through June 2022. [4c]
2. Assist with the implementation of enterprise-level surveillance activities of City facilities, including access control, and intrusion detection by June 2022. [1b, 2d, 4c]
3. Implement further enhancement of the upgraded document management system, LaserFiche, and provide staff with support and training through June 2022. [4c]
4. Continue expansion of GIS functionality across City operations by June 2022. [4c]
5. Implement a mobile device management platform by June 2022. [4c]
6. Assist in the implementation of the replacement for the City's maintenance management system through June 2022. [4c]
7. Evaluate, repair, and expand the City's fiber network dedicated to City IT assets through June 2022. [2d, 4c]
8. Install audio/visual equipment in various conference rooms by June 2022. [4c]
9. Assess replacement of data center protected uninterrupted power supply (UPS) systems through June 2022. [4c]
10. Migrate City's email system to Microsoft Exchange online by June 2022. [4c]
11. Expand city fiber network from Katella Avenue / Wanda Road to Wanda Road / Collins Avenue to reach Fire Station 2 and extend wirelessly to Handy Park and Grijalva Sports Center through June 2023. [1b, 2d]
12. Extend city fiber network along Main Street into El Camino Park through June 2022. [1b, 2d]
13. Adopt Multi-factor authentication through June 2022. [1b, 2d]
14. Support Information Technology relocation of Fire Headquarters through June 2022. [2d]
15. Support Information Technology upgrades related to Handy Park renovation by November 2021. [2d]



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LIBRARY SERVICES | Administration

PROGRAM DESCRIPTION

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 Literacy Program and serves as liaison to the Library Board of Trustees, the Library Foundation, the Friends of the Library, and other community support groups.

SERVICE OBJECTIVES

1. Communicate the Library's vision, mission, and goals to the community via services and facilities.
2. Work with the Library Board of Trustees in the performance of its duties and responsibilities 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 appreciation 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.
8. Provide programs and services to address literacy needs in the community.

WORK PLAN FOR 2021-22

1. Create quarterly newsletter for Library volunteers by August 2021. [3e]
2. Continue to adapt Adult Literacy Program services for online and virtual participation, including training, tutoring, and programming for learners and volunteers by October 2021. [3b]
3. Continue service recoveries from the COVID-19 pandemic and adapt and rebuild services as needed to meet community needs and comply with health ordinances by December 2021. [4b]
4. Coordinate the planning and presentation of Library Staff Development Day by January 2022. [4e]
5. Continue to train, mentor, and prepare staff for advancement and leadership roles as part of the Library's succession planning, in conjunction with evaluation of current staffing and organizational models by June 2022. [4d]
6. Identify strategies to enhance services at OPL's branch libraries by June 2022. [4b]



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LIBRARY SERVICES | Technology and Support Services

PROGRAM DESCRIPTION

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

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 Information Technology (IT) department.
4. Plan and present technology literacy training for staff.
5. Coordinate and maintain the Library's web pages.

WORK PLAN FOR 2021-22

1. Manage the Library's website design and collaborate with other City departments to complete the migration from Civic+ to Granicus by November 2021. [4c]
2. Train the Support Services Assistant to copy catalog DVDs and Blu-rays by December 2021. [4e]
3. Amend the agreement with Comprise Technologies for pay-for-print kiosks and credit card machines for Taft and El Modena Branch Libraries and present to Council for authorization by December 2021. [4c]
4. Implement Data Control from SirsiDynix for maintenance of the patron and bibliographic databases by April 2022. [4c]
5. Implement public pay-for-print kiosks and credit card machines at the Taft and El Modena Branch Libraries by June 2022. [4c]



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LIBRARY SERVICES | Lending Services

PROGRAM DESCRIPTION

The Lending Services Division provides public services including new library card registrations, check-out and check-in of library materials, and collection of fines and fees at Orange Public Libraries. In addition, Lending Services staff members sort and re-shelve returned library materials, oversee library borrowers' accounts, and coordinate the services of a collection agency. This division also manages the routine mechanical operations of the Automated Materials Handling System (AMHS) and self-checkout machines.

SERVICE OBJECTIVES

1. Provide control of materials on loan to the public by checking materials in and out 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 2021-22

1. Develop and implement cross training between Clerks and Pages to ensure stability and flexibility across teams in providing quality customer service by August 2021. [4e]
2. Investigate strategies and funding opportunities to bring services such as Wi-Fi connectivity and technology to Pop Up Library by October 2021. [3b]
3. Create and implement an Automated Materials Handling guide for the Library's sorter to streamline staff procedures and maximize efficiency by January 2022. [4e]



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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. 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 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 reading, listening, and viewing materials including popular non-fiction and support to the local educational curriculum.
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 2021-22

1. Investigate partnerships with local businesses and organizations to offer Library patrons free or discounted access to local attractions by November 2021. [3e]
2. Create and implement a marketing and outreach campaign promoting the Spanish language collection, and research alternative Spanish language material vendors by January 2022. [3b]
3. Explore opportunities and partnerships to support a health initiative for all ages through programming and resources at the El Modena Branch Library by May 2022. [3b]
4. Explore opportunities to digitize additional physical archives to add to the Local History Digital Collection and improve the Local History section of the website by June 2022. [5c]



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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.

SERVICE OBJECTIVES

1. Provide reference services, including reader's advisory and digital instruction to children, teens, and their families.
2. Provide enriched library outreach services to children, teens, and families including class visits and tours, school visits, and after-school homework assistance to children in grades 1-6 and teens in grades 7-12.
3. Provide materials in print and digital format to support homework assignments along with popular and recreational reading materials for children and teens.
4. Facilitate online access to subscription databases and public internet resources through information literacy instruction.
5. Provide cultural, educational, and informational children's and teen programs for the community.

WORK PLAN FOR 2021-22

1. Assess early literacy materials currently available to patrons and identify areas for improvement by August 2021. [3b]
2. Research and incorporate necessary procedures and equipment to safely re-open Homework Centers when health ordinances allow by September 2021. [3a]
3. Investigate and implement programs that develop basic life skills for tweens and teens by December 2021. [3b]
4. Expand social-emotional learning materials available to tweens and teens by February 2022. [3b]
5. Increase amount of marketing materials and information resources in both English and Spanish for the community by May 2022. [3b]
6. Create a collection of online instructional videos demonstrating use of Children's and Teen Services resources by June 2022. [3b]



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FIRE DEPARTMENT | Fire Chief

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Provide staff assistance to the City Council and City Manager as required and perform as an effective member of the City Manager's executive management team.
2. Serve as a strong advocate for fire and life safety issues relating to citizens, businesses, and visitors to the City of Orange.
3. Manage the fiscal, physical, and human resources of the Fire Department and assure the appropriate allocation and best utilization of those resources.
4. Guide the development of plans, policies, and procedures required for the effective delivery of high quality customer service within the current city setting as well as annexation areas and new development.
5. Provide for firefighter safety through practices, procedures, equipment, and safety clothing.
6. Maintain a collaborative working relationship with labor organizations to assure the Department services are optimal and employees are supported in an appropriate work environment.
7. Review and analyze Fire Department practices, procedures and equipment to assure excellent service is provided to department customers.
8. Proactively guide grant application processes to create the highest possibility of grant awards.
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 2021-22

1. Groundbreaking and completion of construction for Fire Headquarters building on the Water Street property through February 2022. [4b]
2. Continue to brainstorm, study, and report options to increase staffing on Truck 1 from three to four persons through July 2021. [1a]
3. Research ways to enhance the training program, which could include the addition of a Training Battalion Chief through July 2021. [2a]
4. Foster outstanding communications throughout the Fire Department through June 2022. [4c]
5. Research, observe, and communicate an enhancement to the current Rescue Transport Program through December 2021. [2b]
6. Continue to develop future leaders within the Department through training, mentoring, and work-related assignments. Mentor the newly promoted workforce through continuous, realistic, and ongoing training through December 2021. [4d]
7. Improve infrastructure of Fire Stations 2, 4, and 5, which are in need of major repairs (kitchens and bathroom) through December 2021. [4b]
8. Continue to research ways to enhance the wildland fire pre-notification system through June 2022. [1e]

9. With the addition of a Type III OES apparatus; fully train all personnel in the use, management, and reimbursement components of owning a State resource through June 2022. [1c]

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. Strive to control program costs through management techniques, while maintaining efficiency.
5. Respond to special studies and information requests.
6. Provide Fire Department liaison to other city departments and County agencies.
7. Provide oversight of the Fire Department's records management system.
8. Administer Fire Department Emergency Services programs, providing direction for future programs, facilities, and supplies.

WORK PLAN FOR 2021-22

1. Conduct annual safety inspections of all personnel, apparatus, and facilities to ensure compliance with applicable rules, regulations, and industry standards by October 2021. [1b]
2. Pursue all reimbursement due to the City from Strike Team or Overhead Resource assignment expenditures through June 2022. [2e]
3. Pursue all grant opportunities available to the Fire Department's mission and administer all awarded programs through June 2022. [2e]
4. Search out opportunities for increased efficiency and improved service levels in all Fire Department operations through June 2022. [2b]
5. Plan and coordinate the Fire Department's role in the construction phase of the new Fire Station 1 and Headquarters by February 2022. [1b]
6. Continue planning, development, implementation, and coordination with Public Works for the Signal Preemption program throughout the City through June 2022. [1b]
7. Prepare the Department's annual budget including any needed revisions by May 2022. [1b]
8. Pursue all reimbursement due to the COVID-19 expenditures through June 2022. [2a]



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FIRE DEPARTMENT | Prevention

PROGRAM DESCRIPTION

The Services Division, which encompasses Fire Prevention, Emergency Preparedness, Arson Investigation, CERT, and Fire Station construction and Improvement; 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. Maintain the department's Records Management System (RMS) database and integrate all pertinent processes.
3. Conduct Records Management System training for all Fire Suppression and Prevention personnel.
4. Present business inspection, hazardous material inspection, code enforcement, fire investigation, scene management, and wildland interface/fuel modification code training to Fire Suppression personnel.
5. Conduct 48 mandatory annual high-rise building inspection reports. Submit 48 annual inspection reports to the California State Fire Marshal.
6. Conduct state-mandated jail inspections and forward reports to the California State Fire Marshal and the California Department of Corrections.
7. 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.
8. Maintain the mandated hazardous materials program as required by State and Federal law.
9. Provide hazardous materials information for fire suppression companies to use in emergency situations.
10. Conduct the Weed Abatement Program as required by City ordinance.
11. Manage the fuel modification reporting requirements for homes in the wildland interface.
12. Investigate promptly the cause, origin, and circumstances of each and every fire involving loss of life or injury to person, or destruction or damage to property.

WORK PLAN FOR 2021-22

1. Implement an electronic plan review program in collaboration with the Community Development Department by June 2022. [4c]
2. Assist Orange County Health with the Hazardous Materials First Responder Module through June 2022. [4c]
3. Strive for 100 percent compliance with hazardous material disclosures from regulated businesses through June 2022. [1d]
4. Collaborate with the Police Department with two new-member CERT classes, one in-person continuing education class, and one online continuing education class by June 2022. [1c, 1e]
5. Maintain volume of in-house fire plan checks at 65 percent through June 2022. [1a]

6. Enhance and advertise the Fire Department social media platform by December 2021. [1e, 4c]
7. Update the Fire Department's "Ready, Set, Go" campaign to include the Police Department's Evacuation Plan and "Alert OC" registration information through June 2022. [1c, 1e]
8. Implement a new position 50% Plan Checker and 50% Fire Safety Specialist to capture the 35% of plan checks that are outsourced as well as assist with new construction inspections through June 2022. [2a, 4b]
9. Implement training for two emergency preparedness personnel to assume responsibilities of two present emergency preparedness personnel due to promotion through December 2021. [1a]

FIRE DEPARTMENT | Emergency Medical Transportation

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

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

WORK PLAN FOR 2021-22

1. Take delivery of and train on use of new monitor/defibrillators and automatic chest compression devices by December 2021. [1b]
2. Utilize Administrative and Quality Improvement (QI) reports for ongoing monitoring of patient care and compliance with regulations and standards of care using Street EMS Software and Image Trend NEMSIS III compliant Software through June 2022. [1a]
3. Implement interoperability between electronic patient care records and the electronic medical supply accountability system by June 2022. [2a]
4. Research and monitor the ability to scale the delivery of EMS with increasing call volume through June 2022. [2b]
5. Increase membership in the Paramedic Subscription Plan through increased visibility, marketing and re-branding through June 2022. [1a]
6. Continue expanded PPE and sanitation measures to limit exposure and spread of COVID-19 during emergency incidents and transports through June 2022. [1b]



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FIRE DEPARTMENT | 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 2021-22

1. Provide multi-agency and agency-specific in-service training for all department personnel through June 2022. [1a]
2. Provide comprehensive career development training for those seeking promotion using available funding by June 2022. [4d]
3. Mentor those individuals who seek promotional opportunities with staff rides, live fire, and leadership training by June 2022. [4d]
4. Provide comprehensive probationary firefighter training for 13 newly hired firefighters through January 2022. [4e]
5. Maintain comprehensive oversight of newly promoted Battalion Chiefs, Fire Captains, and Fire Engineers through January 2022. [4e]
6. Monitor the construction and operational aspects of our new Fire Headquarters through June 2022. [1b.]
7. Up-fit one new fire engine, and a Code 3 utility vehicle by June 2022. [1b]
8. Inspect all stations, grounds, and apparatus by October 2021. [1b]
9. Continue to monitor and support the COVID-19 vaccination response, via 'Operation Independence', at the numerous different POD (Points of Distribution) center throughout the County, and adjust operations accordingly through June 2022. [1c]
10. Maintain modified dispatch procedures as it pertains to COVID-19 through June 2022. [1c]



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FIRE DEPARTMENT | Paramedics

PROGRAM DESCRIPTION

The Paramedic Program provides Advanced Life Support (ALS) treatment capabilities to the community. The program provides an extension of the Base Station Hospital's emergency services into the field. The program also provides resources for response to emergencies such as fires and other life or property threatening incidents.

SERVICE OBJECTIVES

1. Provide ALS treatment in accordance with various protocols and requirements designated by County and State Emergency Medical Services (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 ALS 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 (QA) 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 2021-22

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 2022. [1a]
2. Implement new ALS devices/equipment and procedures as directed by Orange County Emergency Medical Services (OC-EMS) through June 2022. [1a]
3. Continue customization of Street EMS software providing electronic data collection/patient care record system and integration with Orange County Medical Emergency Data System (OC-MEDS) through June 2022. [1a]
4. Continue use of Orange City Fire Department's Quality Improvement (QI) process to ensure compliance with OC-EMS standing orders through June 2022. [1a]
5. Continue succession plans to meet the anticipated need for new Paramedics by June 2022. [1a]
6. Continue education, training, and equipping City employees to safely work during the COVID-19 pandemic through June 2022. [1a]



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FIRE DEPARTMENT | Training

PROGRAM DESCRIPTION

The Training Program delivers and facilitates training activities to all operations personnel, including research, development, and implementation of a variety of training courses. This includes basic and advanced firefighting 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

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 2021-22

1. Manage in-service training for department personnel through June 2022. [1a]
2. Coordinate UASI grant funded training through June 2022. [2a]
3. Provide safety inspections of fire stations and grounds by October 2021. [1b]
4. Manage the Target Solutions web-based training program through June 2022. [1a]
5. Identify and implement innovative training solutions to train new supervisors for high number of retirements projected through June 2022. [1a]
6. Assist in filling key EOC positions due to the COVID-19 pandemic through June 2022. [1c]



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POLICE | Office of the Chief

PROGRAM DESCRIPTION

The Office of the Chief is comprised of the Chief of Police, Executive Assistant, Public Information Officers, and Internal Affairs. The Office of the Chief is responsible for planning, coordinating, directing, and evaluating the activities of the Police Department and providing command functions as it relates to public safety and the mission of the Police Department.

SERVICE OBJECTIVES

1. Serve and protect the community by providing the highest level of professional police services.
2. Implement policies to comply with state and federal laws and regulations to ensure the safety of law enforcement personnel and the community.
3. Oversee the operations of the department and manage the department's budget to fulfill the agencies responsibilities.
4. Facilitate the development of a strong management team that identifies and addresses the future needs of the department and the community.
5. Develop a highly trained and professional staff of law enforcement personnel dedicated to the department and the community.
6. Provide an organizational work atmosphere that provides employees with the motivation to reach their highest level of ability.

WORK PLAN FOR 2021-22

1. Utilize the CompStat crime control model as a performance management system used to reduce crime through June 2022. [1a]
2. Work collectively with north Orange County Chiefs by providing solutions to address homelessness in the region through June 2022. [3e]
3. Promote transparency and achieve accountability with the application of Mobile Audio & Video and Body Worn Camera systems used to collect evidence by June 2022. [1b]
4. Monitor department functions and staffing levels to identify cost-saving opportunities through June 2022. [2a, 2b]
5. Provide leadership development programs that give employees the education and training in preparation of leadership roles through June 2022. [4e]
6. Provide crime prevention and department information by way of social media platforms, public service announcements, city events, and the Police Department website through June 2022. [1e]
7. Expand the use of Twitter, Instagram, and other appropriate social media to increase communication with the community through June 2022. [1e]



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POLICE | Support Services

PROGRAM DESCRIPTION

The Support Services Division is responsible for numerous diverse functions in support of Police Department operations including fiscal affairs, information technology, timekeeping, personnel and training, armory, cadet program, crime prevention, volunteer program, emergency management coordination, facility maintenance, and fleet services. The Division is also responsible for grant administration, contracts, and technological advancements within the Police Department.

SERVICE OBJECTIVES

1. Recruit, conduct backgrounds, and hire top-quality applicants for all sworn and civilian 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. Provide and maintain an effective in-service volunteer staff.
7. Direct crime prevention efforts through the planning process, community education, social media platforms, and crime analysis.
8. Coordinate with Facility Maintenance and Fleet Services for police facility, vehicle, and related services.
9. Educate the community on police-related topics.

WORK PLAN FOR 2021-22

1. Manage Mobile Audio & Video and Body Worn Camera systems used to collect evidence to maintain and maximize use of the system by June 2022. [1b]
2. Participate in recruitment events, job fairs, and find new ways to advertise job opportunities to attract qualified applicants for sworn and civilian positions through June 2022. [1a]
3. Hire and train employees to fill authorized vacancies per adopted budget by June 2022. [1a]
4. Maintain focused briefing training series to increase the knowledge base and improve service delivery by June 2022. [4e]
5. Subject to State and County coronavirus restrictions, maintain POST mandated and other applicable training for sworn and civilian employees by June 2022. [4e]
6. Maintain the deployment of Cadets and provide continuous training and mentorship in preparation for full-time sworn and civilian positions by June 2022. [1a]
7. Subject to State and County coronavirus restrictions, provide a Citizen Academy course to develop community-police relations, partnerships, and educate the public by June 2022. [1e]
8. Conduct safety and security inspections at construction sites, schools, residences, and businesses through June 2022. [1d]
9. Audit the department's Armory by December 2022. [1a, 1b]
10. Subject to State and County coronavirus restrictions, hold 10 Neighborhood Watch meetings by June 2022. [1e]



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POLICE | Dispatch

PROGRAM DESCRIPTION

Dispatch answers all incoming 9-1-1 emergency, and non-emergency business line phone calls for police services. 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.

SERVICE OBJECTIVES

1. Provide professional customer service to citizens and co-workers.
2. Prioritize tasks in a timely and efficient manner, including handling 9-1-1 and routine calls in a predetermined way, to best provide for the needs of both callers and field responders.
3. Facilitate leadership development of shift supervisors 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.
4. Efficiently use computerized systems to further serve the public and officers by providing the necessary information to maximize investigations in a continual effort to keep the businesses, residents, and visitors to the City of Orange safe.
5. Maintain a consistent training program and operational manual, consisting of four distinct training phases for new Dispatchers.

WORK PLAN FOR 2021-22

1. Subject to State and County coronavirus restrictions, schedule dispatcher training to ensure compliance with biennial Continuing Professional Training requirements, set by the California Commission on Peace Officer Standards and Training by June 2022. [4e]
2. Evaluate service levels, personnel deployment, and dispatch schedule effectiveness with each shift change through June 2022. [1a]
3. Conduct random audio recording audits of phone calls and radio traffic handled by dispatchers to comply with emergency dispatching standards and protocols by June 2022. [4d]
4. Collaborate with the California Office of Emergency Services, Public Safety Answering Point managers in the region, and network vendors Atos and Lumen, to ensure a successful and seamless transition to the Next-Generation 9-1-1 system by June 2022. [1b, 1c, 4c]
5. Collaborate with other primary and secondary public safety agencies, by attending regional meetings and training seminars through June 2022. [3e, 4d]
6. Subject to State and County coronavirus restrictions, continue effective community outreach services and programs to promote public safety through active participation in Neighborhood Watch, Citizens Academy, National Night Out, and 9-1-1 For Kids through June 2022. [1e, 4a]



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POLICE | Records

PROGRAM DESCRIPTION

The Records Bureau maintains and protects the integrity of the department's crime reports and other documents. Included in this function is the file maintenance of the Records Management Computer System, warrant/subpoena processing, data input, and maintaining the Mobile Audio Video (MAV) system. The Records Bureau is also responsible for complying with State mandated regulations and responding to public inquiries.

SERVICE OBJECTIVES

1. Provide professional and courteous customer service to the public, law enforcement agencies, and department co-workers.
2. Process all reports for investigators, the 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 on the California Law Enforcement Teletype System, Criminal Justice Information System, and National Crime Information Center.
5. Maintain all criminal department warrants in accordance with "due diligence" requirements.
6. Serve as a liaison between the courts, District Attorney's Office, and officers for subpoena service and mandated court appearances.
7. Maintain, collect, and report statistical information for the National Incident-Based Reporting System.

WORK PLAN FOR 2021-22

1. Utilize Mobile Audio & Video and Body Worn Camera systems to manage and coordinate evidence, discovery requests, video tagging, storage, and the online system portal through June 2022. [1b]
2. Purge all crime cases pursuant to the City's retention schedule for 2011-2012 by June 2022. [4c]
3. Digitize crime cases requiring retention, based on statute of limitations for 2006-2007 by June 2022. [4c]
4. Evaluate effectiveness of individual schedules and make needed adjustments with each shift change through June 2022. [1a]
5. Subject to State and County coronavirus restrictions, schedule three Records clerk's to attend the Peace Officer Standards and Training Records Clerk course by June 2022. [4e]
6. Subject to State and County coronavirus restrictions, supervisory personnel will attend four California Law Enforcement Association of Records Supervisor meetings through June 2022. [4e]



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POLICE | Patrol

PROGRAM DESCRIPTION

The Patrol 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, Canine Unit, SWAT, Homeless Engagement and Resource Team, Reserve Officers, Police Service Officers, and Explorer Post #266.

SERVICE OBJECTIVES

1. Maintain the highest level of professionalism with everyone encountered.
2. Utilize daily briefing to continuously and deliberately train field personnel in core competencies of patrol work that maximize contact with high-frequency offenders.
3. Demonstrate leadership by collaborating with various stakeholders 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 CompStat strategies to reduce crime. CompStat is comprised of accurate and timely intelligence, effective tactics and strategy, rapid, focused deployment of resources, and relentless follow-up.
6. Continually and proactively address recurring issues with the transients and people with mental illness to efficiently reduce victimization and direct individuals to appropriate community resources.
7. Coordinate the volunteer police chaplains to assist department personnel and the community in reducing the personal impact of trauma.

WORK PLAN FOR 2021-22

1. Utilize monthly CompStat meetings to proactively analyze and direct the deployment of resources to efficiently address crime trends through June 2022. [1a]
2. Utilize the Axon Mobile Audio & Video and Body Worn Camera systems to ensure professional service to the community and the safe practices of officers through June 2022. [1b]
3. Implement measures for safe patrol operations throughout the pandemic through June 2022. [1a]
4. Utilize strategies to ensure the safety of officers and the community during protests and civil disturbances through June 2022. [1a]
5. Coordinate and lead two Crime Scene Investigation (CSI) trainings to educate officers on CSI basics and the latest techniques through June 2022. [1a]
6. Collaborate with the Training Bureau to provide two leadership courses for all Sergeants, Lieutenants, and Corporals to coincide with each shift change through June 2022. [4e]
7. Utilize Patrol's specialized units and regular personnel to conduct routine probation/parole compliance checks in high crime areas identified by the Crime Analysis Unit by utilizing the CompStat strategy through June 2022. [1a]
8. Conduct two special operations to combat identified crime trends identified by Crime Analysis through June 2022. [1a]
9. Collaborate with City departments, County Public Works, and the Orange County Sheriff's Department to conduct transient outreach within the city, to include the Santiago Creek through June 2022. [3e]
10. Participate in monthly discussions with The Outlets at Orange security staff to maintain a positive working relationship and share enforcement techniques through June 2022. [3e]

11. Conduct monthly meetings with Chapman University Office of Public Safety to effectively address student and community relations through June 2022. [3e]
12. Institute civilian jailers to assist sworn personnel, increase patrol services, and enhance crime reduction efforts. [1a]

POLICE | Detectives

PROGRAM DESCRIPTION

The Detectives Division is responsible for analyzing interviews, interpreting evidence, identifying suspects who commit crimes, and working closely with the District Attorney's Office to bring charges against the offending party. Special functions within the Division include Crimes Against Persons and Property and Economic Crimes.

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. 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.
5. Through participation in the CompStat process, collaborate with the Patrol Division to develop crime-fighting strategies and deploy resources to reduce crime.

WORK PLAN FOR 2021-22

1. Subject to State and County coronavirus restrictions, conduct four presentations on current fraud trends to residents and businesses by June 2022. [1e]
2. Organize "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 2022. [1a]
3. Support patrol during crime trend operational periods and document activity for the Crime Analyst through June 2022. [1a]
4. Conduct four in-house training exercises on domestic violence investigations at patrol briefings by June 2022. [1a]
5. Receive quarterly in-house training on topics directly related to investigations (search warrants, interviews, interrogations, case management, digital evidence, etc.) by June 2022. [4e]



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POLICE | Gangs

PROGRAM DESCRIPTION

The Gang Unit is responsible for the suppression and investigation of crimes involving criminal gangs, including traditional street gangs and other criminal associations subject to the Street Terrorism Enforcement and Prevention Act. The Gang Unit is also responsible for monitoring subjects who are on active parole or probation with criminal street gang affiliation and suppressing graffiti activity through prevention and investigation. Special functions within the Unit include coordinating efforts of School Resource Officers and juvenile investigators.

SERVICE OBJECTIVES

1. Identify and monitor the activities of criminal gangs, their associates, and leaders 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. Address graffiti issues through active enforcement and partnerships with the Orange Unified School District (OUSD), satellite schools, and private businesses.
5. Continue collaboration with the Orange County District Attorney's Office with GRIP, and participating schools on a regular basis 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.
6. Identify "at-risk" youth, provide pre-offender counseling, and pro-actively address the growing concern for juvenile delinquency.
7. Develop and maintain adequate 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.
8. Create and foster partnerships with community members to encourage reporting and enhance police response to gang activities.

WORK PLAN FOR 2021-22

1. Subject to State and County coronavirus restrictions, conduct at least four surveillance operations of frequently vandalized locations within the City to apprehend the offenders involved through June 2022. [1a]
2. Subject to State and County coronavirus restrictions, hold four meetings with staff and students of OUSD to educate students and staff on ways to suppress graffiti and other gang-related activity on school campuses and one public presentation on the topic of School Violence, Safety, and Security by June 2022. [1e]
3. Subject to State and County coronavirus restrictions, complete three probation compliance operations of known taggers in the City through June 2022. [1a]
4. Increase intelligence and apprehension efforts of subjects responsible for acts of graffiti while working with City of Orange Public Works Department and allied agencies through June 2022. [1a]

5. Subject to State and County coronavirus restrictions, participate in the Orange County District Attorney's Gang Reduction Intervention Partnership program with five identified schools through June 2022. [1e]
6. Subject to State and County coronavirus restrictions, conduct 200 probation or parole searches and two gang injunction compliance checks on known gang members and their associates, including gang-related juveniles through June 2022.
7. Assist allied law enforcement agencies with criminal investigations, warrant services, probation and parole searches, or other gang enforcement activity through June 2022. [3e]
8. Subject to State and County coronavirus restrictions, conduct two operations, in conjunction with patrol personnel, to maximize gang enforcement during spring break and the first month of OUSD's summer recess by June 2022. [1a]
9. Subject to State and County coronavirus restrictions, conduct three gang education and prevention presentations to community groups by June 2022. [1e]

POLICE | Special Investigations Unit

PROGRAM DESCRIPTION

The Special Investigations Unit is responsible for public affairs presentations on the subject of narcotic and drug use, maintaining communications with other local, state, and federal agencies, and providing training to personnel on the issue of drug use and trafficking patterns in the City. Detectives create a deterrent to those selling drugs by taking a proactive approach through enforcement strategies, enforcing the laws related to vice offenses and alcohol beverage control violations, and by promoting community awareness in drug enforcement. In addition, two detectives assigned to a Federal drug task force and one detective assigned to a County narcotics task force target large-scale narcotics traffickers operating in the area.

SERVICE OBJECTIVES

1. Identify, investigate, and arrest drug traffickers who supply users.
2. Assist other law enforcement agencies with investigations of local drug traffickers in the City.
3. Conduct proactive enforcement targeting low-level street dealers selling drugs.
4. Investigate and seek prosecution against those engaging in acts of prostitution.
5. Monitor alcohol establishments to ensure compliance with Alcohol Beverage and Control (ABC) laws and prevent sales to minors.
6. Monitor establishments that sell tobacco products to prevent furnishing and use of tobacco products by minors.
7. Provide training and exchange intelligence information with field services personnel.
8. Investigate ABC licensing inquiries and applications.
9. Assist the Field Services Division with crime trends and focused enforcement efforts.

WORK PLAN FOR 2021-22

1. Subject to grant funding and State and County coronavirus restrictions, conduct two ABC alcohol decoy operations by June 2022. [1a]
2. Conduct 40 probation checks for individuals with prior narcotic offenses by June 2022. [1a]
3. Subject to grant funding and State and County coronavirus restrictions, conduct two tobacco decoy operations, one by December 2021 and one by June 2022. [1a]
4. Conduct four massage parlor inspection operations to ensure compliance with all state and local laws by June 2022. [1d]
5. Conduct four briefing training exercises for patrol in the area of narcotic operations and current drug trends through June 2022. [1a]
6. Assist patrol with crime reduction efforts as needed through June 2022. [1a]
7. Complete annual address verification for registered sex offenders by June 2022. [1e]
8. Deploy GPS technology as an investigative measure to identify criminals within the City by June 2022. [1a]
9. Subject to grant funding and State and County coronavirus restrictions, conduct quarterly compliance checks of liquor licenses and Conditional Use Permits, and monitor special events at ABC-licensed establishments through June 2022. [1a]



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POLICE | Lab/Property

PROGRAM DESCRIPTION

The Lab is responsible for forensic analysis of physical evidence from crime scenes for future court use. The Lab works to identify suspects through latent print analysis and compares prints to known individuals in the statewide fingerprint identification database, California Identification (CAL-ID). The Lab also processes items for DNA evidence to identify suspects. The Property Unit is responsible for packaging, storing, controlling, and disposition of evidence and other property collected through the normal course of law enforcement duties in the community.

SERVICE OBJECTIVES

1. Liaison with forensic units throughout the County 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 firearm databases to assist in identifying additional suspects and cases.
4. Provide on-going training to department personnel related to evidence collection and submission.
5. Maintain the Digital Imaging Management System (DIMS) for digital photographs and other digital media.
6. Keep current all policies on the use, storage, and management of digital photographs and other digital media.
7. Maintain all property and evidence according to law, policy, and procedures.
8. Complete annual narcotic and gun destructions, consistent with applicable laws and regulations.
9. Dispose of all property that has been stored more than three years and not required for court proceedings.

WORK PLAN FOR 2021-22

1. Conduct two inspections and one audit of the Property/Evidence room and off-site storage areas. Controls will include records review, storage of drugs, weapons, money, and random spot-checks of other miscellaneous property by June 2022. [1b]
2. Complete an inventory of the Property/Evidence outdoor storage containers by June 2022. [1b]
3. Complete and submit latent prints to Orange County Crime Lab (OCCL) CAL-ID as quickly as practical. The County notifies the Forensic Services Unit who notifies the appropriate investigator and supervisors each time a suspect is identified through June 2022. [1a]
4. Conduct crime-scene related trainings for personnel of the Field Services Division. Training will address the areas of evidence collection, photography, DIMS, and general CSI by June 2022. [4e]
5. Dispose of items stored as evidence, safekeeping, and found property promptly while following department policy to increase available storage by 10 percent through June 2022. [1b]
6. Annual audit and comparison of 2020-2021 latent print exams performed by contracted OCCL fingerprint analyst by June 2022. [1a]
7. Liaison with the OCCL to maintain the department's contract for enhanced fingerprint examination and related services by through June 2022. [1a]
8. Conduct training related to proper packaging of property and evidence including documentation and policy for Field & Investigative Services personnel, as well as newly hired officers by June 2022. [4e]

9. Complete the installation of an evidence freezer to retain and preserve evidence for future evaluation.
[1b]

POLICE | Traffic Services

PROGRAM DESCRIPTION

The Traffic Bureau is responsible for traffic enforcement, investigating traffic collisions, parking enforcement, street sweeping compliance, and impounded vehicles. The Bureau oversees crossing guard services, provides traffic related education presentations to the community, and coordinates police enforcement during City sponsored events.

SERVICE OBJECTIVES

1. Provide enforcement of all traffic laws regulating the flow of traffic within the City.
2. Provide special enforcement aimed at addressing specific traffic safety concerns, while providing public safety education related to vehicles, pedestrians, motorcycles, and bicycles.
3. Address traffic matters related to impaired driving through enforcement and educational programs to reduce DUI related traffic fatalities and collisions.
4. Utilize technology and crime data information to enforce vehicle code violations relative to commercial vehicles and other traffic safety violations.
5. Provide leadership through traffic safety education and enforcement programs by participating in community events such as National Night Out, Open House, Walk to School, and Citizen's Academy.
6. Investigate all major traffic collisions and criminal cases to comply with the National Incident-Based Reporting System and Investigative Division standards.

WORK PLAN FOR 2021-22

1. Partner with Public Works Traffic Division to manage and prevent traffic collisions through June 2022. [1a]
2. Provide monthly traffic reports that document collision, DUI arrests, and enforcement data during CompStat meetings through June 2022. [1a]
3. Conduct 11 DUI/driver's license checkpoints as required by the Office of Traffic Safety (OTS) grant through June 2022. [1e]
4. Complete 12 DUI saturation patrols as required by the OTS grant through June 2022. [1e]
5. Conduct 23 traffic enforcement operations in support of Distracted Driving Awareness, Motorcycle Safety, and Click-it-or-Ticket campaigns by June 2022. [1e, 2e]
6. Participate in three commercial countywide enforcement checkpoints through June 2022. [1e, 3e]
7. Participate and provide semi-monthly skills training for motor officers that promote and enhance general riding and safety through June 2022. [4e]
8. Provide training to crossing guard personnel to become well versed in procedures associated with crossing guard services through June 2022. [4e]
9. Conduct random crossing guard audits to assure crossing guard services are being delivered properly and courteously through June 2022. [1a]
10. Conduct monthly audits to review and examine all open traffic cases by June 2022. [1a]



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POLICE | Homeland Security

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Assist all city departments with preparation for major emergencies and disasters.
2. Coordinate the development of emergency plans and operational procedures.
3. Maintain and provide citywide training on EOC procedures.
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 services and receives appropriate training.
6. Represent the City of Orange in all-hazard related activities at the local, regional, and state level.
7. Provide Community Emergency Response Team (CERT) disaster preparedness training to the public.
8. Coordinate EOC emergency preparedness drills within the department.

WORK PLAN FOR 2021-22

1. Subject to State and County coronavirus restrictions, facilitate one EOC related training or table-top exercise for all City of Orange EOC responders by June 2022. [1c]
2. Subject to State and County coronavirus restrictions, collaborate with the Fire Department to provide two new-member CERT courses, one in-person continuing education class, and one online resource continuing education class for graduates of CERT by June 2022. [1c]
3. Continue participation and education in the Terrorism Liaison Officer Program to maintain 50 percent of sworn personnel through quarterly training exercises specific to terrorism and homeland security by June 2022. [1e]
4. Subject to State and County coronavirus restrictions, provide public and private schools in the City of Orange with general safety and active shooter training for enhanced security and preparedness for officer response to emergencies by June 2022. [1e]
5. Subject to State and County coronavirus restrictions, participate in operational area preparedness drills and exercises to plan for disasters and emergencies the City of Orange may encounter through June 2022. [1e]
6. Monitor set-up procedures for the EOC through regular inspections conducted by police staff to ensure proper protocol is being followed through June 2022. [1c]
7. Assist with the establishment of an Emergency Manager position to enhance emergency services citywide. [1a]



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PUBLIC WORKS | Administration

PROGRAM DESCRIPTION

This program provides management and staff support to achieve the Department's mission statement and support all departmental activities including budget, personnel, labor relations, customer service, emergency management, clerical support, training, and special projects. The program also manages the City's solid waste and street sweeping franchise agreement, administers various grants, and operates a public education program for solid waste, hazardous waste, organics recycling, edible food recovery, and recycling.

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, organizational studies, clerical support, filing, and public counter support.
3. Prepare the annual departmental budget and supporting documents as aligned with the City's budget timeline and present the Department's budget before the City Manager and City Council.
4. Prepare and submit all county, state, and federal reports.
5. Review department organization each year to ensure the most efficient utilization of authorized staffing and cost-effective service delivery.
6. Review the progress of all departmental goals and objectives and coordinate new goals for the following fiscal year.

WORK PLAN FOR 2021-22

1. Continue to assess the Department's current asset management activities and set goals for future asset management needs through June 2022. [2d]
2. Submit annual report for solid waste diversion to the California Department of Resources Recycling and Recovery by August 2021. [2a]
3. Review annual Maintenance Management System plans and meet as needed with all maintenance divisions to review plan progress through June 2022. [4c]
4. Coordinate the submittal of grant applications and administer successful grant awards through June 2022. [2a]
5. Continue to execute an outreach and strategic plan to assist the City's commercial and multifamily solid waste accounts in response to legislation approved by the Governor regarding organics and recycling through June 2022. [2d]
6. Bring forth ordinance changes and enforcement policies that align with the State's current solid waste mandates (AB 341, AB 1826, AB 827, AB 1594, and SB 1383) on organics and recycling by December 2021. [2d]
7. Continue to assess the existing Public Works electronic databases and provide recommendations through June 2022. [3e]
8. Participate in North Orange County Coalition: Energy Partnership to focus on finding energy efficiency projects for City facilities and infrastructure through June 2022. [2d]
9. Implement temporary Corp Yard plan while designing a new Corp Yard layout that focuses on increasing capacity and efficiency by June 2022. [2e]

10. Administer the solid waste and street sweeping franchise agreement through June 2022. [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 include appraisals and disposal of real property, preparation of maps and other special studies necessary to support departmental and city programs. This program also assists in the development of the annual Capital Improvement Plan (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. Continue to refine and manage the City's Pavement Management Plan.
3. Ensure completion of all approved projects in the CIP within budget and as scheduled.
4. Prepare an annual 5-year CIP Program relating to roadways, facilities, sewer and storm drains, and facilities while coordinating the program review and approval process with the City Manager, Mayor, and City Council.
5. Prepare and submit all county, state, and federal reports.
6. Acknowledge all Public Works inquiries within one business day and strive for resolution or response within 72 hours.
7. Provide engineering services for capital improvement projects to other city departments.
8. Provide contract administration and construction inspection for all public improvements, grading permits, and encroachment permits.
9. Complete all property sales and acquisitions on time and within budget.

WORK PLAN FOR 2021-22

1. Update the Pavement Management Plan through June 2022. [1b, 2d]
2. Provide project management and engineering support for the new Fire Station 1 and Headquarters project through June 2022. [1b, 2d]
3. Work with Community Services and the County of Orange to pursue grant funding for the Santiago Creek Multipurpose Trail Extension project through June 2022. [3a, 3d]
4. Schedule and complete annual pavement maintenance projects by June 2022. [1b, 4b]
5. Examine the sewer hot spots list and select segments for replacement by March 2022. [1b, 4b]
6. Complete federal and state funded grant projects through June 2022. [3a]
7. Pursue grant opportunities from OCTA's Measure M2, state and federal agencies, and other available external funding options through June 2022. [2a, 2b]
8. Pursue E-76 for construction phase of eight city bridges by June 2022. [2d]
9. Construct Fire Station 1 through June 2022. [1b, 4b]
10. Complete Engineering Phase of critical intersection widening at Cannon Street & Serrano Avenue by June 2022. [1b, 4b]



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PUBLIC WORKS | Development Services & GIS

PROGRAM DESCRIPTION

This program provides engineering services for public and private improvements, issues permits, checks plans, and establishes requirements for public improvements including street, alley, sidewalk, curb and gutter, sewer and storm drains. This program coordinates the annual Special Assessments, 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 (three 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 streets 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 and facilitate out-of-area sewer connection requests.
6. Issue new street addresses to developments and utility services and maintain the city's address database of street name and house number assignments.
7. Operate and maintain GIS for all city infrastructures and property related data and review all special district assessments annually for accuracy and compliance with financing agreements.
8. Conduct annual review of revenue requirements for Landscape Maintenance Districts including preparation of Annual Engineering Reports, conducting public hearings, and inclusions of the assessment on the County Tax rolls.
9. Administer Federal Emergency Management Agency (FEMA), National Flood Insurance Program (NFIP), and the 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, respond to resident inquiries, and file FEMA flood letters and map documents.

WORK PLAN FOR 2021-22

1. Review submittals for developments including parcel and tract maps, grading, and other infrastructure improvements through June 2022. [1d, 3c]
2. Manage a GIS for atlas maps and infrastructural databases including updates and continue user implementation phase to the upgraded Local Government Model through June 2022. [4b, 4c]
3. Update sewer, storm drain, and water databases throughout the City by June 2022. [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 2022. [3a]
5. Organize engineering project central files including scanning, filing, and record management through June 2022. [4b, 4c]
6. Review and process encroachment permit applications by utility companies and private developments by June 2022. [1b, 1d, 4b]

7. Collaborate with Community Development's Building Division in transitioning to a new permitting and plan check system by June 2022. [1d, 4b, 4c]
8. Upgrade and update sewer video inspection system and database by June 2022. [1d, 4b, 4c]
9. Upgrade the GIS Enterprise from version 10.7.7 to 10.8.1 to take advantage of the latest GIS enhancements by June 2022. [4c]
10. Create an ArcGIS Tracker application to track the location of Fire Department assets and report the status via a dashboard application on a smart device by June 2022. [4c]
11. Expand the use of asset tracking and data collection by Public Works field crews via the collector application on smart devices through June 2022. [4c]
12. Provide a suite of solutions and maps for use in the City's Emergency Management Center by June 2022. [1d, 4b, 4c]
13. Create apps for the Community Services Department to collect park assets for future use in City's asset management program by June 2022. [1d, 4b, 4c]
14. Collect the location of all City water meters and connect them to the GIS water network by June 2022. [1d, 4b, 4c]

PUBLIC WORKS | Street Maintenance

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Maintain streets, sidewalks, alleys, and other rights-of-way in a safe and operable condition for the public's health, safety, and welfare.
2. Acknowledge all inquiries within one business day of receipt and strive for response or 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 2021-22

1. Continue implementing maintenance management plans for the Old Towne Plaza and Metrolink Parking Structure utilizing both city crews and contractual services to enhance and provide added care through June 2022. [2b]
2. Manage custodial services and Old Towne Plaza steam cleaning contracts through June 2022. [4b]
3. Continue to assess methods for an efficient and effective Plaza closure plan through June 2022. [1b]
4. Coordinate with the Engineering Division to prepare plans and specifications for capital projects involving sewer main replacement, storm drain replacement, pavement slurry sealing, asphalt overlay, sidewalk, American with Disabilities Act ramp, and curb and gutter repair through June 2022. [1b, 3a]
5. Patch and repair two million square feet of street utilizing both city crews and contract construction by June 2022. [1b, 3a]
6. Repair two miles of sidewalk and two miles of curb and gutter utilizing both city crews and contract construction by June 2022. [1b]
7. Expediently track and remove graffiti throughout the City through June 2022. [4b]
8. Maintain traffic signs, street name signs, and pavement markings to be compliant with the Manual on Uniform Traffic Control Devices and Federal Highway Administration which outlines reflective sign requirements and standards by June 2022. [1b]
9. Implement division-wide training programs through June 2022. [4e]
10. Inspect and install banners as requested through June 2022. [1b]
11. Assist in the production of City events and the implementation of emergency road closures through June 2022. [1b]



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PUBLIC WORKS | Refuse and Sanitation Services

PROGRAM DESCRIPTION

This program provides sanitation services to residential and commercial properties, including street sweeping, sewer and storm drain maintenance, weed abatement, and environmental compliance & code enforcement.

SERVICE OBJECTIVES

1. Continue administering programs to promote public awareness of, and compliance with, the need to recycle solids, liquids, organics, and hazardous wastes generated by the City.
2. Regularly conduct CCTV video inspections, cleaning, and service as required of the City's sanitary sewer and storm drain systems.
3. Acknowledge all complaints within one business and strive for resolution/response within 72 hours.
4. Annually review all county, state, and federal regulations and submit required reports to ensure continued City compliance with mandated programs.
5. Administer sewer cleaning & pump station maintenance to ensure quality service and compliance with city, state, and federal regulations.
6. Ensure street sweeping of all public streets, bike lanes, municipal parking lots, and alleys in accordance with established performance standards.
7. Replace deficient, aging, or damaged sewer and storm drain lines.

WORK PLAN FOR 2021-22

1. Utilizing both City crews and contractor services, clean 700,000 linear feet sewer of main lines and video inspect up to 90,000 linear feet of sewer main lines by June 2022. [1b]
2. Clean 200 catch basins for storm water quality by June 2022. [1b]
3. Complete 3,000 sanitation and right-of-way related inspections for trash service, news racks, encroachments, and nuisance abatements in the public right-of-way by June 2022. [3b, 3c]
4. Coordinate with the Engineering Division in the preparation of plans and specifications to replace deficient sewer mains and storms drains by June 2022. [2d]
5. Implement division-wide training programs by June 2022. [4e]



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PUBLIC WORKS | Fleet Services

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Acquire, service, and salvage, when appropriate, all city vehicles, including cars, trucks, and other non-wheeled equipment, to ensure safe and reliable operation.
2. Prepare and submit 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 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 fuel dispensing systems.

WORK PLAN FOR 2021-22

1. Complete 1,200 preventative vehicle maintenance services and 1,500 repairs to the City's fleet by June 2022. [1b]
2. Continue to integrate the fuel management system into the City's vehicle maintenance in current asset management software through June 2022. [2d]
3. Develop a vehicle-purchasing schedule for annual vehicle replacements by February 2022. [2d]
4. Complete all standard budgeted vehicle replacement purchases by June 2022. [2d]
5. Dispose of surplus vehicles and equipment in a timely fashion to maximize salvage value by June 2022. [2d]
6. Implement division wide training programs by June 2022. [4e]
7. Continue to evaluate opportunities to purchase alternative fuel vehicles through June 2022. [3b]



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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 storm water 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 NPDES and WDR inspections.
5. Annually review all county, state, and federal regulations to ensure city compliance with mandated programs and regulations.
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 2021-22

1. Prepare and submit the annual Performance Evaluation Assessment report to comply with storm water permit requirements by November 2021. [3b]
2. Inspect all low, medium, and high priority industrial, commercial, and municipal sites as required by the Municipal Separate Storm Sewer System (MS-4) permit by June 2022. [3b]
3. Inspect food service establishment sites to comply with current waste discharge permit requirements by June 2022. [3b]
4. Respond citywide to surface water quality complaints by June 2022. [3b]
5. Inspect 25,000 lineal feet of open drainage channels by August 2021. [3c]
6. Review new development Water Quality Management Plans as needed by June 2022. [3c]
7. Analyze revised fecal coliform total maximum daily loads (TMDL) from County by June 2022. [3b]
8. Assess revised nutrient total maximum daily loads (TMDL) from County by June 2022. [3b]
9. Provide training to city departments on new NPDES requirements by June 2022. [3c]



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PUBLIC WORKS | Facility Maintenance

PROGRAM DESCRIPTION

This program provides maintenance services for public buildings and city facilities, administers annual contracts for mechanical systems, custodial services, site-specific facility maintenance, and manages new 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 one business day and strive for resolution or response within 72 hours
4. Assist all departments with the development of building capital improvement requests.
5. Provide cost-effective maintenance programs to assure the satisfaction, reliability, and performance of building-related facilities.

WORK PLAN FOR 2021-22

1. Use the Facilities Master Plan to plan and budget maintenance work as necessary by June 2022. [2d]
2. Administer all facility annual service contracts by June 2022. [1b]
3. Coordinate and implement building improvements and facility modifications by June 2022. [1b]
4. Perform general maintenance and repairs for all public buildings and appurtenant facilities by June 2022. [1b]
5. Conduct periodic building inspections to better maintain facilities and provide exceptional customer service through June 2022. [1b]
6. Pursue energy efficiency opportunities and fiscal savings when available through June 2022. [1b]
7. Administer custodial services contract by June 2022. [1b]



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PUBLIC WORKS | Transportation Planning

PROGRAM DESCRIPTION

This program identifies current and future transportation system needs and implements programs to meet those needs for 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 one business day and strive for a resolution or response within 72 hours.
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 the 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 development traffic impacts are analyzed and mitigated accordingly.
8. Prepare and submit county, state, and federal reports.

WORK PLAN FOR 2021-22

1. Provide staff support to the City Traffic Commission through June 2022. [1b]
2. Identify priorities to improve traffic safety and circulation for the City's FY21 Capital Improvement Plan through June 2022. [4d]
3. Pursue grant opportunities through OCTA's Measure M2, State's Active Transportation Program (ATP), Federal's – Highway Safety Improvement Program (HSIP), and other available external funding opportunities through June 2022. [1b, 3d]
4. Provide staff support to review and develop traffic control requirements for special events and construction projects through June 2022. [1b]
5. Prepare a Local Roadway Safety Plan to provide a framework to identify, analyze, and prioritize roadway safety improvements on city streets by June 2022. [1b]
6. Perform required traffic data collection, including citywide traffic counts and speed surveys, needed to maintain grant funding eligibility and enforceable speed limits through June 2022. [1b]
7. Conduct traffic investigations in response to resident and motorist input and, where appropriate, recommend and implement operational changes through June 2022. [1b]
8. Perform a review and update, if necessary, of the City's TSIP fees to better align with the city's future infrastructure needs by June 2022. [1b, 2b]

9. Participate in project development activities to represent the City's interests on interagency regional transportation planning and design projects through June 2022. [1b, 4d]

PUBLIC WORKS | Traffic Operations

PROGRAM DESCRIPTION

This program plans, designs, installs, maintains, operates, and repairs traffic signals, street lighting, warning beacons, and other electrical traffic control and safety devices in the roadway, providing for efficient operation of the City's traffic and transportation system. This program is also responsible for overseeing and expanding the City's traffic signal communications network, providing for traffic signal synchronization on critical corridors, and operating the City's Traffic Management Center.

SERVICE OBJECTIVES

1. Maintain the highest level of safety and efficiency for the traffic control system of the City through a vigorous maintenance, repair, and replacement program.
2. Promote the utilization of advanced state-of-the-art technology to operate and monitor the City's transportation system.
3. Acknowledge all citizen inquiries within one business day and strive for resolution or response within 72 hours.
4. Prepare and submit county, state, and federal reports.

WORK PLAN FOR 2021-22

1. Implement additional wireless and fiber optic communication links between traffic signals, video cameras, and the Traffic Management Center (TMC) through June 2022. [1b]
2. Maintain monitoring and preventive maintenance program for traffic signals, street lights, and flashing beacons through June 2022. [1b]
3. Provide timely corrective maintenance of traffic signal equipment, street lights, and traffic signal communications system on an as-needed basis through June 2022. [1b]
4. Manage traffic signal controller and TMC equipment upgrades through June 2022. [1b]
5. Implement OCTA-funded multi-jurisdictional traffic signal synchronization projects along Katella Avenue, Garden Grove Boulevard, Main Street, and Tustin Street through June 2022. [1b]
6. Implement traffic signal modifications at Chapman Avenue & Batavia Street, Tustin Street & La Veta Avenue, Chapman Avenue & Grand Street, and Chapman Avenue & Grand Avenue intersections through June 2022. [1b]
7. Implement 12 radar feedback signs on La Veta Avenue, Collins Avenue, and Chapman Avenue by June 2022. [1b]
8. Design a new traffic signal at the intersection of Glassell Street & Palmyra Avenue by June 2022. [1b]
9. Design Katella Avenue and Santiago Boulevard fiber optic and communication system network extension by June 2022. [1b]
10. Replace aging streetlight fixtures and equipment under the ongoing streetlight replacement program through June 2022. [1b]



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PUBLIC WORKS | Water Engineering and Production

PROGRAM DESCRIPTION

This program ensures that the City's residents, visitors, and businesses 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 safety of the City's water supply is in conformance with county, state, and federal guidelines.

SERVICE OBJECTIVES

1. Provide a reliable supply of potable water to the City through a coordinated program of groundwater production and use of imported supplies.
2. Ensure completion of all approved projects in the Water Capital Improvement Plan (CIP) within budget and as scheduled.
3. Prepare an annual 5-year CIP and 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 mandated county, state, and federal water quality reports.
7. Acknowledge all citizen inquiries within one business day and strive for a resolution or response within 72 hours.

WORK PLAN FOR 2021-22

1. Complete the drilling and equipping of Water Well 28 as part of the on-going groundwater development program and develop a pocket park that highlights Orange's history and enhances the Old Towne Plaza area by June 2022. [1b, 3a]
2. Complete the Supervisory Control and Data Acquisition system to current water standards to provide for a more advanced automatic telemetry system by September 2021. [2a, 2d]
3. Prioritize, design, and construct approximately two miles of pipe per year, to replace high maintenance pipe and enhance the reliability of the water system by June 2022. [1b]
4. Complete the drilling phase of Water Well 29 as part of the on-going groundwater development program through June 2022. [1b, 3a]
5. Turn off water production equipment during peak time of use to save on electricity costs when demand allows by June 2022. [1b]
6. Update and distribute the annual water quality Consumer Confidence Report by June 2022. [1b, 4b]
7. Complete the tri-annual lead and copper monitoring program by June 2022. [1b, 4b]
8. Conduct or contract for the collection and analysis of all required water quality testing per the State Water Resources Control Board regulations by June 2022. [1b, 4b]
9. Keep and maintain comprehensive records of all water production for wells, imported water connections, pump stations, interties, and flow control facilities through June 2022. [1b, 4b]
10. Continue to develop water conservation programs with the Municipal Water District of Orange County and promote water conservation through city publicity mediums by June 2022. [3e]

11. Continue to monitor and perform rehabilitation to water production wells and to ensure their availability during peak demand periods by June 2022. [1b]
12. Complete well head treatment installation with the Orange County Water District regional program to clean up the groundwater basin by June 2022. [1b]
13. Complete the Water Master Plan by June 2022. [1b, 4b]
14. Conduct and update the comprehensive Water Rate Study by June 2022. [1b]

PUBLIC WORKS | Water Distribution

PROGRAM DESCRIPTION

This program maintains, repairs, and replaces all facilities dedicated to the safe delivery of potable water to the residents, visitors, and businesses of the City including pipelines, valves, fire hydrants, pump stations, and storage tanks and provides for the reading, maintenance, and replacement of all meters in the system.

SERVICE OBJECTIVES

1. Ensure the reliable and timely delivery of potable water to the community for all purposes through a proactive distribution system maintenance program.
2. Acknowledge all citizen inquiries within one business day and strive for resolution or response within 72 hours.
3. Ensure the satisfactory performance of all meters, valves, and fire hydrants.

WORK PLAN FOR 2021-22

1. Replace 1,800 small meters per year as part of the 15-year small meter replacement program by June 2022. [1b]
2. Test and calibrate large meters that are 3" and above as part of a three-year program through June 2022. [1b]
3. Retrofit meters to radio-read at specific locations and maintain all network data collectors as part of the Advance Metering Infrastructure system by June 2022. [1b]
4. Conduct daily security and technical inspections to all water facilities through June 2022. [1b]
5. Conduct annual fire hydrant flushing and flow tests, including data collection for GIS and asset management by June 2022. [1b]
6. Recoat and repaint 1,100 fire hydrants by June 2022. [1b]
7. Proactively replace or renew water service line laterals before street renovation projects by June 2022. [1b]
8. Perform annual maintenance of automatic control valves at various water facilities such as wells, pump stations, and pressure reducing stations by June 2022. [1b]
9. Exercise and lubricate all plug valves in the distribution system by June 2022. [1b]
10. Perform annual inspection and repair of the corrosion protection systems for steel water tanks by June 2022. [1b]
11. Complete the construction of the South yard NPDES improvement and Warehouse Replacement by June 2022. [1b]



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COMMUNITY DEVELOPMENT | Administration

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Attend/conduct weekly meetings to coordinate activities of divisions within the Department and activities with other departments.
2. Maintain ongoing communication as needed with the City Council and community on development issues.
3. Maintain payroll, personnel, and budget records for the Department in a timely manner.
4. Provide courteous, timely, and helpful service to users of the Department.
5. Maintain or enhance regular communication between Community Development staff and other development-related departments.
6. Conduct department meetings to keep all employees updated on administrative changes, projects/activities, and other issues.
7. Ensure that all staff receive training and stay current with changes in the development industry.
8. Evaluate and implement technology solutions to improve the customer experience and employee productivity.
9. Brief the City Council and Planning Commission on upcoming planning and development issues.

WORK PLAN FOR 2021-22

1. Continue to evaluate and implement methods to simplify the development review process through June 2022. [2e]
2. 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 2022. [4e]
3. Track activity levels regarding development projects and workload demands on an ongoing basis and analyze creative solutions to staffing constraints through June 2022. [4a]
4. Closely monitor revenues and expenditures throughout the Community Development Department's budget in order to effectively ensure that trends are recognized and addressed through June 2022. [2e]
5. Implement an employee recognition program to support positive staff morale through June 2022. [4d, 4e]
6. Continue development of a natural disaster response plan to accommodate streamlined review of building repair and reconstruction in the instance of a catastrophic event with a particular focus on the management of compromised historic structures through June 2022. [5b]
7. Continue to make significant progress in the scanning of large scale plans and re-indexing of scanned Laserfiche records to improve searchability of archived files and document cross-referencing through June 2022. [4c]
8. Continue to identify technological advancement opportunities and facilitate in the implementation and maintenance of the systems to increase efficiency through June 2022. [4b, 4c]



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COMMUNITY DEVELOPMENT | Advance Planning

PROGRAM DESCRIPTION

Advance Planning provides comprehensive, long-range land use, environmental, and policy planning to the City of Orange consistent with the City's quality of life objectives including maintaining and implementing the General Plan, facilitating inter-agency coordination, coordinating annexations, reviewing proposed legislation, and ensuring compliance with legislative mandates. This program provides expert environmental review guidance to the City, focusing on environmental legal compliance for capital improvement projects and review of environmental documents referred to the City from other public agencies. To provide informational and analytical land use, environmental and demographic information to the public, and city staff in order to facilitate an ongoing understanding of the community, as well as the physical conditions affecting growth and change in Orange.

SERVICE OBJECTIVES

1. Maintain and implement the City's General Plan as a long-term visionary document to guide City decision-making that benefits residents and businesses while improving the quality of life in Orange.
2. 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 keeping citizens and businesses informed.
3. Maintain the City's General Plan and Zoning Ordinance to ensure compliance with changes in State Law.
4. 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.
5. 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.
6. Develop and revise public education materials related to land use, environmental conditions, and demographics in order to inform citizens and businesses.

WORK PLAN FOR 2021-22

1. Finalize the state mandated update to the General Plan Housing Element to address recent state housing policy and updated Regional Housing Needs Allocation (RHNA) figures including preparation of an environmental document in compliance with the California Environmental Quality Act (CEQA) through October 2021. [3c]
2. Make substantial progress on SB2 Grant funded projects intended to facilitate and streamline development by preparing a specific plan for North Tustin Street, and the transfer of development rights ordinance through June 2022. [2e, 3c]
3. Continue focused amendments to streamline the Zoning Ordinance related to development standards and review processes, landscape requirements, and fence and wall height in order to support uses and physical conditions that benefit property reinvestment and quality of life through June 2022. [2d]
4. Continue phased processing of General Plan/Zoning Map amendments to reconcile inconsistencies as required by state law with a focus on public property developed with parks, open space, and institutional uses through June 2022. [2d]

5. Ensure completion of environmental review/compliance for various Capital Improvement Plan (CIP) projects including fire stations, water wells, parks, and street infrastructure projects through June 2022. [2d]
6. Monitor changes in state planning and housing law in order to determine if amendments are needed to the City's General Plan or Zoning Ordinance through June 2022. [3c]
7. Complete and update the General Plan Safety Element to address State requirements related to wildland fire and resiliency, as well as routine overall content maintenance by September 2021. [2d]

COMMUNITY DEVELOPMENT | Current Planning

PROGRAM DESCRIPTION

Current Planning facilitates property reinvestment and development consistent with the City's economic development and quality of life objectives by coordinating the development review process and providing stewardship to the City's historic districts. This program implements the City's General Plan by administering the Zoning Ordinance and all development and design related documents which contribute to a livable community and a high quality built environment. This program also includes the Planning Commission and Design Review Committee. The Planning 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 and ensuring that handouts and public information materials are clear, user-friendly, and easily accessible both at the public counter and on the City's website.
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 approximately 5,000 personal interactions at the front counter. Specifically:
 - a. 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.
 - e. Complete Public Records Requests within ten calendar days of receipt.
3. Provide pre-application assistance in coordination with staff from other departments involved in development review and Economic Development staff in order to facilitate new business and property reinvestment.
4. Guide applicants of an expected 100 land use applications through the City's development review process and manage project review by other city departments through the weekly inter-departmental project review meetings to achieve timely and efficient project entitlement.
5. Balance the application of the provisions of the Zoning Code and other adopted documents with customer development goals and City expectations.
6. Conduct approximately 40 Planning Commission and DRC meetings annually and attend City Council and Zoning Administrator meetings as needed to review, 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.
7. Process Mills Act contracts and perform at least 40 required annual inspections on existing Mills Act contracts.
8. Provide necessary support to the Design Review Committee, Planning Commission, and City Council on the adoption and maintenance of the City's General Plan, Zoning Ordinance, discretionary development projects, and land use issues of special significance to the City.
9. Ensure projects in the Old Towne and Eichler Historic Districts are in conformance with the Secretary of Interior Standards for the Treatment of Historic Properties and applicable design standards.

10. Provide support to other city departments regarding land use and environmental matters and Code interpretations involving business licenses, capital projects, and private property matters.
11. Maintain easily accessible records related to property-specific entitlement history and land use activity to better serve the public and support real estate transactions and economic development activity.

WORK PLAN FOR 2021-22

1. Continue to improve access to property information by improved cross-referencing between archived paper records, the City's permit tracking and Laserfiche systems, and integration of property records into the City's GIS program through June 2022. [2e, 4b]
2. Implement two Mills Act contract cycles per year through June 2022. [5b]
3. Continue conducting state-required periodic inspections of participating Mills Act properties for conformance with contract-listed improvements through June 2022. [5b]
4. Provide dedicated staff to support and facilitate Chapman University development projects with a particular focus on the university's specific plan and neighborhood engagement efforts through June 2022. [5b]
5. Develop self-guided walking tour materials for the Eichler Historic Districts in a printed and/or web-based format through June 2022. [5a]

COMMUNITY DEVELOPMENT | Building Inspection

PROGRAM DESCRIPTION

The Building Inspection program provides services that assist the community in their building and development projects. Professional, trained staff perform field inspections at various phases during construction. These inspections are conducted in order to verify that the construction work is in conformance with City building codes and the plans approved in plan check. Additionally, inspection staff work closely with other City agencies to provide guidance and coordinate the building process. Inspection staff maintain office hours both in the morning and the afternoon to answer questions and update Building Division records.

SERVICE OBJECTIVES

1. Strive to provide inspection services for all inspection requests within one, but no more than three business days.
2. Maintain early morning and late afternoon office hours to serve our customers.
3. Ensure a coordinated and comprehensive inspection process by working closely with other inspection agencies during the building process.
4. Provide professional and courteous service to all of our customers.
5. 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 permit database.

WORK PLAN FOR 2021-22

1. Complete approximately 25,000 inspection stops: 12,500 by December 2021 and another 12,500 by June 2022. [4b]
2. Develop knowledge of the current 2019 California Building Codes through obtainment of new Code books and attending training provided by in-house, California Building Officials (CALBO), and ICC through June 2022. [4e]
3. Expand accessibility training opportunities to inspectors with the goal of additional Certified Access Specialist (CAsp) personnel through June 2022. [1d]
4. Participate in the Local Implementation Plan (LIP) of the National Pollution Discharge Elimination System (NPDES) by conducting required compliance inspections of construction projects through June 2022. [1b]
5. Provide a comprehensive and comparative building inspection activity report to the City Manager by August 2021 with an update by February 2022. [1a]
6. Enhance disaster preparedness by reviewing and updating past policies and procedures through June 2022. [1a, 1c]



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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 environment. Cases are generated through reported violations and officer surveys and self-initiated cases within their assigned areas in a proactive approach if necessary. Through a combination of research and field inspections, violations are documented and orders to comply are issued. Additionally, the Code Compliance program manages special event applications, facilitates the issuance of permits, and monitors compliance requirements.

SERVICE OBJECTIVES

1. Continue to provide quality customer service.
2. Provide ongoing observation of areas with active enforcement efforts to preserve acceptable levels of compliance.
3. Seek voluntary compliance in 100% of all cases with assistance from the City Attorney's office.
4. 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 (ICC).

WORK PLAN FOR 2021-22

1. Process approximately 2,000 Code Compliance cases: 1,000 by December 2021 and another 1,000 by June 2022. [4b]
2. Assist approximately 1,400 Code Compliance related visits to the front counter through June 2022. [4b]
3. Coordinate the special event permit application process, with emphasis on providing other city departments with needed information of special events held in the Old Towne area through June 2022. [4b, 4d]
4. Review Code Compliance strategy to make best use of staffing resources including officer enforcement and an emphasis on blighted neighborhoods through June 2022. [2a, 4e, 5b]
5. Increase paperless operations by migrating case management solely onto a permit tracking database to reduce workload redundancy by June 2022. [4c]
6. Explore alternative enforcement options with City Attorney's office to increase efficiency through June 2022. [1a]
7. Meet with Community groups such as Old Towne Preservation Association (OTPA) to develop effective strategies to help maintain historic resources by June 2022. [4a, 4b, 4c]
8. Provide a comprehensive and comparative Code Compliance activity report to the City Manager by August 2021 and an update of the report to the City Manager by February 2022. [4a]
9. Participate in City sponsored events through June 2022. [4b]



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COMMUNITY DEVELOPMENT | Permit Services

PROGRAM DESCRIPTION

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 provides plan review functions for simple projects, 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

1. Provide prompt, efficient, and friendly customer service.
2. Process plan check applications and issue building-related permits while 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. Work with and maximize 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 three business weeks.
8. Keep current on the latest code updates and new materials through professional development seminars.
9. Participate in regular coordination meetings with Fire, Police, Public Works, and other regulatory agencies.
10. Coordinate multi-departmental simultaneous plan checks for all major projects.
11. Manage and administer all provisions of the City's Building Codes and perform Code interpretation duties of the Building Official.
12. Provide technical assistance for all customers including city projects.

WORK PLAN FOR 2021-22

1. Process approximately 3,000 building permits: 1,500 by December 2021 and another 1,500 by June 2022. [4b]
2. Serve approximately 7,500 customers at the public counter: 4,000 by December 2021 and another 3,500 by June 2022. [4b]
3. Continue to utilize permit technicians to conduct at minimum 200 simple or smaller plan checks by June 2022. [4b]
4. Continue to implement digital plan and permit application submittal and review and work to enhance this process with new technology through June 2022. [4b]
5. Acquire, implement, and train staff on a comprehensive, fully integrable permit software solution, with both online and mobile functionality, to replace the current permit system that can be expanded to other

City operations as needed and can automate workflow and tracking services to serve as a central portal for all key stakeholders by June 2022. [4c]

6. Expand accessibility training opportunities to Permit Services staff with the goal of increasing the number of Certified Access Specialist (CAsp) personnel in the City through June 2022. [1d]
7. Develop knowledge of 2019 California Building Codes through training by attending in-house, California Building Officials (CALBO), and International Code Council (ICC) training through June 2022. [4e]
8. Provide a comprehensive and comparative Permit Services activity report to the City Manager by August 2021 with an update by February 2022. [4a]
9. Complete approximately 600 plan checks: 300 by December 2021 and another 300 plan checks by June 2022. Oversee the work of contract plan check consultants on an as-needed basis through June 2022. [4b]
10. Attend SMART meetings through June 2022. [4e]

COMMUNITY DEVELOPMENT | Housing

PROGRAM DESCRIPTION

The Housing Division is responsible for the management, administration, and oversight of all activities that receive 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

1. Administer the CDBG and HOME Programs and ensure compliance with Federal CDBG and HOME 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.
4. Provide technical guidance to nonprofit entities and various City Departments to ensure program compliance.
5. Oversee, manage, and maintain grant programs.

WORK PLAN FOR 2021-22

1. Complete and submit the Program Year 2020 Consolidated Annual Performance and Evaluation Report to the U.S. Department of Housing and Urban Development (HUD) by September 2021. [3e]
2. Provide administrative oversight of the Program Year 2021 CDBG and HOME Programs through June 2022. [3e]
3. Solicit and review up to 10 to 15 funding requests from nonprofit agencies and city departments for the Program Year 2022 CDBG by January 2022. [3e]
4. Conduct three public meetings and two technical assistance trainings for the Program Year 2022 CDBG Program by May 2022. [4a]
5. Complete and submit the 2022 Action Plan to HUD by May 2022. [3e]
6. Monitor 35 affordable housing projects for compliance with the affordability agreement through June 2022. [3c]
7. Monitor three CDBG subrecipients for compliance with CDBG program regulations through June 2022. [3e]
8. Administer and allocate CDBG-CV funds to eligible projects related to Covid-19 by amending the 2019 Action Plan by June 2022. [3e]
9. Administer, manage, and monitor State HCD SB2 and LEAP grant funds allocated to the preparation of land-use policy documents related to housing production by June 2022. [3e]
10. Administer, manage, and monitor the allocation of HOME funds to the Corp Yard Affordable Housing project by June 2022. [3e]
11. Administer, manage, and monitor PLHA grant funds for the two new navigation centers in Buena Park and Placentia by June 2022. [3e]



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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, and Park Planning and Development.

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 community programs, services, and amenities.
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, Police Department, 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 2021-22

1. Continue to actively seek alternative funding mechanisms for projects, programs, and services through June 2022. [2b]
2. Work with community partners to identify opportunities for collaboration and alternative ways to offer programs and services to enhance community opportunities through June 2022. [2e]
3. Collaborate with other City departments, such as Orange Police Department and Orange City Fire, to ensure that city parks remain aesthetically pleasing and safe community resources for the public to enjoy through June 2022. [4b]
4. Explore ways in which technology can increase the efficiency and effectiveness of the Department, including the appropriate use and implementation of a Work-order Asset Management System, through June 2022. [4c]
5. Monitor the receipt of developer fees for park improvements and work to strategically prioritize capital projects for maximum community benefit and public safety through June 2022. [2d]
6. Manage Community Services web pages on the City website, ensuring timely and accurate information to the public through June 2022. [4c]



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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, advertising, and commercial film permits.

SERVICE OBJECTIVES

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 staff.
7. Manage the City's non-public safety Social Media pages.
8. Oversee the content creation, design, printing, and distribution of the City's "Our Orange" publication.
9. Manage the City's Crisis Communication Plan.
10. Administer the City's Commercial Permit Process and operations.
11. Assist in marketing, advertising needs, and efforts to promote the City.
12. Administer and edit four issues of Our Orange.
13. Monitor the media for coverage of City and respond when appropriate.

WORK PLAN FOR 2021-22

1. In an effort to ensure comprehensive and timely information for the public, expand the City's social media reach, including expanding to additional platforms where appropriate through June 2022. [4a]
2. Manage workflow for the City's social media platforms and assist other departments in their ongoing social media efforts with emphasis on promoting citywide programs, and to "tell our story" through June 2022. [4a]
3. Partner with city departments to increase public awareness of good stewardship of city tax dollars through June 2022. [4d]
4. Produce talking points and video presentation for the City Council on request through June 2022. [4c]
5. Work with Public Safety Departments to better coordinate the flow of essential communication to the public through June 2022 [4d]
6. Assist in the procurement and production of the City's new website to ensure access to helpful and timely information to the public through June 2022. [4c]



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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 much-needed recreation options that are high-quality and safe.

SERVICE OBJECTIVES

1. Monitor fall, winter, and spring quarters of after-school recreation sites under full-service contract with the Youth Centers of Orange, providing services for 200 children who participate in supervised sports, arts/crafts, tutoring, games, special events, and excursions with the use of CDBG funds.
2. Lead the development of the Community Services section of the "Our Orange" community activity brochure four times a year, promoting classes, events and facility use.
3. Operate three summer day camps and one Teens-4-Team Orange summer camp, and excursions for over 1,500 youth participants.
4. Maintain three 10-week recreation class sessions and one 14-week recreation class session of quality contract classes for over 4,200 participants.
5. Process over 1,800 permits and monitor over 15,000 bookings for park buildings, fields, picnic shelters and open space reservations utilized by the general public.
6. Manage an active public counter which receives 16,070 phone calls and 10,320 walk-in customers annually.

WORK PLAN FOR 2021-22

1. Evaluate current class offerings and identify new ones to ensure the needs of the community are met through June 2022. [4b]
2. Create tutorial material to assist customers with navigating through the CivicRec recreation software and easily register for online services by March 2022. [4b]
3. Continue to partner with the City's Gang Reduction Intervention Program and promote youth programs through June 2022. [3b]
4. Continue to enhance existing Teen Action Committee to include activities created and promoted by the teens through June 2022. [3e]
5. Continue to enhance virtual and modified programming to meet current health guidelines in response to the COVID-19 Pandemic through June 2022. [3b, 4c]
6. Integrate contract class marketing videos and activities using recreation social media platforms through June 2022 [3b, 4c]



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COMMUNITY SERVICES | Sports and Aquatics

PROGRAM DESCRIPTION

Sports and Aquatics provide sports programming such as adult softball and adult basketball, youth sports programs, 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 680 teams, in which approximately 10,930 adults participate.
2. Coordinate the use of city athletic fields by approved Orange community youth groups ensuring equitable distribution and a priority for resident recreation-based programs.
3. Process/manage approximately 200 athletic field permits from approved Orange community youth groups, youth/adult sports leagues, and the general public.
4. Provide a 9-week full-service 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.
5. Partner with Orange Regional Competitive Aquatics (ORCA) to provide an 8-week summer, 8-week fall, and 8-week spring aquatics programs utilizing a local pool, serving over 400 participants for swimming lessons, youth swim team, and youth water polo.
6. Execute four seasons of an adult basketball league in which approximately 194 teams and 1,552 adults participate.
7. Provide indoor open gym pickleball and basketball play for 4,680 participants.
8. Work with local youth sports organizations on a bi-annual use calendar, according to sports season, for approved allocated use at City parks and facilities.

WORK PLAN FOR 2021-22

1. Evaluate options to contract the City adult basketball league by December 2021. [3b]
2. Research opportunities to offer a family friendly swim event in preparation for summer programming 2022 by March 2022. [3b]
3. Research additional sports leagues and activities to use gym space at the Sports Center at Grijalva Park by December 2021. [3a]
4. In partnership with Stop Drowning Now and the Orange County Drowning Prevention Task Force, host an anti-drowning event at Hart Park pool by June 2022. [1c, 3e]
5. Research how the recreation software CivicRec Sports League Management module can be incorporated into open play sports by December 2021. [4c]
6. Certify the Aquatics Recreation Services Coordinator for Water Instructor Trainer by April 2022. [1a]



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COMMUNITY SERVICES | Special Events

PROGRAM DESCRIPTION

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

SERVICE OBJECTIVES

1. Continue to provide six high-quality, citywide annual special events attended by 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 2021-22

1. Identify new 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 events by June 2022. [3e]
2. In light of the COVID-19 pandemic, achieve a sponsorship goal of \$69,000 by December 2021. [3e]
3. Evaluate options to update the Treats in the Streets Old Towne merchant marketing décor by September 2021. [3e]



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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 Plan 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 and utilize department planning documents:
 - 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; and
 - Quimby Ordinance.
4. Identify grant-funding opportunities for viable park acquisition, development, and renovation of open space, parks, trails, facilities, and equipment.
5. Work with the community, local non-profits and partner agencies to manage, maintain and expand the City's trail network.

WORK PLAN FOR 2021-22

1. Complete installation of shade sails at Serrano and Fred Barrera Parks over the tot lot by December 2021. [3a]
2. Complete the Handy Park Maintenance Renovation by October 2021. [3a]
3. Initiate replacement of the tennis court sports lighting at El Camino Park, considering energy efficiency for cost savings and potential rebate programs by June 2021. [3a]
4. Continue the phased maintenance renovation at El Modena Park focusing on passive area irrigation improvements and installation of a shade sail over the existing tot lot by June 2022. [3a]
5. Complete renovation of the highly used kitchen at Olive Park, with new appliances, flooring, countertops and new shelves by fall 2021. [3a]
6. Complete installation of the Park Monument Sign Replacement project at Eisenhower (2), El Modena, El Modena Basin, Hart (2), La Veta, and Killefer Parks by October 2021. [3a]
7. Continue partnership with Chapman University and Orange Lutheran High School to advance the Hart Park Ball Field Netting project through June 2022. [3e]
8. Continue to seek grant funding to complete the Hart Park Pickleball and Fitness Circuit project through June 2022. [2b]
9. Evaluate bike trails and walking paths for potential repair/replacement by June 2022. [3a]



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COMMUNITY SERVICES | Parks Maintenance

PROGRAM DESCRIPTION

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, Santa Fe Depot, Senior Center, recreation trails, freeway overpasses, medians, landscape easements, and rights-of-way.

SERVICE OBJECTIVES

1. Maintain safe and functional park infrastructure to include picnic areas, tot lots, courts, athletic fields, park amenities, and equipment.
2. Provide and oversee general landscape maintenance services at all city parks and facilities.
3. Provide skilled maintenance services at all city parks.
4. Provide ongoing technical and maintenance training to Parks' maintenance employees.
5. Administer, evaluate, and modify current and future park maintenance contracts. Prepare bid documents for bidding contract maintenance services.
6. Provide landscape technical assistance, plan check services, and perform field inspections for city and private development projects.
7. Oversee contractors, to include, conducting regular inspections of all contract maintenance services at city parks, city facilities, and rights-of-way, in order to ensure compliance with maintenance specifications.
8. Provide administrative service for projects in parks, city facilities, and landscape assessment districts.
9. Operate clean, safe, and functional facilities to meet the community's needs.

WORK PLAN FOR 2021-22

1. Continue to improve administrative processes and practices for managing contract services, drafting bid documents, completing Agenda Reports and related documents, and tracking all agreements and bidding actions and documentation through June 2022. [2d]
2. Continue implementing practices in parks and city facilities to refine irrigation programming and maximize water conservation through remotely monitoring Calsene irrigation controllers by phone and computer through June 2022 [2d]
3. Continue replacing trees and effectively manage the tree inventory, using mobile technology, park-specific tree palettes, and refining the procedure for tree replacement through June 2022. [3a]
4. Continue efforts to manage impacts resulting from transient activity and abandoned property in park facilities through June 2022. [1a]
5. Manage the Park Security Program contract to ensure appropriate patrol coverage and make modifications as necessary for protection of City property and safety during closed park hours through June 2022. [1a]
6. Manage ongoing maintenance of the Santiago Creek to ensure continued access, visibility, and safety, by June 2022. [1a]
7. Continue to monitor and evaluate new options for a successful integrated pest management program, balancing the need for effective weed and pest control, the mandates for conservation of valuable natural resources, and the demand for safe and well-manicured recreation areas through June 2022. [3b,3c]

8. Closely monitor and evaluate the impacts of the new the Pesticide Free Maintenance Programs at Killefer, Le Veta, and Santiago Hills Parks through June 2022. [3b]

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. Manage a maintenance program for the 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 2020-2021

1. Continue to make repairs to existing landscape where plant material has died and slopes require erosion control through June 2022. [3a]
2. Provide landscape and other facilities maintenance to meet city standards that will maintain the efficacy of the bio-swales through June 2022. [3a]



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COMMUNITY SERVICES | Santiago Hills Landscape Maintenance District 86-2/15-1

PROGRAM DESCRIPTION

Santiago Hills Landscape Maintenance District provides contract administration and supervision for landscape maintenance services for the Santiago Hills Landscape Assessment District 86-2 and 15-1.

SERVICE OBJECTIVES

1. Provide landscape contract administration and supervision of maintenance services for the Assessment District.
2. Respond to homeowner concerns, research and resolve issues, follow through and complete maintenance requests in a timely manner.
3. Continue with ongoing repair of existing irrigation systems of old or damaged components to ensure optimum system efficiency.
4. Ensure that the landscape contractor implements water saving measures through efficient use of the central irrigation management system.
5. Continue effective management of maintenance funds and adjust priorities as challenges or opportunities present themselves.
6. Ensure the landscape contractor is compliant with the maintenance specifications.
7. Assist the Public Works Department in the preparation of the annual reports for the Assessment District.

WORK PLAN FOR 2021-22

1. Continue to closely monitor overall landscape and tree maintenance in conjunction with community input received, focusing on replacement of plant material in existing landscape as needed through June 2022. [2d]
2. Work with the City's landscape contractor to continue to improve management of the Calsense Irrigation Control Systems and ensure efficient use of irrigation water by June 2022. [2d]
3. Continue to work with the Santiago Hills Community to address budget decisions, maintenance practices, and renovation plans focusing on environmental and financial sustainability by June 2022. [3a]
4. Continue to identify opportunities to improve overall maintenance and maintenance practices of the District through June 2022. [2d]
5. Continue with landscape renovations focusing on two corners located at White Oak and Newport Avenue through June 2022. [2d]



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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 2021-22

1. Continue to complete small landscape repairs to improve areas that have declined over time by June 2022. [2d]



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COMMUNITY SERVICES | Senior Services

PROGRAM DESCRIPTION

Senior Services provides for the support of the Orange Senior Citizens Center, senior meal programs, senior transportation services, and other related services. These programs are vital to the City's mission and help to strengthen the community as a whole. These services provide support to patrons who are in need and offer a facility to serve special populations.

SERVICE OBJECTIVES

1. Support and monitor the activities of the Orange Senior Center, run and managed by Orange Elderly Services, Inc.
2. Collaborate with Orange Elderly Services to facilitate the senior transportation contract with Orange County Transit Authority (OCTA), which provides over 12,190 trips annually.

WORK PLAN FOR 2021-22

1. Provide continued assistance to the Orange Senior Center in the areas of facility maintenance, program and service delivery, and transportation services through June 2022. [3a]
2. Continue to support Senior Center's Orange Elderly Services (OES) transportation program, Go Orange, to provide senior transportation services consistent with funding availability through June 2022. [3d]
3. Support OES to reopen senior services to full operations once COVID-19 pandemic guidelines allow through June 2022. [3e]
4. Partner with OES to implement a cooling facility at the senior center when it is over 90 degrees through June 2022. [3a]



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