

INTRODUCTION

The County Executive Office presents the Adopted Budget for FY 2000-01. This budget reflects Orange County's disciplined approach to fiscal management and is consistent with the priorities set forth in the County's 2000 Strategic Financial Plan. This budget was discussed at a public hearing on June 5 and 6, 2000 and adopted on June 20, 2000.

There are many factors, including the strength of the economy and actions taken in Sacramento and Washington D.C., that affect the total available financing for the programs and projects included in this budget. This report contains a guide to reading the budget document, a brief description of the County's form of government, Supervisorial Districts, mission statement and the County's "Steps to Success" corporate management system. This report reviews the State budget and economic factors influencing the County budget, provides summary budget information, and issues in various program areas of the budget.

I. A CITIZEN'S GUIDE TO READING THE BUDGET DOCUMENT

This document has been substantially improved to provide readers a greater understanding of each department's mission, organizational structure, and performance results as a context for the budget amounts. These efforts reinforce the County's focus on restructuring and continuous improvement. The introduction section contains several charts and tables which provide an overview of issues affecting the budget, sources and uses of funds and budgeted positions. Following the introduction are sections that contain presentations of each department and fund in the County's seven program areas. The seven program areas are:

1. Public Protection
2. Health and Community Services
3. Environmental Resources and Infrastructure
4. General Government
5. Capital Improvements
6. Debt Service
7. Insurance, Reserves and Miscellaneous

The presentation for each department within the seven program areas includes when applicable:

An *Operational Summary* including:

- Mission
- Goals
- Budget at a Glance
- Key Outcome (Performance) Measures (see following paragraph)
- Key Accomplishments of the past year

An *Organizational Summary* including:

- Overview Organization Chart with three levels of detail for most departments
- Description of each of the major activity levels
- Ten year staffing trend chart with highlights on staffing changes

A FY 2000-01 *Budget Summary* including:

- Department's plan for support of the County's strategic priorities
- Major changes in the base budget
- Recap of the department total budget
- Highlights of the key budget trends
- A matrix that shows all of the budgets under the department's control

Readers looking for budget information for a specific department can refer to the back of the book for the appropriate page number.

It should be noted that this is the first year that all County departments have included key outcome (performance) measures in their business plans and this budget document. The County has made a great deal of progress in achieving this milestone. Data collection procedures for some of the measures are still in development, so their results will be reported future documents. Some measures may be refined or changed as the County business plan process evolves.

Following the seven program areas is an appendix for readers who desire an additional level of budget detail including the department's total budget by major revenue and expense category and a recap of appropriations by activity.

II. ORGANIZATIONAL OVERVIEW

The Orange County's FY 2000-01 Adopted Budget presents the County's financial capacity and priorities in providing social, environmental, public health, safety and regional planning services for its residents. The County provides the public with a comprehensive array of public services through its 23 departments and through comprehensive community partnerships with public, private and non-profit agencies.

FORM OF GOVERNMENT

The County is a general law County divided into five supervisorial districts on the basis of registered voters and population. The County is governed by a five-member Board of Supervisors who serve four-year terms and annually elect a Chairman and Vice Chairman. The members of the Board of Supervisors by district are as follows:

CHARLES V. SMITH, CHAIRMAN, from the First District, representing the communities of Fountain Valley, Westminster, and portions of Garden Grove and Santa Ana

JAMES W. SILVA, VICE CHAIRMAN, from the Second District, representing the communities of Costa Mesa, Cypress, Huntington Beach, Los Alamitos, Seal Beach, Stanton, and portions of Garden Grove and Santa Ana

TODD SPITZER, from the Third District, representing the communities of Brea, Fullerton, La Habra, Lake Forest, Mission Viejo, Villa Park, Yorba Linda, and portions of Orange, Santa Ana and North Tustin

CYNTHIA P. COAD, from the Fourth District, representing the communities of Anaheim, Buena Park, La Palma, Placentia, and most of Orange

THOMAS W. WILSON, from the Fifth District representing the communities of Irvine, Laguna Beach, Laguna Hills, Newport Beach, Laguna Niguel, Laguna Woods, Dana Point, San Juan Capistrano, San Clemente, a portion of Tustin and Rancho Santa Margarita

COUNTY MISSION STATEMENT

In 1996, the County adopted its first mission statement to define Orange County government, its organizational focus and core businesses. Since that time, the mission statement has annually been reaffirmed by the Board of Supervisors based on input and suggestions from staff and other stakeholders. The County's mission statement reads:

The County of Orange is a collection of dedicated, public-spirited individuals, who together comprise a regional service provider and planning agency committed to maximizing resources and improving the quality of life for residents in Orange County. Our core businesses are public safety, public health, environmental protection, regional planning, public assistance, social services and aviation.

The County is committed to providing Orange County residents with the highest quality programs and services as articulated in its mission statement. Supporting this mission statement is a series of guiding principles that frame how the County operates and prioritizes its resources:

- **RELY ON THE STRATEGIC FINANCIAL PLAN** to make day-to-day decisions that consistently move the County toward its long-term goals.
- **VALUE OUR WORKFORCE** to ensure that citizens are served by a professional and dedicated workforce.
- **ENHANCE TECHNOLOGY** for productivity and service delivery to use modern methods to reduce costs and improve services.
- **COMMUNICATE COUNTY PRIORITIES** to ensure that our employees and partners understand how the County is achieving its long-term goals.

INNOVATIVE GOVERNMENT

As part of the Board's vision of an accountable, efficient and responsive government, the County began a comprehensive effort in 1996 to develop a process for effective decision-making and performance measurement. This effort is referred to as the "Steps to Success" corporate management system and has included a series of related, but independent initiatives to improve how the County plans and prioritizes its resources to achieve its organizational goals. The initiatives consist of:

- County Mission Statement
- Ongoing Restructuring
- Annual Departmental Business Plans
- Strategic Financial Plan
- Performance Measurement System

Beginning with the first restructuring effort in 1996, the County adopted a corporate culture of continuous improvement which challenges managers throughout the organization to continually evaluate how services are provided to determine whether they can better meet customer needs or be provided more efficiently. **Ongoing restructuring** refers to the process of continually reevaluating services to improve customer service, increase cost-effectiveness, and/or enhance service delivery. Through the development of **annual departmental business plans**, departments identify goals and objectives and develop strategies to achieve their goals within constrained financial resources.

The Strategic Financial Plan process provides the framework for implementing new programs and facilities as well as serving as the foundation for the annual budget. This framework enables the Board to make annual funding decisions within the constraints of a comprehensive, long-term perspective. Since 1998, the Strategic Financial Plan has been annually updated to review revenue and expense forecasts. New priorities are identified and considered every two years as part of a comprehensive re-adoption of the plan.

Complementing strategic and business planning is a comprehensive **County performance measurement system** which includes three main elements:

- **Community Indicators** - The first Community Indicators Report published in January 2000, provides a comprehensive assessment of Orange County in terms of economic development, education, environment, public safety, health and human services and culture.
- **Results Oriented Government** - Measuring outcomes and focusing on results is increasingly becoming a way of doing business for the County. Since July 1998, the County has been working to develop meaningful measures of the outcomes specific to each department's

mission and goals. In this FY 2000-01 Adopted Budget document, outcome measures and results are included for all departments.

- **Performance Incentive Program (PIP)** - Under the leadership of the Orange County Labor Management Task Force, the County continues to strengthen the link between employee performance and non-monetary incentives. PIP is designed to motivate and reward individual efforts to achieve County goals.

Each year the County makes progress in further integrating these tools into the way the County operates, prioritizes its resources, and makes decisions. Outcome measures, for example, are being used to evaluate investments in programs and the community indicators report helps identify target areas for future collaborative initiatives. A major step taken in this year's budget process was to link requested budget augmentations (requests for additional or new resources) to program performance results. Augmentation requests were reviewed against historical performance and used as a backdrop for evaluating program enhancements or expansions.

In FY 2000-01, the County will continue the progress made and strive for innovation in service delivery, strategic planning, and performance measurement. The County will look for ways to streamline the business plan process in customizing this tool for maximum organizational benefit. Through collaborative partnerships and input from the community, Orange County will continue to stand as an example of innovative government.

III. FINANCIAL OUTLOOK FOR FY 2000-01

STATE LEGISLATION AND BUDGET

With the signing of the State Budget and the blue-penciling of over \$1 billion in Legislative projects and initiatives, the 2000-2001 State Budget process concluded on June 30, 2000.

Although counties were not successful in their efforts to cap or return property tax revenues shifted to the State in the early 1990's, in the final days, the Administration approved \$212 million in one-time discretionary funding for local governments. Of this amount, Orange County is projected to receive approximately \$6.2 million in 2000-2001.

Many of Orange County's departmental programs and services benefited in the final budget and through other legislative efforts. The primary initiatives funded included:

Public Safety Departments (Sheriff-Coroner, District Attorney, Probation)

Public Safety Funding: The Citizens Option for Public Safety (COPS) program was made permanent and the budget appropriates \$121 statewide to cities and counties and \$2.6 million locally to the Orange County District Attorney and Sheriff.

Local Juvenile Justice Treatment and Prevention: This program, modeled after the COPS program, will provide \$121 million over the next two years for juvenile justice prevention and intervention programs. To receive the funds, counties must approve a comprehensive multi-agency juvenile justice plan to be submitted to the Department of Corrections. An estimated \$9.6 million will be available to Orange County.

Technology Grants for Local Law Enforcement: Of the \$75 million in block grants for the purchase of public safety technology and equipment, Orange County is projected to receive \$238,913 and its cities \$4,756,818.

Coroner administration building: \$10 million was appropriated for this Orange County project.

Health Care Agency

Medi-Cal/Healthy Family Changes: The primary features of the Governor's \$1.5 billion increase in health initiatives were increased provider rates (including a 40% Medi-Cal rate increase for emergency room physicians), expansion of eligibility to new populations, and easing of requirements for current recipients. In addition, last minute legislation (AB 1015 and AB 2900 by Assembly Member Martin Gallegos) extended the health insurance under the Healthy Families Program to parents of eligible children. These changes are anticipated to increase the number of persons insured through Medi-Cal and the Healthy Families programs, reducing uncompensated care costs to physicians and hospitals.

Children's Systems of Care (CSOC): New funding in the amount of \$15.5 million was included for this program. Of this Orange County is scheduled to receive \$1 million in additional funds to implement its CSOC program.

Reduced Administrative Fee for Disproportionate Share Hospital (DSH) Payments: DSH hospitals serve a high proportion of Medi-Cal patients. The State Budget includes a General Fund increase of \$55 million in the Medi-Cal program to backfill for an equivalent reduction in the state administrative fee. The state deducts this fee for the inter-governmental transfers that the state receives from public hospitals to finance DSH payments. UCIMC and several Orange County DSH hospitals will benefit from this reduction (approximately \$3-\$5 million).

Social Services Agency

Child Welfare Workers: The budget included \$125.9 million for child welfare services workers; of this amount, \$57.6 million was new money for 2000-2001. Orange County projects to fund 84 new workers with its allocation, projected at \$4.4 million.

CalWORKS: The Cal WORKS County Incentives Program (CIP) became the victim of its own success this year. Realizing that the CIP formula was resulting in approximately \$750 million a year to counties because of decreased client enrollments, the State revised the formula. Under the revised formula, counties would earn half of the reported grant savings due to increased earnings and the State obligation would be capped at the annual appropriation. In 2000-2001 budget, \$250 million is provided to pay arrearages accumulated through June 30, 2000. In 2001-2002, the State would pay off the remaining arrearage (approximately \$70 million) and would also implement the revised formula. Part of the deal required counties to forgo 25% of incentives previously earned to be eligible for future incentive payments. SSA anticipates receiving between \$10-12 million this year in incentive payments.

Foster Care/ Group Homes: The budget appropriates a rate increase of 2.96% effective July 1, 2000 and a 10% wage pass-through effective January 1, 2001. For Orange County, the estimated fiscal impact of the rate increase is \$570,000 for the wage increase \$1.3 million for the half year.

In Home Supportive Services: The budget provides a 3 percent rate increase beginning January 1, 2001 for non-public authority providers rate, implemented at the county's option. The estimated fiscal impact of the increase to Orange County would be \$70,000 for a half year if implemented.

Public Facilities and Resources Department

Local Transportation Projects: The Governor signed AB 2928, which includes approximately \$6.8 billion in funding over the next six years for local transportation projects. Of particular interest to counties was the appropriation for \$400 million which will be allocated to cities and counties in fiscal year 2000-01 and a portion of the gas tax to be allocated to counties over the next five years. This will provide an estimated \$12.9 million to Orange County for local road projects in 2000-2001 and \$3.2 million in funding for five years afterwards.

Flood Subventions: Continued repayment of State's share of federal flood subvention program (Santa Ana Main Stem Project) was included in the Budget. Payment of \$16 million to the Orange County Flood Control District is expected in 2000-01.

Urban Runoff: The County received approximately \$2 million for its urban runoff action plan for 2000-2001.

ECONOMIC ENVIRONMENT

Recent forecasts by both Chapman University and California State University, Fullerton indicate that the national economy will continue its healthy expansion in 2000 and 2001, albeit at a more moderate rate. In fact, recent economic indicators indicate that the nation's economy has now entered its longest period of economic recovery on record. The nation's unemployment rate is still at historically low levels, and this condition is expected to persist for some time. However, while this tight labor market has not significantly impacted labor costs, the threat of increased inflation from this situation remains a possibility. Energy costs have also recently raised fears of renewed inflation. A consensus of economists tend to agree that the Federal Reserve Board will continue to implement incremental increases in interest rates throughout 2000 to counter any overheating of the economy and resultant reinvigoration of inflation. This should represent the main moderating force on near-term economic growth.

State and local economic conditions are generally expected to follow national trends. The State Budget reflected these prevailing positive economic conditions, including continued unexpected revenues for the State's general fund. The performance of Orange County's economy is also expected to be healthy, exceeding the outlook for the nation. The

Gross County Product (a measure of the local economy produced by the Anderson Center for Economic Research at Chapman University) is expected to increase 5.2% percent in 2000, reaching \$118.5 billion. This compares to an increase of 2.7% in the nation's Real Gross Domestic Product (GDP).

Orange County's unemployment rate continues to represent one of the lowest in the State, and remains below state and national averages. March 2000 unemployment rates for the U.S., California and Orange County were recorded at 4.3%, 5.0% and 2.3% respectively. Job growth in the County should average 3.0% in 2000 according to Chapman University. This compares to a near record annual level of 5.3% during 1998 and growth of 3.5% in 1999. While still healthy, job growth is expected to continue to slow to 2.5% in 2001, rebounding slightly in 2002 to 2.7%, 2.8% in 2003, and slowing to 2.3% in 2004.

While the potential threat of renewed inflation is present, as indicated above, recent evidence indicates that inflation is still at historically low levels. The Consumer Price Index (CPI) for the nation grew by 3.7% in March 2000 over March of 1999, while the Index for the Orange County area increased by 3.4% during this same time period. Inflation in Orange County is expected to remain relatively low, in the 2.5% to 3.0% range, through 2004.

According to the California Association of Realtors, in February 2000, the median price of an existing single family home in Orange County increased 12.5% over February of the previous year, reaching \$306,150. Housing appreciation has been rapid in response to high demand as a result of steady job growth, relatively low interest rates and a tight supply of housing. While still healthy, Chapman University is projecting that housing appreciation will slow down from an 11% average increase for 1999 to 8.0% in 2000, due mainly to slower economic growth.

Orange County's median family income is projected to increase 3.8% in 2000, reaching \$65,916. Taxable sales are expected to increase by 6.2%, 6.2%, 6.9%, 6.8% and 6.2% annually between 2000 and 2004. The current economic environment in Orange County should continue to have a positive impact on the receipt of general purpose and other revenue sources that the County depends upon to fund its operations. These generally favorable economic trends should also help reduce some of the service demands placed on County government. Current trends in income and taxable sales should also have a positive impact on the County budget.

MAJOR REVENUE AND EXPENSE ASSUMPTIONS

The County budget includes a wide variety of funding sources. Although the schools receive about 65% of the total property tax and cities about 11%, the County General Fund's share of property tax is estimated to grow by 6%. Motor vehicle license fees to the County General Fund, net of \$14.5 million intercepted for the County's 1995 Recovery Bonds, are expected to grow by 2%. Public Safety Sales Tax, allocated 80% to the Sheriff and 20% to the District Attorney, is expected to grow by 6.5%. Health & Welfare realignment revenue from the State, dedicated primarily to Health, Mental Health and Social Services, is expected to grow by a much slower 1.6%.

BUDGET POLICIES AND GUIDELINES

In January 2000, the CEO issued budget development policies and guidelines to all County departments as a starting point for the FY 2000-01 budget development. These policies included:

1. **Consistency with Strategic Financial Plan and Business Plan Concepts:** Base operating budget requests shall be consistent with the elements and concepts contained in the Strategic Financial Plan and the Business Plans. Department heads are responsible for using these planning processes and program performance measurement to evaluate existing programs and redirect existing resources as needed for greater efficiency and to reduce cost.
2. **Salaries & Employee Benefits:** The County's Advanced Budget Preparation System salary calculation results set regular salary and employee benefits base budgets. The vacancy factor is set at the historical actual vacancy rate (12 months ending December 1999 per the Master Position Control reports) for each department. This methodology was introduced for the FY 1999-2000 salary calculations and helped the departments budget realistic salary appropriation levels. Merit and step increases are included per existing agreements.
3. **Services & Supplies:** Services and supplies shall be budgeted at a realistic level as compared to actual use during last fiscal year and current year-end projections with adjustments outlined in the base budget section.
4. **Cost Applied and Revenue:** Program revenues are to be used to offset the department's proportional share of operating cost changes. Program revenues are to be used for caseload growth. One-time revenues shall be used for one-time expenses. Departmental fees are to be set at full cost recovery. Departments should be ready to demonstrate that their fee studies are current. New revenue sources pending legislation or grant approval will be considered during the quarterly budget report process and should not be included in the base budget request (i.e. when legislation is passed or grants awarded).
5. **Net County Cost (NCC):** Net County Cost is the difference between General Fund Departmental revenues and requirements and is funded by the County's general purpose revenues. The 2000 Strategic Financial Plan projected an ongoing general purpose revenue gap of \$20 million in FY 2005-06. Given this, the County needs to take measurable, realistic and strategic actions today to eliminate this deficit and prevent its growth. The County is working today to make sure resources are dedicated to the highest priorities and taking actions now to reduce the strain on the Board's discretionary revenues. Accordingly the budget policy limits departmental expenditure growth to an amount at or below the amount in the 2000 Strategic Financial Plan. The budget policies also stress the need to reprioritize existing resources. Departments were instructed to begin a four-step process to further reduce costs to help close the projected gap:
 - Reduce or eliminate lower priority or less effective programs or services, and/or identify opportunities for partnerships with other entities
 - Find efficiencies and savings through streamlining processes, overhead reduction and use of technology
 - Evaluate fees to ensure full cost recovery and find new revenue sources
 - Identify legislative changes that can reduce costs or enhance revenues

- 6. Augmentations (requests for new resources):** Augmentations are requests for new resources that require a policy decision by the Board. All augmentation requests must include performance measures that clearly outline the department's intended outcome(s) resulting from the receipt of the additional resources. The department head must certify that all potential alternatives for redirecting existing resources have been examined and that there are no lower priority items that can be reduced or eliminated in order to free up existing resources. Long term vacant positions will be used in all departments before new positions are added.

CONSISTENCY WITH THE 2000 STRATEGIC FINANCIAL PLAN

On November 9, 1999 the Board adopted the 2000 Strategic Financial Plan. Based on the development of the County's mission statement and departmental business plans, this plan serves as a tool for identifying available resources, core business operating requirements and capital needs. The plan helps identify when resources become available for major projects and when those projects can be started. The plan serves as the framework for this Adopted Budget. Elements from the plan incorporated into the FY 2000-01 Adopted Budget are:

- General purpose revenues and fund balance available at \$454 million; that when adjusted for \$35.1 million withdrawn from reserves is within 1.5% of plan amount
- Increase General Fund Contingencies from \$20 to \$21 million
- Fund \$12.4 million of deferred maintenance and ADA projects
- Increase the Debt Prepayment Fund by \$5 million
- Increase reserves for Strategic Priorities by \$25.5 million
- Completion of Theo Lacy Expansion Phase II (384 beds, \$10.2 million)
- Improve Juvenile Detention Facilities (\$4 million)

IV. FINANCIAL SUMMARY OF THE FY 2000-01 ADOPTED COUNTY BUDGET

Preceding the budget program sections, the following charts and tables are provided as an overview of the budget:

1. County Organization Chart
2. Total County Budget by General Purpose Revenues, Other General Funds and Dedicated Revenues
3. Total County Budget All Funds Controlled by the County Board of Supervisors
4. Total County Revenues by Source
5. Total County Appropriations by Program (Seven Program areas)
6. General Fund Sources & Uses of Funds
7. General Fund Appropriations by Program
8. General Purpose Revenues and FBA
9. General Fund Net County Cost by Program
10. Public Safety Sales Tax
11. Health & Welfare Realignment Sources & Uses
12. Authorized Positions by Program
13. Total County Budget Comparison to Prior Fiscal Year by Program and Department
14. Total Budgeted Positions Summary by Program and Department

HIGHLIGHTS OF THE FY 2000-01 ADOPTED BUDGET

In addition to the specific ways in which this budget is consistent with the 2000 Strategic Financial Plan, additional highlights and issues include:

Total Budget:

- First County budget to include performance measures linked to specific budget requests
- Total County Budget is \$4.5 billion, an increase of 17% over the previous budget. The percentage increase is unusually high because the budget includes various

options of dealing with the County's share of the National Tobacco Settlement (NTS) including potential securitization.

- Total budgeted positions are 16,416, and increase of 2.5% over the previous budget
- Helps close the projected FY 2005-06 gap between general purpose revenues and requirements by \$3 to \$5 million.

Specific Program Highlights:

- Growth in Public Safety Sales Tax dedicated to Sheriff and District Attorney provides an additional \$13 million, enabling those departments to fund nearly all their requests
- Recommends additional resources for the District Attorney/Family Support Division as planning begins for the division to become an independent department
- Total Health Care Agency (HCA) funding grows by more than 14% to \$353 million. (Excludes \$8 million in frozen Tobacco Settlement funds.) The County General Fund contribution to HCA grows by \$8 million or 25%.
- The County's Tobacco Settlement funds, nearly 29.9 million for FY 2000-01, are accounted for in the budget. In November, 1999, as part of the adoption of the 2000 Strategic Financial Plan, the Board proposed the use of as much of the NTS funds as necessary to eliminate the outstanding Pension Obligation Bonds and the 1995 Recovery Bonds. The Board also directed that 50% of the funds be dedicated to health programs and services. During the budget hearings, the Board froze the FY 2000-01 Tobacco Settlement funds pending the outcome of the local November, 2000 ballot initiatives regarding the use of these funds.
- Increases the County General Fund contribution to Foster Care by \$3.5 million or 16%.
- Includes the new Workforce Investment Act budget of \$12.4 million to be used to carry out the new Federal program of workforce development. Core services

including job search information, labor market information and initial needs assessment will be offered to all in need.

- The Local Redevelopment Authority (El Toro Reuse) budget of \$12.6 million includes \$2.2 million for non-aviation options planning.
- Funds major capital items including:
 - Construction of Foothill Ranch library and planning for Wheeler Branch library at Irvine Historic Park.
 - Property acquisition related to the Prado Dam on the Santa Ana River
 - Construction of various flood control channel improvements (\$41 million)
 - Re-use plan for Mile Square Park multi-use area
 - Completion of the Upper Newport Bay Regional Park Interpretive Center
 - Crown Valley Parkway bridge over the Arroyo Trabuco
 - Seismic retrofit of Adams Avenue bridge over the Santa Ana River
 - Design a new children's group home at the former Tustin Air Base
 - Design of Rancho Potrero Leadership Academy (Probation facility)
 - Construction of various Americans with Disabilities Act retrofit and deferred maintenance projects at various County facilities.
- Reflects annual savings of nearly \$11 million from the tender of \$276 million (43%) of the County's Pension Obligation Bonds. The remainder of the bonds were defeased by June 30, 2000.

V. SUMMARY

This Adopted Budget serves as a realistic plan of resources available to carry out the County's core businesses and priorities. It is consistent with the County's mission, and corporate management system including the strategic financial plan and departmental business plans. It follows the CEO budget policy guidelines, meets the majority of departmental requests, increases resources for critical capital needs and meets important contingency fund and debt reduction goals.

VI. NEXT STEPS

The Board adopted this budget on June 20, 2000. During the year, the CEO will present the Board with quarterly budget status reports and recommend appropriate changes as needed including changes which may arise from final County fund balances, adoption of the State budget, new legislation, etc. The first quarter budget report is scheduled for the Board meeting of November 7, 2000.

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Review the budget document on-line at:

- <http://www.oc.ca.gov/ceo/finance/>