



City Council Agenda

Tuesday, February 18, 2020

5:45 p.m. - Closed Session

6:30 p.m. - Study Session

7:00 p.m. - General Session

Marty Simonoff, Mayor

Steven Vargas, Mayor Pro Tem

Cecilia Hupp, Council Member

Christine Marick, Council Member

Glenn Parker, Council Member

This agenda contains a brief general description of each item Council will consider. The City Clerk has on file copies of written documentation relating to each item of business on this Agenda available for public inspection. Contact the City Clerk's Office at (714) 990-7756 or view the Agenda and related materials on the City's website at www.cityofbrea.net. Materials related to an item on this agenda submitted to the Council after distribution of the agenda packet are available for public inspection in the City Clerk's Office at 1 Civic Center Circle, Brea, CA during normal business hours. Such documents may also be available on the City's website subject to staff's ability to post documents before the meeting.

Procedures for Addressing the Council

The Council encourages interested people to address this legislative body by making a brief presentation on a public hearing item when the Mayor calls the item or address other items under **Matters from the Audience**. State Law prohibits the City Council from responding to or acting upon matters not listed on this agenda.

The Council encourages free expression of all points of view. To allow all persons the opportunity to speak, please keep your remarks brief. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Council rules prohibit clapping, booing or shouts of approval or disagreement from the audience. PLEASE SILENCE ALL PAGERS, CELL PHONES AND OTHER ELECTRONIC EQUIPMENT WHILE COUNCIL IS IN SESSION. Thank you.

Special Accommodations

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk's Office at (714) 990-7757. Notification 48 hours prior to the meeting will enable City staff to make reasonable arrangements to ensure accessibility. (28 CFR 35.102.35.104 ADA Title II)

Important Notice

The City of Brea shows both live broadcasts and replays of City Council Meetings on Brea Cable Channel 3 and over the Internet at www.cityofbrea.net. Your attendance at this public meeting may result in the recording and broadcast of your image and/or voice as previously described.

CLOSED SESSION
5:45 p.m. - Executive Conference Room
Level Three

CALL TO ORDER / ROLL CALL - COUNCIL

1. Public Comment

Closed Session may convene to consider matters of purchase / sale of real property (G. C. §54956.8), pending litigation [G.C. §54956.9(d)(1)], potential litigation [G.C. §54956.9(d)(2)(3) or (4)], liability claims (G. C. §54961) or personnel items (G.C. §54957.6). Records not available for public inspection.

2. Conference with Legal Counsel Pursuant to Government Code Section 54956.9(d)(4) - Anticipated Litigation.

Initiation of Litigation: 1 potential case.

3. Conference with Real Property Negotiators Pursuant to Government Code Section 54956.8.

Property: Brea Museum Leasehold, 495 S. Brea Boulevard, Brea, CA

City of Brea Negotiator: City Manager Bill Gallardo

Negotiating Parties: Brea Historical Society

Under Negotiation: Price and Terms of Payment

4. Conference with Legal Counsel Pursuant to Government Code Section 54956.9(d)(1) - Existing Litigation.

Name of Case: Clark v. City of Brea et al. (Case No. 30-2019-01109202-CU-WM-CJC)

STUDY SESSION
6:30 p.m. - Executive Conference Room
Level Three

CALL TO ORDER / ROLL CALL - COUNCIL

5. Public Comment

6. Clarify Regular Meeting Topics

DISCUSSION ITEMS

7. Appointments to the Parks, Recreation, and Human Services Commission and the Investment Advisory Committee.

8. 2020-2021 City Council Priorities and Projects

REPORT

9. Council Member Report/Requests

GENERAL SESSION
7:00 p.m. - Council Chamber
Plaza Level

CALL TO ORDER/ ROLL CALL - COUNCIL

- 10. Pledge of Allegiance: Girl Scout Troop 4123
- 11. Invocation: Daniel Mendoza, Celebration OC
- 12. Commendation: Andrew Kim, Spoonful Corporation
- 13. Presentation: Avalon Bay Communities Donations to Brea Fire Department, Brea Police Department and Brea Senior Center
- 14. Presentation: Orange County Registrar of Voters - New Election Procedures/Locations
- 15. Report - Prior Study Session
- 16. Community Announcements
- 17. Matters from the Audience
- 18. Response to Public Inquiries - Mayor / City Manager

ADMINISTRATIVE ITEMS - *This agenda category is for City Council consideration of a wide variety of topics related to the City's operations. Public comments regarding items in this section should be presented during "Matters from the Audience."*

- 19. **FY 2019-20 Mid Year General Fund Operating and and Capital Improvement Program (CIP) Budget Update and City Council Direction on the City's General Fund Revenues over Expenditures for Prior Fiscal Year (FY 2018-19)** - Receive mid-year budget update presentation for the City's General Fund and Capital Improvement Program; and Provide direction on the allocation of the City's General Fund revenues over expenditures for prior fiscal year (FY 2018-19).
- 20. **Brea Police Department Organizational Assessment and Staffing Needs Analysis** - Receive and file the Review of Police Services and Staffing Report report on an Organizational Assessment and Staffing Needs Analysis of the Brea Police Department conducted by the consulting group Management Partners. There is no fiscal impact to the General Fund.

21. **Synrgo Project and Associated California Municipal Finance Authority Bond Financing** - 1) Determine whether to support a proposed project of Synrgo Inc. (Synrgo) to acquire two M2 General Industrial properties, make interior improvements to existing buildings on the properties and add new equipment, and obtain California Municipal Finance Authority (CMFA) bond financing for the project; 2) Determine whether to make the following public benefit findings for the project: (i) economic development and business expansion; (ii) job development; (iii) building rehabilitation and new equipment; (iv) business retention; and (iv) increased local revenue; and 3) Determine whether to authorize the City Manager to deliver a letter to CMFA regarding the City's support and public benefit findings.

CONSENT CALENDAR - *The City Council/Successor Agency approves all Consent Calendar matters with one motion unless Council/Agency or Staff requests further discussion of a particular item. Items of concern regarding Consent Calendar matters should be presented during "Matters from the Audience."*

CITY COUNCIL - CONSENT

22. **February 4, 2020 City Council Regular Meeting Minutes** - Approve.
23. **Amend the Part-Time Employment and Benefits Policy to Revise Salary Range for the Facilities Worker Position** - Approve a resolution amending the Part-Time Employment and Benefits Policy by revising the salary range for the Facilities Worker position. Approval will result in approximately \$15,000 in additional funds from the general fund per fiscal year.
24. **Outgoing Payment Log and February 7 and 14, 2020 City Check Registers** - Receive and File.

ADMINISTRATIVE ANNOUNCEMENTS

25. **City Manager**
26. **City Attorney**
27. **Council Requests**

COUNCIL ANNOUNCEMENTS

ADJOURNMENT

City of Brea

COUNCIL COMMUNICATION

TO: Honorable Mayor and City Council Members
FROM: Bill Gallardo, City Manager
DATE: 02/18/2020
SUBJECT: 2020-2021 City Council Priorities and Projects

RECOMMENDATION

City Council to review and approve the list of 2020-2021 City Council Priorities and Projects.

BACKGROUND/DISCUSSION

On January 17, 2020, the City Council and Executive Staff identified and discussed priorities and project goals for the upcoming fiscal year. The attached document contains the drafted list of City Council Priorities and Projects for Fiscal Year 2020-2021 in no particular order.

RESPECTFULLY SUBMITTED:

William Gallardo, City Manager
Prepared by: Melissa Davis, Management Analyst I

Attachments

2020-2021 City Council Priorities

2020-2021 CITY COUNCIL PRIORITIES AND PROJECTS

1. Continue to Manage and Pay Down Unfunded Pension Liability and Manage the Other Post-Employment Benefits (OPEB)
2. Support Advocacy for Pension and Workers Compensation Reform
3. Continue Next Steps for Downtown / Central Brea Proactive Planning
4. Prepare to Support the Changing Needs and Interest of a Significant Increase in our Senior Population
5. Determine Future Service Needs and Funding
 - a. Police Department
 - b. Fire Department
 - i. Further Brea / Fullerton Fire Department Partnership
 - ii. Evaluate Emergency Medical Transport
 - c. Public Works
6. Continue Planning Needs for Parks, Recreation, and Human Services and Cultural Arts
 - a. Continue Engagement of the Community, the Commissions, and the City Council to Complete Master Planning Efforts for Both Parks, Recreation, and Human Services and Cultural Arts
 - b. Implementation of Identified Needs
7. Continue Development of the Tracks at Brea Trail
 - a. Facilitate the Tracks' Western Extension Towards La Habra
 - b. Explore Options for Further Trail Enhancements:
 - i. Lighting
 - ii. Walkway Connections
 - iii. Security Cameras
8. Renegotiate Refuse Franchise Agreement with Republic Industries
9. Complete Discussion with County Regarding State Permit for Olinda-Alpha Landfill
10. Explore and Consider Reclaimed Water Projects
11. Assess Traffic Impacts of New Development and Efficiencies for the Existing Circulation System

2020-2021 CITY COUNCIL PRIORITIES AND PROJECTS

12. Continue Regional Partnerships with Other Agencies (including NOCJPA)
13. Implement Methods to Improve Employee Relations, Retention, Attraction, and Investment
14. Support the Efforts to Reduce Homelessness in Orange County
 - a. Mental Health
 - b. Shelter
 - c. Addiction/Substance Abuse
 - d. Permanent & Supportive Housing

DRAFT

City of Brea

COUNCIL COMMUNICATION

TO: Honorable Mayor and City Council Members

FROM: Bill Gallardo, City Manager

DATE: 02/18/2020

SUBJECT: FY 2019-20 Mid Year General Fund Operating and Capital Improvement Program Budget Update and City Council Direction on the City's General Fund Revenues over Expenditures for Prior Fiscal Year (FY 2018-19)

RECOMMENDATION

1. Receive the mid-year budget update presentation for the City's General Fund and Capital Improvement Program (CIP); and,
2. Provide direction on the allocation of the City's General Fund revenues over expenditures from the prior fiscal year (FY 2018-19).

BACKGROUND/DISCUSSION

The mid-year budget presentation (Attachment A) provides an opportunity to reflect on how the City's General Fund finished financially for the prior fiscal year (FY 2018-19), as well as provides an opportunity to highlight emerging financial/budgetary trends with the current fiscal year (FY 2019-20) and preliminary projections for the next five fiscal years (FY 2020-21 through FY 2024-25). Additionally, new for this year is a mid-year update of the City's Capital Improvement Program (CIP). The information below highlights the City's General Fund prior fiscal year results, the current fiscal year estimates to date and projections for the next five years.

Fiscal Year 2018-19 (Prior Fiscal Year)

Staff is pleased to report the City's General Fund finished FY 2018-19 with revenues over expenditures of \$6,034,578. At budget adoption on June 18, 2019, this number was estimated to be \$3,871,565. The improvement of \$2,163,013 is primarily attributed to increased sales tax revenues, as well as departments underspending their budgets due to unanticipated vacancies and keeping vacant positions open throughout the entire organization. The City Council already approved \$2,453,903 to be carried to the current fiscal year to pay off the Energy Efficiency Loan which will result in total interest savings of \$587,537 over the next eight years. In addition, \$1,056,909 is needed to maintain the City's General Fund reserve policy level of 25 percent of the City's General Fund expenditures. The remaining revenues over expenditures balance is \$2,523,766.

Fiscal Year 2019-20 (Current Fiscal Year)

At budget adoption on June 18, 2019, the General Fund for the current fiscal year was balanced with revenues over expenditures estimated to be \$172,588. As a reminder, the current fiscal year includes the first year of the updated fire deployment proposal that would add one firefighter position at Station No. 1 and corresponding overtime.

For Fiscal Year 2019-20, the preliminary year end estimates result in revenues over expenditures of \$2,509,567, mostly due to unanticipated sales tax revenues. Overall, these preliminary numbers (including 1st quarter budget adjustments) have a \$2.3 million net positive impact on the City's General Fund budget than was previously projected at budget adoption of \$172,588. These figures will continue to be updated through the upcoming budget process.

FY 2020-21 through FY 2024-25 (Five Year Projection)

The preliminary projections being presented for FY 2020-21 through FY 2024-25, are staff's best projections based upon information known today and will be refined as we move through the budget process for FY 2020-21. With preliminary revenues and budget assumptions, the projected revenues over expenditures for future fiscal years are as follows:

FY 2020-21	\$1,697,772
FY 2021-22	\$1,794,090
FY 2022-23	\$1,957,528
FY 2023-24	\$1,596,210
FY 2024-25	\$1,090,542

These projections assume an overall two percent (2%) increase in all operating expenditures. Staff anticipates that certain operating and maintenance contracts may increase more than two percent; however as a whole, two percent overall growth is a reasonable assumption.

While these are improved projections over what was projected June 2019, staff cautions these projections do not take into consideration any recessionary impacts that may occur in the future. Additionally, it is important to note that these projections do not include department submittals for the upcoming fiscal year (FY 2020-21) and beyond which will change the projections presented tonight. Budget submittals from departments were due February 14, and are currently being evaluated by staff. Staff will provide an updated five year projection at the Council Budget Workshop in May.

Revenues over Expenditures for FY 2018-19

As part of the presentation, staff would also like direction on allocating prior year revenues over expenditures for the City's General Fund. As previously mentioned, the available prior year revenues over expenditures balance is \$2,523,766. Based upon the City's current fiscal policy, the \$2,523,766 would be transferred as follows:

- 95% - Fixed Asset Replacement Fund (FARP)
- 5% - City's Other Post Employment Benefit (OPEB) Fund

However at the FY 2019-20 Budget Workshop on May 21, 2019, the City Council expressed interest in establishing an Other Post Employment Benefit (OPEB) Trust Fund through PARS to assist in paying down the City's OPEB Unfunded Liability pending the results of FY 2018-19 year-end. The City's total OPEB liability was \$25.6 million as of June 30, 2019. Based upon the 2017 Actuarial Valuation Report for the City's Retiree Healthcare Plan, the City's Annual Required Contribution (ARC) is approximately \$2.56 million. The ARC covers the cost of the current retiree benefit obligations ("pay-as-you-go"), as well as pays down the City's unfunded liability obligation.

Currently, the City's OPEB Fund (Fund 150) has approximately \$155,000. Based on the City Council's comments during the previous budget process, staff is recommending that the \$2,523,766 be set a side in a separate Other Post Employment Benefit (OPEB) Trust Fund along

with the \$155,000 with the intention to pay down the City's unfunded OPEB liability. The pay down of the City's unfunded liability can be accomplished by paying the ARC amount annually versus the current "pay-as-you-go" method. Therefore, staff also recommends that the City's budget include a plan to increase the annual OPEB amount over the next ten to fifteen years from the current "pay-as-you-go" funding amount (approximately \$890,000) to the full ARC (approximately \$2.5 million). Additionally, it is noted that the actuarial valuation and the ARC are re-calculated every two years, and the 2019 Actuarial Valuation Report is expected to be completed this year.

RESPECTFULLY SUBMITTED:

William Gallardo, City Manager

Prepared by: Alicia Brenner, Senior Fiscal Analyst

Concurrence: Cindy Russell, Administrative Services Director

Attachments

Presentation

MID YEAR BUDGET UPDATE

February 18, 2020

AGENDA

- Prior Year Fiscal Recap
- Economic Outlook
- Current Year Review
- Five Year Projection and Assumptions
- Discussion: *Prior Year Revenues over Expenditures*

PRIOR YEAR RECAP

Fiscal Year Ending 2018-19

	YEAR END ESTIMATE	ACTUALS	CHANGE
REVENUES	\$58,887,458	\$59,953,252	\$1,065,794
EXPENDITURES	\$55,015,893	\$53,918,674	\$1,097,219
REVENUES OVER EXPENDITURES	\$3,871,565	\$6,034,578	\$2,163,013

ECONOMIC OUTLOOK

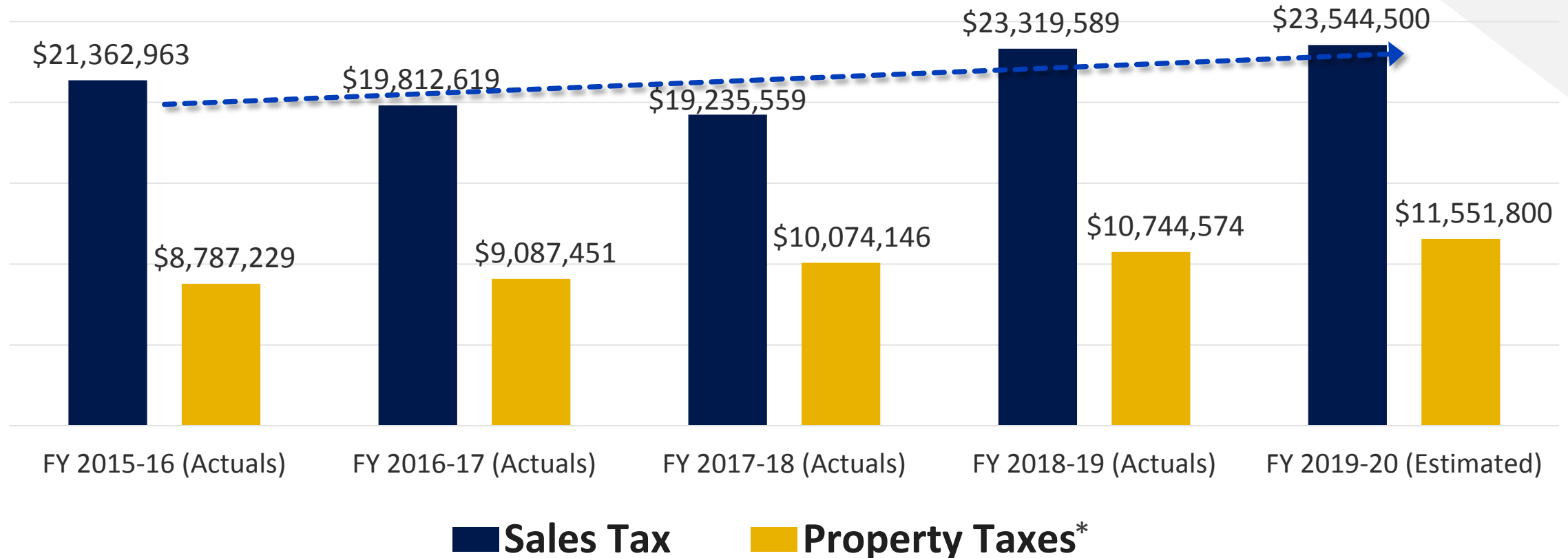
What's on the Horizon?

- Continuing new development
- Increasing demand for city services
- Steady sales tax and property tax revenue
- Strong consumer spending
- Increasing costs for goods and services



CURRENT YEAR REVENUES

Fiscal Year Ending 2019-20



* Excludes Paramedic Tax

CURRENT YEAR EXPENDITURES

Fiscal Year Ending 2019-20

- Pending department budget submittals
- Includes staffing reorganization within Management Services, Community Development and Public Works
- Includes operation costs for Brea Creek Golf Course
- Includes the transition of the Business License Administration function to HdL Companies
- Pays off the Energy Efficiency Loan that will provide total interest savings of \$587,537 over the next eight years

FIVE YEAR PROJECTIONS

	Final FY 2018-19	Estimated Year End FY 2019-20	Projected Budget FY 2020-21	Projected Budget FY 2021-22	Projected Budget FY 2022-23	Projected Budget FY 2023-24	Projected Budget FY 2024-25
Available Beginning Fund Balance	\$0	\$6,733,368	\$5,732,123	\$7,321,443	\$8,641,325	\$9,108,062	\$9,524,543
Revenues	58,134,601	58,556,427	59,727,887	61,721,040	63,751,428	65,056,033	66,424,711
Carryovers/Encumbrances From Reserves	929,451	1,255,014	0	-	-	-	-
Transfers In	889,200	844,435	550,000	550,000	550,000	550,000	550,000
Total Revenues	59,953,252	60,655,876	60,277,887	62,271,040	64,301,428	65,606,033	66,974,711
Expenditures	49,600,839	55,224,102	56,099,948	57,839,905	59,500,848	60,930,132	62,590,416
Capital Equipment	180,523	857,177	422,849	431,306	439,932	448,731	457,705
Carryovers/Encumbrances	1,255,014	0	-	-	-	-	-
Transfers-Out	1,935,298	1,298,030	1,290,318	1,288,739	1,336,120	1,363,961	1,369,048
Ongoing Fixed Asset Replacement							
Fixed Asset Replacement Fund	600,000	600,000	600,000	750,000	900,000	1,100,000	1,300,000
Brea Community Center	167,000	167,000	167,000	167,000	167,000	167,000	167,000
Birch Hills Golf Course (FARP)	180,000	-	-	-	-	-	-
Total Expenditures	53,918,674	58,146,309	58,580,115	60,476,950	62,343,900	64,009,823	65,884,169
Revenue over Expenditures*	6,034,578	2,509,567	1,697,772	1,794,090	1,957,528	1,596,210	1,090,542
Transfer to FARP & OPEB	-	-	-	-	-	-	-
Transfer(to)/from Reserves	698,790	(1,056,909)	(108,452)	(474,209)	(466,738)	(416,481)	(468,586)
Payoff of energy efficiency loan	-	(2,453,903)	-	-	-	-	-
Available Ending Fund Balance	\$6,733,368	\$5,732,123	\$7,321,443	\$8,641,325	\$9,108,062	\$9,524,543	\$9,993,129
Required Reserves							
Operating Reserve 10%	5,391,867	5,814,631	5,858,012	6,047,695	6,234,390	6,400,982	6,588,417
Budget Stabilization Reserve 15%	8,087,801	8,721,946	8,787,017	9,071,542	9,351,585	9,601,473	9,882,625
	13,479,669	14,536,577	14,645,029	15,119,237	15,585,975	16,002,456	16,471,042
Total General Fund Reserve as a % of Total Expenditures	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%

*Includes all FY 2019-20 General Fund decision packages. Proposed Fire deployment schedule is included for FY 2019-20 through FY 2021-22

ASSUMPTIONS

FISCAL YEAR ENDING 2020-21

- Overall operational growth (including transfers) 0.75%
- Overall revenue growth (including transfers) - 0.62%
 - Sales tax 1.25%
 - Property tax 6.76%
- Includes energy efficiency loan payoff savings
- Includes fire deployment proposal
- Includes updated PERS Rates
- Community Center Replacement Funding \$167,000
- Fixed Asset Replacement Funding \$600,000

ASSUMPTIONS

FISCAL YEAR ENDING 2021-22

- Overall operational growth (including transfers) 3.24%
- Overall revenue growth (including transfers) 3.31%
 - Sales tax 2.77%
 - Property tax 4.99%
- Increased Transient Occupancy Tax related to new hotel (est. January 2022)
- Includes fire deployment proposal
- Includes updated PERS Rates
- Community Center Replacement Funding \$167,000
- Fixed Asset Replacement Funding \$750,000

ASSUMPTIONS

FISCAL YEAR ENDING 2022-23 thru 2024-25

- Average overall operational growth (including transfers) 2.80%
- Average overall revenue growth (including transfers) 2.06%
 - Sales tax 2.56%
 - Property tax 2.74%
- Includes energy efficiency loan payoff savings
- Includes updated PERS Rates
- Community Center Replacement Funding \$167,000
- Fixed Asset Replacement Funding \$900,000 to \$1,300,000

DISCUSSION

Prior Year Revenues
over Expenditures

FY 2018-19

CURRENT FISCAL POLICIES

- *The City will maintain General Fund contingency reserves at a level at least equal to 25% of the City's General Fund expenditures.*
- *Any revenues over expenditures from the prior fiscal year shall be transferred as follows: 95 percent to the City's Fixed Asset Replacement Fund (FARP) and 5 percent to the City's Other Post-Employment Benefits Fund (OPEB).*

PRIOR YEAR REVENUES OVER EXPENDITURES

Fiscal Year Ending 2018-19

REVENUES OVER EXPENDITURES	\$6,034,578
<i>Payoff Energy Efficiency Loan</i>	<i>(\$2,453,903)</i>
<i>Maintain 25% General Fund Reserve Policy (Est.)</i>	<i>(1,056,909)</i>
AVAILABLE REVENUES OVER EXPENDITURES	\$2,523,766

OTHER POST EMPLOYMENT BENEFITS (OPEB)

- **OPEB Unfunded Liability** *(as of June 30, 2019)*: \$25.6 Million
- **Payment Options**
 - Pay-as-you-go (\$882,455)
 - Annual Required Contribution ¹ (\$2.56 million)
- **Members**
 - 233 active employees
 - 293 retirees receiving or entitled to monthly benefits

¹ Based upon the June 30, 2017 Actuarial Valuation Report; Bartel Associates, LLC

RECOMMENDATION

- *Establish an OPEB Account with PARS; and*
- *Contribute prior year revenues over expenditures of \$2,523,766 to the account with the goal to pay the Annual Required Contribution Amount*

2020 MID-YEAR CIP BUDGET UPDATE

CITY COUNCIL MEETING

February 18, 2020

TOPICS

- Background
- Recently Completed Projects
- Project Status
 - Construction
 - Advertise/Award
 - Design
 - Planning
- Next Steps

BACKGROUND

- City Council Approved 7 Year Capital Improvement Program
- Effectively plans City's Infrastructure, Facilities and Assets
- Outlays the future of Projects
- Shows and Identifies Budgets
- The Big Picture

RECENTLY COMPLETED PROJECTS

1. Birch and Brea Intersection Paving	\$56K
2. Arovista Park Slope Repair	\$200K
3. Fire Station 3 Metal Roof Replacement	\$400K
4. Brea Fitness Center Flooring	\$58K
5. HVAC Replacement at Civic Center	\$50K
6. Cliffwood Industrial Park Water Main Alley E/O Puente Alley E/O Redwood	\$3,300K
<hr/>	
TOTAL	\$4,064K

PROJECT STATUS - CONSTRUCTION

Project	Status
• SR-57 Freeway/Lambert Road Interchange	Completion by December 2021
• Central Avenue 8" Sewer Main Upsize	Completion by end of February 2020
• Senior Center Kitchen Enhancements	Construction Started February 10
• Dog Park Upgrades	Completion by end of March 2020
• HR & Finance Divisions Office Reconfigurations	Order Placed Start in April 2020
• North Brea Boulevard Underground Utility District	Few Poles Remaining
• Fire Station 3 Metal Roof Replacement	Substantially Complete, only Punchlist Items Remain

PROJECT STATUS – ADVERTISE/AWARD

Project	Status
• Puente Street & Gemini Water Main Replacement and Street Paving	Award in March 2020
• Eagle Hills Water Main Replacement and Street Paving	Design Complete and Ready to Advertise
• North Hills East Tract, Steele, Pleasant Hill & North Hill Water Main Replacement and Street Paving	Plans are Complete and Ready to Advertise
• Alley Repaving West of Flower North of Imperial West of Sycamore Btw Elm And Date St. West of Walnut	Plans are Complete and Ready to Advertise
• Imperial HWY Traffic Signal Synchro (Caltrans)	Project Awarded, will Start May 2020

PROJECT STATUS – DESIGN

Project	Status
• Imperial Hwy. and Berry St. Intersection Imp	Working with Caltrans and submitted Design Report
• ADA Transition Plan for Public Facilities	Report to Completed by April 2020
• Civic Center Security System Improvements	Material Ordered and Installed by May 2020
• Country Lane Street Repaving	Plans to be Completed by July 2020
• Berry Street Sidewalk Installation	Plans to be Completed by July 2020
• Arovista Park Parking Lot Rehabilitation	Plans to be Completed by July 2020

PROJECT STATUS – DESIGN (CON'T)

Project	Status
<u>UTILITIES</u>	
• Walnut Ave, Orange Ave, Juniper St. Napoli Tract & Various Streets in South Brea	Plans to be Completed by April 2020
• South Brea Sewer Main Line Replacement	Plans to be Completed by April 2020
• Country Hills Sub. New Water Service Connections and Street Paving	Plans to be Completed by July 2020
• Water Master Plan	Report to be completed by September 2020
• Construction of Booster St. #2 and #3 Enclosures	Plans to be Completed by December 2020
• Water Master Plan	Report to be Completed by September 2020
• Sewer Master Plan / Citywide Sewer CCTV	Report to be Completed by December 2021

PROJECT STATUS – PLANNING

Facilities

- City Facility & Median Landscape Improvements
- Arovista Park Restroom Repairs
- Tracks At Brea Expansion Study
- Tracks Segment 3 Drainage Repairs
- Tamarack Parking Lot Rehab
- Park Irrigation Design & Replace
- Skate Park Upgrades
- Fire Station No. 1 Seismic Upgrades

Traffic

- Illuminated Street Name Sign Upgrade
- Traffic Signal Controller Upgrade
- Emergency Changeable Message Signs

Water

- City Reclaimed Water Conversion Project

Street

- Lambert at Puente New West Bound RT Lane
- Brea Boulevard Widening (COUNTY)
- Imperial Hwy./SR-57 Interchange Imp
- Citywide Slurry Seal Program
- Citywide Sidewalk Replacement Program

NEXT STEPS

- CIP Kick Off
- General Plan Conformance at Planning Commission
- CIP Budget Workshops



Thank you!



City of Brea

COUNCIL COMMUNICATION

TO: Honorable Mayor and City Council Members

FROM: Bill Gallardo, City Manager

DATE: 02/18/2020

SUBJECT: Brea Police Department Organizational Assessment and Staffing Needs Analysis

RECOMMENDATION

Receive and file the Review of Police Services and Staffing Report report on an Organizational Assessment and Staffing Needs Analysis of the Brea Police Department conducted by the consulting group Management Partners.

BACKGROUND/DISCUSSION

In July 2019 Brea City Council approved the request of the Police Department to hire a consultant to conduct an organizational assessment of the department's operations and an analysis of staffing levels, and to make any recommendations for improving efficiencies and effectiveness. Following a Request for Proposals process, the firm Management Partners was contracted to conduct that analysis.

Since then, a team of subject matter experts from Management Partners has been engaged in data analysis, interviews and focus groups, structure and operations review, peer agency review, City growth projections, and a review of community input. As a result, they have submitted a report detailing their findings and recommendations. That report is being presented to City Council for their review.

Management Partners' analysis has resulted in eighteen recommendations for changes in department staffing, operations, and systems. Some of the recommendations are designed to ensure adequate and efficient department staffing and deployment, both present and future, based on current service needs and expectations as well as projected residential growth over the next ten years. Other recommendations address methods to improve data collection and analysis, improve and balance management of department operations, and ensure that the department is continually seeking new advancements in technology to maintain the highest level of service.

Upon first analysis, the police department is not opposed to any of the recommendations. There are recommendations in which the department is very interested, including some that were already under consideration or in progress prior to the report, and others which can be implemented in the short term. Other recommendations are very intriguing but are a significant departure from current practices, and therefore will require further evaluation or may need more time to be implemented.

The following is intended to be a brief overview of the recommendations, including the

department's initial thoughts or concerns, actions or review already underway, and identified work still to be done. Further information can be found in the comprehensive reports from Management Partners attached to this item.

The recommendations can be gathered into three categories: Staffing Levels and Recruitment, Department Operations and Resource Allocation, and Data and Systems

Staffing Levels and Recruitment

Management Partners spent considerable time analyzing projected residential growth in Brea, both short term and long term, over the next ten years. As a result of an accompanying growth in calls for services and other service needs, **Recommendation 4** calls for three additional police officer positions to Patrol by June, 2022. **Recommendation 5** then calls for the addition of another two police officer positions in Patrol by June, 2024. Based on the analysis provided, the department agrees with these recommendations.

Recommendation 7 identifies the first quarter of 2021 to start recruitment for the initial additions, followed by **Recommendation 8** which identifies the first quarter of 2023 as the recruiting point for the new positions in 2024. That calculation takes into consideration the lead time necessary for recruitment of a Police Officer Recruit from time of job posting/application through completion of field training. The department has been in a mode of continual recruiting for the past few years as a measure to fill vacancies due primarily to officer retirements. Projections show that retirements will continue in the coming years and the department will need to continue its recruiting efforts leading up to the time frame identified in Recommendation 7. So, not only can the department fill that recommendation, it will already be occurring anyway. Management Partners has also noted additional residential developments which have not reached an application phase, but are known to the City's Community Development Department as potential impacts.

As a response to those, **Recommendation 6** identifies the need for an additional three police officer positions should those projects come to fruition.

Recommendation 2 focused on current staffing and recommends that existing vacancies in Patrol be filled to ease current workload burdens identified in the report. Due to current staffing challenges, all work units in the department are impacted, and there is no current availability to fill those Patrol vacancies with existing staff. As noted previously, the department is in a constant state of recruitment in an effort to fill those vacancies, and they will be filled as soon as staffing allows. In light of the recommended additions, and the already existing challenges of law enforcement recruiting for current or projected vacancies, **Recommendation 18** outlines the need for a full-time non-sworn position to handle the increased workload of recruitment. The department had already been exploring such an option using an existing non-sworn vacancy, and this new position will likely be included in the FY2020-21 budget request.

Department Operations and Resource Allocation

The department agrees with the suggested transfer of oversight of Property & Evidence to the Police Records Unit Supervisor. This is something that can be accomplished soon, as detailed in **Recommendation 11**.

Some of the listed recommendations on resource re-allocation or operational changes may be attainable in the nearer term, but do require some further work to confirm compatibility with other operations, and/or may require other changes to allocate the necessary staffing. Prior to and during the analysis period, the department began to explore the operations of the Property &

Evidence Unit, specifically as it related to workload and the ever increasing demands in the area of the court evidence discovery process. Collection, storage and management of evidence, when combined with discovery responsibilities has become extremely labor intensive. The department agrees with **Recommendation 12** as a solution to ease the workload of Property & Evidence and focus a dedicated resource in the Records Unit to court evidence discovery duties. Further work will need to be done to determine how to move those duties without negatively impacting other important Records processes.

A suggestion to explore reallocation of a detective position in **Recommendation 13** will need to be examined further. While this may be a viable action to utilize a resource toward other duties, an assessment must be done to identify all potential impacts from such a move, particularly as it relates to large scale, regional fraud and narcotics interdiction investigations. To establish an overlap shift, as noted in **Recommendation 3**, will require more analysis as it relates to necessary adequate staffing to maintain service levels throughout the entire 24 hour day. The department is very interested in an overlap shift so long as the proper number of officers could be allocated. Similarly, although not listed as a specific recommendation, the report indicates that a team policing shift model should be considered. Again, this is something that interests the department but will require additional work by its staff to determine viability. The additional positions in Recommendation 4 may provide the initial necessary staffing to make such adjustments.

Recommendation 14 on converting one Patrol Lieutenant to a Sergeant and **Recommendation 10** on reallocating another Patrol Lieutenant to the Investigation Division would be the biggest structural changes for the department, and therefore requires further internal analysis on impacts such actions may cause. The department's current area policing model includes focused oversight of four geographic areas, each managed by a Patrol Lieutenant. A reduction to two would broaden the scope of focus, and may have an impact on problem solving. The recommendation also reduces Patrol supervision staffing. The department has a firm policy of two Patrol supervisors for nearly every hour of the day, and a reduction of available supervisory resources may hinder that policy. A reduction of Lieutenant positions also raises succession planning concerns. The department is not rejecting this recommendation but will need time to fully vet the advantages and impacts before making any adjustments.

Data and Systems

The department had begun exploring the digitization of forms and the streamlining of systems as noted in **Recommendation 17** prior to and during the analysis period. Options to accelerate this process are currently being evaluated. Technology audits and assessments, as suggested in **Recommendation 16** are routinely done, particularly as part of the department's budget process and participation in the City's Strategic Plan on Technology (SPOT) committee. Some examples of recent progress in technological advancements include the transition to tablet-based front line policing occurring this fiscal year, and an upgraded in-car camera system with a robust data management platform occurring next fiscal year. The department has an interest in online crime reporting, as cited in **Recommendation 15**, and has been exploring options in recent months. However, examination of the projected operational value versus costs of such a system is currently underway.

The department agrees with **Recommendation 1** as a more detailed record of field officer administrative down time will be beneficial moving ahead, providing important data as the department continually evaluates staffing and scheduling effectiveness. Traditionally, field officers have not recorded administrative down time so that they remain fully available for calls for service during those periods. However, with training and an understanding the value of such

data, that information can be obtained with no negative impact to services. As well, the department will begin to implement more specific data-driven analysis of the Detective workload, including investigative time demands, as suggested in **Recommendation 9**. This will provide important information as the department analyzes Detective staffing moving forward.

Next Steps

In the coming weeks, Management Partners will deliver an implementation plan regarding the recommendations. Over the course of the upcoming months, the department will begin implementing those recommendations that can be done under existing staffing conditions and systems. Department members at all levels will be working on further exploration of other recommendations, taking into consideration an implementation phasing based on staffing levels as well as ensuring that existing service needs and expectations are not negatively impacted.

In addition, the next phase of the organizational analysis will be a strategic planning process, facilitated by Management Partners as part of their contracted responsibilities. That work has already begun, and should be completed in the coming weeks. Many of the recommendations made in the report will be further vetted with potential implementation planning during that process.

RESPECTFULLY SUBMITTED:

William Gallardo, City Manager

Prepared by: John Burks, Police Chief

Attachments

Brea Police Department Review of Police Services and Staffing

Brea Police Department Peer Comparison Survey

Brea Police Department Review of Police Services and Staffing

February 2020

**Management
Partners**





February 10, 2020

Mr. Bill Gallardo, City Manager
Mr. John Burks, Chief of Police
City of Brea
1 Civic Center Circle
Brea, CA 92821

Dear Mr. Gallardo and Chief Burks:

Management Partners is pleased to transmit this report summarizing our assessment of the staffing needs, operations and organization structure of the Brea Police Department. It is apparent through our interactions that the Police Department is committed to providing quality services to the Brea community, that staff are proud of the work they do and are interested in moving the department forward.

Our team interviewed 22 individuals, held three focus groups with numerous department staff, and conducted roundtable discussions with the executive board of the Brea Police Association and with the City's Executive Team. We reviewed numerous documents and volumes of data pertinent to this assessment, participated in a ride-along to understand operations first-hand and gathered information from other City departments as necessary to inform our analysis. We also gathered benchmarking data and conducted a comparison of the Brea Police Department with five peer police departments.

This report reflects our analysis of department staffing and operations at present, together with forecasts, analyses and 18 recommendations to address the staffing and operational needs of the department in the future, given the projected population increases in Brea over the next several years.

Thank you for the opportunity to be of assistance to you and to the City of Brea.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gerald E. Newfarmer', is positioned above the printed name.

Gerald E. Newfarmer
President and CEO

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Executive Summary

Management Partners was retained by the City of Brea to conduct a staffing needs analysis for the Police Department and facilitate and create a Strategic Plan. The strategic planning process is underway, with a workshop scheduled for February 20, 2020. This report addresses issues related to the department's staffing and organization structure.

More specifically, the focus of Management Partners' staffing analysis evaluated needs throughout the department, reviewed the organization structure, analyzed current and potential workload related to growth in the community, evaluated best practices and other relevant indicators from other comparable police departments and reviewed core services to identify gaps, redundancies and opportunities.

To accomplish this work Management Partners began with a review of various documents and data, including the City and Police Department budgets, workload information and related data. We worked with Police Department staff to identify and analyze data from the Computer Aided Dispatch/Report Management System (CAD/RMS). This provided essential information and valuable insight about workload in the Police Department.

We conducted individual interviews with the Mayor, Mayor Pro Tem, and Councilmembers, the Chief of Police, the City Manager, the Assistant City Manager, the Administrative Services Director, and Police command staff. We also facilitated three employee focus groups. Special efforts were taken to ensure the Brea Police Association (BPA) was included in this process. Their feedback was sought through a roundtable discussion held with the BPA executive board.

The Police Department also conducted a community survey and the results of that are addressed in this report. We also conducted a roundtable to brief leaders from other departments about our observations and recommendations.

Finally, Management Partners identified peer police departments and compared their staffing and other data points with the Brea Police Department.

Key Observations

It is clear that Brea Police Department employees are dedicated to providing a high level of service to the community and they are committed to focusing on the future of the department and the City. Our analysis identified several areas that will help support and further that commitment.

- Although the patrol unit is adequately staffed in terms of positions, the current two vacancies are impacting the daytime workload.
- Patrol could benefit from adding an overlap shift to assist with the increased calls for service (CFS) between 10:00 a.m. and 10:00 p.m.
- Projections of growth in the community indicate that additional police officer positions will be needed within the next three years.
- Best practice supports a reorganization of the Property and Evidence Unit.
- Reinforcing a sense of team in the Patrol Unit is needed.

Organization of Report

This report is organized into the following main sections:

- Background and Project Approach,
- Interview, Focus Group Themes
- Input from Brea Police Association
- Workload, Staffing and Schedule Deployment
- Other Models for Analyzing Staffing
- Organization Structure, Operations and Technology
- City of Brea Community Survey
- Peer Comparison Results
- Conclusion

Attachment A provides a summary list of the 18 recommendations in this report.

Background and Project Approach

Background

The City of Brea is a community of 45,606¹ residents in North Orange County. It encompasses about 12 square miles. Brea is a full-service city, as illustrated in Figure 1, and has a council-manager form of government. It employs 400 full- and part-time employees who work in the following departments: Management Services, Administrative Services, Community Development, Community Services, Fire, Police, and Public Works.

The Brea Police Department was established in 1921 and it, at one time, provided police services to both Brea and the City of Yorba Linda. However, in January 2013 Yorba Linda discontinued its contract with Brea and transitioned its police services through a contract with the Orange County Sheriff's Department. This change resulted in the loss of sworn police officers as well as several civilian employees that provided critical support roles in the Brea Police Department.

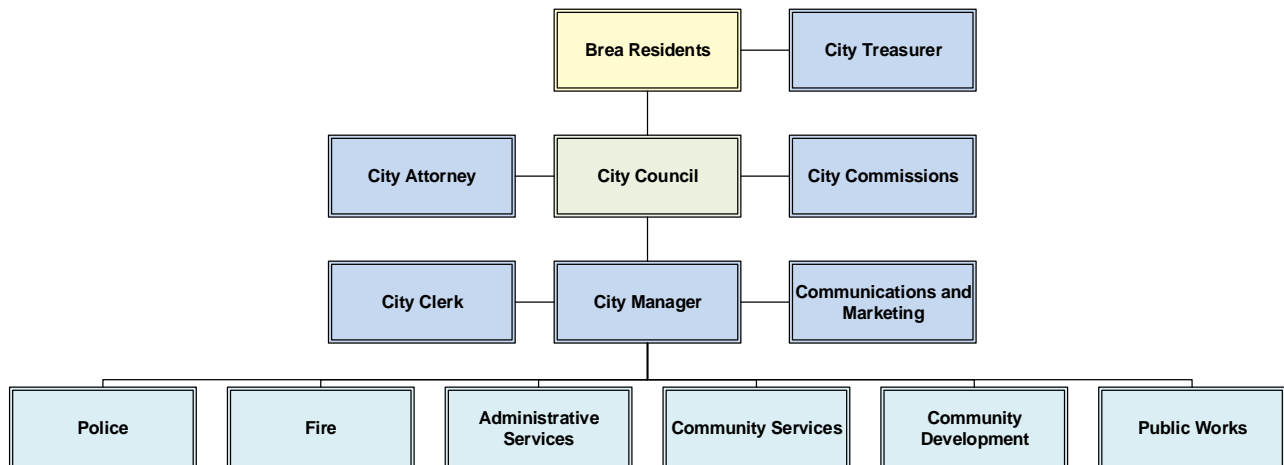
Today, the Brea Police Department employs 109 full- and part-time employees, including 61 sworn police officers, plus a Police Volunteers Unit and Police Explorer post. There are two divisions in the department: the Investigation Division and the Uniform Division. Additionally, certain administrative services are provided within the Office of the Chief of Police; these include Personnel and Training and Community Outreach.

The Investigation Division includes functions such as the Detective Bureau, Crime Suppression Unit, Property and Evidence and the Records Unit. The Uniform Division is comprised of the Patrol and Traffic Units

¹ Based on the California Department of Finance estimate from January 2019 (the estimate for January 2020 is not yet available)

and provides dispatch services through the Communications Dispatch Unit.

Figure 1. City of Brea Organization Chart for FY 2019-20



Project Approach

Management Partners began this project with a kickoff meeting followed by the activities discussed below.

- **Confidential interviews.** We conducted 22 confidential interviews with City Council members and key City staff.
- **Document review.** We reviewed numerous documents pertinent to this assessment including the following:
 - Calls for service (CFS) data from the City's Computer Aided Dispatch/Report Management System (CAD/RMS),
 - Police Department work schedules,
 - Employee Memoranda of Understanding (MOUs),
 - Deployment of beats and beat geography,
 - Response times,
 - Part 1 crime reports,
 - Other workload indicators, and
 - Budgets and other financial documents.
- **Focus groups and roundtable discussions.** We facilitated three focus groups and two roundtable discussions. A total of 43 employees participated in these sessions.
- **Workload analysis.** Management Partners conducted a data-based analysis of the department's workload to determine

recommended staffing levels. We also analyzed staffing using other methods as a comparison and to illustrate the advantages of the workload-based method.

- **Peer agency comparison.** We surveyed and compiled data from five comparable police departments to provide context for our analysis of the Brea Police Department. We analyzed numerous data points as well as best practices. This peer survey is summarized in the body of this report, and a complete compilation of the results is included in a separate deliverable.

Table 1. Peer City Demographic Statistics

City	County	Total Population (January 1, 2018) ¹	Median Household Income ¹	Square Miles ¹	Total General Fund Expenditures ²	Total City FTE
Brea	Orange	44,539	\$85,555	12.078	\$57,738,363	367
Claremont	Los Angeles	36,446	\$94,005	13.348	\$27,161,398	161
Cypress	Orange	49,978	\$84,469	6.581	\$29,596,181	163 ³
Fountain Valley	Orange	56,920	\$84,763	9.018	\$52,461,897	229
Monrovia	Los Angeles	38,787	\$67,167	13.605	\$42,140,156	250
Placentia	Orange	52,755	\$80,668	6.568	\$37,219,700	226

¹Source: California Department of Finance

²Source: FY 2019-20 City Budgets

³Includes full- and part-time Recreation and Park District employees

Interview and Focus Group Themes

Interview Themes

Management Partners conducted interviews with 22 individuals between August 1 and 31, 2019. All the interviews were confidential and were conducted one-on-one in a private conference room or office. The individuals we interviewed were forthcoming, provided candid feedback and offered suggestions for improving the department, including suggestions related to staffing. Follow-up discussions with individuals were conducted as necessary to obtain additional information or ensure we fully understood various aspects of the department's staffing and operations. Table 2 contains a list of the positions interviewed.

Table 2. Positions Included in Individual Interviews

List of Positions Interviewed	
Mayor, Mayor Pro Tem and Councilmembers (5)	City Manager
Police Chief	Captain (2)
Lieutenant (5)	Community Development/Public Works key staff (3)
Administrative Services Director	Assistant City Manager
Communications Supervisor	Records Supervisor
Sergeant ¹	

¹ Due to scheduling, one sergeant participated in an interview, and the remainder of the sergeants participated in focus groups.

During the interview process, four central themes emerged, which are summarized below. It is important to note that Management Partners includes these themes to represent what we heard from interviewees. However, this does not imply that we either agree or disagree with the comments.

- ***Community relations are effective, but concerns exist about capacity to handle workload from new development.*** Overall, the Police Department has a good relationship with the community and makes a deliberate effort to foster that relationship. Community members expect a high level of service and very quick responses, which the department currently provides.

The department is acutely focused on planning for future community needs and challenges related to projected growth in the City. However, there is concern about the capacity to handle this additional growth given the workload associated with a larger population. Employees are concerned this will make it difficult to continue the high level of service the community expects.

- ***Leadership and culture are effective.*** Police Department leaders are supportive and provide clear direction and thus, the department has a positive overall culture, and morale is good. However, we observed undertones of resentment and negativity from employees surrounding the end of the contract with Yorba Linda. We also believe there are opportunities to improve communication internally as well as with the community. In particular, there are opportunities to help educate the community and set reasonable expectations for service levels and response times.

Interviewees expressed an interest in leadership development and training, especially with upcoming retirements. Civilian employees also conveyed a desire for more development and cross-training opportunities.

- ***Staffing balance needs consideration.*** Employees expressed concerns in focus groups, and in one of the roundtable discussions, about the number of management positions in the organization since the end of the Yorba Linda contract several years ago. More specifically, we heard that there may be more lieutenant positions than necessary, i.e., the department has the same number of lieutenants as during the contract with Yorba Linda.

Additionally, employees noted concerns about traffic congestion and its potential for impacting the department's workload due to increasing traffic problems in Brea. They also expressed concern that future development projects could worsen these traffic problems.

- ***Use of technology could be improved.*** During interviews and focus groups, we heard interest in expanding the use of social media. Employees remarked on the need to increase the use of technology for recruitment purposes and to enhance communication with and set expectations for the community.

Focus Group Themes

To capture additional feedback and context, Management Partners also facilitated three focus groups designed to elicit comments about strengths, needs and opportunities in the Police Department. Focus groups are valuable because they allow for input that arises through dialogue among participants, which provides insight into employees' perspectives and their suggestions for improvement. All three focus group sessions were conducted on September 11, 2019.

One focus group was comprised of the department's civilian staff and included 13 individuals²; the second focus group included 15 sworn police officers³ and the third consisted of department supervisors⁴, which included 8 sergeants and 2 civilian supervisors. The focus group sessions were 90 minutes long. The sessions were confidential and were organized to encourage dialogue among the participants.

Many of the focus group themes reflected the same concerns heard during the interviews. The additional themes from the focus groups are summarized below. As noted previously, listing these themes does not imply that we either agree or disagree with the comments.

- ***The patrol schedule constrains teamwork.*** Patrol officers explained that sergeants are often evaluating staff they only work with once a week due to the schedule. This potentially impacts the evaluation of officer performance. Additionally, there were concerns that this infrequent interaction does not foster a strong sense of team or help mentor and develop officers.
- ***Delays in filling vacant positions affects service to the community.*** Concern was expressed that the current process for approving the filling of non-sworn vacancies by the City's Vacancy Review Board (VRB) does not consider how duties will be absorbed if the board decides to leave positions vacant [for clarification, Management Partners notes that VRB review is not required for sworn vacancies]. Because of the nature of the work a police department performs, focus

² To ensure representation and avoid selection bias, Management Partners used a random list generator to identify which staff were invited to participate.

³ To ensure representation and avoid selection bias, Management Partners used a random list generator to identify which officers were invited to participate.

⁴ All sergeants and civilian supervisors were invited to participate.

group participants believe an exception should be made for filling all positions in the department.

- *Consistency of communication could be improved.* Employees said that vertical (or top-down) communication is sometimes inconsistent by the time it reaches line staff. There were also concerns that information sometimes does not reach the right people. Additional effort to improve communication consistency and reach are necessary.

Input from Brea Police Association

The City of Brea, and the Police Department more specifically, is dedicated to partnering with the Brea Police Association (BPA) to foster a unity of purpose, excellent communication and a commitment to work together to advance the community and department interests. For these reasons, the City and Police Department emphasized the importance of collaborating with the BPA to ensure their views and ideas were considered in our work.

Accordingly, Management Partners convened a roundtable discussion on September 12, 2019 with the Association's executive board members to discuss the departments' staffing needs, organization and opportunities. Four important themes emerged from this roundtable meeting, as summarized below. However, this does not imply that we either agree or disagree with the comments.

- ***The relationship with the community is strong.*** The BPA executive board members believe the department is successful in its community engagement through social media, the Citizen's Academy, as well as the successful volunteer program.
- ***Teamwork could be improved through revised scheduling.*** As noted by focus group participants, a stronger sense of team is desired by patrol personnel. During the roundtable, BPA members added that supervisory consistency needs to be improved. Board members also said the current practice of having sergeants start and finish an hour earlier than officers should be reviewed.
- ***Communication and other technology need improvement.*** Concern was expressed that the Brea Police Department is lagging behind in technology. Additionally, comments were made that there is a duplication of paper and technology systems, and that the department needs to move more towards digitized forms and related efforts to eliminate redundancy.

- *Police Department's internal personnel processes are slow and there are concerns about some practices.* Board members are concerned the part-time vacancy in the personnel section of the department will not be filled, which will negatively impact the speed of processing new hires. There is also a lack of trust in the promotional process for sergeants, in particular the portion termed the "roundtable."

Comments about department's cadet program indicated it is not as effective as it could be in providing a pipeline for new police officer candidates. Board members said there is a belief in the department that cadets are not being adequately prepared and there is not a faster pathway to becoming an officer.

Staffing and Workload

Police departments in most cities are undergoing change. The Brea Police Department has identified key challenges it will face in the future. These include:

- A need to determine appropriate staffing given projected housing and commercial development and the subsequent population growth,
- Advancing and using technology to improve efficiency and outcomes,
- An emphasis on succession planning and developing the next generation of leaders, and
- Recruiting committed officers and civilians to fill positions.

Current Staffing Structure

As mentioned previously, the Police Department is currently divided into two divisions, each led by a police captain. These divisions are described below.

Uniform Division

The Uniform Division is responsible for all uniformed field services including the Patrol and Traffic units as well as the Communications Dispatch unit.

Patrol. The Patrol Unit has 4 lieutenants, 5 sergeants, 4 corporals and 19 police officers, including K-9. Officers are supported by 3 full-time police services officers (PSOs), four part-time police cadets, and 1.8 full-time-equivalent (FTE) jailors. It also includes the Police Explorer and Volunteer Programs.

Traffic. The Traffic Unit consists of one sergeant, one motor corporal, three motor officers, one police officer who is responsible for commercial enforcement and two part-time parking control officers.

Communications. The Communications Dispatch Unit is comprised of a communications supervisor, 3 senior public safety dispatchers and 10

full- and part time public safety dispatchers. Patrol operates on a 24/7 basis using a 3-12⁵ schedule.

Investigation Division

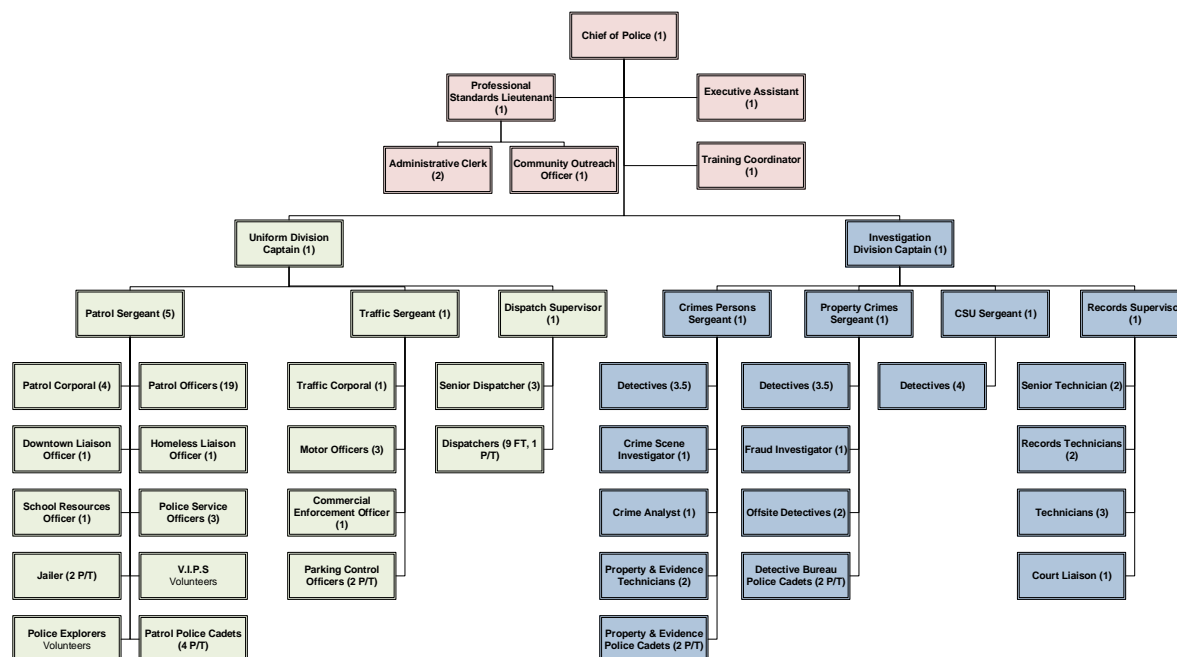
The Investigation Division is responsible for all investigative services and police records. Investigation is comprised of 3 sergeants and 13 detectives (2 of which are assigned to task forces) 2 property and evidence technicians, 1 crime scene investigator and 1 police services officer (PSO). The Police Records Unit has 1 records supervisor, a senior police records technician and 4.75 FTE (full- and part-time) police records clerks/technicians. The crime analyst and four part-time police cadets are also assigned to this division.

Office of the Chief of Police

Under the direction of the chief, this office includes various administrative functions such as professional standards, community outreach, and personnel/training. These functional areas are staffed by a lieutenant, community outreach officer, executive assistant, training coordinator and two administrative clerks.

Figure 2 shows the current organization chart for the Police Department.

Figure 2. Current Police Department Organization Chart



⁵ The 3-12 schedule involves employees working a 12-hour shift, 3 days a week.

Workload and Staffing

Management Partners conducted a detailed analysis of the Police Department's workload to determine whether staffing levels are adequate to meet call for service (CFS) demands in Brea. Analyzing workload is considered a highly reliable way of assessing police staffing because it is rooted in the department's core work. However, before we delve into the workload analysis it is important to understand the constraints posed by the data that were available.

Challenges with the Data

Although many aspects of Computer Aided Dispatch (CAD) data provide enlightening insights into public safety activity, there are also challenges inherent in such an analysis for any police department. In the case of the Brea Police Department, there are two fundamental challenges with the CAD data as summarized below.

1. ***CAD data are limited.*** The current CAD system was implemented in February 2018. Therefore, the first full year of data available for this analysis was from 2019. It is generally not possible to compare the data series from the previous CAD system because of differences in the database design and protocols for how information was reported and entered into the system. In fact, Management Partners believes that comparing data from two separate CAD systems would be less reliable than using a shorter data series from the current system.

Ideally, a workload analysis would be based on a five-year trend in the CFS data. This longer data series would more clearly reflect patterns and would improve the accuracy of workload estimates. However, this was not possible due to the change in CAD systems.

While this challenge presents some risks, it is not unusual given the evolution of CAD/RMS technology. Our experience is that many police agencies have similarly updated their CAD/RMS technology and faced the same issues. Moreover, as the Brea Police Department continues to develop its CAD data and dashboard reports, the activity patterns can be fine-tuned and the workload calculations corrected, if necessary. In summary, while Management Partners would have preferred to have a longer data series, this did not impede our analysis or erode our confidence in the data.

2. ***Administrative time has been underreported.*** A short review of patrol officer history indicated that administrative time was being significantly underreported. Of particular concern was the lack of

report-writing time in the current history. To correct for this, Management Partners worked with the department to use a combination of workload sampling during the 2018 calendar year and data adjustments based on the ratio of report-writing time, to time spent on calls for service for the month of October 2019.

The City has a historical reporting application connected to the CAD database. The department will, over time, be able to produce more illustrative reports on workload related to administrative activities as officers report periods when they are unavailable (the department had a previous practice of not reporting this information). Accurate and complete reporting of all activities is key to ensuring the department will have sufficient data to monitor staffing levels going forward.

Recommendation 1. Develop policies and procedures to ensure that all activity for field units is accurately tracked.

Two Approaches to Analyze Staffing

We used two approaches to analyze staffing, as summarized below. One method is based on workload data for individual officers and the other is based on the percentages of how major tasks in the department are distributed.

1. ***Workload-Based Staffing Allocation.*** Management Partners' review of the department's workload was guided primarily by a methodology developed by the International City/County Management Association's (ICMA) Center for Public Safety Management (the ICMA Study)⁶.

The ICMA study is derived from a cross-section analysis of 62 police departments in 26 states. These departments represented cities with populations from 6,000 to over 800,000 (with a mean population of 67,746). The researchers analyzed detailed workload data from these departments to develop staffing and operational norms. One of the key goals of this method is to use data from the departments to identify the percentage of time police officers are focused on handling calls for service and related workload tasks.

⁶ *An Analysis of Police Department Staffing: How Many Officers Do You Really Need?* McCabe, James, Ph.D. ICMA Center for Public Safety Management.

The CFS and other workload factors are grouped into the three categories outlined below.

- ***Community Calls for Service Activity.*** This represents all requests for service generated by the public assigned to patrol personnel for initial or final resolution. These activities are the baseline for calculating police response time, and they are one of the primary ways police departments deliver customer-facing services.
- ***Self-Initiated Activity.*** This represents incidents observed and resolved by patrol personnel, such as traffic enforcement, investigating suspicious persons, security checks and other activities. These are critical services in police departments' efforts to prevent crime through proactive efforts.
- ***Administrative Activity.*** This activity is comprised of the miscellaneous tasks required to maintain organizational or employee functions. It includes meetings, briefings, vehicle checks, evidence-logging, breaks, and training. This is vital to effective operations and it is important to consider administrative activities in any workload analysis.

Once the workload data in the three categories have been compiled, the ICMA study applies a three-part "Rule of 60" for assessing police staffing levels. The Rule of 60 provides guidance for police staffing and operations based on data from the 62 cities in the ICMA Study. The three parts of the Rule of 60 are discussed below.

Part One: Percent of Sworn Positions in Patrol

The ICMA Study found that the patrol function should constitute approximately 60% of a department's sworn force. ICMA researchers determined that the average percentage of patrol staffing in the 62 cities comprised 66.1%.

Management Partners' experience is that police departments in California have traditionally been more effective at "civilianization," which is the practice of using civilian employees (who are generally less expensive) for functions that do not require peace officer skills and legal authority. Doing so allows sworn officers to concentrate on other functional areas. It also reduces the percentage of the total sworn police department workforce and tends to increase the percentage of sworn officers in patrol functions.

Summary

Our analysis showed that the Brea Police Department is close to this guideline, with 59% of the sworn force assigned to patrol functions. We note that the Crime Suppression Unit (CSU) may be interpreted as serving a patrol function; however, with the directed nature of its operations the team is less capable of responding to calls for service and thus, was not included in the calculation. The analysis showed that 36 of 61 sworn positions in Brea (59%) are assigned to pure patrol functions including traffic officers, supervisors, and management positions. Consequently, we concluded that the department's percentage of patrol staffing is appropriate.

Part Two: Percent of Time Handling Calls for Service

The ICMA Study concluded that no more than 60% of patrol officers' total time should be spent handling the workload (i.e., the three categories described above). This metric was developed after analyzing data from the 62 cities and finding that the workload percentages of patrol officers ranged from 26.6% to 31.8%, depending on whether the CFS data were from winter or summer, or weekdays or weekends.

Further, the ICMA Study found that the patrol workload in the busiest of these cities never exceeded 60%. The study concluded that this is the "saturation threshold" where officers cease proactive police work and instead revert to a reactionary style of policing.

It is important to understand that 60% is not the optimum but the point beyond which officers are saturated by the workload. In other words, this is the threshold at which the officer's "mindset moves from a proactive approach in which he or she looks for ways to deal with crime and quality-of-life conditions in the community to a mindset [of preparing] for the next CFS⁷."

Summary

Our analysis of the Brea Police Department's data found that patrol workload is appropriate for the night shift at 43.7% overall. However, the day shift is operating at 65.3% overall, which is beyond the saturation threshold.

⁷ *An Analysis of Police Department Staffing: How many officers do you really need?* McCabe, James, Ph.D. ICMA Center for Public Safety Management.

Part Three: Amount of Time Spent on Each Call for Service

After a detailed review of workload data from the 62 cities, the ICMA Study concluded that the average time spent on a call for service should not exceed 60 minutes on average.

Summary

In 2018, the Brea Police Department handled 30,306 calls for service (public- and officer-initiated) with an approximate average of 29 minutes each. Our experience is that the average time spent per call is highly variable by community and by the types of calls for service handled by officers. However, under any scenario, the Brea Police Department falls squarely within the norm. As a general practice, we look for excessively high periods of time spent on calls for service, which might be an indicator of inefficiencies in internal procedures or training. Of course, these types of inefficiencies can also affect the need for additional patrol officers to handle the department's workload. We see none of these indications of inefficiency in Brea.

2. **Task Distribution Staffing Allocation.** We used a second methodology to corroborate the results of the ICMA methods described above. The second method is based on an earlier, less fine-grained approach developed by the International Association of Chiefs of Police (IACP). It analyzes the distribution of patrol officer hours in three categories. This concept is based on maintaining a balance in the distribution of major tasks (i.e., the percentage of hours devoted to three categories of tasks).

While the IACP approach is an older method to examine staffing, it is based on similar data to that used in the ICMA Study. However, the IACP method sorts and compares the data in a different manner than the ICMA approach. In broad terms, the IACP method suggests that total patrol hours should be split equally among three task categories, though higher percentages in the preventive patrol category should not be discouraged because this represents a department's efforts to prevent crime. These task categories are summarized below.

- **Community Calls for Service.** This represents time spent handling calls for service from the public.
- **Administrative Time.** This is the time spent for meetings, breaks and other employee needs, equipment checkout and failures, report writing, and evidence handling.

- **Preventive Patrol.** This is an effort to maximize police presence and related self-initiated activity by officers to provide a police presence as a deterrent.

As noted earlier, a key distinction of the IACP approach is its focus on preventive patrol, which emphasizes proactive solutions and active engagement with the community. We found this to be congruent with Brea's commitment to building partnerships in the community and a philosophy of community-oriented policing. Also, maintaining this flexibility in the patrol force helps to bolster emergency response times and allows patrol officers to use the department's crime analysis to interdict criminal activity.

Table 3 shows the time spent in the three task categories in Brea as defined by the IACP task distribution staffing approach.

Table 3. Brea's Task Distribution Staffing Allocation, in Percentages

Day Shift			Night Shift		
Calls for Service	Administration	Preventive Patrol	Calls for Service	Administration	Preventive Patrol
43.3%	20.6%	36.1%	33.2%	17.9%	49.0%

Summary

Management Partners examined staffing in the Brea Police Department based on the ICMA methodology and then validated the conclusions of this analysis using the older IACP workload-based approach. Based on the ICMA method we found the following:

- The ICMA Rule of 60 approach indicates workload is appropriate to the staff assigned on the night shift at 43.7%. This is below the saturation threshold of 60%.
- On the other hand, the day shift is operating at 65.3%, which is above the saturation threshold. This is an indication that more police resources are necessary for this shift.

Our analysis showed that the IACP approach corroborated the ICMA findings, i.e., that calls for service during the day shift are somewhat out of balance (43.3%) when compared with the administration and preventive patrol categories. Ideally, the percentage of time in the preventive patrol category during the day shift should be higher than 36.1%. Adjusting staffing levels would address this.

There is also an imbalance in the night shift toward preventive patrol, i.e., 49% of night shift hours were focused on preventive patrol. But as suggested previously, where there is an imbalance, the IACP method favors it being in the preventive patrol category because it is an indication of a department being proactive in averting criminal activity. For these reasons, this imbalance on the night shift is not seen as problematic.

Calls for Service by Hour

It is important for the organization to have patrol resources available during all times of the day to deal with calls for service as well as proactive enforcement and community policing. To determine the most efficient utilization of these resources, we analyzed the hourly calls for service for an entire year. Table 4 provides a breakdown of these calls by hour of the day.

Table 4. Calls for Service by Hour in 2018

Time of Day (24 Hour Clock)	Non-Sworn Calls	Sworn Calls	Total Calls	Percent
00	13	889	902	3.0%
01	10	751	761	2.5%
02	15	630	645	2.1%
03	9	514	523	1.7%
04	5	465	470	1.6%
05	5	595	600	2.0%
06	10	614	624	2.1%
07	72	1,017	1,089	3.6%
08	209	1,291	1,500	4.9%
09	231	1,210	1,441	4.8%
10	266	1,328	1,594	5.3%
11	295	1,285	1,580	5.2%
12	307	1,334	1,641	5.4%
13	341	1,397	1,738	5.7%
14	348	1,385	1,733	5.7%
15	354	1,397	1,751	5.8%
16	350	1,408	1,758	5.8%
17	309	1,375	1,684	5.6%
18	190	1,277	1,467	4.8%
19	163	1,446	1,609	5.3%
20	106	1,365	1,471	4.9%

Time of Day (24 Hour Clock)	Non-Sworn Calls	Sworn Calls	Total Calls	Percent
21	62	1,282	1,344	4.4%
22	37	1,257	1,294	4.3%
23	23	1,064	1,087	3.6%
TOTAL	3,730	26,576	30,306	100%

As the 2018 activity above shows, the busiest period for the Brea Police Department is between 10 a.m. and 10 p.m. Given the higher workload distribution experienced by the day shift and early in the night shift, the City should add an overlap shift.

The pattern of low activity in the early morning hours means that adding additional staff to the night shift would be of no value, especially since there is already ample time for preventive patrol on that shift. However, adding officers to an overlap shift to assist with the increased activity in the midday and evening hours would help improve the workload distribution to allow sufficient unallocated time for preventive patrol and community engagement.

Additionally, we note there are currently two police officer vacancies in patrol and one in the Detective Bureau, which will be discussed later in this report⁸. But our analysis showed that filling these vacancies will be adequate to address the current workload demands in patrol and the future demands in the Detective Bureau related to population growth, which is discussed later in this report. In other words, filling the vacant positions in patrol will reduce the saturation level to less than 60% and increase the percentage of time devoted to preventive patrol during the day shift.

We understand the challenges in filling vacancies in police departments given the complexity of the recruitment, testing, background and training processes. In fact, to minimize the impact of police officer vacancies, the department is constantly evaluating where to hold those vacancies to minimize disruption in overall service delivery. For example, the department might redeploy an officer from patrol to temporarily fill a vacancy in another area of the department to ensure other vital department functions are adequately staffed.

⁸ This vacancy information is based on data available at the time of the analysis.

However, the department also maintains a minimum staffing number in patrol and, when necessary, utilizes overtime to meet these patrol staffing needs. Further, our review showed that the department has tools to manage around staffing fluctuations and contingencies. In fact, exercising this type of flexibility is a best practice because staffing, attrition and scheduling in a law enforcement agency requires frequent fine-tuning.

Of course, filling the vacancies in patrol is essential to ensure the department has the resources to handle its workload demands as discussed previously in this report. But filling these positions should be implemented through a recruitment, rather than reassigning officers to patrol from other functional areas of the department. This will avoid creating gaps in other critical service areas. Fortunately, our understanding is that the department has a recruitment under way now.

Recommendation 2. Complete the recruitment and fill the current vacancies for 2.0 FTE police officers in patrol.

Recommendation 3. Establish an overlap shift to allow coverage for the busy periods spanning the day and night shifts.

Workload Growth Due to Development

Management Partners also analyzed known and expected population increases related to new development in Brea. The population increases we refer to are those associated principally with new housing units. We believe housing unit (population) growth is a good proxy to assess how non-residential development (i.e., commercial and industrial) will affect police workload. This is important because isolating the increment of police workload related to non-residential development is more speculative since the range of calls for service from non-residential properties is highly variable. Our primary concern about this variability is that it could lead to an over-estimation of required police resources.

Past Population Growth

We found that Brea's population growth has been relatively low and stable over the last several years. As Table 5 shows, the population growth for the last 10 years averaged 1.7% per year. Beyond the stability of population growth, this factor is important because it is expected to continue in addition to the increase in population estimated from upcoming development projects.

Table 5. Brea Population Growth from 2010 to 2019

Year	Population	Percent Change
2010	39,182	
2011	40,125	2.4%
2012	41,150	2.6%
2013	41,770	1.5%
2014	42,625	2.0%
2015	43,414	1.9%
2016	43,821	0.9%
2017	44,468	1.5%
2018	44,539	0.2%
2019	45,606	2.4%
AVERAGE		1.7%

Source: California Department of Finance

New Development Forecast

Management Partners worked with Brea’s Community Development Department to compile information about existing and future projects planned in the City. We reviewed projects and forecast the potential population growth based on Brea’s historic housing unit density of 2.81 persons per household, except where a different metric was warranted.

We also reviewed the City’s Housing Element, which identifies potential housing sites, to ensure the list of potential projects is comprehensive. Finally, we worked with City staff to determine the relative timing of the various projects. We differentiated projects by their short-, mid- or long-term implementation based on their stage in the entitlement process or in the issuance of permits. Lastly, we reviewed the housing growth trends in the Orange County Projections⁹ to understand growth in Brea relative to growth occurring throughout Orange County.

As Tables 6, 7 and 8 show, Brea’s population is expected to grow by as much as 11,641 people (a 25.5% increase) in the coming years. While this new development is projected to occur over time, our analysis concluded that most (63.8%) of the additional people from these projects will reside

⁹ Orange County Projections is a publication of the Center for Demographic Research at Cal State Fullerton, which is a clearinghouse for demographic research for Orange County cities.

in Brea by 2024. In other words, our review suggests Brea's population will grow by 7,425 persons (a 16.3% increase from today) within the next four years.

Table 6. New Development Projects Anticipated in Short-Term¹

Police Beat ²	Project Description	Number of New Residential Units	Estimated Population Increase ³	Comments
Central	Brea Mall modifications with residential	312	877	Occupancy expected second quarter of 2022
Central	Brea Plaza	250	832 ⁴	Application recently submitted; ten percent of these units are proposed as co-living units, which could have occupancies of eight persons per unit, and occupancies are expected in second quarter of 2022
Central	Hines/Avalon Bay	653	1,835	425 units plus 146-room hotel in Phase II; 228 units in Phase III; occupancies expected in first quarter of 2021.
Central	Brandywine assisted living/memory care	85	170 ⁵	Occupancy expected fourth quarter of 2021
South	Mercury Lane residential	114	320	Occupancies are expected in first quarter of 2022
East	Pacific Highlands	24	67	Occupancy expected fourth quarter of 2024
East	Former Brea Olinda School Site	1	3	Perez Family horse ranch; occupancy expected in first quarter of 2021
East	Aera Energy Brea 265 (includes Southwest and Northwest Corners of Valencia/Lambert)	1,100	3,091	Environmental review underway. Occupancies expected by second quarter of 2022 to second quarter of 2024
West	Central Park Village	82	230	Three different projects, two of which are completed; 82 units remain and occupancy for these units is expected in the fourth quarter of 2020

Police Beat ²	Project Description	Number of New Residential Units	Estimated Population Increase ³	Comments
TOTAL		2,713	7,425	

¹We use short-term in this context to mean within the next four years.

²A map illustrating Brea's four police beats is provided in Figure 3.

³Except where noted, population was estimated based on Brea's historical population trends which indicate a housing unit density of 2.81 persons per household. This factor is consistent with data provided by the Center for Demographic Research at Cal State Fullerton, as well as California Department of Finance statistics.

⁴Population for this project was calculated based on 225 units at 2.81 persons per household, and 25 units with a maximum of 8.0 persons per household.

⁵These units will have a lower population per household, but this reduction will be partially offset by 24-hour care and facility staff which will have the effect of adding population. Consequently, a 2.0 population per household factor was used.

We understand City staff is also watching two other potential development projects that may be submitted in the future, as shown in Table 7. However, the timing, density and other details of these projects are not known. So, the statistics shown below are maximum development projections based on our understanding of the early discussions that have occurred between landowners and City staff.

Table 7. Potential Development Projects in Mid-Term¹

Police Beat	Project Description	Number of New Residential Units	Estimated Population Increase	Comments
South	The Village (six-acre site on North Berry Street)	900	2,529	No application pending, though City staff believe this could (if approved) result in occupancies as early as 2025
Central	Macy's residential at Brea Mall	455	1,279	No application pending, though City staff believe this could (if approved) result in occupancies as early as 2025
TOTAL		1,355	3,808	

¹ We use mid-term in this context to mean within five to seven years.

Table 8 identifies another potential development project in the Carbon Canyon area. Though the City's Housing Element identifies this as a potential housing site, the timing and details for such a project are speculative at this point based on our discussions with City staff. For these reasons, we do not see this project impacting police workload for the foreseeable future, but it is included to ensure comprehensiveness and also because it is listed as a potential housing site in the Housing Element. Further, given the location of this property, a new development

project here could require further adjustments to the police beats because it would increase the concentration of CFS in the City's eastern reaches.

Table 8. Potential Developments Projects in the Long-Term¹

Police Beat ¹	Project Description	Number of New Residential Units	Estimated Population Increase ³	Comments
East	Carbon Canyon (Housing Element site)	145	408	No application pending, and staff has received no development inquiries
TOTAL		145	408	

¹ We use long-term in this context to mean eight or more years in the future.

Table 9 provides a summary of the anticipated/potential population growth in the short-, mid- and long-term timeframes. This shows that most of the added workload is expected during the early portion of the development timeframes.

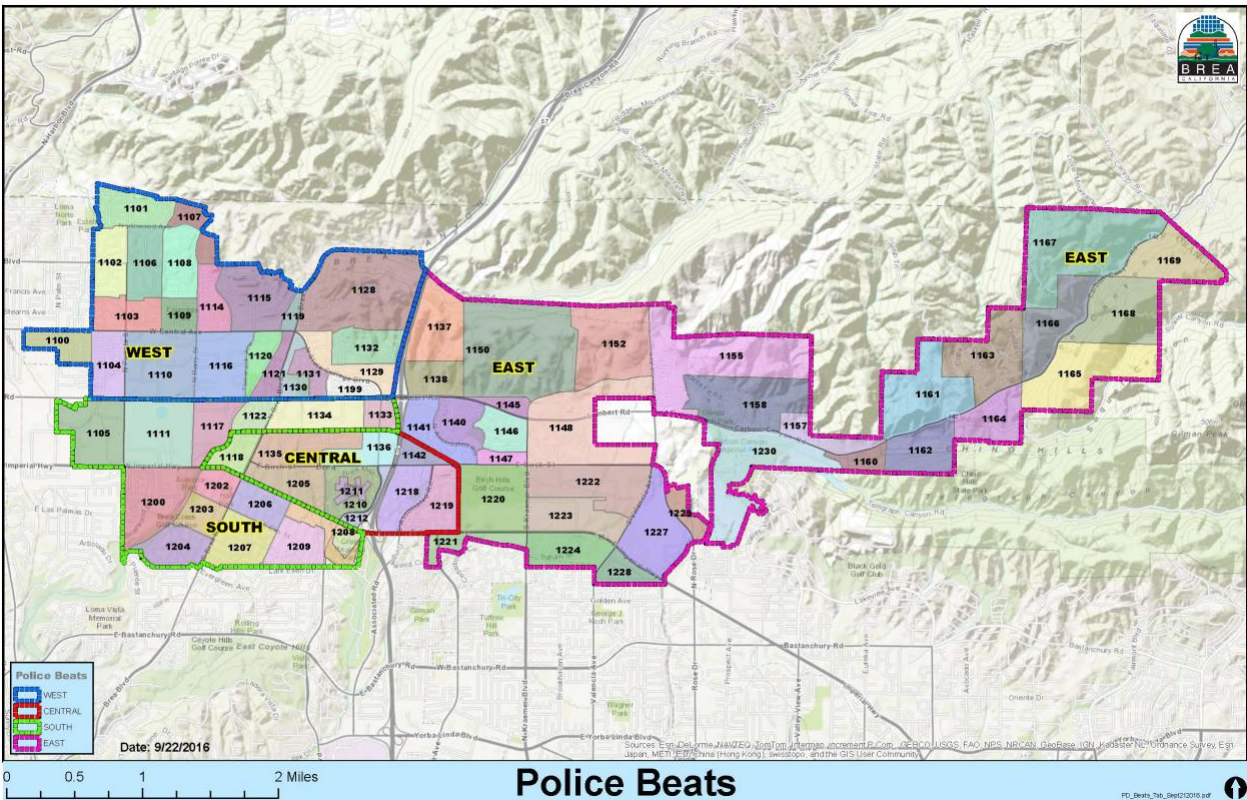
Table 9. Population Increases by Timeframe

Development Timeframe Assumptions		Population Increase	Percent
Short-term	1 to 4 years	7,425	63.8%
Mid-term	5 to 7 years	3,808	32.7%
Long-term	8+ years	408	3.5%
TOTAL		11,641	100.0%

Growth in Police Beats

Patrol services provided by the Brea Police Department are organized and deployed in four geographic areas or beats as illustrated in Figure 3.

Figure 3. Police Beats in Brea in 2020



Since new development in Brea will be located in various parts of the community, Table 10 shows the distribution of the anticipated population growth by police beat. We expected to see substantial increases in the central beat (which covers the area in Brea known as the “core”), however, the projections also show significant increases in the south and east beats. This is especially important in the east beat given its broad east-to-west geography. In fact, we believe growth in the east beat may warrant changes to both staffing and to the beat structure or geography. For example, the department may need to establish a fifth beat or redraw the current beat boundaries when development in these areas is completed.

Table 10. Population Increases by Police Beat

Population Growth by Police Beat		Percent of Population Growth	Total Current Population by Beat	Percent Increase by Beat
Central	4,993	42.9%	4,727	105.6%
West	230	2.0%	13,981	1.7%

Population Growth by Police Beat		Percent of Population Growth	Total Current Population by Beat	Percent Increase by Beat
South	2,849	24.5%	9,830	29.0%
East	3,569	30.7%	11,895	30.0%
TOTAL	11,641	100.0%	40,433¹	

¹This total is based on Census data from the City's GIS, which explains the difference between it and the more recent California Department of Finance population estimate used in this report.

Focused Review of New Hotels

Police Department leaders asked Management Partners to examine the potential for cumulative impacts to the department's workload posed by new hotels constructed in Brea.

Three new hotels are proposed which would add a total of 426 rooms (a 150-room project proposed for Brea Plaza, a 130-room project proposed for the Downtown, and a 146-room hotel proposed in the Brea Place project located near the intersection of St. College Boulevard and Birch Street). Our understanding is that these hotels will serve the mid-range/business hotel market with a range of average daily rates (ADR) that are commensurate with other key hotels in Brea.

To understand the range of impacts on police services posed by different types of lodging properties, Management Partners obtained CFS data for four existing hotels/inns in Brea as shown in Table 11. These illustrate a range of lodging types with varying ADR. This was important to ensure our comparison did not focus only on hotels that tend to have a lower CFS demand, such as the Embassy Suites or Chase Suites properties. In other words, our analysis was based on a broader sample in order to provide a more conservative estimate of the expected CFS from the three proposed hotels.

Table 11. Existing Hotels and Calls for Service in 2019

Name	Number of Rooms	Average Annual CFS from 2017 to 2019	Average Annual CFS per Room
Embassy Suites	228	123	0.54
Hyland Inn	26	42	1.62
Chase Suites	88	27	0.31
Extended Stay	132	227	1.72
TOTAL	474	419	0.88

Source: Brea Community Development Department

Management Partners' review of three years of data for the existing hotels found that the annual CFS ranged from 0.31 to 1.72 calls per room, or an average of 0.88 CFS per room each year.

This analysis gave us a basis for estimating the impact of the new hotel rooms in terms of CFS and their potential for requiring additional police resources. We believe it is reasonable to expect the new hotels to generate a CFS demand that is at or below the average CFS from the existing hotels. Accordingly, the three new hotels (with an aggregate of 426 rooms) are estimated to generate 375 calls for service each year.

Based on our workload analysis, this annual demand would require an additional 0.31 FTE¹⁰ of a police officer. Since this added workload requires only a fraction of an FTE, we believe our overall staffing recommendations which are discussed below will be sufficient to accommodate the CFS from the new hotels. Of course, the department should continue to monitor the CFS as the new hotels become operational to ensure the actual workload does not substantially vary from the estimates.

Patrol Workload Analysis for New Development

Management Partners' primary focus in this engagement was to examine police staffing relative to the department's workload. This analysis considered the current workload as measured by CFS, plus the additional workload anticipated as a result of new development.

Given the stability of the historical population growth in Brea, and the correlation between CFS and population, we were not surprised to find that per capita¹¹ growth in CFS also increased at a stable pace (2.8%) over the last five years (between 2014 and 2018). The stability of these growth trends provides a good foundation for understanding how future growth is likely to affect the department's workload.

Our review of the data showed there was an average of 17,595 calls initiated by the public and another 9,958 officer-initiated calls each year during the evaluation period. This corresponds to an annual rate of 0.61 (public- and officer-initiated) calls per capita.

Of course, Management Partners' analysis is based on maintaining current service levels. In broad terms, it showed the 23 FTE police

¹⁰ The workload data showed that Brea police officers handle an average of 1,204 CFS per year. Therefore, the additional 375 calls expected from the new hotels would require .31 FTE of a police officer.

¹¹ The per capita total represents the total number of calls for service divided by the population.

officers assigned to patrol each respond to an average of 1,204 CFS per year.

Based on the anticipated increase in population and the corresponding growth in calls for service, Management Partners' review shows that a total of 8.00 FTE patrol officers will be necessary given the new development in Brea. These new officers should be phased in over time to correspond with the anticipated population increases.

Recommendation 4. Add 3.0 FTE police officers to patrol, who should be in service by June 2022.

Recommendation 5. Add 2.0 FTE police officers to patrol, who should be in service by June 2024.

Recommendation 6. Add 3.0 FTE police officers to patrol should the "mid-term" projects be constructed.

Recruitment Process

As noted above, the new police officers should be added incrementally as the need occurs. However, this will require the City to begin the recruitment process early to fill these positions so the new police officers will be in service when the occupancies of new housing units occur. For example, it can take up to 18 months (from recruitment through field training) to add new police officers in service.

Consequently, the City should begin the recruitment process early to make sure the timing of the new police officers corresponds with the timing of the new occupancies. Further, the anticipated timeframes for the development projects are staggered so, staggering two separate recruitments would be appropriate. This will ensure adequate staffing yet avoid adding new officers prematurely.

Recommendation 7. Begin a recruitment for police officers (3.0 FTE) in the first quarter of 2021.

Recommendation 8. Begin a recruitment for police officers (2.0 FTE) in the first quarter of 2023.

When project details and timing for the mid-term projects shown in Table 7 are identified, we suggest the City use the same process to fill the 3.0 FTE positions that will be required i.e., begin the recruitment process 18 months prior to project occupancies.

Workload for Civilian Staff

Management Partners also reviewed the potential need for an increase in civilian staff, specifically in dispatch, due to potential increases in calls for service. The analysis of short-, mid- and long-term increases in population showed that an additional 29 calls per day to the dispatch center are projected.

Since the dispatch center currently handles 83 public-initiated calls per day, Management Partners does not believe this incremental workload increase will warrant adding more dispatch positions if staffing is maintained at the current authorized level. We also note that population growth is expected to incrementally increase the workload in the records unit, although we do not expect this to warrant adding more records staff.

Other Models for Analyzing Staffing

Various approaches have been used in the past to evaluate staffing levels for police agencies in the United States. A number of these models have fallen out of favor in contemporary law enforcement because of inherent errors or bias in the methods. The best model, though also the most complicated, is to analyze staffing levels based on detailed workload data. This is the approach Management Partners used in our analysis, as summarized in the previous section on Staffing and Workload.

While a workload-based analysis yields more accurate results, we realize that some people may still be curious about the conclusions that would result from some of the older methodologies. We address those questions in the following section and compare and contrast the data to the workload-based methodology we used.

Five Models for Evaluating Police Staffing

Cities have historically used five typical methods to determine the proper staffing of a police agency according to the white paper by James McCabe, Ph.D., from the International City/County Management Association (ICMA) Center for Public Safety Management, which was cited previously. Many of these approaches have a common-sense appeal at first and, indeed, some remain in use because of this appeal and because the analyses are relatively easy to conduct. A description and an example of these approaches are summarized below.

Workload-Based Allocation

As illustrated by the workload analysis presented earlier in this report, determining police resources based on the actual workload of the department is simple in concept but more difficult in practice because it requires compilation and analysis of complicated data points. However, this approach has become more practical given the technological advances of CAD/RMS software, which makes the detailed data sets more accessible. We will not provide an example of this approach in this section, since it would be redundant given the detailed workload analysis for the Brea Police Department presented earlier in this report.

Crime Trend Allocation

This model for evaluating police staffing uses trends in crime levels to determine proper staffing levels. It is based on the idea that more police officers equate to lower crime levels and, therefore, when crime levels increase more officers are added. However, as Professor McCabe points out, this approach is inefficient because it adds more officers when the “police are ineffective at combating crime...” Conversely, when officers are more effective at addressing crime, this model concludes fewer officers are necessary. This approach “provides incentives for poor performance and disincentives for good performance” and for these reasons it is not commonly used any longer.

The method is also impractical as a tool for determining how many police officers a community needs because of the fluctuating nature of crime rates and the substantial lag time involved in police recruitment, screening, testing, training and probation. This process can easily take 18 months, during which time the crime rates could be quite different.

As an illustration, Table 12 shows the total number of Part 1 crimes each year and the total number of sworn officers in Brea. We note the fluctuation – a 31.8% increase – in Part 1 crimes from 2014 to 2017, which was followed by an 11.2% decrease in crime in 2018.

Table 12. Part 1 Crimes per Sworn Officer

Year	Total Part 1 Crime	Sworn Officers	Part 1 Crime per Sworn Officer
2014	1,180	60	19.7
2015	1,339	61	22.0
2016	1,529	61	25.1
2017	1,555	61	25.5
2018	1,381	61	22.6

Figure 4 shows the total reported annual Part 1 crimes over time, while Figure 5 shows the number of reported crimes per sworn officer over time. The two graphs illustrate how Part 1 crime declined and then rose again, with a recent peak in 2017.

Figure 4. Part 1 Crimes Over Time

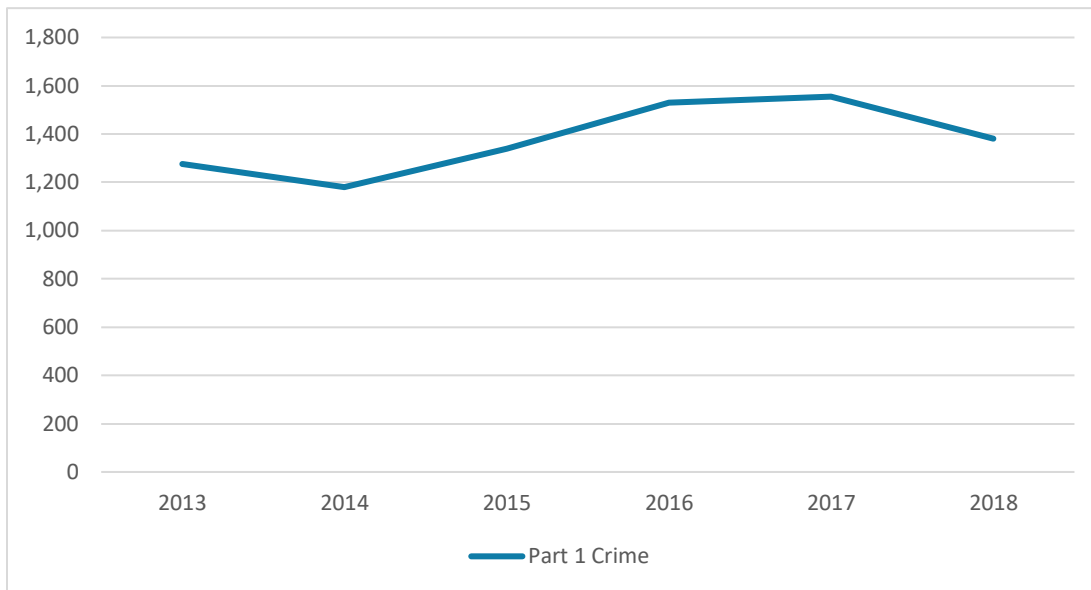
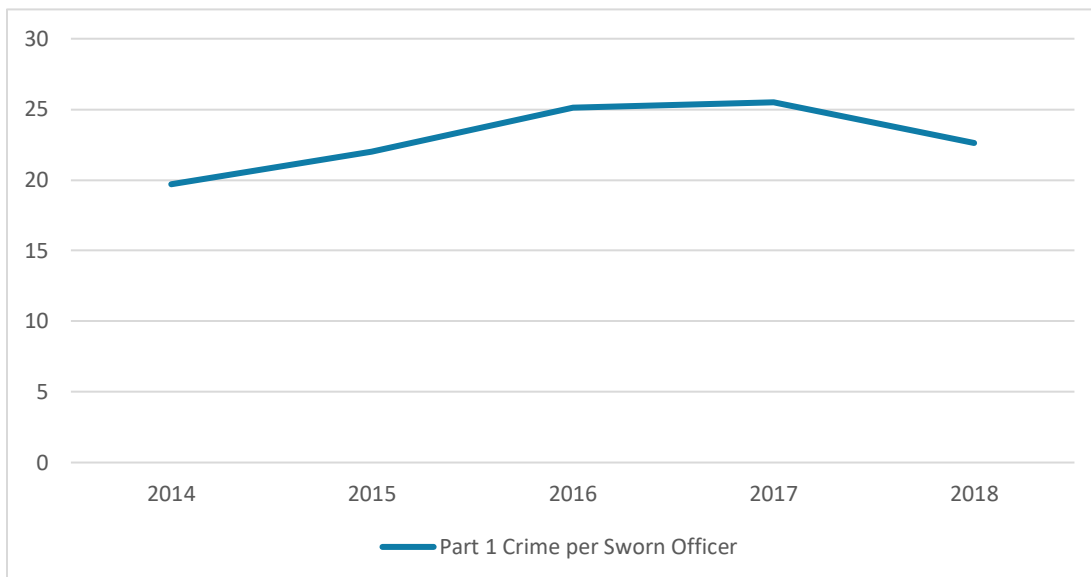


Figure 5. Crimes per Sworn Officer



Per-Capita Allocation

Analyzing police staffing based on a per-capita calculation of officer-to-population ratios is appealing because it is a simple metric. It is also easy to compare across jurisdictions. However, this approach is also inefficient because there is not a linear relationship between the number of residents in a community and the allocation of police resources without first conducting a detailed analysis of workload.

For instance, as population increases, this method would add more police even though the CFS workload or actual demand for resources may have declined. This over-staffing would be especially problematic in California given the high costs of public safety departments due to increases in pension, health care and other expenses. While the workload method we used to analyze staffing also uses population metrics to forecast the impacts of future growth, its primary focus is ensuring that sufficient officers are available to handle CFS, provide emergency response and emphasize proactive policing.

Table 13 shows the number of sworn officers relative to the Brea population over time. The number of officers per 1,000 population has decreased slightly but remained largely consistent over the past six years.

Table 13. Population and Sworn Officers Over Time

Fiscal Year	Population	Total Police Department FTEs	Sworn Officers	Sworn Officers per 1,000 Population	Total Police Department Staff per 1,000 Population
2014-15	42,625	113	60	1.41	2.65
2015-16	43,414	115	61	1.41	2.65
2016-17	43,821	110	61	1.39	2.51
2017-18	44,468	102	61	1.37	2.29
2018-19	44,539	99	61	1.37	2.22
2019-20	45,606	105	61	1.34	2.30

Authorized/Budgeted Allocation

This model is still used in some communities because it determines police staffing based on what a city can afford. It uses a city's budgeting process to determine the appropriate level of resources allocated to policing and this is often based on a review of prior year allocations rather than the true need. This approach can quickly become imbalanced if resource allocations become politicized or staffing decisions are based on arbitrary factors. Obviously, a city may *need* more police resources than it can afford but determining the real need should always be the primary goal.

Table 14 shows department expenditures as a percent of general fund expenditures and the total general fund expenditures per sworn officer over time.

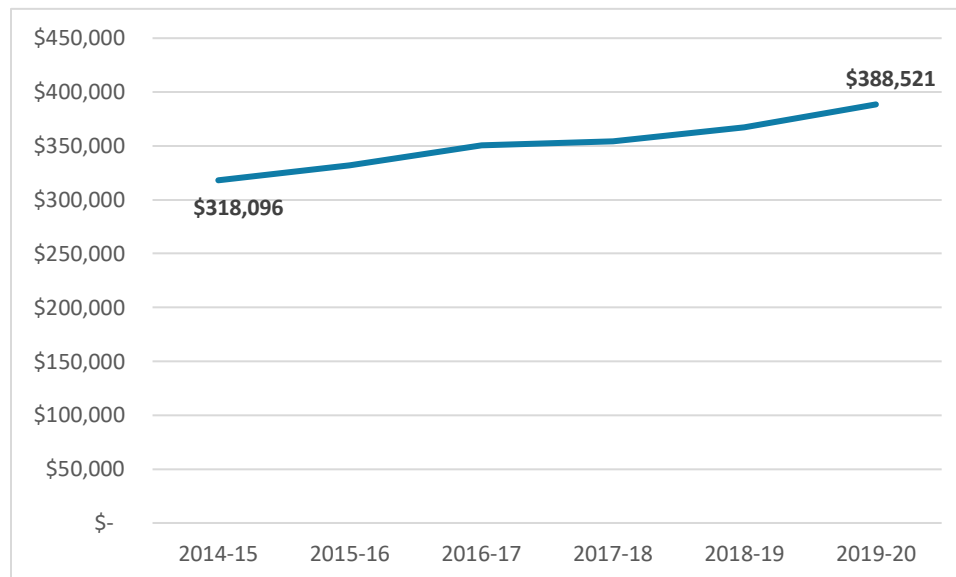
Table 14. Police Department Expenditures Over Time

Fiscal Year	Total General Fund Expenditures	Total Department Expenditures ¹	Total Department Expenditures as a Percent of General Fund Expenditures	Sworn Officers	Total Department Expenditures per Sworn Officer
2014-15	\$49,902,174	\$19,085,748	38.20%	60	\$318,096
2015-16	\$53,063,716	\$20,262,563	38.20%	61	\$332,173
2016-17	\$54,486,575	\$21,388,790	39.30%	61	\$350,636
2017-18	\$55,449,244	\$21,608,056	39.80%	61	\$354,230
2018-19	\$54,252,119	\$22,390,191	43.80%	61	\$367,052
2019-20	\$51,076,601	\$23,699,760	42.60%	61	\$388,521

¹General Fund

Figure 6 shows how department expenditures per sworn officer in Brea increased steadily since FY 2014-15. This period captures some of the changes resulting from the prior contract to provide police services to the City of Yorba Linda.

Figure 6. General Fund Expenditures per Sworn Officer



Constant “Manning” Allocation

This method imputes the allocation of police staffing based on a policy instead of an analysis of workload or other metrics. In other words, it predetermines how many staff are required. Constant manning is often the result of a collective bargaining process, but it is an unreliable method for analyzing police staffing because it is based on factors that may only indirectly relate to workload.

In addition to being inefficient, this method of predetermining police staffing can result in higher overall public safety costs because it can result in a department allocating more resources than are necessary. Since this model does not require an analysis to determine staffing, we will not provide an illustration or example.

Of course, the City of Brea does not predetermine its allocation of police resources through such constant manning policies. Indeed, this report is the result of the City's efforts to ensure police staffing decisions are based on workload data and other factual considerations. As noted earlier in this report, the Police Department does rely on temporary measures (such as overtime) to fill vacancies in the patrol schedule when an officer is out on illness or injury leave. This helps to ensure there are an adequate number of officers to respond to CFS and respond to emergencies.

Analysis of Organization Structure, Operations and Technology

The Police Department currently deploys its personnel in two divisions (Investigation Division and Uniform Division). Each division is led by a police captain. There are additional support functions led by a lieutenant who reports to the Chief of Police.

Organization Structure

Management Partners conducted a review of the Police Department's organization structure with two primary goals:

- To ensure the current structure is adequate to provide efficient and optimum services, and
- To evaluate whether department operations are aligned with best practices used by the police agencies in our survey and other law enforcement agencies generally.

The discussion below outlines this review and analysis and provides relevant recommendations.

Investigation Division

The Investigation Division is comprised of various functional areas including the Detective Bureau, Crime Suppression Unit, records, property and evidence, property crimes, special task forces and crimes against persons. Management Partners' assessment concluded that changes or improvements in three of the areas (Detective Bureau, Property and Evidence Unit, and task force assignments) warranted further review.

Detective Bureau

The Detective Bureau is currently staffed with approximately 10 FTE positions, as shown in Table 15.

Table 15. Detective Bureau Staffing

Classification/Assignment	Number of Positions (FTE)	Comments
Sergeant	2.0	
Detective	6.0	A vacancy of 1.0 FTE detective exists
Detective	Part-time	One position exists (which we equate to .5 FTE)
Police services officer	1.0	Civilian employee; handles a limited caseload
Crime analyst	1.0	
TOTAL	10.0 FTE, plus one part-time detective	

This has been the staffing level in the unit for the past two years (2018-2019). In the previous three years (2015-2017), there was one additional detective position in the bureau, but this position was reassigned to the Crime Suppression Unit. Also, as noted in Table 16, the department has a vacant detective position (1.0 FTE).

Table 16 illustrates the five-year trend of population growth in the City of Brea along with the corresponding data related to Part I crimes, number of cases reviewed and the number of cases that were determined to be appropriate to assign to a detective. For context, the decision to assign a case is based on the “solvability” factors of the case as determined by a supervisor within the department.

Table 16. Population and Workload Metrics in Detective Bureau, Brea Police Department

	2015	2016	2017	2018	2019
Population	43,414	43,821	44,468	44,539	45,606
Part 1 crimes	1,339	1,529	1,555	1,381	1,524
Cases reviewed	2,548	2,790	3,031	2,959	2,883
Cases assigned	1,081	1,079	1,036	1,251	1,051
Detective positions filled¹	7	7	7	6	6

¹ The reduction in detectives was the result of a transfer of 1.0 FTE to the CSU beginning in 2018.

A review of this data suggests a correlation between population, crime rates and the number of cases reviewed. In other words, it is reasonable

to anticipate that the number of cases reviewed, and therefore the cases assigned to detectives, will increase as the population increases. As the table shows, the number of detectives during this period remained stable through 2017 but decreased in 2018 and 2019.

Our evaluation of the number of assigned cases each year, considering the number of investigators available to work on those cases, showed that each investigator handles about 130 to 140 cases per year, or 2.5 to 3 cases per week (including the part time detective).

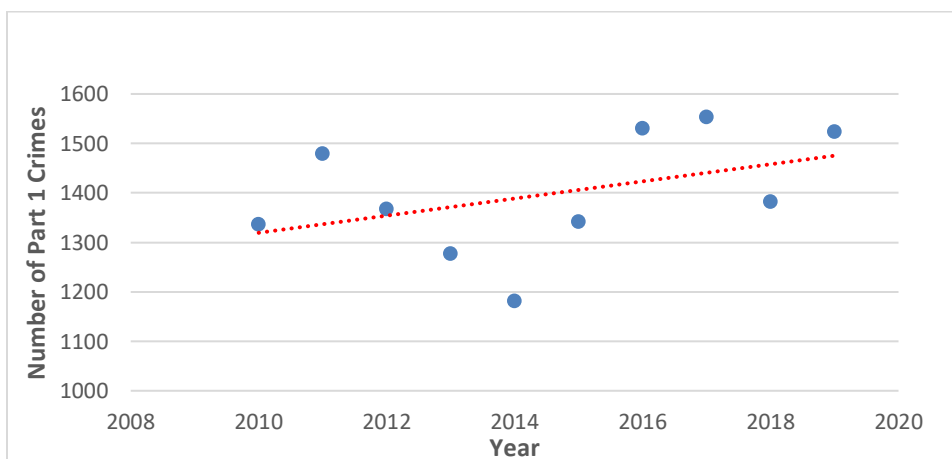
Based on our experience, the current detective caseload is manageable. Moreover, there has not been a major concern expressed by employees that detective case volumes are unmanageable. However, it is important to acknowledge the detectives may have varying caseloads, and some may be busier than others at various times.

The nature of this type of police work is that some cases are more complex than others and require more work effort to adequately investigate. Of course, it is important that proper management and supervision be in place to ensure that the complexities of certain cases are addressed, and the volume of the bureau's caseload is handled efficiently.

So, while we believe the current staffing in the Detective Bureau is adequate, we believe future growth in Brea could warrant an increase in detective staffing.

To illustrate these workload issues further, Management Partners plotted the Part 1 crime rates for ten years, as shown in Figure 7. The trend line in this graph shows an overall increase in crime despite the annual fluctuations.

Figure 7. Part 1 Crime Rate Trends in Brea from 2010 to 2019



This crime trend line, together with the population growth trend, suggests Part 1 crimes could grow to approximately 1,850 by 2024. Given such an increase in the number of crimes, it is possible that case volumes could grow to a point at which additional staffing could be required.

It is not possible now to predict how much additional staffing or when it may be required, but our sense is that one additional detective may become necessary at some point. In the interim, however, we believe the department's primary focus should be to bolster its systems related to management and data analysis of the Detective Bureau workload.

For example, it will be useful for the department to assess how long it takes to work an average case handled by the Detective Bureau. This will require the department to compile additional data such as information related to investigator clearance rates¹² that focus solely on detective cases. Measuring case closure status against open cases would also be helpful. With these and related metrics, the department will have the additional information it will need to determine when supplemental detective resources may be necessary.

In addition to bolstering the department's data analysis, Management Partners heard concern from the command staff about the managerial oversight in the detective bureau. For instance, there is one captain managing the division yet no lieutenant to serve between the division sergeants/supervisors.

The command staff also discussed an interest in improving the bureau's capacity in providing management oversight related to caseload complexity and efficiency. We concur with these insights i.e., that additional management in the bureau would improve efficiency and case outcomes. One approach to implement such improvements in the bureau would be to reassign a lieutenant from patrol to this bureau.

Recommendation 9. Identify the metrics and begin compiling data required for analyzing the detective caseload.

¹² This refers to compiling additional information that would be helpful to the department in the future for analyzing workload. However, we note that the department's current practices for compiling and submitting its Part 1 clearance rates are in accordance with the FBI Uniform Crime Reporting guidelines.

**Recommendation 10. Reassign 1.0 FTE lieutenant
from patrol to the Detective Bureau.**

Property and Evidence

The Property and Evidence Unit is currently supervised by the “crimes against persons” sergeant in the Investigation Division. This has the potential to be a conflict of interest because the sergeant supervises the collection of evidence for certain cases and oversees the Property and Evidence Unit that supports and stores the evidence for the same cases.

While we have not observed any issues involving conflicts, best practices suggest department leaders should consider reassigning this unit. The California Commission on Peace Officer Standards and Training (POST) guidelines on managing a property and evidence unit indicate the evidence/property function should be separate from operational units. This separation eliminates the potential for conflict of interest between the personnel who collect evidence or property and those who are charged with the responsibility of storing it. More specifically, POST guidelines¹³ maintain that assigning the evidence and property function to an administrative or support unit provides a definitive separation from operational units such as patrol or investigations.

For these reasons, we believe the Property and Evidence Unit should be the responsibility of the records supervisor. Although the unit will remain in the Investigation Division the function would not report to the sergeant. This will separate the functions since the records supervisor reports directly to the captain.

Additionally, concern about the workload of the Property and Evidence Unit was expressed in interviews and focus groups. Currently this unit handles all discovery requests from the courts and the district attorney. It is more common for a records unit to handle this responsibility, since the records supervisor or manager is typically the official custodian of records for the department. Our understanding is that the records supervisor is the designated custodian of records in Brea.

For these reasons, we believe moving the discovery responsibilities to the Records Unit would be a more efficient use of staff resources. This will

¹³ Evidence & Property Management Guide, Third Edition. 2013. Produced by POST Management Counseling Services Bureau.

result in more time for the property and evidence technicians to process property more quickly and make room for new items coming in.

Recommendation 11. Reassign the property and evidence function to report to the records supervisor.

Recommendation 12. Reassign discovery requests to Records Unit personnel.

Task Force Assignments

There are two off-site detectives that are currently assigned to the Investigation Division. One detective is deployed to assist the Orange County Auto Theft Task Force (OCATT), which is a grant-funded position. The other detective is deployed to assist the Orange County Financial Investigations Task Force (OCFIT), this position is department funded.

The state's new guidelines related to asset forfeiture have significantly reduced revenues for cities and, therefore, effectively increased the City's cost to participate in these regional efforts. For example, the current budget reflects revenues of \$68,700. However, the cost of a police officer position is approximately \$176,000. In addition to the increased cost to fund the OCFIT position, the focus of these regional efforts has changed over time. Accordingly, our understanding is the department is assessing these factors as it determines how to best use these resources.

In addition to considerations outlined above, we heard during interviews that homelessness issues are taking additional time from patrol officers and that the current Homeless Liaison Officer has a heavy workload

While reassigning these detective positions is an option (whether it is to address issues related to homelessness or other priorities), it should be noted that these special assignments can offer career development opportunities and different challenges for police officers. For these reasons, eliminating such assignments can limit opportunities for professional growth and affect department morale.

Recommendation 13. Assess the benefits of reallocating the OCFIT detective position to address other department priorities.

Uniform Division

The Uniform Division provides essential law enforcement services in the areas such as patrol, traffic and dispatch. We evaluated organization structure, operations and technology issues within these functional areas.

Management and Supervision in the Patrol Unit

The Brea Police Department has a total of 5.0 FTE lieutenant positions as shown with their assignments in Table 17. Most of the positions (4.0 FTEs) are in the Patrol Unit. Further, our analysis of peer agencies showed that the total number of lieutenants in the Brea Police Department is higher than in comparable organizations. We found that most of the peer agencies have four or fewer lieutenants.

Table 17. Current Assignment of Lieutenant Positions

Position	Number of FTEs	Assignment
Lieutenant	1.0	Office of the Chief
Lieutenant	4.0	Patrol
TOTAL	5.0	

Span of Control

The current patrol structure has a span of control of four lieutenants to six sergeants. In contrast, our experience is that best practices would typically call for one sergeant to six – ten police officers, and one lieutenant (manager) to three to four sergeants.

It is our understanding that lieutenants in Brea at times serve as first-line supervisors; sometimes this occurs in addition to and sometimes in lieu of sergeants performing this role. In contrast, our experience is that the lieutenant rank typically serves as a manager and has broader organizational responsibility. We note that the patrol lieutenants in Brea do have additional responsibilities as geographic area commanders.

The patrol sergeant to patrol officer ratio is 1:4.6, which includes using patrol corporals to respond to calls as opposed to supervising. In other words, the supervisor-to-subordinate span of control is within the acceptable range without using lieutenants for this purpose.

Further, we understand the department has a practice of providing two supervisors per shift, which can be effective when one supervisor is unavailable due to other duties. While proper oversight of the department is essential, we do not believe it is necessary for lieutenants to

provide first-line supervision of police officers, especially since the department has sergeants who would traditionally perform this role.

Therefore, we believe the department has an opportunity to convert one lieutenant position to a sergeant over time (through attrition) and reassign another lieutenant to priority area in the department, such as the Detective Bureau (which is recommended earlier in this report). In addition to being more cost-effective, this would still provide two supervisors per shift and ensure proper oversight of on-duty personnel.

Such a change would still allow for a day shift watch commander (1.0 FTE lieutenant), and a night shift watch commander (1.0 FTE lieutenant). Further, when a lieutenant is not on shift, a sergeant would serve as the watch commander. With this change, the department can still maintain an area commander structure using the remaining two lieutenants and bolstering that command structure with patrol sergeants assisting those respective lieutenants.

As indicated in Table 17, there is also a lieutenant assigned to the Office of the Chief. We believe this position plays an important role in the department and should be retained as is.

**Recommendation 14. Reallocate 1.0 FTE
lieutenant to a sergeant position through attrition.**

Traffic Unit

As mentioned previously, we heard several comments from staff regarding the high workload in the Traffic Unit. However, in comparing the Brea Police Department to the peer cities, we found that Brea has slightly more officers dedicated solely to traffic duties.

Additionally, Management Partners reviewed data showing that the sworn officers assigned to the Traffic Unit comprise about 10% of the overall sworn workforce. However, this unit has been responsible for 44%¹⁴ of all enforcement activity related to traffic concerns over the past 5 years.

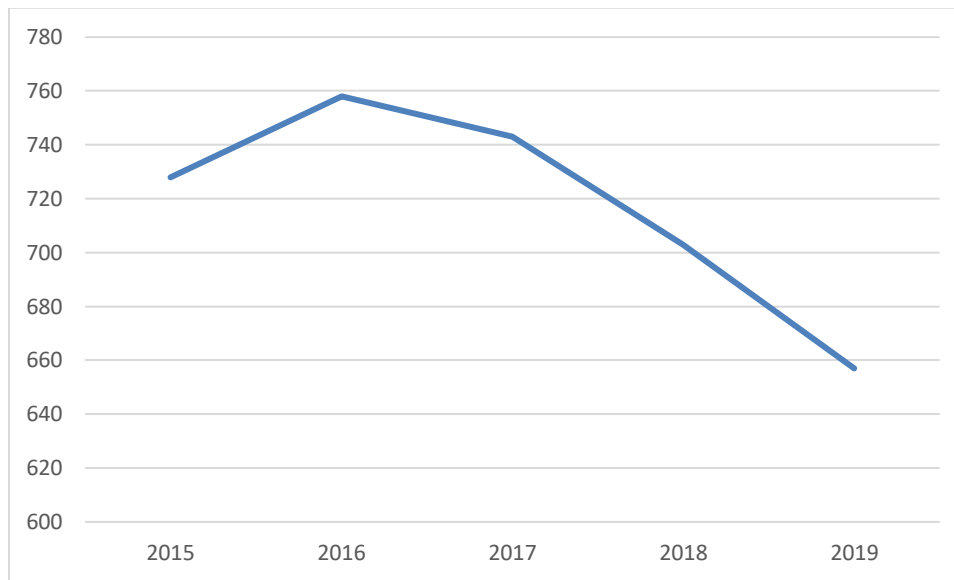
¹⁴ The Traffic Unit issued 8,634 citations out of the department total of 19,439 between 2015 and 2019.

The unit was also responsible for investigating 21%¹⁵ of all reported traffic collisions during that same time period. Our experience is that traffic units are typically responsible for a high percentage (per officer) of the overall workload volume in a police department.

Management Partners also wants to highlight the department's efficient use of civilian employees in investigating traffic collisions. Civilian staff have offset the sworn workload by investigating 36% of all traffic collision in the City of Brea over the past five years. The use of civilian employees to investigate collisions involving property damage only, or minor injuries, is an industry best practice that helps departments enhance services at a lower cost.

We also examined the workload data for the Traffic Unit. Figure 8 shows the 5-year trend of traffic collisions reported to the Brea Police Department since 2015. These data indicate a downward trend in collisions reported to the department.

Figure 8. Number of Traffic Collision Reports from 2015 to 2019



Source: Brea Police Department

While we heard numerous concerns about traffic issues during the interviews and focus groups, they did not pinpoint a staffing or workload issue but centered around (community) frustrations that come with congestion during high volume traffic periods. Police Department staff indicated that the City is making investments in more efficient signal

¹⁵ The Traffic Unit was responsible for 764 of the 3,590 total collision reports.

systems that may assist in the movement of traffic volume. A future assessment of these engineering solutions along with collecting additional data to assess the enforcement needs of the department would be appropriate.

Operations and Technology

Management Partners received input from interviews, the focus groups and roundtable discussion about the need for a stronger sense of team in patrol and the desire to be more aggressive in obtaining technology that will enhance the department's operations. Addressing these issues will improve the overall operations of the department and ensure that the department is prepared for the future.

Teamwork and Work Schedule

As we discussed previously, employee feedback suggests that teamwork in the department (and especially in patrol) could be improved with changes to the work schedule. For example, we heard the current schedule can result in patrol officers only seeing their supervisors (sergeants) once a week. We also understand the schedule has the sergeants starting and finishing their shifts one hour earlier than the scheduled times for police officers.

Team Centric Schedule Alternative

Management Partners reviewed the patrol schedule to look at potential alternatives that would promote a stronger sense of team and address the concern that patrol sergeants did not share enough workdays with the officers they supervised.

The alternative model we identified is a variation of a platooning, or team centric concept used by many police departments. However, daily staffing numbers in this approach are very similar to existing patrol staffing numbers. The model creates six individual patrol teams, all supervised by a sergeant.

Four of the six teams would align all workdays between the sergeant and patrol team members. The other two teams would share two of their three workdays with their assigned supervisor. This model uses 2.0 FTE (patrol) lieutenants versus the existing model with 4.0 FTE lieutenants, which is consistent with the recommendation above. The two lieutenants would be tasked with managing three teams each. Alternatively, consideration could be given to transitioning lieutenants to a 4-10 schedule instead of the existing 3-12, which would expand managerial oversight of the patrol teams.

This model requires 6.0 FTE sergeants compared with the current staffing allocation of five FTE sergeants. The additional sergeant position would potentially come from the reallocation of one lieutenant position recommended above.

Aside from the adjustment noted above concerning management and supervision levels, the model is based on the information provided to Management Partners that there are 4.0 FTE corporal and 19.0 FTE police officer positions authorized in the Patrol Unit. Based on these 23.0 FTE positions, the team centric model would allocate 12 employees to day shift and 11 employees to night shift, consistent with need since the day shift workload has a higher CFS volume.

Further, with the implementation of an overlap shift, as recommended previously, two of the teams could be placed on this overlap shift with modified hours.

Of course, Management Partners recognizes that changes in schedules are subject to the meet and confer process.

Technology

We learned through interviews and focus groups about various technology challenges in the Police Department. For example, the department does not have an online reporting system. This has become a best (and common) practice among police departments and the implementation of such a system could improve efficiency by reducing the workload demands for front counter and records personnel. It is our understanding that the department is exploring software that will allow for such a system to be implemented, but this may require additional funding.

Additionally, focus group attendees raised other issues about technology, including concerns about lagging behind in new technology and duplication of paper and digital systems, e.g., Puma¹⁶ tagging process and supplemental reports.

Recommendation 15. Conduct an assessment of the costs and benefits of implementing an online

¹⁶ PUMA is a technology vendor that provides solutions for the capture, storage, retrieval and analysis of audio and video recordings for law enforcement agencies.

reporting system, and whether such a system could be an outgrowth of another technology enhancement already underway.

Recommendation 16. Perform an internal audit of current and future technology needs of the department.

Recommendation 17. Conduct an assessment to identify and develop a plan to eliminate any duplicative paper/ digital systems.

Recruitment Challenges

Like many departments, the Brea Police Department faces challenges in the area of recruiting police officers to replace retirees and to fill other vacancies. Some of the reasons for these difficulties include the strong job market, competition between neighboring agencies, and changing perceptions about law enforcement careers.

It was noted in the focus groups and the roundtable discussion with the BPA that filling the current vacancy in the department's Personnel and Training Unit would help with filling police officer vacancies. In the interviews it was also noted that the workload in the Administration Division is heavy.

Given the need to fill vacancies quickly, particularly in patrol, and the projection of potentially more police officers being added due to development in the city, Management Partners believes that a full-time position that specifically assists with recruitments is warranted. Currently there are two part-time positions in Administration, one vacant and one filled.

Recommendation 18. Convert the part-time administrative clerk positions through attrition to full-time positions, specifically to address recruitment and training needs.

City of Brea Community Survey

The Brea Police Department is committed to providing the community with the highest level of service, including gathering input about staffing and services. Consequently, the department developed a series of survey questions to elicit information from the community about police services. The survey was posted on the Brea Police Department webpage and was announced to the public at a City Council meeting in November 2019. The survey was concluded in December 2019.

Figures 9, 10, and 11 reflect the results of the survey.

Figure 9. Deployment priorities as ranked by Brea community members

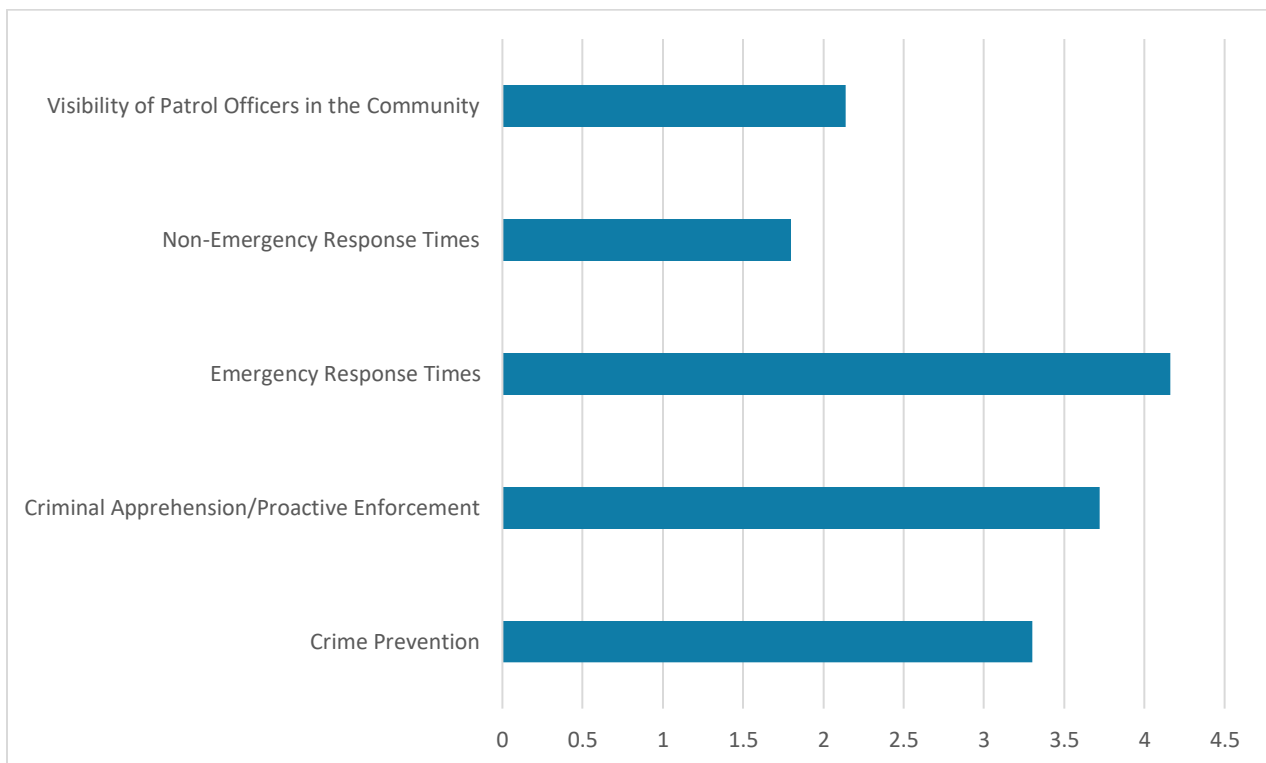


Figure 10. Top priorities for the Police Department as ranked by Brea community members

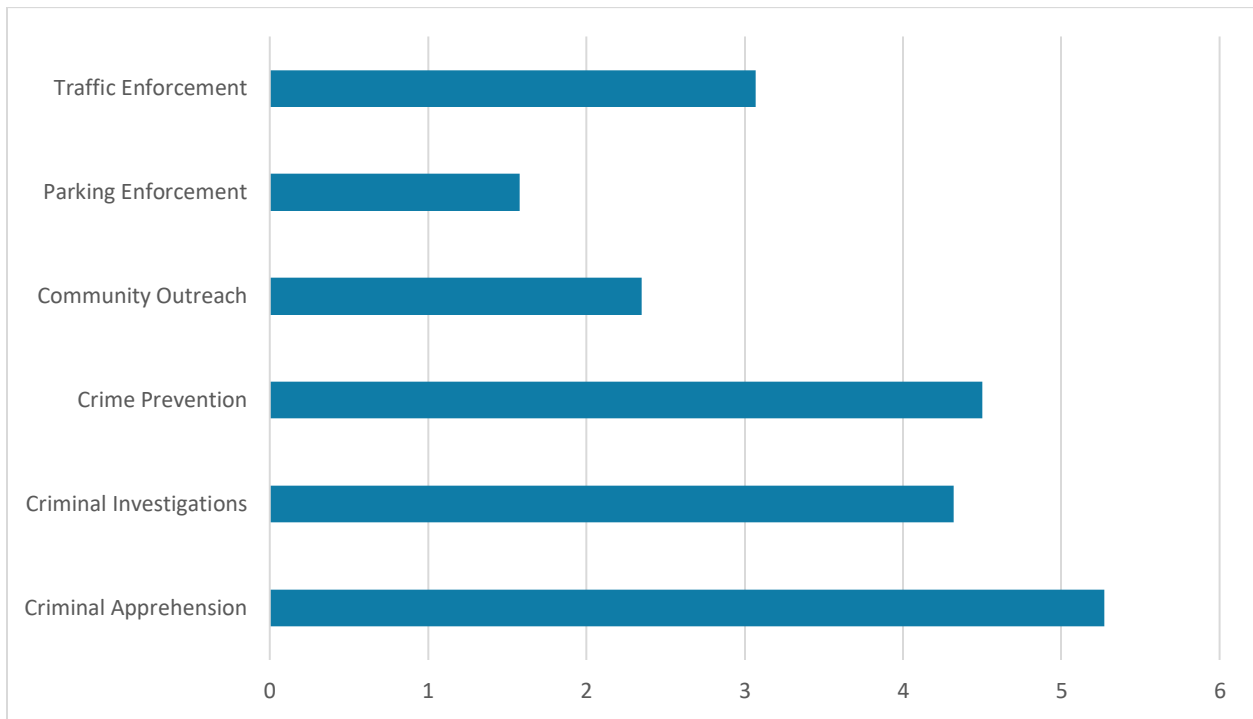
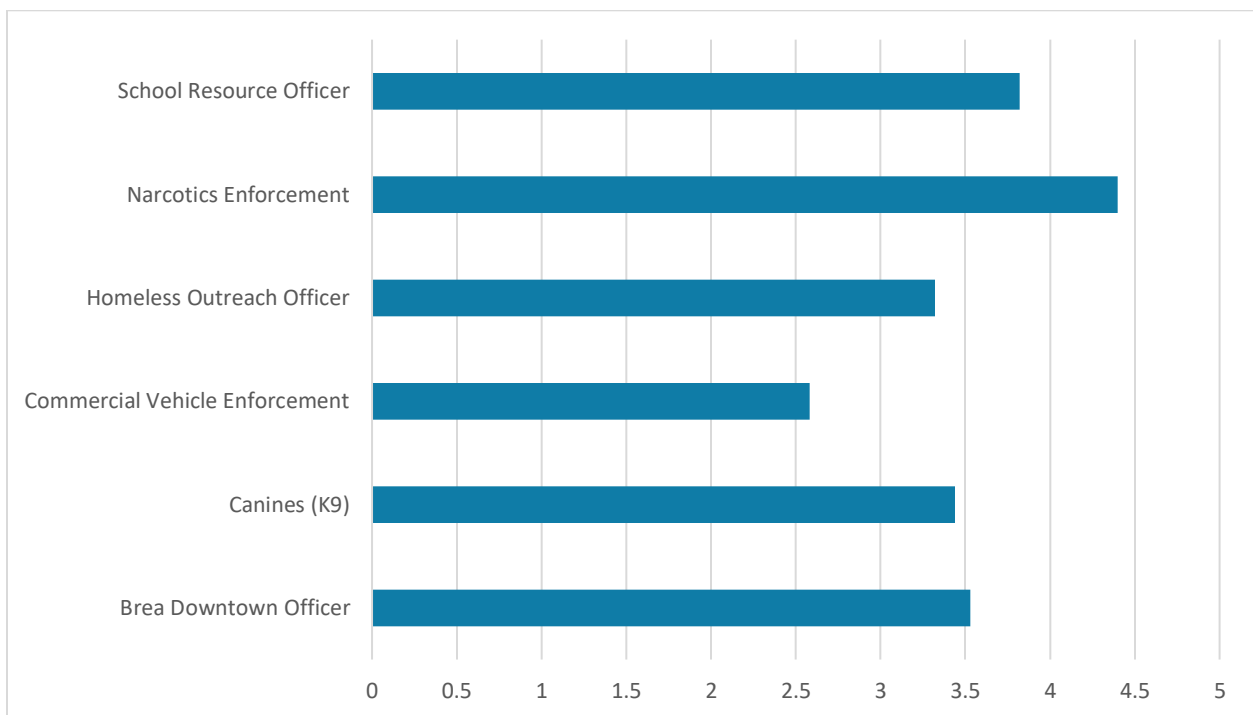


Figure 11. Police Department programs ranked in order of importance to Brea community members



Management Partners reviewed the community survey results and found them to be consistent with the department's direction and our analysis and recommendations concerning its workload. For instance, the three highest deployment priorities for community members were emergency response time, apprehension/proactive enforcement, and crime prevention.

One of the reasons for our recommendation to examine the beat structure and geography is to ensure that response times do not suffer as a result of the workload demands created by new development in Brea. We highlighted the East Beat particularly because growth in this area, coupled with the broad east-to-west geography, will warrant more resources and likely a change to the beat structure itself (e.g., adding a fifth beat or changing the beat boundaries).

Further, our workload analysis showed that patrol officers during the day shift are operating at or beyond their saturation point. This is important because the role of patrol is both to respond to calls for service but also to devote substantial time to what the IACP calls "preventive patrol." Accordingly, our staffing recommendations propose adding resources to lower the saturation level of officers during the day shift to below 60%.

Finally, community members said that the department should deploy its resources in ways that help prevent crime. As we explain earlier in this report, the data show that the department already invests substantial resources in preventive patrol during the night shift. But we found that bolstering the preventive patrol during the day shift is warranted and the recommendations outlined earlier in this report are aimed precisely at doing so.

Peer Comparison Results

As a part of this report, Management Partners surveyed five peer cities, which are detailed in Table 18. The primary reasons for comparing departments are to identify best practices and provide a range of comparative data which can suggest areas for further study and discussion.

It is important to note that the intent of this comparison survey was not to quantify or rate where the Police Department should be, but rather to examine whether the department may be significantly different from its peers.

Although some staffing information for the peer agencies is provided, it is for context only. This staffing information would not be useful in making resource or deployment decisions in Brea because the operations, priorities and demands for police work in each city are different.

Peer Selection Methodology

Management Partners used objective criteria to identify comparable peer departments for the survey as part of this project. These criteria included:

- ***City Population.*** This helps guide the analysis to include peers with similar agencies, services, and community needs.
- ***Median Household Income.*** Including peers that have similar income levels helps to ensure that the communities (and therefore the police departments) are more similar than dissimilar.
- ***Sworn Officers per Capita.*** This helps identify organizations that have similar levels of resources to understand best practices that could be relevant in Brea.
- ***Location.*** Management Partners prioritized cities located in Southern California with proximity to the City of Brea. This helped avoid comparisons with agencies where there are regional differences in law enforcement practices.
- ***Violent Crime.*** This helps to further identify cities that have similar crime levels and thus law enforcement demands. The data were obtained from the FBI's 2018 *Crime in the United States Report*,

the most current edition of the report available at the time of this report.

The selection criteria allowed us to narrow the number of peers and identify the five cities listed in Table 18. Relative to its peers, the City of Brea has the highest budgeted general fund expenditures and the largest number of total city employees.

Table 18. Peer City Demographic Statistics

City	County	Total Population (January 1, 2018) ¹	Median Household Income ¹	Square Miles ¹	Total General Fund Expenditures ²	Total City FTE ²
Brea	Orange	44,539	\$85,555	12.078	\$57,738,363	367
Claremont	Los Angeles	36,446	\$94,005	13.348	\$27,161,398	161
Cypress	Orange	49,978	\$84,469	6.581	\$29,596,181	163 ³
Fountain Valley	Orange	56,920	\$84,763	9.018	\$52,461,897	229
Monrovia	Los Angeles	38,787	\$67,167	13.605	\$42,140,156	250
Placentia	Orange	52,755	\$80,668	6.568	\$37,219,700	226

¹Source: California Department of Finance

²Source: FY 2019-20 City Budgets

³Includes full- and part-time Recreation and Park District employees

Key Takeaways

The peer survey provides a useful comparison in various areas. Some of the primary comparison points are summarized below, and the full peer comparison data can be found in Attachment B.

- The Brea Police Department has a similar distribution of police staffing to most of its peers, including the number of captains. Brea, like most of the peer cities, does not have a commander position. Also, the number of lieutenants in Brea is higher than the other agencies, with the exception of Claremont.
- Brea falls in the middle among its peers in the number of calls for service per capita.
- The department is similar to a majority of its peers in that it does not operate its own jail facility but does operate a temporary holding facility.

Conclusion

The Brea Police Department is committed to providing a high level of service to the community and doing so with the future in mind. We received substantial input from department employees, which was generally quite favorable. However, employees also identified concerns for staffing properly given the anticipated growth in population and housing in the city. They also identified areas for improvement such as a need for better communication, both internally and with the community; faster technology advancement; the need to create a stronger sense of teamwork in patrol; and faster recruitment processes.

Management Partners was asked to prepare a detailed analysis of current workload to determine whether there is adequate staffing. We found that an overlap shift is needed to address a higher workload during the day and part of the evening. Additionally, we analyzed projected growth in the City to determine future staffing needs and found that during the next three years three new police officer positions will be needed to maintain the current level of service to the community. We also identified operational changes and organization restructuring alternatives that could potentially offer budgetary savings that could be used in other areas of need in the department or be used to offset future increases in police officer staffing.

This report provides 18 recommendations that will improve department efficiency and enhance law enforcement services.

Attachment A – List of Recommendations

- Recommendation 1.** Develop policies and procedures to ensure that all activity for field units is accurately tracked.
- Recommendation 2.** Complete the recruitment and fill the current vacancies for 2.0 FTE police officers in patrol.
- Recommendation 3.** Establish an overlap shift to allow coverage for the busy periods spanning the day and night shifts.
- Recommendation 4.** Add 3.0 FTE police officers to patrol, who should be in service by June 2022.
- Recommendation 5.** Add 2.0 FTE police officers to patrol, who should be in service by June 2024.
- Recommendation 6.** Add 3.0 FTE police officers to patrol should the “mid-term” projects be constructed.
- Recommendation 7.** Begin a recruitment for police officers (3.0 FTE) in the first quarter of 2021.
- Recommendation 8.** Begin a recruitment for police officers (2.0 FTE) in the first quarter of 2023.
- Recommendation 9.** Identify the metrics and begin compiling data required for analyzing the detective caseload.
- Recommendation 10.** Reassign 1.0 FTE lieutenant from patrol to the Detective Bureau.
- Recommendation 11.** Reassign the property and evidence function to report to the records supervisor.
- Recommendation 12.** Reassign discovery requests to Records Unit personnel.
- Recommendation 13.** Assess the benefits of reallocating the OCFIT detective position to address other department priorities.
- Recommendation 14.** Reallocate 1.0 FTE lieutenant to a sergeant position through attrition.
- Recommendation 15.** Conduct an assessment of the costs and benefits of implementing an online reporting system, and whether such a system could be an outgrowth of another technology enhancement already underway.
- Recommendation 16.** Perform an internal audit of current and future technology needs of the department.
- Recommendation 17.** Conduct an assessment to identify and develop a plan to eliminate any duplicative paper/ digital systems.
- Recommendation 18.** Convert the part-time administrative clerk positions through attrition to full-time positions, specifically to address recruitment and training needs.

Management Partners



To Mr. Bill Gallardo, City Manager
 Mr. John Burks, Chief of Police

From Jay Trevino, Partner
 Donna C. Peter, Special Advisor

Subject Peer Comparison Survey Results

Date February 10, 2020

Management Partners is pleased to provide below the results of a survey of peer police departments, which we conducted on behalf of the Brea Police Department. Management Partners used objective criteria to identify comparable peer departments for the survey; this document summarizes the information we compiled, and it provides an analysis relative to the Brea Police Department.

Introduction

The City of Brea Police Department engaged Management Partners to provide Organizational Consulting Services, which included a Police Department Staffing Needs Analysis to ensure the Police Department provides effective, sustainable services in a manner that meets community needs. This work effort included several tasks as follows.:

- Analyze the department's workload to determine proper staffing levels,
- Project increase in workload due to development to assist in planning for future staffing needs,
- Review the organization structure,
- Assess the department's core services and its opportunities to apply best practices,
- Evaluate partnerships and resources,
- Develop a department-wide strategic plan, and
- Compare the department with peer police agencies.

This memo presents a summary of the last task: a compilation of results from the peer survey and a comparison of the Brea Police Department with five other police agencies.

The primary reasons for comparing departments are to identify best practices and provide a range of comparative data that can suggest areas for further study and discussion. The intent of this comparison survey is not to quantify or rate where a city should be, but rather to examine whether the city may be significantly different from its peers. Although some staffing

information for the peer agencies is presented, it is for context. The staffing information from other cities would not be useful in making resource or deployment decisions in Brea because the operations, priorities and demands for police work in each city are different.

Peer Selection Methodology

Management Partners used objective criteria to identify comparable peer departments for the survey as part of this project. These criteria included:

- ***City Population.*** This indicator reflects the size of the population served by the city. This helps guide the analysis to include peers with similar agencies, services, and community needs.
- ***Median Household Income.*** This indicator reflects the median income in the city. Including peers that have similar income levels helps to ensure that the communities (and therefore the police departments) are more similar than dissimilar.
- ***Sworn Officers per Capita.*** This indicator reflects the relative number of police officers within a given community. This helps us include organizations that have similar levels of resources in order to understand best practices that could be relevant in Brea.
- ***Location.*** Management Partners prioritized cities located in Southern California due to proximity to the City of Brea and to avoid comparisons with agencies where there are regional differences in law enforcement practices.
- ***Violent Crime.*** This indicator reflects the total number of violent crimes in a city as compiled by the Federal Bureau of Investigation (FBI) in its *Crime in the US* report. This helps to further identify cities that have similar crime levels and thus law enforcement demands. The FBI data available at the time of the peer survey was from 2018.

The selection criteria allowed us to narrow the number of peers and identify the five cities listed in Table 1. Relative to its peers, the City of Brea has the highest budgeted general fund expenditures and the largest number of total city employees. Monrovia has the second largest number of full-time equivalent employees (FTEs) but the third highest general fund expenditures after Fountain Valley.

Table 1. Peer City Demographic Statistics

City	County	Total Population (January 1, 2018) ¹	Median Household Income ¹	Square Miles ¹	Total General Fund Expenditures ²	Total City FTE ²
Brea	Orange	44,539	\$85,555	12.078	\$57,738,363	367
Claremont	Los Angeles	36,446	\$94,005	13.348	\$27,161,398	161
Cypress	Orange	49,978	\$84,469	6.581	\$29,596,181	163 ³
Fountain Valley	Orange	56,920	\$84,763	9.018	\$52,461,897	229
Monrovia	Los Angeles	38,787	\$67,167	13.605	\$42,140,156	250



City	County	Total Population (January 1, 2018) ¹	Median Household Income ¹	Square Miles ¹	Total General Fund Expenditures ²	Total City FTE ²
Placentia	Orange	52,755	\$80,668	6.568	\$37,219,700	226

¹Source: California Department of Finance.

²Source: FY 2019-20 City Budgets.

³Includes full- and part-time Recreation and Park District employees.

Key Takeaways

This peer survey provides a useful comparison in various areas. Some of the primary comparison points are summarized below.

- The Brea Police Department has a similar distribution of police staffing to most of its peers, including the number of captains. Brea, like most of the peer cities, does not have a commander position. Also, the number of lieutenants in Brea is slightly higher than the other agencies, with the exception of Claremont.
- Brea falls in the middle among its peers in the number of calls for service per capita.
- The department is similar to a majority of its peers in that it does not operate its own jail facility but does operate a temporary holding facility.

The detailed comparisons underlying these key takeaways are provided in the sections below.

Section 1 – Staffing Information

Table 2 provides a breakdown of the staffing of each city's police department. Cypress is the only one of the six cities that does not have a lieutenant rank and is the only city that reported having a commander rank. While Brea has the highest number of civilians, other cities have comparable numbers of civilians relative to the number of sworn staff.

Table 2. Detailed Staffing Breakdown

	Brea	Claremont	Cypress	Fountain Valley	Monrovia	Placentia
Assistant/Deputy Chief	0	0	0 ¹	0	0 ¹	0
Captain	2	1	0	2	2	2
Lieutenant	5	6	0	4	4	3
Commander	0	0	3	0	0	0
Sergeant	9	6	10	9	7	9
Corporal	5	8	0	8	0	0
Police Officer	39	19	41	31	36	39
Civilian	34.5	27	16.5	16 ²	30	27

Source: Surveys completed by each city and city budgets for FY 2019-20.

¹Both Cypress and Monrovia listed their Chief of Police in this category, which we omitted to ensure data comparability.



²Includes four job-share positions.

The organization structure of the Brea Police Department is similar to the other cities. For instance, the police departments in most of the responding cities have two major divisions, and the divisions are led by captains.

Table 3 provides the total police department budget and staffing for each of the peer cities. These statistics provide context for the different workload demands and police department staffing configurations. Of the departments that responded to the survey the Brea Police Department has the largest number of budgeted police department employees, while Claremont has the fewest. In addition to having the largest number of police department employees, Brea also has the highest ratio of sworn officers per thousand population. However, the Fountain Valley Police Department had the highest total number of sworn officers and the lowest number of civilian staff.

Table 3. Peer Agency Staffing

City	Police Department Budget FY 2019-20	Total Budgeted Police Department FTEs	Total Budgeted Officers	Total Budgeted Civilian FTEs	Sworn Officers per 1,000Population
Brea	\$24,757,698	100.4	61.0	39.4	1.36
Claremont	\$12,496,360	65.0	40.0	25.0	1.10
Cypress	\$18,201,814	79.8	57.0 ¹	22.8	1.14
Fountain Valley	\$16,478,795	86.5	64.0	22.5	1.12
Monrovia	\$16,385,265	79.0	50.0	29.0	1.29
Placentia	\$13,290,900	84.0	54.0	30.0	1.02
Median	\$16,432,030	81.9	55.5	27.0	1.13

Source: City budgets for FY 2019-20.

¹Budget includes two over hire Police Officers

High levels of police overtime may be indicative of increases in workload. Some of the most common reasons for overtime are increases in calls or service or crime emergencies, a chronically high number of vacant positions, labor agreement requirements that affect staffing levels, or a significant number of special events or court appearances.

We examined the use of overtime, which is summarized in Table 44. Data from Fountain Valley and Placentia were not useful because they provided overtime expenditures rather than hours. Monrovia did not provide data about overtime usage.

However, the remaining comparison shows that the Brea Police Department uses overtime at a similar level to Claremont and a higher level than Cypress. High amounts of overtime can lead to higher costs and potential negative consequences in the form of lower productivity and higher fatigue.



Table 4. Police Department Schedules and Overtime

City	Schedule	Annual Department Overtime Hours		Mean Annual Overtime Hours Per Employee
		2017	2018	
Brea	3-12	20,379	33,633	269
Claremont	3-12	17,263	18,040	272
Cypress	3-12	8,411 ¹	9,246 ¹	111
Fountain Valley	3-12.5	Provided as expenditures	Provided as expenditures	N/A
Monrovia	3-12	Not Provided	Not Provided	N/A
Placentia	3-12.5	Provided as expenditures	Provided as expenditures	N/A

Source: Surveys completed by each city.

¹This included data from Fiscal Years 2016-17, 2017-18, and 2018-19.

Section 2 – Workload and Performance Measures

Table 5 shows the number of Part 1 crimes that occurred in each peer city during the 2018 calendar year. Brea had the second highest number of reported Part 1 crimes in 2018. Although not a recommended and reliable way to measure staffing needs, an increase in crime levels may impact workload and thereby overtime usage and the need for additional police resources.

Table 5. Part 1 Crimes Reported in 2018

City	Brea	Claremont	Cypress	Fountain Valley	Monrovia	Placentia
TOTAL VIOLENT CRIME	83	66	58	52	69	120
Murder and Nonnegligent Manslaughter	1	1	0	0	2	0
Rape	7	15	14	1	10	10
Robbery	29	19	25	21	31	20
Aggravated Assault	46	31	19	30	26	90
TOTAL PROPERTY CRIME	1,293	930	704	1,496	914	904
Burglary	159	227	146	194	121	243
Larceny-theft	1,068	646	478	1,185	723	548
Motor Vehicle Theft	66	57	80	117	70	113
Arson ¹	5	5	5	1	1	2
TOTAL PART 1 CRIME	1,381	1,001	767	1,549	984	1,026

Source: FBI Crime in the United States Report 2018



¹Arson is not included in the FBI's property crime total and so, the number of arson crimes are not reflected in the Total Property Crime numbers above. However, arson crimes are reflected in the Total Part 1 Crime numbers shown at the bottom of this table.

Table 6 shows the total number of calls for service for calendar years 2017 and 2018. Monrovia did not provide data in this category and thus was omitted from the table. Placentia had the highest number of annual calls for service per 1,000 population, while Cypress had the lowest. Brea handled the second lowest annual number of calls for service per 1,000 population.

Table 6. Annual Calls for Service

City	Calls for Service		Calls for Service per Thousand Population	
	2017	2018	2017	2018
Brea	27,221	30,755	612	691
Claremont	26,317	32,133	723	881
Cypress	26,763	28,912	539	581
Fountain Valley	45,969	46,494	806	817
Placentia	56,269	54,775	1,066	1,041

Source: Surveys completed by each city and CA Department of Finance population totals for 2017 and 2018

Table 7 shows the average response time¹ to calls for service for five cities. Monrovia did not submit information for this category and thus was omitted from this table. All of the cities in Table 7 provided Priority 1 response time, although Placentia's call priority designation system changed from 2017 to 2018. Most of the agencies surveyed changed CAD/RMS systems in the past two to three years. This makes it difficult to compare the response times year-to-year.

Table 7. Average Response Time to Calls for Service

City	Brea	Claremont	Cypress	Fountain Valley	Placentia
2017	3:16 ¹	2:48 ¹	3:50 ^{1,3}	5:55 ¹	5:42 ⁴
2018	3:45 ²	2:50 ¹	3:52 ^{1,3}	5:31 ¹	4:31 ¹

Source: Surveys completed by each city and city budgets for FY 2019-20.

¹Priority 1 calls (Priority 0 in Brea).

²This is based on approximately 11 months of data (from 2/6/18 to 12/31/18) due to the CAD/RMS change.

³Cypress changed CAD/RMS systems in late 2017, resulting in a slightly different calculation of response time. The response time reported for 2017 is the one from the old system, which was used from January through November 13, 2017.

¹ These are emergency response times, which some agencies categorize as Priority 1 calls. Brea categorizes these as Priority 0 calls.



⁴Placentia changed CAD/RMS systems in mid-2018. The previous system ranked priority from 0 to 5, while the current system ranks them from 1 to 4. This number reflects the highest priority calls.

Table 88 provides information about mandated time off for officers. Monrovia did not provide information and thus is excluded from this table. All cities except for Claremont mandate at least eight hours between shifts (Brea mandates 10 hours between shifts). Brea is the only city that requires that officers take off one day per work week, although Placentia has a limit on the number of hours that can be worked in a week. Other than Claremont, which allows supervisors to determine officer hours, all cities limit officers to working a maximum of 16 hours per day. Mandating time off can help offset the impact of excessive overtime and compressed work schedules.

Table 8. Mandated Time Off Policies

	Brea	Claremont	Cypress	Fountain Valley	Placentia
Maximum number of days an officer can work in a pay period	12 days	No maximum	No maximum	Not Specified	84 work hours in a 7-day period
Mandated time off between shifts	10 hours	No requirement	8 hours	8 hours	8 hours
Required days off per work week	1 day	No requirement	No requirement	No requirement	84 work hours in a 7-day period
Maximum hours permitted to work in a day	16 hours per day 120 hours per pay period	Supervisor's discretion	<ul style="list-style-type: none"> • 16 hours in one day • 30 hours in two days • 84 hours in seven days 	16 hours	<ul style="list-style-type: none"> • 16 hours in one day • 30 hours in two days (48 hours)

Source: Surveys completed by each city and city budgets for FY 2019-20.

Section 3 – Department Services and Operations

Table 9 shows the organizational placement of other key service areas that are sometimes provided by police departments. This table also compares the duties of civilian volunteers.

Code Enforcement. Brea and all the peer agencies have placed the code enforcement function in their community development or development services departments.

Animal Control. Of the survey respondents, four cities contract with Orange County Animal Care (OCAC) for animal control services. Claremont provides the services in house through a collaboration with the Inland Valley Humane Society, while Monrovia contracts with the Pasadena Humane Society.



Civilian Volunteers. The peer agencies use civilian volunteers in a variety of ways, including vacation checks, special events, and data entry. Claremont appears to have the broadest range of duties including parking citations, data entry and crime analysis.

Table 9. Placement of Related Services and Use of Civilian Volunteers

	Brea	Claremont	Cypress	Fountain Valley	Monrovia	Placentia
Where is Code Enforcement located?	Community Development	Community Development	Community Development	Planning and Building	Community Development	Development Services
Where is Animal Control located?	Orange County Animal Care	Police Department, duties performed by Inland Valley Humane Society	Orange County Animal Care	Orange County Animal Care	Pasadena Humane Society	Orange County Animal Care
How does your department utilize civilian volunteers?	<ul style="list-style-type: none"> • Patrol • Call Outs • Special Events • Homeless • Vacation house checks • Chaplain • Explorers 	<ul style="list-style-type: none"> • Live scan • Evidence transportation to labs • Vacation house checks • Community patrol in residential burglary prone areas • Parking citations • Data entry • Crime analytics 	<ul style="list-style-type: none"> • Clerical • Vacation checks • Community events • Equipment maintenance • Positive Actions thru Character Education (PACE) program • Gun range management 	<ul style="list-style-type: none"> • Retired Senior Volunteer Program (RSVP) 	<ul style="list-style-type: none"> • Records • Citizens Patrol • Administrative duties 	<ul style="list-style-type: none"> • Chaplains • Volunteers in Policing (VIP) • Explorers program (young adults)

Source: Surveys completed by each city and city budgets for FY 2019-20.

Table 10 lists the significant service contracts maintained by each of the peer agencies. All responding cities except for Claremont provided information about contract costs for crossing guards. Brea and Placentia had the lowest costs associated with crossing guard services, while Cypress and Fountain Valley had the highest.

Table 10. Significant Service Contracts with Outside Vendors or Agencies over \$50,000

City	Vendor contracts
Brea	<ul style="list-style-type: none"> • Orange County Animal Care (\$254,700 - Animal Control) • Motorola Flex (\$81,000 for CAD/RMS maintenance) • RCS Investigations (\$75,000 - Background Investigation) • All City Management (\$59,500 - Crossing Guards)



City	Vendor contracts
	<ul style="list-style-type: none"> • County of Orange (\$94,250 - 800 mhz Radio Backbone) • Motorola (\$306,000 - Radio Console Lease)
Claremont	<ul style="list-style-type: none"> • Inland Valley Humane Society (\$126,824) • Hi-Tech Safety Net (\$79,628 - RMS)
Cypress	<ul style="list-style-type: none"> • Crossing guard service (\$225,000)
Fountain Valley	<ul style="list-style-type: none"> • Crossing guard service (\$140,000)
Monrovia	<ul style="list-style-type: none"> • Pasadena Humane Society (\$185,977 - Animal Control Services) • All City Management (\$116,928 – Crossing Guards)
Placentia	<ul style="list-style-type: none"> • OC Animal Care (\$352,000 - Animal Control Services) • Mark43 (\$118,000 - CAD/RMS) • All City Management (\$61,000 - Crossing Guard Services) • OC Communications (\$80,500 - 800 Mhz Radio) • Enterprise (\$65,000 - Vehicle Leasing) • Halo Investigations (\$60,000 - Background Investigations and Training Management) • OC Fire Authority (\$6.5 million - Fire and Paramedic Services)¹

Source: Surveys completed by each city and city budgets for FY 2019-20.

¹ Placentia began transitioning to an internal fire/EMS program in 2019 and will discontinue its contract with OCFA upon completion.

Table 11 provides a comparison of how other program areas are provided by the peer agencies.

Dispatch. All cities provide dispatch services, though dispatch services for Cypress are provided through a joint powers authority, West Cities Police Communications (West-Comm), which was established by the cities of Cypress, Seal Beach and Los Alamitos in 1997.

Fleet Maintenance. None of the cities surveyed perform fleet maintenance within the police department.

Crime Scene Investigations (CSI). Four cities (Cypress, Claremont, Monrovia, and Placentia) reported that their counties oversee crime scene evidence and processing for major crimes, while Fountain Valley and Brea both reported doing major crime scene processing themselves.

Records Management. The police departments in all the cities are responsible for records management.



Table 11. *Additional Services Delivered*

	Brea	Claremont	Cypress	Fountain Valley	Monrovia	Placentia
Dispatch	Yes	Yes	Dispatch provided by West-Comm	Yes	Yes	Yes
Fleet maintenance	No – Public Works	No – Community Services Department	No – Public Works	No – City Yard	No – Public Works	No – Public Works
Records management	Yes	Yes	Yes	Yes	Yes	Yes
Crime scene investigations for major crimes	Yes	No – Los Angeles County Sheriff's Department handles cases involving homicides and great bodily injury	OCSD	Yes	No – Los Angeles Sheriff Department	Yes – Except for homicides, which are handled by OCSD

Source: Surveys completed by each city and city budgets for FY 2019-20.

Section 4 – Jail Operations

Table 12 shows how each city provides short- and long-term jail services. Three of the peer agencies operate a holding cell or temporary detention facility, while Claremont and Monrovia operate a Type 1 jail facility.

Three of the responding cities noted how they transfer arrestees. Both Monrovia and Placentia reported using civilian staff, while Claremont reported using a mix of sworn and civilian staff depending on the situation.

Both Claremont and Monrovia operate Type 1 jail facilities with 12 and 16 beds, respectively.

Table 12. *Jail Operations and Facility Management*

	Brea	Claremont	Cypress	Fountain Valley	Monrovia	Placentia
Does your city operate a holding cell or facility for temporary detention?¹	Yes	Yes	Yes	Yes	Yes ²	Yes



	Brea	Claremont	Cypress	Fountain Valley	Monrovia	Placentia
Does your city operate a jail facility?	No	Yes	No	No	Yes	No
Type of facility managed	N/A	Type I facility, 12 beds, managed in-house	N/A	N/A	Type 1 Facility, 16 beds, managed in-house	N/A
If your city books arrestees at or transfers them to another agency's facility, please list the agency and facility type	Orange County Central Jail	Not specified	Orange County Central Jail	Not specified	Pasadena and Alhambra courts, Los Angeles County Sheriff's Department jail system	Orange County Central Jail
When transfers of detainees to a county jail, court or other facility are necessary, who performs the transfers?	Sworn or non-sworn (non-sworn preferred if available).	Sworn officers transfer to the county jail or other facilities/ hospital; Jailers transport arrestees to Court.	Not specified	Not specified	Civilian staff	Civilian staff

Source: Surveys completed by each city and city budgets for FY 2019-20.

¹Excludes beds, cots or furniture for sleeping.

²Monrovia's survey indicated it operates a holding facility and jail. For purposes of this survey, however, Management Partners believes the facility operated by Monrovia should be classified as a jail.



Section 5 – Additional Workload Metrics

Table 13 displays various workload metrics for five of the six responding agencies, omitting Monrovia because they did not submit information in this category. These metrics help estimate the relative workload experienced by each city and recognize the need for different staffing levels. Every city surveyed reported a decline in traffic collision reports from 2017 to 2018. Both Cypress and Placentia saw large increases in the number of traffic citations issued, while Brea saw a smaller increase and Fountain Valley and Claremont both saw declines.

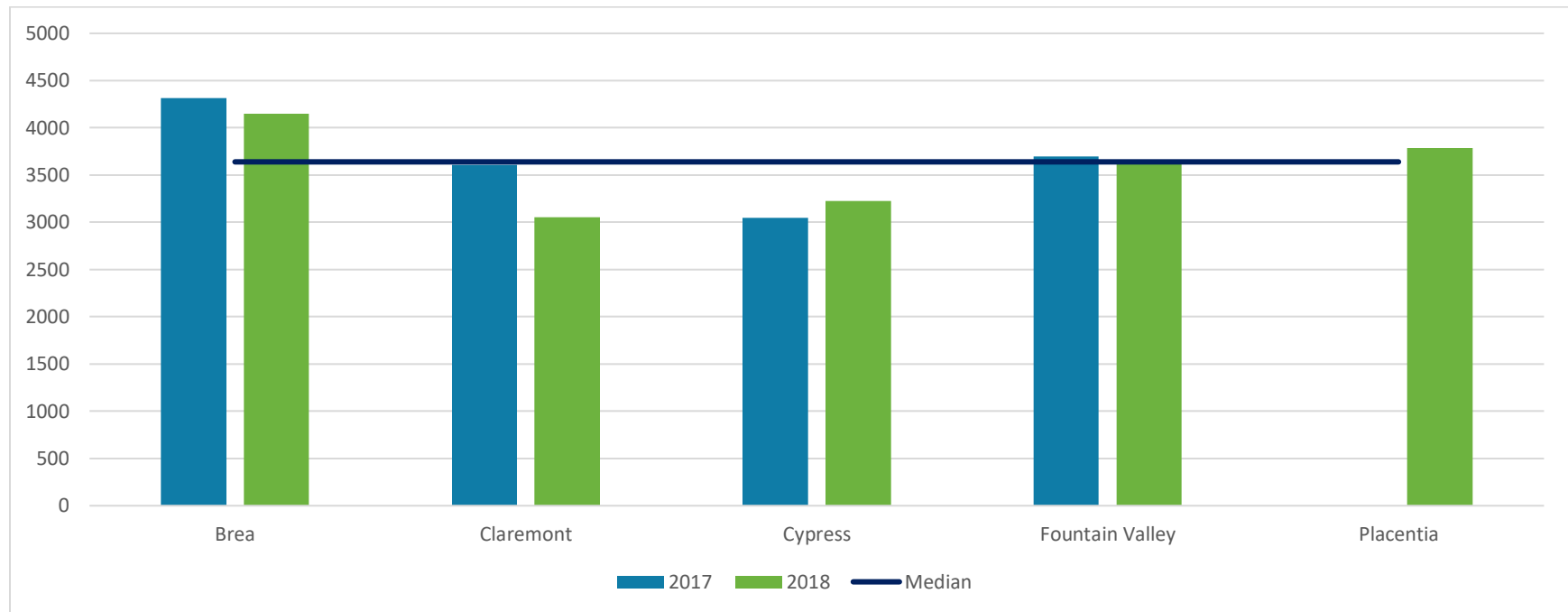
Table 13. Workload Metrics

City	Non-traffic reports		Traffic collision reports		Traffic citations issued		Parking citations issued	
	2017	2018	2017	2018	2017	2018	2017	2018
Brea	4,313	4,147	747	678	2,653	3,171	12,390	13,108
Claremont	3,607	3,052	309	254	2,387	2,072	6,569	8,002
Cypress	3,044	3,227	381	360	2,613	5,539	4,537	6,023
Fountain Valley	3,697	3,627	225	169	821	690	8,099	9,884
Placentia	Not Available	3,787	361	302	1,745	3,050	12,594	7,758

Source: Surveys completed by each city.

Figure 1 shows the number of non-traffic reports in each city for 2017 and 2018. Brea handled an average of approximately 20.7% more non-traffic reports than the other peer agencies during this timeframe.

Figure 1. *Non-Traffic Reports*

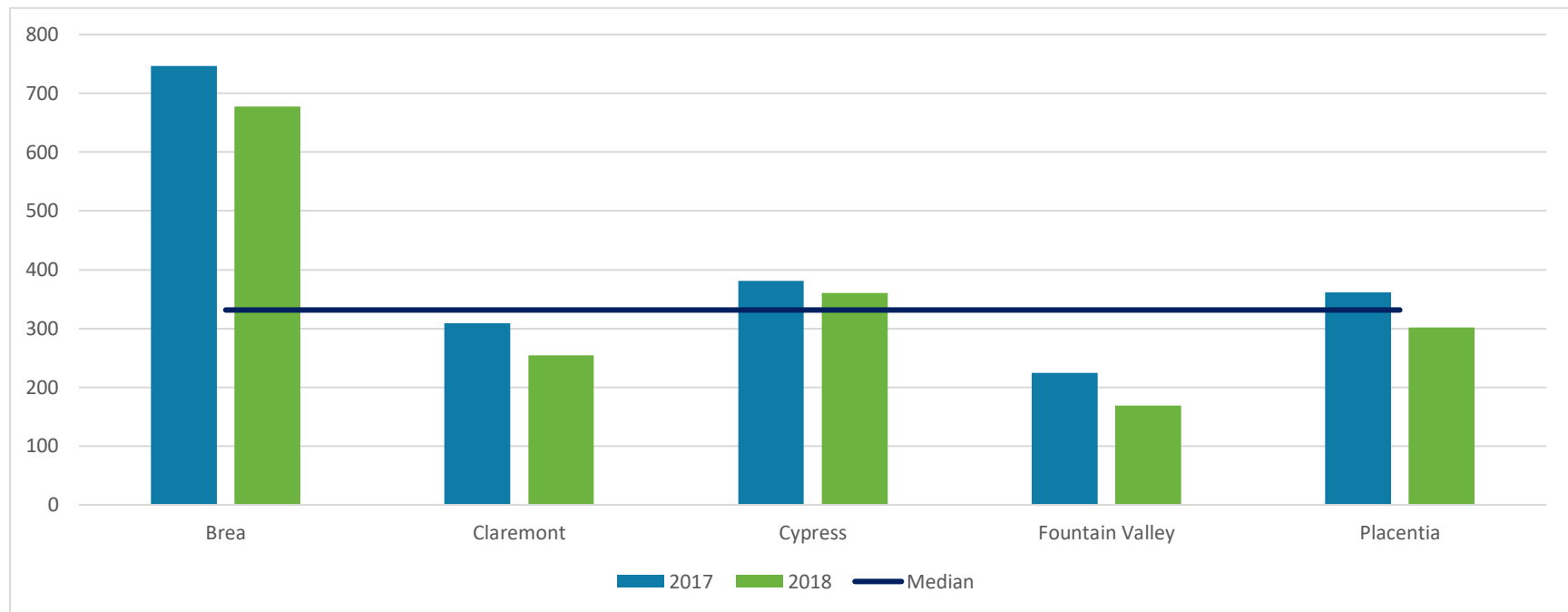


Source: Surveys completed by each city.



Figure 2 shows the number of traffic collision reports generated by each police department in 2017 and 2018. Brea had the highest number of collisions and Fountain Valley the fewest. On average, Brea had 86% more reported traffic collisions than its peers in 2017 and 2018. All five cities (including Brea) that provided information in this category saw declines in the number of traffic reports generated from 2017 to 2018.

Figure 2. *Traffic Collision Reports*

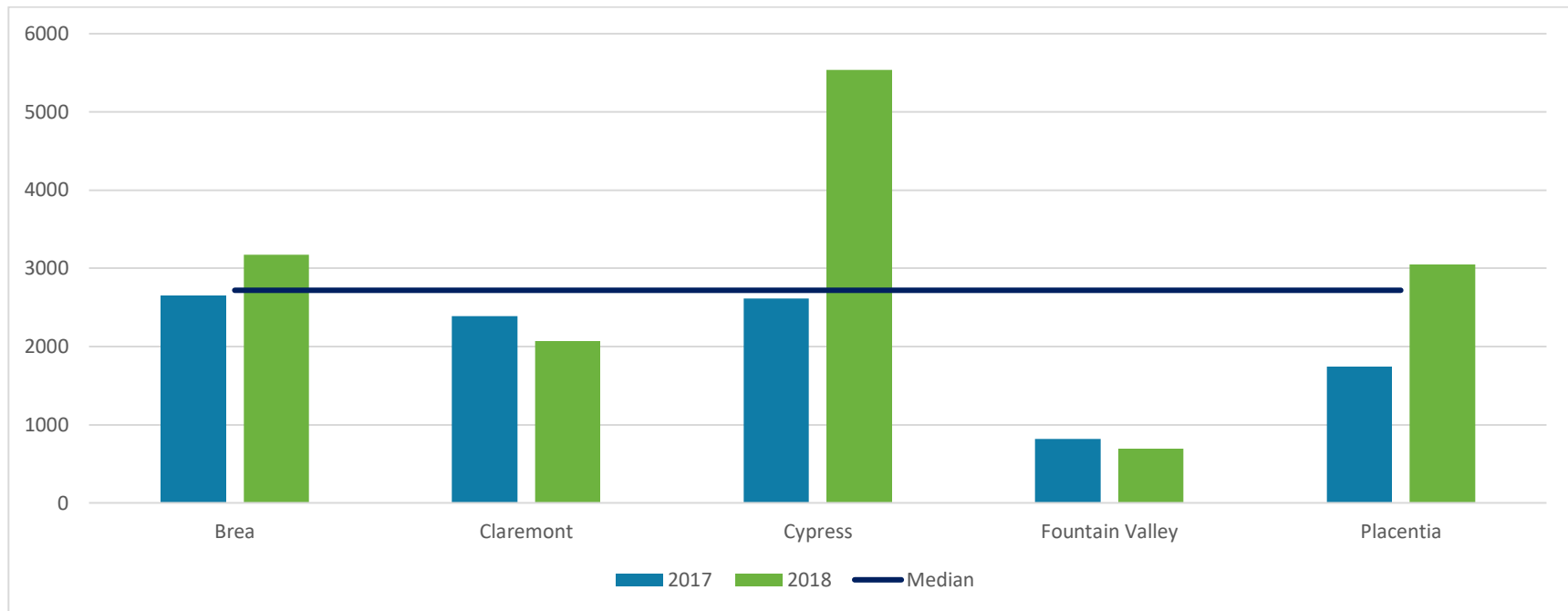


Source: Surveys completed by each city.



Figure 3 shows the number of traffic citations issued by each peer city in 2017 and 2018. Brea, Cypress, and Placentia all reported increases in the number of traffic citations issued from 2017 to 2018.

Figure 3. *Traffic Citations Issued*

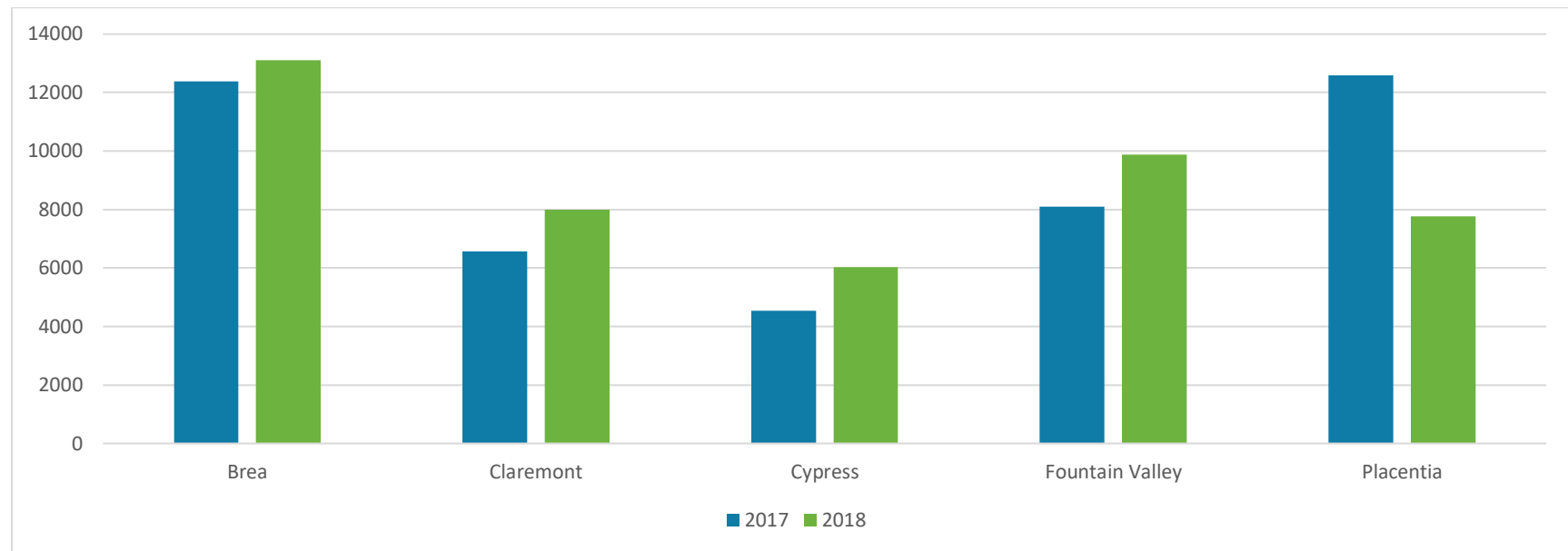


Source: Surveys completed by each city.



Figure 4 shows the number of parking citations issued in 2017 and 2018 by each of the peer cities. Brea, like most of its peers, had an increase in the number of parking citations issued from 2017 to 2018. Only Placentia had a decrease in the number of parking citations issued.

Figure 4. Parking Citations Issued



Source: Surveys completed by each city.



Tables 14 and 15 show the number of calls for service that each city received on a given day in each calendar year during weekdays and weekend days. The calls for service data in Cypress were not available for 2017 because the city transitioned to a new CAD/RMS system that year. Monrovia did not submit data for this category and thus was excluded from the figure. Fountain Valley handled the highest number of calls for service per day on average, while Placentia and Brea generally receive the fewest. Brea handled 24.5% fewer calls than peer cities on average during weekdays and 19.6% fewer during weekend days.

Table 14. Average Number of Calls for Service on Weekdays

City	Monday		Tuesday		Wednesday		Thursday		Friday	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Brea	73	81	74	84	77	93	81	91	79	89
Claremont	89	103	94	110	100	113	96	112	95	117
Cypress	Not Available	99.3	Not Available	111.8	Not Available	99.9	Not Available	82.8	Not Available	94.5
Fountain Valley	135	127	135	138	131	134	128	136	133	135
Placentia ¹	67	82	70	87	68	81	67	78	80	84
Median	81	99.3	84	110	88.5	99.9	88.5	91	87.5	94.5

Source: Surveys completed by each city and city budgets for FY 2019-20.

¹Includes 911 and administrative lines per day of the week, but not total calls. A breakdown of total calls per week is unavailable via Placentia's CAD/RMS system.

Table 15. Average Number of Calls for Service on Weekends

City	Saturday		Sunday	
	2017	2018	2017	2018
Brea	77	82	62	70
Claremont	81	86	70	71



City	Saturday		Sunday	
	2017	2018	2017	2018
Cypress	Not Available	79.5	Not Available	64.4
Fountain Valley	114	116	106	105
Placentia¹	72	73	36	72
Median	79	82	66	71

Source: Surveys completed by each city and city budgets for FY 2019-20.

¹Includes 911 and administrative lines per day of the week, but not total calls. A breakdown of total calls per week is unavailable via Placentia's CAD/RMS system.



Section 6 – Organization Charts

Figure 5. City of Brea Police Department Organization Chart

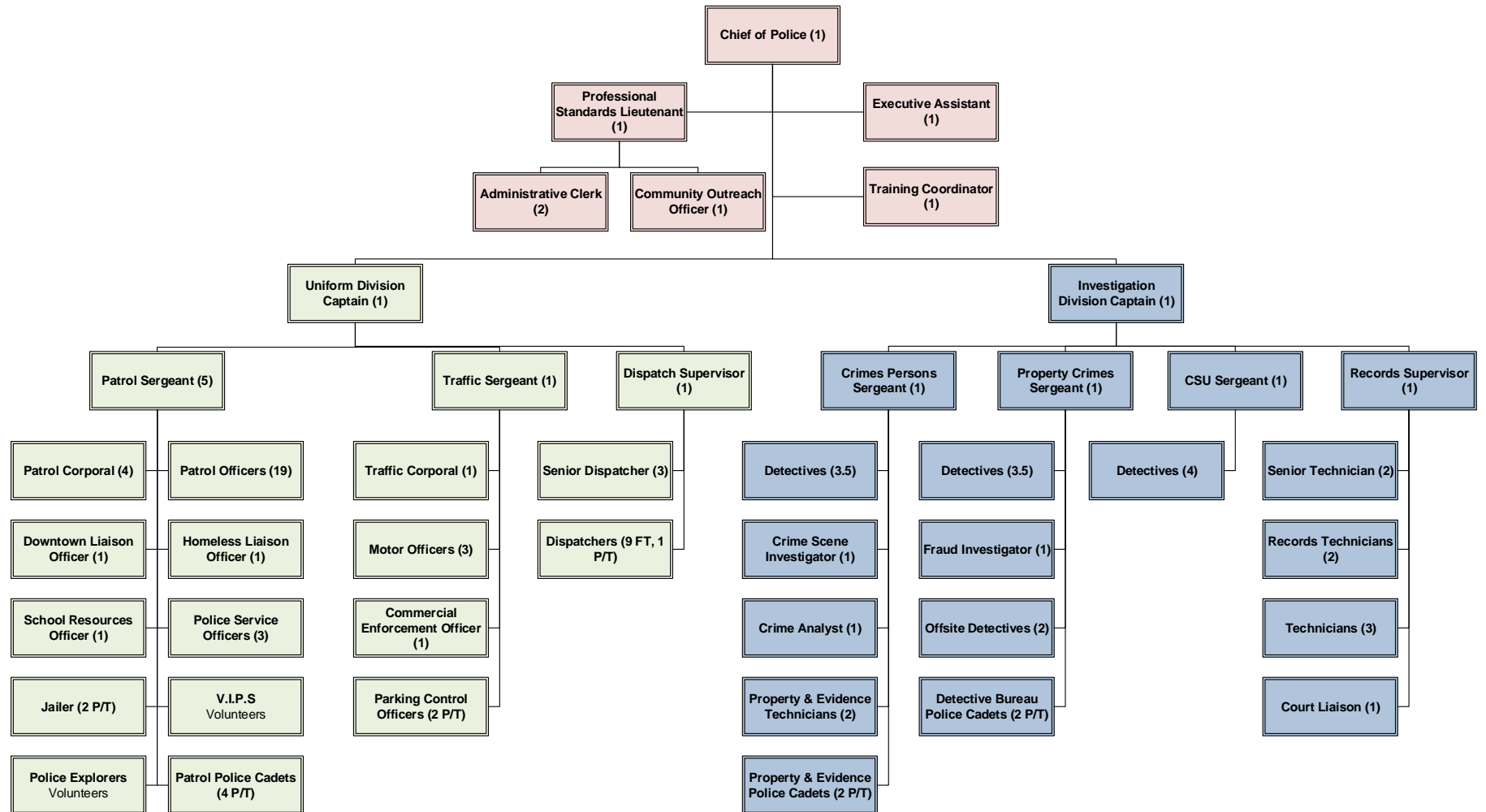
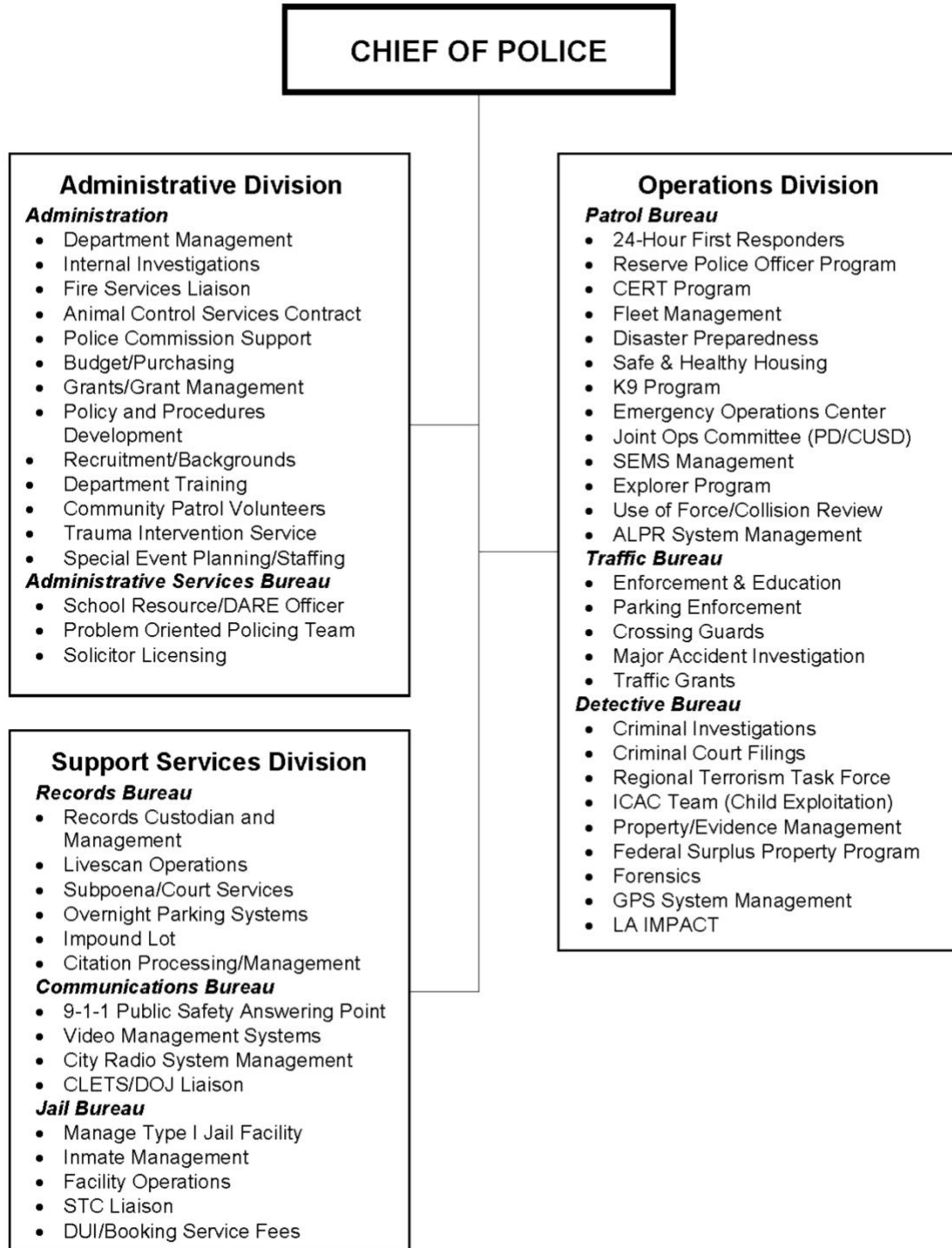
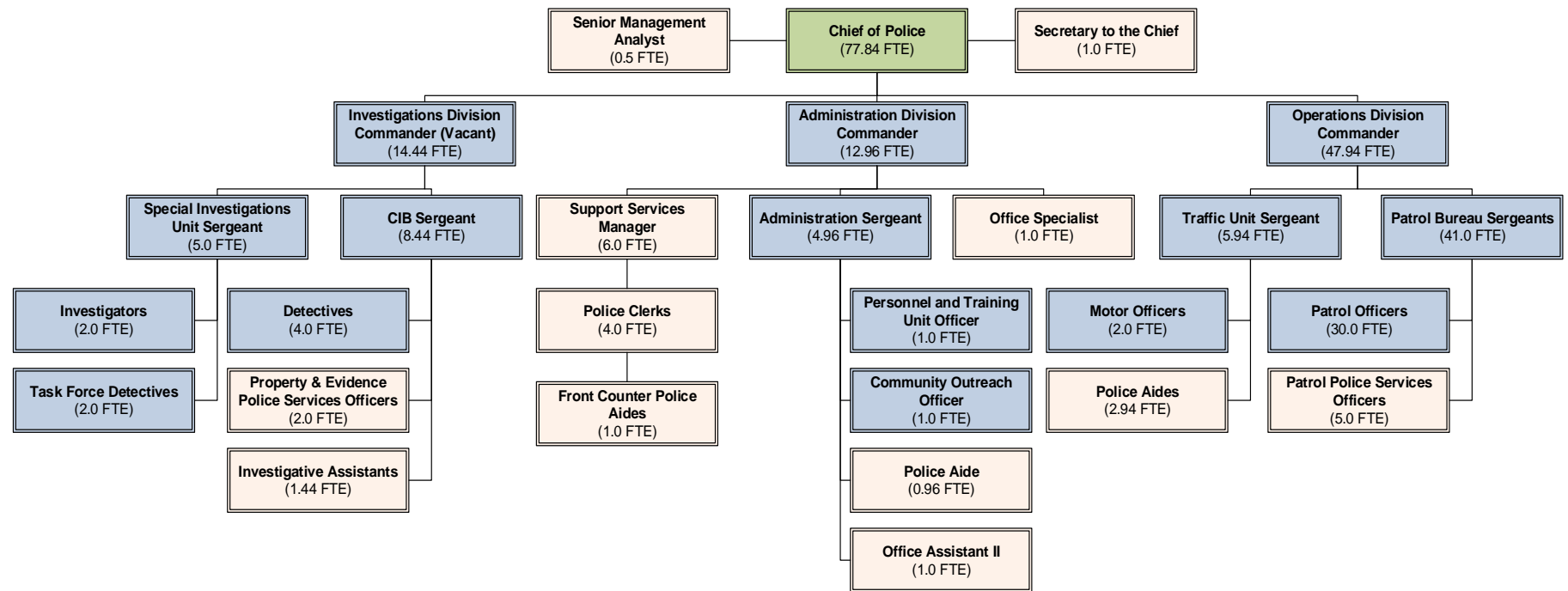


Figure 6. City of Claremont Police Department Organization Chart



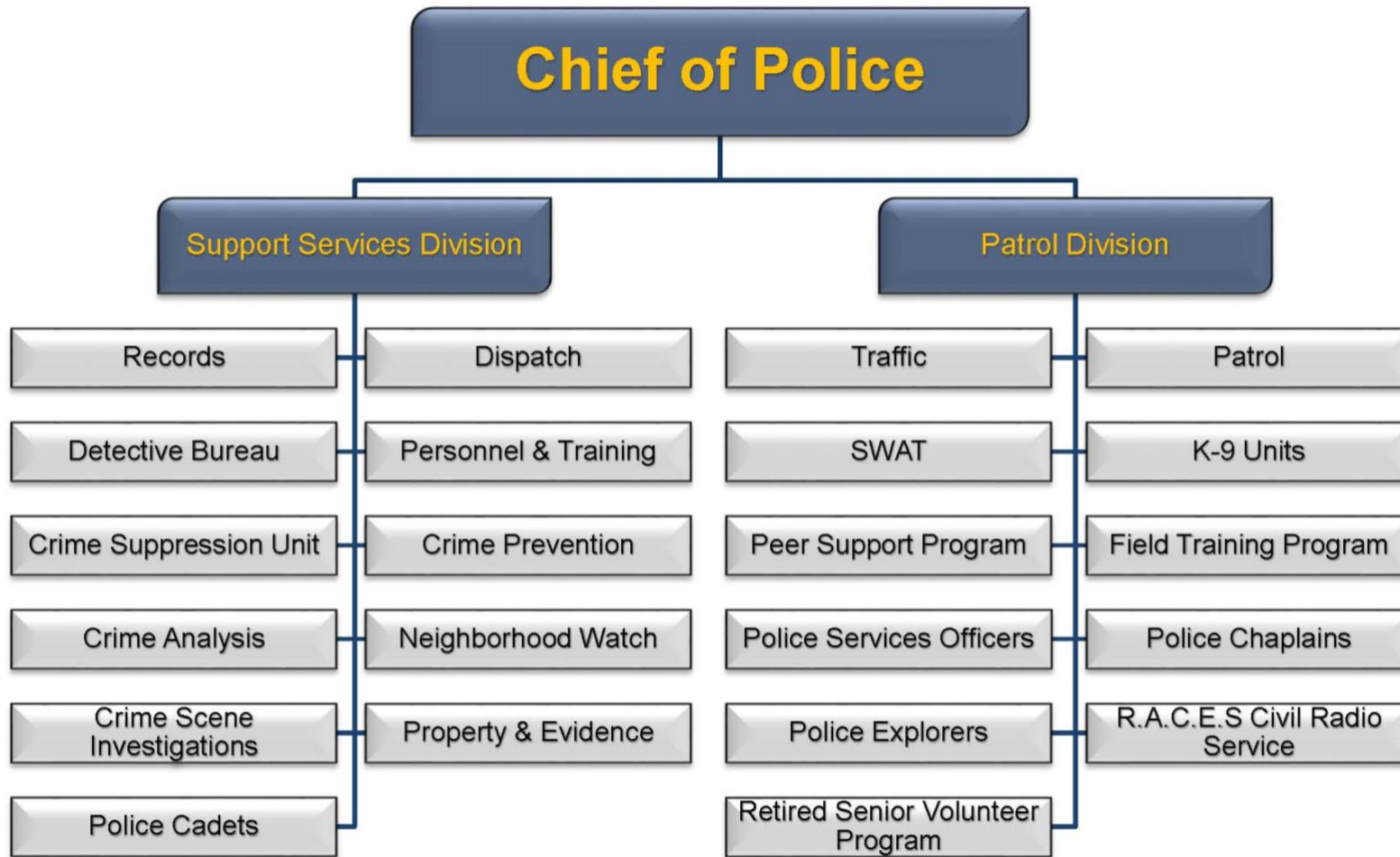
Source: Peer survey completed by the City of Claremont.

Figure 7. City of Cypress Police Department Organization Chart



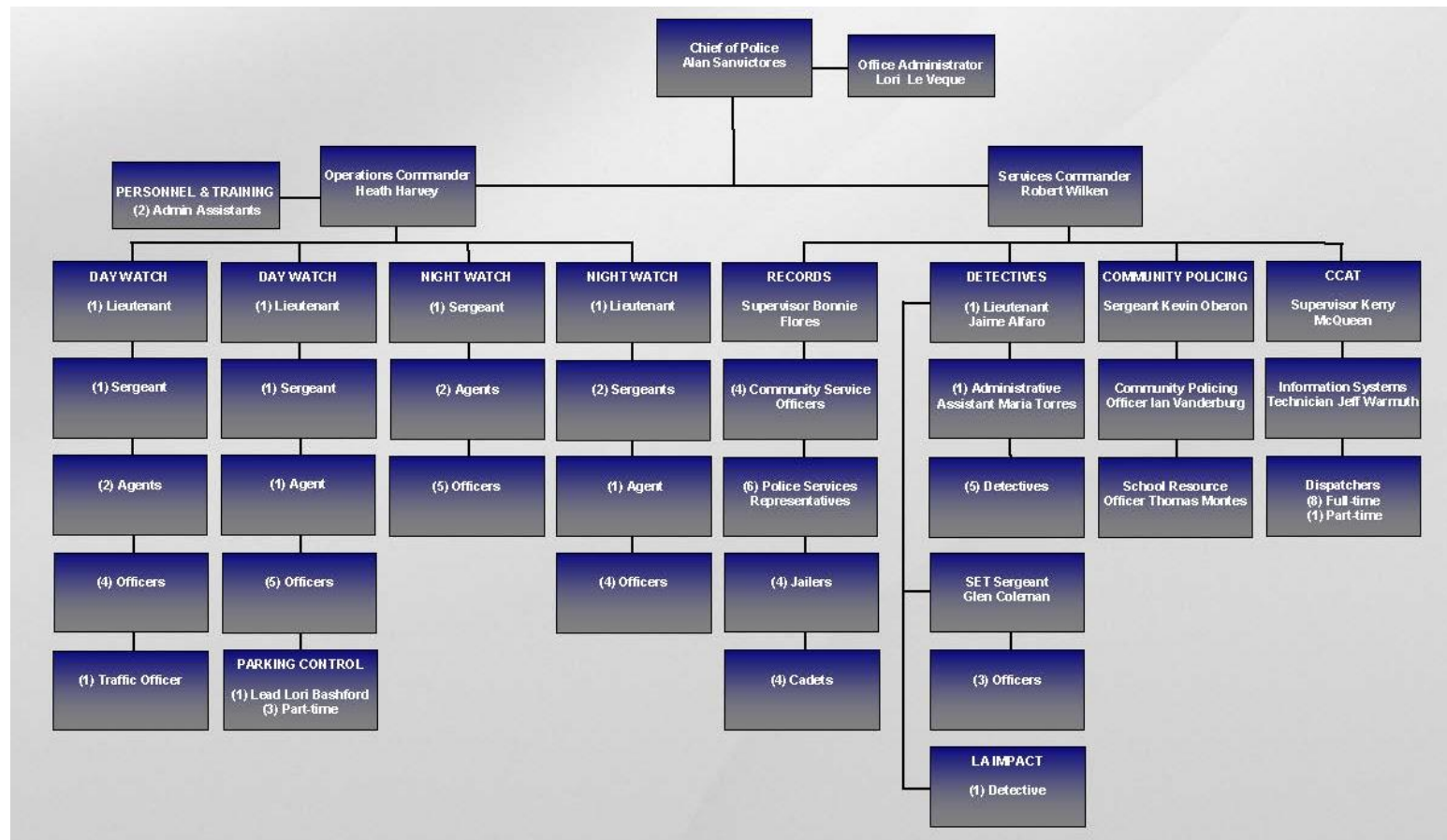
Source: Documents provided by the City of Cypress. Does not include two budgeted over hires.

Figure 8. City of Fountain Valley Police Department Organization Chart



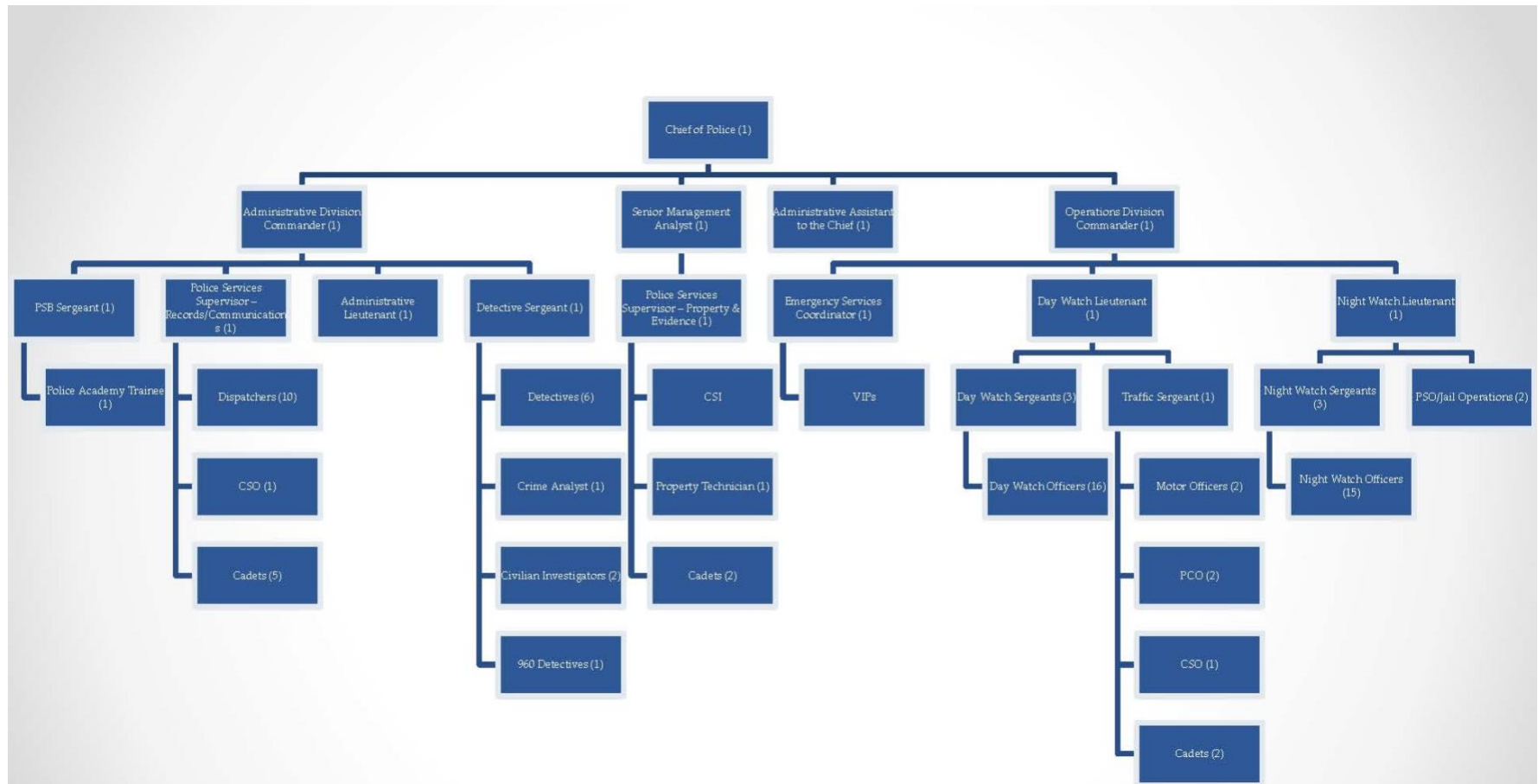
Source: Peer survey completed by the City of Fountain Valley

Figure 9. City of Monrovia Police Department Organization Chart



Source: Peer survey completed by the City of Monrovia

Figure 10. City of Placentia Police Department Organization Chart



Source: Peer survey completed by the City of Placentia

Section 7: Links to Memoranda of Understanding (MOU)

	Link to City MOUs
Brea	http://www.cityofbrea.net/334/Memorandums-of-Understanding
Claremont	https://www.ci.claremont.ca.us/government/departments-divisions/personnel-division/city-salary-tables-mous
Cypress	https://www.cypressca.org/government/departments/finance-administrative-services/human-resources/class-specifications-salary-information-personnel-rules-regulations
Fountain Valley	https://www.fountainvalley.org/263/memorandum-of-understanding
Monrovia	https://www.cityofmonrovia.org/home/showdocument?id=11817
Placentia	https://www.placentia.org/640/Employee-Organizations

City of Brea

COUNCIL COMMUNICATION

TO: Honorable Mayor and City Council Members

FROM: Bill Gallardo, City Manager

DATE: 02/18/2020

SUBJECT: Synrgo Project and Associated California Municipal Finance Authority Bond Financing

RECOMMENDATION

1. Determine whether to support a proposed project of Synrgo Inc. (Synrgo) to acquire two M2 General Industrial properties, make interior improvements to existing buildings on the properties and add new equipment, and obtain California Municipal Finance Authority (CMFA) bond financing for the project;
2. Determine whether to make the following public benefit findings for the project: (i) economic development and business expansion; (ii) job development; (iii) building rehabilitation and new equipment; (iv) business retention; and (iv) increased local revenue; and
3. Determine whether to authorize the City Manager to deliver a letter to CMFA regarding the City's support and public benefit findings.

BACKGROUND/DISCUSSION

Last month Wayne Wedin contacted the City on behalf of Synrgo to request support for CMFA's issuance of \$35 million in taxable bonds for economic development in Brea. Synrgo is a local company that provides document management, recordation and delivery for the mortgage industry. Synrgo is proposing to undertake a project that includes, among other things, the purchase and rehabilitation of two properties in Brea - at 590 W. Lambert Road and 595 Vanguard Way - to expand existing business. As represented, the proposed project is not expected to require discretionary entitlements or public hearings under the zoning ordinance, but would require building permits. Synrgo has been in discussion with CMFA, a multi-jurisdictional joint powers authority, for CMFA to issue bonds to finance the project.

Synrgo Chairman, CEO, and Owner Karl Klessig submitted a January 29, 2020 letter (copy attached) describing the public benefits that he believes are associated with the proposed project and the CMFA bond financing. Additionally, Mr. Wedin submitted a January 30, 2020 e-mail (copy attached) providing further detail on the project and the perceived public benefits associated with the CMFA bond financing.

Under CMFA's joint powers agreement (its governing document), CMFA may issue bonds for a project located in one of its member's jurisdiction only if such member has approved the project and the related bond issuance. The City is a member of CMFA. Hence, CMFA will proceed with issuing bonds for the Synrgo project only after it has received evidence of the City's support.

Should the City Council decide to support the Synrgo project and the CMFA bond financing, the City Attorney's office has drafted a letter (copy attached) that will memorialize that decision. The letter makes clear that the City will have no responsibility with respect to the CMFA bonds, and the City has not undertaken any independent review of the feasibility of the Synrgo project. By this action, the City will be approving the project and the issuance of the bonds solely for the purpose of satisfying the requirement of CMFA's joint powers agreement. CMFA counsel has reviewed the draft letter and confirmed that it is sufficient for CMFA's purposes.

FISCAL IMPACT/SUMMARY

The proposed bonds will be issued by CMFA (and not the City). The City will have no responsibility or liability for such financing.

RESPECTFULLY SUBMITTED:

William Gallardo, City Manager

Prepared by: Melissa Davis, Management Analyst I

Concurrence: Terence R. Boga, City Attorney

Attachments

January 29, 2020 Karl Klessig Letter

January 30, 2020 Wayne Wedin E-mail

Draft letter to CMFA



January 29, 2020

To: Mayor Marty Simonoff
City Council Members
Brea City Manager Bill Gallardo

Subject: Public Benefits of Taxable Financing

As you may know, Synrgo is in the process of financing a \$35 million taxable bond through the California Municipal Finance Authority (CMFA) and as part of that financing we are making a public statement of the benefits of such a financing. These benefits include the following:

ECONOMIC DEVELOPMENT STIMULATION

This financing will allow for the upgrading of business activities and the INCREASE IN EMPLOYMENT from 60 to 110 staff members. The financing will allow for REHABILITATION of the structures and operations which will result in ADDITIONAL REVENUES from both direct and indirect sources to the City of Brea. It should also be noted the financing will allow the company to remain in the City of Brea rather than relocate its corporate headquarters to another city.

FINANCING

The overall financing will be needed to do the following:

- a. Purchase the company from the existing two owners in order to expand the business.
- b. Purchase properties at 590 W Lambert & 595 Vanguard Way in Brea plus 1210 Nevada St in Redlands.
- c. Funds will also be used to rehab the structures on the inside and add new equipment to support expansion of the business.

It is the intent of the company to retain their corporate headquarters in Brea. Clearly this expansion of the business will add new jobs in Brea and it is also understood that there is no fiscal or other obligations that will accrue to the City of Brea. Any work on the Brea properties will also meet building, fire and any other codes. Tax revenue will also accrue to the City of Brea based on the increased investment in the property. Since this financing is a taxable issue that will be privately placed no hearings or planning type approvals or TEFRA hearings will be needed. There will also be funds used to clear up the bridge funding that is in place to cover recording closings.

Overall, the issuance and private placement of taxable bonds will not result in any financial or other obligations to the City of Brea and will in turn provide the above referenced benefits to the community.

Yours truly,

A handwritten signature in blue ink, appearing to read "Karl Klæssig", is written over a horizontal line.

Karl Klæssig
Chairman, CEO
Owner
SYNRGO, Inc.

From: Wayne Wedin <wedinent@earthlink.net>
Sent: Thursday, January 30, 2020 12:59 PM
To: 'Gallardo, Bill' <BILLGA@ci.brea.ca.us>
Cc: Terence R. Boga <TBoga@rwglaw.com>; 'Karl Klessig' <kklessig@synrgo.com>
Subject: RE: SYNREGO letter

I hope the information provided in this e-mail will be helpful to you. The overall financing will be needed to do the following:

- Purchase the company from the existing two owners. Felipe Heras and Greg Sherman in order to expand the business.

- Purchase three properties at 590 W Lambert in Brea, 595 Vanguard Way in Brea and 1210 Nevada St in Redlands. Funds will then be needed to rehab. the structures on the inside and add new equipment to support expansion of the business. It is the intent of the new company to retain their corporate Hq. in Brea. Clearly this expansion of the business will add new jobs in Brea and it is also understood that there is no fiscal or other obligations that will accrue to the City of Brea. Any work on the Brea properties will also meet building, fire and any other codes. Tax revenue will also accrue to the City of Brea based on the increased investment in the property. Since this financing is a taxable issue that will be privately placed no hearings or planning type approvals or TEFRA hearings will be needed. There will also be funds used to clear up the bridge funding that is in place to cover recording closings.

[CITY OF BREA LETTERHEAD]

_____, 2020

California Municipal Finance Authority
2111 Palomar Airport Rd, Suite 320
Carlsbad, CA 92011
Attention: Edward J. Becker, Executive Director

Re: Proposed Issuance of Bonds by California Municipal Finance Authority for
Synrgo Project

Dear Mr. Becker:

The City is delivering this letter to, at the request of, California Municipal Finance Authority (“**CMFA**”), solely for the purpose of Section 4 of the Joint Exercise of Powers Agreement Relating to the California Municipal Finance Authority, dated as of January 1, 2004 (the “**Joint Powers Agreement**”). Pursuant to such Section 4, CMFA may not issue bonds with respect to any project located in the jurisdiction of one or more CMFA members unless the governing body of any such member, or its duly authorized representative shall approve, conditionally or unconditionally, the project, including the issuance of bonds therefor. The City is a member of CMFA.

The City understands that a proposal has been put forth for CMFA’s issuance of taxable bonds, in the approximately principal amount of \$35 million (the “**Bonds**”), the proceeds of which will be loaned to Synrgo, Inc, a California corporation (or an affiliate of such company) (“**Borrower**”) to, among other things, acquire and improve properties located in the City to expand an existing business (the “**Project**”). The City further understands that the Bonds, if issued, will carry no rating from any credit rating agency and will only be sold to a single or, in any event, a limited number of sophisticated investors or institutional lenders capable of evaluating the creditworthiness of the Bonds. The City understands that the Bonds will be repaid solely from payments made by the Borrower and other collateral provided by the Borrower.

The Borrower has represented to the City that the Project will increase jobs to the City. Based on the Borrower’s representations, the City Council, on _____, 2020, authorized the undersigned City Manager to deliver this letter to evidence: (i) the City’s approval of this Project and the issuance of the Bonds, for the purpose of Section 4 of the Joint Powers Agreement, and (ii) the following findings of public benefit with respect to the Project, based on the Borrower’s representations:

1. Economic development and business expansion;
2. Job development;
3. Building rehabilitation and new equipment;

4. Business retention; and
5. Increased local revenue.

The approval of the Project and the issuance of the Bonds described herein does not affect, positively or negatively, the City's full legal discretion to grant or deny any other approvals required for the Project or to enforce any City local laws or requirements relating to the Project. Other than the delivery of this letter at CMFA's request, the City will not be a participant in any part of the proceedings for the issuance of the Bonds. The City will have no responsibility or liability whatsoever with respect to the Bonds. The City has given its approval to the Project and the issuance of the Bonds for the purpose of this letter based solely on the Borrower's representations. The City has not undertaken any independent review of the feasibility of the Project, the expected financing or operation of the Project or the Borrower's ability to fulfill its repayment or other in connection with the Bonds.

CITY OF BREA

By: _____
William Gallardo
City Manager

City of Brea

COUNCIL COMMUNICATION

TO: Honorable Mayor and City Council Members
DATE: 02/18/2020
SUBJECT: February 4, 2020 City Council Regular Meeting Minutes

RESPECTFULLY SUBMITTED:

William Gallardo, City Manager
Prepared by: Victoria Popescu, Deputy City Clerk
Concurrence: Lillian Harris-Neal, City Clerk

Attachments

Draft Minutes

DRAFT

BREA CITY COUNCIL SUCCESSOR AGENCY TO THE BREA REDEVELOPMENT AGENCY MEETING

MINUTES February 4, 2020

CLOSED SESSION 5:45 p.m. - Executive Conference Room Level Three

CALL TO ORDER / ROLL CALL - COUNCIL

Mayor Simonoff called the Closed Session to order at 5:45 p.m., all members were present.

Present: Marick, Simonoff, Hupp, Parker, Vargas

1. **Public Comment**
None.

Closed Session may convene to consider matters of purchase / sale of real property (G. C. §54956.8), pending litigation [G.C. §54956.9(d)(1)], potential litigation [G.C. §54956.9(d)(2)(3) or (4)], liability claims (G. C. §54961) or personnel items (G.C. §54957.6). Records not available for public inspection.

2. **Conference with Legal Counsel Pursuant to Government Code Section 54956.9(d)(1)** – Existing Litigation. Name of Case: Clark v. City of Brea et al. (Case No. 30-2019-01109202-CU-WM-CJC).

Mayor Simonoff adjourned the Closed Session at 6:01 p.m.

STUDY SESSION 6:00 p.m. - Executive Conference Room Level Three

CALL TO ORDER / ROLL CALL - COUNCIL

Mayor Simonoff called the Study Session to order at 6:03 p.m., all members were present.

3. **Public Comment**
None.
4. **Clarify Regular Meeting Topics**
None.

DISCUSSION ITEMS

5. Southern California Association of Governments (SCAG) Delegate and Alternate for the Regional Conference and General Assembly, scheduled for May 7 – 8, 2020.

Mayor Simonoff will serve as the delegate and Councilmember Hupp will serve as the alternate for the Southern California Association of Governments (SCAG) Regional Conference and General Assembly, May 7-8, 2020.

6. Friendship City - Namyangju City, Gyeonggi Province, Republic of Korea

Michael Kim spoke about the structure of the Friendship City relationship, noting that it would be set up with no formal stipend-supported relationship, such as the sister city relationship. He indicated that the friendship relationship would facilitate the development of opening opportunities for economic exchange between the two (2) cities. He emphasized that there would be no financial commitment from the City as a result of the friendship relationship.

Nancy Lee indicated that the relationship between the Cities will be defined by a Memorandum of Understanding.

Heidi Gallegos, CEO, Brea Chamber of Commerce, indicated the Chamber is in preliminary stages of conversation regarding the possible Friendship City relationship, and noted potential unique opportunities for the exportation of parts and goods and economic exchange among Brea businesses and the City of Namyangju.

Councilmember Marick expressed interest in seeing the terms of the MOU and bringing the agreement back to Council for approval.

Councilmember Parker spoke in support of the relationship, so long as it does not place additional burdens on staffing.

Council directed staff to gather additional information from the City of Namyangju representatives with regards to the terms of the MOU.

7. Electric Vehicle (EV) Charging Stations Proposal

Public Works Director Olmos provided background of the item, including history of charging stations, previous proposals and introduced Trevor Wilson, Developer for Tesla.

Trevor Wilson, Tesla, provided a presentation to the Council and spoke about Tesla's mission; scale of the market Tesla maintains; sales overview; fast charging vehicle market; EV charging strategy; network scale; growth of the supercharger network; expansion of destination charging network; repeat foot traffic and increase in revenues; data from nearby supercharger stations; supercharger gap; cost for level 2 charging stations from nearby cities; station layout; lease agreement overview; proposed lease sites; and next steps.

Discussion ensued related to AQMD grants available for the construction of the charging stations, solar sustainable energy, and capacity goals.

Mayor Simonoff inquired as to studies available which show how drivers spend their time outside of the vehicle in areas where EV chargers are present.

Trevor Wilson indicated that data exists with regards to how much time is spent outside of the vehicle when they charge, however, there are no specific metrics on the amount of money spent at surrounding businesses.

Councilmember Marick spoke about the limited availability of EV chargers in the City, and spoke in support of installing the higher number of EV chargers.

Mayor Simonoff expressed concern with exceeding the dollar amount available in the AQMD grant.

Councilmember Parker expressed concern with favoring one manufacturer over the other with a public structure, and suggested an equal number of Tesla and universal charging stations.

Council directed staff to return to a future meeting with more detailed information.

8. Accessory Dwelling Unit Legislation Update

Diana Varat, Attorney with RWG Law, provided a presentation to the Council on the 2019 Legislative Update for Accessory Dwelling Units (ADUs). She spoke about the housing crisis in the State; purpose of recent legislation; overview of ADU requirements; "Building Permit Only" process; "Local Ordinance" process; local parking standards; impact fees; utility connections; State oversight of ADUs; HOA regulations; and tips for local agencies.

Mayor Pro Tem Vargas inquired about requirements of Charter cities.

Diana Varat indicated that Charter cities are not exempt from the ADU requirements, as housing was determined to be a statewide concern.

Councilmember Parker spoke in support of a two-pronged approach to maintain as much local control as possible and inquired as to any changes in zoning or life safety requirements as a result of home expansions under the ADU provisions.

Diana Varat indicated that zoning perspective, the law explicitly indicates that the property does not translate from R1 to R2 for zoning purposes; however, from the building standards perspective, the building standards code for the existing structure would still apply to the addition, and any requirements for the primary home would extend to the addition. She indicated that the limitations are on the City's authority to zone and set development standards to ADU's.

Discussion ensued related to concerns with regards for loss of local control with the ability to enact protections, and the need for communicating the potential impacts to the community.

Council directed staff to research the potential for a two-pronged approach and ordinance protections with regards to Accessory Dwelling Units.

REPORT

9. Council Member Report/Requests

None.

Mayor Simonoff adjourned the Study Session at 7:03 p.m.

**GENERAL SESSION
7:00 p.m. - Council Chamber
Plaza Level**

CALL TO ORDER/ ROLL CALL - COUNCIL

Mayor Simonoff called the General Session to order at 7:10 p.m., all members were present.

10. Pledge of Allegiance

Brea Police Explorers led the Pledge of Allegiance.

11. Invocation

Daniel Mendoza, Celebration OC, delivered the invocation.

12. Commendation: Outgoing Commission and Committee Members

Mayor Simonoff, on behalf of the entire City Council, presented outgoing Parks, Recreation and Human Services Commissioner Steve Shatynski and outgoing Investment Advisory Committee Member Scott Fujioka with Commendations recognizing their years of service to the community.

13. Report - Prior Study Session

City Manager Gallardo provided the prior Study Session report.

14. Community Announcements

Mayor Pro Tem Vargas reminded the community that the 2020 U.S. Census is quickly approaching and indicated that staff is working to ensure a complete count of our community. He indicated that a Census committee and logo were created to support the efforts of the U.S. Census Bureau in the coming months, and announced that mailings will go out to homes for the Census in early March. He also noted that for the first time, the Census questionnaire will also be available online and directed the community to visit www.2020census.gov for more information.

Councilmember Marick announced that the City of Brea is accepting applications for vacancies on our Investment Advisory Committee and Parks, Recreation, and Human Services Commission. She indicated that the deadline to submit an application is Monday, February 10 at 5:30 p.m.

Councilmember Hupp announced that the City of Brea and Republic Services will be giving away compost for free on Saturday, February 22, from 8-10:30 a.m. at Tri City Park. She instructed the public to bring their own containers to fill, noting that no bags are allowed. She also indicated that in order to receive free compost, residents must provide proof of residency and advised everyone to contact Republic Services at 714-238-2444 for more information.

Councilmember Parker shared a few items from the Orange County Public Library, including that from February 14-29, OC Public Library users with outstanding fines are invited to leap back into the library with Fine Free Library Day. He indicated that any items with overdue fines or items that have been marked as "lost" can be returned to any OC Public Library branch and related fines and fees will be waived. He also announced the upcoming meet and greet with author Heather Morris on Saturday, March 14 at 2:30 p.m. at Laguna Niguel Library, and encouraged the community to visit www.ocpl.org for more information.

15. Matters from the Audience

Dwight Manley spoke about Council meeting schedules conflicting with State of the Union, affordable housing, and Measure G.

Sean Thomas spoke about affordable housing, workforce housing, gentrification, and homelessness

Glenn Vodhanel spoke about taxation, Proposition 13, and Measure G.

Dinorah Echavarria spoke about the need for affordable housing.

16. Response to Public Inquiries - Mayor / City Manager

None.

CONSENT CALENDAR - *The City Council/Successor Agency approves all Consent Calendar matters with one motion unless Council/Agency or Staff requests further discussion of a particular item. Items of concern regarding Consent Calendar matters should be presented during "Matters from the Audience."*

CITY COUNCIL - CONSENT

17. January 17, 2020 City Council Special Meeting Minutes

The City Council approved the January 17, 2020 City Council Special Meeting Minutes.

18. January 21, 2020 City Council Regular Meeting Minutes

The City Council approved the January 21, 2020 City Council Regular Meeting Minutes.

19. Professional Services Agreement with AKM Consulting Engineers for the 2020 Sewer Master Plan and Contract with PipeTec for CCTV of City Sewer Lines

The City Council approved a Professional Services Agreement (PSA) between the City of Brea and AKM Consulting Engineers for \$373,069 to provide the 2020 Sewer Master Plan Update; Received Bids; Awarded bid to PipeTec for \$514,824.60 to Clean and CCTV the City Sewer Lines; and Authorized the City Manager or his designee to issue Change Orders up to a "not-to-exceed" amount of 10% of the Contract Price, subject to City Attorney incorporation of improved-revisions to maintain consistency with state law.

20. Use of Fire Impact Fees - Acquisition of Special Department Equipment for Brea Fire Operations

The City Council authorized \$443,000 for the acquisition of the following special equipment to better meet the community's expansion and department's increased needs: Rescue ATV Tow Pickup Truck; "Plymovent" Exhaust Removal Systems; Tri-Band Motorola Radios; UAV Drone; AEDs with EKG capability; SCBA voice amplifiers and other equipment; and authorized an additional appropriation of \$340,000 from the "Fire Impact Fee" (Fund 542) reserves.

21. Monthly Report of Investments for the City of Brea for Period Ending October 31, 2019

The City Council received and filed the Monthly Report of Investments for the City of Brea for Period Ending October 31, 2019.

22. Monthly Report of Investments for the City of Brea for Period Ending November 30, 2019

The City Council received and filed the Monthly Report of Investments for the City of Brea for Period Ending November 30, 2019

23. Monthly Report of Investments for the City of Brea for Period Ending December 31, 2019

The City Council received and filed the Monthly Report of Investments for the City of Brea for Period Ending December 31, 2019.

24. January 24 and 31, 2020 City Check Registers

The City Council received and filed the January 24 and 31, 2020 City Check Registers.

Motion was made by Council Member Parker, seconded by Council Member Hupp to approve City Council Consent items 17 - 24.

AYES: Council Member Marick, Mayor Simonoff, Council Member Hupp, Council Member Parker,
Mayor Pro Tem Vargas

Passed

CITY/ SUCCESSOR AGENCY - CONSENT

25. Monthly Report of Investments for the Successor Agency to the Brea Redevelopment Agency for Period Ending October 31, 2019

The City Council, as the Successor Agency, received and filed the Monthly Report of Investments for the Successor Agency to the Brea Redevelopment Agency for Period Ending October 31, 2019.

26. Monthly Report of Investments for the Successor Agency to the Brea Redevelopment Agency for Period Ending November 30, 2019

The City Council, as the Successor Agency, received and filed the Monthly Report of Investments for the Successor Agency to the Brea Redevelopment Agency for Period Ending November 30, 2019.

27. Monthly Report of Investments for the Successor Agency to the Brea Redevelopment Agency for Period Ending December 31, 2019

The City Council, as the Successor Agency, received and filed the Monthly Report of Investments for the Successor Agency to the Brea Redevelopment Agency for Period Ending December 31, 2019.

28. January 31, 2020 Successor Agency Check Register

The City Council, as the Successor Agency, received and filed the January 31, 2020 Successor Agency Check Register.

Motion was made by Council Member Parker, seconded by Mayor Pro Tem Vargas to approve City/Successor Agency Consent items 25 - 28.

AYES: Council Member Marick, Mayor Simonoff, Council Member Hupp, Council Member Parker,
Mayor Pro Tem Vargas

Passed

ADMINISTRATIVE ANNOUNCEMENTS

29. City Manager

None.

30. City Attorney

None.

31. Council Requests

None.

COUNCIL ANNOUNCEMENTS

None.

ADJOURNMENT

Mayor Simonoff adjourned the General Session at 7:42 p.m.

Respectfully submitted,

The foregoing minutes are hereby
approved this 18th day of February, 2020.

Lillian Harris-Neal, City Clerk

Marty Simonoff, Mayor

City of Brea

COUNCIL COMMUNICATION

TO: Honorable Mayor and City Council Members

FROM: Bill Gallardo, City Manager

DATE: 02/18/2020

SUBJECT: Amend the Part-Time Employment and Benefits Policy to Revise Salary Range for the Facilities Worker Position

RECOMMENDATION

Approve a resolution amending the Part-Time Employment and Benefits Policy by revising the salary range for the Facilities Worker position.

BACKGROUND/DISCUSSION

At the May 7, 2019, City Council meeting, the City Council approved amendments to the Part-Time Employment and Benefits Policy to increase salaries of certain classifications to comply with the State of California minimum wage laws. Effective January 1, 2020, a state mandated minimum wage increase from \$12.00 per hour to \$13.00 per hour was implemented resulting in salary adjustments to a total of nine Part-Time classifications. The minimum wage is projected to increase to \$15.00 per hour by January 1, 2022. The current Part-Time policy includes language that if subordinate classifications are receiving a minimum wage increase, other classifications in the series would receive a salary adjustment to maintain a minimum of five percent (5%) between the classifications due to salary compaction. The Community Services Worker, Community Services Leader and Senior Community Services Leader series were impacted by this change and the salary adjustments were implemented on January 1, 2020. The Facilities Worker position was also impacted by this change resulting in a salary compaction of less than five percent, but the position was not adjusted because staff did not have authority to do so.

Historically, the salary range for a position is established when the classification is adopted by the City Council. If the salary is set by tying it to another salary range, it is noted on the staff report so any future increases are automatically applied to all tied positions. Since its adoption on October 18, 1994, the Facilities Worker classification salary range has always been the same as the Senior Community Services Leader salary range, although it was not reflected on the staff report or resolution tying their salary ranges. This was as a result of all Part-Time positions receiving the same Cost of Living Adjustments throughout various amendments to the policy. In researching the history of this position, the staff report does talk about Facilities Worker tasks requiring a higher classification than Community Services Leader or Community Services Worker. Accordingly, the report concluded that the Facilities Worker salary range should fall in line with the Senior Community Services Leader salary range, but fell short of tying the salary ranges.

With the recent minimum wage increase and compaction increase to the Senior Community

Services Leader salary range, Facilities Worker was not automatically adjusted because there is no record to reflect it being tied to Senior Community Services Leader nor was the position identified in the amended Part-Time policy as one that should be adjusted to minimize compaction. The Facilities Worker duties and requirements have not changed, but they are currently being paid \$0.10/hr. less than the Community Service Leader classification which has a lower skill level. Therefore, it is appropriate to adjust the salary range of this position to maintain a minimum of five percent difference with its subordinate positions receiving state mandated minimum wage increases. The current hourly salary range for Facilities Worker is set at \$13.57 – \$15.73 and the proposed hourly salary range (same as Sr. Community Service Leader) would be \$14.33 – \$16.62.

COMMISSION/COMMITTEE RECOMMENDATION

The Finance Committee reviewed staff's recommendation at their February 11, 2020 meeting and recommended for City Council approval.

FISCAL IMPACT/SUMMARY

This action would approve a resolution amending the Part-Time Employment and Benefits Policy by revising the salary range for the Facilities Worker Position to address salary compaction resulting from the recently implemented state mandated minimum wage increases. The proposed salary range for the Facilities Worker classification would tie it to the Senior Community Services Leader salary range for any future salary increases. This would ensure that the salary range be adjusted to maintain a minimum of five percent (5%) between the classifications due to compaction issues caused by its subordinate position receiving a minimum wage increase in the future.

The proposed adjustment would impact a total of twelve Part-Time employees in the Community Services Department and two employees in the Public Works Department. If approved by the City Council, it is estimated based on current staffing levels that the change would result in approximately \$15,000 in additional funds from the general fund per fiscal year. Both department have indicated they currently have sufficient funds to absorb these adjustments.

RESPECTFULLY SUBMITTED:

William Gallardo, City Manager

Prepared by: Mario E. Maldonado, Human Resource Manager

Concurrence: Cynthia Russell, Administrative Services Director

Attachments

Resolution Part-Time Reso Amendment Facilities Worker Salary Range 2.18.2020

Exhibit A

RESOLUTION NO. 2020-014

A RESOLUTION OF THE COUNCIL OF THE CITY OF BREA AMENDING THE PART-TIME EMPLOYMENT AND BENEFITS POLICY BY REVISING THE SALARY RANGE FOR THE FACILITIES WORKER POSITION

A. RECITALS:

(i) Section 2.08.020(C)(D) of the Brea Municipal Code requires the City Council to provide a Compensation Plan for all City classifications of employment.

(ii) It is necessary from time to time to review and adjust the Compensation Plan to ensure the efficient and economical operation of the various City Departments.

(iii) It is the intent of the City Council to revise the existing compensation plan pertaining to part-time classifications.

B. RESOLUTION:

NOW, THEREFORE, be it found, determined, and resolved by the City Council of the City of Brea to:

1. Amend Section 2 (D) of the Part-time Employment and Benefits Policy to make salary adjustments to part-time employee compensation by increasing the salary range (Exhibit A) of the Facilities Worker classification and thereafter adjust the salary range of this position to maintain a minimum of five percent (5%) difference with its subordinate positions receiving state mandated minimum wage increases and tying the Facilities Worker classification salary to the Senior Community Service Worker

RESO NO. 2020- 014

February 18, 2020

classification.

APPROVED AND ADOPTED this 18th day of February, 2020

Marty Simonoff, Mayor

ATTEST: _____
Lillian Harris-Neal, City Clerk

I, Lillian Harris-Neal, City Clerk of the City of Brea, do hereby certify that the foregoing resolution was introduced at a regular meeting of the City Council of the City of Brea, held on the 18th day of February, 2020, and was adopted by the following votes:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

ABSTAINED: COUNCILMEMBERS:

Dated: _____

RESO NO. 2020- 014
February 18, 2020

Lillian Harris-Neal, City Clerk

EXHIBIT A

RESO NO. 2020- 014
February 18, 2020

Exhibit A

PART-TIME SALARY RANGES

Effective February 22, 2020

Resolution No. 2020-XXX

Hourly Pay Rate							
Classification	1	2	3	4	5	6	7
*Administrative Intern	13.00	13.33	13.46	14.00	14.35	14.71	15.08
Community Services Coordinator	15.38	15.78	16.18	16.57	16.99	17.42	17.84
Community Services Leader	13.65	13.99	14.34	14.70	15.07	15.44	15.83
Community Services Shuttle Driver	18.51	18.97	19.45	19.93	20.44	20.93	21.47
*Community Services Worker	13.00	13.33	13.46	14.00	14.35	14.71	15.08
Facilities Worker	14.33	14.69	15.06	15.43	15.82	16.22	16.62
Golf Course Specialist	30.09	30.84	31.61	32.41	33.22	34.05	34.90
*Lifeguard	13.00	13.33	13.46	14.00	14.35	14.71	15.08
Lifeguard/Instructor	13.65	13.99	14.34	14.70	15.07	15.44	15.83
*Mail Room Stores Clerk	13.00	13.33	13.46	14.00	14.35	14.71	15.08
*Police Cadet	13.00	13.33	13.46	14.00	14.35	14.71	15.08
Police Reserve Officer	21.73	22.29	22.85	23.42	24.00	24.60	25.22
Recycling Coordinator	30.09	30.84	31.61	32.41	33.22	34.05	34.90
*Reserve Police Officer Trainee	13.00						
Senior Community Services Leader	14.33	14.69	15.06	15.43	15.82	16.22	16.62
Senior Lifeguard/Instructor	15.50	15.90	16.28	16.69	17.10	17.54	17.96
*Specialist/Inspector	13.00 – 100.00						
*Technical Intern	13.00	13.33	13.46	14.00	14.35	14.71	15.08

* Denotes classification tied to state minimum wage

City of Brea

COUNCIL COMMUNICATION

FROM: Bill Gallardo, City Manager

DATE: 02/18/2020

SUBJECT: Outgoing Payment Log and February 7 and 14, 2020 City Check Registers -
Receive and File.

Attachments

Outgoing Payment Log
02-07-2020 Check Register
02-14-2020 Check Register

City of Brea
Outgoing Payment Log
January 2020

Effective Date	Vendor	Description	Amount
<u>General Account Electronic payments</u>			
1/2/2020	Elavon	Credit card processing fees	738.68
1/3/2020	CALPERS	Member retirement	7,807.32
1/3/2020	Brea Payroll	Brea staff payroll	850,838.28
1/3/2020	Brea Payroll	Employee deductions	130,793.26
1/3/2020	EDD	Payroll State taxes	54,723.04
1/3/2020	IRS	Payroll Federal taxes	168,645.23
1/3/2020	Citizens Business Bank	Credit card processing fees	2,371.89
1/3/2020	CA SDU	Child support payments	808.09
1/9/2020	BANK OF NEW YORK MELLON	2014 Water Bond Payment	2,450.00
1/13/2020	CA Dept of Tax	Sales tax	1,405.85
1/13/2020	BANK OF NEW YORK MELLON	2010 Lease Bond Payment	962,323.84
1/13/2020	BANK OF NEW YORK MELLON	2004 Lease Bond Payment	324,020.49
1/14/2020	CALPERS	Medical payment	397,750.55
1/14/2020	CALPERS	Member retirement	213,678.71
1/17/2020	Brea Payroll	Brea staff payroll	881,578.74
1/17/2020	Brea Payroll	Employee deductions	102,641.58
1/17/2020	EDD	Payroll State taxes	58,053.81
1/17/2020	IRS	Payroll Federal taxes	179,031.19
1/17/2020	CA SDU	Child support payments	806.05
1/21/2020	CALPERS	Member retirement	219,932.94
1/21/2020	DOMESTIC WATER COMPANY	DOMESTIC WATER COMPANY Stock Purchase	1,372,500.00
1/22/2020	Paymentus	Monthly service fee	6,462.00
1/23/2020	Citizens Business Bank	Monthly banking service fee	2,081.73
1/23/2020	BANK OF NEW YORK MELLON	2013 TABS Bond Payment	10,000,000.00
1/30/2020	ILJAO Payroll	ILJAO staff salary & payroll taxes	13,206.24
1/31/2020	Brea Payroll	Brea staff payroll	952,505.84
1/31/2020	Brea Payroll	Employee deductions	104,548.86
1/31/2020	EDD	Payroll State taxes	60,472.05
1/31/2020	IRS	Payroll Federal taxes	185,417.03
1/31/2020	CA SDU	Child support payments	687.47
			<hr/> 17,258,280.76
<u>Imprest Accounts</u>			
	Various	Workers Compensation Claims	65,741.12
	Various	General Liability Claims	19,883.18
Subtotal			<hr/> 85,624.30
			<hr/> \$ 17,343,905.06 <hr/>

City Check Register for: Feb 7, 2020

Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
183087	ASCAP	02/07/2020	18811	110404311	2020 MUSICLICENSE FEE	\$366.70
ASCAP					Total Check Amount:	\$366.70
183088	AT&T	02/07/2020	22050	475141471	1283791507 12/11/19	\$1,302.40
		02/07/2020	22050	475141471	8228052506 12-11-2019	\$1,021.76
AT&T					Total Check Amount:	\$2,324.16
183089	AT&T	02/07/2020	22390	475141471	7149110022 1214-0113	\$232.70
AT&T					Total Check Amount:	\$232.70
183090	AT&T LONG DISTANCE	02/07/2020	1737	475141471	807752441 12/4/19	\$47.40
AT&T LONG DISTANCE					Total Check Amount:	\$47.40
183091	CHRISTOPHER BELTRAN	02/07/2020	29116	110404542	ALL SHOOK UP STG MGR	\$400.00
CHRISTOPHER BELTRAN					Total Check Amount:	\$400.00
183092	BUDGET RENT A CAR OF NORWALK	02/07/2020	25483	480515161	2019 VOLKSWAGN TIGUAN	\$28,671.39
BUDGET RENT A CAR OF NORWALK					Total Check Amount:	\$28,671.39
183093	BUDGET RENT A CAR OF NORWALK	02/07/2020	25483	480515161	2019 CHRYSLR PACIFICA	\$28,617.51
BUDGET RENT A CAR OF NORWALK					Total Check Amount:	\$28,617.51
183095	BUSINESS CARD	02/07/2020	18749	110	BSCARD CS 012320	\$82.97
		02/07/2020	18749	110	BSCARD CS II 012320	\$92.34
		02/07/2020	18749	110	BSCARD FIRE 012320	\$37.31
		02/07/2020	18749	110	BSCARD HR 012320	\$49.00
		02/07/2020	18749	110	BSCARD PD 122319 ADJ	\$67.11
		02/07/2020	18749	110	BSCARD WATER 012320	\$65.39
		02/07/2020	18749	110	ILJAOC BSCARD MJ 0120	\$36.11
		02/07/2020	18749	110212111	BSCARD PD 122319 ADJ	(\$29.99)
		02/07/2020	18749	110212131	BSCARD PD 012320	\$2,788.68
		02/07/2020	18749	110212134	BSCARD PD 012320	\$1,008.63
		02/07/2020	18749	110222223	BSCARD FIRE 012320	\$58.52
		02/07/2020	18749	110222231	BSCARD FIRE 012320	\$20.00
		02/07/2020	18749	110404211	BSCARD CS II 012320	\$533.36
		02/07/2020	18749	110404217	BSCARD CS 012320	\$40.78
		02/07/2020	18749	110404311	BSCARD CS II 012320	\$242.44
		02/07/2020	18749	110404425	BSCARD CS 012320	\$82.41
		02/07/2020	18749	110404429	BSCARD CS 012320	\$5,499.00
		02/07/2020	18749	420515131	BSCARD WATER 012320	\$748.39
		02/07/2020	18749	950000000	ILJAOC BSCARD MJ 0120	\$131.87
BUSINESS CARD					Total Check Amount:	\$11,554.32
183096	CITY OF SANTA ANA	02/07/2020	23040	950000000	ILJAOC 19/20 COPLINK	\$41,016.00
CITY OF SANTA ANA					Total Check Amount:	\$41,016.00
183097	COUNTY OF ORANGE	02/07/2020	4799	110212122	PRKNG CITATIONS DEC19	\$4,400.00
COUNTY OF ORANGE					Total Check Amount:	\$4,400.00

City Check Register for: Feb 7, 2020

Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
183098	COUNTY OF ORANGE	02/07/2020	4799	110000000	COMM CHGS BR2 DEC19	\$176.00
COUNTY OF ORANGE					Total Check Amount:	\$176.00
183099	CROWDBRITE	02/07/2020	26147	110323231	BREACORE GAMIFICATION	\$1,000.00
CROWDBRITE					Total Check Amount:	\$1,000.00
183100	DELTA DENTAL PLAN OF CALIFORNIA	02/07/2020	3411	110	05-04253 DENTAL JAN20	\$17,971.12
DELTA DENTAL PLAN OF CALIFORNIA					Total Check Amount:	\$17,971.12
183101	DELTA DENTAL PLAN OF CALIFORNIA	02/07/2020	3411	110	05-04253 DENTAL FEB20	\$17,623.46
DELTA DENTAL PLAN OF CALIFORNIA					Total Check Amount:	\$17,623.46
183102	DELTA DENTAL INSURANCE COMPANY	02/07/2020	26074	110	05-R103125 DENTAL JAN	\$2,126.49
DELTA DENTAL INSURANCE COMPANY					Total Check Amount:	\$2,126.49
183103	DELTA DENTAL INSURANCE COMPANY	02/07/2020	26074	110	05-R103125 DENTAL FEB	\$2,044.46
DELTA DENTAL INSURANCE COMPANY					Total Check Amount:	\$2,044.46
183104	DELUXE BRANDED MARKETING	02/07/2020	29072	110111151	BREA LINE WINTER 2019	\$10,504.00
DELUXE BRANDED MARKETING					Total Check Amount:	\$10,504.00
183105	DEPARTMENT OF INDUSTRIAL RELATIONS	02/07/2020	19791	110515125	ST COMPL/INSP:DT ELEV	\$675.00
DEPARTMENT OF INDUSTRIAL RELATIONS					Total Check Amount:	\$675.00
183106	DEPARTMENT OF TRANSPORTATION	02/07/2020	13722	110515121	SGNL/LGHTNG OCT-DEC19	\$11,145.73
DEPARTMENT OF TRANSPORTATION					Total Check Amount:	\$11,145.73
183107	SOUTHERN CALIFORNIA EDISON	02/07/2020	3343	110515121	ELECTRICTY JAN2020	\$4,018.29
		02/07/2020	3343	110515125	ELECTRICTY JAN2020	\$8,798.29
		02/07/2020	3343	420515131	ELECTRICTY JAN2020	\$45,542.86
SOUTHERN CALIFORNIA EDISON					Total Check Amount:	\$58,359.44
183108	FIDELITY SECURITY LIFE INSURANCE	02/07/2020	23035	110	9827288 VISION JAN20	\$2,632.46
FIDELITY SECURITY LIFE INSURANCE					Total Check Amount:	\$2,632.46
183109	FIDELITY SECURITY LIFE INSURANCE	02/07/2020	23035	110	9827288 VISION FEB20	\$2,653.47
FIDELITY SECURITY LIFE INSURANCE					Total Check Amount:	\$2,653.47
183110	FRONTIER COMMUNICATIONS	02/07/2020	26183	475141471	5621820146 0116-0215	\$53.76
FRONTIER COMMUNICATIONS					Total Check Amount:	\$53.76
183111	TRISTAN-VINCENT MORAN HIZON	02/07/2020	23712	110404542	ALL SHOOK UP MUSICIAN	\$1,000.00
TRISTAN-VINCENT MORAN HIZON					Total Check Amount:	\$1,000.00
183112	JENELLE HUCK	02/07/2020	29118	110404542	ALL SHOOK UP STG MGR	\$1,000.00
JENELLE HUCK					Total Check Amount:	\$1,000.00
183113	LIFE-ASSIST, INC.	02/07/2020	10530	174222222	PM SUPPLIES - FS 2	\$3,278.42
		02/07/2020	10530	174222222	PM SUPPLIES - FS 4	\$189.10
LIFE-ASSIST, INC.					Total Check Amount:	\$3,467.52
183114	LOCAL GOVERNMENT COMMISSION	02/07/2020	2375	110323231	BREA CORE OCT-NOV19	\$3,142.87
LOCAL GOVERNMENT COMMISSION					Total Check Amount:	\$3,142.87
183115	MEDPOST URGENT CARE - BREA	02/07/2020	27547	110141481	HR MED SVCS DEC 2019	\$365.00
MEDPOST URGENT CARE - BREA					Total Check Amount:	\$365.00

City Check Register for: Feb 7, 2020

Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
183116	CAITLIN MOHNEY	02/07/2020	29108	110404521	SR CTR YOGA DEC 2019	\$75.00
CAITLIN MOHNEY					Total Check Amount:	\$75.00
183117	MOORE FLOORING, INC.	02/07/2020	29107	490515151	BCC W/O CARPET TILES	\$3,283.00
MOORE FLOORING, INC.					Total Check Amount:	\$3,283.00
183118	OFFICE DEPOT, INC	02/07/2020	4743	110141411	OFFICE SUPPLIES	\$36.28
		02/07/2020	4743	110141481	OFFICE SUPPLIES	\$33.05
		02/07/2020	4743	110212111	TONERS (2)	\$291.98
		02/07/2020	4743	110212121	OFFICE SUPPLIES	\$225.55
		02/07/2020	4743	110222211	OFFICE SUPPLIES	\$79.43
		02/07/2020	4743	110404311	OFFICE SUPPLIES	\$340.56
		02/07/2020	4743	475141471	OFFICE SUPPLIES	\$7.96
OFFICE DEPOT, INC					Total Check Amount:	\$1,014.81
183119	ORANGE COUNTY STRIPING SERVICE	02/07/2020	10223	110515121	KRAEMER BLVD STRIPING	\$7,718.11
ORANGE COUNTY STRIPING SERVICE					Total Check Amount:	\$7,718.11
183120	PERFORMANCE TRUCK REPAIR, INC.	02/07/2020	29371	480515161	27008 TRANS SVC/RPR	\$3,714.61
PERFORMANCE TRUCK REPAIR, INC.					Total Check Amount:	\$3,714.61
183121	PROFORCE LAW ENFORCEMENT	02/07/2020	25486	110212131	TACTICAL GUN MOUNT	\$540.18
PROFORCE LAW ENFORCEMENT					Total Check Amount:	\$540.18
183122	RENNE SLOAN HOTLZMAN SAKAI, LLP	02/07/2020	27580	110141481	PROF LEGAL SVCS DEC19	\$315.00
RENNE SLOAN HOTLZMAN SAKAI, LLP					Total Check Amount:	\$315.00
183123	SMOG PUMPS UNLIMITED INC.	02/07/2020	15093	480515161	ALTERNATOR	\$276.25
SMOG PUMPS UNLIMITED INC.					Total Check Amount:	\$276.25
183124	ST. JUDE MEDICAL CENTER	02/07/2020	3503	174222222	PM MEDS OCT-DEC 2019	\$3,748.73
ST. JUDE MEDICAL CENTER					Total Check Amount:	\$3,748.73
183125	STEPHEN DORECK EQUIPMENT	02/07/2020	20478	420515131	VALVE REPL:WILDCATWAY	\$3,941.99
		02/07/2020	20478	420515131	VALVE REPL:WW/LAMBERT	\$4,761.20
		02/07/2020	20478	420515131	WATER LEAK REPAIR	\$4,325.87
STEPHEN DORECK EQUIPMENT					Total Check Amount:	\$13,029.06
183126	TURNOUT MAINTENANCE COMPANY, LLC	02/07/2020	19898	110222221	BRUSH COATS	\$802.52
		02/07/2020	19898	110222231	BRUSH COATS	\$72.96
TURNOUT MAINTENANCE COMPANY, LLC					Total Check Amount:	\$875.48
183127	WATERCOLOR WEST	02/07/2020	1369	110404541	WW 2019 DEMO SERIES	\$947.50
		02/07/2020	1369	110404541	WW AUG-DEC WORKSHOPS	\$361.00
		02/07/2020	1369	110404541	WW CATALOG SALES	\$1,217.30
WATERCOLOR WEST					Total Check Amount:	\$2,525.80
183128	WE-DO EQUIPMENT REPAIR & SUPPLY	02/07/2020	14756	420515131	CLAY DIGGER	\$910.43
WE-DO EQUIPMENT REPAIR & SUPPLY					Total Check Amount:	\$910.43
183129	WESTCOAST SHIRTWORKS, INC.	02/07/2020	22572	110515121	PW T-SHIRTS	\$110.92
		02/07/2020	22572	110515125	PW T-SHIRTS	\$110.92

City Check Register for: Feb 7, 2020

Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
183129	WESTCOAST SHIRTWORKS, INC.	02/07/2020	22572	110515141	PW T-SHIRTS	\$110.92
		02/07/2020	22572	110515144	PW T-SHIRTS	\$110.92
		02/07/2020	22572	420515131	PW T-SHIRTS	\$110.91
		02/07/2020	22572	430515123	PW T-SHIRTS	\$110.91
WESTCOAST SHIRTWORKS, INC.						Total Check Amount:
						\$665.50
183130	XEROX CORPORATION	02/07/2020	3349	110141441	BLACK CPR/PRNTR DEC19	\$493.54
		02/07/2020	3349	110141441	CPR USAGE 9/25-1/2/20	\$2,872.51
		02/07/2020	3349	110141441	HI PERF COLOR CPR DEC	\$220.27
		02/07/2020	3349	110141441	SOFTWARE MNT DEC19	\$116.00
		02/07/2020	3349	110141441	SOFTWARE MNT OCT19	\$116.00
		02/07/2020	3349	110141441	UDIRECTS MNT DEC 2019	\$113.40
XEROX CORPORATION						Total Check Amount:
						\$3,931.72
183131	YOUNGBLOOD & ASSOCIATES	02/07/2020	24905	110141481	POLYGRAPH DEC19-JAN20	\$1,400.00
YOUNGBLOOD & ASSOCIATES						Total Check Amount:
						\$1,400.00
						Check Subtotal
						\$297,594.64
V40425	ADAMSON POLICE PRODUCTS	02/07/2020	4023	110212131	VESTS	\$2,006.85
ADAMSON POLICE PRODUCTS						Total Check Amount:
						\$2,006.85
V40426	AFLAC-ACCOUNT #EZA73	02/07/2020	22923	110	ACC/CANCER INS DEC19	\$4,682.88
AFLAC-ACCOUNT #EZA73						Total Check Amount:
						\$4,682.88
V40427	LEO ARNOLD	02/07/2020	22721	110141481	BCKGRND INVESTIGATION	\$4,800.00
LEO ARNOLD						Total Check Amount:
						\$4,800.00
V40428	AVCOGAS PROPANE SALES & SERVICES	02/07/2020	22047	480515161	PROPANE 262.4 GALS	\$613.36
		02/07/2020	22047	480515161	PROPANE 408.8 GALS	\$947.78
AVCOGAS PROPANE SALES & SERVICES						Total Check Amount:
						\$1,561.14
V40429	BPSEA MEMORIAL FOUNDATION	02/07/2020	14990	110	DED:4050 MEMORIAL	\$202.50
BPSEA MEMORIAL FOUNDATION						Total Check Amount:
						\$202.50
V40430	BREA CITY EMPLOYEES ASSOCIATION	02/07/2020	3236	110	DED:4005 BCEA MEMBR	\$580.00
BREA CITY EMPLOYEES ASSOCIATION						Total Check Amount:
						\$580.00
V40431	BREA/ORANGE COUNTY PLUMBING	02/07/2020	3781	490515151	INSTALL FS4 WTRHEATER	\$4,885.00
BREA/ORANGE COUNTY PLUMBING						Total Check Amount:
						\$4,885.00
V40432	CAMERON WELDING SUPPLY	02/07/2020	22221	480515161	ARGON WELDING GAS	\$51.26
CAMERON WELDING SUPPLY						Total Check Amount:
						\$51.26
V40434	CANON SOLUTIONS AMERICA, INC	02/07/2020	15260	110141441	2714 PACIFIC RM AUG19	\$13.05
		02/07/2020	15260	110141441	2714 PACIFIC RM SEP19	\$13.05
		02/07/2020	15260	110141441	2714U PAC ROOM SEPT19	\$46.98
		02/07/2020	15260	110141441	3047 SR CTR OCT/NOV	\$99.91
		02/07/2020	15260	110141441	3047 SR CTR OCT19	\$77.30
		02/07/2020	15260	110141441	3047U SR CTR SEPT19	\$24.01

City Check Register for: Feb 7, 2020

Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
V40434	CANON SOLUTIONS AMERICA, INC	02/07/2020	15260	110141441	3054 PW AUG19	\$13.05
		02/07/2020	15260	110141441	3054 PW AUG19 CREDIT	(\$9.34)
		02/07/2020	15260	110141441	3054 PW OCT/NOV	\$96.03
		02/07/2020	15260	110141441	3054 PW OCT19	\$87.17
		02/07/2020	15260	110141441	3054 PW SEPT 2019	\$83.46
		02/07/2020	15260	110141441	3054 PW SEPT19	\$13.05
		02/07/2020	15260	110141441	3054U PW SEPT19	\$13.13
		02/07/2020	15260	110141441	3056 BCC OCT/NOV	\$152.74
		02/07/2020	15260	110141441	3056 BCC SEP19 CREDIT	(\$9.34)
		02/07/2020	15260	110141441	3056 BCC/LOBBY AUG19	\$13.05
		02/07/2020	15260	110141441	3056 BCC/LOBBY OCT19	\$87.17
		02/07/2020	15260	110141441	3056 BCC/LOBBY SEPT19	\$96.51
		02/07/2020	15260	110141441	3056U BCC/LOBBY SEP19	\$44.00
		02/07/2020	15260	110141441	3110 PD REC 2 OCT/NOV	\$94.72
		02/07/2020	15260	110141441	3110 PD REC 2 OCT19	\$77.30
		02/07/2020	15260	110141441	3110U PD REC 2 SEPT19	\$14.26
		02/07/2020	15260	110141441	3112 COM/MKTG OCT/NOV	\$71.13
		02/07/2020	15260	110141441	3112 COMM/MKTG OCT19	\$65.49
		02/07/2020	15260	110141441	3118 PD REC 1 OCT/NOV	\$103.20
		02/07/2020	15260	110141441	3118 PD REC 1 OCT19	\$77.30
		02/07/2020	15260	110141441	3118U PD REC 1 SEPT19	\$20.40
		02/07/2020	15260	110141441	3124 PD INV OCT/NOV	\$91.34
		02/07/2020	15260	110141441	3124 PD INV OCT19	\$77.30
		02/07/2020	15260	110141441	3124U PD INV SEPT19	\$15.96
		02/07/2020	15260	110141441	3142 MGMT SVCS AUG19	\$13.05
		02/07/2020	15260	110141441	3142 MGMT SVCS OCT19	\$87.17
		02/07/2020	15260	110141441	3142 MGMT SVCS SEPT19	\$96.51
		02/07/2020	15260	110141441	3142 MGMTSVCS OCT/NOV	\$119.18
		02/07/2020	15260	110141441	3142 MS SEPT19 CREDIT	(\$9.34)
		02/07/2020	15260	110141441	3142U MGMT SVCS SEP19	\$27.97
		02/07/2020	15260	110141441	5154 FIRE DEPT OCT19	\$85.59
		02/07/2020	15260	110141441	5154 FIREDEPT OCT/NOV	\$112.96
		02/07/2020	15260	110141441	5154U FIRE DEPT SEP19	\$27.77
		02/07/2020	15260	110141441	5327 PD P&E OCT/NOV	\$201.65
		02/07/2020	15260	110141441	5327 PD P&E OCT19	\$85.59
		02/07/2020	15260	110141441	5327U PD P&E SEPT19	\$114.07
		02/07/2020	15260	110141441	6569 COMM DEV OCT/NOV	\$317.28
		02/07/2020	15260	110141441	6569 COMM DEV OCT19	\$143.66

City Check Register for: Feb 7, 2020

Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
V40434	CANON SOLUTIONS AMERICA, INC	02/07/2020	15260	110141441	6569U COMM DEV SEPT19	\$200.30
		02/07/2020	15260	110141441	COPIER MNT JUL 2019	\$600.00
		02/07/2020	15260	110141441	COPIER MNT TERM CRED	(\$520.00)
CANON SOLUTIONS AMERICA, INC					Total Check Amount:	\$3,366.79
V40435	JASON CELMER	02/07/2020	11286	110212111	CANINE PROGRAM MGMT	\$24.00
JASON CELMER					Total Check Amount:	\$24.00
V40436	CONNOR CHRISTNER	02/07/2020	29083	110212111	EVOC TRAINING-LOMPOC	\$214.00
CONNOR CHRISTNER					Total Check Amount:	\$214.00
V40437	CIGNA BEHAVIORAL HEALTH, INC.	02/07/2020	26628	110141481	EAP SVCS FEB 2020	\$1,104.18
CIGNA BEHAVIORAL HEALTH, INC.					Total Check Amount:	\$1,104.18
V40438	NATHAN DARNELL	02/07/2020	14017	110212111	CCO+CCPA CELLEBRITE	\$40.00
NATHAN DARNELL					Total Check Amount:	\$40.00
V40439	EVAN D'HUART	02/07/2020	25826	110212111	CAL ORCA TRNG CONF	\$124.00
EVAN D'HUART					Total Check Amount:	\$124.00
V40440	EBERHARD EQUIPMENT	02/07/2020	4532	480515161	BLADES/BOLTS/NUTS	\$240.50
EBERHARD EQUIPMENT					Total Check Amount:	\$240.50
V40441	EQUIPMENT DIRECT INC	02/07/2020	4522	110515141	SAFETY GEAR	\$122.27
		02/07/2020	4522	110515144	SAFETY GEAR	\$334.05
		02/07/2020	4522	360515145	SAFETY GEAR	\$177.86
		02/07/2020	4522	430515123	DUST MASK/RESPIRATORS	\$102.36
EQUIPMENT DIRECT INC					Total Check Amount:	\$736.54
V40442	FUSCOE ENGINEERING, INC.	02/07/2020	18052	110000000	BERRY WQMP DEC19	\$132.00
		02/07/2020	18052	110000000	CALVARY WQMP DEC19	\$132.00
		02/07/2020	18052	110000000	IN-N-OUT WQMP DEC19	\$396.00
FUSCOE ENGINEERING, INC.					Total Check Amount:	\$660.00
V40443	THE GARLAND COMPANY	02/07/2020	18924	510707941	FIRE STN 3 METAL ROOF	\$46,195.28
THE GARLAND COMPANY					Total Check Amount:	\$46,195.28
V40444	DON GOLDEN	02/07/2020	10729	110000000	INSP SVCS 1/16-1/29	\$9,075.00
		02/07/2020	10729	110000000	INSP SVCS 11/7-11/20	\$10,650.00
		02/07/2020	10729	110323242	INSP SVCS 1/16-1/29	\$468.75
		02/07/2020	10729	110323242	INSP SVCS 11/7-11/20	\$318.75
		02/07/2020	10729	110323242	RECL 112019 TO CD/DS	(\$10,968.75)
DON GOLDEN					Total Check Amount:	\$9,543.75
V40445	HAAKER EQUIPMENT CO.	02/07/2020	4297	430515123	VCTR HOSE MENDNG TOOL	\$2,438.15
		02/07/2020	4297	480515161	FLOOR SCUBBER REPAIR	\$493.86
HAAKER EQUIPMENT CO.					Total Check Amount:	\$2,932.01
V40446	CHRISTOPHER HARVEY	02/07/2020	10364	110212111	POST MGMT CRSE MOD C	\$154.00
CHRISTOPHER HARVEY					Total Check Amount:	\$154.00
V40447	HCI SYSTEMS INC	02/07/2020	25112	490515151	FS3 SPRINKLER INSP	\$300.00

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
HCI SYSTEMS INC					Total Check Amount:	\$300.00
V40448	HI SIGN	02/07/2020	4693	110404543	VINYL BANNERS	\$726.24
HI SIGN					Total Check Amount:	\$726.24
V40449	HORIZON MECHANICAL CONTRACTORS	02/07/2020	27728	490515151	CCC BOILER RP H7-2004	\$44,717.00
HORIZON MECHANICAL CONTRACTORS					Total Check Amount:	\$44,717.00
V40450	JAMES LEE HOWE	02/07/2020	5953	110404145	JUNIOR GOLF CLASS	\$80.00
JAMES LEE HOWE					Total Check Amount:	\$80.00
V40451	WESLEY HUANG	02/07/2020	26144	110212111	EVOC TRAINING-LOMPOC	\$214.00
WESLEY HUANG					Total Check Amount:	\$214.00
V40452	INFANTE MEDIA	02/07/2020	24628	110404542	ALL SHOOK UP PAYOUT 3	\$6,000.00
INFANTE MEDIA					Total Check Amount:	\$6,000.00
V40453	INTERWEST CONSULTING GROUP, INC.	02/07/2020	28473	510707251	CIP MGMT SVCS DEC19	\$8,842.50
		02/07/2020	28473	510707251	CIP MGMT SVCS NOV19	\$10,222.50
		02/07/2020	28473	510707627	SEWER UPSIZE DEC 201	\$2,212.50
		02/07/2020	28473	510707627	SEWER UPSIZE NOV 2019	\$825.00
INTERWEST CONSULTING GROUP, INC.					Total Check Amount:	\$22,102.50
V40454	JACKSON'S AUTO SUPPLY	02/07/2020	1143	110515144	GREASE/NUTS/WASHERS	\$85.93
		02/07/2020	1143	480515161	AUTO SUPPLIES DEC19	\$1,453.60
		02/07/2020	1143	480515161	AUTO SUPPLIES JAN20	\$5,705.59
		02/07/2020	1143	490515151	SPRAY PAINT	\$9.44
JACKSON'S AUTO SUPPLY					Total Check Amount:	\$7,254.56
V40455	KELLY PAPER	02/07/2020	7039	110141441	PAPER	\$28.88
KELLY PAPER					Total Check Amount:	\$28.88
V40456	KRONOS INCORPORATED	02/07/2020	22688	110222223	IVR SVCS TELESTAFF	\$6.33
KRONOS INCORPORATED					Total Check Amount:	\$6.33
V40457	LIEBERT CASSIDY WHITMORE	02/07/2020	2489	110141481	ERC MEMBERSHIP (PREM)	\$4,435.00
		02/07/2020	2489	110141481	ERC MEMBERSHIP(BASIC)	(\$3,940.00)
LIEBERT CASSIDY WHITMORE					Total Check Amount:	\$495.00
V40458	MIGUEL OJEDA	02/07/2020	25161	110212111	CAL ORCA TRNG CONF	\$124.00
MIGUEL OJEDA					Total Check Amount:	\$124.00
V40459	ORANGE COUNTY UNITED WAY	02/07/2020	3451	110	DED:5005 UNITED WAY	\$7.31
ORANGE COUNTY UNITED WAY					Total Check Amount:	\$7.31
V40460	PARACLETE FIRE AND SAFETY, INC.	02/07/2020	17760	110222223	FIRE EXT SVC 12/28/19	\$159.67
PARACLETE FIRE AND SAFETY, INC.					Total Check Amount:	\$159.67
V40461	PETE'S ROAD SERVICE, INC.	02/07/2020	3734	480515161	21023 TRCTR TIRE REPL	\$1,546.28
PETE'S ROAD SERVICE, INC.					Total Check Amount:	\$1,546.28
V40462	PLUMBERS DEPOT INC.	02/07/2020	14542	430515123	CCTV CAMERA LIGHTS	\$325.06
PLUMBERS DEPOT INC.					Total Check Amount:	\$325.06
V40463	PRIME SYSTEMS INDUSTRIAL AUTOMATION	02/07/2020	27059	420515131	TELEMETRY	\$1,060.20

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
PRIME SYSTEMS INDUSTRIAL AUTOMATION					Total Check Amount:	\$1,060.20
V40464	RAY-LITE INDUSTRIES, INC.	02/07/2020	19800	490515151	LED LIGHTING @ FS3	\$60.93
RAY-LITE INDUSTRIES, INC.					Total Check Amount:	\$60.93
V40465	RUSSELL SIGLER INC.	02/07/2020	21638	490515151	HVAC FILTERS	\$400.69
RUSSELL SIGLER INC.					Total Check Amount:	\$400.69
V40466	SC FUELS	02/07/2020	16654	480515161	REG ETH 4376.0 GALS	\$13,527.84
SC FUELS					Total Check Amount:	\$13,527.84
V40467	SHAMBHALA MARTIAL ARTS INC	02/07/2020	28430	110404145	KIDS TAE KWON DO	\$50.00
SHAMBHALA MARTIAL ARTS INC					Total Check Amount:	\$50.00
V40468	SITEONE LANDSCAPE SUPPLY, LLC	02/07/2020	25942	110515141	IRRIGATION PARTS/STAKES	\$69.50
		02/07/2020	25942	110515142	TREES	\$327.29
		02/07/2020	25942	110515144	IRRIGATION PARTS	\$189.31
SITEONE LANDSCAPE SUPPLY, LLC					Total Check Amount:	\$586.10
V40469	STAGELIGHT FAMILY PRODUCTIONS	02/07/2020	7825	110404542	BYT ANNIE 2020 #3	\$7,112.00
STAGELIGHT FAMILY PRODUCTIONS					Total Check Amount:	\$7,112.00
V40470	TOWNSEND PUBLIC AFFAIRS, INC.	02/07/2020	18881	110111145	CONSULTING SVCS JAN20	\$1,250.00
		02/07/2020	18881	410111145	CONSULTING SVCS JAN20	\$1,250.00
		02/07/2020	18881	420111145	CONSULTING SVCS JAN20	\$1,250.00
		02/07/2020	18881	430111145	CONSULTING SVCS JAN20	\$1,250.00
TOWNSEND PUBLIC AFFAIRS, INC.					Total Check Amount:	\$5,000.00
V40471	UNITED ROTARY BRUSH CORPORATION	02/07/2020	16649	480515161	SWEEPER BROOM	\$123.74
UNITED ROTARY BRUSH CORPORATION					Total Check Amount:	\$123.74
V40472	VALLEY POWER SYSTEMS, INC.	02/07/2020	16506	480515161	#1202 ENGINE REBUILD	\$46,319.17
VALLEY POWER SYSTEMS, INC.					Total Check Amount:	\$46,319.17
V40473	VALVERDE CONSTRUCTION, INC.	02/07/2020	14201	110515125	SINK HOLE REPAIRS	\$9,695.68
VALVERDE CONSTRUCTION, INC.					Total Check Amount:	\$9,695.68
V40474	VENDINI	02/07/2020	24179	110404542	TICKET FEES DEC 2019	\$1,606.09
VENDINI					Total Check Amount:	\$1,606.09
V40475	RICHARD WILDMAN	02/07/2020	26129	110212111	CCO+CCPA CELLEBRITE	\$40.00
RICHARD WILDMAN					Total Check Amount:	\$40.00
V40476	ZOLL MEDICAL CORPORATION	02/07/2020	23538	174222222	ZOLL EQPT WARRANTY	\$1,150.00
ZOLL MEDICAL CORPORATION					Total Check Amount:	\$1,150.00
Voucher Subtotal						\$254,923.95
TOTAL						\$552,518.59

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
183132	AFSS NORTHERN DIVISION	02/14/2020	19543	110222211	AFSS ANNUAL CONF 1920	\$350.00
AFSS NORTHERN DIVISION					Total Check Amount:	\$350.00
183133	ARCTIC GLACIER USA, INC.	02/14/2020	26408	110404421	ICE FOR BREAFAST 2019	\$396.53
ARCTIC GLACIER USA, INC.					Total Check Amount:	\$396.53
183134	AT&T	02/14/2020	22050	475141471	1778421502 1-11-2020	\$1,302.40
		02/14/2020	22050	475141471	1972703508 1-11-2020	\$1,017.06
AT&T					Total Check Amount:	\$2,319.46
183135	AT&T	02/14/2020	22390	475141471	7149110022 0114-0213	\$221.19
AT&T					Total Check Amount:	\$221.19
183136	AT&T CALNET	02/14/2020	20391	360515145	CALNET NOV/DEC 2019	\$41.11
		02/14/2020	20391	361515142	CALNET NOV/DEC 2019	\$107.09
		02/14/2020	20391	420515131	CALNET NOV/DEC 2019	\$289.51
		02/14/2020	20391	475141471	CALNET NOV/DEC 2019	\$5,198.38
AT&T CALNET					Total Check Amount:	\$5,636.09
183137	AT&T CALNET	02/14/2020	20391	360515145	CALNET OCT/NOV 2019	\$41.35
		02/14/2020	20391	361515142	CALNET OCT/NOV 2019	\$214.18
		02/14/2020	20391	420515131	CALNET OCT/NOV 2019	\$289.85
		02/14/2020	20391	475141471	CALNET OCT/NOV 2019	\$8,683.67
AT&T CALNET					Total Check Amount:	\$9,229.05
183138	BOB MURRAY & ASSOCIATES	02/14/2020	29103	110111143	EXEC RECRUITMENT SVCS	\$11,756.74
BOB MURRAY & ASSOCIATES					Total Check Amount:	\$11,756.74
183139	GREGORY BRINTLE	02/14/2020	13780	470141483	MLG/TOLL:CALPERS EXAM	\$92.94
GREGORY BRINTLE					Total Check Amount:	\$92.94
183140	SOUTHERN CALIFORNIA NEWSPAPER GROUP	02/14/2020	26287	110000000	LEGAL NOTICES NOV19	\$216.00
		02/14/2020	26287	110323241	LEGAL NOTICES NOV19	\$531.00
SOUTHERN CALIFORNIA NEWSPAPER GROUP					Total Check Amount:	\$747.00
183141	CIVILTEC ENGINEERING INC.	02/14/2020	2581	510707453	WTR MN REPL THRU 1130	\$5,077.50
		02/14/2020	2581	510707453	WTR MN REPL THRU 1231	\$2,273.75
		02/14/2020	2581	510707457	WTR MN REPL THRU 1130	\$6,428.51
		02/14/2020	2581	510707457	WTR MN REPL THRU 1231	\$2,268.75
		02/14/2020	2581	510707459	WTR MN REPL THRU 1130	\$5,641.25
		02/14/2020	2581	510707459	WTR MN REPL THRU 1231	\$195.00
		02/14/2020	2581	510707460	WTR MN REPL THRU 1130	\$4,136.25
		02/14/2020	2581	510707460	WTR MN REPL THRU 1231	\$195.00
CIVILTEC ENGINEERING INC.					Total Check Amount:	\$26,216.01
183142	COUNTY OF ORANGE	02/14/2020	4799	110212131	ANIMAL CARE OCT-DEC19	\$56,260.23
COUNTY OF ORANGE					Total Check Amount:	\$56,260.23
183143	COUNTY OF ORANGE HEALTH CARE AGENCY	02/14/2020	19197	420515131	BACKFLOW INSPECTIONS	\$382.00

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
COUNTY OF ORANGE HEALTH CARE AGENCY						Total Check Amount: \$382.00
183144	DELTA T HVAC, INC.	02/14/2020	28265	490515151	LOC VAV LEAK @LIBRARY	\$220.00
		02/14/2020	28265	490515151	REPL 3-WAY VALVE, VAV	\$690.00
DELTA T HVAC, INC.						Total Check Amount: \$910.00
183145	DEPARTMENT OF TRANSPORTATION	02/14/2020	13722	510707251	HWY CONST/MNT NOV19	\$77,239.64
DEPARTMENT OF TRANSPORTATION						Total Check Amount: \$77,239.64
183146	DIVISION OF THE STATE ARCHITECT	02/14/2020	21499	110	BL STATE FEE 2019 Q4	\$1,912.00
		02/14/2020	21499	110000000	CASP ADM FEE 5% 19Q4	(\$95.60)
		02/14/2020	21499	110000000	CASP CITY REV 2019 Q4	(\$1,625.20)
DIVISION OF THE STATE ARCHITECT						Total Check Amount: \$191.20
183147	SOUTHERN CALIFORNIA EDISON	02/14/2020	3343	110515121	ELECTRICITY JAN-FEB20	\$11,186.63
		02/14/2020	3343	110515125	ELECTRICITY JAN-FEB20	\$10.91
		02/14/2020	3343	110515141	ELECTRICITY JAN-FEB20	\$2,870.12
		02/14/2020	3343	110515143	ELECTRICITY JAN-FEB20	\$708.81
		02/14/2020	3343	110515144	ELECTRICITY JAN-FEB20	\$1,108.33
		02/14/2020	3343	341515112	ELECTRICITY JAN-FEB20	\$83.73
		02/14/2020	3343	343515112	ELECTRICITY JAN-FEB20	\$207.40
		02/14/2020	3343	345515112	ELECTRICITY JAN-FEB20	\$41.82
		02/14/2020	3343	346515112	ELECTRICITY JAN-FEB20	\$109.14
		02/14/2020	3343	360515145	ELECTRICITY JAN-FEB20	\$738.37
		02/14/2020	3343	420515131	ELECTRICITY JAN-FEB20	\$2,771.13
		02/14/2020	3343	430515123	ELECTRICITY JAN-FEB20	\$551.12
		02/14/2020	3343	490515151	ELECTRICITY JAN-FEB20	\$19,044.06
		02/14/2020	3343	880515113	ELECTRICITY JAN-FEB20	\$10.44
SOUTHERN CALIFORNIA EDISON						Total Check Amount: \$39,442.01
183148	FRANCHISE TAX BOARD	02/14/2020	13287	110	CD917666897 120619 PR	\$159.23
FRANCHISE TAX BOARD						Total Check Amount: \$159.23
183149	FRONTIER COMMUNICATIONS	02/14/2020	26183	420515131	5621821220 0128-0227	\$188.99
FRONTIER COMMUNICATIONS						Total Check Amount: \$188.99
183150	THE GAS COMPANY	02/14/2020	3749	420515131	GAS JAN1-FEB120	\$15.29
THE GAS COMPANY						Total Check Amount: \$15.29
183151	ICE HOLDINGS/IMPERIAL CENTER EAST	02/14/2020	23821	830	CONST DEPOSIT REFUND	\$10,000.00
ICE HOLDINGS/IMPERIAL CENTER EAST						Total Check Amount: \$10,000.00
183152	KABBARA ENGINEERING	02/14/2020	23694	510707467	WTR MAIN REPL OCT-JAN	\$13,105.80
KABBARA ENGINEERING						Total Check Amount: \$13,105.80
183153	GAVIN R. LATTIMER	02/14/2020	29166	110404542	ALL SHOOK UP LT BD OP	\$300.00
GAVIN R. LATTIMER						Total Check Amount: \$300.00
183154	LEAGUE OF CALIFORNIA CITIES	02/14/2020	1129	110111143	CY 2020 MEMB DUES	\$15,997.00
LEAGUE OF CALIFORNIA CITIES						Total Check Amount: \$15,997.00

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183155	LEXIPOL	02/14/2020	16773	110222221	20/21FIRE PROC MANUAL	\$420.00
		02/14/2020	16773	110222221	20/21FIREPOLICYMANUAL	\$7,386.00
LEXIPOL					Total Check Amount:	\$7,806.00
183156	LIFE-ASSIST, INC.	02/14/2020	10530	174222222	PM SUPPLIES FS3	\$63.84
LIFE-ASSIST, INC.					Total Check Amount:	\$63.84
183157	LINEN X PRESS, INC.	02/14/2020	4592	110404154	BRIDAL SHOW LINEN	\$1,188.08
LINEN X PRESS, INC.					Total Check Amount:	\$1,188.08
183158	NATIONAL DATA & SURVEYING SERVICES	02/14/2020	28243	510707702	C-WIDE GPS SIGN INVTY	\$24,441.00
NATIONAL DATA & SURVEYING SERVICES					Total Check Amount:	\$24,441.00
183159	NATIONAL TESTING NETWORK, INC	02/14/2020	25909	110141481	1920 NTN MEMB:LAW ENF	\$500.00
NATIONAL TESTING NETWORK, INC					Total Check Amount:	\$500.00
183160	ORANGE COUNTY WINWATER WORKS	02/14/2020	28030	420515131	METER GASKETS	\$94.28
		02/14/2020	28030	420515131	PLUMBING SUPPLIES	\$2,302.76
ORANGE COUNTY WINWATER WORKS					Total Check Amount:	\$2,397.04
183161	ORANGE COUNTY SHERIFF'S DEPT	02/14/2020	6542	110212111	FTO UPDATE	\$65.00
ORANGE COUNTY SHERIFF'S DEPT					Total Check Amount:	\$65.00
183162	PATRICK NIELSEN PASCUAL	02/14/2020	28696	110404541	MURAL:CHAPTER ONE EXH	\$500.00
PATRICK NIELSEN PASCUAL					Total Check Amount:	\$500.00
183163	PERFORMANCE TRUCK REPAIR, INC.	02/14/2020	29371	480515161	23012 FOAM SYSTEM MREPAIR	\$4,986.85
PERFORMANCE TRUCK REPAIR, INC.					Total Check Amount:	\$4,986.85
183164	PLUMBING WHOLESALE OUTLET, INC.	02/14/2020	18392	110515141	RR/VALVE PARTS	\$1,065.65
		02/14/2020	18392	110515144	RR PARTS	\$116.62
PLUMBING WHOLESALE OUTLET, INC.					Total Check Amount:	\$1,182.27
183165	PREFERRED AERIAL & CRANE TECH., INC	02/14/2020	12958	480515161	LIFT TRUCK/CRANE INSP	\$575.00
PREFERRED AERIAL & CRANE TECH., INC					Total Check Amount:	\$575.00
183166	SIMPLUS MAMAGEMENT	02/14/2020	26641	510707467	SWR CONST RVW OCT19	\$4,235.00
SIMPLUS MAMAGEMENT					Total Check Amount:	\$4,235.00
183167	STATE FIRE TRAINING	02/14/2020	17013	174222222	FF 1 CERTIFICATE	\$80.00
STATE FIRE TRAINING					Total Check Amount:	\$80.00
183168	THREE PEAKS CORP	02/14/2020	29357	510707950	WILDCATTR IMP DEC-JAN	\$53,119.25
THREE PEAKS CORP					Total Check Amount:	\$53,119.25
183169	TIME WARNER CABLE	02/14/2020	19304	110111143	CABLE CHGS 2/2-3/1	\$29.48
		02/14/2020	19304	110111151	CABLE CHGS 2/2-3/1	\$58.93
		02/14/2020	19304	110111161	CABLE CHGS 2/2-3/1	\$19.44
		02/14/2020	19304	110141481	CABLE CHGS 2/2-3/1	\$19.44
		02/14/2020	19304	110212111	CABLE CHGS 2/2-3/1	\$371.07
		02/14/2020	19304	110222211	CABLE CHGS 2/2-3/1	\$77.77

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
183169	TIME WARNER CABLE	02/14/2020	19304	110323212	CABLE CHGS 2/2-3/1	\$78.37
		02/14/2020	19304	110404211	CABLE 2/2-3/1 40955	\$129.61
		02/14/2020	19304	110404311	CABLE CHGS 2/2-3/1	\$19.44
		02/14/2020	19304	110404521	CABLE 2/2-3/1 15759	\$30.56
		02/14/2020	19304	420515131	CABLE 2/2-3/1 20981	\$138.89
		02/14/2020	19304	420515131	CABLE 2/2-3/1 49861	\$98.91
		02/14/2020	19304	490515151	CABLE CHGS 2/2-3/1	\$19.44
TIME WARNER CABLE					Total Check Amount:	\$1,091.35
183170	TRANSPORTATION CHARTER SERVICES	02/14/2020	27842	110404428	061120 UNIVERSAL STUD	\$2,310.00
TRANSPORTATION CHARTER SERVICES					Total Check Amount:	\$2,310.00
183171	TURNOUT MAINTENANCE COMPANY, LLC	02/14/2020	19898	110222221	TURNOUT REPAIRS	\$794.99
		02/14/2020	19898	110222231	TURNOUTS	\$88.65
		02/14/2020	19898	174222222	TURNOUT REPAIRS	\$18.00
TURNOUT MAINTENANCE COMPANY, LLC					Total Check Amount:	\$901.64
183172	UNIFIRST CORPORATION	02/14/2020	27988	110515121	UNIFORM SVCS JAN 2020	\$39.72
		02/14/2020	27988	110515125	UNIFORM SVCS JAN 2020	\$24.60
		02/14/2020	27988	110515141	UNIFORM SVCS JAN 2020	\$149.72
		02/14/2020	27988	110515144	UNIFORM SVCS JAN 2020	\$47.32
		02/14/2020	27988	360515145	UNIFORM SVCS JAN 2020	\$41.80
		02/14/2020	27988	420515131	UNIFORM SVCS JAN 2020	\$112.68
		02/14/2020	27988	430515123	UNIFORM SVCS JAN 2020	\$41.16
		02/14/2020	27988	440515126	UNIFORM SVCS JAN 2020	\$11.52
		02/14/2020	27988	480515161	UNIFORM SVCS JAN 2020	\$134.96
		02/14/2020	27988	490515151	UNIFORM SVCS JAN 2020	\$215.36
UNIFIRST CORPORATION					Total Check Amount:	\$818.84
183174	VERIZON WIRELESS	02/14/2020	21122	110111111	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110111143	9846834031 1223-0122	\$137.54
		02/14/2020	21122	110111151	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110111161	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110141411	9846834031 1223-0122	\$30.02
		02/14/2020	21122	110141424	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110141441	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110141481	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110212121	9846834031 1223-0122	\$3,517.46
		02/14/2020	21122	110222223	9846834031 1223-0122	\$1,284.12
		02/14/2020	21122	110323231	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110323241	9846834031 1223-0122	\$54.18
		02/14/2020	21122	110323242	9846834031 1223-0122	\$53.76

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
183174	VERIZON WIRELESS	02/14/2020	21122	110323243	9846834031 1223-0122	\$53.76
		02/14/2020	21122	110404311	9846834031 1223-0122	\$572.46
		02/14/2020	21122	110404525	9846834031 1223-0122	\$107.52
		02/14/2020	21122	110515171	9846834031 1223-0122	\$173.38
		02/14/2020	21122	174222222	9846834031 1223-0122	\$585.90
		02/14/2020	21122	410515124	9846834031 1223-0122	\$30.02
		02/14/2020	21122	420515131	9846834031 1223-0122	\$938.36
		02/14/2020	21122	430515123	9846834031 1223-0122	\$754.82
		02/14/2020	21122	460141474	9846834031 1223-0122	\$268.80
		02/14/2020	21122	475141471	9846834031 1223-0122	\$518.47
VERIZON WIRELESS					Total Check Amount:	\$9,456.89
183175	VETERINARY PET INS. CO.	02/14/2020	20975	110	4436 PET INS JAN 2020	\$689.28
VETERINARY PET INS. CO.					Total Check Amount:	\$689.28
183176	WESTERN AUDIO VISUAL	02/14/2020	24433	110111153	CCC COMM RMS A&B A/V	\$8,659.38
		02/14/2020	24433	110111153	CCC COMM RMS A/B A/V	\$59,263.18
WESTERN AUDIO VISUAL					Total Check Amount:	\$67,922.56
183177	XEROX CORPORATION	02/14/2020	3349	110141441	PROD CLRCPR/PRNTR DEC	\$1,868.85
XEROX CORPORATION					Total Check Amount:	\$1,868.85
Check Subtotal						\$457,355.14
V40477	ALBERT GROVER & ASSOCIATES	02/14/2020	23588	110000000	PLAN CHECK SVCS AUG19	\$3,400.00
		02/14/2020	23588	510707709	BIRCT ST TSSP DEC19	\$1,410.00
ALBERT GROVER & ASSOCIATES					Total Check Amount:	\$4,810.00
V40478	JUDY ALLEN	02/14/2020	20447	110404215	CLASS INSTR BCC JAN20	\$450.00
JUDY ALLEN					Total Check Amount:	\$450.00
V40479	B & M LAWN AND GARDEN CENTER	02/14/2020	4699	480515161	SOD CUTTER BLADE	\$77.91
B & M LAWN AND GARDEN CENTER					Total Check Amount:	\$77.91
V40480	CORRINE BARRIOS GAMINO	02/14/2020	28084	110404215	YOGA BCC JAN 2020	\$50.00
CORRINE BARRIOS GAMINO					Total Check Amount:	\$50.00
V40481	BEST LAWN MOWER SERVICE	02/14/2020	16230	480515161	STIHL TRIMMER BLADES	\$413.49
		02/14/2020	16230	480515161	STIHL TRIMMER HEADS	\$129.86
BEST LAWN MOWER SERVICE					Total Check Amount:	\$543.35
V40482	JANET BIRCH	02/14/2020	25982	110404215	YOGA BCC JAN 2020	\$25.00
JANET BIRCH					Total Check Amount:	\$25.00
V40483	CHRISTINE BOATNER	02/14/2020	18460	110404215	BECKMAN ADMIN JAN20	\$459.00
		02/14/2020	18460	110404215	BECKMAN FITNESS JAN20	\$78.00
		02/14/2020	18460	110404215	CLASS INSTR BCC JAN20	\$350.00
CHRISTINE BOATNER					Total Check Amount:	\$887.00
V40484	BREA/ORANGE COUNTY PLUMBING	02/14/2020	3781	490515151	BOILER LINE/LEAK RPR	\$521.41

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V40484	BREA/ORANGE COUNTY PLUMBING	02/14/2020	3781	490515151	PURGED AIR FR HW CIRC	\$1,000.00
BREA/ORANGE COUNTY PLUMBING					Total Check Amount:	\$1,521.41
V40485	BROWN MOTOR WORKS, INC	02/14/2020	19934	480515161	MOTORCYCLE BATTERIES	\$322.97
BROWN MOTOR WORKS, INC					Total Check Amount:	\$322.97
V40486	SHANNON BUCKELS	02/14/2020	12046	110212111	FTO UPDATE	\$24.00
SHANNON BUCKELS					Total Check Amount:	\$24.00
V40487	CALIFORNIA DOMESTIC WATER CO	02/14/2020	3388	420515131	WTR CONSUMPTION JAN20	\$167,311.38
CALIFORNIA DOMESTIC WATER CO					Total Check Amount:	\$167,311.38
V40488	CALIF FORENSIC PHLEBOTOMY INC.	02/14/2020	4488	110212131	BLOOD TESTS JAN 2020	\$749.00
CALIF FORENSIC PHLEBOTOMY INC.					Total Check Amount:	\$749.00
V40489	ARLINDA CANTU	02/14/2020	26312	110404215	BECKMAN FITNESS JAN20	\$75.00
		02/14/2020	26312	110404215	CLASS INSTR BCC JAN20	\$250.00
		02/14/2020	26312	110404215	PSNLTRAINER BCC JAN20	\$2,681.42
ARLINDA CANTU					Total Check Amount:	\$3,006.42
V40490	SARAH CARBAJAL	02/14/2020	28362	110404215	YOGA BECKMAN JAN20	\$130.00
SARAH CARBAJAL					Total Check Amount:	\$130.00
V40491	KELLY CARPENTER	02/14/2020	8944	110212111	TRAINING EXPENSES	\$509.46
KELLY CARPENTER					Total Check Amount:	\$509.46
V40492	ANDREW CATOR	02/14/2020	6646	460141474	JAN 2020 MILEAGE	\$230.58
ANDREW CATOR					Total Check Amount:	\$230.58
V40493	MARIANITA CAUSEY	02/14/2020	15943	110404215	YOGA BCC JAN 2020	\$162.00
MARIANITA CAUSEY					Total Check Amount:	\$162.00
V40494	CDW GOVERNMENT INC.	02/14/2020	18205	475141471	2019 MS OFFCE LICENSE	\$97,603.15
CDW GOVERNMENT INC.					Total Check Amount:	\$97,603.15
V40495	CHANDLER ASSET MANAGEMENT, INC.	02/14/2020	4375	110000000	INV MGMT SVCS JAN20	\$18.50
		02/14/2020	4375	875000000	INV MGMT SVCS JAN20	\$46.97
		02/14/2020	4375	930000000	INV MGMT SVCS JAN20	\$5,586.21
CHANDLER ASSET MANAGEMENT, INC.					Total Check Amount:	\$5,651.68
V40496	JOEL DACANAY	02/14/2020	28068	110404215	MSG THERAPIST BCC JAN	\$65.00
JOEL DACANAY					Total Check Amount:	\$65.00
V40497	DANIELS TIRE SERVICE	02/14/2020	3133	480515161	TRUCK TIRES	\$546.61
DANIELS TIRE SERVICE					Total Check Amount:	\$546.61
V40498	JIMMY DAO	02/14/2020	19002	475141471	JAN 2020 MILEAGE	\$110.40
JIMMY DAO					Total Check Amount:	\$110.40
V40499	DAVID EVANS AND ASSOCIATES, INC.	02/14/2020	20981	510707929	LDM CONST SUPP OCT19	\$954.50
DAVID EVANS AND ASSOCIATES, INC.					Total Check Amount:	\$954.50
V40500	MICHAEL DURALDE	02/14/2020	25228	110404215	BREA MOVEMENT JAN20	\$833.40
		02/14/2020	25228	110404215	FIT U:BEG GUIDE JAN20	\$366.00
		02/14/2020	25228	110404215	PSNLTRAINER BCC JAN20	\$231.24

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V40500	MICHAEL DURALDE	02/14/2020	25228	110404215	SILVR SNKRS BCC JAN20	\$116.00
MICHAEL DURALDE					Total Check Amount:	\$1,546.64
V40501	MYRA DUVALL	02/14/2020	18083	110404215	YOGA BCC JAN 2020	\$150.00
MYRA DUVALL					Total Check Amount:	\$150.00
V40502	EXTERMINETICS OF SO CALIF INC	02/14/2020	3298	110515125	PEST CONTROL NOV 2019	\$384.00
		02/14/2020	3298	110515125	PEST CONTROL OCT 2019	\$384.00
		02/14/2020	3298	110515141	PEST CONTROL NOV 2019	\$180.00
		02/14/2020	3298	110515141	PEST CONTROL OCT 2019	\$180.00
		02/14/2020	3298	420515131	PEST CONTROL NOV 2019	\$100.00
		02/14/2020	3298	420515131	PEST CONTROL OCT 2019	\$100.00
		02/14/2020	3298	490515151	PEST CONTROL NOV 2019	\$1,270.00
		02/14/2020	3298	490515151	PEST CONTROL OCT 2019	\$1,270.00
EXTERMINETICS OF SO CALIF INC					Total Check Amount:	\$3,868.00
V40503	FILARSKY & WATT LLP	02/14/2020	2043	110141481	PROF LEGAL SVCS JAN20	\$5,335.00
FILARSKY & WATT LLP					Total Check Amount:	\$5,335.00
V40504	FUSCOE ENGINEERING, INC.	02/14/2020	18052	410515132	STORMWATER PROG DEC19	\$472.23
FUSCOE ENGINEERING, INC.					Total Check Amount:	\$472.23
V40505	GALE SUPPLY COMPANY	02/14/2020	21090	110515141	JANITORIAL SUPPLIES	\$136.56
		02/14/2020	21090	110515144	JANITORIAL SUPPLIES	\$136.56
		02/14/2020	21090	110515148	JANITORIAL SUPPLIES	\$77.60
		02/14/2020	21090	360515145	JANITORIAL SUPPLIES	\$77.61
GALE SUPPLY COMPANY					Total Check Amount:	\$428.33
V40506	GALLS/QUARTERMASTER	02/14/2020	16493	110222221	BOOTS	\$178.87
GALLS/QUARTERMASTER					Total Check Amount:	\$178.87
V40507	MELISSA GIFFORD	02/14/2020	10645	110404215	CLASS INSTR BCC JAN20	\$130.00
MELISSA GIFFORD					Total Check Amount:	\$130.00
V40508	GLASBY MAINTENANCE SUPPLY CO	02/14/2020	6802	490515151	BCC BOBRICK DISPENSER	\$512.50
GLASBY MAINTENANCE SUPPLY CO					Total Check Amount:	\$512.50
V40509	MARITZA GONZALEZ	02/14/2020	28459	110404215	ZUMBA BCC JAN 2020	\$225.00
		02/14/2020	28459	110404215	ZUMBA BECKMAN JAN20	\$78.00
MARITZA GONZALEZ					Total Check Amount:	\$303.00
V40510	GUARANTEED JANITORIAL SERVICES, INC	02/14/2020	28695	110515125	JAN20 JAN SVCS:DT	\$2,475.00
		02/14/2020	28695	490515151	JAN.SVCS MIN WAGE INC	\$2,312.00
		02/14/2020	28695	490515151	JAN20 DAY PORTERS	\$4,333.33
		02/14/2020	28695	490515151	JAN20 DAY PORTERS:CCC	\$4,333.34
		02/14/2020	28695	490515151	JAN20 JAN SVCS:BCC	\$3,975.00
		02/14/2020	28695	490515151	JAN20 JAN SVCS:CCC	\$11,158.33
		02/14/2020	28695	490515151	JAN20 JAN SVCS:P.HALL	\$1,028.00

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V40510	GUARANTEED JANITORIAL SERVICES, INC	02/14/2020	28695	490515151	JAN20 JAN SVCS:PLUNGE	\$153.75
		02/14/2020	28695	490515151	JAN20 JAN SVCS:SR CTR	\$2,355.00
		02/14/2020	28695	490515151	JAN20 JAN SVCS:YARD	\$1,115.00
GUARANTEED JANITORIAL SERVICES, INC					Total Check Amount:	\$33,238.75
V40511	MONA HERNANDEZ	02/14/2020	23114	110404215	MGS THERAPIST BCC JAN	\$391.40
		02/14/2020	23114	110404215	MSG THERAPIST BCC JAN	\$585.00
MONA HERNANDEZ					Total Check Amount:	\$976.40
V40512	HORIZON MECHANICAL CONTRACTORS	02/14/2020	27728	490515151	BCC RAYPAK REPAIR	\$623.84
		02/14/2020	27728	490515151	BOILER INSPECTION	\$510.00
HORIZON MECHANICAL CONTRACTORS					Total Check Amount:	\$1,133.84
V40513	JOSHUA HORN	02/14/2020	27741	110212111	INT TFC COLL/SKIDMARK	\$32.00
JOSHUA HORN					Total Check Amount:	\$32.00
V40514	IDEAL STRIPING	02/14/2020	18839	110515127	RESTRPE CHPRK PRKGLOT	\$970.00
		02/14/2020	18839	110515127	RESTRPE P2 PARKNG LOT	\$1,026.00
IDEAL STRIPING					Total Check Amount:	\$1,996.00
V40515	INFOSEND, INC.	02/14/2020	19016	110111151	INSERT:BCEC	\$54.36
		02/14/2020	19016	110111151	INSERT:BREA LINE	\$54.36
		02/14/2020	19016	110111151	INSERT:CITY CALENDAR	\$54.16
		02/14/2020	19016	110111151	INSERT:CITY SVC HOURS	\$54.16
		02/14/2020	19016	110111151	INSERT:HOLIDAY SCHED	\$54.36
		02/14/2020	19016	110404154	INSERT:BRIDAL SHOW	\$54.15
		02/14/2020	19016	110404215	INSERT:2020 FITNESS	\$54.15
		02/14/2020	19016	110404421	INSERT:TREE LIGHTING	\$54.36
		02/14/2020	19016	420141421	WATER:DEC19 POSTAGE	\$4,202.30
		02/14/2020	19016	420141421	WATER:DEC19 PRNT/MAIL	\$1,519.45
		02/14/2020	19016	420141421	WATER:NOV19 POSTAGE	\$4,208.69
		02/14/2020	19016	420141421	WATER:NOV19 PRNT/MAIL	\$1,449.64
INFOSEND, INC.					Total Check Amount:	\$11,814.14
V40516	PAMELA JOHNSTON	02/14/2020	28025	110404215	ZUMBA BCC JAN 2020	\$250.00
PAMELA JOHNSTON					Total Check Amount:	\$250.00
V40517	KAREN KIESS	02/14/2020	21414	110404215	CLASS INSTR BCC JAN20	\$200.00
KAREN KIESS					Total Check Amount:	\$200.00
V40518	KIMLEY-HORN AND ASSOCIATES, INC.	02/14/2020	26302	110000000	CONT PLAN:PAC HGHLNDS	\$8,140.50
KIMLEY-HORN AND ASSOCIATES, INC.					Total Check Amount:	\$8,140.50
V40519	MAHNAZ KOHSARI	02/14/2020	12368	475141471	JAN 2020 MILEAGE	\$1.73
MAHNAZ KOHSARI					Total Check Amount:	\$1.73
V40520	KREUZER CONSULTING GROUP	02/14/2020	22072	510707278	IMP/BERRY INT DEC19	\$3,000.00
		02/14/2020	22072	510707278	IMP/BERRY INT NOV19	\$7,457.50

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KREUZER CONSULTING GROUP					Total Check Amount:	\$10,457.50
V40521	DOLLY LAI	02/14/2020	18084	110404215	YOGA BCC JAN20	\$25.00
DOLLY LAI					Total Check Amount:	\$25.00
V40522	RENEE F. LAVACOT	02/14/2020	6754	110404215	ZUMBA BCC JAN 2020	\$325.00
RENEE F. LAVACOT					Total Check Amount:	\$325.00
V40523	JULIE H. LEE	02/14/2020	29028	110404523	COUNSELING SUPV JAN20	\$2,415.00
JULIE H. LEE					Total Check Amount:	\$2,415.00
V40524	PRISCILLA J. LEON	02/14/2020	29029	110404215	BT CAMP BECKMAN JAN20	\$50.00
PRISCILLA J. LEON					Total Check Amount:	\$50.00
V40525	BERRY LIANG	02/14/2020	25640	110404215	BECKMAN ADMIN JAN20	\$493.00
		02/14/2020	25640	110404215	CLASS INSTR BCC JAN20	\$150.00
		02/14/2020	25640	110404215	CYCLE BCC JAN20	\$100.00
		02/14/2020	25640	110404215	PSNLTRAINER BCC JAN20	\$432.63
BERRY LIANG					Total Check Amount:	\$1,175.63
V40526	LIEBERT CASSIDY WHITMORE	02/14/2020	2489	470141483	PROF LEGAL SVCS 12/31	\$114.00
LIEBERT CASSIDY WHITMORE					Total Check Amount:	\$114.00
V40527	LINCOLN AQUATICS	02/14/2020	17902	110404422	BULK ACID/CHLORINE	\$982.51
LINCOLN AQUATICS					Total Check Amount:	\$982.51
V40528	JASON LOGAN	02/14/2020	19659	110	FORFEITUTRE FEES	\$360.00
JASON LOGAN					Total Check Amount:	\$360.00
V40529	TANYA LOSCUTOFF	02/14/2020	22092	110404215	CLASS INSTR BCC JAN20	\$182.00
		02/14/2020	22092	110404215	POWER TRNG CLUB JAN20	\$386.40
		02/14/2020	22092	110404215	PSNLTRAINER BCC JAN20	\$1,363.34
TANYA LOSCUTOFF					Total Check Amount:	\$1,931.74
V40530	KRIS MARUMOTO	02/14/2020	17803	110404215	YOGA BCC JAN 2020	\$175.00
		02/14/2020	17803	110404215	YOGA BECKMAN JAN 2020	\$52.00
KRIS MARUMOTO					Total Check Amount:	\$227.00
V40531	ANDREA MCGRANAHAN	02/14/2020	26046	110404215	CLASS INST BECKMN JAN	\$234.00
		02/14/2020	26046	110404215	CLASS INSTR BCC JAN20	\$675.00
		02/14/2020	26046	110404215	PSNLTRAINER BCC JAN20	\$367.96
ANDREA MCGRANAHAN					Total Check Amount:	\$1,276.96
V40532	JENNIFER MONZON-SCROFINI	02/14/2020	20158	110404215	CLASS INSTR BCC JAN20	\$260.00
		02/14/2020	20158	110404215	WEEKEND WARRIOR JAN20	\$180.60
JENNIFER MONZON-SCROFINI					Total Check Amount:	\$440.60
V40533	NATASHA MOORE	02/14/2020	10711	110404215	BODY PUMP BCC JAN20	\$175.00
NATASHA MOORE					Total Check Amount:	\$175.00
V40534	JONATHAN MOROUSE	02/14/2020	25963	110212111	TRAINING EXPENSES	\$50.50
JONATHAN MOROUSE					Total Check Amount:	\$50.50
V40535	OZUNA ELECTRIC CO.INC.	02/14/2020	18504	110515121	LMBRT RD ST LT REPAIR	\$2,987.33

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V40535	OZUNA ELECTRIC CO.INC.	02/14/2020	18504	110515125	REPL DT IRRIG TIMER	\$1,075.00
OZUNA ELECTRIC CO.INC.					Total Check Amount:	\$4,062.33
V40536	PACIFIC TELEMAGEMENT SERVICES	02/14/2020	19696	475141471	7147920398 FEB 2020	\$82.50
PACIFIC TELEMAGEMENT SERVICES					Total Check Amount:	\$82.50
V40537	PARSONS TRANSPORTATION GROUP	02/14/2020	25626	510707251	57/LAMBERT CONST SUPP	\$16,282.65
PARSONS TRANSPORTATION GROUP					Total Check Amount:	\$16,282.65
V40538	PIERRE PASA	02/14/2020	11096	110404215	CARDIO KICK BCC JAN20	\$248.00
PIERRE PASA					Total Check Amount:	\$248.00
V40539	HERMAN PERDOMO JR,	02/14/2020	20265	110404215	BODY PUMP BCC JAN20	\$100.00
HERMAN PERDOMO JR,					Total Check Amount:	\$100.00
V40540	IRACEMA PERDOMO	02/14/2020	14135	110404215	CLASS INSTR BCC JAN20	\$200.00
		02/14/2020	14135	110404215	CYCLE BECKMAN JAN20	\$26.00
IRACEMA PERDOMO					Total Check Amount:	\$226.00
V40541	BRIANA PERLSON	02/14/2020	28024	110404215	YOGA BCC JAN 2020	\$46.00
BRIANA PERLSON					Total Check Amount:	\$46.00
V40542	KAYLA RABJOHNS	02/14/2020	28472	110404215	CLASS INSTR BCC JAN20	\$184.00
KAYLA RABJOHNS					Total Check Amount:	\$184.00
V40543	MICHAEL RYAN	02/14/2020	12856	460141474	JAN 2020 MILEAGE	\$37.95
MICHAEL RYAN					Total Check Amount:	\$37.95
V40544	JOSHUA SAZDANOFF	02/14/2020	21272	110404215	PSNLTRAINER BCC JAN20	\$191.40
JOSHUA SAZDANOFF					Total Check Amount:	\$191.40
V40545	SC FUELS	02/14/2020	16654	480515161	REG ETH 4074.5 GALS	\$12,734.67
SC FUELS					Total Check Amount:	\$12,734.67
V40546	LAURENE SCHULZE	02/14/2020	18034	110404215	YOGA BCC JAN 2020	\$100.00
LAURENE SCHULZE					Total Check Amount:	\$100.00
V40547	ISMAEL O SILVA	02/14/2020	24370	110404215	ZUMBA BCC JAN 2020	\$150.00
ISMAEL O SILVA					Total Check Amount:	\$150.00
V40548	SMART & FINAL	02/14/2020	3269	110404429	ASP CAFE SUPPLIES	\$251.95
SMART & FINAL					Total Check Amount:	\$251.95
V40549	SOUTH COAST EMERGENCY VEHICLE SVC	02/14/2020	18619	480515161	FIRE TRK MIRROR SWTCH	\$251.71
SOUTH COAST EMERGENCY VEHICLE SVC					Total Check Amount:	\$251.71
V40550	SPECTRUM GAS PRODUCTS, INC.	02/14/2020	16060	174222222	OXYGEN/CYL VALVE	\$114.90
SPECTRUM GAS PRODUCTS, INC.					Total Check Amount:	\$114.90
V40551	SUPERCO SPECIALTY PRODUCTS	02/14/2020	16084	110515125	GRAFFITI BUSTER	\$444.48
SUPERCO SPECIALTY PRODUCTS					Total Check Amount:	\$444.48
V40552	THOMSON REUTERS - WEST	02/14/2020	22020	110111112	431851 CHGS 11/5-12/4	\$125.00
		02/14/2020	22020	110111112	431851 CHGS 12/5-1/4	\$5,552.04
THOMSON REUTERS - WEST					Total Check Amount:	\$5,677.04
V40553	TIFCO INDUSTRIES	02/14/2020	8995	480515161	SCRWS/CLMPs/CABLETIES	\$444.81

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V40553	TIFCO INDUSTRIES	02/14/2020	8995	480515161	SCRWS/WSHR/ COTTERPNS	\$387.03
TIFCO INDUSTRIES					Total Check Amount:	\$831.84
V40554	LAMARR TINNIN	02/14/2020	19215	110212111	TRAINING MILEAGE	\$14.60
LAMARR TINNIN					Total Check Amount:	\$14.60
V40555	TOWNSEND PUBLIC AFFAIRS, INC.	02/14/2020	18881	110111145	CONSULTING SVCS FEB20	\$1,250.00
		02/14/2020	18881	410111145	CONSULTING SVCS FEB20	\$1,250.00
		02/14/2020	18881	420111145	CONSULTING SVCS FEB20	\$1,250.00
		02/14/2020	18881	430111145	CONSULTING SVCS FEB20	\$1,250.00
TOWNSEND PUBLIC AFFAIRS, INC.					Total Check Amount:	\$5,000.00
V40556	TROPICAL PLAZA NURSERY, INC	02/14/2020	2062	110515143	CITY LANDSCAPES JAN20	\$12,732.76
		02/14/2020	2062	110515148	TRACKS LNDSCAPE JAN20	\$5,419.22
		02/14/2020	2062	341515112	MD#1 LANDSCAPE JAN20	\$1,190.24
		02/14/2020	2062	343515112	MD#3 LANDSCAPE JAN20	\$2,019.51
		02/14/2020	2062	345515112	MD#5 LANDSCAPE JAN20	\$2,424.84
		02/14/2020	2062	346515112	MD#6 LANDSCAPE JAN20	\$5,340.55
		02/14/2020	2062	347515112	MD#7 LANDSCAPR JAN20	\$1,068.48
		02/14/2020	2062	361515148	CITY MEDIANS JAN20	\$203.91
		02/14/2020	2062	420515131	CITY RESERVOIRS JAN20	\$1,380.43
		02/14/2020	2062	880515113	GATEWAY CTR MNT JAN20	\$1,228.75
TROPICAL PLAZA NURSERY, INC					Total Check Amount:	\$33,008.69
V40557	TRUE TINT WINDOW TINTING	02/14/2020	28281	110515125	INSTALL GRAFFITI FILM,PS3	\$420.00
		02/14/2020	28281	490515151	INSTALL GRAFFITI FILM	\$2,471.00
TRUE TINT WINDOW TINTING					Total Check Amount:	\$2,891.00
V40558	LETICIA TRUJILLO	02/14/2020	22054	110404215	SILVR SNKRS BCC JAN20	\$24.00
LETICIA TRUJILLO					Total Check Amount:	\$24.00
V40559	EDEN TURNER	02/14/2020	21951	110404215	BODY PUMP BCC JAN20	\$200.00
EDEN TURNER					Total Check Amount:	\$200.00
V40560	UNITED ROTARY BRUSH CORPORATION	02/14/2020	16649	480515161	SWEEPER BROOM	\$247.48
UNITED ROTARY BRUSH CORPORATION					Total Check Amount:	\$247.48
V40561	US BANK XX0338 CITY MGR	02/14/2020	24704	110	CALCARD MS 012220	\$13.90
		02/14/2020	24704	110111111	CALCARD MS 012220	\$1,519.39
		02/14/2020	24704	110111143	CALCARD MS 012220	\$1,294.33
		02/14/2020	24704	480515161	CALCARD MS 012220	\$115.86
US BANK XX0338 CITY MGR					Total Check Amount:	\$2,943.48
V40562	US BANK XX0312 HR	02/14/2020	24776	110141481	CALCARD HR 012220	\$1,082.20
		02/14/2020	24776	470141483	CALCARD HR 012220	\$838.96
US BANK XX0312 HR					Total Check Amount:	\$1,921.16

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
V40564	US BANK XX0593 COMM SVC	02/14/2020	24777	110	CALCARD-CP-012220	\$171.75
		02/14/2020	24777	110	CALCARD-HB-012220	\$553.00
		02/14/2020	24777	110	CALCARDS CS 012220	(\$11.60)
		02/14/2020	24777	110111111	CALCARD-KS-012220	\$785.61
		02/14/2020	24777	110404154	CALCARD-TN-012220	\$1,297.89
		02/14/2020	24777	110404211	CALCARD-AC-012220	\$734.13
		02/14/2020	24777	110404215	CALCARD-DA-012220	\$941.54
		02/14/2020	24777	110404217	CALCARD-VU-012220	\$16.45
		02/14/2020	24777	110404224	CALCARD-SS-012220	\$122.27
		02/14/2020	24777	110404421	CALCARD-SM-012220	\$12.95
		02/14/2020	24777	110404422	CALCARD-GA-012220	\$300.00
		02/14/2020	24777	110404424	CALCARD-BH-012220	\$122.00
		02/14/2020	24777	110404424	CALCARD-GA-012220	\$131.96
		02/14/2020	24777	110404425	CALCARD-SS-012220	\$588.26
		02/14/2020	24777	110404429	CALCARD-SS-012220	\$255.21
		02/14/2020	24777	110404429	CALCARD-VU-012220	\$213.36
		02/14/2020	24777	110404521	CALCARD-ER-012220	\$16.08
		02/14/2020	24777	110404521	CALCARD-FL-012220	\$540.26
		02/14/2020	24777	110404521	CALCARD-NG-012220	\$737.44
		02/14/2020	24777	110404521	CALCARD-TT-012220	\$440.07
		02/14/2020	24777	110404523	CALCARD-CP-012220	\$437.40
		02/14/2020	24777	110404525	CALCARD-FL-012220	\$29.95
		02/14/2020	24777	110404541	CALCARD-AF-012220	\$92.23
		02/14/2020	24777	110404541	CALCARD-HB-012220	\$1,141.74
		02/14/2020	24777	110404542	CALCARD-EF-012220	\$1,416.47
		02/14/2020	24777	110404542	CALCARD-HG-012220	\$403.73
		02/14/2020	24777	110404542	CALCARD-KK-012220	\$841.62
		02/14/2020	24777	110404542	CALCARD-NY-012220	\$175.43
US BANK XX0593 COMM SVC					Total Check Amount:	\$12,507.20
V40565	US BANK XX0502 COMM & MKTG	02/14/2020	24778	110111151	CALCARD C&MKT 012220	\$10.00
		02/14/2020	24778	110111152	CALCARD C&MKT 012220	\$16.99
		02/14/2020	24778	110404521	CALCARD C&MKT 012220	\$9.45
US BANK XX0502 COMM & MKTG					Total Check Amount:	\$36.44
V40566	US BANK XX0353 COMM DEV	02/14/2020	24779	110000000	CALCARDS CD 012220	\$77.58
		02/14/2020	24779	110323212	CALCARD CD 012220	\$133.49
		02/14/2020	24779	110323231	CALCARD CD 012220	\$3,541.71
		02/14/2020	24779	110323241	CALCARD CD 012220	\$104.30
		02/14/2020	24779	110323243	CALCARD CD 012220	\$81.94

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
V40566	US BANK XX0353 COMM DEV	02/14/2020	24779	110515171	CALCARDS CD 012220	\$175.67
US BANK XX0353 COMM DEV					Total Check Amount:	\$4,114.69
V40567	US BANK XX0270 ADMIN SVCS	02/14/2020	24781	110	CALCARD ASFIN 012220	(\$73.94)
		02/14/2020	24781	110111161	CALCARD CCLK 012220	\$1,353.61
		02/14/2020	24781	110111161	CLK00045RECL	\$0.00
		02/14/2020	24781	110141411	CALCARD ASFIN 012220	\$79.62
		02/14/2020	24781	110141414	CALCARD ASFIN 012220	\$110.00
		02/14/2020	24781	110141441	CALCARD ASFIN 012220	\$178.99
		02/14/2020	24781	110323241	CALCARD ASFIN 012220	\$25.00
		02/14/2020	24781	490515151	CALCARD ASFIN 012220	\$3,900.78
US BANK XX0270 ADMIN SVCS					Total Check Amount:	\$5,574.06
V40568	US BANK XX0650 FIRE	02/14/2020	24782	110	CALCARD FIRE 012220	\$0.01
		02/14/2020	24782	110222211	CALCARD FIRE 012220	\$981.26
		02/14/2020	24782	110222213	CALCARD FIRE 012220	\$732.86
		02/14/2020	24782	110222221	CALCARD FIRE 012220	\$2,914.22
		02/14/2020	24782	110222223	CALCARD FIRE 012220	\$340.85
		02/14/2020	24782	174222222	CALCARD FIRE 012220	\$635.47
US BANK XX0650 FIRE					Total Check Amount:	\$5,604.67
V40569	US BANK XX0346 IT	02/14/2020	24783	110404154	CALCARD IT 012220	\$38.82
		02/14/2020	24783	110515125	CALCARD IT 012220	\$95.37
		02/14/2020	24783	280323215	CALCARD IT 012220	\$14.95
		02/14/2020	24783	460141474	CALCARD IT 012220	\$498.01
		02/14/2020	24783	475141471	CALCARD IT 012220	\$1,165.43
US BANK XX0346 IT					Total Check Amount:	\$1,812.58
V40571	US BANK XX0221 PW	02/14/2020	24784	110515121	CALCARD PW 012220	\$12.89
		02/14/2020	24784	110515125	CALCARD PW 012220	\$66.88
		02/14/2020	24784	110515141	CALCARD PW 012220	\$953.00
		02/14/2020	24784	110515143	CALCARD PW 012220	\$147.52
		02/14/2020	24784	110515144	CALCARD PW 012220	\$140.79
		02/14/2020	24784	110515149	CALCARD PW 012220	\$840.45
		02/14/2020	24784	430515123	CALCARD PW 012220	\$719.40
		02/14/2020	24784	480	CALCARD PW 012220	(\$8.21)
		02/14/2020	24784	480515161	CALCARD PW 012220	\$2,965.06
		02/14/2020	24784	490515151	CALCARD PW 012220	\$1,038.61
		02/14/2020	24784	490515152	CALCARD PW 012220	\$144.27
		02/14/2020	24784	510707944	CALCARD PW 012220	\$1,036.00
US BANK XX0221 PW					Total Check Amount:	\$8,056.66
V40573	US BANK XX0544 POLICE	02/14/2020	24785	110	CAL CARD PD 012220	(\$8.48)

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Check #	Vendor Name	Check Date	Vendor #	Budget Unit	Description	Amount
V40573	US BANK XX0544 POLICE	02/14/2020	24785	110	CALCARD PD 012220	(\$4.29)
		02/14/2020	24785	11021211	CALCARD PD 012220	\$5,044.35
		02/14/2020	24785	11021212	CALCARD PD 012220	\$2,106.27
		02/14/2020	24785	11021212	CALCARD PD 012220	\$113.62
		02/14/2020	24785	11021213	CALCARD PD 012220	\$1,275.14
		02/14/2020	24785	11021213	CALCARD PD 012220	\$4.00
		02/14/2020	24785	11021213	CALCARD PD 012220	\$1,375.00
		02/14/2020	24785	11021213	CALCARD PD 012220	\$1,947.19
		02/14/2020	24785	48051516	CALCARD PD 012220	\$534.62
US BANK XX0544 POLICE					Total Check Amount:	\$12,387.42
V40574	US BANK XX3401 PW- ADMIN	02/14/2020	24786	110	CALCARD PWADM 012220	(\$28.20)
		02/14/2020	24786	11051511	CALCARD PWADM 012220	\$386.26
		02/14/2020	24786	11051517	CALCARD PWADM 012220	\$405.39
		02/14/2020	24786	41051513	CALCARD PWADM 012220	\$146.00
US BANK XX3401 PW- ADMIN					Total Check Amount:	\$909.45
V40575	VALLEY POWER SYSTEMS, INC.	02/14/2020	16506	48051516	FIRE ENGINE REPAIR	\$3,221.69
VALLEY POWER SYSTEMS, INC.					Total Check Amount:	\$3,221.69
V40576	JUANA VENTURA	02/14/2020	17752	110404215	CYCLE BCC JAN 2020	\$100.00
		02/14/2020	17752	110404215	CYCLE BECKMAN JAN20	\$130.00
JUANA VENTURA					Total Check Amount:	\$230.00
V40577	LINDA WATSON	02/14/2020	11871	110404215	YOGA BCC JAN 2020	\$240.00
LINDA WATSON					Total Check Amount:	\$240.00
V40578	KAREN WELCH	02/14/2020	27434	110404215	PILATES BCC JAN 2020	\$120.00
KAREN WELCH					Total Check Amount:	\$120.00
V40579	WESTERN GOLF PROPERTIES, LLC	02/14/2020	29071	110515149	BREA CREEK CGS JAN20	\$3,148.74
		02/14/2020	29071	110515149	BREA CREEK MGMT JAN20	\$51,350.00
WESTERN GOLF PROPERTIES, LLC					Total Check Amount:	\$54,498.74
V40580	CHRISTOPHER WINGER	02/14/2020	26711	11021211	TRAINING EXPENSES	\$16.00
CHRISTOPHER WINGER					Total Check Amount:	\$16.00
V40581	SARA WOODWARD	02/14/2020	26083	11021212	JAN 2020 MILEAGE	\$89.59
SARA WOODWARD					Total Check Amount:	\$89.59
V40582	ELEANOR YBARRA	02/14/2020	27904	110404215	CLASS INSTR BCC JAN20	\$250.00
ELEANOR YBARRA					Total Check Amount:	\$250.00
Voucher Subtotal						\$574,393.21
TOTAL						\$1,031,748.35