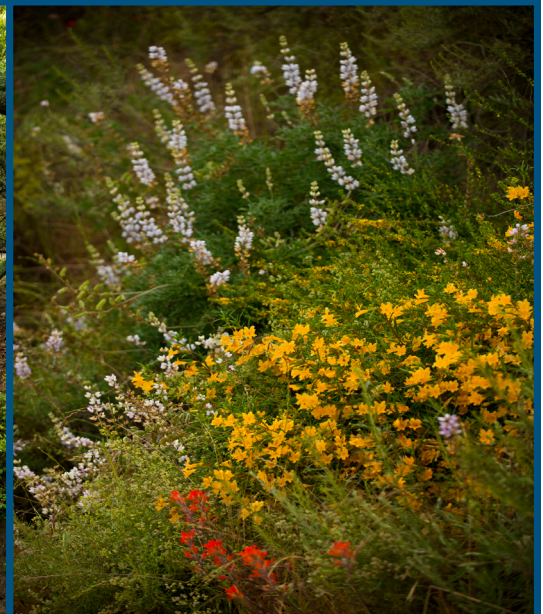




2016 Strategic Financial Plan



Acknowledgement:
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2016 Strategic Financial Plan

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Executive Summary

Introduction

The County of Orange is committed to long-term strategic financial planning to ensure its ability to respond to economic fluctuations and unanticipated events in a manner that allows the County to maintain the quality and range of services provided to the community. The year leading up to the 2016 Strategic Financial Plan process was marked by continued slow economic growth. While the growth after the Great Recession has allowed the County to re-baseline some department budgets and reprioritize one-time projects, the level of growth does not allow for increased levels of service. In addition, revenue reductions particularly to Public Safety Sales Tax (Prop 172) and Public Safety Realignment (AB109) mean that additional re-evaluation of department budgets and reprioritization of projects will be required. The County is committed to maintaining current levels of service to the extent possible while using fluctuations in revenue growth to prepare for or complete previously deferred projects.

As the economy appears set to continue along a path of prolonged slow to moderate growth, a disciplined approach to fiscal management of the County's limited resources will ensure alignment with countywide strategic priorities and values. Commitment to the Board of Supervisors' priorities of budget stabilization, preparation for contingencies, and funding of agency infrastructure, in addition to the VLFAA repayment to the State, emphasizes the need for long-term strategic planning including building a reserve balance that best positions the County to weather future economic variations with minimal impact on the community it serves.

Despite the continued slow economic growth, the County is committed to implementing key initiatives that will enrich the lives of Orange County residents and visitors including:

- **Homeless Initiatives:** The County has acquired property for a multi-service center in the City of Anaheim that will serve the homeless on a year-round basis. This is one of many initiatives the County is implementing to assist our homeless residents, which includes providing mental and physical health services and increased coordination of services across County departments.
- **OC Animal Care:** The County is moving forward with the construction of a new animal care center to be built on 10 acres of land at the former Tustin Marine base. The new facility will include a state-of-the-art design with outdoor areas, kennels and a training center.



- **Civic Center Master Plan:** The Civic Center Master Plan initiative will address the County's long-term occupancy in the Orange County Civic Center, improve delivery of services to the community, improve space usage and departmental adjacencies, address the aging portfolio of County facilities, and better manage long-term occupancy and maintenance costs.
- **Connection to Services for Older Adults and Veterans:** The County is addressing the demands of an increasing older adult population by dedicating resources to increase outreach, improve assessments, and engage and connect caregivers and those who would benefit from services. The Veterans Services Offices are helping the 130,000 Orange County veterans and their families receive the benefits earned through their service to our nation and have dedicated resources ensuring the veterans' needs are met through reduced wait times, increased outreach, and greater assistance with claims and other services.
- **Integrated Services:** Integrated Services is an umbrella concept that covers five Strategic Priorities submitted for the 2016 SFP. These proposed initiatives focus on providing a host of services aimed at: mental health and substance abuse treatment, recidivism reduction, and post incarceration reentry to the community. An integrated approach in the implementation of these programs provides opportunities to leverage the overlap to more effectively and efficiently deliver these services.

The Process

The Strategic Financial Plan (the Plan or SFP) is a financial component of the County's Strategic Plan that provides short and long-term operational linkage between the County's Strategic Plan and the annual budget process. It offers a means to gauge Departments' needs and resources to ensure the County's financial position is sufficient to support ongoing services and long-term needs while ensuring realistic sustainability within potential future economic constrictions. The Plan provides policy makers with a tool for evaluating the possible financial impact of policy decisions related to General Fund operations, capital requirements, and strategic priorities.

The Plan establishes the framework for a five-year operating budget and prepares for development of the next fiscal year budget with the qualification that assumptions used in developing the plan may change over time. The Plan is developed with a goal of identifying any significant issues that must be addressed to achieve the County's mission,



goals and long-term plan for financial sustainability. The County continues to focus on the following key fiscal goals:

- Budget stabilization and planning for contingencies
- Planning for and funding agency infrastructure

The primary focus of the SFP is the portion of the General Fund often referred to as discretionary funding or Net County Cost (NCC). This is the funding source allocated to departments and approved by the Board for programs and activities which are not funded by specific revenue streams. The non-discretionary portion of the budget contains mandated activities such as benefit payments to clients, which the County provides on behalf of the State and Federal governments. Such activities are chiefly funded with State and Federal revenues.

As in past years, the SFP focuses on General Fund gap analysis to highlight the continuing impact of projected slow General Fund revenue growth and the rising cost of doing business. The plan focuses on identification of General Fund fiscal gaps (comprised of Departmental planned expenditures net of Departmental revenues and NCC) and imbalances that will need to be addressed during the FY 2017-18 Annual Budget Process. Summary analyses of capital and IT project needs was also conducted. This year's SFP lays the groundwork for establishing budget priorities and funding solutions for FY 2017-18 prior to the normal timeframe of the annual budget process, allowing more time for collaboration and creative solutions.

The SFP also provides an opportunity to review the General Fund Reserves Policy, which is developed to provide flexibility in the maintenance and use of reserves and to reflect the County's continued commitment to sound fiscal policy. There are no recommended changes to reserve policies proposed in this year's SFP. Additionally, this Plan includes two new policies for Board consideration: (1) Debt Management Policy; and (2) Position Policy.

Relevant economic data was used in preparing the County's 2016 SFP including:

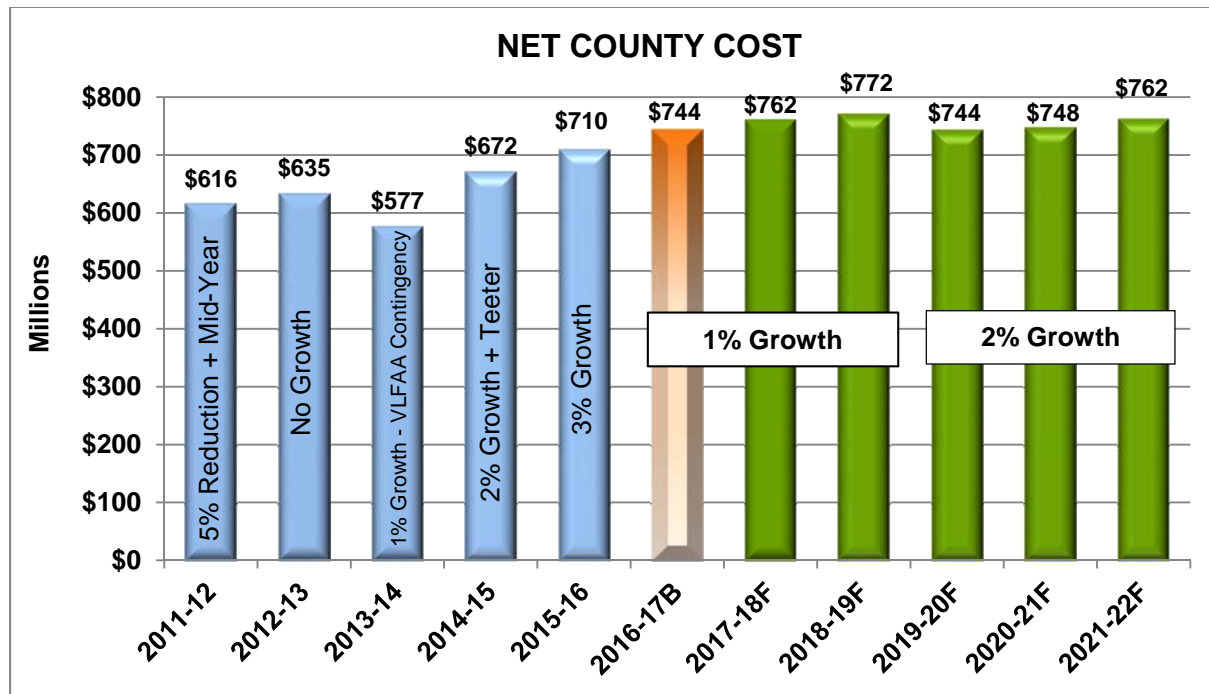
- General Purpose Revenue forecast developed in conjunction with forecasts by the Auditor-Controller, the 2016-17 Local Assessment Roll of Values, and revenue receipt trends.
- Various projections for capital and operating inflationary factors, as developed by governmental or industry experts in the related field.
- Continued monitoring of economic forecasts published by Chapman University, University of California, Los Angeles, the State Legislative Analyst Office and other various sources.



Economic data compiled in August 2016 was included as part of the 2016 SFP instructions. As changes occur in the economy, some projections may be updated during the FY 2017-18 annual budget process.

Key Assumptions:

- The total cost of salaries and benefits is expected to increase over the five plan years and includes the following assumptions:
 - Salary growth factors include general salary increases consistent with existing memorandum of understanding (MOU) terms. Assumptions for salary increases beyond the existing MOU terms include 2% growth for all five years of the plan. Salary projections are developed independently and not in consultation with Human Resource Services or the Board, and does not represent a commitment for bargaining purposes.
 - Retirement Rate Assumptions (Tier II) include the assumption where the market rate of return for calendar year 2016 is 0.00% and 7.25% for each year thereafter, which resulted in the following retirement rates:
 - Safety Rate from 62% to 67% (3@50; excludes retiree medical)
 - Non-Safety Rate of 29% to 33% (2.7@55; excludes retiree medical)
 - Retiree Medical for AOCDS at 4.6% (7.4% for Law Enforcement Managers)
 - Retiree Medical for General at 4%
 - Health Benefit Cost Assumptions
 - 5-Year Growth from \$191M to \$281M (46%)
- Consumer Price Index (CPI) Assumptions for Services & Supplies: 2.3% to 2.4%
- Departmental NCC limits were set for ongoing baseline operations (current levels of service). FY 2017-18 NCC limits were projected using the adopted FY 2016-17 limits (\$744 million) as a starting point, with amendments for technical adjustments and removal of one-time items resulting in proposed baseline limits for FY 2017-18 of \$762 million. Departments have identified \$51 million in reductions that would be required to meet the FY 2017-18 NCC limits. After factoring in NCC limit growth of 1% in years one and two (2017-18 and 2018-19), and 2% growth in the last three years (FYs 2019-20 through 2021-22) of the five-year Plan and removing any one-time items, departments identified a 5-year cumulative budget gap of \$363 million. The following table summarizes historical and forecasted NCC.



The following table summarizes NCC by program:

Program	13-14	14-15	15-16	16-17B	17-18F	18-19F	19-20F	20-21F	21-22F
Public Protection	\$328.27	\$358.50	\$395.39	\$413.37	\$413.29	\$417.01	\$424.40	\$431.92	\$439.60
Community Services	108.36	132.34	125.56	127.23	128.48	129.75	132.31	134.93	137.59
Infrastructure	31.54	32.35	20.98	22.33	23.32	19.27	19.56	19.86	20.17
General Government	101.60	105.80	125.19	121.27	124.02	119.67	128.33	128.01	133.17
Capital Improvements	17.54	23.97	21.80	20.31	19.30	28.53	36.68	25.16	23.35
Debt Service	19.00	19.29	0.87	0.87	0.87	0.87	0.00	0.00	0.00
Insurance, Reserves & Misc.	(28.88)	(0.23)	20.36	38.87	52.27	57.27	2.28	7.64	8.56
GRAND TOTAL NCC	\$577.43	\$672.02	\$710.15	\$744.25	\$761.55	\$772.37	\$743.56	\$747.52	\$762.44

Note: FY 16-17B NCC is the adopted budget. SFP years are forecasted (F).



Outlook and Opportunities

In general, trends in key economic indicators reflect continued slow economic growth now and into the near future. Although economic growth is still projected, it is not sufficient to offset Prop 172 and AB109 revenue reductions in combination with rising costs of salaries and benefits and other costs of doing business. Please see further discussion of economic impacts in the *Economic Forecast* section of this document.

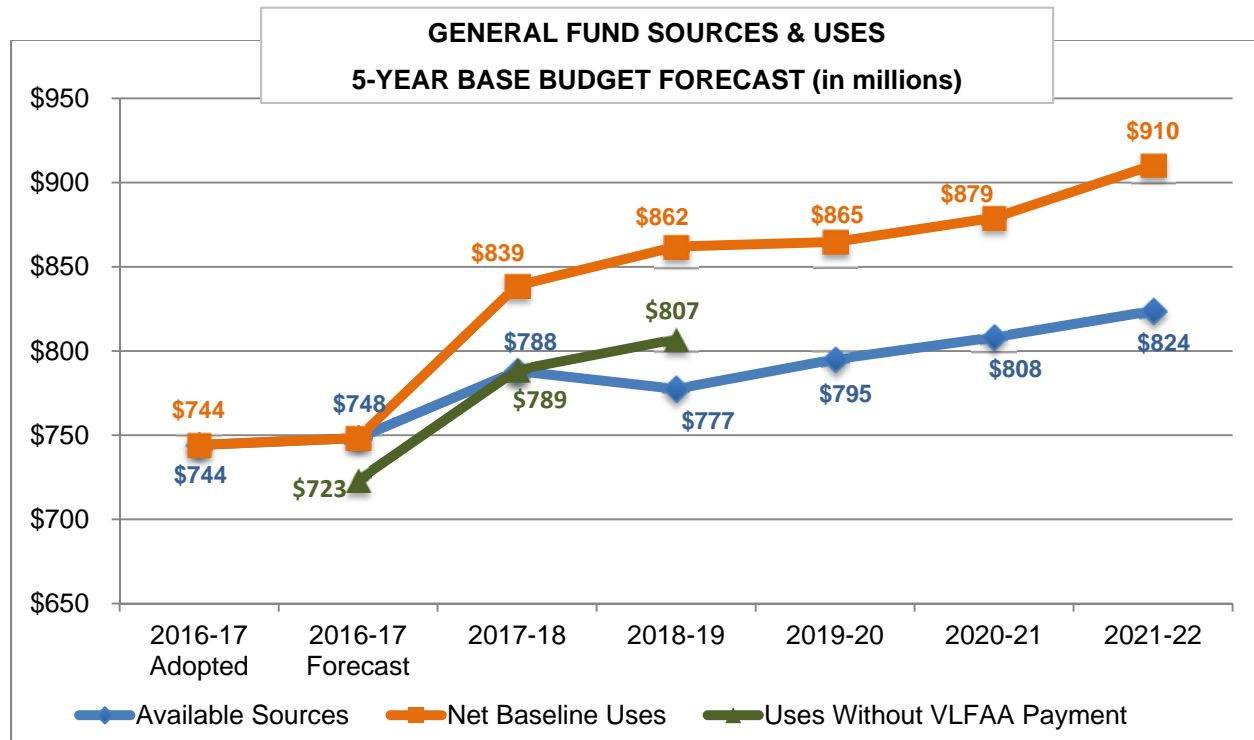
This SFP has been conservatively developed and includes modest growth consistent with current economic conditions. The County continues to follow fiscal policies that will stabilize department budgets, prepare for contingencies, and address and fund agency infrastructure.

Expenditures

Key Issues –

- The cost of doing business continues to grow.
- Competing needs exist for General Funds, including the need to fund deferred capital and information technology projects and ongoing strategic priority requests.

The following table illustrates the projected General Fund Sources and Uses. The Net Baseline Uses encompasses department NCC requests including restore and expand augmentations. The Baseline Uses assumes payment of the remaining \$130 million in VLFAA payments to the State within available baseline sources rather than use of reserves previously set aside for the payments, contributing to the large gap between sources and uses in FYs 2017-18 and 2018-19. This gap continues and widens into future fiscal years even after the final payment is made. The County will attempt to make the VLFAA payments from the baseline budget to preserve reserve balances, but may draw on reserves if needed to ensure no impact on mandated levels of service.



Notes:

[1] Available Sources includes use of one-time revenue, and reserves

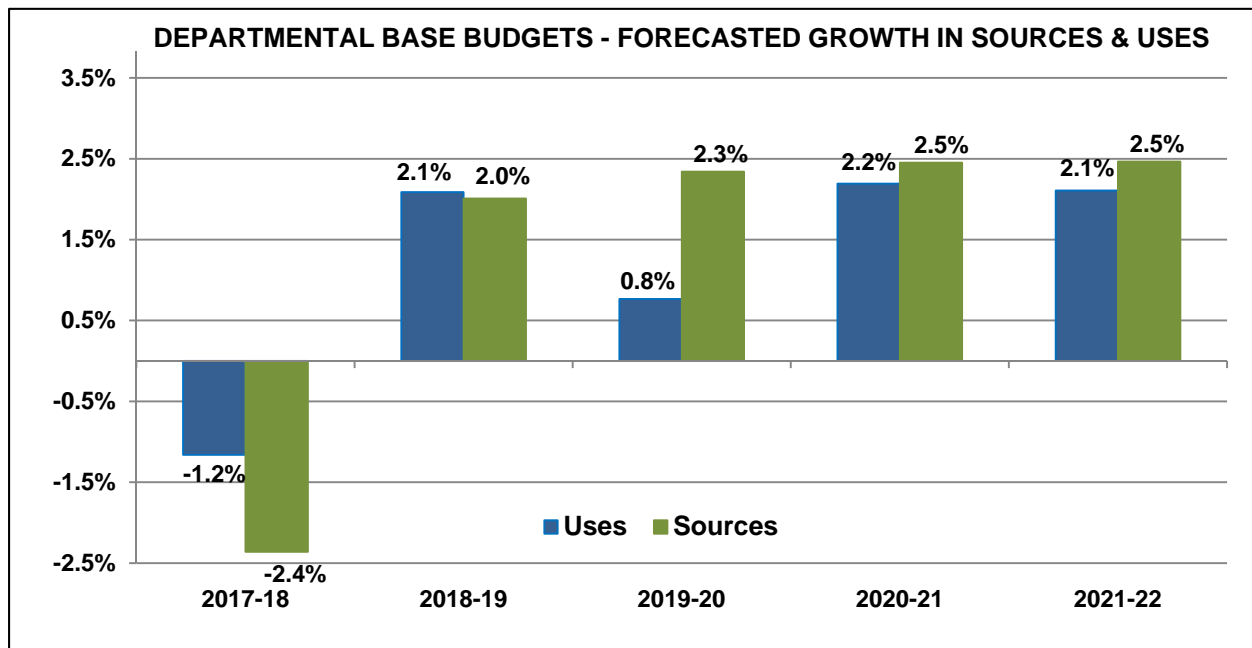
[2] Net Baseline Uses is NCC limits plus restore and expand augmentations, and includes the remaining \$130M in VLFAA payments in FYs 2016-17 through 2018-19

It is important to note that the gap between available sources and net baseline uses is attributable to a combination of loss of the property tax in lieu of vehicle license fee revenue of \$73.5 million annually, reductions in Prop 172 and AB109 funding streams, and increases in salaries and benefits.



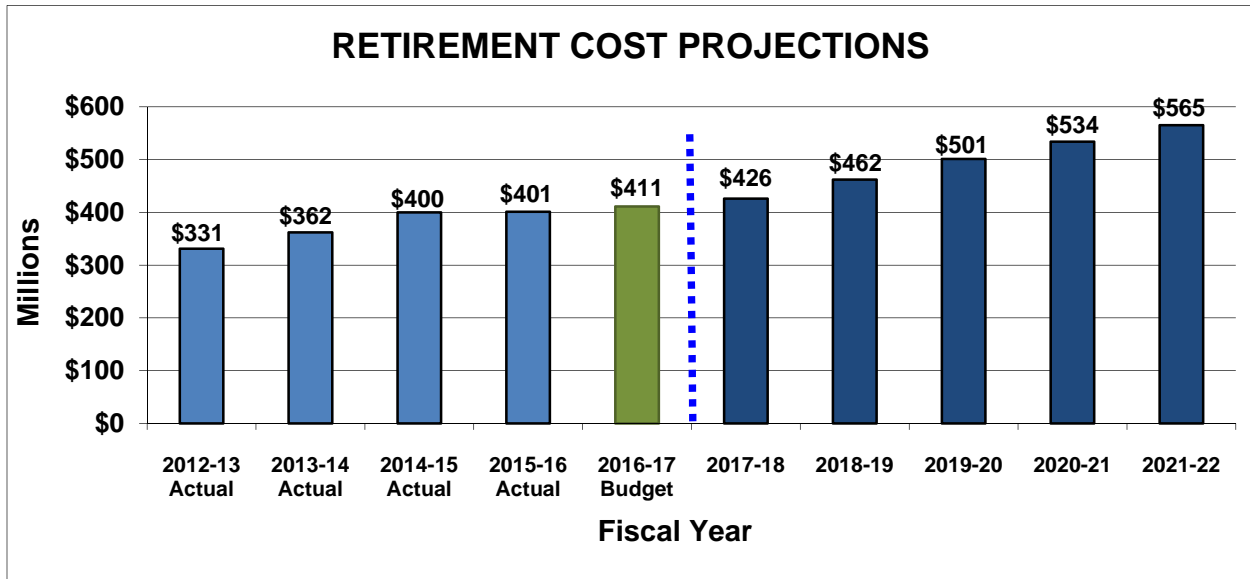
Base Budget Sources & Uses

The following chart summarizes variances in General Fund Departments' forecasted base sources and uses, inclusive of technical and reduction augmentations, and before application of any General Fund contribution (NCC). The reductions to base budgets that General Fund departments employed in each fiscal year to meet the NCC Limits were: FY 2017-18 - \$67.9 million; FY 2018-19 - \$101.1 million; FY 2019-20 - \$132.6 million; FY 2020-21 - \$145.0 million; and FY 2021-22 - \$160.8 million.



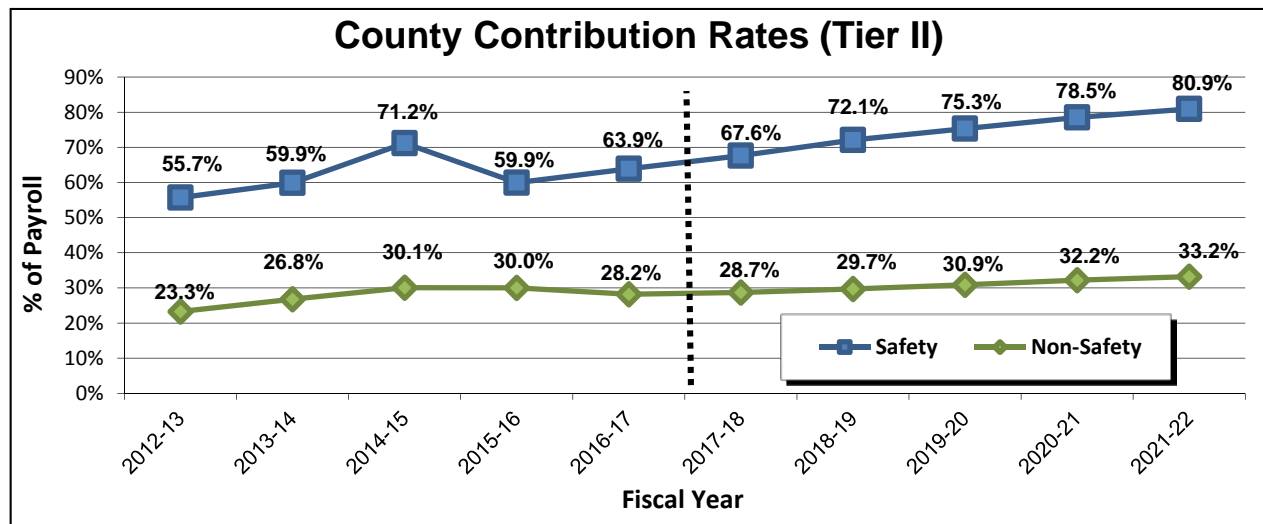
Retirement

The County's projected cost of retirement shows a significant increase over the 2015 SFP primarily due to: a) increases in regular salaries resulting from contract negotiations during the last round of bargaining; b) a retirement market rate of return of 0.00% assumed for calendar year 2016; c) increases in the number of budgeted positions; and d) impacts of retirement cost increases from a three-year phase-in of the decrease in mortality rates for Safety employees. As illustrated in the following chart, preliminary forecasts for retirement reflect annual costs growing from \$411 million budgeted in FY 2016-17 to a forecast of \$565 million in FY 2021-22, an average annual increase of 5.9%.



Note: All years exclude Pension Prepayment and Retiree Medical.

The following summary of estimated County Contribution Rates for Tier II employees reflects, in addition to changes in various actuarial assumptions, increased retirement rates for Safety employees beginning in FY 2016-17 related to the impact of the three-year phase-in of a decrease in mortality rates for Safety employees, and the overall impact to Safety and Non-safety rates resulting from the retirement market rate of return of 0.00% assumption for calendar year 2016.



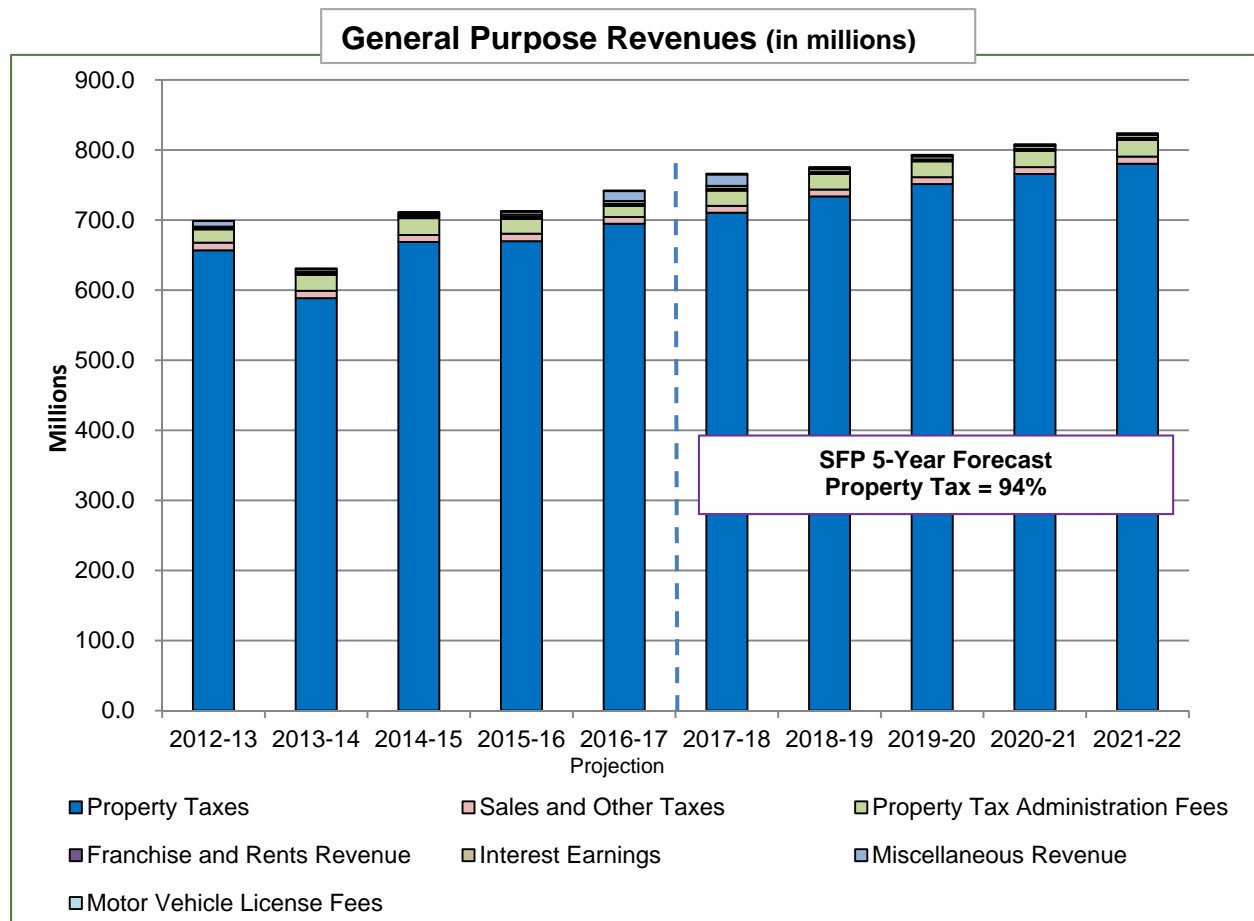
Excludes Retiree Medical



Revenues

As previously illustrated, departmental base revenues (sources) are growing slowly, and in year one are projected to be below growth in departmental base expenditures (uses). The Plan forecasts a moderate increase in GPR and reductions to key departmental revenue sources such as Public Safety Sales Tax and Public Safety Realignment.

The following chart summarizes historical and forecasted growth in GPR. Detailed analysis of each component of GPR and Fund Balance Unassigned is provided in the *General Purpose Revenue Forecast* section of this document.

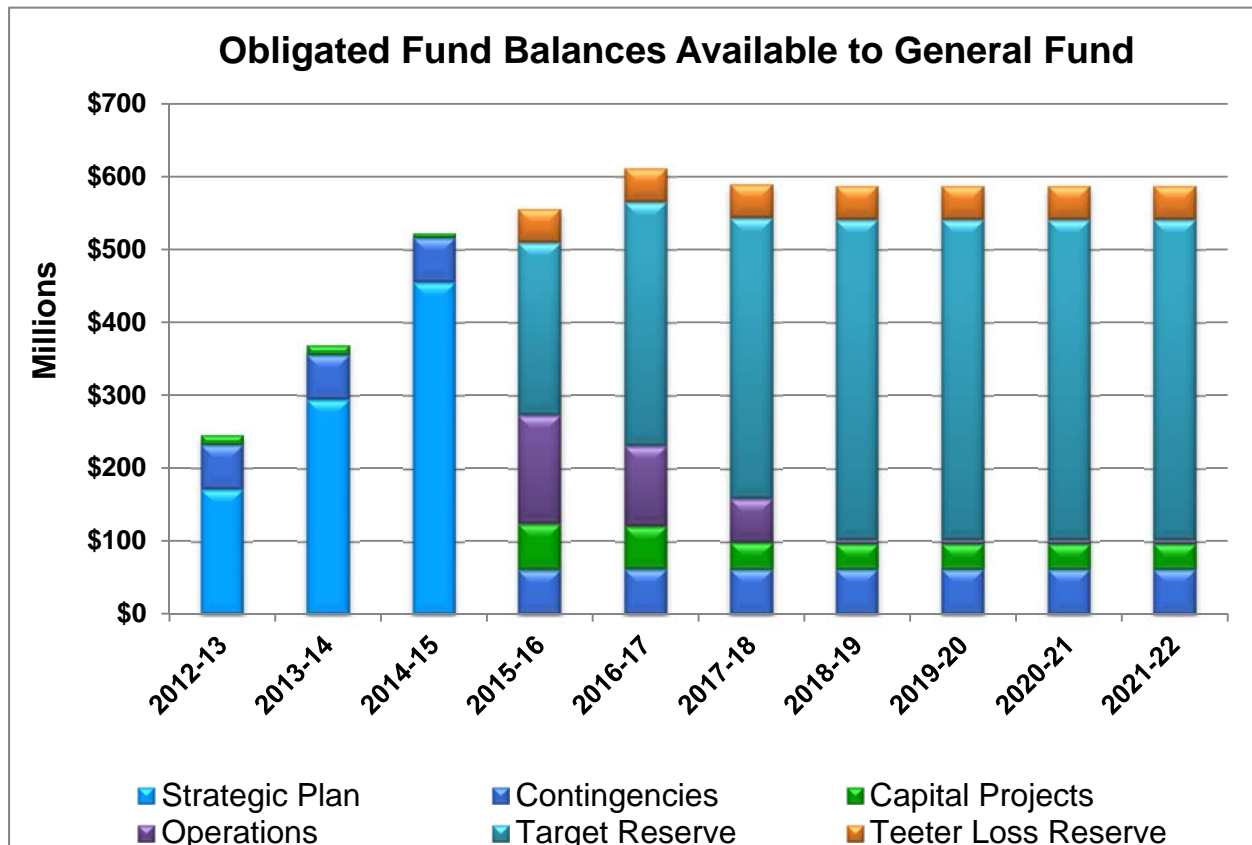


Note: Miscellaneous Revenue includes transfers in from other funds.



Obligated Fund Balances and Cash

The County maintains an established reserves policy (please see the *Reserves Policy* portion of this document) to mitigate cash flow impacts, maintain best debt ratings and positive borrowing position, and to provide liquidity in the event of a catastrophic event.

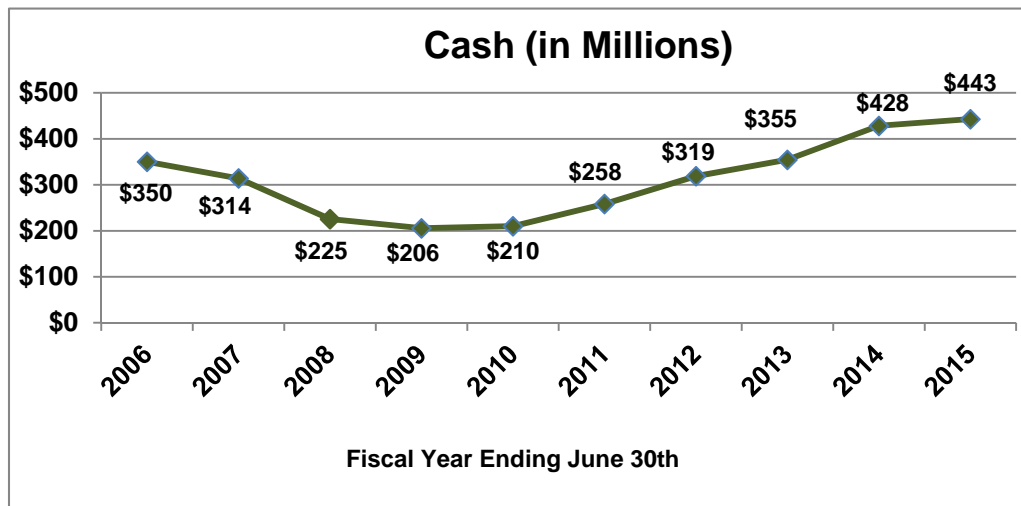


(Note: Balances exclude accounts held by other authorities/agencies such as balances held by the Orange County Employees' Retirement System [OCERS]. Balances assume VLFAA payment is made from base budget rather than a draw from reserves.)

During the economic downturn, reserves were used to reduce the severity of impacts to clients and Departments. Since that time, the County has committed to build reserves back to a level that provides flexibility to maintain service levels and protects the County's cash position in order to meet its obligations. While the current and projected obligated fund balances available to the General Fund reflect a healthier reserve position, the Strategic Plan balance is inclusive of the remaining \$105 million owed to the State over the first two years of the Plan.



The County is conscientious in maintaining an adequate balance of General Fund cash to address timing variances that occur throughout the year between expense and revenue transactions. Based on the current cash management plan, it is anticipated that cash balances will remain stable throughout the financial planning period, although on a cautionary note, cash may decline in years one and two when the two largest VLFAA payments are due to the State if the payments cannot be made from available baseline sources. The following chart reflects historical cash balances through June 30, 2015.



Note: Cash balances are as of June 30 of each year as reported in the Comprehensive Annual Financial Report (CAFR).

Infrastructure & Capital Expenditures

Economic conditions and competing priorities for General Funds influenced how the County addressed capital spending. Beginning in FY 2007-08, like other peer counties, Orange County deferred necessary investments in plant and equipment to balance strained budgets and lessen potential cuts to ongoing operations. Coming out of the Great Recession, the County is using the moderate growth in revenues to fund previously deferred critical projects such as the Central Utility Facility infrastructure upgrade, and the Sheriff's CCTV (closed caption television) jail video system. Continued deferral of project funding for critical infrastructure repairs and maintenance increases the risk of further deterioration and increases the probability that costs will be greater in the future. In addition, one-time revenues are being utilized to embark on new projects including the Year-Round Emergency Shelter and OC Animal Care Center.

**Strategies**

It is crucial that departments continue reviewing programs and operations to determine the best way to continue to size programs for future economic conditions and to ensure services to the community are maintained and performance goals continue to be met within the boundaries of available resources. Departments and the County Executive Office are currently planning for the FY 2017-18 budget process with a goal to preserve the ability to provide quality services to stakeholders, including external clients and employees. Part of this process is to continue looking for opportunities for additional funding to maintain ongoing operations including efforts undertaken in development of the County's Legislative Platform. In addition, projected revenue reductions in the area of public safety mean that re-evaluation of department budgets and reprioritization of projects will be required during the budget process.

Summary

The years since the Great Recession have been challenging; however, the County's long-term commitment to a balanced budget and early action has been successful in maintaining core services with minimum impact to recipients of those services. Through their commitment to fiscal prudence, the Board of Supervisors developed a vision for the County and enabled the County to adapt to a radically changing environment. This commitment to fiscal pragmatism will continue to be required as the County attempts to balance the funding of identified needs and priorities.

The Board of Supervisors will be apprised of the County's fiscal status on an ongoing basis via the annual and quarterly budget reporting processes and other methods, as appropriate. Carrying out vital services and assurance of responsible management requires that:

- Impacts continue to be evaluated and communicated timely;
- The County continue to apply discipline to financial management;
- Structural balance focused on values and core services continues to be a priority;
- The County continues to seek creative alternatives and partnerships.

The Board has demonstrated commitment to disciplined financial management. It is the continued coordinated efforts of the Board and the County employees that make it possible to exercise fiscal stewardship and to maintain government core services and priorities.





Economic Forecast

Introduction - General Economy

Note: The information provided in this Economic Forecast does not take into consideration the outcome of the recent Presidential election and possible future changes in economic policies.

The United States economy has experienced slow but steady growth since the end of the Great Recession in late 2009. The September 2016 UCLA Anderson Forecast indicates that the economy will continue to expand modestly in the next few years with GDP growth anticipated to be between 2.0% and 2.5%, much the same as the last seven years since the recession. As the economy nears full employment, the forecast expects that the labor market will slow down. The unemployment rate is anticipated to hold steady between 4.8% and 5.0% for the next few years. Inflation, as measured by the Consumer Price Index (CPI), is anticipated to increase by 2.9% in 2017, which should stimulate an increase in interest rates, including an anticipated increase of the Federal funds rate to 1.9% by the end of 2018. The UCLA Anderson Forecast indicates that gains in consumer expenditures, the housing market and capital spending will fuel the modest growth of the economy in the coming years. A report released by the Federal Reserve Board in September 2016 indicates that “economic activity is expanding at a moderate pace.”

The University of Michigan’s Index of Consumer Sentiment decreased between the second and third quarters of 2016. Per the preliminary October 2016 report, the decline concentrated mostly among households with incomes below \$75,000, as confidence among upper income households have remained steady in the past 24 months. Consumer confidence in lower income households have likely been negatively impacted by the uncertainty surrounding the outcome of the presidential election. The Conference Board’s Consumer Confidence Index was 103.5 points in September 2016, which was the highest level since the recession fueled largely by continued growth in employment, and dropped to 98.6 points in October 2016. Despite the decline, consumers still rated current conditions favorably and anticipate moderate strengthening of the economy in the near-term.



2016 Strategic Financial Plan

Economic Forecast



National Economy

According to the Congressional Budget Office (CBO) Monthly Budget Review for September 2016, the federal government had an estimated budget deficit of \$588 billion in fiscal year 2016, which was \$149 billion greater than the deficit in fiscal year 2015. Viewed as a percentage of the nation's Gross Domestic Product (GDP), the deficit increased from 2.5% in 2015 to 3.2% in 2016, the first increase in the deficit since 2009. The three major sources of government revenues: individual income taxes, social insurance taxes, and corporate income taxes, increased by approximately 1% in 2016. At the same time, total Federal outlays increased by about 5%.

The Budget Deficit as a percentage of GDP is projected to fall to 2.6% in 2018 and then to increase to 4.6% by 2026. Health care and retirement spending is predicted to continue growing, and anticipated rising interest payments on federal debt is expected to outpace revenue growth leading to increasing deficits in future years. The CBO expects that by 2026, budgetary outlays will rise to 23.1% of GDP, exceeding the growth in the economy.

Increases in consumer spending, business investment, and residential investment will drive the economic expansion over the next few years. CBO forecasts, released in August 2016, of percentage change for key National indices are presented as follows:

National Indices	Notes	Forecast			Projected Annual Average	
		2016	2017	2018	2019-2020	2021-2026
Real GDP	1	2.0%	2.4%	2.1%	1.7%	2.0%
CPI	1	1.8%	2.3%	2.3%	2.4%	2.4%
Unemployment	2	4.6%	4.5%	4.7%	5.0%	4.9%
3-Mo. T-Bill	3	0.3%	0.7%	1.4%	2.4%	2.9%
10-Yr. Treasury Note	3	1.8%	2.3%	2.8%	3.2%	3.6%
Fed. Deficit % to GDP	4	3.2%	3.1%	2.6%	3.2%	4.2%

Notes:

1 – Fourth Quarter to Fourth Quarter, percentage change

2 – Fourth Quarter Level, Percent (Annual averages reported reflect value for last year in the range)

3 – Calendar Year Average, Percent

4 – Year-over-Year Change, as a percentage of Gross Domestic Product



2016 Strategic Financial Plan

Economic Forecast



California Economy

The Governor signed the 2016-17 Budget on June 27, 2016, adopting a budget projected to end with \$8.5 billion in total reserves. The State's projected 2016-17 reserve of \$8.5 billion is a combination of \$1.8 billion in the Special Fund for Economic Uncertainties and \$6.7 billion in the Budget Stabilization Account. The 2016-17 Budget Act assumes an increase in revenue of \$3.3 billion, or 2.8%, versus the prior year, and a fund balance carryover of \$2.7 billion. The budget outlines \$170.9 billion in expenditures and pays down \$1.3 billion in budgetary debt from prior years. Overall General Fund spending is projected to grow by 6.0% with the majority of the spending growth in education, health and human services, and over \$2.0 billion of one-time funding for various aged infrastructure improvements.

Local economists at UCLA and Chapman University predict that the California economy will continue to experience growth through 2018, although not at the same pace as in prior years. The economic recovery most likely hit its peak in 2015 and is now in decline. Per the September 2016 UCLA Anderson Forecast, employment will grow by 2.0% in 2016, 1.7% in 2017 and 1.1% in 2018 with the unemployment rate projected to stay relatively stable at approximately 5.4% for the next few years.

Forecasts by local economists of average, nominal percentage changes for key state indices are presented as follows:

California Indices	Chapman	UCLA		
	2016	2016	2017	2018
CPI	2.2%	2.4%	2.9%	2.8%
Taxable Sales	4.3%	4.3%	4.3%	4.1%
Personal Income	5.4%	4.8%	6.2%	6.0%
Payroll Employment	2.5%	2.6%	1.6%	1.1%
Unemployment Rate (not % change)	N/A	5.4%	5.3%	5.4%

Sources: Chapman University, Economic and Business Review, June 2016 and UCLA Anderson Forecast For the Nation and California, September 2016



2016 Strategic Financial Plan

Economic Forecast



Orange County Economy

In Orange County, economic recovery continues, at a somewhat slower pace than the recent post-recessionary years. When compared to national, state and peer counties, Orange County economic indicators continue to perform well. Orange County's 2015 payroll employment increased by 3.2%, in line with the state's growth of 3.0%, with the highest gains in construction, services, financial and government sectors.

Two of the County's major funding sources are property taxes and sales taxes, which commonly rise and fall in connection with changes in the housing sector and taxable sales activity. Both housing and sales trends have exhibited growth since 2012. Chapman University forecasts taxable sales to increase by 4.1% in 2016. Home price growth is forecasted at 4.6% in 2016; well off the peak price surge of 20.3% in 2013.

Overall, Orange County economic recovery has been steady. Key growth trends are highlighted in the chart below and additional discussion of key indicators follows.

(Year-to-Year Percentage Changes)

Orange County Indices	2012	2013	2014	2015	2016 Forecast
Payroll Employment	2.6%	2.7%	2.3%	3.2%	2.6%
Total Personal Income	6.8%	0.5%	4.5%	4.7%	5.2%
Taxable Sales	6.8%	4.3%	4.7%	3.1%	4.1%
Permits – Dwelling Units	28.2%	69.6%	1.8%	8.2%	3.0%
Consumer Price Index	2.0%	1.1%	1.3%	0.9%	2.2%
Homes Index, Resale Single Units (1990 = 100)	4.9%	20.3%	6.0%	2.7%	4.6%

Source: Chapman University, Economic and Business Review, June 2016

Employment – According to Chapman University and data released by the California Employment Development Department, payroll employment has increased across the State, but unemployment rates are still higher for inland counties than for coastal counties. In 2015, the five sectors with the highest year-over-year growth in Orange County were: construction (10.2%), leisure & hospitality (4.9%), educational & health (4.2%), information (4.1%), and professional & business services (3.2%). Orange County's rate of unemployment was 4.1% as of September 2016 and remains below the national rate of 4.8% and California's rate of 5.3%.



2016 Strategic Financial Plan

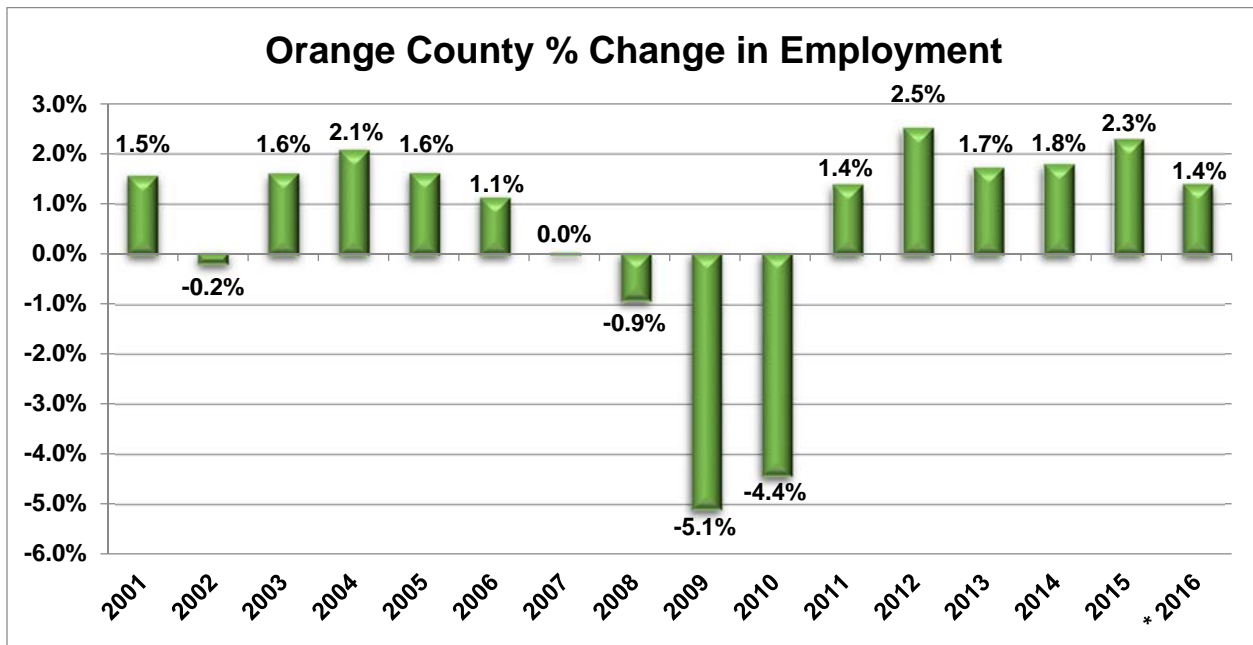
Economic Forecast

Key employment indices and analysis for Orange County follow:

COMPARATIVE EMPLOYMENT STATISTICS (September 2016 preliminary)			
	Total Labor Force	No. of Employed	% Unemployment
Los Angeles County	5,150,200	4,881,700	5.2%
Orange County	1,636,400	1,570,100	4.1%
Riverside County	1,054,100	986,100	6.5%
San Bernardino County	942,100	886,700	5.9%
San Diego County	1,594,400	1,518,900	4.7%

Source: State of California Employment Development Department

Orange County industry employment varied slightly from the State in 2015. Job growth in the County outpaced California in all general categories except for manufacturing and trade, transportation & utilities. The only sectors in Orange County that experienced a decline in employment levels versus 2014 were mining & natural resources, utilities and manufacturing. The California Employment Indicator Index, as reported by Chapman University in August 2016, reflected a decline from 107.2 in the second quarter of 2016 to 106.7 in the third quarter (an Index indicator greater than 100 suggests job creation and growth). Job growth is expected to continue in the third quarter of 2016, however, at a slightly slower pace than the first half of the year.

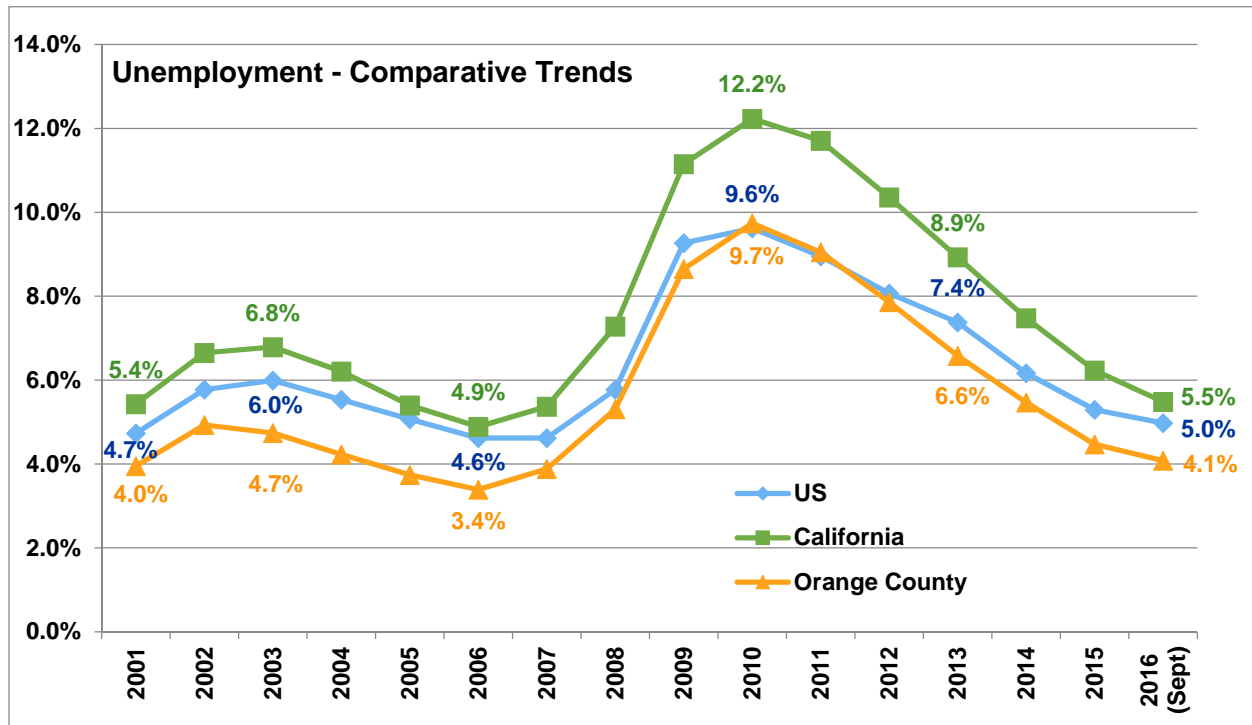


Source: State of California Employment Development Department; 2016 change is an average of 9 months ended September 30, 2016 compared to the prior year 2015 annual employment



2016 Strategic Financial Plan

Economic Forecast



Sources: US Bureau of Labor Statistics (National); State of California Employment Development Department (State and County); Annual average for the calendar year. 2016 data is the 9-month year-to-date average unemployment rate.

Housing – The Southern California and Orange County housing market has continued to grow in 2016, but is slowing down. Median home prices are growing due to continued job growth and low mortgage rates, however, unit sales have declined recently due to lower affordability and inventory constraints.

In Orange County, the median home sales price increased by 4.1% year-over-year, with unit sales staying flat as reported by CoreLogic in September 2016. Of the peer counties used for comparison, San Diego exhibited the highest sales volume rate increase year-over-year.

Residential Permit Valuation is expected to increase by 4.5% in 2016 to above the \$3 billion level for the first time ever. This growth, however, is a decrease from the 11.2% growth in 2015.



2016 Strategic Financial Plan

Economic Forecast

Key housing indices and analysis for Orange County are as follows:

PEER COUNTIES - COMPARATIVE HOUSING ANALYSIS							
County	Median Home Price (as of September)			Unit Sales (as of September)			Median Household Income 2015
	2015	2016	% Change	2015	2016	% Change	
Los Angeles	\$490,000	\$526,000	7.3%	7,266	7,004	-3.6%	\$59,134
Orange County	\$615,000	\$640,000	4.1%	3,193	3,192	0.0%	\$78,428
Riverside	\$315,000	\$334,500	6.2%	3,446	3,424	-0.6%	\$58,292
San Bernardino	\$268,500	\$298,250	11.1%	2,554	2,602	1.9%	\$53,803
San Diego	\$460,000	\$495,000	7.6%	3,633	3,786	4.2%	\$67,320
Ventura	\$499,000	\$500,000	0.2%	1,001	919	-8.2%	\$80,032
So. California	\$435,000	\$460,000	5.7%	21,093	20,927	-0.8%	N/A

Sources: CoreLogic (Housing); and U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates (Income)

Distressed sales, made up of both short sales and real-estate owned sales, were 4.7% of total home sales in Southern California in September 2016, down from 5.1% in August 2016 and 7.0% in September 2015.

Foreclosure rates are calculated by dividing total County housing units per the U.S. Census Bureau by the total number of properties that received notices of default (new filings, foreclosure in process, not yet recorded) within the month. The lower the second number is in the ratio, the higher the foreclosure rate (e.g. 1 in 100 is higher than 1 in 1,000). RealtyTrac, Inc. reports that 1 in 2,151 Orange County homes received a foreclosure filing in September 2016. Among peer counties, Orange County had the lowest foreclosure rate in September (see following table). RealtyTrac, Inc. also indicated that the average foreclosure sales price in Orange County was \$535,000 in August 2016, approximately 12% lower than non-distressed home prices. Per the County of Orange Clerk-Recorder's Office, for the first nine months of 2016, there were 2,790 notices of default issued and 687 trustee's deeds filed (completed and recorded), which was down 21% and 10%, respectively, for the same period last year.

Foreclosures	
Los Angeles County	1 in 1,831
Orange County	1 in 2,151
Riverside County	1 in 963
San Bernardino County	1 in 925
San Diego County	1 in 1,892

Source: RealtyTrac, Inc., September 2016



2016 Strategic Financial Plan

Economic Forecast

Taxable Sales – Taxable sales represent consumer spending transactions that are subject to sales and use taxes. The California Board of Equalization (BOE) reports sales on a quarterly basis, generally two quarters in arrears (the Department of Finance provides monthly projections two months in arrears). Taxable sales provide an indication of economic activity and drive County funding sources such as General Purpose Revenue sales taxes and General Fund department sources such as Public Safety Sales Tax and a portion of Realignment Revenue.

After drops in years 2007 through 2009, there has been growth in Orange County's taxable sales in years 2010 through 2014 and growth rates of 3% to 4% are projected for 2015 and 2016. General Fund sales tax receipts typically trend with taxable sales. Orange County historical taxable sales are summarized in the following table:

Orange County Annual Taxable Sales		
For Calendar Year	Taxable Sales (Billions)	Percent Change
2016 (f)	\$64.7	4.1%
2015 (f)	\$62.2	3.4%
2014	\$60.1	4.4%
2013	\$57.6	4.3%
2012	\$55.2	6.8%
2011	\$51.7	8.5%
2010	\$47.7	4.3%
2009	\$45.7	-14.7%
2008	\$53.6	-6.4%
2007	\$57.3	0.2%
2006	\$57.2	3.9%

Sources: Board of Equalization for 2006-2014, Chapman University, Economic and Business Review, June 2016, for 2015-2016 forecasts

Taxable sales tend to increase when personal income increases. Based on Chapman University's June 2016 Economic & Business Review report, total personal income for Orange County is forecasted to increase by 5.2% in 2016.

**2016 Strategic Financial Plan*****Economic Forecast***

Summary

The national, state and local economy will continue to experience slow and modest growth in the next few years. With no significant increases to County funding sources on the horizon, continued focus on maintaining current levels of service rather than growth in existing services or new services appears to be the most prudent course of action.

Through the diligent efforts of Departments and deliberate and timely action by the Board of Supervisors, the County is able to continue delivering high quality public services and leverage limited additional resources for one-time projects. The County is also conscious that deliberate and careful action ensures that measures taken now do not create long-term, inadvertent consequences. It is a priority of the County to prudently plan for today and the future to achieve its goal of enriching the lives of Orange County residents and the more than 40 million people who visit annually.





General Purpose Revenue Forecast

Introduction

The General Purpose Revenue forecast is an important component of the Strategic Financial Plan (SFP) because it provides projections for the portion of the budget over which the County has discretion. The General Purpose Revenue forecast includes projections for the following sources which comprise approximately 99% of total General Purpose Revenues (listed from greatest to least):

1. Property Taxes
2. Property Tax Administration Fees
3. Miscellaneous Revenue
4. Sales and Other Taxes
5. Interest Earnings
6. Franchises and Rents

The County Executive Office (CEO) prepared the projections considering historical and current revenue and economic trends, forecasts prepared by the Auditor-Controller, and forecasts by governmental entities such as the Orange County Fire Authority and local economists (e.g. Chapman University and UCLA). Due to continued uncertainty in the economy and volatility in General Fund revenue sources, the SFP projections will be monitored closely and modified if appropriate during the FY 2017-18 annual budget development process.



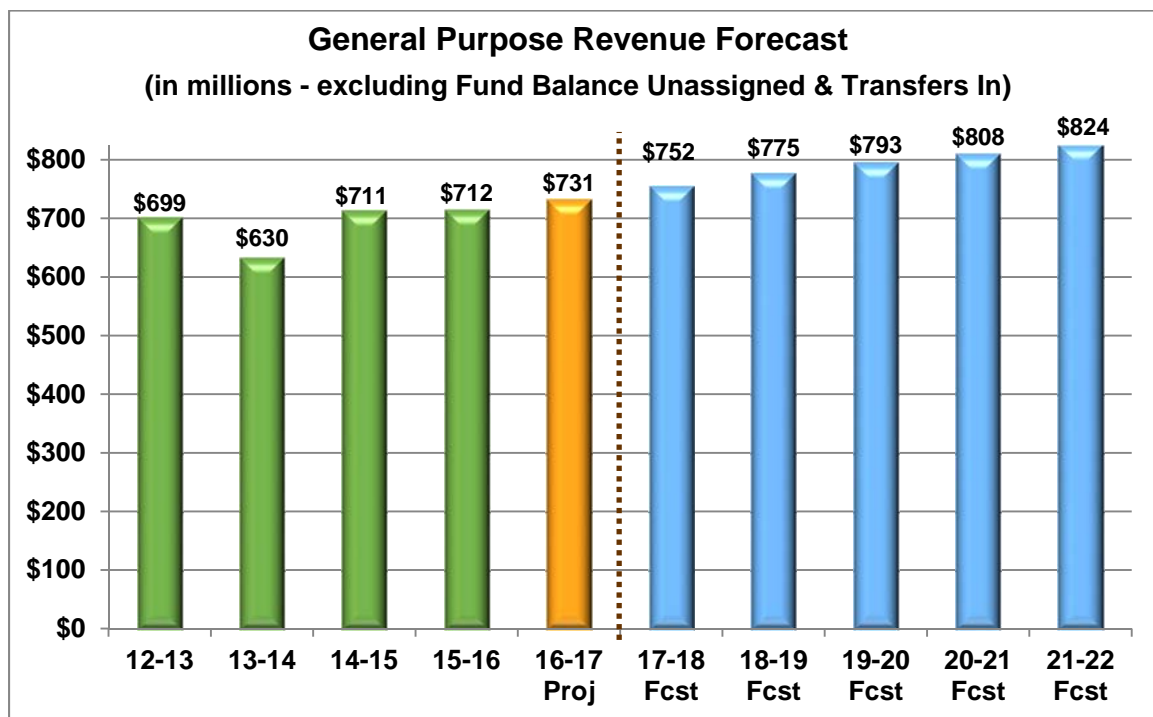
2016 Strategic Financial Plan

General Purpose Revenue

General Purpose Revenue Forecast

For FY 2017-18, the estimated General Purpose Revenue, excluding transfers in, one-time revenue, and Fund Balance Unassigned (FBU – defined as funding carried over from the previous year), is projected at \$752 million. Over the next four years, on-going revenue is forecasted to grow, on average, about 2.0% annually, reaching \$824 million in FY 2021-22.

(Chart Note: Division lines are inserted to highlight forecasted trends for the five SFP years. Please note that FY 2016-17 reflects projected revenues. Actual receipts will not be known until after June 2017.)

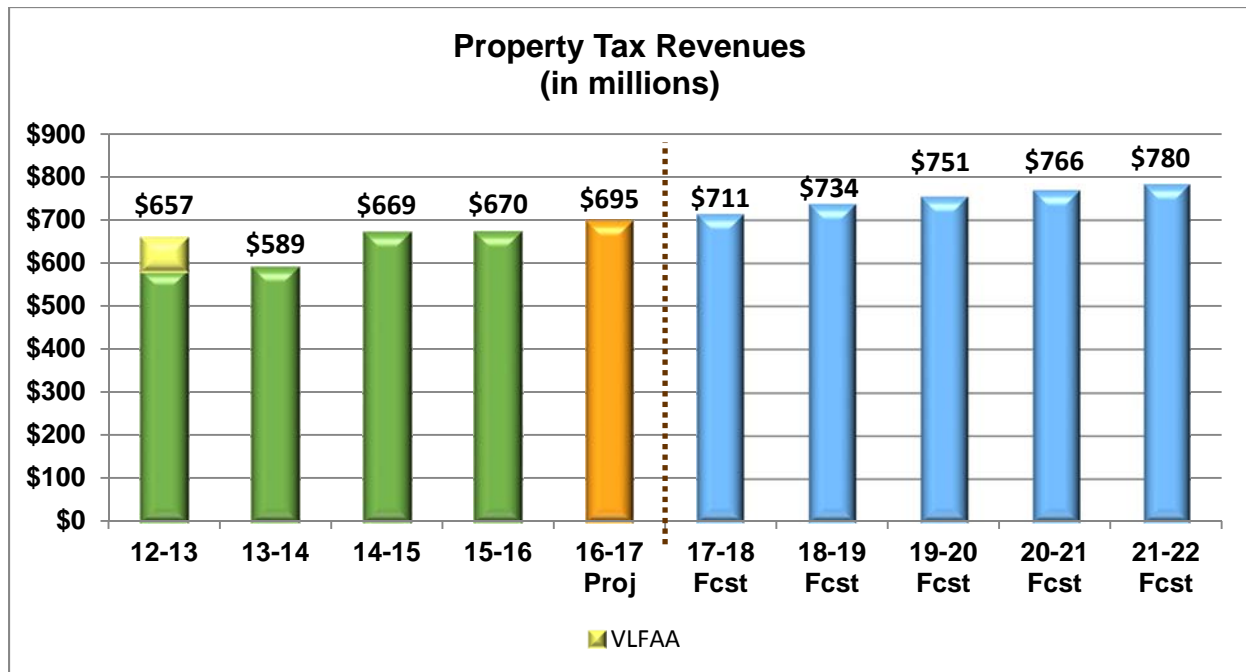




2016 Strategic Financial Plan

General Purpose Revenue

Property Taxes are the largest and most important source of General Purpose Revenues. From FY 2006-07 to FY 2010-11, property taxes accounted for approximately 80% of all General Purpose Revenues. As of November 2016, property taxes were forecasted to account for 93% of all General Purpose Revenues. The following chart illustrates the projected growth of property tax revenues over the forecasted period.



Note: FY 14-15 \$669M includes \$47M in one-time Teeter-related revenue. Property tax revenue without the \$47M is \$622M.

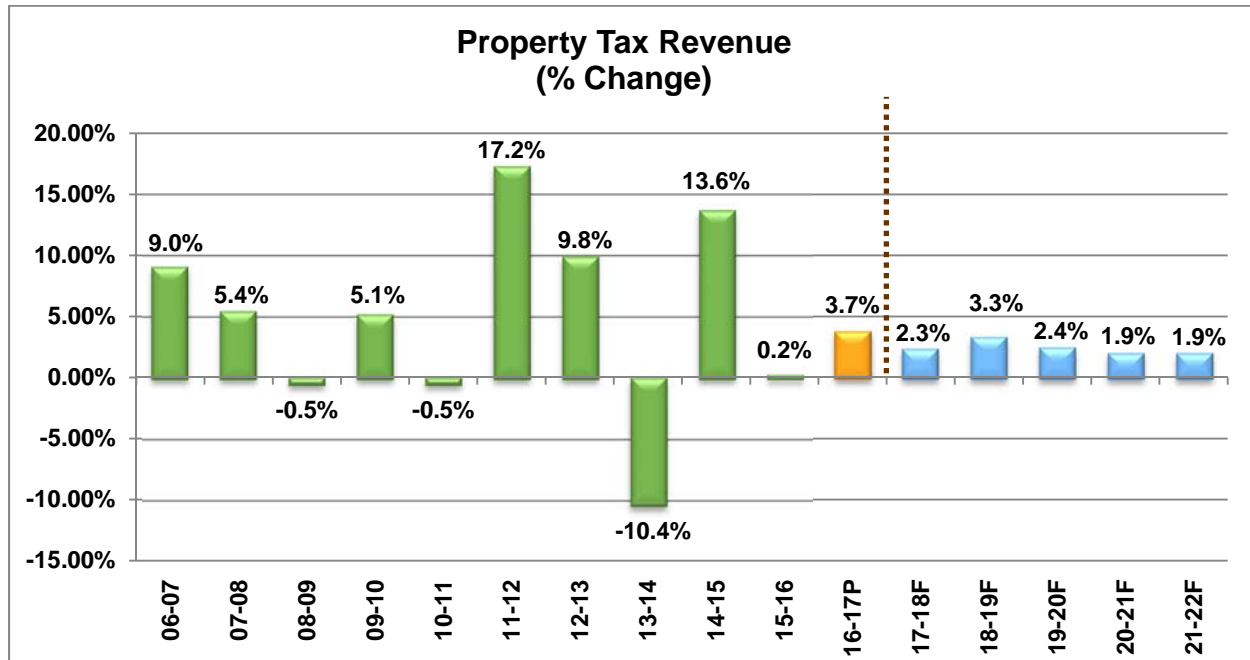
In Orange County, overall 2016 housing trends are still on the rise, with a 4.1% median sales price increase year-over-year in September 2016, as reported by CoreLogic. Total Orange County sales of residences in September 2016 were flat to prior year due to inventory constraints and lower affordability. The Orange County Assessor's Secured Roll of Values for FY 2016-17 include an increase of 5.5%.

The following chart illustrates the history of property tax revenue growth rates:



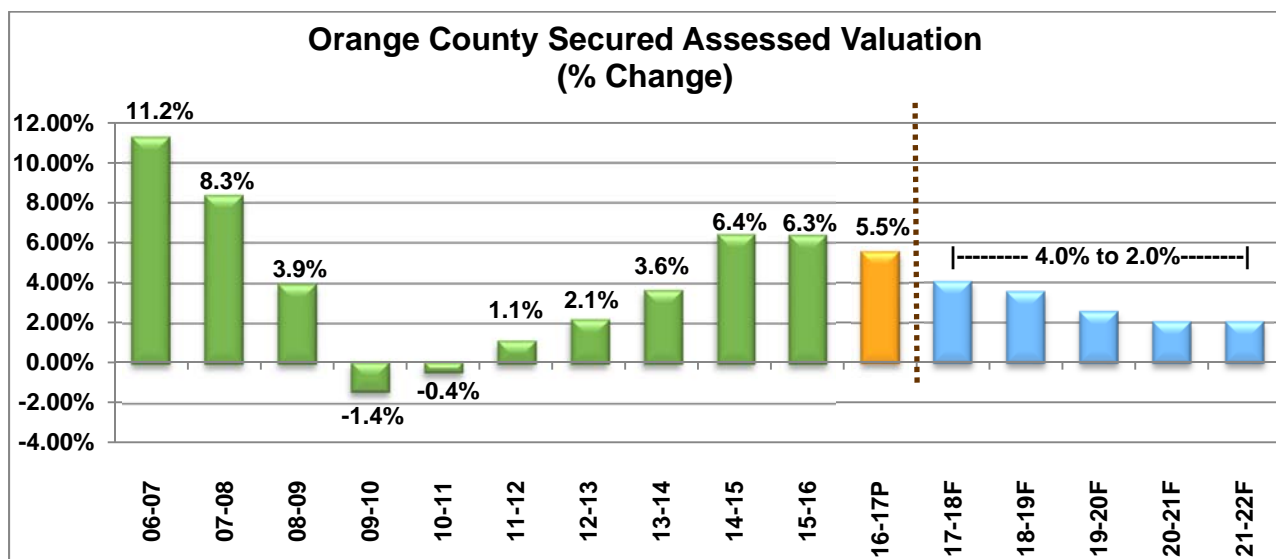
2016 Strategic Financial Plan

General Purpose Revenue



Note: Excluding SB8 funds received in FY 2009-10 through FY 2012-13 and VLFAA funds received in FY 2011-12 and FY 2012-13, year-over-year property tax revenue changes would have been: -2.1% in FY 2009-10, -0.5% in FY 2010-11, -2.2% in FY 2011-12, 12.1% in FY 2012-13, and 10.7% in FY 2013-14.

The following chart illustrates the history of the percent change in the Orange County Secured Assessment Roll of Value as calculated per the change in the annual secured roll value which is based upon the annual press release by the Orange County Assessor.





2016 Strategic Financial Plan

General Purpose Revenue

Projections for FY 2017-18 through FY 2021-22 were developed early in the SFP process and in conjunction with review of current economic trends and data compiled by economists. The current SFP forecast projects secured revenue growth of 5.5% and an unsecured revenue increase of 3.1% in FY 2016-17. Potential impacts to the Assessed Roll of Values relate to new construction, the current commercial market climate, and economic impacts from unemployment, financing, and foreclosures.

Property Tax Administration Fees revenue ranges from \$22 million to \$24 million in each of the five-years forecasted, averaging approximately 3.0% of total Property Tax Revenue.

Interest is earned on certain County funds invested by the Treasurer-Tax Collector in strict accordance with the Investment Policy Statement. The average maturity of the County's investments is 90 days and interest rates are based upon 90-Day United States Treasury Bills. Interest is estimated to increase from \$3.3 million in FY 2015-16 to \$4.1 million in FY 2016-17 and is projected to grow slowly during the remaining years of the plan in anticipation of more stable cash balances and an anticipated increase in yield rates.

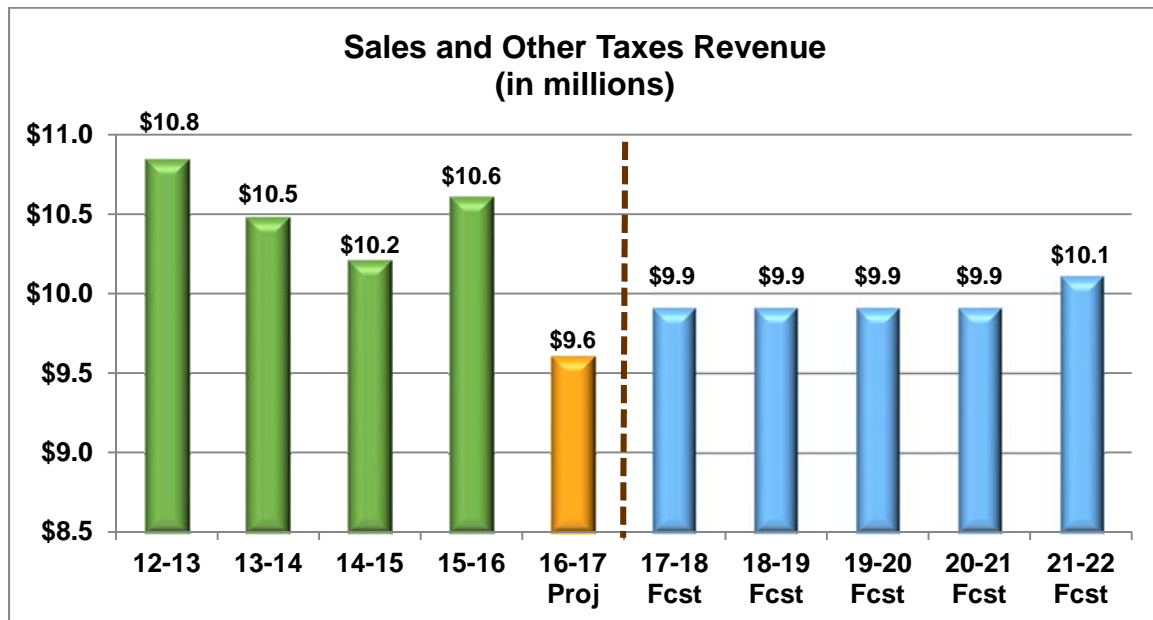
Sales & Other Taxes revenue is mostly comprised of sales and other taxes from the unincorporated county areas, as well as aircraft tax revenues. Sales tax is levied on purchases and certain leases that occur in the unincorporated areas of the County. Use tax is also collected on items purchased for business use and on taxable property purchased without paying California tax if the use of the property is not for resale. Exemptions to the sales tax generally include food for home consumption, prescription drugs, and electricity.

The County's sales tax revenue does not incorporate the half-cent tax levied for Public Safety. The Public Safety Sales Tax is distributed separately and is restricted for public safety uses. Sales and Other Taxes revenue on average comprise less than 2% of total General Purpose budgeted revenues. Forecasted sales tax revenues take into consideration the continued slow, moderate growth in the economy. Of particular note is the decrease in sales tax revenue between FY 2015-16 and FY 2016-17 caused primarily by the December 31, 2015 end of the revenue exchange established with Revenue and Taxation Code Section 6201.5 and known as the "Triple Flip."



2016 Strategic Financial Plan

General Purpose Revenue



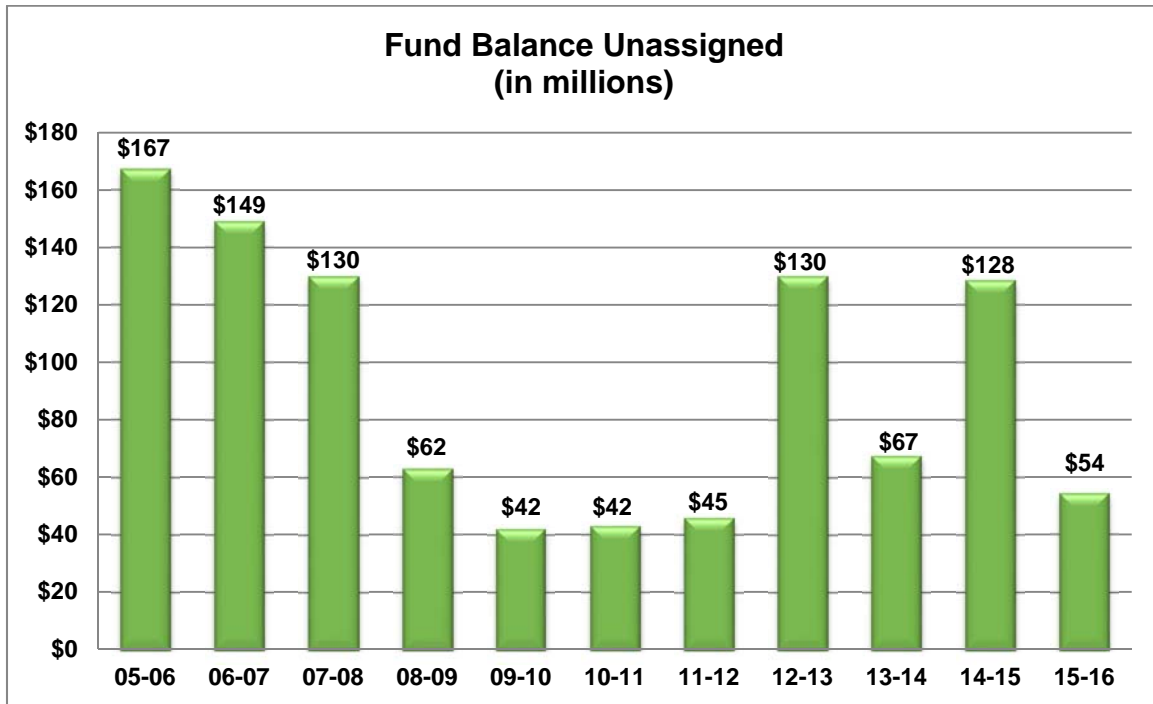
Fund Balance Unassigned (FBU) is the final component accounted for in the revenue projection for FY 2015-16 and is based upon the budgeted draw from reserves to balance the budget. If all revenues and expenditures occurred as planned in the annual budget, FBU would be zero. However, variances in projections of revenues and expenditures result in positive or negative balances that are recorded as increases or decreases to obligated fund balance. FBU trended downward beginning FY 2008-09 consistent with periods of declining economic activity and expected as departments were faced with decreasing funding sources to maintain existing levels of operations. Ongoing FBU continues to be consistent with FY 2008-09 through FY 2011-12 amounts except for receipt of one-time revenues that positively impacted FBU in FYs 2012-13 and 2014-15.

As approved by the Board with adoption of the FY 2010-11 Annual Budget, any positive year-end General Fund FBU is transferred to Obligated Fund Balance Assigned. Due to continued moderate growth, the County is projecting a FBU forecast of \$0 for all five years of the forecast period.



2016 Strategic Financial Plan

General Purpose Revenue



Note: In FY 2012-13, total FBU of \$130 million less State payback, budget reserve draw, and one-time RDA revenue leaves "real" FBU of \$29 million. FY 2014-15 FBU includes \$47M in one-time Teeter-related revenue and a \$49M one-time SB90 reimbursement from the State.

Conclusion

General Purpose Revenues are projected to grow in the current fiscal year and increase modestly over the five years of the SFP. Growth is expected to be low to moderate and below prior peak experience.



2016 STRATEGIC FINANCIAL PLAN SUMMARY
Forecasted Sources and Uses

	Final FY 2015-16	Adopted FY 2016-17	Projected FY 2016-17	FIVE-YEAR FORECAST				
				FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
SOURCES (\$ Millions)								
Fund Balance Unassigned (FBU)								
General Purpose Revenues (GPR)								
Property Taxes (+4%, +3.5%, +2.5%, +2%, +2%)	128.1	53.8	53.8	0.0	0.0	0.0	0.0	0.0
Sales & Other Taxes (+2.8%, 0.00%, +0.74%, +1.5%)	669.9	682.9	694.7	710.6	733.7	751.3	765.7	780.4
Motor Vehicle License Fees	10.6	9.9	9.6	9.9	9.9	9.9	9.9	10.1
Property Tax Administration	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Franchises and Rents	21.1	21.8	16.1	21.6	22.1	22.6	23.2	23.9
Interest (+0.5%, +1.0%, +1.25%, +1.5%, +1.5%)	2.9	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Miscellaneous	3.3	2.8	4.1	4.1	4.1	4.2	4.2	4.3
	3.0	1.6	3.1	1.9	1.8	1.2	1.2	1.2
Subtotal - GPR before Transfers In	711.8	722.9	731.4	751.9	775.5	793.0	808.2	823.9
Transfers In	1.0	19.3	10.8	14.2	0.0	0.0	0.0	0.0
Total GPR (excluding FBU/Use of Reserves)	712.8	742.2	742.2	766.1	775.5	793.0	808.2	823.9
USES (\$ Millions)								
NCC Limits [1%, 1%, 2%, 2%, 2%]	694.9	744.2	744.2	783.6	774.4	745.6	747.5	762.4
Transfers to/(Use of) Reserves								
Increase (Decrease) to Reserves - Assigned (9740)	(31.7)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Increase (Decrease) to Reserve for Contingencies (9741)	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Increase (Decrease) to Reserve for Operations (9742)	13.0	0.0	(38.8)	0.0	0.0	0.0	0.0	0.0
Increase (Decrease) to Reserve for Maint/Construction (9743)	0.0	0.0	(4.1)	0.0	0.0	0.0	0.0	0.0
Increase (Decrease) to Reserve for Capital Projects (9744)	(10.4)	(2.0)	0.2	(22.0)	(2.0)	(2.0)	0.0	0.0
Increase (Decrease) to Target Reserve (9745)	0.0	0.0	97.7	0.0	0.0	0.0	0.0	0.0
Increase (Decrease) to Teeter Loss Reserve (9746)	46.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Transfers to/(Use of) Reserves	17.6	(2.0)	56.0	(22.0)	(2.0)	(2.0)	0.0	0.0
Total Uses [NCC limits & Transfers to/(Use of) reserves]	712.5	742.2	800.2	761.6	772.4	743.6	747.5	762.4
Surplus (Deficit)								
Cumulative Surplus (Deficit)				4.5	3.1	49.5	60.7	61.4
				4.5	7.6	57.1	117.8	179.2
Augmentations								
Restore Level of Service Augmentation Requests				51.3	83.8	115.2	127.5	143.2
Expand Level of Service Augmentation Requests				3.8	3.7	3.9	3.9	4.5
Total Restore & Expand Augmentations				55.1	87.5	119.1	131.4	147.7
Strategic Priority Requests								
				75.8	42.6	98.1	110.7	135.1
Total Augmentations & Strategic Priority Requests				130.9	130.1	217.2	242.1	282.8





Reserves Policy

Obligated Fund Balances and Reserves Available to the General Fund

Introduction

The County of Orange General Fund Reserves Policy provides guidance in the creation, maintenance and use of reserves. The policy covers formal and informal reserves, and includes provisions for reserves such as appropriations for contingencies, reserve-like appropriations, and reserve-like funds held by others such as the OCERS Investment Account. The policy also recognizes whether funds are legally required or discretionary, or have special restrictions.

One has only to look back on the Great Recession to realize the importance of having and maintaining healthy reserve balances. Temporary use of fund balance or reserves was necessary to aid departments in offsetting decreases in revenue growth, funding reductions from various sources, and increased costs of doing business.

The General Fund Reserves policy is designed to provide flexibility to the County and offer:

- Resources to address unanticipated or cyclical economic conditions.
- Resources for emergencies and/or catastrophic events.
- Mitigation of the volatility of revenues and expenditures in managing temporary cash flow shortages.
- Capacity to cover unexpected large one-time expenses and opportunities.
- Capacity to fund capital investments.
- Capacity to minimize borrowing costs.
- Capacity to provide some level of protection against statutory changes to County revenues and impacts from Federal and State actions.

The County has a variety of reserve funds available to both the General Fund and Non-General Funds including:

- Fund Balance Assigned for Contingencies
- Fund Balance Assigned for Operations
- Fund Balance Assigned for Capital Projects
- Fund Balance Assigned for Construction and Maintenance
- Fund Balance Assigned for Teeter Loss Reserve
- Fund Balance Assigned for Reserve Target
- Reserve-like Funds
- Reserve-like Appropriations
- Department Type Reserves



2016 Strategic Financial Plan

Reserves Policy

All of the aforementioned are reserves normally modified at the time of budget adoption (Government Code Section 29085) or at fiscal year-end (in accordance with GASB 54 requirements). Changes to reserve amounts at other times require a 4/5 vote of the Board of Supervisors. A 4/5 vote is required to make such reserves available for appropriation to expend the funds, if needed, during the fiscal year (Government Code Section 29130).

The County has provided for General Fund Obligated Fund Balances, developing specific targets for each reserve type based upon recommendations by the Government Finance Officers Association (GFOA) and best practices based upon review of reserve policies implemented by other local governments. The County's policy follows GFOA's current recommendation, which states that "at a minimum, general-purpose governments, regardless of size, maintain unrestricted fund balance in their General Fund of no less than two months of regular General Fund operating revenues or regular General Fund operating expenditures."

As part of the 2010 Strategic Financial Plan, the Board granted the County Executive Office approval to implement GFOA best practice for funding reserves and to continue reviewing how reserve funds are managed. Reserves are monitored to ensure effective management and consolidation of resources, if appropriate, while maintaining proper designations and flexibility. No change to existing reserve policy is requested with this Strategic Financial Plan.

Reserve Targets and Descriptions

Under GFOA recommended practice, the County establishes an overall reserve target, and allocates the calculated target among the classes of obligated fund balances as appropriate. The County may fund more or less to each reserve class, for a variety of reasons such as current financial conditions, the need to set aside for particular goals or directives, the need to bridge one-time gaps, etc. The goal is to ensure a prudent reserve balance that is maintained and replenished on a regular basis.

In implementing the GFOA's best practice, the County elected to establish a funding target based upon two months of General Fund operating revenues. As such, the current year target is set at two months (approximately 17%) of General Fund operating revenues as budgeted in FY 2016-17 as follows:



2016 Strategic Financial Plan

Reserves Policy

General Fund Budgeted Revenues FY 2016-17	\$3,249,077,858
Less: Non-Operating & One-Time Items	(373,468,045)
Net FY 2016-17 Operating Revenues	2,875,609,813
Target - 2 Months General Fund Operating Revenues	\$ 479,268,302

The following table summarizes the current targets by class. When compared to the overall target, total General Fund reserves are \$132,275,224 above target.

Specific-Use Reserve Classification	Balance at 6/30/2016	Projected Change	Projected Balance at 6/30/2017	% of Total
Contingencies	\$ 61,300,000	\$ 1,000,000	\$ 62,300,000	10.2%
Reserve for Operations	148,844,984.00	(38,844,984.00)	110,000,000.00	18.0%
Reserve for Capital Projects	47,697,183	261,584	47,958,767	7.8%
Reserve for Maintenance & Construction	15,400,204	(4,102,000)	10,900,204	1.8%
Teeter Loss Reserve	46,653,312	0	46,653,312	7.6%
Subtotal - General Fund (GF) Specific-Use Reserves	\$ 319,895,683	\$ (41,685,400)	\$ 277,812,283	
Target Reserve				
Target Reserve	236,046,145	97,685,098	333,731,243	54.6%
Grand Total - General Fund (GF) Total Reserves	\$ 555,941,828	\$ 55,999,698	\$ 611,543,526	100.0%
Overall Target			\$ 479,268,302	n/a
Total GF Reserves Over/(Under) Target at 6/30/2017			\$ 132,275,224	n/a
Target Reserve Over/(Under) Target at 6/30/2017			\$ (145,537,059)	n/a
Other Reserve Type Funds				
Miscellaneous Contingency Reserve	\$ 9,788,949	\$ (9,788,949)	\$ -	n/a
OCERS Investment Account	\$ 111,639,254	\$ 6,681,195	\$ 118,320,449	n/a

Although overall reserves are greater than the target, when specific-use reserves for items such as the VLFAA payment, Teeter Loss Reserve, and Capital/Construction Projects are taken into consideration, the remaining reserve balance is \$145,537,059 under target.

General Fund Obligated Fund Balances

Obligated Fund Balances are formal reserves and currently include: Fund Balance Assigned for Contingencies, Fund Balance Assigned for Operations, Fund Balance Assigned for Capital Projects, Fund Balance Assigned for Maintenance and Construction, Fund Balance Assigned for Teeter Loss Reserve, and Fund Balance Assigned for Target Reserve. The reserves defined in the following pages are General Fund Obligated Fund Balances or specific fund types that can be utilized for General Fund operations.



2016 Strategic Financial Plan

Reserves Policy

Contingencies

This reserve was established through the Strategic Financial Plan process for the purpose and use of covering unanticipated and severe economic downturns, major emergencies, or catastrophes that cannot be covered with existing appropriations. In particular, continued severe drought conditions, with the associated risk of wildfires, highlights the potential for catastrophic events within the County. A significant event could create the need for a higher funding level of this reserve.

Target	15% of ongoing annual General Purpose Revenues (excluding FBA, transfers & other one-time revenue) or, currently, \$108,437,511
Projected Balance @ June 30, 2017	\$62,300,000 (8.6% of ongoing General Purpose Revenues)
Variance from target	\$46,137,511 below target

This compares to Government Finance Officers Association (GFOA) guidelines for funding contingencies at 15% or higher. A review of surrounding counties found contingency targets were set from 5% to 15%.

Please see the following table for specific details of the contingency reserve:

Contingencies	
Fund/Agency Number	100
Authority	Government Code Section 29085
When established	Budget Adoption
Budgeted	Schedule 3 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year (Government Code Section 29130)
Expiration Date	Ongoing
Interest Earnings	Credited to General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve.



2016 Strategic Financial Plan

Reserves Policy

Assigned for Operations

This reserve was established in the FY 2015-16 First Quarter Budget Report, approved by the Board in November 2015. The purpose and use of this reserve is to provide flexibility in dealing with one-time expenses and opportunities, and some level of protection against statutory changes to County revenues. Repayment of the remaining \$105 million in VLFAA revenue to the State may require drawdown of obligated fund balances for payment during FY 2017-18 and FY 2018-19. Recommendation for use of or changes to this reserve may be made as funds are needed or become available, or as part of the FY 2017-18 annual budget process.

Projected Balance @ June 30, 2017	\$110,000,000
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Please see the following table for specific details of the operations reserve:

Assigned for Operations	
Fund/Agency Number	100
Authority	Approved Quarterly Budget Report
When established	November 17, 2015
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Expiration Date	N/A
Interest Earnings	Credited to the General Fund



2016 Strategic Financial Plan

Reserves Policy

Assigned for Capital Projects

This reserve was established through the Strategic Financial Plan process. The purpose and use of this reserve is the funding of future capital projects. Funds would be withdrawn from this reserve and appropriated in the fiscal year in which the projects are expected to be encumbered or expended.

Target	\$50,000,000
Projected Balance @ June 30, 2017	\$47,958,767
Variance from target	\$2,041,233 below target

Planned uses of Capital Projects reserves in future fiscal years include:

Project	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Election System Upgrade	20,000,000				
Closed Circuit TV (Sheriff)	2,000,000	2,000,000	2,000,000		
CAPS+ Performance Budgeting					1,000,000
Totals	\$22,000,000	\$2,000,000	\$2,000,000	\$0	\$1,000,000

Planned uses of capital projects reserves in FY 2017-18 without replenishment will result in an estimated balance at June 30, 2018 of \$25,958,767, which is \$24,041,233 below target.

Please see the following table for specific details of the capital projects reserve:

Reserve for Capital Projects	
Fund/Agency Number	100
Authority	Adopted Strategic Financial Plan (SFP)
When established	June 20, 2004
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year



2016 Strategic Financial Plan

Reserves Policy

Reserve for Capital Projects (continued)	
Expiration Date	Upon completion of designated projects
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve.

Assigned for Maintenance and Construction

This reserve was established through the quarterly budget report process. The purpose and use of this reserve is for funding of future construction and maintenance projects. Funds would be withdrawn from this reserve and appropriated in the fiscal year in which the projects are expected to be encumbered or expended.

Projected Balance @ June 30, 2017	\$15,400,204
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Please see the following table for specific details of the maintenance and construction projects reserve:

Reserve for Maintenance and Construction	
Fund/Agency Number	100
Authority	Approved Quarter Budget Report
When established	November 17, 2015
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Expiration Date	Upon completion of designated projects
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve.



2016 Strategic Financial Plan

Reserves Policy

Assigned for Teeter Loss Reserve

This reserve was established through Board Resolution 14-096 on October 28, 2014 for the purpose of maintaining a balance not less than 25% of the total delinquent secured taxes and assessments for participating entities in the County as calculated by the Auditor-Controller at the end of each fiscal year. This reserve provides flexibility to cover losses that may occur if tax-defaulted property is sold for less than the amount necessary to cover outstanding tax and assessment liens on that property. In addition, this reserve may be used to pay down note purchases or cash finance the Teeter plan in the future.

Target	Varies with fluctuations in delinquent secured taxes and assessments, but could include the following: \$33.5 million possible transfer back to Fund 656 in the event of an economic downturn; \$33.5 million to pay down notes; \$33.5 million for future cash financing of Teeter plan
Projected Balance @ June 30, 2017	\$46,653,312

Please see the following table for specific details of the Teeter Loss reserve:

Assigned for Teeter Loss Reserve	
Fund/Agency Number	100
Authority	Board Resolution No. 14-096 in accordance with R&T Code 4703.2
When established	October 28, 2014
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Expiration Date	N/A
Interest Earnings	Credited to the General Fund



2016 Strategic Financial Plan

Reserves Policy

Assigned for Target Reserve

This reserve was established through the quarterly budget report process. The purpose and use of this reserve is to ensure prudent reserve levels that are maintained and replenished on a regular basis. The current year target is based on the GFOA's best practice and set at two months (approximately 17%) of General Fund operating revenues as budgeted in FY 2016-17.

Target	\$479,268,302
Projected Balance @ June 30, 2017	\$333,731,243
Variance from target	\$145,537,059 below target

Please see the following table for specific details of the Target reserve:

Reserve for Maintenance and Construction	
Fund/Agency Number	100
Authority	Approved Quarterly Budget Report
When established	November 17, 2015
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Expiration Date	N/A
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve.



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Reserves Policy

Appropriated Reserve-type Funds

These are informal reserve amounts annually appropriated in the budget such as the Miscellaneous Contingency Reserve and Annual Leave Payouts.

Miscellaneous Contingency Reserve & Annual Leave Payouts

This appropriation is maintained in the Budget Control 004 Miscellaneous Fund budget within the County General Fund. The purpose and use of this reserve is to provide additional appropriations to General Fund Departments through the end of the fiscal year for budgetary shortfalls, unanticipated one-time expenditures, emergencies, and opportunities. The appropriations are typically distributed during the quarterly budget report process and require a 4/5 Board of Supervisors vote for transfers of these funds per Government Code Section 29125(a)(2). The FY 2016-17 beginning balance is \$9,788,949 with an additional \$1,000,000 earmarked by the Board on November 23, 2010 to establish funding for unanticipated annual leave payouts impacting small departments (approximately 100 employees or less). In addition, \$5,000,000 was added during the FY 2016-17 First Quarter Budget Report to fund potential department budget shortfalls. Five to ten million dollars is typically budgeted each year. Future Strategic Financial Plans may recommend changes to the current balance as funds are needed or become available.

Please see the following specific details of the Miscellaneous contingency reserve and Annual Leave Payouts:

Miscellaneous Contingency Reserve & Annual Leave Payouts	
Fund/Agency Number	100-004
Authority	Board adoption of the Final Budget
Budgeted	Yes
Board approval required	4/5 Board of Supervisors vote to transfer funds
Target	\$10,000,000
Expiration Date	Re-budgeted annually
Interest Earnings	Credited to the General Fund



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Reserves Policy

Reserve Type Funds - OCERS Retirement Investment Account

This is a reserve held by the Orange County Employees Retirement System (OCERS) on behalf of the County which was established with the proceeds of the 1994 Pension Obligation Bonds. The purpose and use of this account includes the offset of County retirement expenses and reducing the County's share of the retirement system unfunded liability. Use of this account to offset the County's retirement expenses may free up existing or future General Fund resources for other purposes. The balance of this account at June 30, 2016 was \$111,639,254. The assets held in the Investment Account are invested with the OCERS portfolio. As such, the balance in the account will change based on the performance of the investment assets.

Projected Balance @ June 30, 2017	\$118,320,449, including projected net investment earnings/<losses>
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Please see the following table for specific details of the OCERS Investment Account:

Retirement Investment Account	
Fund/Agency Number	Held by OCERS
Authority	Board agreement with OCERS
When established	1994
Interest Earnings	Credited to this account





Debt Management Policy

Introduction

The County of Orange Debt Management Policy provides guidance for the issuance of bonds and other forms of indebtedness to finance capital improvements, equipment acquisition, improve cashflow, and meet other identified needs.

The Debt Management Policy is intended to guide the County of Orange to:

- Maintain long-term financial stability by ensuring that its long-term financing commitments are affordable and do not create undue risk or burden
- Achieve and maintain high credit ratings
- Minimize debt service interest expense and issuance costs
- Provide accurate and timely financial disclosure and reporting
- Comply with applicable State and Federal laws and financing covenants

The Debt Management Policy is intended to improve the quality of decisions, provide guidance for the structure of debt issuance, and demonstrate a commitment to long-term financial planning. Adoption and adherence to a debt management policy is one factor by which rating agencies assess financial management practices. This policy governs all debt issued by the County of Orange (County), including bonds and other securities issued through any joint powers authority where the Board of Supervisors (BOS) acts as the legislative body.

The County is committed to fiscal responsibility and sustainability, as demonstrated by its Strategic Financial Plan, annual budget development and administration, maintenance of appropriate reserve levels, accurate and timely financial reporting, and management of debt and other long-term liabilities.

The County Executive Office (CEO), through the County Finance Office/Public Finance, is responsible for County debt management, including debt issuance, administration of proceeds, timely debt service payments, financial reporting, and continuing compliance with disclosure and other post-issuance obligations with exception of enterprise funds that are responsible for post-issuance administration and compliance.



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Debt Management Policy

Acceptable Uses of Debt

The County will consider financing for the acquisition, substantial refurbishment, replacement or expansion of major physical assets that would be unreasonable to cash finance from current revenues. Debt financing may also be appropriate for certain other extraordinary expenditures and for managing cashflows over a period of time.

The primary purpose of County debt is to finance one of the following:

1. Acquisition of a capital asset with a useful life of five or more years
2. Construction or reconstruction of a facility or other public improvement
3. Refunding, refinancing, or restructuring debt and similar obligations, subject to refunding objectives and parameters
4. The costs associated with a debt-financed project, including project planning, design, engineering and other preconstruction efforts; project-associated furniture, fixtures and equipment; and the costs of the financing itself, including capitalized interest, a debt service reserve, underwriter's discount and other costs of issuance
5. Interim or cashflow financing to better match revenues and expenditures, such as tax and revenue anticipation notes, or to provide temporary financing pending a more permanent financing plan
6. Prepaying a portion of the annual pension contribution to Orange County Employees Retirement System (OCERS) to receive an early payment discount that exceeds the cost of the borrowing
7. Paying for an extraordinary expense such as financing a major judgment or loss exceeding insurance

Prohibited Uses of Debt

The County will not use debt to defer obligations in a way that unduly burdens future taxpayers, rate payers or residents.

Types of Financing Instruments

Many different types of financing instruments are available to the County, the use of which will depend on the source of repayment and the use of proceeds. Some of these instruments are used to finance County projects, while others are used to provide tax-exempt financing to projects that are primarily for third parties where public benefit can be achieved while minimizing public risk. The following are the types of debt the County is most likely to issue.



Direct Debt Obligations

The following are considered “direct debt” obligations by rating agencies and other market participants, meaning that the debt is serviced out of tax or other general revenues.

1. General Obligation Bonds

General Obligation (GO) Bonds need approval of 2/3 of those voting in an election as required by California State Constitution Article 16. GO bonds are secured by the levy of additional ad valorem property taxes to pay debt service. Uses of bond proceeds are limited to the acquisition and improvement of real property and costs of issuance.

2. Lease Revenue Bonds or Certificates of Participation

Lease Revenue Bonds (LRBs) and lease-backed Certificates of Participation (COPs) are debt obligations serviced by a lease payment from the County’s general fund. California courts have determined that such long-term contracts do not require voter-approval under California law (and therefore, are not “indebtedness” under the State Constitutional Debt Limit) as long as the lease meets certain conditions. These financings are typically secured by a lease-back agreement between the County and another public entity (e.g., South Orange County Public Financing Authority).

To qualify as a valid lease, payments are due only to the extent that the County has use and occupancy of the leased property. The judicial decisions that define a valid lease financing effectively require that the fair rental of the leased property be equal to or greater than the lease payment that secures debt service. The governmental lessee is obligated to appropriate in the Annual Budget the rental payments that are due and payable during each fiscal, and to secure insurance to ensure that the property stays available for use.

Because it is paid from the General Fund and does not require voter approval, lease financing is the most common form of financing used by counties. Therefore, establishing thresholds for the appropriate levels for this form of “debt” is one of the critical goals of a debt policy. There are few external guidelines for the right amount of lease debt. Agencies that set limits on “affordability” have established



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Debt Management Policy

limits from 4% to 10% of General Fund expenditures or revenues (referred to as "lease burden").

Rather than establish a specific limit on lease-backed debt in this Debt Management Policy, the appropriate level of General Fund appropriation debt should be considered in the development of the County's Annual Strategic Financial Plan and Annual Budget process.

Revenue and other Special Fund Obligations

Debt secured by the County's enterprise funds and certain other special funds can also be issued without voter approval. These obligations are payable solely from the dedicated revenues, and do not have recourse to ad valorem taxes or general fund revenues of the County.

- **Revenue Bonds and Certificates of Participation**

Revenue Bonds are obligations payable from revenue generated by an enterprise fund. These obligations can be in the form of revenue bonds issued under an indenture, or Certificates of Participation secured by an installment sale agreement. Two County enterprise funds that have supported revenue debt in the past are John Wayne Airport and Orange County Waste and Recycling.

In accordance with the agreed upon bond covenants, the revenues generated by these enterprise funds must be sufficient so that net revenues, after the payment of operating expenses, are greater than debt service so as to maintain required coverage levels. The revenue bond issuer covenants to revise the rates, fees and charges of the enterprise to maintain the required net revenue coverages.

In determining whether to issue revenue bonds, the County should consider similar principles that it would for the incurrence of other governmental debt: the extent it is more appropriate to spend the cost of capital improvements over time, without unduly increasing the capital costs, rather than pay for them out of current revenues. Other factors include the County's ability to maintain the rate covenants that will be required by the bond market.



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Interim Financing

The County may consider the use of various debt instruments to better match short-term revenues and expenditures.

1. Tax and Revenue Anticipation Notes

Tax and Revenue Anticipation Notes (TRANs) are short-term notes payable out of current year revenues, proceeds of which allow a municipality to cover the periods of cash shortfall resulting from a mismatch between timing of revenues and timing of expenditures.

The County may issue TRANs if necessary to meet General Fund cashflow needs in the upcoming fiscal year, which consist primarily of salaries and benefits, in anticipation of the receipt of property taxes and other revenues later in the fiscal year. The cashflow needs are determined by projections prepared by Auditor-Controller and CEO. As property tax payments and other revenues are received, they are used in part to repay the TRANs.

2. Prepayment of Annual Employer Pension Contribution

The County may receive notification from OCERS that the Board of Retirement approved a discount in the amount due if paid early. Typically, the payment must be received by mid-January to fund the next fiscal year's annual employer contribution to OCERS. The County prepares an analysis, to determine the budget savings achieved from the OCERS discount, to evaluate whether to recommend financing the prepayment. While these borrowings are essentially a cashflow financing such as TRANs, they are structured as a short-term pension obligation bond to allow the obligation to extend beyond the fiscal year in which it is issued.

3. Teeter Financing

Under the alternative method of allocating taxes commonly referred to as the "Teeter Plan," a county can advance property taxes to its taxing jurisdictions whether or not they are received, in exchange for retaining the penalties and interest received from late payments. These advances can be financed with funds of the County or by an external borrowing. For a number of years, the County has issued commercial paper to finance these advances (Teeter Program). Commercial paper (CP) is an obligation maturing in less than 270 days that is



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secured by a letter of credit. Maturing CP is typically refinanced with a subsequent CP issue until a permanent financing source is in place or the debt can otherwise be retired. Since 2013, the Teeter Program has been financed by a revolving line of credit from a commercial bank.

4. Interfund Borrowing

In lieu of issuing bonds or otherwise borrowing from third-parties, there will be situations where the most appropriate means is to temporarily transfer money from a County fund. Annually, in the final budget adoption, the BOS authorizes those funds which can provide temporary transfers. The BOS establishes the appropriate term and interest rate of each Interfund loan by resolution. The interest rate will be the amount that would have been earned by the lending fund from the County's investment pool.

Conduit Financings

Conduit financings are sponsored by the County to allow third-parties to access tax-exempt interest rates. These financings are not secured by regular County revenues.

1. Community Facilities and Assessment Districts

Community Facilities Districts (CFD) and 1913/1915 Act Assessment Districts (AD) are typically developer initiated, whereby the developer seeks a public financing mechanism to fund public infrastructure. Special taxes or assessments may be levied upon properties within a district to pay for facilities. The conditions for the County's approval of these financings are contained in a separate set of policies. Further information on formation of CFDs and ADs is available in the Orange County Public Finance Program Policy Statement and Application Information Package as amended September 12, 2000 and as amended May 18, 2004. This policy is posted on the County's website.

2. Multi-Family Housing Revenue Bonds

Multi-Family Housing Revenue Bonds are issued to finance construction or rehabilitation of multi-family housing projects providing tax exempt financings for developers willing to set aside a portion of the units in the project as affordable housing. The County, as well as State agencies and joint powers authorities, may



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sponsor this type of conduit financing for those activities that have a general public purpose.

3. Public-Private Partnership (P3)

A P3 is a partnership between a public sector entity and a private sector entity to develop, design, construct, and finance a public facility. It can involve alternate approaches to both project procurement and its financing. In some cases, the private entity is a not-for-profit entity, with the financing structured to allow for the issuance of tax-exempt bonds to provide the lowest cost funding.

While the financing costs of a P3 can at times be higher than a direct County borrowing, there can still be offsetting benefits to a P3, such as transferring design and construction risks. The County shall perform an analysis to determine the benefits of this type of project procurement and alternate financing versus the County issuing the debt directly.

Debt Structure

The following are some general principles that will govern the structuring of County debt issues from time to time.

1. Term of Debt

In general, debt will be structured to distribute the payments for the asset over its useful life so that benefits closely match costs for current and future residents. Notwithstanding this policy goal, the early payment of principal (referred to as the "rapidity of debt repayment") is considered a credit strength by the rating agencies, as it creates future debt capacity. The County will consider such accelerated retirement when there is the capacity to accommodate such payments. Debt should not exceed the useful life of the improvement that it finances.

2. Debt Service Structure

To the extent practical, bonds will be amortized on a level repayment schedule. Alternate schedules can be considered when appropriate. For example, escalating debt service may be considered if it better matches forecasted available revenues; any such escalation of debt service should be modest, to provide a margin of safety



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if revenue growth should underperform expectations. Deferral of the amortization of principal can be considered in order to wrap outstanding debt and create total level debt service. Extreme deferral of debt service (such as with capital appreciation bonds, which defer both interest and principal) should be avoided.

3. Optional Prepayment

Long-term debt will, in most cases, contain an optional call provision to allow for the refunding of debt at lower interest rates in the future. A ten-year call option is most common for tax-exempt bonds. In considering the terms of the call, the County will evaluate any additional interest cost demanded by investors with the potential future benefits of the option.

4. Capitalized Interest

Use of capitalized interest (where interest in the early years is funded through the sale of additional bonds) should be minimized where possible. Interest may be capitalized for the construction period of a revenue producing project so that debt service expense does not begin until the project is expected to be operational and generating revenue. State law requires that interest be capitalized when a lease financing is secured by the project being constructed with the proceeds, so that no payment is due until the County has use and occupancy. When possible, the County will secure its lease financing with existing County facilities to avoid issuing additional bonds for capitalized interest; this structure is referred to as an "asset transfer."

5. Debt Service Reserve Fund

Debt service reserve funds are held by and are available to the bond trustee to make principal and interest payments to bondholders in the event that pledged revenues are insufficient to do so.

The maximum size of the reserve fund for a tax-exempt bond issue is governed by tax law, which permits the lesser of: 1) 10% of par; 2) 125% of average annual debt service; or 3) 100% of maximum annual debt service. The County may issue bonds with a debt service reserve fund that is sized at a lower level or without a reserve fund if economically advantageous and recommended by the finance team.



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The reserve fund requirement may also be satisfied by a surety policy, a form of insurance provided by a bond insurer to satisfy a reserve fund requirement for a bond issuance. Under this arrangement, instead of depositing cash in a reserve fund, the issuer buys a surety policy by paying a one-time premium equal to a percentage of the face value of the policy. The County may use a surety policy instead of a debt service reserve when an analysis indicates that net cost to the County will be lower, taking into account the potential cost of replacing the surety at the time of any future refunding.

6. Credit Enhancement

Credit enhancement may be used to improve a credit rating on a County debt issuance. The most common form of credit enhancement is bond insurance, which will be considered when the cost of insurance is offset, on a present value basis, to the savings in debt service through the first optional call date of the bonds. Because of the County's high bond ratings, bond insurance will not be cost effective for most of the County's debt in the current market. The benefit of a credit enhancement will be evaluated for each bond issuance.

7. Variable Rate Debt

To maintain a predictable debt service burden, the County will give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is variable rate debt. It may be appropriate to issue long-term variable rate debt to diversify the County's debt portfolio, reduce interest costs, provide interim funding for capital projects or improve the match of the County's assets (such as cash in the Treasury invested in shorter-term securities) to debt liabilities.

8. Use of Derivatives

The County will not use interest rate swaps in connection with variable rate debt to create synthetic fixed-rate debt.

Method of Sale

Debt issues can be sold through a public offering through either a competitive sale or a negotiated sale. In a competitive sale, bid parameters are established in the notice of sale or notice inviting bids. Bids are received from various underwriters at a given time, and



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the bonds awarded to the bid producing the lowest true interest cost (the interest rate that discounts debt service to the net amount of proceeds received after accounting for underwriter's discount). In a negotiated sale, the County selects the underwriter in advance through a request for proposal process, and the interest rate is set based on the orders received from investors during the pricing period. While there are advantages to both methods of sale, most municipal bonds are currently sold on a negotiated basis, which has been the County's primary practice.

On occasion, the County may choose to privately place a financing with a bank, rather than borrowing through a public offering sold to multiple investors. Such financings can be more cost effective for smaller transactions, or for financings such as commercial paper that would otherwise require an alternative bank facility such as a letter of credit.

The Public Finance Director will recommend the appropriate method of sale based on the specific offering and market conditions, seeking advice from the County's municipal advisor.

Refunding of Indebtedness

Most municipal bonds can be pre-paid prior to their maturity by the exercise of an optional call. As a result, sometimes bond issues can be refunded for savings. The following are the two types of refundings.

- Current Refunding - The refunding bonds are issued less than 90 days before the date upon which the refunded bonds will be redeemed.
- Advance Refunding - The refunding bonds are issued more than 90 days prior to the date upon which the refunded bonds will be redeemed, and the refunding bond proceeds placed in an escrow that is sufficient to pay interest and principal until the call date. Municipal bonds may only be advanced refunded once over the life of a bond issuance.

The County will regularly review its outstanding debt portfolio to identify opportunities to achieve net economic benefits from refunding its bonds. Recognizing that the County's ability to refund its debt is limited (i.e., federal tax law constraints on advance refundings and the market practice of making most fixed-rate bond issues non-callable for their first ten years), the County will seek to deploy its refunding options prudently. At a minimum, the County will seek to achieve net present value ("NPV") savings equal to at least three percent (3%) of the par amount of the bonds that are refunded. For advance refundings,



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the threshold goal will be five percent (5%) NPV savings. A second limiting factor on advance refundings will be that negative arbitrage (the amount of additional funds that need to be deposited into an escrow to make up for interest earnings being less than the interest on the defeased bonds) will be no greater than half the amount of the NPV savings. The present value savings will be net of all costs of the refinancing, and will consider the difference in interest earnings of the debt service reserve funds of the refunded and refunding bonds.

These savings requirements may be waived by the BOS upon a finding that a refunding producing lower savings is in the County's best financial interest; for example, by restructuring debt service or eliminating burdensome covenants.

Debt Management Practices

The Public Finance Director shall be responsible for ensuring the County's debt is administered in accordance with the terms of the governing bond documents, federal and state law and regulations, and the best industry practices.

1. Arbitrage

Arbitrage is the profit made by issuing bonds bearing interest at tax-exempt rates, and investing the proceeds at materially higher taxable yields. The Internal Revenue Code limits the opportunity for borrowers to retain such investment profits; in most cases, the borrower must calculate such profits and rebate them to Internal Revenue Service every five years.

Public Finance shall maintain a system of recordkeeping to meet the arbitrage compliance requirements. The County will retain an arbitrage rebate consultant to assist in calculating any earnings on bond proceeds in excess of the rate on its bonds, and to calculate whether arbitrage should be rebated to the Federal Government. The Public Finance Director and/or staff shall ensure the calculation and payment are made in a timely manner.

2. Investment of Bond Proceeds

Investment of bond proceeds shall be consistent with federal tax requirements and requirements contained in the governing bond documents. If applicable, all future permitted investments shall be reviewed by the County's Treasurer to ensure compliance with the Orange County Treasurer Investment Policy Statement.



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3. Continuing Disclosure

The County is committed to primary and secondary market disclosure practice. To remain in compliance with Security and Exchange Commission Rule 15C2-12, required information shall be submitted as stated in each bond financings' continuing disclosure certificate.

The County shall maintain a log or file evidencing that all continuing disclosure filings have been made promptly. Continuing disclosure procedures are maintained in Public Finance and will be updated as needed.

4. Disclosure on County's Website

All disclosure reports, County credit ratings and the debt program are posted on the County's website. The website shall be updated as needed.

5. Compliance with Other Bond Covenants

The County is responsible for verifying compliance with all covenants and agreements of each bond issuance on an ongoing basis. This typically includes ensuring:

- Annual appropriations to meet debt service payments
- Taxes/fees are levied and collected where applicable
- Timely transfer of debt service/rental payments to the trustee or paying agent
- Compliance with insurance requirements
- Compliance with rate covenants where applicable
- Recordkeeping and continued public use of financed asset
- Compliance with tax covenants including the timely spend-down of project fund proceeds
- Compliance with all other bond covenants

Rating Agency Relations and Annual or Ongoing Surveillance

The County seeks to maintain the highest possible credit ratings that can be achieved for debt instruments without compromising the County's policy objectives. Ratings are a reflection of the general fiscal soundness of the County.



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The Public Finance Director shall be responsible for maintaining the County's relationship with S & P Global Ratings, Fitch Ratings, Moody's Investors Service and any other rating agency, including communicating with credit analysts at each agency and providing any requested information as deemed appropriate.

The Public Finance Director shall report feedback from rating agencies to the Chief Financial Officer and BOS, when and if available, regarding the County's financial strengths and weaknesses and recommendations for addressing any weaknesses as they pertain to maintaining the County's existing credit ratings.

Prior to each proposed new debt issuance, the Public Finance Director shall determine the number of rating agencies to provide a credit rating based upon the recommendations of the finance team. Meetings and/or conference calls with agency analysts shall be conducted to provide a thorough update on the County's financial position, including the impacts of the proposed debt issuance.

Financing Professionals

Process and Selection of Professionals

Once a financing need is identified, Public Finance will work with the appropriate County departments to recommend a finance team, debt structure, and debt service term to the Public Financing Advisory Committee (PFAC) and the BOS for consideration.

PFAC is responsible for reviewing all proposed County financings and financing professionals recommended by Public Finance. PFAC will approve, modify or deny the proposed recommendation. The BOS will ratify or disapprove the selection made by PFAC. Further information on PFAC is included in the Third Amended and Restated County of Orange Board of Supervisors Policies and Procedures approved by the BOS on May 19, 2009 and posted on the County's website.

Selection and Compensation

The Public Finance Director shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement a debt issuance.



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The identification of municipal advisor, underwriter, bond counsel and disclosure counsel shall be done through a Request for Qualifications (RFQ) process to create a pool of professionals in each of the stated categories. For each new financing, a Request for Proposal (RFP) shall be completed for municipal advisor, underwriter, bond counsel and disclosure counsel, as appropriate. The RFQ and RFP shall be in accordance with the County Procurement rules. The selection of the professional from each category and financing shall be first approved by PFAC and then ratified by the BOS.

If a sole source selection of a financial professional or consultant is recommended, Public Finance will follow sole source selection procedures as outlined in the County's Contract Policy Manual.

Compensation for the financing professionals is typically paid from the bond proceeds cost of issuance account.

1. Municipal Advisor (previously known as Financial Advisor)

The primary responsibilities of the Municipal Advisor are to provide independent analysis of the proposed financing to the County. Their responsibilities also include but are not limited to, working with underwriters and other finance team members to formulate a general financing plan for the issuance of bonds, assisting in the financing schedule, transaction structuring, and pricing of bonds. The Municipal Advisor shall also provide pricing comparables and market conditions advice.

2. Bond Counsel

The County will retain external Bond Counsel for all debt issuance. Bond Counsel will prepare the necessary authorizing resolutions, ordinances, agreements, and other legal documents necessary to execute the financing.

3. Disclosure Counsel

The County will retain Disclosure Counsel for all public issuances that entail disclosure of County finances and financial status. Disclosure Counsel will advise on issuer disclosure obligation, federal securities laws and proper disclosure practices, and due diligence process.



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The Public Finance Director may recommend separate firms in the capacity of Bond and Disclosure Counsel or a single firm to perform bond and disclosure counsel functions based on anticipated complexity of the financing.

4. Underwriter

An Underwriter is a firm that administers the public issuance and distribution of the bond issuance. Underwriter services may include assisting in securing credit and meetings with principal retail/institutional investors. When undertaking a negotiated sale, the County will select an Underwriter through the solicitation process described previously.

5. Other Service Providers

Other professionals may be selected, at the discretion of the Public Finance Director, on an as-needed basis. These include, but are not limited to, the services of trustee, credit rating agencies, escrow agents, bond insurance providers, credit and liquidity banks, verification agents, title insurance companies, and document printing services.

Conclusion

This Policy is intended to guide and regulate the County's issuance of debt. The County is aware, however, the financial environment and best practices may change. This policy will be reviewed annually during the Strategic Financial Plan process and any necessary updates will be presented to the BOS for consideration.





Position Policy

Purpose

To ensure positions within department budgets are necessary to sustain operational objectives, and to provide a standard protocol for managing vacant positions not filled within a reasonable period of time, especially when no funding source is available to allow for the fill of the vacant position(s).

Background

The total number of positions managed by the County of Orange varies due to economic factors and operational needs. Each regular and limited-term position, whether filled or vacant, has an associated cost or liability for the County. As departments look to meet operational needs, existing resources must be used first, including all vacant positions, regardless of the budgeted classification, before requesting new resources.

This policy provides guidance to departments seeking to add new positions and also establishes conditions under which aged positions will be deleted. As department budgets and programs change, the required use and number of positions changes. The deletion of aged vacant positions will align positions with the department's budget.

The preferred timing of adding positions is with adoption of the annual budget, after the need was previously identified through the Strategic Financial Plan process. If new staffing needs arise throughout the year, positions can be requested during the first and second quarter budget report processes. If the need is urgent, positions, on an extraordinary basis, can be requested during the third quarter budget report process or through the Agenda Staff Report (ASR) process.

Adding Positions

Positions will not be added to departments with a vacancy factor in excess of five percent (5%). Prior to adding a new position, departments are required to: review all department vacant positions, regardless of the budget control or fund to which they are assigned; and assess the feasibility of reallocating a vacant position to meet the new need. The movement of a vacant position from one department budget control or fund to another can be accomplished during the quarterly budget report process.



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Position Policy

The addition of a Regular or Limited-Term position requires:

1. Approval of the position classification by Human Resource Services (HRS)
2. Identification of a funding source
3. Completion of Budget Augmentation or Quarterly Budget Adjustment Request, including justification of need and impact of not adding
4. Department Head Certification that the department does not have a vacant position to assign or reallocate to meet the new need
5. Approval of the Board of Supervisors

Review of Aged Vacant Positions

A position that has been vacant for more than 18 months will be deemed an "Aged Vacant Position," not currently needed by the department to meet current operational needs, and subject to deletion through the Quarterly Budget Report process. The CEO may grant exceptions if extenuating circumstances exist such as the position being vacant more than 18 months due to an employee being on an authorized Leave of Absence.

At each Quarterly Budget Report, the County Executive Office (CEO) will require review/justification for positions vacant more than 12 months. The CEO will recommend the Board of Supervisors approve deletion of positions that have been vacant for more than 18 months. As indicated above, in rare cases, and/or if extenuating circumstances exist, the CEO may make an exception to the recommendation for deletion.

Incumbents shall not be moved to vacant positions in order to avoid the 18-month limit/deletion. The most recently vacated position(s) shall be filled first. The movement of an incumbent to a vacant position other than the most recently vacated requires justification and approval by the applicable CEO Budget analyst. The County Budget Office will coordinate with HRS in the review process to ensure position rosters accurately reflect departments' aged vacancies.



Five-Year Capital Improvement Plan

Introduction

The proposed five-year Capital Improvement Plan (CIP) for Fiscal Years 2017-18 through 2021-22 is the County's compilation of significant projects funded by the General Fund in Capital Projects Budget Control 036. This document is updated annually to reflect the changing needs and the fiscal outlook of the County.

The CIP aids the County in its assessment of the best use of County General Funds and provides goals for developing capital assets while maintaining long term financial stability. The assessment is an ongoing process influenced by many changing factors such as service needs, available resources resulting from changes in the economy, Board priorities, legal mandates, age and condition of existing buildings, and health and safety considerations.

The five-year CIP provides information about capital projects requiring County General Fund support in excess of \$150,000 per project. The CIP is not a budget document, but rather a planning tool to be used in conjunction with the budget development process for FY 2017-18 through FY 2021-22 and the County Facilities Master Plan.

General Fund

In FY 2016-17, as of September 30, 2016, appropriations in Capital Projects Budget Control 036, equate to \$53.3 million in projects. The total five-year net project costs for capital projects summarized in this SFP are \$186.8 million, including the Capital Improvement Plan, previously approved Strategic Priorities, and maintenance projects.

These projects (and any subsequently identified) will be evaluated for funding during the FY 2017-18 annual budget process. Project needs and related costs will be evaluated again during the next Strategic Financial Planning cycle which will begin in August 2017.

**2016 Strategic Financial Plan - Capital Improvement Plan
General Fund Capital Projects - Agency 036**

Description	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	SFP Total Forecast
Capital Projects						
Appropriations						
Countywide Capital Projects	5,425,423	7,800,944	10,428,137	5,878,388	5,999,499	35,532,391
+ Central Utility Facility	1,746,389	862,224	804,496	-	-	3,413,109
+ County Operations Center	275,232	593,248	2,302,415	-	-	3,170,895
+ Fruit Street Complex	1,570,721	735,269	986,927	149,204	1,212,729	4,654,850
+ Gates Building Roof Replacement	-	84,201	1,084,140	-	-	1,168,341
+ Juvenile Hall	-	220,429	2,066,353	-	-	2,286,782
+ Civic Center Buildings (11, 12, 14)	1,555,107	2,682,230	-	149,204	1,063,025	5,449,566
+ Manchester Office Building	48,434	92,526	-	79,980	608,716	829,656
+ 909 N. Main	65,665	590,941	2,388,564	-	-	3,045,170
+ Other OCPW Projects for various facilities	163,875	1,939,876	795,242	5,500,000	3,115,029	11,514,022
Capital Projects - Health Care Agency	2,800,678	2,866,059	240,114	276,651	-	6,183,502
+ Epidemiology	72,459	232,106				304,565
+ HCA General	58,200					58,200
+ HCA Clinic	1,507,785	2,633,953	179,835			4,321,573
+ HCA Lab	1,162,234		60,279	276,651		1,499,164
Transfers to:	7,316,561	7,480,837	4,384,901	4,128,025	4,342,710	27,653,034
+ Sheriff Deferred Maintenance (Fund 14Q)	3,616,561	3,780,837	2,384,901	2,128,025	2,342,710	14,253,034
+ Probation Capital Projects (Fund 104)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
+ Juvenile Justice Center Debt Service (Fund 105)	1,700,000	1,700,000				3,400,000
Year-Round Emergency Shelter/Service Center	3,607,527	3,607,527	3,607,527	3,607,527	3,607,527	18,037,635
Other Deferred Maint Projects & Contingencies	626,725	2,475,997	214,326	7,710,564	5,395,815	16,423,427
Capital Project Needs Funded by Departments	601,340	3,132,658	776,319	375,496	-	4,885,813
Civic Center Master Plan (CCMP) - Phase I	4,644,177	-	-	1,390,133	10,633,176	16,667,486
Civic Center Master Plan (CCMP) - Phase II		5,000,000	-	1,000,000	350,000	6,350,000
OC Animal Shelter Project OCWR Loan Repayment			15,880,000			15,880,000
Real Estate Development Loan		5,000,000	6,000,000	12,500,000	5,000,000	28,500,000
Facilities Master Plan	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Transfer to Capital Projects Reserves/15D	1,133,376	2,406,759	1,397,412		755,517	5,693,064
Total Appropriations	27,155,807	40,770,781	43,928,736	37,866,784	37,084,244	186,806,352
Revenue Sources						
Department Funding & Other	5,245,517	3,132,658	776,319	6,793,627	8,046,588	23,994,709
HCA Projects (15D)	2,800,678	2,866,059	240,114	276,651	-	6,183,502
OCWR Importation Revenue (279)	1,133,376	7,406,759	7,397,412	6,806,936	6,851,256	29,595,739
Year-Round Emergency Shelter (004 NCC)	3,607,527	3,607,527	3,607,527	3,607,527	3,607,527	18,037,635
Total Revenue	12,787,098	17,013,003	12,021,372	17,484,741	18,505,371	77,811,585
Net County Cost	14,368,709	23,757,778	31,907,364	20,382,043	18,578,873	108,994,767

Capital Projects Agency 036 NCC Limits 14,368,709 23,757,778 31,907,364 20,382,043 18,578,873 108,994,767

Note: The above SFP information does not commit the County for funding. The funding is committed through the annual budget process and the above information is subject to change at that time.



2016 Strategic Financial Plan

Capital Improvement Plan

Department Funded and Non-General Funds

This Capital Improvement Plan includes capital improvement needs for the County's balanced funds including: OC Road, OC Flood, OC Parks, OC Waste & Recycling, OC Dana Point Harbor, Newport Bay Tidelands, OC Animal Shelter, and others. These special funds, with the exception of the Animal Shelter Fund, do not require General Fund support. Specific project-level detail is provided beginning on the following page for each fund with capital projects. The five-year Capital Improvement Plan for non-General Funds totals \$749.3 million. Funding for the projects comes from local revenues, as well as State and Federal sources. These projects (and any subsequently identified) will be evaluated for funding during the FY 2017-18 annual budget process.

In addition, County departments that directly fund capital projects within their own budgets (e.g., John Wayne Airport and OC Watershed) are not included in the CIP; and funding for contingencies, debt service payments, and transfers are also excluded.

Criminal Justice Facilities Fund 104 receives revenue from General Fund Capital Projects, Budget Control 036; Court fines, fees, and penalties revenue; and transfers from General Fund Reserves set-aside for the Probation Department. As of September 30, 2016, the Probation Reserve Balance was \$15.4 million and the projected balance at the end of FY 2021-22 is \$8.1 million. The projections assume a \$4.0 million draw for Probation's new South County facility and a \$3.3 million draw for the Juvenile Hall Gym/Visitation Center Project County match.

Non-General Fund Capital Project Fund 15D received one-time revenue from the Health Care Agency (HCA) for various projects at their facilities and one-time revenue for the timing gap of Central Utility Facility (CUF) project cost reimbursements from CUF bond proceeds. As of September 30, 2016, the HCA reserve balance was \$6.2 million and the CUF reserve balance was \$4.6 million. All reserves are allocated for use in the 2016 SFP.

As this plan is further developed, information regarding the background, stage of development, budget status, implementation status, additional funding sources, projected costs and impacts on each General Fund capital project will be included. For the purposes of the SFP, a high level countywide summary of the five-year plan is included.

2016 Strategic Financial Plan**Capital Projects**

PROGRAM: **Community Services**
 Budget Control: **063 Social Services Agency**

FUND: **100**

Capital Project			Unit Number: 063P443		PB Req: 2763
Air Handler Equipment Replacement					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	362,530	255,750	261,632	0	0
Expense:	362,530	255,750	261,632	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 59.04%	Federal: 34.97%	General	Fund: 5.99%	Other: 0%
Description: Replacement of Air Handler equipment at the Social Services Agency facility located at 800 Eckhoff.					

TOTAL BUDGET CONTROL: 063 Social Services Agency					
BC 063	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	362,530	255,750	261,632	0	0
Total Expense:	362,530	255,750	261,632	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**

PROGRAM: **Community Services**
 Budget Control: **106 County Tidelands - Newport Bay**

FUND: **106**

Capital Project Newport Dunes Dredge			Unit Number: 1061200	PB Req: 3011	
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	432,209	0	0	0	0
Reserves:	3,367,791	0	0	0	0
Expense:	3,800,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Remove buildup of silt in Newport Dunes Marina. Last dredge of the Dunes Marina was in FY 2009-10. Dredging this marina ensures safe navigation for the boating public in the Newport Dunes Marina.					

TOTAL BUDGET CONTROL: 106 County Tidelands - Newport Bay					
BC 106	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	3,800,000	0	0	0	0
Total Expense:	3,800,000	0	0	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**

PROGRAM: **Community Services**
 Budget Control: **16D OC Animal Shelter Fund**

FUND: **16D**

Capital Project OC Animal Care Center			Unit Number: 16DP413		PB Req: 2797
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	5,000,000	0	0	0	0
Expense:	5,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Fund 16D was established in FY 2015-16 to record appropriations and expenditures for design and construction of a new, state-of-the-art animal shelter, to be located in the city of Tustin. The new shelter, which is expected to open in FY 2017-18, will replace the County's existing shelter in the City of Orange. The new shelter will service fourteen contract cities, plus all unincorporated areas of the County.					

TOTAL BUDGET CONTROL: 16D OC Animal Shelter Fund					
BC 16D	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	5,000,000	0	0	0	0
Total Expense:	5,000,000	0	0	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**

PROGRAM: **Community Services**
 Budget Control: **406 OC Parks Capital**

FUND: **406**

Capital Project		Unit Number: 406P901			PB Req: 2975
Santa Ana River Parkway Engineer's Report					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	7,500,000	0	0	0
Expense:	0	7,500,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100% Federal: 0% General Fund: 0% Other: 0%				
Description: Proposition 84 previously allocated \$500,000 funding to OC Parks to prepare an Engineer's Report to improve the alignment of the Santa Ana River Trail (Phase I) and \$2,000,000 to prepare environmental documentation and construction plans to extend the Trail between Gypsum Canyon Road and the County Boundary (Phase II). OC Public Works/Flood staff expect to construct the extension of the Santa Ana River Trail for \$7,500,000 in FY 2018-19 using additional Proposition 84 funding.					

Capital Project		Unit Number:		406P717		PB Req: 2976	
Salt Creek Revetment Rehabilitation							
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast		
Revenue:	3,500,000	0	0	0	0	0	
Expense:	3,500,000	0	0	0	0	0	
Balance:	0	0	0	0	0	0	
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%		
Description:							
The proposed project is to rehabilitate the Niguel Shores riprap revetment structure. The existing revetment provides insufficient coverage and protection of the back slope and is constructed of undersized armor stone. In addition, the existing revetment has an over-steepened or flattened revetment slope, an inadequate crest elevation, and a toe depth that is too shallow. The proposed project would rehabilitate the existing Niguel Shores revetment along 1,360 linear feet of shoreline. The rehabilitation would replace the existing inadequately sized stone with larger stone and would extend the top and toe of the revetment higher and deeper, respectively, to protect the bluff from damage related to storm wave uprush.							

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number:		406P956		PB Req: 2977	
O'Neill Maintenance Yard Improvements							
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast		
Revenue:	300,000	2,500,000	0	0	0		
Expense:	300,000	2,500,000	0	0	0		
Balance:	0	0	0	0	0		
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%		
Description:							
The existing maintenance yard buildings at O'Neill Regional Park were built in the 1960's and have reached the end of their useful life. Existing structures are too small, and not efficient for current and future maintenance operations. This project replaces current maintenance yard buildings and maintenance bays with new structures that are energy efficient and meet current codes and needs of operations staff serving the Saddleback Operations Area. This project will create a new O'Neill Regional Park's maintenance yard facility that is a safer, more functional, more aesthetically pleasing work environment and correct non-compliant building code issues. By utilizing "green" construction and products, it will reduce waste and energy consumption. A potential for placing utilities underground will reduce visual impact and hazards. Consolidation of storage will reduce the impact of building footprints. The primary objective is to create an efficient hub for the Saddleback Operations Group (22 employees) to function optimally and work from a facility that meets current building codes. The project will be modeled after the Maintenance yard replacement at Irvine Regional Park.							

Capital Project			Unit Number: 406P979		PB Req: 2978	
OC Bike Loop - Segment D Carbon Creek						
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	
Revenue:	1,200,000	563,000	6,900,000	0	0	
Expense:	1,200,000	563,000	6,900,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State: 98%	Federal: 0%	General	Fund: 0%	Other: 2%	
Description: The proposed project will construct a 0.5 mile Class I bikeway on the Carbon Canyon Creek Channel and a crossing at Bastanchury Road. This segment combines two study segments, following along the Carbon Creek Channel and crossing Bastanchury Road to connect to the Yorba Linda Recreational Bikeway and Trail, completing the Union Pacific RR Bikeway alignment. This proposed project is a necessary link to complete the greater 66 mile OC Loop project that will connect multiple corridors into one continuous loop throughout the northern Orange County area.						

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number: 406P980		PB Req: 2979	
OC Bike Loop - Segments F & H El Cajon Bikeway					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	434,000	2,400,000	0	0	0
Expense:	434,000	2,400,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100% Federal: 0% General Fund: 0% Other: 0%				
Description: The proposed project will complete two gaps in the El Cajon Bikeway portion of the OC Loop that is intended to serve as a 66 mile continuous bicycle facility throughout northern Orange County. The El Cajon Bikeway portion is located mostly in the City of Yorba Linda, with portions in the County of Orange and City of Anaheim. Most of this bikeway exists and is built to high standards. There are two specific gaps within this segment that will be addressed, gap segment F (0.9 miles) and gap segment H (1.2 miles). The proposed project is a necessary link to complete the greater OC Loop project that will connect multiple corridors into one continuous loop throughout the northern Orange County area.					

Capital Project			Unit Number: 406P981		PB Req: 2980	
OC Bike Loop - Segments O, P & Q (Coyote Creek)						
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	
Revenue:	0	0	2,346,000	4,300,000	0	
Expense:	0	0	2,346,000	4,300,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State: 100% Federal: 0% General Fund: 0% Other: 0%					
Description: This is a Class I Bikeway along Coyote Creek (Channel Station 512+62 to 615+37) for those portions of the OC Bike Loop within Los Angeles County. This will close three bikeway crossings and gaps (Imperial Highway, Golden Ave, and Bastanchury Rd.) and six bikeway gaps (along Grandview Ave, Mountain Ave., Kellogg Dr., Arroyo Cajon Dr., Fairlynn Blvd., and Fairmont Blvd.) in effort to complete the 66 mile Loop. This also includes processing a Use Agreement, Flood Permit applications, Best Management Practices (BMPs), Construction Plans, As-Builts, and Right of Way Maps for these portions of the Loop.						

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 406P982		PB Req: 2981
Trails & Bikeways Active Transportation					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Expense:	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Balance:	0	0	0	0	0
Funding Source:	State: 8%	Federal: 0%	General	Fund: 0%	Other: 92%
Description: Funding is allocated up to \$2.5 million per fiscal year to assist with financing bikeway and trail projects identified in the seven-year County Active Transportation Capital Improvement Program.					

Capital Project			Unit Number: 406P983		PB Req: 2982
Newport Bay - Replace Bay View Bridge					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	1,500,000	0	0	0	0
Expense:	1,500,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: The Bay View pedestrian and bicycle bridge is located adjacent to the Upper Newport Bay Nature Preserve and over the Santa Ana-Delhi Flood Control Channel. A series of storm events over the last decade have damaged and eroded portions of the channel embankment beneath the bridge. The erosion resulted in loss of soil and rip-rap protecting the bridge's footings and compromising the bridge's safety. A new, wider 120' span bridge is required to provide a safe trail crossing.					

Capital Project			Unit Number: 406P984		PB Req: 2983
Black Star Park Staging & Trail Upgrade					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	500,000	0	0	1,500,000	800,000
Expense:	500,000	0	0	1,500,000	800,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Black Star Canyon is the one management unit of the Irvine Ranch Open Space expected to eventually support increased public access, similar to a Wilderness Park facility. This project is to explore options for moving forward with the development of Black Star Canyon Wilderness Park. The progress being made in planning efforts for the adjacent Silverado Library present opportunities to update the existing Interim Operations Plan for the Black Star area. This may include short-term improvements to the existing parking and staging area at Black Star Canyon. Considerations may also extend towards more long-term planning of additional concepts for Black Star through a General Development Plan process.					

2016 Strategic Financial Plan

Capital Projects

Capital Project		Unit Number: 406P985			PB Req: 2984
Aliso Beach Seawall & Shore Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	250,000	0	0	0	1,000,000
Expense:	250,000	0	0	0	1,000,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Coastal storms over the last several years have damaged the existing seawall, public walkways and parking areas along the shoreline edge of Aliso Beach Park. This project involves design, permitting and construction of seawall and public access improvements to protect the parking area, restroom/concession building and other public use spaces at the beach park.					

Capital Project		Unit Number: 406P986			PB Req: 2986
Capistrano Beach Seawall & Shore Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	250,000	0	0	0	1,000,000
Expense:	250,000	0	0	0	1,000,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Ongoing shoreline erosion problems at Capistrano County Beach Park have caused loss of sidewalk and continue to threaten the remaining sidewalk and parking lot. This project involves proposed improvements to protect existing facilities and/or relocate facilities out of current and future wave uprush zones.					

Capital Project			Unit Number: 406P993		PB Req: 2987
Talbert Park Enhancements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	750,000	1,000,000	0	0	0
Expense:	750,000	1,000,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: A General Development/Resource Management Plan (GDP/RMP) for Talbert Regional Park is targeted for completion in FY 2017-18. This project will implement improvements that are likely to be included the GDP/RMP such as targeted removal of invasive plants, native habitat restoration, enhancement of Victoria Pond wetlands habitat, and public access and recreation related improvements.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 406PZ01		PB Req: 2988
Cooper Center Site Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	800,000	0	500,000	0	0
Expense:	800,000	0	500,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: Existing buildings at the Cooper Center site at 1119 E. Chestnut are in need of repairs and updates. The fire alarm system is obsolete and in need of replacement. The existing "Yellow" warehouse may need replacement/upgrade. The outdoor parking and storage areas need to be upgraded to meet National Pollutant Discharge Elimination System (NPDES) compliance. The Cooper Center Lab needs additional storage space for the County's Archaeological and Paleontological Collection.					

Capital Project			Unit Number: 406PZ02		PB Req: 2990	
OC Zoo Oak Woodland Exhibit						
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	
Revenue:	0	0	0	1,700,000	0	
Expense:	0	0	0	1,700,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%	
Description: This project will create a new Oak Woodland Exhibit in the current non-public back area of the zoo. This exhibit space is part of the improvements identified in the Board approved OC Zoo General Development Plan. Currently the back area of the zoo is used as a storage area; it has a mature stand of oak trees and open area, and is not open to the public. The walkways throughout the zoo are narrow and have dead end routes, causing overcrowding and preventing visitors from easily and comfortably strolling through the exhibits on high volume days. Installation of a new Oak Woodlands Exhibit will nearly double the amount of exhibit space at the zoo, improve walkways and strengthen the connection to Irvine Regional Park making it safer and more enjoyable for OC Zoo visitors.						

2016 Strategic Financial Plan

Capital Projects

Capital Project			Unit Number: 406PZ03		PB Req: 2991	
OC Zoo Entry Complex						
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	
Revenue:	0	0	0	3,870,000	0	
Expense:	0	0	0	3,870,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%	
Description: Currently, the entrance of the OC Zoo is also the exit, which causes a pedestrian circulation bottleneck. Implementing a new Entry Complex would improve visitor convenience and enhance zoo operations related to pedestrian circulation at the zoo's entry and exit.						

Capital Project		Unit Number: 406PZ05			PB Req: 2992
Irvine Ranch Open Space Trailhead Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	500,000	500,000	500,000	500,000	0
Expense:	500,000	500,000	500,000	500,000	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: This funding will be used to upgrade trailhead/staging areas that provide public access to the Irvine Ranch Open Space. Improvements include: permeable parking area surfacing; gates and fencing; interpretive, regulatory and wayfinding signage; ADA accessibility enhancements; and trail work.					

Capital Project			Unit Number:	406PZ06	PB Req: 2993
Peters Canyon Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	500,000	500,000	500,000	500,000	0
Expense:	500,000	500,000	500,000	500,000	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Since its public opening in 1992, Peters Canyon Park has been operating under an Interim Operations Plan with limited amenities and visitor serving infrastructure. A general development plan (GDP) is targeted to be complete in FY 2016-17. The GDP includes new park amenities such as a boardwalk, trail improvements, rest areas, trail bridges, trail pull outs, benches, habitat restoration, parking improvement and signage.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 406PZ04		PB Req: 2998
OC Zoo Discovery Complex					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	2,600,000	0	0
Expense:	0	0	2,600,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General Fund: 0%	Other: 100%	
Description: The Discovery Complex will offer greater animal interaction, education, and activities to expand existing zoo programs. It will occupy the same space that the Children’s Zoo currently does, but will have new elements added to inspire and educate children, while capturing their imagination. Discovery Complex improvements include a new, two-story, 6,000 square foot barn with exhibits on the first floor and an option for second floor for exhibits with interactive learning and activities space; themed-hand washing station (water tower or trough); demonstration station; special feature exhibits, as well as other facilities such as animal paddocks, holding area, and night houses.					

TOTAL BUDGET CONTROL: 406 OC Parks Capital					
BC 406	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	12,984,000	17,463,000	15,846,000	14,870,000	5,300,000
Total Expense:	12,984,000	17,463,000	15,846,000	14,870,000	5,300,000
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**PROGRAM: **Infrastructure & Environmental**FUND: **108**Budget Control: **108 OC Dana Point Harbor**

Capital Project			Unit Number:	108PZ02	PB Req: 3035
Refurbish OC Sailing & Events Center					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Expense:	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: The Orange County Sailing and Events Center is in need of an upgrade. Approximately \$6 million will be dedicated over the next five years to bring the event center up-to-date and ensure accessibility.					

TOTAL BUDGET CONTROL: 108 OC Dana Point Harbor					
BC 108	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Expense:	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**PROGRAM: **Infrastructure & Environmental**FUND: **115**Budget Control: **115 OC Road**

Capital Project			Unit Number: 115PR04		PB Req: 2915
Traffic Signal Upgrades - Various Locations					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	400,000	400,000	400,000	400,000	400,000
Expense:	400,000	400,000	400,000	400,000	400,000
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Remove and replace existing traffic signal hardware, detection and appurtenances to meet current standards at various locations.					

Capital Project		Unit Number: 115PZ01			PB Req: 2838
Brea Blvd and Canyon Country Rd Intersection Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	129,000	3,054,000	0	0	0
Expense:	129,000	3,054,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Intersection improvements at Brea Blvd. and Canyon Country Road intersection.					

Capital Project		Unit Number: 115PR97			PB Req: 2908
Silverado Canyon Rd Bridge 55C-0175 Replacement					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	145,000	1,435,800	70,000	500,000	50,000
Expense:	145,000	1,435,800	70,000	500,000	50,000
Balance:	0	0	0	0	0
Funding Source:	State: 90%	Federal: 10%	General	Fund: 0%	Other: 0%
Description: Replace the existing bridge which is structurally deficient according to a CALTRANS bridge inspection report.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 115PR99		PB Req: 2909
Southwest Anaheim Sidewalk Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	30,000	30,000	2,663,000	0	0
Expense:	30,000	30,000	2,663,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 2% Federal: 98% General Fund: 0% Other: 0%				
Description: Construct gap closure sidewalk in the unincorporated area bordered by Gilbert Street/Brookhurst Street and Orange Avenue/Ball Road to match the existing sidewalks in the City of Anaheim.					

Capital Project			Unit Number: 115PR05		PB Req: 2911
Surfside Inn Pedestrian Overcrossing Phase II					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	680,000	130,000	90,000	5,790,000	0
Expense:	680,000	130,000	90,000	5,790,000	0
Balance:	0	0	0	0	0
Funding Source:	State: 19%	Federal: 81%	General	Fund: 0%	Other: 0%
Description: Construct a new bridge with elevators and stairs, and remove the old bridge over the railroad. Ownership will revert to the City of Dana Point.					

Capital Project		Unit Number: 115PZ07			PB Req: 2912
Trabuco Canyon Bridge Replacement 55C-008					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	450,000	0	5,800,000	0	0
Expense:	450,000	0	5,800,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 93%	Federal: 7%	General	Fund: 0%	Other: 0%
Description: Removal and replacement of the structurally deficient bridge. Replace the existing 2-lane bridge with a new 2-lane bridge on a raised roadway profile to mitigate water over-topping the deck during storm events and to allow fish to migrate upstream.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number:	115PR02	PB Req: 2913
Trabuco Creek Road Stabilization					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	380,000	54,000	2,054,000	50,000	50,000
Expense:	380,000	54,000	2,054,000	50,000	50,000
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Environmentally friendly reconstruction of existing dirt roadway with level 3 gravel surface and dust control additive.					

Capital Project		Unit Number: 115LZ07			PB Req: 2914
Silverado Canyon Rd Bridge 55C-0174 Replacement					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	30,000	0	0	0	0
Expense:	30,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Replace the Silverado Canyon Road Bridge over Silverado Creek (Bridge No. 55C-0174) and reconstruct roadway approach at each end of the bridge.					

Capital Project		Unit Number: 115LZ08			PB Req: 2916
Silverado Canyon Rd Bridge 55C-0177 Replacement					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	30,000	0	0	0	0
Expense:	30,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 100%	General	Fund: 0%	Other: 0%
Description: Replace the Silverado Canyon Road Bridge (Bridge No. 55C-0177) and reconstruct roadway approach at each end of the bridge.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 115PZ02		PB Req: 2852
Brea Cyn Rd @ Tonner Cyn Rd					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	129,000	3,054,000	0	0	0
Expense:	129,000	3,054,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Widen the road to its Master Plan of Arterial Highways (MPAH) classification as a Primary roadway.					

Capital Project			Unit Number: 115PR96		PB Req: 2905
Silverado Canyon Rd Bridge 55C-0174 Replacement					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	375,000	1,536,400	50,000	400,000	100,000
Expense:	375,000	1,536,400	50,000	400,000	100,000
Balance:	0	0	0	0	0
Funding Source:	State: 83%	Federal: 17%	General	Fund: 0%	Other: 0%
Description: Replace the Silverado Canyon Road Bridge over Silverado Creek (Bridge No. 55C-0174) and reconstruct roadway approach at each end of the bridge.					

Capital Project			Unit Number: 115PR98		PB Req: 2907
Silverado Canyon Rd Bridge 55C-0177 Replacement					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	125,000	1,487,600	50,000	500,000	50,000
Expense:	125,000	1,487,600	50,000	500,000	50,000
Balance:	0	0	0	0	0
Funding Source:	State: 92%	Federal: 8%	General	Fund: 0%	Other: 0%
Description: Replace the Silverado Canyon Road Bridge (Bridge No. 55C-0177) and reconstruct roadway approach at each end of the bridge.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number:	115PR79	PB Req: 2850
Brea Boulevard/Brea Canyon Road					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	600,000	4,580,000	500,000	20,750,000
Expense:	0	600,000	4,580,000	500,000	20,750,000
Balance:	0	0	0	0	0
Funding Source:	State: 19%	Federal: 0%	General	Fund: 0%	Other: 81%
Description: Widen the existing rural 2-lane roadway to a 4-lane modified Primary arterial highway per its Master Plan of Arterial Highways (MPAH) classification.					

Capital Project			Unit Number: 115PZ03		PB Req: 2866
Newland St Pavement Rehabilitation, Bolsa Ave to Hazard					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	10,000	0	1,200,000	0
Expense:	0	10,000	0	1,200,000	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Pavement rehabilitation including full depth replacement of failed areas.					

Capital Project			Unit Number: 115PR73		PB Req: 2869
Modjeska Grade Rd & Drainage Improvement Segment 1					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	30,000	35,100	135,100	1,335,100	10,000
Expense:	30,000	35,100	135,100	1,335,100	10,000
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Reconstruct the asphalt concrete pavement for the entire length of the project. Install new storm drain system consisting of a combination of cast-in-place box culvert and various-sided storm drains.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 115LZ01		PB Req: 2870
Brea Blvd & Canyon Country Rd Intersection Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	100,000	0	0	0	0
Expense:	100,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Intersection improvements at Brea Blvd. and Canyon Country Road intersection.					

Capital Project		Unit Number: 115LZ02			PB Req: 2873
Brea Boulevard/Brea Canyon Rd, Canyondale Dr to LA Limit					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	1,000,000	1,000,000
Expense:	0	0	0	1,000,000	1,000,000
Balance:	0	0	0	0	0
Funding Source:	State: 50%	Federal: 0%	General	Fund: 0%	Other: 50%
Description: Widen the existing rural 2-lane roadway to a 4-lane modified Primary arterial highway per its Master Plan of Arterial Highways (MPAH) classification.					

Capital Project			Unit Number: 115LZ03		PB Req: 2875
Brea Canyon Rd @ Tonner Canyon Rd					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	100,000	0	0	0	0
Expense:	100,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description:					
Widen the road to its Master Plan of Arterial Highways (MPAH) classification as a Primary roadway.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number:		115PR50	PB Req: 2856
La Pata Avenue Gap Closure/ Widening, Phases I & II					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	6,887,871	185,000	25,000	25,000	10,000
Expense:	6,887,871	185,000	25,000	25,000	10,000
Balance:	0	0	0	0	0
Funding Source:	State: 1%	Federal: 0%	General	Fund: 0%	Other: 99%
Description: Extend a 4.1-mile segment of La Pata to provide relief to existing and future congestion on Ortega Highway and improve inter-jurisdictional circulation for existing and future development in the South County/San Clemente area.					

Capital Project			Unit Number: 115PR65		PB Req: 2858
La Pata Avenue Off-site Mitigation					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	450,000	305,000	200,000	200,000	200,000
Expense:	450,000	305,000	200,000	200,000	200,000
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Arundo removal and native plant re-establishment and maintenance program at Arroyo Trabuco within O'Neil Regional Park includes removal of large amounts of invasive arundo from the streambed.					

Capital Project			Unit Number: 115PR11		PB Req: 2860
Laguna Canyon Road - Segment 4, Phases II to IV					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	25,000	2,216,500	583,000	4,499,833	4,499,833
Expense:	25,000	2,216,500	583,000	4,499,833	4,499,833
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Mitigation associated with the Laguna Canyon Road Seg 4 (Phases 2-4). It is expected that the mitigation will be 2 acres and will take place in Laguna Coast Wilderness Park.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 115PR91		PB Req: 2861
Modjeska Canyon Rd Bridge Replacement 55C-172					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	75,000	1,192,000	70,000	20,000	10,000
Expense:	75,000	1,192,000	70,000	20,000	10,000
Balance:	0	0	0	0	0
Funding Source:	State: 89%	Federal: 11%	General	Fund: 0%	Other: 0%
Description: Replace the existing bridge which is functionally obsolete according to a CALTRANS bridge inspection report.					

Capital Project		Unit Number: 115LZ04			PB Req: 2876
El Toro Rd Widening, Glenn Ranch Rd to Live Oak Canyon Rd					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	225,000
Expense:	0	0	0	0	225,000
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: This portion of El Toro Road is a two-lane road that needs to be widened to a four-lane divided highway.					

Capital Project			Unit Number: 115PZ04		PB Req: 2877
Oso Bridge Over SR-241					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	2,000,000	0	0	0	0
Expense:	2,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Complete a gap in the mainline roadway between the southern terminus of State Route 241 (SR-241) toll road and the northern terminus of Los Patrones Parkway (also known as F Street), a total distance of 5,000 feet and construct an overcrossing bridge structure at Oso Parkway.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number: 115LZ05			PB Req: 2878
Foothill, Old Foothill, Fairhaven, Hewes Sidewalk Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	26,500	0	0
Expense:	0	0	26,500	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Construct curb and gutter, curb ramps, and sidewalk. The existing edge line striping will be removed and replaced with parking and bike lanes on Foothill Blvd and portions of Hewes Ave. Bike lanes will be installed on Fairhaven & Fowler Avenue.					

Capital Project			Unit Number: 115LR15		PB Req: 2882
Meads & Amapola Avenue Bridges at Handy Creek					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	30,000	70,000
Expense:	0	0	0	30,000	70,000
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Replacement of the culvert crossing with a larger culvert for drainage improvements.					

Capital Project			Unit Number:	115PZ05	PB Req: 2883
Santiago Canyon Road Passing Lanes					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	60,000	925,050	141,750
Expense:	0	0	60,000	925,050	141,750
Balance:	0	0	0	0	0
Funding Source:	State: 87%	Federal: 0%	General	Fund: 0%	Other: 13%
Description: Construct a 1-mile passing lane on each side of the road within the identified limits.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number: 115LZ06			PB Req: 2884
Modjeska Canyon Rd Bridge Replace Over Santiago Creek					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	200,000	0	0	0	0
Expense:	200,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Replace the existing bridge which is functionally obsolete according to CALTRANS bridge inspection report.					

Capital Project		Unit Number:		115PR69	PB Req: 2888
Santiago Canyon Road Safety Roadway Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	25,000	2,158,600	0	0	0
Expense:	25,000	2,158,600	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 20%	Federal: 80%	General	Fund: 0%	Other: 0%
Description: Construct center-line rumble strips, remove shield roadside fixed objects, upgrade end treatment of roadside barriers, all regulatory and curb warning signing, roadside delineation, roadside drainage, stabilized slopes, and identify utility and right of way needs.					

Capital Project			Unit Number:	115LR17		PB Req: 2894
Modjeska Grade Rd & Drainage Improvement Segment 1						
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	
Revenue:	0	0	300,000	0	0	
Expense:	0	0	300,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%	
Description: Reconstruct the asphalt concrete pavement for the entire length of the project. Install new storm drain system consisting of combination of a cast-in-place box culvert and various-sided storm drains.						

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 115L000		PB Req: 2900
Undesignated Land					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	500,000	500,000	500,000	500,000	500,000
Expense:	500,000	500,000	500,000	500,000	500,000
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Funds budgeted for unforeseen and undesignated capital project right-of-way acquisitions.					

Capital Project			Unit Number:	115PZ06	PB Req: 2902
Esperanza Rd Drainage & Rehabilitation Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	10,000	0	1,700,000	0
Expense:	0	10,000	0	1,700,000	0
Balance:	0	0	0	0	0
Funding Source:	State: 100%	Federal: 0%	General	Fund: 0%	Other: 0%
Description: Construct curb and gutter along with asphalt concrete pavement and storm drain improvements.					

Capital Project		Unit Number: 115LZ09			PB Req: 2917
Silverado Canyon Rd Bridge 55C-0175 Replacement, Over Ladd Canyon					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	30,000	0	0	0	0
Expense:	30,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 100%	General	Fund: 0%	Other: 0%
Description: Replace the existing bridge which is structurally deficient according to a CALTRANS bridge inspection report.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number: 115LZ10			PB Req: 2918
Southwest Anaheim Sidewalk Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	760,500	84,500	0	0
Expense:	0	760,500	84,500	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100% Federal: 0% General Fund: 0% Other: 0%				
Description: Construct gap closure sidewalk in unincorporated area bordered by Gilbert Street/Brookhurst Street and Orange Avenue/Ball Road to match the existing sidewalks in the City of Anaheim.					

Capital Project			Unit Number: 115LZ11		PB Req: 2920
Surfside Pedestrian Overcrossing Phase II, Over Coast Highway					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	200,000	0	0
Expense:	0	0	200,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 100% Federal: 0% General Fund: 0% Other: 0%				
Description: Construct new bridge with elevators and stairs, and remove the old bridge over the railroad. Ownership will revert to the City of Dana Point.					

TOTAL BUDGET CONTROL: 115 OC Road					
BC 115	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	13,325,871	19,154,500	17,941,100	19,574,983	28,066,583
Total Expense:	13,325,871	19,154,500	17,941,100	19,574,983	28,066,583
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**

PROGRAM: **Infrastructure & Environmental**
 Budget Control: **273 OCWR Capital Project Fund**

FUND: **273**

Capital Project		Unit Number:		2732005	PB Req: 2836
FRB Phase VIIIA Landslide Remediation and Liner					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	2,000,000	10,772,600
Reserves:	0	0	0	0	4,727,400
Expense:	0	0	0	2,000,000	15,500,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: The development of the Frank R. Bowerman Phase VIII-A Disposal Unit provides approximately 56.4 million cubic yards of capacity. The project will include the construction of a protective liner, road and facility improvements, and installation of systems for leachate collection, landfill gas collection and facility drainage control.					

Capital Project			Unit Number: 273P720		PB Req: 2798
Interior Road Improvements					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	500,000	0	0	500,000
Expense:	0	500,000	0	0	500,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: The Olinda Alpha Landfill Interior Road Improvements will include periodic pavement rehabilitation of the main access road and service roads, as well as planned reconstruction of the main access road.					

2016 Strategic Financial Plan

Capital Projects

Capital Project		Unit Number:		273P729		PB Req: 2800	
FRB PHASE VIIIB-2 Buttress and Liner Construction							
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast		
Revenue:	20,000,000	0	0	0	0		
Expense:	20,000,000	0	0	0	0		
Balance:	0	0	0	0	0		
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%		
Description: The Frank R. Bowerman Landfill Phase VIIIB-2 Buttress and Liner project consists of a compacted soil stabilization buttress in the Phase VIIIB-2 area; work slope drainage and erosion control measures; a sub-drain system; composite liner system; leachate collection and recovery system; and a side slope liner consisting of a Geosynthetic Clay Liner overlaid by a high-density polyethylene geomembrane liner. The project will also include an allocation for potential landslide remediation as a time and material allowance bid item.							

Capital Project		Unit Number:		2732005		PB Req: 2837	
OAL Front Slope Improvement Project - Phase 2							
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast		
Revenue:	0	0	0	0	0		
Reserves:	12,900,000	0	0	0	0		
Expense:	12,900,000	0	0	0	0		
Balance:	0	0	0	0	0		
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%		
Description:							
The upper half of the front face slope of the Olinda Alpha Landfill will be closed with a permanent evapotranspirative cap that will include modifications to the landfill gas system, installation of water line improvements, road improvements, channel reconstruction, landscaping, stockpile relocation, and basin construction.							

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number:	2732005	PB Req: 2840
FRB Crew Quarters Construction Project					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	1,800,000	0	0	0	0
Expense:	1,800,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: The construction of the new Crew Quarters and Storage Facility project at the Frank R. Bowerman Landfill includes the purchase and installation of a new modular building used for crew's quarters, construction of a concrete pad and utilities to be used as a foundation for a management office trailer and pre-engineered storage facility. In addition, this project includes a parking lot, and site improvements.					

Capital Project		Unit Number: 2732005		PB Req: 2841	
Prima Zone 4 Wetlands Development					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	2,500,000	0	0	0	0
Expense:	2,500,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: The Prima Deshecha Zone 4 Wetlands development project calls for the construction of approximately 1.8 acres of wetland habitat to compensate for the removal of 0.36 acres of wetlands within the future Zone 4 disposal area at the Prima Deshecha Landfill. Mitigation of the impacted wetlands is a regulatory requirement of the US Army Corps of Engineers and Regional Water Quality Control Board to ensure there is no net loss of habitat. Construction of the wetlands will take place onsite within the Prima Deshecha Landfill or offsite within the OC Park system.					

2016 Strategic Financial Plan

Capital Projects

Capital Project		Unit Number: 273P756			PB Req: 2842
FRB Wetlands Basin II					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	240,000	2,700,000	0	0
Expense:	0	240,000	2,700,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: The Frank R. Bowerman Wetlands Basin II project is designed to perform a dual task of storm water management and biological mitigation due to impacts to the wetlands on the east flank landslide. This project is comprised of a concrete desilting basin that drains into an earthen basin. The proposed concrete desilting basin would manage storm water run-off from the eastern portions of FRB, including the East Flank Landslide and Phase 8C areas. Run-off from the concrete basin would then drain into the earthen basin.					

Capital Project			Unit Number: 273P731		PB Req: 2829
Prima Zone 4 Phase A Main Gas Line					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	160,000	2,000,000
Expense:	0	0	0	160,000	2,000,000
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: The Prima Deshecha Landfill Zone 4 Main Gas Line project consists of installing a new landfill gas header system in Zone 4. Zone 4 is a new fill area to be developed in the next few years. Construction of the main header gas line is needed to meet Federal, State and Regional Regulatory agencies' mandates.					

Capital Project			Unit Number: 273P732		PB Req: 2830
Prima Zone 4 Phase A Mass Excavation					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	700,000	17,500,000
Expense:	0	0	0	700,000	17,500,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Zone 4 Phase A Mass Excavation and Groundwater Protection Composite Liner at the Prima Deshecha Landfill will be the first cell expansion in the Zone 4 area of the landfill. The project includes earth work, composite liner placement, and associated infrastructure improvements.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number:		2732005		PB Req: 2834	
Prima Zone 1 Phase D Masss Excavation and Liner							
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast		
Revenue:	9,850,781	0	0	0	0		
Reserves:	4,149,219	0	0	0	0		
Expense:	14,000,000	0	0	0	0		
Balance:	0	0	0	0	0		
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%		
Description:							
Zone 1 Phase D Mass Excavation and Groundwater Protection Composite Liner at Prima Deshecha Landfill will be the final cell expansion in the Zone 1 area of Prima. The project includes earth work, composite liner placement, and associated infrastructure improvements over approximately 47 acres of natural area.							

Capital Project		Unit Number: 2732005		PB Req: 2843	
Prima View Shed Phase IV					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	5,000,000	0	0	0	0
Expense:	5,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: The View Shed Phase IV project at the Prima Deshecha Landfill is needed to camouflage the working areas of the landfill from the newly constructed La Pata Road, which now runs through the landfill. The view shed will cover and disguise landfill operations and improve visual aesthetics within the surrounding community.					

Capital Project			Unit Number: 273P762		PB Req: 2847
Coyote Canyon Landfill Gas Site Edison Repower					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	800,000	750,000	0	0	0
Expense:	800,000	750,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General Fund: 0%	Other: 100%	
Description: The Coyote Canyon Landfill Gas Site Edison Repower project is needed to install a new Southern California Edison power supply and meter at the Coyote Canyon Landfill gas site. The power requirement is to replace the existing 66kv interconnect overhead power supply left in place after the demolition of the Gas to Electricity generation facility.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number:	2732005	PB Req: 2849
FRB VIIIB Access Road Construction					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	1,987,200	0
Reserves:	0	0	0	1,012,800	0
Expense:	0	0	0	3,000,000	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: The Frank R. Bowerman Landfill Phase VIIIB Access Road project will provide road improvements and paving to ensure safe access for landfill operations. The project consists of the construction of the roadway and improvements to serve the heavy traffic conditions at the landfill.					

TOTAL BUDGET CONTROL: 273 OCWR Capital Project Fund					
BC 273	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	57,000,000	1,490,000	2,700,000	5,860,000	35,500,000
Total Expense:	57,000,000	1,490,000	2,700,000	5,860,000	35,500,000
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**PROGRAM: **Infrastructure & Environmental**FUND: **400**Budget Control: **400 OC Flood**

Capital Project			Unit Number:	400PZ01	PB Req: 2872
Carbon Creek Channel, Western to Dale St.					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	530,000	550,000	24,324,000	0	0
Expense:	530,000	550,000	24,324,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: This channel was constructed in 1959, designed to convey a 25-year storm event, and is not in a FEMA Special Flood Hazard Area. Zone A is contained in channel, however it remains hydraulically deficient. The existing geometrics of this channel is a trapezoidal channel (bottom width is 8-ft, side slope is 1.5 to 1.5) lined with rip; one half of the channel will ultimately be improved as an “L” shaped channel lined with concrete and designed to convey a 100-year storm event; the length is approximately 2,728 feet.					

Capital Project		Unit Number:		400PF41		PB Req: 2881	
A03 Fullerton Crk Channel, d/s Western to d/s Dale St							
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast		
Revenue:	0	0	0	0	0		
Reserves:	20,525,000	0	0	0	0		
Expense:	20,525,000	0	0	0	0		
Balance:	0	0	0	0	0		
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%		
Description:							
<p>This improvement project crosses underneath numerous bridges: Western Avenue, Beach Boulevard, Stanton Avenue, Oil Line Bridge, Union Pacific Railroad Bridge, the I-5 Freeway, Auto Center Drive, and a pedestrian bridge. Improvements for the Fullerton Creek Channel will be divided into two phases: Phase 1 from downstream of Western Avenue to upstream of Beach Boulevard and Phase 2 from upstream of Beach Boulevard to downstream of Dale Street. These improvements will allow the channel to convey a 100-year storm.</p> <p>Phase 1 consists of improving the north wall with a lowered invert that aligns with the south wall's invert and removing the false invert. These improvements will maintain the same channel width, but with the lowered invert; the wall heights will increase to a maximum of 17-feet. Construction for Phase 1 is approximately 1,832-feet in length.</p> <p>Phase 2 consists of removing the concrete trapezoidal lining and constructing a U-channel. Improvements will consist of wall heights ranging from 14.5-feet to 19-feet and a channel width ranging from 31-feet to 37.5-feet. Construction for Phase 2 is approximately 3,938-feet in length.</p>							

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number: 400PF66		PB Req: 2891	
E.G.G.-Wintersburg Channel, u/s Warner to d/s Goldenwest					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	188,750	22,705,000	0	0	0
Expense:	188,750	22,705,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: This channel is in a FEMA Special Flood Hazard Area Zone A. The existing geometrics of this channel is a trapezoidal channel lined with rip rap designed to convey a 25-year storm event. This channel will be improved to ultimate conditions as a vertical wall channel with a soft bottom (120-feet wide) to convey a 100-year storm event. The length is approximately 5,000 feet.					

Capital Project		Unit Number: 400P982			PB Req: 2892
Countywide Trails & Bike Ways Active Transportation Program					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	2,500,000	0	2,500,000
Reserves:	2,500,000	2,500,000	0	2,500,000	0
Expense:	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Various Countywide trails and bike ways will be developed to improve pedestrian and cyclist movement and access to important destinations.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number: 400PF73			PB Req: 2893
Santa Ana Delhi Channel, BB, d/s University Ave to d/s Mesa Dr.					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	12,880,000	0	0	0	0
Expense:	12,880,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: This channel is in a FEMA Special Flood Hazard Area Zone A. The downstream segment was constructed in 1961 to convey a 25-year storm event; the existing channel has concrete lined slopes at 1 to 1 ratio with earth base width of 16-feet. This segment of the channel has severely eroded. In addition to a project report, design alternatives are currently being evaluated to determine the ultimate improvements for the channel that will minimize construction, real estate acquisition and mitigation costs while providing an acceptable level of flood protection.					

Capital Project		Unit Number: 400PF47		PB Req: 2895	
Barranca Channel PL84-99 Project					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	2,360,000	0	0	0	0
Expense:	2,360,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: The project is potentially the entire reach, approximately 13,181, feet and starts at the confluence with San Diego Creek Channel (F05) and ends downstream of Barranca Parkway. This reach has experienced significant erosion over the years and has been spot-repaired with riprap. These riprap repairs have been made previously to maintain eligibility for the U.S. Army Corps of Engineers' PL84-99 program. As part of the regulatory permitting for the repair, OCFCD is committed to completing a longer-term solution to protect adjacent businesses from the erosion problems. Design alternatives are currently being evaluated to determine ultimate improvements to be constructed that will minimize channel construction, real estate acquisition and mitigation costs while providing an acceptable level of flood protection.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project			Unit Number: 400PF74		PB Req: 2897
Trabuco Creek Channel, 300' d/s -1,600' U/S Del Obispo Phase 8					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	60,000	12,405,000	0	0	0
Expense:	60,000	12,405,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: The existing channel consists of earth bottom (70-foot base width), and concrete-lined sides slopes. The ultimate improvements for this channel are currently being designed. The length is approximately 1,900 feet and this location is a bottleneck with potential for overtopping.					

Capital Project		Unit Number: 400PZ02			PB Req: 2885
Carbon Creek Channel, U/S Gilbert St to Euclid					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	443,960	550,000	550,000	20,000,000	0
Reserves:	0	0	0	6,425,000	0
Expense:	443,960	550,000	550,000	26,425,000	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Portions of this channel were constructed in 1962 and 1959. The downstream segment will convey a 100-year storm event; the upstream segment however is hydraulically deficient. This channel segment is in a FEMA Special Flood Hazard Zone A through the Dad Miller Golf Course, Gilbert Retarding Basin and Crescent Retarding Basin. The existing geometrics of the channel between the two retarding basins is a trapezoidal channel (bottom width is varying from 8-feet to 17-feet, side slope ratio of 2 to 1) lined with rip rap; one half of the channel will ultimately be improved as an “L” shaped channel lined with concrete; the length is approximately 4,600 feet.					

2016 Strategic Financial Plan**Capital Projects**

Capital Project		Unit Number: 400PZ04		PB Req: 2886	
E.G.G. Wintersburg Channel, Confluence w/C06 to Beach					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	439,875	438,750	181,875	11,364,600
Expense:	0	439,875	438,750	181,875	11,364,600
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description:					
<p>The existing channel is an earthen bottom trapezoidal levee channel. It is 20 feet wide at the base with a wall height averaging 13 feet. It has 1.5:1 side slopes (horizontal: vertical) lined with riprap rocks. Constructed in 1960s, it was designed to convey 65% of the 25-year peak discharge. An access roadway is located on both sides of the channel for maintenance vehicular access.</p>					
<p>The proposed improvement includes a reinforced concrete lined channel with a 60-foot base width and channel height of varying between 17 to 18-feet high with maintenance roads on both sides of the channel. The land use element surrounding this channel segment consisted of a mixed residential single family to low to medium high density residential and general commercial neighborhood on both sides of the channel. The general area is under Zone A of the FEMA FIRM panel no. 06059C0251J dated December 3, 2009.</p>					
<p>Plans and engineering specifications will be prepared for the construction of the improvement of the 2,953-foot segment of the EGGW Channel for the specified project limits. Regulatory permits applications will be filed with the US Army Corps of Engineers, the Regional Water Quality Control Board, and Department of Fish and Game.</p>					

Capital Project		Unit Number: 400PZ03		PB Req: 2896	
L01 San Juan Creek Channel, Invert Stabilization Phase 1					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	973,125	16,392,375	15,890,250
Reserves:	544,125	1,015,125	0	0	0
Expense:	544,125	1,015,125	973,125	16,392,375	15,890,250
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Perform a detailed fluvial hydraulics study to evaluate the long term alternative invert stabilization requirements for portions of San Juan Creek and Trabuco Creek within the City of San Juan Capistrano. The limits of the study extend within San Juan Creek from the Ocean Outlet at Doheny Beach, upstream to the Ortega Highway, and along Trabuco Creek from the confluence with San Juan Creek, upstream to the Metrolink bridge crossing.					

2016 Strategic Financial Plan

Capital Projects

Capital Project			Unit Number: 400PF70		PB Req: 2898	
Mitigation Bank at Green River Golf Course						
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	
Revenue:	370,000	10,235,000	0	0	0	
Expense:	370,000	10,235,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%	
Description: An In-Lieu Fee Program is being established at Green River Golf Course. Approximately 33 acres of wetland and riparian habitat will be created at the Green River Golf Course under this Program to provide compensatory mitigation for unavoidable impacts to wetlands and aquatic resources as a result of County of Orange Capital Improvement Projects and associated maintenance.						

Capital Project			Unit Number: 400L394		PB Req: 2924
Santa Ana - Delhi Channel Right of Way Acquisition					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	1,000,000	0	0	0	0
Expense:	1,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: F01 Santa Ana Delhi Chnl,BB,d/s University Ave to d/s Mesa Dr. right-of-way acquisition.					

Capital Project		Unit Number: 400L000			PB Req: 2926
Right-of-Way Acquisitions for Various Flood Control Projects					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	300,000	300,000	300,000	300,000
Expense:	0	300,000	300,000	300,000	300,000
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Some of the District's flood control projects will require acquisition of right-of-way, such as: temporary construction easements, flood control easements, and right of entry. Acquisition of such right of way may not be specifically known at this time and the amount budgeted is needed to secure the land as soon as its full extent is identified.					

2016 Strategic Financial Plan

Capital Projects

Capital Project		Unit Number: 400PF29		PB Req: 2899	
San Juan Creek Channel L01, Phases 4,5,6					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	19,628,250	200,000	0	0	0
Expense:	19,628,250	200,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description:					
L01 San Juan Creek Channel; Phase 4 – 2,100-feet upstream to 6,035-feet upstream Stonehill Drive The existing channel has concrete-lined slopes (top width is 200-feet or more) and an earth bottom. The interim improvements, prior to the finalization of the USACE’s San Juan Creek Channel Watershed Study, calls for driving sheet piles on the right side of the channel at the edge of the existing maintenance road. The project length is approximately 4,000 feet right side only.					
L01 San Juan Creek Channel; Phase 5 – Stonehill Drive to 2,100-feet upstream Stonehill Drive The existing channel has concrete-lined slopes (top width is 200-feet or more) and an earth bottom. The interim improvements, prior to the finalization of the USACE’s San Juan Creek Channel Watershed Study, calls for driving sheet piles on the right side of the channel at the edge of the existing maintenance road. The project length is approximately 2,100 feet right side only.					
L01 San Juan Creek Channel; Phase 6 – Stonehill Drive to 2100-feet upstream Stonehill Drive The existing channel has concrete-lined slopes and an earth bottom (top width is 200-feet or more) with a majority lined with 4-inch concrete. The interim improvement, prior to the finalization of the USACE’s San Juan Creek Channel Watershed Study, calls for driving sheet piles on the left side of the channel at the edge of the existing maintenance road. The length is approximately 2100 feet on left side only.					

Capital Project			Unit Number: 400L000		PB Req: 3020
L02 Trabuco Creek Channel, 300' d/s Del Opispo to 1,600' U/S					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	25,000	0	0	0	0
Expense:	25,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: L02 Trabuco Creek Channel, 300'd/s-1,600'U/S Del Obispo Phase 8 right-of-way acquisition.					

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Capital Projects

Capital Project			Unit Number: 400L000		PB Req: 3021
Fullerton Creek Channel, d/s Western to d/s Dale St					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	500,000	0	0	0	0
Expense:	500,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%				
Description: A03 Fullerton Crk Channel, d/s Western to d/s Dale St right-of-way acquisition.					

Capital Project			Unit Number: 400PZ05		PB Req: 3023	
E.G.G. Wintersburg Channel, u/s Quarts to u/s Bushard						
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	
Revenue:	0	0	0	725,500	628,000	
Expense:	0	0	0	725,500	628,000	
Balance:	0	0	0	0	0	
Funding Source:	State: 0% Federal: 0% General Fund: 0% Other: 100%					
Description: This channel is in a FEMA Special Flood Hazard Area Zone A. The existing geometrics of this channel is a trapezoidal channel (16-ft base width, 12-ft height, and 1.5 side slope) lined with rip rap, constructed in the 1960s and designed to convey a 25-year storm event; this channel will ultimately be improved as a concrete-lined rectangular channel, (50-ft wide and 11.5-ft height) and designed to convey a 100-year storm event; the length is approximately 4,000 ft.						

Capital Project		Unit Number:		400PZ06		PB Req: 3024	
E.G.G. Wintersburg Channel, u/s Beach to d/s Woodruff							
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast		
Revenue:	0	0	272,105	441,696	355,848		
Expense:	0	0	272,105	441,696	355,848		
Balance:	0	0	0	0	0		
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%		
Description:							
This channel is in a FEMA Special Flood Hazard Area Zone A. The existing channel is an earth bottom channel with side slopes lined with rip rap (20-feet base width, 13-feet height, and side slope 1.5 to 1 ratio), constructed in the 1960's and designed to convey a 25-year storm event. This channel will be improved to ultimate conditions as a concrete-lined rectangular channel, (60-feet wide by 13-feet high) and designed to convey a 100-year storm event. The project length is approximately 2,600 feet.							

2016 Strategic Financial Plan**Capital Projects**

TOTAL BUDGET CONTROL: 400 OC Flood					
BC 400	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	61,555,085	50,900,000	29,357,980	46,966,446	31,038,698
Total Expense:	61,555,085	50,900,000	29,357,980	46,966,446	31,038,698
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan

Capital Projects

PROGRAM: Capital Improvements
 Budget Control: 104 Criminal Justice Facil - ACO

FUND: 104

Capital Project		Unit Number: 104PE13			PB Req: 3046
2016 Capital Projects - Juvenile Hall Gym/Visitation Center					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	13,010,882	6,505,441	-	-	-
Expense:	13,010,882	6,505,441	-	-	-
Balance:	-	-	-	-	-
Funding Source:	State: 75%	Federal: 0%	General	Fund: 0%	Other: 25%
Description: Construction of a Gym/Visitation Center at Probation Departments Juvenile Hall. This project requires \$3.2M (25%) match from the County, which is funded from Probation's General Fund Reserve Account.					

Capital Project		Unit Number: 1045500			PB Req: 3041
2016 Capital Improvement Plan - Probation Facilities					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	2,000,000	1,988,030	635,174	843,275	929,184
Reserves:	1,002,671	-	-	-	-
Expense:	3,002,671	1,988,030	635,174	843,275	929,184
Balance:	-	-	-	-	-
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
Description: Probation Department funded capital projects for various Probation facilities including Juvenile Hall, Youth Leadership Academy, Jopline Youth Center and Youth Guidance Center. Fund 104 receives \$2M annual contribution from the County General Fund Budget 036.					

TOTAL BUDGET CONTROL:					
104 Criminal Justice Facil - ACO					
BC 104	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	16,013,553	8,493,471	635,174	843,275	929,184
Total Expense:	16,013,553	8,493,471	635,174	843,275	929,184
Balance*:	-	-	-	-	-

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**Capital Projects**

Countywide Summary - Capital Projects	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	2016 SFP Forecast
General Fund Capital Projects						
General Fund Revenue Total	362,530	255,750	261,632	0	0	879,912
General Fund Expense Total	362,530	255,750	261,632	0	0	879,912
General Fund Balance	0	0	0	0	0	0
Non-General Fund Capital Projects						
Non-General Fund Revenue Total	233,233,594	149,400,971	96,838,234	136,081,150	132,873,163	748,427,112
Non-General Fund Expense Total	233,233,594	149,400,971	96,838,234	136,081,150	132,873,163	748,427,112
Non-General Fund Balance	0	0	0	0	0	0
County Revenue Total	233,596,124	149,656,721	97,099,866	136,081,150	132,873,163	749,307,024
County Expense Total	233,596,124	149,656,721	97,099,866	136,081,150	132,873,163	749,307,024



Five-Year Information Technology Plan

Introduction

The proposed five-year Information Technology (IT) Plan for Fiscal Years 2017-18 through 2021-22 is the County's compilation of significant IT projects funded by the General Fund in Data System Development Projects, Budget Control 038. This IT Plan is new to the 2016 Strategic Financial Plan (SFP) and will be updated annually to reflect the changing needs and fiscal outlook of the County.

As a new component of the 2016 SFP, departments were requested to identify planned IT projects that range between \$150,000 and \$1,000,000 in any one year of the five-year financial planning period. Previously, such projects were reported internally through the IT project request process as a component of the annual Budget cycle, making it more difficult to put individual IT project requests in context and to sufficiently plan for their funding. IT projects that exceed \$1,000,000 in a single year will continue to be reported in the Strategic Priority section of the SFP.

The IT Plan aids the County in its assessment of the best use of County General Funds and provides goals and a roadmap for future IT projects while maintaining long term financial stability. The assessment is an ongoing process influenced by many changing factors such as service needs, available resources resulting from changes in the economy, Board priorities, legal mandates, age and condition of existing IT infrastructure, and considerations for changes in technology and IT data security.

The five-year IT plan provides information about IT projects requiring County General Fund support in excess of \$150,000 per project. The IT plan is not a budget document, but rather a planning tool to be used in conjunction with the budget development process for FY 2017-18 through FY 2021-22.

General Fund

In FY 2016-17, as of September 30, 2016, appropriations in Data Systems Development Projects, Budget Control 038, equate to \$7.7 million in IT projects. The total five-year net project costs for IT projects summarized in this SFP are \$20 million, excluding Strategic Priorities, CAPS+ Budget Control 014, Property Tax System Budget Control 015, and IT projects funded by Departments.



2016 Strategic Financial Plan Information Technology Plan

These IT projects (and any subsequently identified) will be evaluated for funding during the FY 2017-18 annual budget development process. Project needs and related costs will be evaluated again during the next SFP cycle which will begin in August 2017.

To that end, the IT projects will be reviewed by the Information Technology Investment Review Committee (IT IRC) in preparation for the following year's budget requests. Departments will continue to submit more detailed IT project requests on an annual basis in order to secure approval and appropriations as part of the budget.

2016 Strategic Financial Plan

IT Project Requests

IT PROJECT REQUESTS SUMMARY

Program/ Dept			IT Project Title	5- Year Cost - Funded by Dept	5- Year NCC Request	ANNUAL NCC REQUEST (COST LESS REVENUES OR OTHER SOURCES)				
						FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Program I - Public Protection										
026 District Attorney										
1	N	DNA Collection Database		0	350,000	350,000	0	0	0	
2	N	Record Management System		133,734	695,804	233,724	152,712	100,680	103,400	
Total Program I				133,734	1,045,804	583,724	152,712	100,680	103,400	
Program II - Community Services										
012 OC Community Resources										
3	N	OC Animal Care Center Management System		0	0	520,000	(130,000)	(130,000)	(130,000)	
Total Program II				0	0	520,000	(130,000)	(130,000)	(130,000)	
Program III – Infrastructure & Environmental Resources										
080 OC Public Works										
4	N	Grant Management Software		250,000	0	0	0	0	0	
5	N	OCPW Financial Software Program		250,000	0	0	0	0	0	
400 OC Flood										
6	N	Project Information Management System		375,000	0	0	0	0	0	
7	N	Automated Map Checking System		250,000	0	0	0	0	0	
Total Program III				1,125,000	0	0	0	0	0	
Program V – Capital Improvements										
038 Data Systems Development Projects										
8	N	Identity Governance and Administration - Microsoft Identity Manager (MIM)		0	500,000	250,000	250,000	0	0	
9	N	Pilot Testing - Software Defined Network (SDN)		0	300,000	200,000	100,000	0	0	
10	N	eGov Refresh		0	1,450,000	0	950,000	500,000	0	
11	N	Enterprise Budget Development & Projection System		0	890,139	0	645,528	244,611	0	
12	N	Open Data Initiative		0	422,000	22,000	200,000	200,000	0	
13	N	Enterprise Data Analytics		0	900,000	200,000	200,000	200,000	150,000	
14	C	Sourcing Advisory/Transition Management Services		0	1,000,000	500,000	500,000	0	0	
15	C	DA-PA/HCA PG Conservatorship System		0	974,000	974,000	0	0	0	
Total Program V				0	6,436,139	2,146,000	2,845,528	1,144,611	150,000	
Program VII – Insurance, Reserves & Miscellaneous										
037 I.T. Support Services										
16	N	Service Desk Ticketing System		611,073	0	0	0	0	0	
289 Information and Technology ISF										
17	N	Replace Central Server Environment		650,000	0	0	0	0	0	
18	N	Defense in Depth - ISE (Port Security and More)		500,000	0	0	0	0	0	
19	N	Defense in Depth - Email Cryptography		200,000	0	0	0	0	0	
20	N	Defense in Depth - Open Domain Name System		200,000	0	0	0	0	0	
21	N	Mainframe Software Upgrade		1,150,000	0	0	0	0	0	
Total Program VII				3,311,073	0	0	0	0	0	
Total NCC Request					7,481,943	3,249,724	2,868,240	1,115,291	123,400	

LEGEND: C = Continuing IT Project N = New IT Project

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Public Protection**
 Budget Control: **026 District Attorney**

FUND: **100**

IT Project Description:		Unit Number: 0262000			PB Req: 3099
DNA Collection Database					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	350,000	0	0	0	0
Balance:	350,000	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%
1) Business need: The District Attorney's (DA) DNA Database has over 133,000 profiles of individuals who have provided a DNA sample. Each month approximately 1,300 additional profiles are collected including a DNA sample, thumbprint and photograph along with a written consent at the DA's DNA Courthouse Collection Stations. The collection process is labor-intensive and, ideally, should become paperless. The proposed project would automate the process and include the secured retention of all metadata, livescan prints, photographs and documentation and the scanning of all currently stored documents.					
2) Proposed solution: Currently, all of the metadata, including consent forms and thumbprints, is stored at a secured location with inherent space limitations. Additionally, the thumbprint obtained as a form of identification, is not always of sufficient quality. When verification that an individual voluntarily provided a sample is required, the document must be manually retrieved and reviewed. The proposed project would automate the storage and retrieval of metadata, provide security measures to protect the information, and increase process efficiency.					
3) Agencies impacted: District Attorney					
4) Impact of not implementing the project: Implementation of a paperless system would enhance the DA's ability to effectively and efficiently prosecute cases, which is essential to maintaining public safety in Orange County. If not implemented, the District Attorney staff will continue to perform a physical search and retrieval of all documents. Additional resources and space may be required to retrieve the records and to maintain the documentation.					
5) Staff support: It is anticipated that upon completion, the DA's IT unit will be able to support this application on a secured network.					
6) Term of project: One-year					
7) Ongoing costs: None					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Public Protection**
 Budget Control: **026 District Attorney (continued)**

FUND: **100**

IT Project Description:

Unit Number: 0263000

PB Req: 3117

Record Management System

	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	367,458	152,712	100,680	103,400	105,288
Balance:	367,458	152,712	100,680	103,400	105,288
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%

1) Business need:

The proposed Record Management System (RMS) addresses the need to have a fully integrated public safety information system with mobile or wireless capabilities to replace the current tracking of case/unit information within the District Attorney (DA) Bureau of Investigation (BOI). The DA prosecutes more than 70,000 cases annually, and BOI investigators prepare approximately 26,300 reports each year. Currently, each unit within BOI utilizes a Microsoft Excel spreadsheet to track, log, and maintain case/unit information that is accessible only to members of that specific unit. As a result, investigations may overlap as investigators in different units may not be aware of on-going investigation information held with another unit. The current process does not support data-sharing capabilities, which may result in redundant and/or overlapping data entry between units. As part of the job assignments, investigators often conduct field investigations that require contact with the public. The RMS would provide the ability to search names, vehicles, locations, etc. through state and federal databases and determine if the individuals have criminal histories, arrest warrants, or a history of violence.

2) Proposed solution:

The BOI seeks a fully integrated RMS that has the ability to: archive and standardize reports and workflow for investigative reports such as incident, arrest, and property reports; provide mobile data access for field access to crucial information on cases and tracking suspects and witnesses; allow data sharing between investigators and to access to other investigators' case information; allow data sharing with the District Attorney's Case Management System (CMS); perform comprehensive crime analysis; and share data with allied agencies through COPLINK. This system would allow investigators to interface among units within the BOI and throughout the law enforcement community, streamlining the document workflow and increasing productivity by automating the current process and utilization of multiple databases.

3) Agencies impacted:

District Attorney

4) Impact of not implementing the project:

The investigators will continue to utilize the current process including use of Microsoft Excel and Word to track, log, and maintain case/unit information along with a limited capability for data sharing across BOI units. Further, there will continue to be no tool for mobile data access, which could restrict the ability to access and retrieve case information in the field.

5) Staff support:

The proposed project will require one Data Administrator to work with BOI staff within the District Attorney to support the system.

6) Term of project:

Full implementation can be accomplished within the first year of the program approval and funding.

7) Ongoing costs:

As a result of research into available third-party systems, this proposed project is estimated to have one-time equipment and software spread over the first five fiscal years. Additionally, for vendor supplied systems, annual ongoing licensing fees are estimated to be from 10% to 15% of the initial acquisition cost per year.

2016 Strategic Financial Plan**IT Project Requests**PROGRAM: **Public Protection**FUND: **100**Budget Control: **026 District Attorney (continued)**

TOTAL BUDGET CONTROL:					
026 District Attorney					
BC 026	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	0	0	0	0	0
Total Expense:	717,458	152,712	100,680	103,400	105,288
Balance*:	717,458	152,712	100,680	103,400	105,288

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Community Services**
 Budget Control: **012 OC Community Resources**

FUND: 100

IT Project Description: OC Animal Care Center Management System			Unit Number: 0121Z01		PB Req: 2955
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 0	FY 21-22 Forecast
Revenue:	130,000	130,000	130,000	130,000	130,000
Expense:	650,000	0	0	0	0
Balance:	520,000	(130,000)	(130,000)	(130,000)	(130,000)
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
1) Business need: OC Animal Care (OCAC) is requesting an estimated \$520K in NCC in the first year of this project for the development, testing, and implementation of a new animal shelter management system. The system would be developed by OC Information Technology (OCIT) and would replace the current proprietary system. An animal shelter management system is critical to managing and tracking all animal control and shelter activities including: animal licensing, rabies control, field operations, and animal adoptions. OCAC has used the current proprietary system for more than fifteen years, and is currently in the fifth and final year of a contract with the vendor. OCCR would borrow a net of \$520K from the General Fund in FY 2017-18, which will be repaid by OCCR over a 5-year period from OCAC revenue sources.					
2) Proposed solution: The proposed solution is to develop a customized animal shelter management system to replace the current system licensed from a vendor. A customized system is expected to be more reliable and flexible, to include enhanced features, and to require lower support costs than is currently being incurred.					
3) Agencies impacted: OC Animal Care and OCIT					
4) Impact of not implementing the project: A possible risk in not developing an in-house shelter management system is the reliance on a vendor or firm to continue supporting the existing system. In a recent Request for Information seeking interested vendors, only three firms responded, and each firm's products were found to be inadequate for OCAC's needs.					
5) Staff support: Currently, OCIT and the vendor's employees provide maintenance of the proprietary system. Ongoing support of a County developed system would be provided exclusively by OCIT.					
6) Term of project: The duration of the project is estimated at 6,670 hours, and can be completed by the end of FY 2017-18, with appropriate staff resources dedicated to the project.					
7) Ongoing costs: Ongoing estimated annual costs include: maintenance and support (\$59K), and server, data storage and development tools (\$15K).					

TOTAL BUDGET					
CONTROL:					
	012 OC Community Resources				
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
BC 012					
Total Funding:	130,000	130,000	130,000	130,000	130,000
Total Expense:	650,000	0	0	0	0
Balance*:	520,000	(130,000)	(130,000)	(130,000)	(130,000)

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Infrastructure & Environmental**
 Budget Control: **080 OC Public Works**

FUND: **100**

IT Project Description:		Unit Number: 080IZ01			PB Req: 2726
Grant Management Software					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	250,000	0	0	0	0
Expense:	250,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
1) Business need: OC Public Works (OCPW) is comprised of ten Service Areas, each of which would like to augment revenue by applying for, and receiving, grant monies from outside entities. All grant awards require oversight to ensure strict compliance to grant requirements including, but not limited to, general cost and accounting principles, procurement practices, sub-recipient monitoring, and performance reporting. Centralized Quality Assurance (CQA) coordinates all departmental grant applications, awards, accountings and audits. In addition to working collaboratively with each OC Public Works Service Area, CQA works with the County Executive Office (CEO) to report all grant-related activities to the Board of Supervisors (BOS) and the general public. A grant management application would ensure proper documentation storage and an effective reporting mechanism.					
2) Proposed solution: Purchase and implement a grant management application; or utilize the Grant Management model that is a part of the OCPW Customer Relations Management project; or utilize CAPS+ or Performance Budgeting functionality, if applicable.					
3) Agencies impacted: OC Public Works, County Executive Office, Board of Supervisors					
4) Impact of not implementing the project: Could negatively impact the department's communication and reporting activities for current grants and slow OCPW's ability to pursue and manage additional grant funding.					
5) Staff support: Procurement & implementation					
6) Term of project: Ongoing					
7) Ongoing costs: TBD on the solution implemented					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Infrastructure & Environmental**
 Budget Control: **080 OC Public Works (continued)**

FUND: 100

IT Project Description:		Unit Number: 080IZ02			PB Req: 3060
OCPW Financial Software Program					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	250,000	0	0	0	0
Expense:	250,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
1) Business need: OC Public Works' (OCPW) Finance Services area coordinates all departmental budgets, strategic financial planning, monthly projections, quarterly budget adjustments, and capital improvement projects. Finance Services would like to continue improving its financial applications to further enhance customer service and efficiency. This request would enable either a purchase or development of a software program that would enable capital improvement project budget to actual tracking; provide budget and monthly projections to Executive staff in a dashboard format; and enable staff to see trends and more accurately project revenues and expenditures. A specific application has yet to be determined but the current estimate is based on 2,000 hours of IT staff time @ \$125/hour.					
2) Proposed solution: A specific application has yet to be determined but the current estimate is based on 2,000 hours of IT staff time @ \$125/hour. OCPW Finance Services area is currently reviewing software packages available that would be compatible with and be part of the OC Public Works Customer Relations Management project. The software program would also need the ability to integrate with CAPS Data Warehouse.					
3) Agencies impacted: OC Public Works and County Executive Office. Other county departments may be able to utilize the program with minor modifications.					
4) Impact of not implementing the project: Not implementing this software project would significantly impact staff time and OCPW's ability to accurately track budget to actual, especially for capital improvement projects. OCPW Finance Services team continues to add to its responsibilities as fewer resources are available. At the present time, several software programs are used to extract data in order to capture all costs associated with each capital improvement project. Once all costs are captured, the data is then compiled into one database and organized to provide the requested reports.					
5) Staff support: Procurement, OC Information Technology, and OCPW Finance Service Staff					
6) Term of project: The project is estimated to take about one year for full implementation.					
7) Ongoing costs: TBD on the solution implemented but should be minimal.					

TOTAL BUDGET CONTROL: 080 OC Public Works					
BC 080	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	500,000	0	0	0	0
Total Expense:	500,000	0	0	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Infrastructure & Environmental**
 Budget Control: **400 OC Flood**

FUND: **400**

IT Project Description:		Unit Number: 400IZ01			PB Req: 2751
Project Information Management System					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	112,500	0	0	0	0
Reserves:	262,500	0	0	0	0
Expense:	375,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General Fund: 0%	Other: 100%	
1) Business need: A cloud-based Project Information Management System (PIMS) would enhance the County's management and communication of capital improvement projects. PIMS could potentially support countywide standardization of project construction management processes, yet maintain the flexibility to provide for specific department needs. This is considered to be a Business Process Improvement/Automation.					
2) Proposed solution: Departments with construction project management responsibilities and the County Executive Office have previously identified efficiency improvements and specific targeted outcomes deemed necessary for County project/construction management units.					
3) Agencies impacted: Agencies that may receive a direct and quantifiable benefit include OC Public Works (OCPW) and OC Waste & Recycling (OCWR). These benefits could also be extended to OC Community Resources, OC Dana Point Harbor, OC Sheriff's Department, John Wayne Airport and other agencies that choose to participate in the project development and funding.					
4) Impact of not implementing the project: Not implementing the project could result in continuation of previously identified deficiencies in the use of Countywide database solutions for project management and construction management processes as identified in both the 01/22/15, "CEO Centralization/Consolidation Memo" and the 08/27/14, "CMPM Database Committee Summary Report." Identified deficiencies include: inconsistent project information; protracted lead time required to gather project information; and staff time required to gather and organize information from multiple systems.					
5) Staff support: Once software is purchased, contract staff would support implementation and customization of the software. Contract staff would provide integrations, documentation and training to designated in-house staff with all administrative privileges necessary to implement program changes. Dependence on a contractor would be highest during implementation and customization of the software.					
6) Term of project: Purchase and Rollout: FY 2016-17 to FY 2021-22.					
7) Ongoing costs: Ongoing costs include software licenses, potential future upgrade options and system training or module building fees. OCPW share of cost is projected to be approximately \$45,000 per year. Budget Breakdown: Year 1 – Procurement and system implementation (OCWR \$200,000 / OCPW \$375,000) OCPW includes \$80,000 for in-house IT support and staff time. Years 2 thru 5 – Operations and maintenance (OCWR \$50,000 per year / OCPW \$45,000 per year)					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Infrastructure & Environmental**
 Budget Control: **400 OC Flood (continued)**

FUND: **400**

IT Project Description:		Unit Number: 400IZ02			PB Req: 2833
Automated Map Checking System					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Reserves:	250,000	0	0	0	0
Expense:	250,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source: State: 0% Federal: 0% General Fund: 0% Other: 100%					
1) Business need: OC Flood's OC Survey area would like to create an on-line Automated Map Checking system (AMC) that integrates with Salesforce Customer Relationship Management (CRM), BasicGov Learning Management System (LMS) and Esri global information systems (GIS). This system would significantly decrease the turnaround times of maps being submitted for review, while also helping to reduce and smooth out staffing required to cover peaks and valleys within the Map Checking Unit.					
2) Proposed solution: The proposed AMC software application is based on integration between Salesforce CRM, BasicGov LMS and Esri using existing OCPW GeoResearch databases. The proposed solution would use the wizard functionality included within BasicGov LMS, to check and validate data that is included within a Map submitted through the AMC. The AMC would accept files, from a surveyor or engineer, and validate using the data stored within OCPW GIS databases. The AMC would check the eMap for: compliance with OC Survey Mapping Standards; spelling of all references to recorded documents and monuments; spelling and widths of existing streets; ties to existing GPS control; and the validation of all bearing and distance dimensions shown on closed polygons within the eMap. The benefit of this system would allow staff to more effectively spend time reviewing technical procedures and critical boundary determinations versus validating textual information stated within a map. OC Flood would provide the funding for this project and be reimbursed by charging agencies as the project is expensed.					
3) Agencies impacted: OC Public Works					
4) Impact of not implementing the project: AMC System would allow efficient knowledge transfer process with less impact to customer service.					
5) Staff support: This would require a combination of in-house GIS technical staff, OC Information Technology technical staff, and full-time contract staff for the duration of the project.					
6) Term of project: July 2017-December 2017					
7) Ongoing costs: None					

TOTAL BUDGET CONTROL:					
400 OC Flood					
BC 400	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	625,000	0	0	0	0
Total Expense:	625,000	0	0	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Capital Improvements**
 Budget Control: **038 Data Systems Development Projects**

FUND: **100**

IT Project Description:		Unit Number: 0383050			PB Req: 2959
Identity Governance and Administration - Microsoft Identity Manager (MIM)					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	250,000	250,000	0	0	0
Balance:	250,000	250,000	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%
1) Business need: The County seeks an Identity Governance and Administration solution. Some of the opportunities would be to synchronize identities between directories, databases, and applications; increase administrative security with policies, privileged access and roles; and enable self-service password and group management.					
2) Proposed solution: Implementation of Microsoft Identity Manager (MIM) would enforce compliance to data standards and policies, enhance security, enable self-service, and automate synchronization of Active Directory (AD) identities with Azure.					
3) Agencies impacted: All County agencies					
4) Impact of not implementing the project: Not implementing this project could result in inconsistent data quality and data discrepancies among department directories and enterprise directories such as Global Address List (GAL), OCID-GLOBAL, and Azure AD. Service tickets and access issues for many systems across the County are a result of data discrepancies among critical identity repositories.					
5) Staff support: Consulting services (Microsoft partner), in-house staff - part-time, SAIC staff currently supporting the existing solution					
6) Term of project: July 1, 2017 through June 30, 2018					
7) Ongoing costs: No additional license costs as this is already part of annual Enterprise Mobile Suite (EMS) Maintenance - in-house staff or managed services, which would replace existing maintenance of GAL and synchronization tools/processes					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Capital Improvements**
 Budget Control: **038 Data Systems Development Projects (continued)**

FUND: 100

IT Project Description:			Unit Number: 0383050		PB Req: 2961
Pilot Testing - Software Defined Network (SDN)					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	200,000	100,000	0	0	0
Balance:	200,000	100,000	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%
1) Business need: The static architecture of traditional networks no longer meets the dynamic computing and storage needs of modern cloud technologies. SDN enables applications to run more quickly and reliably than use of traditional networks. Implementation of this project could lead to lower network equipment costs, increased flexibility and control, and enhanced security. The current county network design may not support the long-term, cloud-focused vision for applications being implemented by County agencies.					
2) Proposed solution: The SDN solution provides transport-independent design, intelligent path control, application optimization, and secure encrypted communications while reducing the operating cost of the Wide Area Network (WAN). SDN takes full advantage of cost-effective transport services in order to increase bandwidth capacity without compromising performance, reliability, or security of collaboration or cloud-based applications. It is anticipated that the enterprise re-design effort will begin with with a trusted technology partner in concert with Cisco Session Management Edition (SME).					
3) Agencies impacted: All agencies currently participating in the managed network services					
4) Impact of not implementing the project: Traditional network will be outdated, with less efficient utilization of network bandwidth and staff resources.					
5) Staff support: Trusted Technology partner along with Cisco SME, Atos, and County OC Information Technology staff					
6) Term of project: FY 2017-18 to FY 2018-19					
7) Ongoing costs: \$30,000 annually					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Capital Improvements**
 Budget Control: **038 Data Systems Development Projects (continued)**

FUND: 100

IT Project Description: eGov Refresh		Unit Number: 0383050		PB Req: 2962	
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	0	950,000	500,000	0	0
Balance:	0	950,000	500,000	0	0
Funding Source:	State: 0% Federal: 0% General Fund: 100% Other: 0%				
1) Business need: The current external facing website (eGov) platform and content management system for all County agencies is outdated and does not support mobile friendly websites and responsive design.					
2) Proposed solution: Procure and implement a more modern eGov platform that addresses the deficiencies cited above. This new system would enhance county service delivery and presence in the Internet through mobile-friendly design, and will improve content management capabilities.					
3) Agencies impacted: All County Agencies					
4) Impact of not implementing the project: Without this new platform, the County may not be able to effectively provide information to the public on commonly used devices.					
5) Staff support: System provider's staff and in-house staff - part-time					
6) Term of project: FY 2018-19 to FY 2019-20					
7) Ongoing costs: TBD					

2016 Strategic Financial Plan**IT Project Requests**PROGRAM: **Capital Improvements**FUND: **100**Budget Control: **038 Data Systems Development Projects (continued)**

IT Project Description:Unit Number: 0383050PB Req: 2965

Enterprise Budget Development & Projection System					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	0	645,528	244,611	0	0
Balance:	0	645,528	244,611	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%

1) Business need:

Within the County, agencies and departments all use different processes and various tools to create and manage the department budgets. Creation of a budget development and projection enterprise application would allow ease of access to all budget data and expenditures and could also provide consistent business processes across agencies, increase efficiency with less manual data entry, and support the County's strategy for a countywide Data Warehouse with real-time data reporting and analysis capabilities.

Two applications currently in use by OC Public Works (OCPW) and OC Community Resources (OCCR) would provide the initial framework for this project. Budget Forms and Automation (BFAST) automated the OCPW budget development process, providing easy to use electronic budget forms for data entry, automated workflows for budget approval, robust search capability, on-going tracking and reporting of budget data, customized Executive reporting, and the ability to copy the prior year's budget to eliminate re-keying of budget data in subsequent fiscal years. Budget Monitoring and Projections (BMPS) was a follow-on application that works in conjunction with BFAST and provides tracking and forecasting functions.

2) Proposed solution:

Initially, OCIT would re-platform and elevate the current BFAST and BMPS applications to web-based, enterprise versions for use by all shared services customers of OC Information Technology, including OCPW, OCCR, OC Waste & Recycling (OCWR), Child Support Services (CSS), and County Executive Office (CEO). Other departments could be added after the initial deployment. In addition, the new Budget Development Projection System would interface with the Performance Budgeting system and the OC Expediter application, eliminating the need for additional data entry and providing the ability to track expenditures against the approved budget. The Enterprise Budget Development Projection System would create a single database of budget data, providing the ability for real-time budget reporting and aligning with the County's strategy for an enterprise data warehouse, consistent business processes, and the elimination of disparate systems.

3) Agencies impacted:

Agencies in the initial deployment would be current OCIT Shared Services customers, including OCPW, OCCR, OCWR, CSS and CEO.

4) Impact of not implementing the project:

County staff would continue using less efficient and more costly manual processes for developing, tracking and reporting on budgets. Real-time budget reporting and analysis, and sharing of budget data across Agencies, would be difficult.

5) Staff support:

Reallocate existing OCIT and County staff to complete the project. Allocation of Agency staff would only be required during certain project phases.

6) Term of project:

Phase 1 (FY 2018-19) - Deploy enterprise Budget Forms and Automation module; interface with Performance Budgeting system.

Phase 2 (FY 2019-20) - Deploy enterprise Budget Monitoring & Projection module; interface with OC Expediter application.

7) Ongoing costs

\$18,000 recurring cost for servers and storage beginning in the first year

2016 Strategic Financial Plan**IT Project Requests**PROGRAM: **Capital Improvements**FUND: **100**Budget Control: **038 Data Systems Development Projects (continued)**

IT Project Description: Open Data Initiative			Unit Number: 0383050		PB Req: 2966
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	22,000	200,000	200,000	0	0
Balance:	22,000	200,000	200,000	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%
1) Business need: In recent years, several public agencies have begun to share internal systems data via public portals in order to provide transparency to the public. This was the beginning of the open data government initiatives. Providing data to the public in a standard format may provide several benefits to the County of Orange and its constituents. It could reduce the need for County staff to respond to Public Records Act (PRA) requests as the information would be publicly available and may increase the transparency of the County's business. County agencies could also benefit by being able to share and consume data that would otherwise not be available.					
2) Proposed solution: OC Information Technology (OCIT) would design and build, using the same platform and toolsets that are being utilized by the HR Data Analytics solution. The HR Data Analytics security architecture has been designed and approved by the County's security team and the same reference architecture will be employed for the Open Data Initiative.					
3) Agencies impacted: Agencies in the initial deployment would be composed of OCIT Shared Services customers, including Child Support Services (CSS) and OC Public Works (OCPW). The solution would then be provided to additional County agencies.					
4) Impact of not implementing the project: Not implementing an Open Data initiative would result in a continuation the current process of searching, compiling and producing PRA requested data and transparency of County data may be limited.					
5) Staff support: Existing County staff would be assigned to complete the project, including OCIT and Agency business staff.					
6) Term of project: FY 2017-18 to FY 2019-2020					
7) Ongoing costs: \$120,000/year for an Analytics front end solution and SQL server licensing costs. These costs can be shared with Enterprise Data Analytics and HR Data Analytics.					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Capital Improvements**
 Budget Control: **038 Data Systems Development Projects (continued)**

FUND: 100

IT Project Description:		Unit Number: 0383050		PB Req: 2967	
Enterprise Data Analytics					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	200,000	200,000	200,000	150,000	150,000
Balance:	200,000	200,000	200,000	150,000	150,000
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%
1) Business need: Within the County, each agency currently develops and maintains its own reporting platform for application and metric information. OC Information Technology (OCIT) is currently executing an HR Data Analytics solution for the Human Resources department. Several agencies including Social Services Agency (SSA), Child Support Services (CSS), OC Public Works (OCPW), and Health Care Agency (HCA) are also seeking data repositories to allow for analytical review. Developing a Countywide Enterprise data platform would reduce or eliminate redundant efforts across agencies for the extraction and publishing of data. A unified data analytics effort would enhance data quality and provide consistent data access across agencies.					
2) Proposed solution: OCIT would build an Enterprise Data Analytics Solution leveraging the same proven platform and tool sets being utilized for the HR Data Analytics solution. The HR Data Analytics solution employs OC Cloud services, which can be easily scaled to meet the infrastructure needs of a robust data analytics platform. The HR Data Analytics solution security architecture has been reviewed and approved by the County's security team and has become reference architecture building blocks that can be reused for an Enterprise Data Analytics effort. Implementing an Enterprise Data Warehouse and Business Intelligence solution would enable cost efficiencies associated with a single reporting and point based data collection solution, improve enterprise data accuracy, and provide staff and management with accurate reports for performing robust data analysis.					
3) Agencies impacted: Agencies in the initial deployment would be composed of OCIT Shared Services customers, along with SSA, CSS, OCPW, and HCA.					
4) Impact of not implementing the project: By not implementing an Enterprise Data Analytics platform, agencies would not be able to leverage the insights that could be delivered through this type of solution. Agencies that extract and review data would continue with limited data availability, and there may be redundant efforts in the creation of data extracts and published data using multiple platforms and toolsets. The current reporting infrastructure does not provide a coordinated functionality and makes it difficult to meet the business need for data driven decision making. Staff will continue to have limited tools available for analyzing data and providing data driven recommendations.					
5) Staff support: Existing County staff would be assigned to complete the project, including OCIT and Agency business staff.					
6) Term of project: FY 2017-18 to FY 2021-2022					
7) Ongoing costs: \$120,000/year for Analytics front end solution and SQL server licensing cost.					

2016 Strategic Financial Plan**IT Project Requests**PROGRAM: **Capital Improvements**FUND: **100**Budget Control: **038 Data Systems Development Projects (continued)**

IT Project Description:		Unit Number: 0383050		PB Req: 2968	
Sourcing Advisory/Transition Management Services					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	500,000	500,000	0	0	0
Balance:	500,000	500,000	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%
1) Business need:					
The IT Sourcing Managed Services contracts will expire in early 2019. OC Information Technology (OCIT) will need to conduct a Request for Proposals (RFP) to solicit bids for these services. As part of that process, Sourcing advisory services will be needed to assist the County with this significant procurement effort. In addition, costs will be incurred in transitioning the current services to possible new managed services providers. Separate, but related to this initiative, OCIT will engage a benchmarking consultant in FY 2016-17 to review the current costs and service levels incorporated in the County's managed service vendor contracts. This will include a comparison against similar services provided in the public and private sectors.					
2) Proposed solution:					
A selected Sourcing advisor will be able to assist the County with drafting managed services contracts that will align with industry model terms and conditions to maximize cost and service delivery efficiencies to the County.					
3) Agencies impacted:					
All					
4) Impact of not implementing the project:					
The current Managed Services contracts expire in February 2019 (SAIC) and March 2019 (Atos). Not implementing this project could result in a contract(s) that is does not align with industry model terms and conditions which could maximize cost and service delivery efficiencies to the County.					
5) Staff support:					
Existing staff will assist with the RFP efforts and transitioning to new vendors. However, OCIT will need the expertise of a Sourcing adviser to assist with drafting the new service contracts.					
6) Term of project:					
FY 2017-18 to FY 2018-19: The project is estimated to begin in 2017 with RFP development, continuing through mid-2019 with completed potential transition to new vendors.					
7) Ongoing costs:					
Ongoing costs for the sourcing services will be billed via IT rates. The costs requested for this project are one-time for a Sourcing adviser and transition costs.					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Capital Improvements**
 Budget Control: **038 Data Systems Development Projects (continued)**

FUND: 100

IT Project Description: DA-PA/HCA PG Conservatorship System			Unit Number: 0383050		PB Req: 3205
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	974,000	0	0	0	0
Balance:	974,000	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 100%	Other: 0%
1) Business need: The District Attorney-Public Administrator (DA-PA) and Health Care Agency Public Guardian (HCA PG) are responsible for processing all estate/trust financial transactions including daily receipts, monthly automatic receipts (SSA/SSI benefits via ACH), regular disbursements and automatic payments (e.g. board and care facility payments, bank deposits, general ledger, revolving fund insurance and repayment transactions, escrow/suspense account deposits and release transactions, estate quarterly interest earning distributions), tax filings (e.g. individual form 1040, fiduciary tax form 1041, federal estate form 706), quarterly sales tax, monthly trust fund and bank reconciliations, and court accounting reporting.					
2) Proposed solution: The Health Care Agency (HCA) and the District Attorney (DA) are exploring the opportunity to replace the existing end-of-life information system (ePAGES) with a new web-based modern system that is capable of adapting to new and modified mandated regulations, external workforce process changes, and the ever-evolving hardware and software technical backbone in which ePAGES operates.					
3) Agencies impacted: Health Care Agency and District Attorney					
4) Impact of not implementing the project: Not replacing the current outdated system could impact the ability of the DA-PA and HCA PG to process estate and trust financial transactions for clients.					
5) Staff support: HCA and DA IT staff will assist the vendor with implementation and provide ongoing support as needed.					
6) Term of project: The implementation of the new system is expected to be complete in Fiscal Year 2017-18.					
7) Ongoing costs: Ongoing maintenance costs are estimated at approximately \$220,000/year and will be paid by HCA and DA.					

TOTAL BUDGET CONTROL:					
038 Data Systems Development Projects					
BC 038	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	0	0	0	0	0
Total Expense:	2,146,000	2,845,528	1,144,611	150,000	150,000
Balance*:	2,146,000	2,845,528	1,144,611	150,000	150,000

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Ins., Reserves & Miscellaneous**
 Budget Control: **037 I.T. Support Services**

FUND: **100**

IT Project Description: Service Desk Ticketing System			Unit Number: 0373430		PB Req: 2957
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	0	0	0	0
Expense:	345,419	265,654	0	0	0
Balance:	345,419	265,654	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
1) Business need: The County currently maintains three separate ticketing systems across five agencies. A standardized agency ticketing system, service catalog, and reporting component would allow the County to bridge to the SAIC and Atos instances of Service Now, sharing ticket information through the system automatically as appropriate.					
2) Proposed solution: The Service Desk Ticketing System project will consolidate the current three separate ticketing systems, standardize the service catalog and reporting, and ease the administrative burden on OCIT technical and administrative staff. The solution would bring intelligence to reporting, providing a more proactive approach to serving customers.					
3) Agencies impacted: This project would impact OC Public Works (OCPW), Child Support Services (CSS), and OC Community Resources (OCCR).					
4) Impact of not implementing the project: The existing system at OCPW is no longer supported by the vendor and an uplift would be required to keep it operational. The system at CSS would also require maintenance to keep it operational. In addition, standardized reporting capabilities may not be available across all shared services agencies.					
5) Staff support: The initial implementation would be a contract service; however, it would also require time from a business analyst to gather information from the shared services agencies and update the configuration management database (CMDB).					
6) Term of project: The project would have three phases and take two years beginning July 1, 2017 and ending June 30, 2019. The first phase would take 12 months, implementing general ticketing functionality for all three agencies and tying into the SAIC and Atos instances of Service Now. The second phase would take six months, introducing discovery to ensure accuracy and completeness of the CMDB. The third phase would take 6 months, introducing intelligence into reporting and a proactive approach to managing work.					
7) Ongoing costs: Licensing was included in the costs for the first 2 years (term of the project). After that, licensing would cost \$117,593 annually.					

037 I.T. Support Services					
BC 037	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	0	0	0	0	0
Total Expense:	345,419	265,654	0	0	0
Balance*:	345,419	265,654	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Ins., Reserves & Miscellaneous**
 Budget Control: **289 Information and Technology ISF**

FUND: 289

IT Project Description:
Unit Number: 2891100
PB Req: 2753

Replace Central Server Environment

	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	650,000	0	0	0
Expense:	0	650,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%

1) Business need:
The current centralized server environment maintained at the OC Data Center will reach its end of life in January 2018. As a result, replacement of components and parts becomes more difficult and increases the difficulty for OCIT and its vendors to effectively support the environment.

2) Proposed solution:
Purchase new hardware components and contract with vendor for professional services to physically replace the hardware components under a Work Order. Benefits include increased processor speed and throughput, and reduced reoccurring maintenance costs.

3) Agencies impacted:
OC Information Technology, Auditor-Controller, Children & Families Commission of Orange County, Clerk of the Board, County Counsel, OC Community Resources, OC Waste & Recycling, DA-Public Administrator, HCA Public Guardian, Probation, Treasurer-Tax Collector, Vendors - SAIC and ATOS (Security)

4) Impact of not implementing the project:
Not implementing the project could lead to difficulty securing hardware and software support on the virtual server platform. As hardware ages, the possibility of system or equipment failure may increase, potentially impacting access to critical County systems.

5) Staff support:
Managed Service vendor

6) Term of project:
Approximately one year and should be completed before the end of life date, which is currently estimated to be January 2018.

7) Ongoing costs:
Hardware and software maintenance consistent with current service delivery model.

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Ins., Reserves & Miscellaneous**
 Budget Control: **289 Information and Technology ISF (continued)**

FUND: 289

IT Project Description: Defense in Depth - ISE (Port Security and More)			Unit Number: 2891100		PB Req: 2767
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	250,000	250,000	0	0	0
Expense:	250,000	250,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
1) Business need: The County desktop and systems and network teams are supporting a proliferation of new network-enabled devices including tablets, smart phones, and laptops. These devices, although providing enhancement to staff productivity, also introduce additional risks to the ever evolving enterprise network, and services that these devices are designed to consume. Identity Service Engine (ISE) will help ensure that only County authorized computing devices will be able to connect to the County network. ISE will provide a mechanism to ensure that any computing device connected to the County network is safe and secure.					
2) Proposed solution: Cisco Identity Services Engine (ISE) delivers the visibility, context, and dynamic control needed by the County enterprise network and security management teams to effectively implement a cyber security solution that targets the entire attack continuum: managing network access before an attack; providing visibility into and containment of threats during an attack; and improving time to detection and time to resolution after an attack. This is a critical element in managing the County network and ensuring network security.					
3) Agencies impacted: Agencies that participate in Managed services will be the first agencies to implement					
4) Impact of not implementing the project: Not implementing the project could result in network-enabled devices including tablets, smart phones, and laptops continuing to pose an additional cyber security risk to the County network.					
5) Staff support: Atos (vendor) and County OCIT staff					
6) Term of project: FY 2017-18 to FY 2018-19					
7) Ongoing costs: \$60,000 per year					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Ins., Reserves & Miscellaneous**
 Budget Control: **289 Information and Technology ISF (continued)**

FUND: **289**

IT Project Description:		Unit Number: 2891100		PB Req: 2813	
Defense in Depth - Email Cryptography					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	200,000	0	0	0	0
Expense:	200,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General	Fund: 0%	Other: 100%
1) Business need: There is an urgent business need to support ever evolving compliance requirements for the handling and transmission of privacy data as well as other types of sensitive information.					
2) Proposed solution: The email cryptography project could reduce the risks of breached privacy data and could reduce potential costs associated with remediation of a privacy breach.					
3) Agencies impacted: All County Departments					
4) Impact of not implementing the project: Not implementing this project could result in potential privacy breaches and breaches of sensitive information should emailed data in transit not be adequately safeguarded.					
5) Staff support: The project will be managed by OCIT Security Administrator and Administrative Managers.					
6) Term of project: Due to the urgency of the need, this project will be initiated in FY 2016-17 with funding from the department's current Enterprise Security budget. The project is slated to begin in January 2017 with 10 groupings of agencies, each grouping is anticipated to be completed within one month. The projected end date is November 2017.					
7) Ongoing costs: \$60,000/year (assuming 4,000 mailboxes)					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Ins., Reserves & Miscellaneous**
 Budget Control: **289 Information and Technology ISF (continued)**

FUND: **289**

IT Project Description:		Unit Number: 2891100		PB Req: 2814	
Defense in Depth - Open Domain Name System					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	0	200,000	0	0	0
Expense:	0	200,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General Fund: 0%	Other: 100%	
1) Business need: There is an urgent business need for secure domain name services (DNS) which substantially reduce the risk of a successful wide scale ransomware attack and provide zero day protection from DNS related threats.					
2) Proposed solution: A secure domain name services project would reduce the threat of successful ransomware exploitation.					
3) Agencies impacted: County Executive Office, OC Information Technology, OC Public Works, OC Community Resources, OC Waste & Recycling, Human Resource Services, Child Support Services					
4) Impact of not implementing the project: Not implementing this project could result in the County assuming risk for zero day threats such as new Malware.					
5) Staff support: Will be managed by OCIT IT Security Administrator II					
6) Term of project: One year, FY 2018-19					
7) Ongoing costs: \$90,000/year (assuming 4,500 seats)					

2016 Strategic Financial Plan**IT Project Requests**

PROGRAM: **Ins., Reserves & Miscellaneous**
 Budget Control: **289 Information and Technology ISF (continued)**

FUND: 289

IT Project Description:		Unit Number: 2891100			PB Req: 2953
Mainframe Software Upgrade					
	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Revenue:	950,000	200,000	0	0	0
Expense:	950,000	200,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State: 0%	Federal: 0%	General Fund: 0%	Other: 100%	
1) Business need: There is a business need for the upgrade of all Mainframe software components to the latest, supported versions.					
2) Proposed solution: A Work Order with Science Applications International Corporation (SAIC) is pending budget approval. The work in question is within scope of the SAIC master services agreement.					
3) Agencies impacted: OC Information Technology, Treasurer-Tax Collector, Auditor-Controller, Social Services Agency, Probation, Assessor					
4) Impact of not implementing the project: The current version of the mainframe software will no longer be supported by the manufacturer and, as such, vendor assistance will not be available should there be issues with the software. The manufacturer will also stop developing and providing software updates.					
5) Staff support: Contracted staff under Work Order					
6) Term of project: One year; to be completed by December 2017					
7) Ongoing costs: No additional cost - Part of Mainframe budget. Upgrade costs are included in the support contracts with the software manufacturers.					

TOTAL BUDGET CONTROL: 289 Information and Technology ISF					
BC 289	FY 17-18 Forecast	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast
Total Funding:	1,400,000	1,300,000	0	0	0
Total Expense:	1,400,000	1,300,000	0	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost or Fund Balance





Strategic Priorities

One of the primary functions of the Strategic Financial Plan (SFP) is identification of major initiatives, both programmatic and infrastructure related, which are not currently addressed in the baseline operations of the County's Agencies/Departments, or which have high community awareness. These initiatives are referred to as Strategic Priorities and may include existing programs, new programs, program expansion, innovative partnerships with the community, new facilities, and major technology enhancements.

Strategic Priorities are characterized by the following basic criteria:

- **Significant in Cost Impact** - items exceeding \$1 million in any one year, particularly those that would require County General Purpose Revenue (Net County Cost).
- **Of Community Awareness** – items that are or should be on everybody's "radar screen."
- **Measurable Outcomes** – measurable results have been identified so items can be evaluated from time to time on the basis of objective results.
- **Personnel Impact** – may impact current work activities and/or require new positions.
- **Efficient** – achieves the desired results in a sensible and cost-effective manner.
- **Strategic** – may have a long range impact on County government and the community it serves.

The process of identifying Strategic Priorities involves the County's Department Heads, their staff, the County Executive Office and the Board of Supervisors. A total of thirty-eight Strategic Priorities were submitted with a total cost of \$462 million over the first five years with a first year cost of \$75.8 million growing to an annual cost of \$142.8 million by the tenth plan year. Only seven of the 38 Strategic Priorities requested no Net County Cost (NCC) funding. Of the 38 priorities, 22 represent continuing priorities and 16 represent newly identified priorities. All Priorities are standardized into a ten-point format designed to capture all significant and relevant factors needed to make funding decisions.

The primary focus of the SFP is on programs and resources funded from General Purpose Revenues (NCC); however, some Strategic Priorities might be funded from dedicated revenue sources (e.g. State and Federal grants). The County Executive Office will work with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of the priorities. At this time, no funding is recommended for implementation of Strategic Priorities. Any funding of Strategic Priorities will be deferred to the FY 2017-18 budget process due to modest growth assumptions in General Purpose Revenues, the need to first stabilize department budgets for ongoing operating costs, and the Vehicle License Fee Adjustment Amount to the State.

A summary of the 2016 Strategic Priorities and the NCC request by program and department follows this page.

2016 STRATEGIC PRIORITIES

		10-Year NCC Request	5- Year NCC Request	ANNUAL NCC REQUEST	
Department	Strategic Priority Title			FY 2017-18	FY 2018-19
Integrated Services					
1 N	County Executive Office (017)	Stepping Up Initiative	0	0	0
2 N	Health Care Agency (042)	Behavioral Health Services Campus	19,094,860	8,050,000	0
3 N	Sheriff-Coroner (060)	In-Custody/Post Custody Drug Treatment Program	4,000,000	4,000,000	2,000,000
4 N	Sheriff-Coroner (060)	Recidivism Reduction Community Reintegration	4,000,000	4,000,000	2,000,000
5 N	County Executive Office (017)	Reentry Facility	0	0	0
Total Integrated Services		27,094,860	16,050,000	4,000,000	7,000,000
Program I - Public Protection					
6 C	District Attorney (026)	Science & Technology that Enhances Public Safety	98,776,576	39,486,012	4,670,358
7 C	Sheriff-Coroner Communications (055)	Jail Security Electronic Control Systems Upgrade/Replacement	15,346,232	15,346,232	7,368,186
8 C	Probation (057)	Youth Guidance Center - Classroom Facility	10,079,172	9,704,172	0
9 C	Probation (057)	SB81 Match - Juvenile Hall Gymnasium & Visitation Center	(1,114,000)	(1,114,000)	(153,059)
10 C	Sheriff-Coroner (060)	Closed Circuit Television (CCTV) System for Jails	6,000,000	6,000,000	2,000,000
11 C	Sheriff-Coroner (060)	Sheriff-Coroner IT Strategic Plan Implementation	18,115,000	13,915,000	7,455,000
12 N	Sheriff-Coroner (060)	Sheriff-Coroner Facilities Maintenance Repair Plan	35,000,000	25,000,000	5,000,000
13 C	Sheriff-Coroner (060)	Sheriff-Coroner Facilities Capital Improvement Plan	66,112,119	66,112,119	6,855,507
14 C	Sheriff-Coroner (060)	Crime Lab Forensic Personnel for Evidence Analysis	9,856,446	4,771,556	887,710
15 C	Sheriff-Coroner (060)	Inmate Transportation Buses	4,270,187	3,610,187	1,320,000
16 C	Sheriff-Coroner (060)/HCA (042)	James A. Musick Facility Expansion - Phase 1 Staffing	374,088,071	137,103,070	0
17 C	Sheriff-Coroner (060)/HCA (042)	James A. Musick Facility Expansion - Phase 2 Staffing	156,614,343	55,585,008	0
18 C	Sheriff-Coroner (060)	Computer-aided Design System Upgrade	3,260,000	3,260,000	1,800,000
19 C	Sheriff-Coroner (060)	Automated Content Classification Solution	3,310,000	1,980,000	1,188,000
20 C	Sheriff-Coroner (060)	Disaster Recovery	8,140,000	4,070,000	2,350,000
Total Program I		807,854,146	384,829,356	40,741,702	25,132,359
Program II - Community Services					
21 C	Health Care Agency (042)	Psychiatric Crisis Stabilization and Support Services	0	0	0
22 N	Social Services Agency (063)	In-Home Supportive Services	0	0	0
23 N	Social Services Agency (063)	Resource Family Approval	0	0	0
24 N	Social Services Agency (063)	Continuum of Care Reform	0	0	0
25 C	Social Services Agency (063)	Adult Protective Services	0	0	0
Total Program II		0	0	0	0
Program III - Infrastructure & Environmental Resources					
26 N	OC Public Works (080)	Badge Encryption Upgrade	0	0	0
27 N	OC Public Works (080)	Software Solution for Agricultural Commissioner	4,800,000	3,800,000	0
Total Program III		4,800,000	3,800,000	0	3,200,000
Program IV - General Government Services					
28 C	Auditor-Controller (014)	CAPS+ Performance Budgeting Upgrade	1,000,000	1,000,000	0
29 C	Auditor-Controller (014)	CAPS+ Human Resources/Payroll Upgrade	3,650,000	0	0
30 C	Auditor-Controller (014)	CAPS+ Financial/Procurement & Human Resources/Payroll Replacement	111,500,000	1,750,000	0
31 C	Auditor-Controller (014)	CAPS+ Financial/Purchasing Upgrade	2,900,000	0	0
32 N	Auditor-Controller (014)	CAPS+ Vendor Self Service and Financial Workflow Mobility	2,392,844	1,844,802	1,461,102
33 N	Auditor-Controller (014)	CAPS+ Employee and Management Self Service	2,866,069	2,109,640	1,580,039
34 C	Auditor-Controller (015)	Property Tax System Upgrade	74,000,000	0	0
35 N	Human Resources (054)	Integrated Talent Management System	7,330,000	4,580,000	880,000
36 C	Registrar of Voters (031)	New Electronic Voting System	20,000,000	20,000,000	20,000,000
Total Program IV		225,638,913	31,284,442	23,921,141	1,218,304
Program V - Capital Improvements					
37 C	Capital Improvements (036)	County Facilities Master Plan	(65,170,441)	24,829,559	5,644,177
38 N	Capital Improvements (036)	Countywide IT Security Assessment	1,534,264	1,534,264	1,534,264
Total Program V		(63,636,177)	26,363,823	7,178,441	6,000,000
Total NCC Request		1,001,751,742	462,327,621	75,841,284	42,550,663

LEGEND: C = Continuing Strategic Priority N = New Strategic Priority

2016 STRATEGIC PRIORITIES

(COST LESS REVENUE OR OTHER SOURCES)					
FY 2019-20	FY 2020-21	2021-22	FY 2022-23 to FY 2026-27	Strategic Priority Title	Department
0	0	0	0	Integrated Services	
1,000,000	2,000,000	2,050,000	11,044,860	Stepping Up Initiative	County Executive Office (017) N 1
0	0	0	0	Behavioral Health Services Campus	Health Care Agency (042) N 2
0	0	0	0	In-Custody/Post Custody Drug Treatment Program	Sheriff-Coroner (060) N 3
0	0	0	0	Recidivism Reduction Community Reintegration	Sheriff-Coroner (060) N 4
0	0	0	0	Reentry Facility	County Executive Office (017) N 5
1,000,000	2,000,000	2,050,000	11,044,860	Total Integrated Services	
7,550,646	9,508,886	11,543,138	59,290,564	Program I - Public Protection	
1,422,548	1,447,306	715,938	0	Science & Technology that Enhances Public Safety	District Attorney (026) C 6
6,876,344	591,390	75,000	375,000	Jail Security Electronic Control Systems Upgrade/Replacement	Sheriff-Coroner Communications (055) C 7
0	0	0	0	Youth Guidance Center - Classroom Facility	Probation (057) C 8
2,000,000	0	0	0	SB81 Match - Juvenile Hall Gymnasium & Visitation Center	Probation (057) C 9
1,340,000	840,000	2,240,000	4,200,000	Closed Circuit Television (CCTV) System for Jails	Sheriff-Coroner (060) C 10
5,000,000	5,000,000	5,000,000	10,000,000	Sheriff-Coroner IT Strategic Plan Implementation	Sheriff-Coroner (060) C 11
5,589,709	16,676,168	35,586,000	0	Sheriff-Coroner Facilities Maintenance Repair Plan	Sheriff-Coroner (060) N 12
958,604	989,562	1,016,978	5,084,890	Sheriff-Coroner Facilities Capital Improvement Plan	Sheriff-Coroner (060) C 13
0	1,320,000	0	660,000	Crime Lab Forensic Personnel for Evidence Analysis	Sheriff-Coroner (060) C 14
45,412,371	45,178,337	46,512,362	236,985,001	Inmate Transportation Buses	Sheriff-Coroner (060) C 15
17,639,166	18,660,358	19,285,484	101,029,335	James A. Musick Facility Expansion - Phase 1 Staffing	Sheriff-Coroner (060)/HCA (042) C 16
365,000	365,000	365,000	0	James A. Musick Facility Expansion - Phase 2 Staffing	Sheriff-Coroner (060)/HCA (042) C 17
198,000	198,000	198,000	1,330,000	Computer-aided Design System Upgrade	Sheriff-Coroner (060) C 18
430,000	430,000	430,000	4,070,000	Automated Content Classification Solution	Sheriff-Coroner (060) C 19
				Disaster Recovery	Sheriff-Coroner (060) C 20
94,782,388	101,205,007	122,967,900	423,024,790	Total Program I	
0	0	0	0	Program II - Community Services	
0	0	0	0	Psychiatric Crisis Stabilization and Support Services	Health Care Agency (042) C 21
0	0	0	0	In-Home Supportive Services	Social Services Agency (063) N 22
0	0	0	0	Resource Family Approval	Social Services Agency (063) N 23
0	0	0	0	Continuum of Care Reform	Social Services Agency (063) N 24
0	0	0	0	Adult Protective Services	Social Services Agency (063) C 25
0	0	0	0	Total Program II	
0	0	0	0	Program III - Infrastructure & Environmental Resources	
200,000	200,000	200,000	1,000,000	Badge Encryption Upgrade	OC Public Works (080) N 26
				Software Solution for Agricultural Commissioner	OC Public Works (080) N 27
200,000	200,000	200,000	1,000,000	Total Program III	
0	0	1,000,000	0	Program IV - General Government Services	
0	0	0	3,650,000	CAPS+ Performance Budgeting Upgrade	Auditor-Controller (014) C 28
0	0	1,750,000	109,750,000	CAPS+ Human Resources/Payroll Upgrade	Auditor-Controller (014) C 29
0	0	0	2,900,000	CAPS+ Financial/Procurement & Human Resources/Payroll Replacement	Auditor-Controller (014) C 30
94,466	97,300	100,219	548,042	CAPS+ Financial/Purchasing Upgrade	Auditor-Controller (014) C 31
130,387	134,298	138,327	756,429	CAPS+ Vendor Self Service and Financial Workflow Mobility	Auditor-Controller (014) N 32
0	0	0	74,000,000	CAPS+ Employee and Management Self Service	Auditor-Controller (014) N 33
900,000	900,000	900,000	2,750,000	Property Tax System Upgrade	Auditor-Controller (015) C 34
0	0	0	0	Integrated Talent Management System	Human Resources (054) N 35
				New Electronic Voting System	Registrar of Voters (031) C 36
1,124,853	1,131,598	3,888,546	194,354,471	Total Program IV	
1,000,000	6,156,531	6,028,851	(90,000,000)	Program V - Capital Improvements	
0	0	0	0	County Facilities Master Plan	Capital Improvements (036) C 37
				Countywide IT Security Assessment	Capital Improvements (036) N 38
1,000,000	6,156,531	6,028,851	(90,000,000)	Total Program V	
98,107,241	110,693,136	135,135,297	539,424,121	Total NCC Request	





2016 Strategic Financial Plan

Strategic Priorities

Integrated Services

The County of Orange continues to be committed to providing for the health, welfare, and safety of its residents. With the passing of certain legislative measures such as the Public Safety Realignment in 2011 and Proposition 47 in 2014, the population served in the County changed requiring departments to analyze their programs and services to best meet the changing needs of their residents while keeping public safety as their primary concern.

Recently, the County successfully implemented an integrated service model to deliver services to reduce homelessness. Currently, a Director of Care Coordination is responsible for strategically coordinating the variety of services provided by multiple agencies to reduce homelessness. This results in a more effective use of budgets and staffing and maximizes the impact of these services.

Integrated Services is an umbrella concept that covers five (5) Strategic Priorities individually submitted for the 2016 Strategic Financial Plan. These proposed initiatives focus on providing a host of services aimed at: mental health and substance abuse treatment, recidivism reduction, and post incarceration reentry to the community.

The five Strategic Priorities included within the **Integrated Services** umbrella are still in the preliminary development stage. Specific details pertaining to resources and funding will be defined as the projects are developed. Where possible, general estimates have been provided to assist management in making critical decisions. Below are a list of the Strategic Priorities and brief descriptions of each.

Stepping Up Initiative

Multiple agencies are working on the development of this initiative. In May 2015 the Board of Supervisors adopted a "Stepping Up Initiative" Resolution to demonstrate the County's interest in reducing the number of people with mental illness in County jails and share lessons learned across the state and nation. Across the country, jails and prisons are the primary providers of mental health treatment. A primary goal of this initiative is to divert low-level nonviolent offenders with mental illness and/or substance abuse away from jails and toward more appropriate treatment services.

Behavioral Health Services Campus

This initiative was submitted by the Health Care Agency. It proposes the creation of a hub of co-located services in a campus like setting is being identified as a strategic priority. These services would include a Crisis Stabilization Unit; a sobering station – where law enforcement could drop off someone who is severely intoxicated rather than taking them to jail; detoxification services – where individuals could initiate recovery from substance use disorders; outpatient mental health and substance use disorder treatment; and crisis residential services.



2016 Strategic Financial Plan

Strategic Priorities

In-Custody & Post-Custody Drug Treatment Program

This initiative was submitted by the Sheriff. As proposed, the In-Custody/Post-Custody Drug Treatment Program would provide professional substance use disorder treatment to eligible inmates while incarcerated; continuing post-custody treatment services; and case management services during the entire program period. Additionally, a continuum of post-custody community-based treatment services and post-custody supportive sober-living would be provided for one year.

Recidivism Reduction Community Reintegration

This initiative was submitted by the Sheriff. The Recidivism Reduction Community Reintegration Program will provide professional case management and cognitive-behavioral program services to eligible inmates while incarcerated and continued case management post-custody for one year.

Reentry Facility

This is a multi-agency initiative. Returning to the community from jail is a complex transition for most offenders, as well as their families and the community, and can have profound implications for public safety. Those released often struggle with substance abuse, lack of adequate education and job skills, limited housing options and mental health issues. In April 2016, the Community Corrections Partnership Executive Committee began to explore the need for a dedicated re-entry facility. An Ad-Hoc meeting was convened and began to work on developing the model for Orange County.

The potential funding sources of these initiatives are varied and include: Mental Health Services Act, Proposition 47 Grants, AB 109, and County General Fund. Given the commonality, consideration of an integrated approach in the implementation of these programs provides opportunities to leverage the overlap (services, funding, and data collection) to more effectively and efficiently deliver these services.



Stepping Up Initiative

1. Program Area:

Integrated Services/General Government Services

2. Identify agencies and departments involved.

This is a multi-department initiative involving the public safety and community service agencies including the County Executive Office, District Attorney, Sheriff-Coroner, Probation, Public Defender, Health Care Agency, OC Community Resources, Social Services Agency as well as the Court system, municipal law enforcement and community-based organizations.

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.

This is a new Strategic Priority.

4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.

There are an estimated two million people living with serious mental illnesses admitted to jails nationwide each year. Of this total, approximately 75% (1.5 million) also have a drug or alcohol problem. Jail resources are limited to deal with this population, and adults with mental illnesses tend to stay longer and have a higher risk of recidivism thereby putting an additional strain on the jail system.

Orange County's Stepping-Up Initiative aims to break the cycle of recidivism and address the underlying causes by diverting low-level nonviolent offenders with mental illness and/or substance abuse away from the jails and towards more appropriate community-based treatment services. Much of the framework and services currently exist within the County, but have never been aligned purposefully to provide an opportunity for a comprehensive care model.

The preliminary model includes diversion points beginning with the point of initial contact with an individual through the process of the criminal justice system. Low-level nonviolent offenders identified with mental or substance abuse issues would be diverted away from the jail system toward more appropriate community-based treatment services. To varying degrees, Orange County already engages in activities to reduce the number of individuals with mental health issues in the jails and operates a variety of treatment programs, some of which include housing for those with mental illness or substance abuse issues.

- The Health Care Agency and contracted providers offer a variety of reentry treatment services such as outreach and engagement, crisis services, outpatient, residential and inpatient services, and housing programs. Many of the services include medication evaluation and monitoring.



Stepping Up Initiative

- The Probation Department provides post-release oversight for those offenders who participate in the Mental Health and Drug Treatment Courts where a team of professionals, including the Court, Public Defender, District Attorney, Probation and Health Care Agency decide the best course of action for the offender.
- Sheriff-Coroner, Public Defender, Social Services Agency and Health Care Agency implemented a program that provides Medi-Cal screening for inmates in the jails and optional enrollment in Medi-Cal prior to release.

Developing and implementing a comprehensive community outreach program to preemptively divert low-level nonviolent offenders towards treatment and away from the criminal justice system would benefit the individual by addressing the underlying causes of their criminal behaviors and potentially reduce recidivism. It could also allow for the efforts of the Sheriff, District Attorney, Public Defender and the Court system, for example, to focus resources to address the more significant criminal activity and behaviors and thereby increase public safety.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

The planning and development of a comprehensive plan for the integration of services is in process. It is not known at this time if additional staffing will be needed or contracted services will be utilized.

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

The Strategic Priority is in the preliminary development phase and encompasses all of the elements presented under Integrated Services. Many of the services are currently provided in the County and this initiative would result in an increase in the scope and workload potentially increasing costs for personnel as well as anticipated increases in contracted services through community-based organizations. However, the increase in costs may be offset by savings from efficiencies created due to lower cost to treat mental illness and substance abuse in a community-based organization as opposed to the jail system; availability of Medi-Cal outside of the jail system; potentially reduced recidivism and decrease in general staff time when processing a mentally ill individual through the criminal justice system. Estimated costs are included with the related Strategic Priority included under Integrated Services.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Funding sources are included with the estimated costs in the related Strategic Priority under Integrated Services.



Stepping Up Initiative

8. Identify stakeholders.

The low-level nonviolent offenders would be provided alternatives to incarceration, thereby, addressing their underlying needs; the community will have increased public safety; the County Departments will align services and work collaboratively to address a nationwide issue at the County level.

9. Is the program/project mandated or discretionary?

Although this has been identified as a nationwide initiative, the program itself is discretionary.

10. Identify the implementation period if funding were available.

Planning will begin in FY 2016-17 to identify the services and framework and will be implemented in phases with a target of FY 2017-18 for the main availability of aligned services.

Stepping Up Initiative											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	0	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Charges For Services	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0



Behavioral Health Services Campus

1. **Program Area:**
Integrated Services/Community Services
2. **Identify agencies and departments involved.**
Health Care Agency (HCA)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

Mental illnesses are disorders of the brain that can often profoundly disrupt a person's thinking, feeling, mood, and ability to relate to others. National surveys have identified that nearly half of Americans (46.4%) reported meeting criteria at some point in their life for a diagnosable mental health disorder. While mental disorders are common in the United States, the burden of illness is particularly concentrated among those who experience disability due to serious mental illness (SMI). In 2014, the National Institute of Health estimated that 4.2% of all U.S. adults aged 18 or older in the U.S. had experienced SMI in the past year. In Orange County, this would equate to over 125,000 individuals. If substance use disorders were included in this figure, the rates would be even higher.

Mental illness is a leading cause of disability. Untreated mental illness and substance use disorders can cause severe emotional, behavioral and physical health problems. The unintended consequence of untreated mental illness and substance use disorders results in a negative financial and social impact to police, educators, emergency rooms, and businesses. Without treatment, the consequences of mental illness and substance use disorders for the individual and society are significant: unnecessary disability, unemployment, substance abuse, homelessness, inappropriate incarceration, and suicide. The economic cost of untreated mental illness alone is more than \$100 billion each year in the United States.

Treatment works for most people living with mental illness, and an array of services and supports including access to appropriate medication and peer-support service are necessary to ensure recovery. The best treatments for serious mental illnesses today are highly effective; between 70 and 90 percent of individuals have significant reduction of symptoms and improved quality of life with a combination of pharmacological and psychosocial treatments and supports.



Behavioral Health Services Campus

The creation of a hub of co-located services in a campus like setting is being identified as a strategic priority. These services would include a Crisis Stabilization Unit; a sobering station – where law enforcement could drop off someone who is severely intoxicated rather than taking them to jail; detoxification services – where individuals could initiate recovery from substance use disorders; outpatient mental health and substance use disorder treatment; and crisis residential services.

While many of the services identified for inclusion in the behavioral health campus already exist in the community, the co-location of these services at a single site would result in improved outcomes due to better integrated services, and community relations. Keeping the behavioral health system of care in its current state results in use of incarceration and hospitalization in lieu of behavioral health treatment and care. Having an identified resource where law enforcement can bring an intoxicated individual to become sober, and potentially link to treatment services could result in a reduction in costs for incarcerating these individuals. Likewise, crisis residential services offer a level of care for mental health conditions that would otherwise result in inappropriate use of emergency rooms and inpatient psychiatric treatment.

Access to services is an identified core goal for Behavioral Health Services. A campus like setting as described above could create improved access for adults needing behavioral health services.

Additional behavioral health services are critical to both the health and the safety of the community. Hospitals holding psychiatric clients pending an open bed will be able to treat other patients needing emergency services, reducing or eliminating emergency room diversion time which delays care for persons with potentially life threatening conditions. Individuals who are intoxicated can be diverted from jail settings so that law enforcement resources can be focused on other priorities. Law enforcement officers, who wait with clients brought into emergency rooms for psychiatric emergencies, will be able to leave emergency rooms and return to patrol sooner. Most importantly, more clients will receive timely treatment.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

The planning and development of a comprehensive plan for the integration of services is in process. It is not known at this time if additional staffing will be needed or contracted services will be utilized.



Behavioral Health Services Campus

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

FY 2017-18 – \$0 one-time; \$0 ongoing

FY 2018-19 – \$10,000,000 one-time; \$2,000,000 ongoing

FY 2019-20 – \$0 one-time; \$4,000,000 ongoing

FY 2020-21 – \$0 one-time; \$8,000,000 ongoing

FY 2021-22 – \$0 one-time; \$8,200,000 ongoing

FY 2022-23 – \$0 one-time; \$8,405,000 ongoing

FY 2023-24 – \$0 one-time; \$8,615,125 ongoing

FY 2024-25 – \$0 one-time; \$8,830,503 ongoing

FY 2025-26 – \$0 one-time; \$9,051,266 ongoing

FY 2026-27 – \$0 one-time; \$9,277,547 ongoing

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Mental Health Services Act/Prop 63 (75%), Net County Cost (25%)

8. Identify stakeholders.

Mental Health Services Act Steering Committee

Orange County Chief of Police & Sheriff's Association

Law Enforcement

National Alliance of Mental Illness – Orange County

9. Is the program/project mandated or discretionary?

Discretionary

10. Identify the implementation period if funding were available.

The estimated time for implementation is dependent upon site identification and plan development. The services would be contracted out and subject to procurement process timelines. Respective licensure and certifications would also need to be addressed. The facility would need to become designated to receive and treat persons on Welfare & Institutions Code 5150 involuntary detentions. These items are typically addressed during the startup period, and service delivery would begin after the startup period.

Behavioral Health Services Campus											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	12,000,000	4,000,000	8,000,000	8,200,000	8,405,000	8,615,125	8,830,503	9,051,266	9,277,547
Agency Expense Total	0	0	12,000,000	4,000,000	8,000,000	8,200,000	8,405,000	8,615,125	8,830,503	9,051,266	9,277,547
II. Non-General Fund Revenue											
Other Financing Sources	0	0	9,000,000	3,000,000	6,000,000	6,150,000	6,303,750	6,461,344	6,622,877	6,788,450	6,958,160
Agency Revenue Total	0	0	9,000,000	3,000,000	6,000,000	6,150,000	6,303,750	6,461,344	6,622,877	6,788,450	6,958,160
III. General Fund Requirement	0	0	3,000,000	1,000,000	2,000,000	2,050,000	2,101,250	2,153,781	2,207,626	2,262,816	2,319,387
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0



In-Custody/Post-Custody Drug Treatment Program

1. **Program Area:**
Integrated Services/Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
The In-Custody/Post-Custody Drug Treatment Program would provide professional substance use disorder treatment to eligible inmates while incarcerated; continuing post-custody treatment services; and case management services during the entire program period. The program would serve a total of up to 96 inmates in two jail locations: one housing unit for men and the second housing unit for females. The program would also provide a continuum of post-custody community-based treatment services and post-custody supportive sober-living for one year. In-custody case management services would begin upon program entry and continue for the duration of the program.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel will be required.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
Estimated costs for the In-Custody/Post-Custody Drug Treatment Program is \$4,000,000.
7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
General Fund support is requested.
8. **Identify stakeholders.**
Sheriff-Coroner Department, Probation Department, and the Health Care Agency (including Behavioral Health programs), as well as private and nonprofit drug treatment programs, corrections re-entry service providers, and advocacy groups

**2016 Strategic Financial Plan****Strategic Priorities**

In-Custody/Post-Custody Drug Treatment Program**9. Is the program/project mandated or discretionary?**

This project is discretionary.

10. Identify the implementation period if funding were available.

Funding is requested for FY 2017-18 through FY 2018-19. The implementation period would follow the Request-for-Proposal process and it is anticipated to commence services within 90 days of award.

In-Custody/Post-Custody Drug Treatment Program											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
Agency Expense Total	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





Recidivism Reduction Community Reintegration

1. Program Area:

Integrated Services/Public Protection

2. Identify agencies and departments involved.

Sheriff-Coroner Department (OCSD)

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.

This is a new Strategic Priority.

4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.

The Recidivism Reduction Community Reintegration Program would provide professional case management and cognitive-behavioral program services to eligible inmates while incarcerated and continued case management post-custody for one year. The program could serve up to 200 inmates in all five jail facilities – and it will include inmates of both genders. The program would also provide a continuum of post-custody case management services for one year. The program would implement an approved software tracking system in order to report service and recidivism outcomes and also include a research component tool to track, analyze and report recidivism outcomes.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

No additional personnel will be required.

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

Estimated costs for the Recidivism Reduction Community Reintegration Program is \$4,000,000.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

General Fund support is requested.

8. Identify stakeholders.

Sheriff's Department, Probation Department, and the Health Care Agency (including Behavioral Health programs), as well as private and nonprofit drug treatment programs, corrections re-entry service providers and advocacy groups

**Recidivism Reduction Community Reintegration****9. Is the program/project mandated or discretionary?**

This project is discretionary.

10. Identify the implementation period if funding were available.

Funding is being requested for FY 2017-18 through FY 2018-19. The implementation period would follow the Request-for-Proposal process and it is anticipated to commence services within 90 days of award.

Recidivism Reduction Community Reintegration											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
Agency Expense Total	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





Reentry Facility

1. Program Area:

Integrated Services/General Government Services

2. Identify agencies and departments involved.

A Reentry Facility used to transition individuals from jails to the community is a multi-department project involving Probation, Public Defender, Health Care Agency, OC Community Resources, and Social Services Agency.

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.

This is a new Strategic Priority.

4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.

Returning to the community from jail is a complex transition for most offenders, as well as their families and the community, and can have an impact on public safety. Those released often struggle with substance abuse, lack of adequate education and job skills, limited housing options and mental health issues. These challenges are significant contributors to higher recidivism rates and often result in new crime victims. As over 90% of inmates will be released at some point during their sentences, attention should be paid to rehabilitative and effective programs to assist the inmate in reentering the community.

In April 2016, the Community Corrections Partnership Executive Committee began exploring the need for a dedicated re-entry facility. An Ad-Hoc meeting was convened and began work on developing the model for Orange County to implement. This remains a high priority for the Committee and the County. This Strategic Priority would provide a one-stop shop for newly released inmates to link to various services such as obtaining identification documents, treatment services, as well as work and housing assistance. Needed resources would be provided to the individual in an attempt to remove obstacles that otherwise would deter the individual from a successful transition.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

This Strategic Priority is still in the planning and development phase and it is not known at this time if additional staffing will be needed or if contracted services would be utilized.



Reentry Facility

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

The Reentry Facility is an integral component to the Integrated Services model being explored by the County. Many of the services for the success of this program are currently provided in the County and this initiative would result in an increase in the scope and workload. The estimated costs associated are believed to be included with the related Strategic Priorities under Integrated Services.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

Funding sources are included with the estimated costs in the related Strategic Priority under Integrated Services.

- 8. Identify stakeholders.**

Nonviolent offenders would be provided an opportunity to transition back into the community resulting in anticipated reduced recidivism; the community may have increased public safety; and Probation will create and implement a program that will help lead to success for their population served.

- 9. Is the program/project mandated or discretionary?**

This is a discretionary Strategic Priority

- 10. Identify the implementation period if funding were available.**

Planning would begin in FY 2016-17 to identify the direction and model and would be implemented with a target of FY 2017-18.

Reentry Facility											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	0	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Charges For Services	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





Science & Technology that Enhances Public Safety (STEPS)

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
District Attorney
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified in the 2015 Strategic Financial Plan. The purchase of a Rapid DNA machine has been made utilizing Proposition 69 (DNA) funding. However, further advancements in the Rapid DNA technology that would allow the Orange County District Attorney (OCDA) to quickly provide crime-solving investigative leads to police has not been fully realized.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The proposed Strategic Priority, Science & Technology that Enhances Public Safety (STEPS), addresses the shortage of law enforcement investigative resources that are needed to swiftly identify, apprehend, and prosecute criminal offenders. Forensic science, DNA technology and investigative strategies continue to evolve. While the research and development that has occurred in the past has yielded substantial crime solving results, it has also created new challenges in the efforts to solve cases, both current and old. The continuing development of advanced forensic science (DNA) techniques has greatly enhanced law enforcement's ability to solve crime. However, new and existing legislation such as the enactment of Penal Code Section 680, the Sexual Assault Victims' DNA Bill of Rights, Realignment laws effective October 2011, and the passage of Proposition 47 have increased the need for technically advanced law enforcement resources. Orange County has embraced the power of emerging technologies to produce vital crime-solving investigative leads at a significant rate. However, this increase in efficiency has resulted in the need for additional investigative resources to perform the necessary follow-up of pursuing these leads, apprehending criminals, and prosecuting accordingly.

Funding is needed to fully capitalize on emerging, powerful advancements such as Rapid DNA technology, which allows the Orange County District Attorney (OCDA) to quickly provide crime-solving investigative leads to police. Utilizing the Rapid DNA technology would provide a result often within a few hours from the commission of a crime, by analyzing a crime scene suspect sample within 100 minutes and immediately searching the OCDA Local DNA Database of approximately 130,000 individual DNA profiles for DNA matches or hits. Providing investigative leads within hours often results in the quick apprehension of criminals before they can reoffend or further impact public safety.



Science & Technology that Enhances Public Safety (STEPS)

This project would also allow the OCDA to fully utilize its Rapid DNA Program towards the goal of countywide implementation. It would provide training to all county law enforcement in the specialized methods of Rapid DNA sample collection and standardize the use of Rapid DNA collection kits. Additional personnel are needed in order to effectively administer this program, towards the goal of improving the safety and security of the citizens of Orange County.

To address these critical issues and reduce backlogs in investigative follow-up, the following steps are proposed to permit OCDA to leverage technology, to use expertise and experience to train police agency investigators to develop and apply best practices, and to directly assist police agencies in conducting case investigations:

- **Leveraging Technology**
 - OCDA Rapid DNA Program: The Rapid DNA instrument is capable of generating a DNA profile in approximately 100 minutes and allows reference and crime scene suspect samples to be quickly analyzed and compared against profiles in the OCDA DNA Database. The recent purchase of this additional resource has allowed the OCDA to proceed with conducting a Rapid DNA Pilot Program with six of the County's police agencies, which is still in process. Personnel, equipment and supplies are necessary to expand this program to police agencies throughout the County.
 - Acquisition and Hosting of County Software Platforms to Investigate and Solve Crime: Investigative, intelligence and analysis platforms that bring together law enforcement and forensic data into secure systems that are easily accessible by investigators, forensic scientists and prosecutors will enhance the County's ability to quickly solve crime.
- **Utilizing OCDA Expertise and Experience to Train Police Agency Investigators to Develop and Apply Best Practices**: Funding is needed to provide an effective outreach strategy to aid law enforcement. Successful examples of this model include the County DNA Administrators/Liaison Program, First Responder Training, and the Driving Under the Influence of Drugs Recognition Expert certification training to law enforcement personnel.
- **Providing Direct Targeted Assistance to Police Agencies to Conduct Case Investigations and Reduce Backlogs**: The OCDA seeks to provide new services to solve crime by directly targeting specific police agencies to help reduce backlogs, provide advanced law enforcement training and implement a triage system for serious and violent crime.
 - OCDA's Cold Case Task Force: Recently, the OCDA led a County-wide effort to create an interagency program to solve cold case homicides and to locate and arrest known suspects who were wanted on warrants. This collaboration, greatly enhanced by new and emerging DNA technologies, has permitted the re-examination of cold cases to develop new investigative leads.



Science & Technology that Enhances Public Safety (STEPS)

- Expansion of Orange County Triage System to Felony Cases: The OCDA's property crime triage system has greatly enhanced the County's ability to solve crime while utilizing the County's limited investigative resources in a cost-effective manner. Together, investigators, forensic scientists and prosecutors have been able to limit forensic analyses to just those tests necessary to solve and prosecute criminal cases. The addition of OCDA personnel to expand the triage system to serious and violent crime could save OCDA's limited investigative resources and eliminate incidents of unnecessary forensic analyses.

This Strategic Priority is consistent with both the County's and Office's mission, values, strategic initiatives and goals and will help ensure justice and criminal prosecution to aid in maintaining safety in Orange County.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

For full implementation of the proposed project, the following additional positions would be required in the initial year:

Classification	FY 2017-18
Senior Deputy Attorney	2
Deputy Attorney IV	6
District Attorney's Investigator	4
Forensic Scientist II	1
Research Analyst III	1
Paralegal	2
Investigative Assistant	4
IT Applications Developer II	1
Attorney's Clerk II	4
Total Positions	25

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

This project is estimated to have one-time equipment, software and facility costs ranging from \$500,000 to \$550,000 over the first two fiscal years. Additionally, annual ongoing salaries and benefits costs ranging from \$3.2 million to \$4.5 million and services and supplies costs ranging from \$1.2 million to \$7.3 million annually, over the next 10 years, would also be required.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

County General Funds are requested for this Strategic Priority.

**Science & Technology that Enhances Public Safety (STEPS)****8. Identify stakeholders.**

Stakeholders in this project include the citizens of Orange County and law enforcement agencies.

9. Is the program/project mandated or discretionary?

The District Attorney represents the People of the State of California in the criminal justice system and prosecutes violations of law occurring in the County as mandated by Section 26500 of the Government Code. Although this is a discretionary project, STEPS would provide the District Attorney with law enforcement investigative resources to leverage technology, to use its expertise and experience to train police agency investigators to develop and apply best practices, and to directly assist police agencies in conducting case investigations and reducing backlogs to implement a triage system for serious and violent crime.

10. Identify the implementation period if funding were available.

If funding were available, activities required to implement this proposed Strategic Priority could be initiated immediately. Full implementation could be accomplished within the first year of the program approval and funding.

Science & Technology that Enhances Public Safety (STEPS)											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	2,955,358	3,232,984	3,575,646	3,883,886	4,193,138	4,391,500	4,537,266	4,537,266	4,537,266	4,537,266
Services & Supplies	0	1,165,000	2,480,000	3,975,000	5,625,000	7,350,000	7,350,000	7,350,000	7,350,000	7,350,000	7,350,000
Equipment	0	550,000	500,000	0	0	0	0	0	0	0	0
Agency Expense Total	0	4,670,358	6,212,984	7,550,646	9,508,886	11,543,138	11,741,500	11,887,266	11,887,266	11,887,266	11,887,266
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	4,670,358	6,212,984	7,550,646	9,508,886	11,543,138	11,741,500	11,887,266	11,887,266	11,887,266	11,887,266
IV. Staffing											
Attorney's Clerk II	0	4	0	0	0	0	0	0	0	0	0
Deputy Attorney IV	0	6	0	0	0	0	0	0	0	0	0
District Attorney Investigator	0	4	0	0	0	0	0	0	0	0	0
Forensic Scientist II	0	1	0	0	0	0	0	0	0	0	0
Investigative Assistant	0	4	0	0	0	0	0	0	0	0	0
IT Applications Developer II	0	1	0	0	0	0	0	0	0	0	0
Paralegal	0	2	0	0	0	0	0	0	0	0	0
Research Analyst III	0	1	0	0	0	0	0	0	0	0	0
Senior Deputy Attorney	0	2	0	0	0	0	0	0	0	0	0
Agency Position Total	0	25	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

Jail Security Electronic Control Systems Upgrade/Replacement

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a continuing Strategic Priority, initially submitted with the 2014 Strategic Financial Plan.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

This Strategic Priority addresses aging security electronic control systems that are operating in four of the five OCSD correctional institutions. The oldest of the systems is located at the Intake Release Center (IRC) with 28 years of 24 hours a day, 7 days per week, 365 days per year, non-stop operation. The security electronic systems allow the Guard Station deputy/operator to control movement doors; provide the deputy/operator door status indication; seamlessly connect all needed audio communication paths; as well as display to the deputy/operator relevant surveillance video, all of which forms one single control point for all these systems. The facilities are divided into areas with each area having a Guard Station operated by a deputy/operator. Each Guard Station is controlled by its own discrete security electronic system. When a security electronic control system fails, the corresponding area of that facility is rendered uninhabitable or unusable until the system is restored.

Major operating components such as industrial computers used in some facilities are no longer available for purchase and the current inventory is depleting without any source for replenishment.

This Strategic Priority provides for the replacement of the following systems within the facilities, listed in order of highest priority:

- IRC: All areas (nine Guard Stations total)
- Theo Lacy Facility (TLF): Modules I, J, Barracks F, G, & H, (five Guard Stations total)
- Central Men's Jail (CMJ): Main Control
- Central Women's Jail (CWJ): Main Control



2016 Strategic Financial Plan

Strategic Priorities

Jail Security Electronic Control Systems Upgrade/Replacement

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

Initial design and implementation phase will require the addition of two Telecommunications Engineer III and two Sr. Telecommunications Engineer positions. Existing staffing levels are not sufficient to provide a staffing commitment for a project anticipated to have a five to six year project duration. Estimated duration of the design and implementation phase is 12 months per facility. Estimated execution phase is three months per each area of each facility.

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

Estimated one-time costs from initial design phase to completion of each area of each facility is \$750,000. Total one-time estimated costs per facility:

- IRC: \$750,000 x 9 = \$6.75 million
- TLF: \$750,000 x 5 = \$3.75 million
- CMJ: \$750,000
- CWJ: \$750,000

Estimated ongoing costs:

Four additional positions are anticipated for ongoing costs totaling \$618,186 to \$715,938 annually over the implementation period. These systems are maintained in-house by Department personnel.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

General Fund support is requested.

- 8. Identify stakeholders.**

None

- 9. Is the program/project mandated or discretionary?**

This project is discretionary.

- 10. Identify the implementation period if funding were available.**

FY 2017-18 through FY 2020-21

Jail Security Electronic Control Systems Upgrade/Replacement											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	618,186	642,254	672,548	697,306	715,938	0	0	0	0	0
Equipment	0	6,750,000	3,750,000	750,000	750,000	0	0	0	0	0	0
Agency Expense Total	0	7,368,186	4,392,254	1,422,548	1,447,306	715,938	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	7,368,186	4,392,254	1,422,548	1,447,306	715,938	0	0	0	0	0
IV. Staffing											
Senior Telecommunications Engr	0	2	0	0	0	0	0	0	0	0	0
Telecommunications Engr III	0	2	0	0	0	0	0	0	0	0	0
Agency Position Total	0	4	0	0	0	0	0	0	0	0	0





Youth Guidance Center – Classroom Facility

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Probation Department – Youth Guidance Center
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified in the 2015 Strategic Financial Plan.

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The Probation Department – Youth Guidance Center (YGC) was constructed circa 1968 and includes the main facility (Building A) and the Gymnasium building, (Building B). Building A measures approximately 44,500 square feet (sq.ft.) with a covered but unenclosed area of approximately 20,700 sq.ft. Building B is approximately 8,270 sq. ft. which includes a shop area, workout room and conference room. The YGC administrative wing houses offices, conference rooms, and restrooms. The main housing units include individual sleeping rooms, rooms with multiple showers and toilets, instruction areas, laundries, storage and supervision areas. There are also a series of modular classroom buildings that exist on the site that were built approximately in 1984. The hours of operation for the YGC are 24 hours a day, seven days per week.

This strategic priority consists of the demolition of nine modular buildings that contain classrooms, offices and restrooms (approximately 7,400 sq. ft.), along with the demolition of existing elevated decks and ramps around the modular buildings. Construction will consist of a new two-story classroom building (approximately 23,150 sq. ft.) that includes nine classrooms, a library, six office rooms, four restrooms, a janitorial room, storage rooms and a Mechanical Electrical Plumbing support facilities room. The project will also include outdoor lighting, site utilities, site improvements, landscaping and irrigation along with an elevated walkway connecting to an existing dorm building. The total site area is approximately 32,914 sq. ft.

The existing structure is past its useful life. As such, it requires increased maintenance and extensive repairs. Removing the existing structures and replacing them with a modern, permanent building will position YGC to provide needed services for youth of Orange County well into the future. Moreover, it will improve effectiveness of staff and youth that utilize or work within the facility.

5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel will be required.



Youth Guidance Center – Classroom Facility

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

Estimated one-time costs are projected as follows and are detailed below:

Fiscal Year 18-19: \$2,161,438

Fiscal Year 19-20: \$6,876,344

Fiscal Year 20-21: \$591,390

Description	Estimated Cost
Design Fee	\$ 716,197
Design Contingency	575,637
Cal Green Tier 1	126,640
Construction Management(CAPM)	472,690
Inspection	250,526
OCPW/A&E Management	344,056
Permits	134,182
Legal	54,478
CEQA	36,536
Construction Cost	5,756,373
Construction Contingency	458,532
Construction Escalation @ 4%/yr.	703,325
Total Project Budget	\$ 9,629,172

Ongoing maintenance and operating costs for the new facility are estimated to be \$110,000 per fiscal year. Of these ongoing costs, \$35,000 is anticipated to be offset through the reallocation of Probation resources that are currently being expended on the existing structures.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

County General Fund (NCC)

Discussions at the State level have suggested that potential building funds could become available over the next few years. However, as of this submission, there is no known legislative action for State sponsored funding that could be used for this project.

8. Identify stakeholders.

Orange County juveniles, their families, justice system partners, State, Federal and local officials

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

FY 2018-19 through FY 2020-21

Youth Guidance Center – Classroom Facility												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Services & Supplies	0	0	2,161,438	6,876,344	591,390	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Agency Expense Total	0	0	2,161,438	6,876,344	591,390	75,000	75,000	75,000	75,000	75,000	75,000	75,000
II. Non-General Fund Revenue												
No Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	2,161,438	6,876,344	591,390	75,000	75,000	75,000	75,000	75,000	75,000	75,000
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

SB81 Match – Juvenile Hall Gymnasium & Visitation Center

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Probation Department – Juvenile Hall and Youth Leadership Academy
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a continuing Strategic Priority, initially submitted with the 2014 Strategic Financial Plan.

April 9, 2015 – \$17,500,000 was awarded to Orange County by Board of State and Community Corrections (BSCC).

September 22, 2015 – Architect-Engineer Agreement with Lionakis was approved by the Orange County Board of Supervisors to provide Architect-Engineer Services for the Juvenile Hall – Multipurpose Rehabilitation Center in the amount of \$1,603,920. This agreement includes basic services, special services and reimbursable items commencing on September 22, 2015 through September 21, 2020.

March 11, 2016 – BSCC finds that the County's Operational Program Statement satisfies the requirements of CCR Title 15, Section 1850.0, contains all required elements of Title 24, Part 1, Section 13-102(c)3 and that the Preliminary Staffing Plan showed no compliance issues with respect to CCR Title 15, Section 1321.

July 19, 2016 – BSCC accepts the increased project site valuation of \$1,840,000, which will be applied toward the County's "in-kind" match.

September 13, 2016 – the County's Board of Supervisors finds that the Mitigated Negative Declaration No. IP-036 satisfies the requirements of CEQA for the project.

September 23, 2016 – the County's Preliminary Plan package was submitted to the BSCC to be agenized for the November 14, 2016 State Public Works Board Meeting.

Strategic Priority funding included in the FY 2016-17 Budget:

4200 Structures & Improvements	\$4,439,000
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2016 Strategic Financial Plan

Strategic Priorities

SB81 Match – Juvenile Hall Gymnasium & Visitation Center

- 4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

Based on a thorough assessment of Probation's current and future juvenile facility needs, Probation developed a project proposal to construct a Multipurpose Rehabilitation Center (MRC) at the Juvenile Hall and Youth Leadership Academy (YLA) campus, consisting of a new visitation facility, program space and a gymnasium. In Orange County, Juvenile Hall is one of the local institutions for youthful offenders operated by Probation, and housing boys and girls, generally between ages 12 and 20. YLA is a self-contained 120-bed, juvenile detention facility, which shares common facilities with Juvenile Hall (e.g., school, library, recreation fields, kitchen).

Replacing the existing outdated Visiting Center with a new and welcoming visitation facility, including access to free parking, will improve the convenience and quality of visitation, leading to an increase in family involvement, which in turn, improves the chances for a successful outcome.

In addition, there is currently insufficient program space at the Juvenile Hall and YLA campus, and there is no gymnasium for indoor, large muscle exercise or recreational activities during periods of inclement weather (e.g., excessive heat, rain) or when outdoor lighting is insufficient. Construction of new program space and a gymnasium will make it possible for Probation to accommodate large family and community events on-site and offer a variety of vocational, recreational and social activities in a setting that emulates life at home and in the community.

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

No additional personnel will be required.

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

One-time project costs are currently estimated to total approximately \$21,912,000 (inclusive of in-kind contribution) and are anticipated as follows:

Description	Cost
Construction	\$ 16,191,000
Architectural	2,236,000
CEQA	77,000
Construction Management/Land Value	912,000
State Agency Fees	100,000
Audit of Grant	5,000
Site Acquisition	1,840,000
County Administration	500,000
Transition Planning	51,000
Total	\$ 21,912,000



2016 Strategic Financial Plan

Strategic Priorities

SB81 Match – Juvenile Hall Gymnasium & Visitation Center

In FY 2015-16, \$751,195 was expended and an additional \$1,123,798 was set aside for current contracts for Architectural and Land Survey related costs associated with this project. Under the terms of the SB 81 grant, FY 2015-16 expenditures are not reimbursable, therefore those expenditures will be used to satisfy part of the 25% County Match requirement.

The location of the MRC will be the South Field of the Juvenile Hall Campus. The project was originally budgeted at \$23.3 million and it included the cost of the demolition of existing facilities. This demolition will not be necessary; therefore there has been a decrease in the current estimated construction costs reflected above. This adjustment, along with a higher than anticipated land value, will contribute to a reduction in the County cash match and an increase to the “in-kind” contribution. Additionally, dependent upon the final design specifications approved for construction, more savings may be realized that would further reduce the need for Net County Cost contribution.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

State Funding: SB 81 Round Two, Local Youthful Offender Rehabilitative Facility Construction Funding Program - \$17,500,000 or up to 75% of the total project cost.

The remaining 25% of project costs are anticipated to be met through County General Fund Dollars (NCC), other available funding sources determined to be applicable and “in-kind” County contributions. It is projected that the County match will total approximately \$5,721,000 and will be comprised of approximately \$3,325,000 County cash contributions and \$2,396,000 “in-kind” contributions. The “in-kind” match is primarily comprised of land value and County staff time.

8. Identify stakeholders.

Orange County citizens, Federal, State, and local officials visiting Juvenile Hall and County employees working within the facilities

9. Is the program/project mandated or discretionary?

This is a discretionary project.

10. Identify the implementation period if funding were available.

FY 2015-16 through FY 2019-20

SB81 Match - Juvenile Hall Gymnasium & Visitation Center												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Structures & Improvements	4,439,000	8,571,882	6,505,441	0	0	0	0	0	0	0	0	0
Agency Expense Total	4,439,000	8,571,882	6,505,441	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue												
Intergovernmental Revenues	0	8,724,941	7,466,382	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	8,724,941	7,466,382	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	4,439,000	-153,059	-960,941	0	0	0	0	0	0	0	0	0
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	0



2016 Strategic Financial Plan

Strategic Priorities

Closed Circuit Television (CCTV) System for Jails

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**

This previously submitted Strategic Priority identified a total cost of \$10,938,406 to complete the Closed Circuit Television (CCTV) jail security upgrade project. In FY 2007-2008, the Board of Supervisors approved an emergency declaration for CCTV improvements at the Theo Lacy Facility in the amount of \$370,000. Funding of \$490,000 was subsequently approved to address other critical areas at the Theo Lacy Facility and Intake Release Center in FY 2011-12. This phase converted analog tape back-up systems to digital recording systems, addressed infrastructure requirements for electrical and heating, ventilation and air condition (HVAC) systems and added cameras at inmate intensive areas of the jails.

This Strategic Priority is for a revised five phase CCTV jail upgrade project for a total project cost of \$8,000,000 over four fiscal years. This project cost includes electrical, HVAC or building modifications that may be required.

Previous funding was allocated for phase one of this project and it included:

FY 2015-16	\$2,240,990
FY 2016-17	\$2,000,000

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

Improvements to the CCTV have been completed at the Theo Lacy Facility at Barracks F, G, and H. The CCTV project remains a high priority for the Sheriff-Coroner Department, and funding has been leveraged, where possible, to complete portions of this project. The project is intended to improve coverage, reliability, and quality of video captured in key areas of the jail facilities. This video is used to support critical incident reviews by the Sheriff-Coroner Department and provides necessary video footage used in risk management for and by the County. A sophisticated CCTV system in the jails is an important risk management tool that can be used to improve training, evaluate scenarios, investigate problems, and isolate events in complex jail settings. This tool supports the health and safety of inmates and staff in the jail facilities.



Closed Circuit Television (CCTV) System for Jails

This Strategic Priority Request will allow for the conversion of all analog technology to digital IP cameras and supporting digital recording equipment in the Theo Lacy Facility and the Central Jail Complex (Central Men's Jail, Central Women's Jail, and Intake Release Center). Expansion of the system will allow additional areas to be monitored and recorded to improve safety and security in the jail facilities. This system will allow staff to monitor and record inmates in areas that are not visible from the guard stations and are not currently recorded. This digital technology provides for a better quality video image and also saves time in the retrieval of recorded footage.

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

No additional staffing is required.

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

One-time remaining costs for the CCTV project are \$6,000,000

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

General Fund support is requested for this project.

- 8. Identify stakeholders.**

None have been identified to date.

- 9. Is the program/project mandated or discretionary?**

Per California Government Code Section 26202.6, recordings of routine video monitoring may not be destroyed by the Sheriff-Coroner Department until after a period of one year. County Counsel, Risk Management and a Grand Jury report have recommended that video camera coverage, video file recording, and retention capability at the Sheriff's facilities be substantially improved as part of a comprehensive risk management plan. A majority of the present system of video recording is an obsolete analog system for which no replacement recording tapes can be obtained. Review and access of specific recorded files on the analog systems is time consuming and lacks sufficient quality.

- 10. Identify the implementation period if funding were available.**

Funding is being requested for FY 2017-18 through FY 2019-20.

Closed Circuit Television (CCTV) System for Jails											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Equipment	2,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0	0	0	0
Agency Expense Total	2,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	2,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

Sheriff-Coroner IT Strategic Plan Implementation

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a previously identified Strategic Priority in the 2015 Strategic Financial Plan. OCSD has begun the acquisition of the Automated Field Reporting (AFR) System previously identified as a part of this Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
OCSD is proposing a new, modern suite of Operations Applications to include the Automated Jail System (AJS) and over 60 additional legacy applications. The current application resides on a Unisys platform that may be difficult, to support in the near future. In order to maintain operations, these applications must be “re-platformed” or “re-written” to ensure supportability and availability to future interfaces.

The AJS runs on a supported Unisys Mainframe platform purchased in 2009. Although the application is running well, OCSD is anticipating diminished system support in the near future. OCSD will need to determine a platform that is sustainable into the future and replace or migrate the existing AJS. This is a high priority project as the daily operations and the historical local criminal history both reside on the current mainframe version of the AJS. This project aligns with the mission, values, and strategic initiatives of the County as it will allow for continued operations of the jails and the local criminal history system.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel needed.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

One-Time Cost:	\$7,700,000	
Ongoing Cost:	\$10,415,000	over 10 fiscal years
Total Project Cost:	\$18,115,000	over 10 fiscal years


2016 Strategic Financial Plan
Strategic Priorities
Sheriff-Coroner IT Strategic Plan Implementation
7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

General Fund support is requested.

8. Identify stakeholders.

This strategic priority will impact the County's Law Enforcement community.

9. Is the program/project mandated or discretionary?

This program is discretionary. However, with collaboration of OCIT and department-wide working groups, this solution is necessary to maintain continuity of service of core operational applications such as AJS, Automated Warrant Service System (AWSS), and Criminal History System.

10. Identify the implementation period if funding were available.

FY 2017-18:	\$7,455,000	Hardware purchase and services for application conversion
FY 2018-19:	\$2,040,000	Purchase of new AJS and implementation/ integration of services
FY 2019-20:	\$1,340,000	Application conversion services and Software and Hardware maintenance and support
FY 2020-21:	\$840,000	Software and Hardware maintenance and support
FY 2021-22:	\$2,240,000	Hardware purchase and Software and Hardware maintenance and support
FY 2022-23:	\$840,000	Software and Hardware maintenance and support
FY 2023-24:	\$840,000	Software and Hardware maintenance and support
FY 2024-25:	\$840,000	Software and Hardware maintenance and support
FY 2025-26:	\$840,000	Software and Hardware maintenance and support
FY 2026-27:	\$840,000	Software and Hardware maintenance and support
Total	\$18,115,000	

Sheriff-Coroner IT Strategic Plan Implementation											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	2,455,000	1,140,000	1,140,000	640,000	1,340,000	640,000	640,000	640,000	640,000	640,000
Other Charges	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Equipment	0	5,000,000	700,000	0	0	700,000	0	0	0	0	0
Agency Expense Total	0	7,455,000	2,040,000	1,340,000	840,000	2,240,000	840,000	840,000	840,000	840,000	840,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	7,455,000	2,040,000	1,340,000	840,000	2,240,000	840,000	840,000	840,000	840,000	840,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

Sheriff-Coroner Facilities Maintenance Repair Plan

- 1. Program Area:**
Public Protection
- 2. Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified and is an annual request to fund building maintenance responsibilities that cannot be funded from the operating budget.
- 4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
Many of the Sheriff-Coroner facilities are aging and require repair or replacement of critical system components that have reached the end of their useful life. For example, the Central Men's Jail, Central Women's Jail, Sheriff's Headquarters Building, jail buildings at the Theo Lacy Facility and the James A. Musick Facility were built in the 1960s. Roofs, air conditioning systems, plumbing systems, electrical systems, critical operating equipment, etc. are deteriorating to the point of failure. Funding for maintenance and repair projects through the annual budget process has not been able to keep pace with the needs of aging facilities.

The maintenance, repair or replacement of critical facility components is necessary to comply with regulatory requirements, ensure safe and secure facilities, avoid the costs and operational impacts of addressing the failure of critical building components and unplanned shutdowns of facilities, and to extend the useful life expectancy of County facilities.
- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel will be required.
- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
Estimated one-time project costs of \$5 million per year over seven fiscal years for a total of \$35,000,000.
- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
General Fund support is requested.

**2016 Strategic Financial Plan****Strategic Priorities**

Sheriff-Coroner Facilities Maintenance Repair Plan**8. Identify stakeholders.**

Orange County citizens, Federal, State, and local officials visiting Sheriff-Coroner facilities, inmates, detainees, as well as County employees working within the facilities may be impacted.

9. Is the program/project mandated or discretionary?

The program contains projects to meet the overall mandate to maintain safe, healthy buildings and facilities under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and various environmental protection mandates.

10. Identify the implementation period if funding were available.

The implementation period for these projects varies according to the complexity of projects. For some complex projects, design and construction spans two fiscal years.

Sheriff-Coroner Facilities Maintenance Repair Plan												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Services & Supplies	0	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	0	0	0	0
Agency Expense Total	0	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	0	0	0	0
II. Non-General Fund Revenue												
No Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	0	0	0	0
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

Sheriff-Coroner Facilities Capital Improvement Plan

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**

This Strategic Priority was previously identified and is an annual request to fund building maintenance responsibilities that cannot be funded from the operating budget. Unfunded projects have been submitted and the project list updated each year beginning in 1997.

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

Projects range from deferred maintenance projects required to renew critical structural and utilities components that are beyond their useful life expectancy, to the rehabilitation of building life/safety systems to fully comply with regulatory requirements. Also included is the expansion of some existing facilities to meet the growing needs of the Department.

1. Renovate Booking Loop at Theo Lacy Facility – Due to an increasing number of bookings taking place at the Theo Lacy Facility, modifications and improvements are required in the Booking Loop. The requested modifications will make this area more functional and efficient to better accommodate the increasing number of bookings. Total project cost is estimated at \$2,258,381.
2. Musick West Kitchen Repairs and Equipment Replacement – The James A. Musick Facility West kitchen is between 15 and 20 years old and in need of extensive repairs and newer, more reliable equipment. Staff and inmate work crews prepare approximately 1,800 meals for inmates per day, 365 days a year. The structural integrity of the kitchen has become uncertain and presents a possible safety hazard. The existing floor has deteriorated to the point that the equipment is penetrating the floor. The drainage system in the flooring is in need of repair to re-establish proper drainage. The kitchen is difficult to properly sanitize because cleaning under equipment is made harder with the current state of the flooring, and waste water does not drain properly. Slowed drainage is leading to periodic odors, and mold may be present. A major renovation is necessary to return the kitchen to the required structural integrity of a commercial/institutional facility in order to provide a working environment appropriate for food preparation. Total project cost is estimated at \$1,560,000.



2016 Strategic Financial Plan

Strategic Priorities

Sheriff-Coroner Facilities Capital Improvement Plan

3. Renovate and Reconfigure the Forensic Areas (OC Crime Lab) – The OC Crime Lab is currently housed on multiple floors (sixth, seventh & eighth) of the Brad Gates Building. While the total floor space allocated to the Crime Lab is adequate, the distribution and configuration of most unit areas are now no longer suitable to facilitate efficient and functional services. Working areas for DNA, Controlled Substances, Toxicology, Forensic Alcohol, Evidence Control and most office areas have remained unchanged since 1992. Reconfiguration and reorientation of office and laboratory space is necessary to accommodate new priorities. The growth in DNA services requires redesign of the seventh floor areas, the Controlled Substances area now exceeds the originally allocated space and needs to be relocated within the building, and the modular office areas on all three floors need to be redesigned to accommodate the changes in current staff assignments. Additionally, to ensure safe laboratory operations and personnel safety, the mechanical airflow and exhaust system should be examined. Total project cost is estimated at \$1,189,760.
4. Rehabilitate Central Women's Jail (CWJ) Kitchen – The CWJ kitchen has been in service for over 47 years. Renovation of the water, sewer, ventilation and electrical systems serving the kitchen along with replacement of cooking appliances, serving line, interior ceilings, wall coverings and doors is needed to keep the kitchen fully operational and code compliant. A functional kitchen in this facility not only promotes efficiency for feeding inmates, but also allows for redundancy for security purposes in the event that the Central Men's Jail kitchen is under repair or has limited capacity for various reasons. Total project cost is estimated at \$1,847,366.
5. Hazardous Materials Mitigation – Determine the existence of any hazardous materials at the Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters and mitigate as required. Total project cost is estimated at \$1,404,735.
6. Retrofit Central Jail Complex/Sheriff's Headquarters Fire Alarm/Suppression Systems – Central Men's Jail, Central Women's Jail and Sheriff's Headquarters all share a common fire alarm design that has reached obsolescence. The system will be upgraded to comply with all current fire/life safety regulations. The existing system should be replaced with new detection devices and monitoring equipment. Total project cost is estimated at \$2,751,591.
7. Sheriff's Headquarters Seismic Retrofit, Americans with Disabilities Act (ADA) Compliance Upgrades and Hazardous Material Abatement – Due to its age (over 40 years), Sheriff's Headquarters requires modifications and improvements to comply with current ADA regulations, seismic building standards and current building codes. The existing building's structural components require reinforcement to meet current seismic standards and a new elevator needs to be constructed to comply with ADA standards. Additionally, some materials used in the original construction of the building may need to be mitigated or abated. Total project cost is estimated at \$8,479,744.



2016 Strategic Financial Plan

Strategic Priorities

Sheriff-Coroner Facilities Capital Improvement Plan

8. Expansion of the Emergency Operations System at Loma Ridge – Increases in new functions and man power requirements has caused a shortage of space within the existing building. A previous needs assessment study indicated an additional 2,640 square feet is needed to accommodate expanding present and future facility requirements. Total project cost is estimated at \$1,239,254.
9. Upgrade and Add a Redundant Uninterrupted Power Supply (UPS) System at Brad Gates Building – The Sheriff's Data Center, located in the Brad Gates Building, houses the equipment and infrastructure necessary to support the Sheriff's computer systems. These systems are crucial to public safety and are utilized by more than fifty local, State and Federal law enforcement agencies. The Data Center is protected by one 225KVA (kiloVoltAmps) UPS system that is 12 years old. This becomes a single point of failure should the UPS have electrical and/or mechanical issues. Installation of a second UPS would provide an additional safety factor by providing redundancy to the existing system and additional power to mitigate issues that could be caused by a power failure. Total project cost is estimated at \$1,081,600.
10. Install roof at Katella Training Facility – The outdoor shooting range lacks proper weather protection for the existing range equipment. The installation of a new roof over the range will protect range equipment from rain and extend its useful life. The addition of a new roll up door will allow vehicles to enter the range area allowing for additional training to be performed. Total project cost is estimated at \$1,100,000.
11. Central Jail Complex Eastside Structure Addition – The proposed structure would add needed office space in the area between the Central Men's and Women's Jails. The new offices will be used to accommodate expanded staffing for the Sheriff-Coroner, Courts, and Health Care Agency (HCA). The CJ1 (arraignment court) implementation required the Sheriff's Department to provide office space for the Courtroom, Court Staff, District Attorney, Public Defender and other trial court-related staffing. Sheriff and HCA staff members have been displaced to accommodate the CJ1 needs. Total project cost is estimated at \$3,574,688.
12. Central Men's Jail Complex Dining Hall Renovation - The fourth floor dining hall in the Central Men's Jail needs a complete renovation to return it to the structural integrity of a commercial/institutional facility and to provide a working environment appropriate for food preparation. Deteriorating conditions of this inmate food service area have rendered the space inoperative. This food area is needed to provide additional flexibility in support of security requirements and provides redundancy for the existing third floor chow hall in the event of equipment outages or security concerns. Total project cost is estimated at \$1,924,000.
13. Loma Ridge Emergency Generators – A key component to the redundant power system to the Emergency Operations Center (EOC) are two emergency backup generators. The engines that run the backup generators are no longer supported by the manufacturer, therefore parts from the manufacturer are also becoming limited and this equipment will soon be obsolete. The maintenance and repair of the engines is handled by Orange County Public Works. Without emergency



2016 Strategic Financial Plan

Strategic Priorities

Sheriff-Coroner Facilities Capital Improvement Plan

power backup the EOC cannot function. When this equipment suffers deterioration or breakdown it may not be repairable, potentially leaving the EOC without sufficient operational capability. The project cost is estimated at \$1,075,000.

14. Theo Lacy Replace Air Handlers – The I and J mods (Admin Building) of the Theo Lacy Facility were built in the early 1990s. The air handlers that were installed have been in service for almost 30 years, have reached the end of their service life, and are beginning to deteriorate at a more rapid pace. This equipment provides conditioned air to areas of the facility to meet title 15 requirements and keep up with the environmental demands of a 24 hour facility. As this equipment continues to deteriorate the facility may experience more air quality issues including moisture, dirt, bacteria, and outside air particulates. The project cost is estimated at \$1,040,000.

15. IRC Medical and Mental Health Renovation – The modification and renovation at two of the existing housing mods and the intake area of the existing Intake Release Center (IRC) would provide additional medical and mental health services while also improving current medical and mental treatment capabilities. Current mental health beds would be improved, and mental health and medical special use beds would be added to better manage current trends and demands of the adult offender population in the County of Orange Adult Detention system. The project cost is estimated at \$35,586,000.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

No additional staffing is required for the projects noted.

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

One-time project costs are projected over five years for a total of \$66,112,119:

FY 2017-18	\$6,855,507
FY 2018-19	\$1,404,735
FY 2019-20	\$5,589,709
FY 2020-21	\$16,676,168
FY 2021-22	\$35,586,000

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

General Fund support is requested.

8. Identify stakeholders.

Orange County citizens, Federal, State, and local officials visiting Sheriff-Coroner facilities, inmates, detainees, as well as County employees working within the facilities may be impacted.

**2016 Strategic Financial Plan****Strategic Priorities**

Sheriff-Coroner Facilities Capital Improvement Plan**9. Is the program/project mandated or discretionary?**

The program includes projects to meet the overall mandate to maintain safe, healthy buildings and facilities under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and various environmental protection mandates. The Capital Improvement Plan program also includes projects necessary to support the Sheriff-Coroner's public safety mission.

10. Identify the implementation period if funding were available.

The implementation period for these projects is within the fiscal years reflected in the 5-Year Capital Improvement Program Plan from FY 2017-18 through FY 2021-22. For some complex projects, design and construction spans two fiscal years in order to meet this requirement.

Sheriff-Coroner Facilities Capital Improvement Plan												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Structures & Improvements	0	6,855,507	1,404,735	5,589,709	16,676,168	35,586,000	0	0	0	0	0	0
Agency Expense Total	0	6,855,507	1,404,735	5,589,709	16,676,168	35,586,000	0	0	0	0	0	0
II. Non-General Fund Revenue												
No Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	6,855,507	1,404,735	5,589,709	16,676,168	35,586,000	0	0	0	0	0	0
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	0



2016 Strategic Financial Plan

Strategic Priorities

Crime Lab Forensic Personnel for Evidence Analysis

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**

This Strategic Priority was previously identified in the 2014 Strategic Financial Plan.

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The Orange County Crime Laboratory (OCCL) is a nationally recognized, fully accredited, full-service forensic service provider. The OCCL is comprised of five Bureaus: Cal-ID, Criminalistics, DNA, Identification and Forensic Chemistry.

During the past few years, backlogs and turn-around times for normal casework have steadily climbed due to significant increases in case submission.

The OCCL provides service for the Orange County law enforcement community, including over 25 municipalities, the Sheriff-Coroner, the District Attorney, and many state and federal organizations. The forensic analysis provided is crucial to investigations, and legal proceedings.

To address current caseloads, three areas of the OCCL require augmented forensic staffing:

- A. **Driving Under the Influence of Drugs (DUID) / Coroner Toxicology:** Orange County has seen a significant increase in prescription drug use while driving. Due to Proposition 47 and increased cases of marijuana use while driving, the number of prosecutions of DUID cases has increased and become more complex. The requests for service by the District Attorney, along with the required and related analyses of the Coroner investigations, demonstrate the need for two additional staff to handle the casework and testimony requirements of this unit.
- B. **Sexual Assault Kit (SAK) Analysis/Property Crime:** AB 1517 created a recommendation state-wide to submit and analyze all SAK regardless of case circumstances or investigations. In 2015, the OCCL partnered with all county law enforcement to have every SAK submitted to the laboratory within 60 days. The OCCL has been receiving these kits, and submissions have doubled in the last year. Due to the additional SAK caseloads, the DNA case turn-around times have



2016 Strategic Financial Plan

Strategic Priorities

Crime Lab Forensic Personnel for Evidence Analysis

increased in property crimes and, as a result, two additional positions are requested to meet current and growing caseloads.

- C. Latent Fingerprint (LF) Comparison and Analysis are important in identifying perpetrators of crimes. The LF services compare, identify or exclude individuals based on these investigations. This unit of OCCL is understaffed for the increasing numbers of service requests received each year. Each increase in service also includes additional fingerprint comparison work and assignments. Two additional positions for LF services are needed in the OCCL to meet current and growing caseloads.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

For strategic planning purposes, it is estimated that an additional six positions will be needed for OCCL.

2 Forensic Scientist III positions for DUID/Toxicology
 2 Forensic Scientist III positions for DNA SAK and Property Crimes
 2 Lead Forensic Specialist positions for Latent Fingerprint Comparisons

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

The on-going costs for salaries and benefits for six positions are as follows:

FY 2017-18	\$887,710
FY 2018-19	\$918,702
FY 2019-20	\$958,604
FY 2020-21	\$989,562
FY 2021-22	\$1,016,978
FY 2022-23	\$1,016,978
FY 2023-24	\$1,016,978
FY 2024-25	\$1,016,978
FY 2025-26	\$1,016,978
FY 2026-27	\$1,016,978

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

General Fund support is requested as there is no other funding available at this time. OCCL has actively sought and been awarded annual grants which fund overtime to address DNA backlogs, however no new funding is anticipated.



2016 Strategic Financial Plan

Strategic Priorities

Crime Lab Forensic Personnel for Evidence Analysis

8. Identify stakeholders.

Orange County Sheriff's Department (including Coroner Division)
 Orange County District Attorney
 All Orange County Justice Centers (including Defense Bar)
 All Orange County Police Departments
 Orange County Fire Authority
 California Highway Patrol (operating within Orange County)
 Campus Police - Cal State Fullerton and University of California, Irvine
 Federal Law Enforcement Organizations (operating within Orange County)

9. Is the program/project mandated or discretionary?

This project is discretionary, however some analyses are mandated by California Title 17 or may be mandated within the next two years.

10. Identify the implementation period if funding were available.

Fiscal Year 2017-18.

Crime Lab Forensic Personnel for Evidence Analysis											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	887,710	918,702	958,604	989,562	1,016,978	1,016,978	1,016,978	1,016,978	1,016,978	1,016,978
Agency Expense Total	0	887,710	918,702	958,604	989,562	1,016,978	1,016,978	1,016,978	1,016,978	1,016,978	1,016,978
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	887,710	918,702	958,604	989,562	1,016,978	1,016,978	1,016,978	1,016,978	1,016,978	1,016,978
IV. Staffing											
Forensic Scientist III	0	4	0	0	0	0	0	0	0	0	0
Lead Forensic Specialist	0	2	0	0	0	0	0	0	0	0	0
Agency Position Total	0	6	0	0	0	0	0	0	0	0	0



2016 Strategic Financial Plan

Strategic Priorities

Inmate Transportation Buses

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**

This Strategic Priority was previously identified in the 2015 Strategic Financial Plan.

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The Sheriff-Coroner is requesting replacement of seven Class M3 Inmate Transportation Buses (unit #s 6028, 6029, 6012, 6014, 6054, 6055, and 6069) over the course of the next seven fiscal years on behalf of the Sheriff's Transportation Bureau for the Intake Release Center. The existing inmate transportation buses have either exceeded or are approaching the end of the useful life expectancy. Due to long-term retention of the vehicles, issues are occurring with aging mechanical parts, lack of replacement part availability, and general age progression. Replacement of four Inmate Transportation Buses was approved by the Board of Supervisors in FY 2015-16. Seven buses remain to be replaced.

The buses requested for replacement range from model years 1994 to 2008, with mileage ranging from 264 thousand to 515 thousand, and would be replaced with newer, less polluting diesel models deemed suitable by the South Coast Air Quality Management District. A reduction of emissions within densely populated Orange County would contribute to state and local efforts of reducing environmental impact. Inmate transportation buses are categorically exempt from California emissions standards, and the California Air Resource Board's Public Fleet and Utility regulations, as defined by California Vehicle Code Sections 27156.2, 165, and 1797.4 in the California Health and Safety Code. These buses are equipped with red lights and sirens and are driven by uniformed deputies in the course of their daily duties. Replacement of these vehicles would ensure reliable and safe transportation of inmates and deputies to the courts, hospitals, state prisons, and inmate work assignments.

5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

No additional personnel will be required.



2016 Strategic Financial Plan

Strategic Priorities

Inmate Transportation Buses

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
Estimated one-time costs to replace seven Inmate Transportation Buses over seven fiscal years total \$4,270,187.
- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
General Fund support is requested. No additional funding sources have been identified at this time.
- 8. Identify stakeholders.**
The buses requested for replacement would be replaced with newer, less polluting diesel models deemed suitable by the South Coast Air Quality Management District. This voluntary reduction of emissions would contribute to state and local efforts of reducing environmental impacts in Orange County.
- 9. Is the program/project mandated or discretionary?**
This project is discretionary.
- 10. Identify the implementation period if funding were available.**
The implementation period for this project would be FY 2017-18 through FY 2023-24, with two buses being replaced in FY 2017-18, two in FY 2018-19, two in FY 2020-21, and one in FY 2023-24.

Inmate Transportation Buses												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Equipment	0	1,320,000	970,187	0	1,320,000	0	0	660,000	0	0	0	0
Agency Expense Total	0	1,320,000	970,187	0	1,320,000	0	0	660,000	0	0	0	0
II. Non-General Fund Revenue												
No Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,320,000	970,187	0	1,320,000	0	0	660,000	0	0	0	0
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

James A. Musick Facility Expansion – Phase 1 Staffing

- 1. Program Area:**
Public Protection
- 2. Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSO) and Health Care Agency (HCA)
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2019-20.
- 4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

Many political and societal factors contribute to fluctuations within the Orange County jails. Although jail population numbers experienced a downward trend after voters approved Proposition 47 in 2014, population numbers have steadily increased in calendar year 2015. Adding new jail facilities and beds to keep pace with the increasing inmate population is a priority of the Sheriff's Department. Another factor that can continue to affect the need for jail construction includes the age of the Central Men's Jail and Central Women's Jail Facilities. The facilities are over 45 years old and will eventually need to be replaced. In addition, the wooden facilities and tent compound at Musick continue to decline and will eventually have to be replaced. Although some alternatives to incarceration are being utilized, more housing is needed to meet mandated requirements and prevent the possibility of early releases.

Anticipating a future need for additional jail beds, the Sheriff's Department completed, in 1998, Environmental Impact Report (EIR) 564, which allowed the existing Musick Facility to be expanded from its existing 1,256 beds to 7,584 beds. A Supplemental to EIR 564 (SEIR #564), which updates the previously certified EIR 564, has been completed and certified by the Board of Supervisors. The Master Plan for the expansion of Musick is also complete and has been adopted by the Board of Supervisors. Included in the Master Plan is a strategy to phase-in construction of new beds as the need for more beds occurs and as funding becomes available. For strategic planning purposes, it is assumed that the Phase 1 of the design and construction would include the following:

- A. Inmate Housing: Two inmate housing units with a total of approximately 512 beds would be constructed in Phase 1. The housing units would be designed for minimum and medium security inmates using direct supervision of inmates. Construction would not impact the existing facilities.
- B. Administrative and Support Space: This would include office space, locker rooms, storage, health care services, video visitation, inmate reception, etc.



2016 Strategic Financial Plan

Strategic Priorities

James A. Musick Facility Expansion – Phase 1 Staffing

- C. Infrastructure and Site Improvements: This would include utilities, access roads, security fencing, parking lots, grading, storm drain system, etc.

The Phase 1 design of the Musick expansion is currently in the third and final design stage, the construction document phase. This design phase would be completed in the first quarter of calendar year 2017. Phase I construction is expected to take approximately two years and is anticipated to begin in the third quarter of calendar year 2017.

To aid Counties with creating new jail beds, the State made funding available through Assembly Bill (AB) 900 Phase I and II programs. The County of Orange received a conditional award of \$100,000,000 through AB 900 Phase II for new jail construction. The County of Orange subsequently received project establishment through the State Public Works Board in March 2013 and the design of the first phase of the Musick expansion was approved by the Board of Supervisors and started shortly thereafter. Once the construction is completed, existing staffing would be used; however, additional staffing may be needed as well.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

For strategic planning purposes, it is estimated that an additional 260 positions would be needed (230 positions for Sheriff-Coroner and 30 positions for Health Care Agency).

The requested staffing for Sheriff-Coroner is as follows:

- 1 Accounting Technician
- 2 Air Conditioning Mechanic
- 1 Captain
- 1 Chief Cook
- 1 Communications Technician II
- 4 Correctional Programs Technician
- 31 Correctional Services Technician
- 90 Deputy Sheriff I
- 1 Electrician
- 1 Facilities Contract Services Inspector
- 2 Facilities Mechanic
- 1 Lieutenant
- 1 Metalsmith
- 2 Office Specialist
- 2 Plumber
- 1 Secretary II
- 9 Sergeant
- 24 Sheriff's Correctional Service Assistant
- 2 Sheriff Facility Maintenance Specialist II
- 7 Sheriff's Records Supervisor
- 13 Sheriff's Records Technician
- 6 Sheriff's Special Officer II



2016 Strategic Financial Plan

Strategic Priorities

James A. Musick Facility Expansion – Phase 1 Staffing

- 1 Senior Correctional Services Technician
- 4 Senior Head Cook
- 9 Senior Institutional Cook
- 1 Senior Office Supervisor C/D
- 9 Senior Sheriff's Records Technician
- 2 Warehouse Worker II
- 1 Warehouse Worker III

230 Subtotal for OCSD

The requested staffing for Health Care Agency is as follows:

- 3 Comprehensive Care Licensed Vocational Nurse
- 8 Comprehensive Care Nurse II
- 1 Comprehensive Care Nurse Practitioner II
- 1 Dental Assistant II
- 1 Dentist
- 1 HCA Service Chief II
- 2 Marriage Family Therapist II
- 2 Medical Assistant
- 1 Mental Health Specialist
- 1 Office Specialist
- 1 Pharmacist
- 1 Pharmacy Technician
- 1 Public Health Medical Officer I
- 5 Senior Comprehensive Care Nurse
- 1 Supervising Comprehensive Care Nurse

30 Subtotal for HCA

260 Grand Total

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

The following are cost estimates completed for Strategic Financial Plan purposes only.

One-time Costs: \$2,059,819 (Start-up costs)

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from \$45 million in FY 2019-20 to \$48 million in FY 2026-27 for staffing and services and supplies.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Phase 1 design and construction of the James A. Musick expansion is funded through Assembly Bill (AB) 900. General Funds are being requested for one-time start-up costs and ongoing operational costs. *Please refer to the attached spreadsheet for funding information.*

**2016 Strategic Financial Plan****Strategic Priorities**

James A. Musick Facility Expansion – Phase 1 Staffing**8. Identify stakeholders.**

This is a public safety project for all residents in Orange County.

9. Is the program/project mandated or discretionary?

This project is discretionary but adequate housing for inmates is mandated.

10. Identify the implementation period if funding were available.

Design of Phase 1 started in April 2013 and construction of Phase 1 could be completed by late 2019. Full occupancy is anticipated within 90 days of construction completion.

James A. Musick Facility Expansion - Phase 1 Staffing											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	0	0	39,208,750	40,393,986	41,482,359	41,482,359	41,482,359	41,482,359	41,482,359	41,482,359
Services & Supplies	0	0	0	6,203,621	4,784,351	5,030,003	5,310,327	5,633,157	6,008,257	6,207,404	6,414,061
Agency Expense Total	0	0	0	45,412,371	45,178,337	46,512,362	46,792,686	47,115,516	47,490,616	47,689,763	47,896,420
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	45,412,371	45,178,337	46,512,362	46,792,686	47,115,516	47,490,616	47,689,763	47,896,420
IV. Staffing											
Accounting Technician	0	0	0	1	0	0	0	0	0	0	0
Air Conditioning Mechanic	0	0	0	2	0	0	0	0	0	0	0
Captain	0	0	0	1	0	0	0	0	0	0	0
Chief Cook	0	0	0	1	0	0	0	0	0	0	0
Communications Technician II	0	0	0	1	0	0	0	0	0	0	0
Comprehensive Care Lvn	0	0	0	3	0	0	0	0	0	0	0
Comprehensive Care Nurse II	0	0	0	8	0	0	0	0	0	0	0
Comprehensive Nurse Practin II	0	0	0	1	0	0	0	0	0	0	0
Correctional Programs Tech	0	0	0	4	0	0	0	0	0	0	0
Correctional Services Tech	0	0	0	31	0	0	0	0	0	0	0
Dental Assistant II	0	0	0	1	0	0	0	0	0	0	0
Dentist	0	0	0	1	0	0	0	0	0	0	0
Deputy Sheriff I	0	0	0	90	0	0	0	0	0	0	0
Electrician	0	0	0	1	0	0	0	0	0	0	0
Facilities Contract Svs Insp	0	0	0	1	0	0	0	0	0	0	0
Facilities Mechanic	0	0	0	2	0	0	0	0	0	0	0
HCA Service Chief II	0	0	0	1	0	0	0	0	0	0	0
Lieutenant	0	0	0	1	0	0	0	0	0	0	0
Marriage Family Therapist II	0	0	0	2	0	0	0	0	0	0	0
MEDICAL ASSISTANT	0	0	0	2	0	0	0	0	0	0	0
Mental Health Specialist	0	0	0	1	0	0	0	0	0	0	0

James A. Musick Facility Expansion - Phase 1 Staffing												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
Metalsmith	0	0	0	1	0	0	0	0	0	0	0	0
Office Specialist	0	0	0	3	0	0	0	0	0	0	0	0
Pharmacist	0	0	0	1	0	0	0	0	0	0	0	0
Pharmacy Technician	0	0	0	1	0	0	0	0	0	0	0	0
Plumber	0	0	0	2	0	0	0	0	0	0	0	0
Public Hlth Med Officer I	0	0	0	1	0	0	0	0	0	0	0	0
Secretary II	0	0	0	1	0	0	0	0	0	0	0	0
Senior Comp Care Nurse	0	0	0	5	0	0	0	0	0	0	0	0
Senior Correctional Svs Tech	0	0	0	1	0	0	0	0	0	0	0	0
Senior Head Cook	0	0	0	4	0	0	0	0	0	0	0	0
Senior Institutional Cook	0	0	0	9	0	0	0	0	0	0	0	0
Senior Office Supervisor C/D	0	0	0	1	0	0	0	0	0	0	0	0
Senior Sheriff's Records Tech.	0	0	0	9	0	0	0	0	0	0	0	0
Sergeant	0	0	0	9	0	0	0	0	0	0	0	0
Sheriff Cor Svc Assistant	0	0	0	24	0	0	0	0	0	0	0	0
Sheriff Fac Maint Spec II	0	0	0	2	0	0	0	0	0	0	0	0
Sheriff's Records Supervisor	0	0	0	7	0	0	0	0	0	0	0	0
Sheriff's Records Technician	0	0	0	13	0	0	0	0	0	0	0	0
Sheriff's Special Officer II	0	0	0	6	0	0	0	0	0	0	0	0
Supvg Comprehensive Care Nurse	0	0	0	1	0	0	0	0	0	0	0	0
Warehouse Worker II	0	0	0	2	0	0	0	0	0	0	0	0
Warehouse Worker III	0	0	0	1	0	0	0	0	0	0	0	0
Agency Position Total	0	0	0	260	0	0	0	0	0	0	0	0


James A. Musick Facility Expansion – Phase 2 Staffing

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD) and Health Care Agency (HCA)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2019-20.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

Many political and societal factors contribute to fluctuations within the Orange County jails. Even though jail population numbers have experienced a downward trend after voters approved Proposition 47 in 2014, population numbers have steadily increased in calendar year 2015. Adding new jail facilities and beds to keep pace with the increasing inmate population is a priority of the Sheriff. Another factor that can continue to affect the need for jail construction includes the age of the Central Men's Jail and Central Women's Jail Facilities. The facilities are over 45 years old and will eventually need to be replaced. In addition, the wooden facilities and tent compound at Musick continue to decline and will eventually have to be replaced. Although some alternatives to incarceration are being utilized, more housing is still needed to meet mandated requirements and to prevent the possibility of early releases.

Anticipating a future need for additional jail beds, OCSD completed, in 1998, Environmental Impact Report (EIR) 564, which allowed the existing Musick Facility to be expanded from its existing 1,256 beds to 7,584 beds. A Supplement to EIR 564 (SEIR #564), which updates the previously certified EIR 564, has been completed and certified by the Board of Supervisors. The Master Plan for the Musick expansion is also complete and has been adopted by the Board of Supervisors. Included in the Master Plan is a strategy to phase-in construction of new beds as the need for more beds occurs and as funding becomes available. For strategic planning purposes, it is assumed that the Phase 2 of the design and construction would include the following:

- A. **Inmate Housing:** Two inmate rehabilitation, treatment, and housing units with a total of approximately 384 beds would be constructed in Phase 2. The housing units would be designed for minimum and medium security inmates using direct supervision of inmates. Construction is not expected to impact the existing facilities.
- B. **Warehouse/Maintenance Building:** This would include office space, warehouse storage, maintenance shops, etc.



2016 Strategic Financial Plan

Strategic Priorities

James A. Musick Facility Expansion – Phase 2 Staffing

- C. Infrastructure and Site Improvements: This would include utilities, access roads, security fencing, parking lots, grading, storm drain system, etc.

The Phase 2 design of the Musick expansion is currently in the third and final stage of design, the construction document phase. This design phase will be completed in the first quarter of calendar year 2017. Phase 2 construction is expected to take approximately two years and is anticipated to start in the third quarter of calendar year 2017.

Senate Bill 1022 (SB 1022) authorizes state lease-revenue bond financing for the acquisition, design and construction of program and treatment space for adult local criminal justice facilities. In March 2014, the County of Orange received a conditional award of \$80,000,000 through SB 1022 for new rehabilitation, treatment, and housing construction. The County of Orange subsequently received project establishment through the State Public Works Board in March 2014 and the design of the second phase project at Musick was approved by the Board of Supervisors and started shortly thereafter. Once the construction is completed, existing staffing will be used; however, additional staffing may be needed as well.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

For strategic planning purposes, it is estimated that an additional 104 positions will be needed (84 positions for Sheriff-Coroner and 20 positions for Health Care Agency).

The requested staffing for Sheriff-Coroner is as follows:

- 1 Administrative Manager I
- 1 Air Conditioning Mechanic
- 1 Communications Technician II
- 5 Correctional Programs Technician
- 14 Correctional Services Technician
- 32 Deputy Sheriff I
- 1 Facilities Mechanic
- 1 Plumber
- 16 Sheriff Correctional Services Assistant
- 2 Sheriff's Records Supervisor
- 4 Sheriff's Records Technician
- 1 Senior Head Cook
- 2 Senior Institutional Cook
- 1 Senior Sheriff's Records Technician
- 2 Warehouse Worker II

84 Subtotal for OCSD

The requested staffing for Health Care Agency is as follows:

- 1 Community Mental Health Psychiatrist
- 2 Comprehensive Care Licensed Vocational Nurse
- 4 Comprehensive Care Nurse II



2016 Strategic Financial Plan

Strategic Priorities

James A. Musick Facility Expansion – Phase 2 Staffing

- 1 Dental Assistant II
- 1 Dentist
- 1 HCA Service Chief II
- 5 Marriage Family Therapist II
- 1 Medical Assistant
- 1 Mental Health Specialist
- 1 Nurse Practitioner II
- 1 Office Specialist
- 1 Program Evaluation Specialist, HCA

20 Subtotal for HCA

104 Grand Total

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

The following are cost estimates completed for Strategic Financial Plan purposes only:

One-time Costs: \$234,386 (Start-up costs)

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from \$18 million in FY 2019-20 to \$21 million in FY 2026-27 for staffing and services and supplies.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Phase 2 design and construction of the James A. Musick expansion is funded through Senate Bill 1022. General Funds are being requested for one-time start-up costs and ongoing operational costs. *Please refer to the attached spreadsheet for funding information.*

8. Identify stakeholders.

This is a public safety project for all residents in Orange County.

9. Is the program/project mandated or discretionary?

This project is discretionary but adequate housing for inmates is mandated.

10. Identify the implementation period if funding were available.

Phase 2 design started in January 2015 and Phase 2 construction could be completed by late 2019. Full occupancy is anticipated within 90 days of construction completion.

James A. Musick Facility Expansion - Phase 2 Staffing											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	0	0	14,939,132	15,392,815	15,806,548	15,806,548	15,806,548	15,806,548	15,806,548	15,806,548
Services & Supplies	0	0	0	2,700,034	3,267,543	3,478,936	3,726,427	4,018,539	4,365,904	4,781,805	5,103,920
Agency Expense Total	0	0	0	17,639,166	18,660,358	19,285,484	19,532,975	19,825,087	20,172,452	20,588,353	20,910,468
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	17,639,166	18,660,358	19,285,484	19,532,975	19,825,087	20,172,452	20,588,353	20,910,468
IV. Staffing											
Administrative Manager I	0	0	0	1	0	0	0	0	0	0	0
Air Conditioning Mechanic	0	0	0	1	0	0	0	0	0	0	0
Communications Technician II	0	0	0	1	0	0	0	0	0	0	0
Community Mntl Hlth Psych	0	0	0	1	0	0	0	0	0	0	0
Comprehensive Care Lvn	0	0	0	2	0	0	0	0	0	0	0
Comprehensive Care Nurse II	0	0	0	4	0	0	0	0	0	0	0
Correctional Programs Tech	0	0	0	5	0	0	0	0	0	0	0
Correctional Services Tech	0	0	0	14	0	0	0	0	0	0	0
Dental Assistant II	0	0	0	1	0	0	0	0	0	0	0
Dentist	0	0	0	1	0	0	0	0	0	0	0
Deputy Sheriff I	0	0	0	32	0	0	0	0	0	0	0
Facilities Mechanic	0	0	0	1	0	0	0	0	0	0	0
HCA Service Chief II	0	0	0	1	0	0	0	0	0	0	0
Marriage Family Therapist II	0	0	0	5	0	0	0	0	0	0	0
MEDICAL ASSISTANT	0	0	0	1	0	0	0	0	0	0	0
Mental Health Specialist	0	0	0	1	0	0	0	0	0	0	0
Nurse Practitioner II	0	0	0	1	0	0	0	0	0	0	0
Office Specialist	0	0	0	1	0	0	0	0	0	0	0
Plumber	0	0	0	1	0	0	0	0	0	0	0
Program Evaluation Spec,HCA	0	0	0	1	0	0	0	0	0	0	0
Senior Head Cook	0	0	0	1	0	0	0	0	0	0	0

James A. Musick Facility Expansion - Phase 2 Staffing											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Senior Institutional Cook	0	0	0	2	0	0	0	0	0	0	0
Senior Sheriff's Records Tech.	0	0	0	1	0	0	0	0	0	0	0
Sheriff Cor Svc Assistant	0	0	0	16	0	0	0	0	0	0	0
Sheriff's Records Supervisor	0	0	0	2	0	0	0	0	0	0	0
Sheriff's Records Technician	0	0	0	4	0	0	0	0	0	0	0
Warehouse Worker II	0	0	0	2	0	0	0	0	0	0	0
Agency Position Total	0	0	0	104	0	0	0	0	0	0	0





Computer-aided Design System Upgrade

1. **Program Area:**
Public Protection

2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)

3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a previously identified Strategic Priority in the 2015 Strategic Financial Plan.

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
OCSD's Computer-aided Design (CAD) system is 15 years old and is in need of an upgrade. This system's integration into other Law Enforcement systems is crucial for OCSD to provide timely responses to critical incidents. The vendor for the existing CAD system is providing only limited enhancements to the current platform, and as more customers transition to the newest CAD system, vendor support for older versions becomes less consistent. An upgrade to the newest CAD platform is necessary to take advantage of new technology and functionality such as: true multi-jurisdiction operation; Department of Justice (DOJ) and Federal Bureau of Investigation (FBI) access and integration; and Environmental Systems Research Institute (ESRI) mapping incorporation. This upgrade will include a seamless 911 interface and access to state and federal databases directly from the application, which would eliminate the need to have customized ancillary applications to provide these services. The current system is operational and supported but on a limited basis. If the existing system is not upgraded, the current system may become less consistent, potentially affecting response time and service to the constituents of Orange County.

5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel are needed.

6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

One-Time Cost:	\$1,800,000	
Ongoing Cost:	\$365,000	Annually for 4 fiscal years
Total Project Cost:	\$3,260,000	

7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
General Fund support is requested.

**Computer-aided Design System Upgrade****8. Identify stakeholders.**

All County of Orange constituents under the protection and service of OCSD

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

Fiscal Year 2017-18

Computer-aided Design System Upgrade											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	1,150,000	300,000	300,000	300,000	300,000	0	0	0	0	0
Equipment	0	650,000	65,000	65,000	65,000	65,000	0	0	0	0	0
Agency Expense Total	0	1,800,000	365,000	365,000	365,000	365,000	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,800,000	365,000	365,000	365,000	365,000	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





Automated Content Classification Solution

1. **Program Area:**
Public Protection

2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)

3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified in the 2015 Strategic Financial Plan.

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
The ever-increasing volume and variety of electronically stored data (ESI) is driving adoption of automated classification. A Records Management System (RMS) would enable the department to deal with the unstructured information created every day in the organization. A system for organizing ESI can maximize the value of the information, better secure it, and manage its lifecycle cost-effectively.

5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel needed.

6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
Equipment and Hardware Costs:

One-Time Costs:	\$1,188,000
Ongoing Costs:	\$198,000 per fiscal year
Total Project Cost:	\$3,310,000 over ten fiscal years

7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
General Fund support is requested.

8. **Identify stakeholders.**
This strategic priority would impact the Orange County Law Enforcement community and its constituents.

**Automated Content Classification Solution****9. Is the program/project mandated or discretionary?**

This program is discretionary. Although there are existing tools, those tools are manual, time-consuming and create chances of misidentifying the data classification which may cause issues with data retention and security.

10. Identify the implementation period if funding were available.

Fiscal Year 2017-18

Automated Content Classification Solution												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Equipment	0	1,188,000	198,000	198,000	198,000	198,000	368,000	198,000	198,000	198,000	368,000	
Agency Expense Total	0	1,188,000	198,000	198,000	198,000	198,000	368,000	198,000	198,000	198,000	368,000	
II. Non-General Fund Revenue												
No Revenue	0	0	0	0	0	0	0	0	0	0	0	
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0	
III. General Fund Requirement	0	1,188,000	198,000	198,000	198,000	198,000	368,000	198,000	198,000	198,000	368,000	
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	





2016 Strategic Financial Plan

Strategic Priorities

Disaster Recovery Plan

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a previously identified Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
This project would enable the setup of a backup recovery site that would replicate the primary data for the OCSD. The existing recovery site houses all of the applications and data necessary for OCSD to operate. A loss of services or data could make critical applications difficult to restore to operation. Having a redundant operational location and a backup storage area network would make the recovery from a loss faster and enable it to be accomplished without the loss of data. Some of the major critical systems that could be affected through a loss of services are: Automated Jail System, Local Arrest Records System (LARS), Orange County Automated Telecommunications System (OCATS), Email, Computer-Aided Design (CAD), Records Management System (RMS), Intranet and Internet websites. This strategic priority aligns with the County's Strategic Initiative to protect the community by assuring disaster preparedness and prompt emergency response as a public safety agency.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
This project would require the addition of a project manager contract position during implementation.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

One-time costs in FY 2017-18:	\$2,350,000
One-time costs in FY 2022-23:	\$2,350,000
Ongoing annual cost:	\$430,000
7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
General Fund support is requested.

**2016 Strategic Financial Plan****Strategic Priorities**

Disaster Recovery Plan**8. Identify stakeholders.**

This strategic priority would impact the County's Law Enforcement community.

9. Is the program/project mandated or discretionary?

This program is discretionary.

10. Identify the implementation period if funding were available.

It is estimated to take six months to one year to implement after approval.

Disaster Recovery Plan											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	220,000	430,000	430,000	430,000	430,000	220,000	430,000	430,000	430,000	430,000
Equipment	0	2,130,000	0	0	0	0	2,130,000	0	0	0	0
Agency Expense Total	0	2,350,000	430,000	430,000	430,000	430,000	2,350,000	430,000	430,000	430,000	430,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,350,000	430,000	430,000	430,000	430,000	2,350,000	430,000	430,000	430,000	430,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

Psychiatric Crisis Stabilization and Support Services

1. **Program Area:**
Community Services
2. **Identify agencies and departments involved.**
Health Care Agency (HCA)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**

This Strategic Priority was previously identified in the 2015 Strategic Financial Plan.

Upon recommendation from the Ad Hoc Committee (formed at the direction of Chairwoman Bartlett and Supervisor Do), the Board of Supervisors directed the Agency to expand Crisis Stabilization services. HCA is in the process of implementing this recommendation. HCA initiated a Solicitation of Interest and received seven applicants - two proposed locked Crisis Stabilization Units (CSUs), three proposed voluntary CSUs and two proposed both types of facilities. Intent to Negotiate letters were sent to the applicants proposing locked CSUs and an orientation meeting was held September 6th with intended providers. HCA will be drafting a Request for Proposals for voluntary CSUs.

4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The issue of wait times is a long standing concern of hospital providers but has resurfaced more intensely as times for adults waiting for Crisis Stabilization Unit (CSU) or Inpatient psychiatric services significantly escalated subsequent to the implementation of the Affordable Care Act in 2014. In addition, community stakeholders have specifically identified an additional facility as a critical component required to address these lengthy wait times.

The issue of wait times impacts the County in various ways at all levels of the Agency. Staff at the County's CSU report strained communications with emergency room staff that are frustrated by patient placement delays. The Centralized Assessment Team (CAT) who provide emergency mental health evaluations in the community also often report experiencing frustration and challenge from emergency room staff when clients are brought in for medical clearance, which is required prior to acceptance into an Inpatient Psychiatric Unit. CAT staff report extensive "wall time" (the time spent in the hallway) waiting for psychiatric clients to be admitted into the emergency room. Emergency room staff advise that presenting psychiatric patients must wait their turn. There have also been several recent reports of reluctance to transport 5150 (involuntary psychiatric hold) calls due to excessive "wall time" experienced by the ambulance transport staff. The



2016 Strategic Financial Plan

Strategic Priorities

Psychiatric Crisis Stabilization and Support Services

hospitals report that: a) the emergency room is not a safe and therapeutic environment for persons in psychiatric crisis; b) they do not have trained staff to address the clients' needs; c) they perceive County Behavioral Health Crisis Services as not accessible.

Through on-going collaboration with the community, other counties, and HASC, the Agency has acknowledged the need for public-private partnership to address the increased demand for service and has committed to looking at all alternatives. Chairwoman Bartlett directed the formation of an Ad Hoc Committee to review and make recommendations on psychiatric emergency services. The Ad Hoc Committee, with Chairwoman Bartlett and Supervisor Do, included representatives from HASC, law enforcement and HCA, and held its first meeting in October 2015. This strategic priority offers possible solutions to this crisis, including the addition of another CSU and/or additional Inpatient Psychiatric beds. HCA is actively working to implement their recommendations to add CSUs throughout the County.

The CSU is an outpatient service that operates on a 24/7 basis with the length of stay less than 23 hours per State regulations. Services would include psychiatric evaluation, medication services, nursing assessment, basic medical assessment and treatment, crisis intervention, obtaining collateral history, counseling, education, and provisions of resources and referrals.

An additional approach is to ramp up efforts to secure an additional contract for more inpatient psychiatric beds with a local hospital(s). It is anticipated that bed rates at a very high level would need to be offered to incentivize a hospital to participate due to the fact that multiple invitations have already been extended to the hospitals with no success thus far. All indications are that serving Medi-Cal beneficiaries is not part of the business model for the Orange County hospitals except the three existing contract providers. Unfortunately, the bed capacity of the current contracted providers cannot keep pace with demand at this point. Notably, the Hospital Association reports the national average of psychiatric beds to population is 1:2,250. California's ratio is 1:5,675, and Orange County's ratio is 1:8,250.

Access to services is an identified core goal for Behavioral Health Services. Increased staffing and physical plant renovations described above would create improved access for adults in psychiatric crisis to receive needed services.

Additional psychiatric services are critical to both the health and the safety of the community. By increasing the number of psychiatric beds in the County, access to timely psychiatric emergency services would be significantly improved and lengthy wait times may be reduced or eliminated. Hospitals that are holding psychiatric clients pending an open bed would be able to treat other patients needing emergency service and it may reduce or eliminate emergency room diversion time which delays care for persons with potentially life threatening conditions. Law enforcement officers, who wait with clients brought into emergency rooms for psychiatric emergencies, would be able to leave emergency rooms and return to patrol sooner. Most importantly, more clients would receive timely treatment. This may reduce the risk of adverse outcomes occurring in



2016 Strategic Financial Plan

Strategic Priorities

Psychiatric Crisis Stabilization and Support Services

emergency rooms due to lack of properly trained behavioral health clinicians and the over-stimulating, non-therapeutic environment of an emergency room.

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

N/A

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

FY 2017-18 – \$2,088,627 one-time; \$6,762,682 ongoing

FY 2018-19 – \$0 one-time; \$6,757,264 ongoing

FY 2019-20 – \$0 one-time; \$6,926,196 ongoing

FY 2020-21 – \$0 one-time; \$7,099,350 ongoing

FY 2021-22 – \$0 one-time; \$7,276,834 ongoing

FY 2022-23 – \$0 one-time; \$7,458,755 ongoing

FY 2023-24 – \$0 one-time; \$7,645,224 ongoing

FY 2024-25 – \$0 one-time; \$7,836,355 ongoing

FY 2025-26 – \$0 one-time; \$8,032,263 ongoing

FY 2026-27 – \$0 one-time; \$8,233,070 ongoing

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

California Health Facilities Financing Authority, Federal Financial Participation Medi-Cal, and Mental Health Services Act/Prop 63

- 8. Identify stakeholders.**

Hospital Association of Southern California

Hospitals

Orange County Chief of Police & Sheriff's Association

Law Enforcement

National Alliance of Mental Illness - Orange County

- 9. Is the program/project mandated or discretionary?**

Discretionary

- 10. Identify the implementation period if funding were available.**

The estimated time for site identification and plan development is contingent upon collaborations between the Agency and hospital providers. Renovation timelines will be determined largely by city building departments, planning, zoning and plan check approval processes. It is anticipated that design, engineering and plan check will take 6 months and construction an estimated 12 months. Therefore, physical plant renovations are would be an 18 month process.

The services would be contracted out and subject to procurement process timelines, which

**2016 Strategic Financial Plan****Strategic Priorities**

Psychiatric Crisis Stabilization and Support Services

is estimated to be 6-9 months. Respective licensure and certifications would also need to be addressed. In addition the facility would need to become designated to receive and treat persons on Welfare & Institutions Code 5150 involuntary detentions. These items are typically addressed during the startup period. Service delivery would begin after the startup period which could be estimated to be 3-5 months.

Psychiatric Crisis Stabilization and Support Services											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	8,851,309	6,757,264	6,926,196	7,099,350	7,276,834	7,458,755	7,645,224	7,836,355	8,032,263	8,233,070
Agency Expense Total	0	8,851,309	6,757,264	6,926,196	7,099,350	7,276,834	7,458,755	7,645,224	7,836,355	8,032,263	8,233,070
II. Non-General Fund Revenue											
Charges For Services	0	774,498	1,757,264	1,926,196	2,099,350	2,276,834	2,458,755	2,645,224	2,836,355	3,032,263	3,233,070
Miscellaneous Revenues	0	3,076,811	0	0	0	0	0	0	0	0	0
Other Financing Sources	0	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Agency Revenue Total	0	8,851,309	6,757,264	6,926,196	7,099,350	7,276,834	7,458,755	7,645,224	7,836,355	8,032,263	8,233,070
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





In-Home Supportive Services

1. **Program Area:**
Community Services
2. **Identify agencies and departments involved.**
Social Services Agency – In Home Supportive Services Program.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The In-Home Supportive Services (IHSS) program provides services to Orange County residents who are aged, blind or disabled and are limited in their ability to care for themselves or cannot live safely at home without help. The IHSS recipients receive in-home care from IHSS providers who deliver assistance with domestic tasks and personal care. IHSS social workers are responsible for conducting face-to-face assessments of needs and determining eligibility for each client at the time of application and at least every twelve months thereafter. The IHSS program currently has nearly 30,000 cases covering three programs: the IHSS/Personal Care Services program, the IHSS/Independent Plus Waiver and the IHSS/Residual.

Due to changes in the IHSS program, high standards of quality were challenged by the difficulty in completing reassessments in a timely manner. As a result, the IHSS program has been engaged in an improvement plan from the State for the past two years. The addition of positions in FY 2014-15 allowed the IHSS program to achieve the State mandated 80% compliance rate in August 2016. However, based on the IHSS Case Management Information and Payrolling System (CMIPS II) monthly report, with a monthly average of 721 new applications, IHSS caseloads are projected to grow at an average of 7.3% annually which represents an increase of approximately 2,163 additional new cases by January 2017, and another 8,652 new cases by January 2018. A sustained effort will be required to keep up with the changes to the business practices of IHSS while maintaining a high quality of service. Therefore, the program staffing may be required to grow commensurately with the demand in services.



2016 Strategic Financial Plan

Strategic Priorities

In-Home Supportive Services

Authorized Active Cases

*IHSS Monthly Report, ** CMIPS II Reports, ***Projected

	2016	2015	2014	2013	2012
Month	Number of Cases				
Jan	27,587	25,313	22,951	21,544	20,546
Feb	27,726	25,489	23,122	21,575	20,580
Mar	27,979	25,693	23,263	21,663	20,614
Apr	28,104	25,823	23,469	21,600	20,694
May	28,401	26,088	23,812	22,906	20,753
Jun	28,609	26,301	24,125	23,373	20,839
Jul	28,417	26,412	24,387	24,035	20,888
Aug		26,577	24,476	23,384	21,034
Sep		26,789	24,633	23,667	21,215
Oct		27,050	24,829	23,953	21,407
Nov		27,231	24,929	24,243	21,435
Dec		25,236	25,236	24,536	21,480
Average	28,068	26,251	24,000	22,904	20,910

The positions requested are intended to address the projected annual IHSS caseload growth of 7.3%. Specifically, the requested Social Worker II positions (SWII) should bring caseloads down to 260 cases per worker which was the goal when additional case-carrying positions were last approved in the 2014-15 second quarter budget adjustment request. The SWIIs are the first-line workers directly interfacing with IHSS clients. The social workers are responsible for processing applications for the IHSS program; conducting home visits and assessments to determine the client's needs; conducting annual reassessments; and maintaining case files containing reports, state forms, notice of actions and narratives.

As the first-line staffing increases, additional Social Services Supervisors I (SSSI) are requested to: maintain a span of control of seven SWIIs per supervisor; monitor staff performance; implement new program elements; ensure adherence to policies and procedures; and ensure that client applications are received and processed timely and accurately.

The work completed in the field by the social workers is supported by clerical staff in the office. To this effect, additional Office Technicians (OT) are requested to provide the support needed due to: (1) additional complex IHSS program elements; and (2) an increase in referrals and applications due to (a) the expansion of Medi-Cal eligibility; (b) implementation of Fair Labor Standard Act (FLSA) provisions; and (c) participation in the Coordinated Care Initiative (CCI) demonstration project. Because the full scope of the impact of the previously referenced program elements was not fully known, this workload



In-Home Supportive Services

is currently being addressed using temporary help clerical positions. However, after a year of having implemented these program elements, the IHSS program has experienced a significant permanent increase in the number of lobby walk-ins by approximately 1,300 per month, of which an average of 85 are specifically new IHSS applications. This increase has resulted in additional desk procedures, front end coverage, business communication and ongoing trainings. The nine additional OTs are also requested to support the two newly created units and 16 existing social worker units; in addition to processing the required paperwork generated by new and ongoing legislative mandates.

Anticipating an increase in call volume from the above referenced program elements, an IHSS accounting call center was established in November 2015. Since its implementation, the call center has answered an average of 6,519 calls and experiences an average of 2,500 to 3,000 voicemail messages per month. Calls continue to increase at a monthly average of 1,575 due to ongoing State legislative mandate changes as well as personal and mail outreach conducted by advocates and/or United Domestic Workers Association (UDWA) representatives which results in confusion to IHSS recipients and providers. Callers to the IHSS accounting call center are having difficulty getting through the phone line and/or are experiencing long waits for assistance. The additional Office Specialist (OS) positions would allow the program to keep up with the volume of calls and provide better customer service to the IHSS recipients, providers and other public departments.

With the expansion of health coverage programs, CalOptima now offers IHSS as a service for dual eligible members (Medicare/ Medi-Cal). This has resulted in an increase in the number of monthly client referrals to the IHSS program and added care coordination activities for the most vulnerable clients. IHSS is becoming part of a managed care entity requiring constant communication, cooperation and coordination with CalOptima. In order to coordinate these requirements with CalOptima, additional staffing resources are requested in the form of an additional Office Specialist to support the CCI efforts and to track statistical data needed for CalOptima, State and County.

Since the migration to the state-wide CMIPSII Database in May 2013, and the implementation of the Fair Labor Standards Act (FLSA) provisions for IHSS Providers in February 2016, the workload of the Senior Accounting Assistants (SAA) has doubled due to increased overpayment discoveries and collection demands resulting from additional fraud referrals and findings, CMIPSII generated system payment deficiencies resulting in additional special payment transactions and continued system enhancements requiring new business processes and workaround actions. In addition, the State requires counties to regularly maintain and update FLSA related forms.

In Orange County, there are approximately 4,000 providers with multiple recipients and about 1,600 recipients with multiple providers. Recordkeeping and reconciling such records on an ongoing basis is laborious and challenging because every effort must be made to personally and directly assist this group of individuals to navigate through the complexities of the FLSA requirements, including determining the maximum workweek and limitations of travel time hours. The addition of limited term positions last year helped



2016 Strategic Financial Plan

Strategic Priorities

In-Home Supportive Services

with the initial work generated by FLSA, however, the SSA accounting unit has not expanded proportionately to the overall growth of IHSS cases. Moreover, due to the proactive outreach actions of the UDWA, the SAAs are experiencing an increase in the number of unexpected “walk-in” visits from recipients and providers with accounting, payroll, case-management and/or FLSA related inquiries/issues resulting in 400 to 450 unplanned in-person interactions each month. In addition, any legislative updates or mailers sent to our recipients and providers by the California Department of Social Services (CDSS) often result in confusion and uncertainties which trigger calls to the accounting unit seeking explanations or reassurances.

Walk-In Applications Taken

*Information from IHSS Application Unit

	2016	2015
Month	# of Appointments	
January	50	121
February	83	90
March	100	95
April	62	58
May	67	59
June	72	45
July	107	34
August	113	67
September		69
October		63
November		58
December		58

To alleviate this workload, ensure proper handling of timesheets and payments, and maintain vigilance with overpayment and fraud, the limited term positions authorized last year are requested to be converted to regular term positions and additional Senior Accounting Assistants (SAA) are requested to be added to the accounting unit to support two newly created units and 16 existing social worker units as well as to meet the demands of increased appeals as a result of special interest groups and advocates' involvement.

The staffing additions would ensure that the Orange County IHSS program is in compliance with State's regulations, prevent potential sanctions as the result of FLSA violations, and prevent a need for improvement plans resulting from non-compliance with program outcomes.



2016 Strategic Financial Plan

Strategic Priorities

In-Home Supportive Services

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

- 16 Social Workers I/II (7012CS) for caseload growth in FY 2016-17 and FY 2017-18
- 2 Social Services Supervisors I (7020SM) to maintain supervisory span of control
- 9 Office Technicians (0522CL) to support the above staff
- 6 Office Specialists (0536CL) to support the IHSS Accounting Call Center and CCI Demonstration Project.
- 2 Senior Accounting Assistants (0815CL) to support accounting functions related to workload increases from a growing number of IHSS Recipients, IHSS Providers, and tasks related to FLSA administration

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

FY 17-18	\$2,582,184
FY 18-19	\$2,278,164
FY 19-20	\$2,537,548
FY 20-21	\$2,791,084
FY 21-22	\$2,946,532
FY 22-23	\$2,946,532
FY 23-24	\$2,946,532
FY 24-25	\$2,946,532
FY 25-26	\$2,946,532
FY 27-28	\$2,946,532

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Funding is comprised of state and federal dollars. IHSS has a maintenance of effort which has already included in the base budget, so no additional County share is required.

8. Identify stakeholders.

IHSS maintains a collaborative relationship with the following:

- California Department of Social Services
- CWDA Adult Services Committee
- CWDA Long Term Care Operations Committee
- State Council on Developmental Disabilities
- Social Security Administration
- CalOptima
- Orange County Office on Aging
- Orange County Regional Center
- Orange County District Attorney
- Orange County Health Care Agency
- Orange County Accounts Receivable and Auditor Departments
- IHSS Public Authority
- SSA Assistance Programs (Medi-Cal and CalFresh)
- Alzheimer's Orange County

**2016 Strategic Financial Plan****Strategic Priorities**

In-Home Supportive Services**9. Is the program/project mandated or discretionary?**

IHSS is a State-mandated program administered by each county under the direction of the California Department of Social Services.

10. Identify the implementation period if funding were available.

This is an immediate need based on caseload growth due to increase in the number of new applications for IHSS services, case management of existing caseloads and permanent workload increases related to the administrative requirements resulting from the FLSA provisions for home care workers (IHSS providers), and expansion of Medi-Cal eligibility and participation in the Coordinated Care Initiative (CCI) demonstration project.

In-Home Supportive Services											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	2,558,736	2,795,482	3,068,810	3,334,564	3,502,512	3,502,512	3,502,512	3,502,512	3,502,512	3,502,512
Services & Supplies	0	11,724	-259,659	-265,631	-271,740	-277,990	-277,990	-277,990	-277,990	-277,990	-277,990
Agency Expense Total	0	2,570,460	2,535,823	2,803,179	3,062,824	3,224,522	3,224,522	3,224,522	3,224,522	3,224,522	3,224,522
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	2,570,460	2,535,823	2,803,179	3,062,824	3,224,522	3,224,522	3,224,522	3,224,522	3,224,522	3,224,522
Agency Revenue Total	0	2,570,460	2,535,823	2,803,179	3,062,824	3,224,522	3,224,522	3,224,522	3,224,522	3,224,522	3,224,522
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
Office Specialist	0	6	0	0	0	0	0	0	0	0	0
Office Technician	0	9	0	0	0	0	0	0	0	0	0
Senior Accounting Assistant	0	2	0	0	0	0	0	0	0	0	0
Social Services Supervisor I	0	2	0	0	0	0	0	0	0	0	0
Social Worker II	0	16	0	0	0	0	0	0	0	0	0
Agency Position Total	0	35	0	0	0	0	0	0	0	0	0





Resource Family Approval

1. **Program Area:**
Community Services
2. **Identify agencies and departments involved.**
Social Services Agency - Children and Family Services
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The Resource Family Approval (RFA) process under WIC 16519.5 is a mandated child-centered and unified resource family approval process. RFA eliminates duplication for three placement types, enhances approval standards, and offers ongoing support for resource homes. RFA is mandated for all counties by January 2017.

As an early implementing RFA county, Orange County has restructured its business processes and staffing structure in order to serve existing licensed Foster Homes under legacy guidelines while implementing the approval process with all new resource families. This has substantially increased workload requiring additional social work staff, and supervisory, clerical, and administrative support.

Prior to RFA implementation, Orange County licensed approximately 100 Foster Family homes and placed children in 850-1,000 relative/non-related extended family member (NREFM) placements yearly. In addition, 390 children were placed in adoptive homes. Since the implementation of RFA, relatives and NREFMs have additional application procedures, and are required to complete training and have a complete psycho-social assessment. These new mandates require 30 to 40 staff hours per placement. The RFA process requires extensive training and assessment procedures that essentially quadruples the workload of SSA staff to approve resource families for placement of children. In addition, the RFA process must be completed within 90 days for placement cost coverage by RFA funds. Currently, there is a backlog of incomplete relative and recruited family assessments due to the additional workload created by the rigorous RFA standards.

A workload analysis of current staffing indicates 18 Senior Social Workers, along with administrative and clerical support, may be needed to complete RFA activity in the required timeframe. Filling these positions may alleviate the backlog of unapproved assessments, and enable the County to receive funding in addition enhance the ability to recruit and retain



Resource Family Approval

family based placements required for RFA and Continuum of Care (CCR) mandates.

SSA has looked for opportunities to address child welfare requirements through best practices and enhanced efficiencies and outcome based methods as a preventative step to minimize children entering the child welfare system and becoming dependents. However, significant changes brought about by legislative action continue to add additional requirements on SSA and its social workers. SSA has been challenged to meet these service demands through current staffing levels and is actively filling vacant positions. In conjunction with the CEO's office, the department will continue to assess upcoming mandates and may address these changes through the budget process.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

Additional staff is being requested to support Resource Family Approval. The classifications and number of positions are as follows:

- 18 - Senior Social Worker
- 3 - Senior Social Services Supervisor
- 1 - Administrative Manager I
- 1 - Staff Specialist
- 3 - Information Processing Technician

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

FY 2017-18 \$2,781,516
 FY 2018-19 \$2,803,962
 FY 2019-20 \$3,065,688
 FY 2020-21 \$3,318,246
 FY 2021-22 \$3,480,480
 FY 2022-23 \$3,480,480
 FY 2023-24 \$3,480,480
 FY 2024-25 \$3,480,480
 FY 2025-26 \$3,480,480
 FY 2026-27 \$3,480,480

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Federal: Title IV-E
 Other: Wraparound

8. Identify stakeholders.

The implementation of RFA is a tremendous and multi-faceted endeavor. Collaboration with Child Welfare partners is essential to the successful rollout of this initiative. It is anticipated that Stakeholders will include Orange County Children's Partnership (OCCP)



Resource Family Approval

and Child Welfare System Improvement (CWSIP)'s involvement to assist in activating its resources to support the recruitment of resource families to increase the family-based placement options for Child Welfare and Probation youth.

9. Is the program/project mandated or discretionary?

The Resource Family Approval Process is mandated under WIC 16519.5.

10. Identify the implementation period if funding were available.

SSA will request to increase staffing during the FY 2016-17 second quarterly budget report process. Implementation of increased staffing would occur immediately in FY 2016-17 if additional positions are approved and is subject to availability of funding.

Resource Family Approval											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	2,469,874	2,689,582	2,951,308	3,203,866	3,366,100	3,366,100	3,366,100	3,366,100	3,366,100	3,366,100
Services & Supplies	0	311,642	114,380	114,380	114,380	114,380	114,380	114,380	114,380	114,380	114,380
Agency Expense Total	0	2,781,516	2,803,962	3,065,688	3,318,246	3,480,480	3,480,480	3,480,480	3,480,480	3,480,480	3,480,480
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	791,709	798,098	872,593	944,479	990,656	990,656	990,656	990,656	990,656	990,656
Miscellaneous Revenues	0	1,989,807	2,005,864	2,193,095	2,373,767	2,489,824	2,489,824	2,489,824	2,489,824	2,489,824	2,489,824
Agency Revenue Total	0	2,781,516	2,803,962	3,065,688	3,318,246	3,480,480	3,480,480	3,480,480	3,480,480	3,480,480	3,480,480
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
Administrative Manager I	0	1	0	0	0	0	0	0	0	0	0
Information Processing Tech	0	3	0	0	0	0	0	0	0	0	0
Senior Social Services Supervisor	0	3	0	0	0	0	0	0	0	0	0
Senior Social Worker	0	18	0	0	0	0	0	0	0	0	0
Staff Specialist	0	1	0	0	0	0	0	0	0	0	0
Agency Position Total	0	26	0	0	0	0	0	0	0	0	0



Continuum of Care Reform

1. **Program Area:**
Community Services
2. **Identify agencies and departments involved.**
Social Services Agency - Children and Family Services
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The Welfare and Institutions Code (WIC) Section 300 contains California statutes to mandate and establish programs and services designed to ensure well-being and provide protection, safety and permanency to children involved with the Child Welfare System. These State laws guide the provision of child protective services and the conduct of dependency proceedings. The WIC may implement either Federal programs or State initiatives to address issues related to child welfare. The Manual of Policies and Procedures, Division 31 Regulations issued from the California Department of Social Services (CDSS), provides instructions to social worker staff as to how carry out the core functions of the WIC mandates.

The Children and Family Services (CFS) Division of the Social Services Agency (SSA), which is governed by the aforementioned policies and regulations, provides a myriad of services to the community. All children from birth to 18 years and their families, regardless of income level, who are in danger of death, injury, sexual abuse, physical abuse, neglect, or exploitation, are entitled to services from CFS.

Assembly Bill (AB) 403, commonly known as the Continuum of Care Reform (CCR), makes sweeping changes to California's child welfare system with implementation planned to occur in stages between now and 2021. CCR was signed by Governor Jerry Brown in October 2015. The intent of the CCR is to ensure that children, who must live apart from their biological parents, do so in a permanent home with a committed adult(s) who can meet their needs. The CCR changes also include, but are not limited to, providing services and supports to children and their families that reduce reliance on congregate care and thereby increase placements in home-based settings.

One of the CCR's most fundamental principles is that child welfare services are most effective when delivered in the context of a youth and family and or child and family centered team (CFT). The CFT shares responsibility to assess, plan, intervene, monitor and refine services over time. Welfare and Institutions Code, Section 16501.1 (d)(1)(B)



Continuum of Care Reform

requires that county placing agencies convene a CFT meeting as defined in Section 16501 to identify support and services that are needed to achieve permanency, enable a child to live in the least restrictive family setting, and promote normal childhood experiences. This requirement applies to all children who come into care after January 1, 2017, including probation youth in foster care, non-minor dependents and non-related legal guardians.

A CFT is a group of individuals that includes the child and family members, professionals and other people identified by the family who are invested in the child and family's success. In addition to mandated participation of involved public agency representatives, the composition of the team is driven by family member's preferences. The CFT's role is to help family members define and reach their goals. They work together to identify each family member's strengths and needs, and based on relevant life domains, to develop a child and family-centered case plan. The plan articulates specific strategies for achieving the child and/or family's goals based on addressing identified needs, including meeting court orders when required and building on or developing functional strengths. The CFT typically conducts and coordinates its work through a CFT meeting.

The California Welfare Directors Association (CWDA) State Budget #2 of the 2016-17 May Revision includes updated costs to implement several components of CCR and AB 403 (Statutes of 2015). The CWDA update indicates \$27.4 million (\$22.0 million GF) for half-year funding to implement child and family teams, and assumes that urgent-need cases will require an average of 60 hours per year, high-need cases will require on average 24 hours per year, stable cases will require on average 10 hours per year, and all other cases (the majority of cases) will average 12 hours per year.

Integration of the CFT practice will begin in May 2017, with full integration throughout CFS by December 2017. In order to absorb the increased workload that the CFT practice will generate, SSA is requesting 27 positions.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

Additional staff is being requested to support the integration of Child Family Teams. The classification and number of positions are as follows:

- 3 - Senior Social Services Supervisor
- 21 - Senior Social Worker
- 3 - Information Processing Technician



2016 Strategic Financial Plan

Strategic Priorities

Continuum of Care Reform

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

FY 2017-18	\$2,856,565
FY 2018-19	\$2,884,046
FY 2019-20	\$3,160,506
FY 2020-21	\$3,427,958
FY 2021-22	\$3,600,402
FY 2022-23	\$3,600,402
FY 2023-24	\$3,600,402
FY 2024-25	\$3,600,402
FY 2025-26	\$3,600,402
FY 2026-27	\$3,600,402

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

This Program is fully funded through State and Federal funding sources allocated for CFT activities.

8. Identify stakeholders.

CFS works with many public and private stakeholders in ensuring child safety, including:

- Juvenile Court
- Health Care Agency
- District Attorney
- Public Defender
- County Counsel
- Probation
- OC Law Enforcement agencies
- Orangewood Foundation
- Community Care Licensing
- The RAISE Foundation
- the many Foster Family Agencies in OC
- the many Group Home agencies in OC
- Children's Hospital of Orange County (CHOC)
- Child Abuse Prevention Center
- Orange County Department of Education.

Community partners and stakeholders are involved in numerous meetings with Social Services/CFS Division. This occurs at a high level with the Orange County Children's Partnership Meeting, Child Welfare System Improvement Partnership Meeting, Commercially Sexually Exploited Children (CSEC) Steering Committee, OC Foster Youth Pregnancy Prevention Steering Committee, Continuous Quality Improvement (CQI) Statewide Committee, Resource Family Approval (RFA) Committee and the Orange County Blue Ribbon Commission. In addition, there are numerous interagency meetings related to foster care, adoptions and child protection and prevention issues. CFS will provide training and outreach on the purpose and support needed from the community related to expansion of CFT's to internal and external partners.

**2016 Strategic Financial Plan****Strategic Priorities**

Continuum of Care Reform**9. Is the program/project mandated or discretionary?**

Child Family Team – Mandated per Assembly Bill 403 and Welfare and Institutions Code Section 16501.1

10. Identify the implementation period if funding were available.

CFT training for CFS staff to begin in January 2017. Integration of the CFT practice to begin in May 2017 with full integration throughout CFS by December 2017. Implementation of increased staffing will occur immediately in FY 2016-17 if additional positions are approved.

Continuum of Care Reform											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	2,530,486	2,762,816	3,039,276	3,306,728	3,479,172	3,479,172	3,479,172	3,479,172	3,479,172	3,479,172
Services & Supplies	0	326,079	121,230	121,230	121,230	121,230	121,230	121,230	121,230	121,230	121,230
Agency Expense Total	0	2,856,565	2,884,046	3,160,506	3,427,958	3,600,402	3,600,402	3,600,402	3,600,402	3,600,402	3,600,402
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	2,856,565	2,884,046	3,160,506	3,427,958	3,600,402	3,600,402	3,600,402	3,600,402	3,600,402	3,600,402
Agency Revenue Total	0	2,856,565	2,884,046	3,160,506	3,427,958	3,600,402	3,600,402	3,600,402	3,600,402	3,600,402	3,600,402
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
Information Processing Tech	0	3	0	0	0	0	0	0	0	0	0
Senior Social Services Supervisor	0	3	0	0	0	0	0	0	0	0	0
Senior Social Worker	0	21	0	0	0	0	0	0	0	0	0
Agency Position Total	0	27	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

Adult Protective Services

1. **Program Area:**
Community Services
2. **Identify agencies and departments involved.**
Social Services Agency - Adult Protective Services program.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This strategic priority was identified in the 2015 Strategic Financial Plan. The goals and expectations of the previously identified priority remain and have increased.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

State law mandates that Orange County Adult Protective Service (APS) receives all reports of abuse and neglect of elders and dependent adults in Orange County. APS responds to and investigates known or suspected cases of abuse and neglect of elders and dependent adults outside of long-term care facilities which are under the jurisdiction of the Long-Term Care Ombudsman. APS is directed at preventing or remedying neglect, abuse or exploitation of adults who are unable to protect their own interests because of age or disability. APS receives reports of abuse and neglect and provides emergency response services twenty-four hours per day, seven days per week. Any person who has a reasonable suspicion that abuse of an elder or dependent adult has occurred may contact the APS Registry (hotline) to file a report via the toll free telephone number. Field Senior Social Workers (SSW) respond to reports of abuse and neglect within 24 hours if imminent risk of harm is suspected and to other reports within 10 days.

During FY 2015-16, APS averaged 1,858 active cases per month, a 10.2% increase from FY 2014-15. The number of abuse reports received has grown by over 100% since 2005.

Even though APS reports have continued to increase every year since 2005, APS staffing has not increased commensurately. In fact, APS only has two additional SSW positions currently than it did in 2005, despite a greater than 100% increase in reports since that time.

The population APS serves is expected to continue growing until 2026 due to the aging of the baby boomer generation. The California State Department of Finance projects a 16.8% increase in those ages 65 and older living in Orange County over the next five years. SSA research analysis shows a growth in reports taken as evidenced by a 15.3% increase in FY 2015-16 and project another increase of 15.3% in FY 2016-17.



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Adult Protective Services

Additionally, active cases have also experienced growth as evidenced by a 10.2% increase in FY 2015-16 and projected increase of 9.8% in FY 2016-17.

Table 1. 2 Years of Actuals and 5 Year Projections Beginning with FY 2016-17 for APS Reports and Active Cases

FY	Reports Taken		Active Cases	
	Monthly Average	Change from Prior FY	Monthly Average	Change from Prior FY
2014-15	817	15.10%	1,686	10.7%
2015-16	942	15.30%	1,858	10.2%
2016-17	1086	15.30%	2,040	9.8%
2017-18	1216	12.00%	2,182	7.0%
2018-19	1314	8.00%	2,313	6.0%
2019-20	1392	6.00%	2,429	5.0%
2020-21	1448	4.00%	2,526	4.0%
2021-22	1506	4.00%	2,627	4.0%

In addition, case recidivism shows that the monthly average of new reports with prior APS involvement within 29 days is 33%. Although recidivism is proportional to the number of clients who have high probabilities of self-neglect or abuse, neglect or financial exploitation, it is also affected by the ability of the social worker to facilitate the development of a safety plan. Furthermore, the State of California is considering incorporating case management functions for APS which is expected to help reduce recidivism but will increase the number of active cases.

Lastly, the County Welfare Directors Association of California is recommending three visits (rather than the current requirement of two visits) prior to closing a case with no contact; this change is expected to increase the number of active cases as cases will remain open for a longer period of time. With the current workforce of 48 SSWs, each social worker is averaging 38 cases per month. With high caseloads, the social worker's time is concentrated on completing timely initial investigations with little time for case management activities. As a result, in order to meet the minimum compliance requirements, overtime has increased 51.74% between FY 2014-15 and FY 2015-16.

The recommended caseload standard set forth by the National Adult Protective Services Association (NAPSA) is 20-25 cases per worker. In order to bring APS caseloads to the recommended NAPSA standard, APS would need 25 additional social workers. The requested additional SSW positions should help reduce caseloads to the lower thirties.



Adult Protective Services

With the addition of social workers, a Senior Social Services Supervisor (SSSS) is being requested to bring the supervisory span of control within the program to a 6:1 ratio. This will allow for close supervisory oversight, ongoing case reviews for continuous quality improvement, monitoring of staff performance, observation of close adherence to policies and procedures, interaction with stakeholders and assurance that client reports are processed timely and accurately.

Also, with the goal of maximizing the utilization of the SSSSs in APS, an Office Supervisor A is being requested to appropriately support and supervise the five Office Technicians who are currently being supervised by a SSSS. This new position in the APS unit will monitor performance as well as ensure clerical staff receive close supervisory oversight, continuous quality improvement and that APS client reports are processed and imaged in a timely manner.

Lastly, an Administrative Manager I is being requested to provide support to the Administrative Manager II as the program grows and requires closer oversight of quality control and to assure that state mandates are met.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

In FY 2016-17 (Added to 2017-18 growth for 2016-17 is not accessible in SFP):

- 5 Senior Social Workers (7017CS) to address caseload growth.
- 1 Sr. Social Services Supervisor (7068SM) to address span of control.
- 1 Office Supervisor A (0512SM) to supervise clerical staff.
- 1 Administrative Manager I (8011MA) to properly address span of control with the other added positions. An excessive span of control weakens quality control and the ability to ensure that state mandates are met.

In FY 2017-18:

- 2 Senior Social Workers (7017CS).

In FY 2018-19:

- 2 Senior Social Workers (7017CS)

In FY 2019-20:

- 2 Senior Social Workers (7017CS)

In FY 2020-21:

- 2 Senior Social Workers (7017CS)
- 1 Sr. Social Services Supervisor (7068SM)



2016 Strategic Financial Plan

Strategic Priorities

Adult Protective Services

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

FY 2017-18	\$1,049,009
FY 2018-19	\$1,286,701
FY 2019-20	\$1,641,820
FY 2020-21	\$2,201,557
FY 2021-22	\$2,297,576
FY 2022-23	\$2,297,576
FY 2023-24	\$2,297,576
FY 2024-25	\$2,297,576
FY 2025-26	\$2,297,576
FY 2026-27	\$2,297,576

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Federal: 26.44%

State: 73.56% (2011 Realignment)

8. Identify stakeholders.

APS maintains a collaborative relationship with the following:

- CWDA Adult Services Committee
- CWDA Protective Services Operations Committee
- Administration for Community Living (ACL)
- National Center for Elder Abuse
- Orange County Superior Court
- Orange County District Attorney
- Orange County Hoarding Task Force
- Orange County Health Care Agency
- Orange County Human Trafficking Task Force
- Community Care Licensing Collaborative
- Public Administrator
- Public Guardian
- Probate Court
- Local Senior Community Centers and Services
- Long-Term Care Ombudsman
- The Council on Aging
- Office on Aging
- Ageless Alliance
- Alzheimer's Orange County
- Legal Aid Society
- Human Options
- Elder Abuse Forensic Center
- Financial Abuse Specialist Team
- Department of Geriatric Medicine - University of California, Irvine
- Local Law Enforcement

**2016 Strategic Financial Plan****Strategic Priorities**

Adult Protective Services**9. Is the program/project mandated or discretionary?**

Welfare and Institutions Code 15650(b) mandates that Orange County APS receive and respond to all reports of abuse of elders and dependent adults in Orange County. APS responds and investigates known or suspected cases of abuse and neglect of elders and dependent adults outside of long-term care facilities which are currently under the jurisdiction of the Long-Term Ombudsman.

10. Identify the implementation period if funding were available.

This is an immediate need based on a sustained upward trend resulting in an 11% increase in the number of reports during FY 2015-16. The number of abuse reports received has grown 100% since 2005 and 22.2% since 2014. Even though APS reports have continued to increase every year since 2005, APS staffing has not increased commensurately. Increases in reports and cases are expected overall through 2020-21 as the elderly will continue to be a growing proportion of the County population.

Adult Protective Services											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Salaries & Benefits	0	931,655	1,224,126	1,573,191	2,116,667	2,234,018	2,234,018	2,234,018	2,234,018	2,234,018	2,234,018
Services & Supplies	0	117,354	62,575	68,629	84,890	63,558	63,558	63,558	63,558	63,558	63,558
Agency Expense Total	0	1,049,009	1,286,701	1,641,820	2,201,557	2,297,576	2,297,576	2,297,576	2,297,576	2,297,576	2,297,576
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	1,049,009	1,286,701	1,641,820	2,201,557	2,297,576	2,297,576	2,297,576	2,297,576	2,297,576	2,297,576
Agency Revenue Total	0	1,049,009	1,286,701	1,641,820	2,201,557	2,297,576	2,297,576	2,297,576	2,297,576	2,297,576	2,297,576
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
Administrative Manager I	0	1	0	0	0	0	0	0	0	0	0
Office Supervisor A	0	1	0	0	0	0	0	0	0	0	0
Senior Social Services Supervisor	0	1	0	0	0	0	0	0	0	0	0
Senior Social Worker	0	7	2	2	2	0	0	0	0	0	0
Agency Position Total	0	10	2	2	2	0	0	0	0	0	0



Badge Encryption Upgrade

1. Program Area:

Infrastructure & Environmental

2. Identify agencies and departments involved.

OC Public Works will manage the project. All County agencies (except John Wayne Airport) will have the access systems upgraded to support badge encryption.

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.

This is a new Strategic Priority. Social Services Agency, Sheriff-Coroner, and OC Public Libraries are budgeted for FY 2016-17 and FY 2017-18, if needed.

4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.

The County uses an open industry standard badge ID format that has known security vulnerabilities. The format is neither regulated nor unique to the County. The open format is publicly available to anyone and requires security enhancement to access County assets. The badges do not contain encryption technology and can easily be cloned. This lack of control can be exploited for malicious intent by external sources and internal County resources. This project will implement a program that provides badge uniqueness to the County and incorporates encryption technology to combat the vulnerabilities. The project requires replacing all badge readers and issuing new badges to all County cardholders.

The project aligns with the Mission and Values by helping to protect assets that service the public. Areas include: legal and evidence rooms; computer data centers; control rooms that manage infrastructure systems (HVAC and power); Registrar of Voter ballot areas; money vaults; medical clinics; facility entrances, general office suites and parking garages.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

This project will not require additional staffing resources.



Badge Encryption Upgrade

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

One-time costs:

1. Materials and contractor costs: \$1,100,000
2. OC Public Works labor costs: \$ 255,000
- Total cost: \$1,355,000

Ongoing costs: Existing contracts will cover maintenance with no additional ongoing cost.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

County General Fund and Charges for services to County Departments

OCPW plans to bill County departments for the cost of implementing the upgraded access system. Therefore, it will be net county cost to some departments. Some departments may be able to recover costs from State, Federal, or local agencies or charges for services to public.

- 8. Identify stakeholders.**

Countywide

- 9. Is the program/project mandated or discretionary?**

Discretionary; but crucial and highly recommended

- 10. Identify the implementation period if funding were available.**

FY 2017-18 through FY 2018-19

Badge Encryption Upgrade												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Intangible Assets-Amortizable	0	541,756	603,811	208,716	0	0	0	0	0	0	0	0
Agency Expense Total	0	541,756	603,811	208,716	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue												
Charges For Services	0	541,756	603,811	208,716	0	0	0	0	0	0	0	0
Agency Revenue Total	0	541,756	603,811	208,716	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	0





Software Solution for Agricultural Commissioner

1. Program Area:

Infrastructure & Environmental

2. Identify agencies and departments involved.

OC Public Works (OCPW), Agricultural Commissioner/Sealer Division, OC Environmental Resources Service Area, OCIT

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.

This is a new Strategic Priority.

4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.

This project implements a coordinated software solution to automate data entry from field inspections and integrate it with current OCPW data systems. There is a need for a software module that is compatible with the current platform and is targeted to a County Agricultural Commissioner Office with both Weights and Measures and Agricultural Programs. Among other functionalities, the software programs should allow data input from the field; the ability to track specific inspections, employee activities, complaint activities; and the ability to automatically prepare mandated state reports.

Efficiency is increased when each inspector is proficient in more than one program. Travel time and expenses are reduced when one inspector can perform a variety of services in one location or geographic area. However, documentation to satisfy audit requirements is becoming more complex, especially when an inspector works in several programs each day. Automation will generate the documents needed to satisfy audits, reduce data entry workload, cut down on errors and free inspectors to do the work for which they are licensed without creating the need for more clerical support.

Agricultural Commissioner/Sealer Division state mandated programs offer a combination of consumer protection and environmental health. Weights and Measures programs ensure fair transactions in the marketplace as well as fair competition between businesses. The Pesticide Use Enforcement program helps protect the individual residents, workers, and the environment from the misuse of pesticides. The Agricultural Services programs assist the agriculture industry of California by preventing the introduction of invasive pests and allowing farmers to export their products through certification of plant shipments destined for other counties, states and countries.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

No additional staffing is requested.



Software Solution for Agricultural Commissioner

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

One-time Cost: System/Application Purchase \$3 million.

Ongoing Maintenance Contract: \$200,000/year

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

100% General Fund Support

- 8. Identify stakeholders.**

County Agencies, California Department of Food & Agriculture, California Department of Pesticide Regulation, California Department of Measurement Standards

- 9. Is the program/project mandated or discretionary?**

The Agricultural Commissioner's programs are state mandated through the Food and Agricultural Code (FAC), the Business and Professions Code (BPC), and the Health and Safety Code. Most of these programs predate SB 90 and are exempt from full funding requirements by the state and are required to be performed at partial County expense.

The computer software programs are not mandated by the State, but are essential for efficient inspections and record keeping. The current Weights and Measures (WAM) computer software was developed in 2001 and implemented in 2005. This is a 15-year-old software program which does not use cloud technology. WAM is increasingly cumbersome, difficult to use, and often causes errors requiring IT assistance. The Pest Management Section and the Agricultural Programs Section in this division currently have no coordinated computer software programs or applications to aid in capturing data from the field. Rather than replace software in a fragmented manner, it would be better to develop one application that could integrate the whole division.

- 10. Identify the implementation period if funding were available.**

Assess current system by early 2017; request vendor demonstrations and develop scope by mid-2017; selection by the end of 2017; customization and implementation by late 2018.

Software Solution for Agricultural Commissioner											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Intangible Assets-Amortizable	0	0	3,000,000	0	0	0	0	0	0	0	0
Agency Expense Total	0	0	3,200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	3,200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

CAPS+ Performance Budgeting Upgrade

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
Auditor-Controller, CEO.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified in the 2015 Strategic Financial Plan. The scheduled upgrade of the Performance Budgeting system in FY 2017-18 has been included in the base NCC request, and a planned upgrade for FY 2021-22 is requested.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The County's Performance Budgeting system is a vital component of the County's infrastructure. This system is required for the County to manage and report financial functions in an efficient, cost-effective and responsive manner. The County leverages this application for long range financial planning and to prepare and balance annual budget operations. It is a sophisticated system that requires a regular maintenance program to keep it abreast of system improvements and environmental changes.

Performance Budgeting is licensed to the County by CGI Technologies and Solutions, Inc. CGI releases updates to the software periodically, offering new functionality with each release. In order to receive patches to the Performance Budgeting system, the County must stay within two minor releases of the current software version offered. Staying current with the growing technology will also allow the County to take advantage of improvements made in the software, ensure the latest security measures are in place, and allow all associated systems and departments the ability to maintain current Internet browser levels.

This system is governed by the CAPS Steering Committee, which is comprised of the Auditor-Controller, the Auditor-Controller's designee, the Chief Financial Officer, the Human Resource Services Director, and the Chief Operating Officer. The planned upgrade to the latest version of Performance Budgeting is included in the base NCC Request for FY 2017-18. In order to stay within two releases of the current version, the Auditor-Controller requests funding to upgrade the system again in FY 2020-21.



CAPS+ Performance Budgeting Upgrade

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

No additional personnel are required, but County departments will be engaged to perform functional testing and acceptance testing of the upgraded solution.

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

Currently, this project is pending an actual vendor cost proposal, but is estimated at \$1 million for the upgrade in FY 2020-21.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

Funding for this project will be 100% General Fund; however, approximately 22% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

- 8. Identify stakeholders.**

County agencies/departments

- 9. Is the program/project mandated or discretionary?**

This project is discretionary; however, if the current Performance Budgeting system is not maintained, the County could be subject to risks of operating on an unsupported version.

- 10. Identify the implementation period if funding were available.**

The project timeline is estimated to be 12 months.

CAPS+ Performance Budgeting Upgrade											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	0	0	0	1,000,000	0	0	0	0	0
Agency Expense Total	0	0	0	0	0	1,000,000	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	1,000,000	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





CAPS+ Human Resources/Payroll Upgrade

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
Auditor-Controller, CEO.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified in the 2015 Strategic Financial Plan. The scheduled upgrade of the CAPS+ Human Resources/Payroll system in FY 2020-21 has been included in the base NCC request, and a planned upgrade for FY 2024-25 is requested.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The County's financial, procurement, human resources, and payroll information systems, collectively known as the CAPS+ (County-wide Accounting and Personnel System) system, is a vital component of the County's infrastructure. CAPS+ is a sophisticated system that requires a regular maintenance program to keep it abreast of system improvements and environmental changes.

The CAPS+ Human Resources/Payroll system is used in administering personnel records. This system is required for County operations to track all personnel information and to manage and pay over 18,000 employees bi-weekly. The core of CAPS+ is licensed to the County by CGI Technologies and Solutions, Inc. CGI releases updates to the software periodically, offering new functionality with each release. In order to receive patches to the CAPS+ system, the County must stay within two minor releases of the current software version offered. Staying current with the growing technology would also allow the County to take advantage of improvements made in the software, ensure the latest security measures are in place, and allow all associated systems and departments the ability to maintain current Internet browser levels.

This system is governed by the CAPS Steering Committee, which is comprised of the Auditor-Controller, the Auditor-Controller's designee, the Chief Financial Officer, the Human Resource Services Director, and the Chief Operating Officer. Efforts are currently underway to update the CAPS+ Human Resources/Payroll system to version 3.11, and the system is currently expected to go live in May of 2017. The next planned upgrade in FY 2020-21 has been included in the base NCC Request. In order to stay within two releases of the current version, the Auditor-Controller requests funding to upgrade the system to the latest version in FY 2024-25.



CAPS+ Human Resources/Payroll Upgrade

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

No additional personnel are required, but County departments would be engaged to perform functional testing and acceptance testing of the upgraded solution.

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

The project is pending an actual vendor cost proposal, but is estimated at \$3.65 million for the upgrade to the latest version in FY 2024-25.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

Funding for this project will be 100% General Fund; however, approximately 19% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

- 8. Identify stakeholders.**

County agencies/departments.

- 9. Is the program/project mandated or discretionary?**

This project is discretionary; however, if the current CAPS+ system is not maintained, the County could be subject to risks of operating on an unsupported version.

- 10. Identify the implementation period if funding were available.**

The project timeline is estimated to be 13 months.

CAPS+ Human Resources/Payroll Upgrade											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	0	0	0	0	0	0	3,650,000	0	0
Agency Expense Total	0	0	0	0	0	0	0	0	3,650,000	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	0	0	3,650,000	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

CAPS+ Financial/Procurement & Human Resources/Payroll Replacement

- 1. Program Area:**
General Government Services
- 2. Identify agencies and departments involved.**
Auditor-Controller, CEO
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
- 4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The County's financial, procurement, human resources, and payroll information system, collectively known as CAPS+ (County-wide Accounting and Personnel System), is the County's main Enterprise Resource Planning (ERP) system, and is a vital component of the County's infrastructure.

The Auditor-Controller requests funding to assess and potentially replace the current County's CAPS+ Systems. After leveraging a solution provided by one vendor for more than 20 years, the County should evaluate the solution to ensure its continued use meets or exceeds operational requirements. A replacement, if chosen, would be accomplished in four phases:

Phase One: Needs Assessment - This would be an in-depth analysis conducted by County staff to engage the primary departments regarding their accounting, procurement, human resources, and payroll needs to define and document the County's processes.

Phase Two: Third-Party Analysis - The County would take the results from Phase One and engage with a third-party vendor to assess the County's requirements. The third-party vendor would meet with departments to provide a detailed assessment and make a recommendation as to whether the County should consider alternate vendors offering ERP solutions or continue the current solution with recommended scheduled upgrades.

Phase Three: Request For Proposal (RFP) Development and Vendor Selection - Based on the results of Phase Two, County staff would engage with a third-party vendor to assist in the development of an RFP. This third-party vendor would ensure all requirements are captured and the resulting solution would meet the needs of the County. The County would then conduct an RFP and select an ERP solution.



CAPS+ Financial/Procurement & Human Resources/Payroll Replacement

Phase Four: ERP Development and Implementation - This phase would consist of the following steps:

Step 1: Conduct a Fit Gap Analysis - This would be an in-depth analysis to ensure that the recommended solution complies with the County processes. This step would also determine if any custom changes are required by the selected vendor to ensure the solution has the required functionality to maintain County business processes.

Step 2: Implementation of the defined solution, including the following: (1) end user training and documentation; (2) reporting, data warehouse, and document management solution; and (3) the development of interfaces, which would allow the transfer of data from the ERP to County supported applications such as Benefits and OCERS.

The CAPS+ System currently meets the County's requirements. However, management has determined that staff should assess and review options to ensure that the County continues to stay current with technological advances, and the ERP system will continue to meet or exceed all the County's complex business requirements into the future.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

Depending on the results outlined above, additional personnel may be required during the development and implementation of a new ERP solution. Based on past major implementations in 2009 for CAPS+ Financial/Procurement and in 2011 for CAPS+ Human Resources/Payroll, an estimated eight positions could be required. County departments would also be engaged to perform functional testing and acceptance testing of the proposed solution.

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

Currently, these projects are being estimated at \$103 million to \$120 million (exclude the salary and benefit costs from the estimated 8 new positions). The costs are detailed as follows:

- Phase One: Needs Assessment, with a term of six to 18 months at an estimated cost of \$1.5 million to \$2.0 million.
- Phase Two: Third-Party Analysis, with a term of six to 12 months at a cost of \$750,000 to \$1.5 million.
- Phase Three: RFP Development and Vendor Selection, with a term of six to 12 months at a cost of \$750,000 to \$1.5 million.
- Phase Four: ERP Development and Implementation, which is expected to last 36 to 48 months at a cost of \$100 million to \$115 million.



CAPS+ Financial/Procurement & Human Resources/Payroll Replacement

If the County elects to replace the CAPS+ System with a new ERP solution starting Phase One in FY 2021-22, then the requests for the \$2.9 million upgrade to the Financial/Procurement system in FY 2023-24 and the \$3.65 million upgrade to the Human Resources/Payroll in FY 2024-25 would not be required.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Funding for this project will be 100% General Fund. However, approximately 20% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

8. Identify stakeholders.

County agencies/departments.

9. Is the program/project mandated or discretionary?

This project is discretionary; however, it is being recommended based on the longevity of the current vendor solution. This assessment could provide greater efficiency and increased productivity, and leverage technology.

10. Identify the implementation period if funding were available.

The project timeline, if approved, would be estimated at 3.5 – 7.5 years beginning in FY 2021-22.

CAPS+ Financial/Procurement & Human Resources/Payroll Replacement											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	0	0	0	1,750,000	1,125,000	1,125,000	53,750,000	53,750,000	0
Agency Expense Total	0	0	0	0	0	1,750,000	1,125,000	1,125,000	53,750,000	53,750,000	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	1,750,000	1,125,000	1,125,000	53,750,000	53,750,000	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0



CAPS+ Financial/ Procurement Upgrade

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
Auditor-Controller, CEO.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously identified in the 2015 Strategic Financial Plan. The scheduled upgrade of the CAPS+ Financial/Procurement system in FY 2019-20 has been included in the base NCC request, and this is the request for a planned upgrade in FY 2023-24.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The County's financial, procurement, human resources, and payroll information systems, collectively known as the CAPS+ (County-wide Accounting and Personnel System) system, is a vital component of the County's infrastructure. CAPS+ is a sophisticated system that requires a regular maintenance program to keep it abreast of system improvements and environmental changes.

The CAPS+ Financial/Procurement system is required for maintaining the County's financial records and generation of financial statements, collecting costs for federal and state billings, procuring goods and services and making vendor payments. The core of CAPS+ is licensed to the County by CGI Technologies and Solutions, Inc. CGI releases updates to the software periodically, offering new functionality with each release. In order to receive patches to the CAPS+ system, the County must stay within two minor releases of the current software version offered. Staying current with the growing technology would also allow the County to take advantage of improvements made in the software, ensure the latest security measures are in place, and allow all associated systems and departments the ability to maintain current Internet browser levels.

This system is governed by the CAPS Steering Committee, which is comprised of the Auditor-Controller, the Auditor-Controller's designee, the Chief Financial Officer, the Human Resource Services Director, and the Chief Operating Officer. Efforts were undertaken to update the CAPS+ Financial/Procurement system to version 3.10, and the system went live in October of 2016 with no material issues. The next planned upgrade in FY 2019-20 has been included in the base NCC Request. In order to stay within two releases of the current version, the Auditor-Controller requests funding to upgrade the system to the latest version in FY 2023-24.



CAPS+ Financial/ Procurement Upgrade

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

No additional personnel are required, but County departments will be engaged to perform functional testing and acceptance of the upgraded solution.

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

Currently, this project is still pending an actual vendor cost proposal, but is estimated at \$2.9 million for the upgrade in FY 2023-24.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

Funding for this project will be 100% General Fund. However, approximately 22% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

- 8. Identify stakeholders.**

County agencies/departments.

- 9. Is the program/project mandated or discretionary?**

This project is discretionary; however, if the current CAPS+ system is not maintained, the County could be subject to risks of operating on an unsupported version.

- 10. Identify the implementation period if funding were available.**

The project timeline is estimated to be 13 months.

CAPS+ Financial/Procurement Upgrade											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	0	0	0	0	0	2,900,000	0	0	0
Agency Expense Total	0	0	0	0	0	0	0	2,900,000	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	0	2,900,000	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

CAPS+ Vendor Self Service and Financial Workflow Mobility

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
Auditor-Controller, County Executive Office
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
The County's financial, procurement, human resources, and payroll information system, collectively known as the CAPS+ (County-wide Accounting and Personnel System) system, is a vital component of the County's infrastructure.

The Auditor-Controller requests funding in order to implement the following additional functionality within the CAPS+ Financial/Procurement (FS) system: (1) Vendor Self-Service; and (2) Financial Workflow Mobility. These enhancements would be maintained with the regular upgrades of the CAPS+ system.

Vendor Self-Service

The Vendor Self-Service web-based portal would support secure vendor self-service registration and updates, electronic invoicing, and financial inquiries. This would reduce paper-based processes, enable increased productivity, and create a stronger County-vendor relationship. It may promote a more open and efficient government marketplace by providing County and vendors, of all types and sizes, an array of online self-service, sourcing and collaboration tools.

Currently, vendors must work directly with County staff to update their company's information or to inquire about payments. The Vendor Self-Service portal empowers the County's vendors and improves County operations. The application allows vendors to update their own company information and to research the status of invoice payments. The need for County staff involvement would be greatly reduced, freeing up County staff time for other priorities. The Vendor Self-Service application would improve business operations for both the vendor and the County.



CAPS+ Vendor Self Service and Financial Workflow Mobility

Financial Workflow Mobility

County transactions follow an assigned workflow. Workflow can be defined as the levels of approval a transaction flows through before being fully authorized and completed. The current CAPS+ Advantage Finance/Procurement system requires the authorizations to be carried out at workstations. The new Workflow Mobility functionality would allow managers to receive and authorize these transactions via mobile devices, thus enabling the managers to apply approvals without being at their desks or workstations.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

No additional personnel are required. County departments would be engaged to perform functional testing and acceptance testing of the upgraded solution.

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

The implementation of this project is estimated to cost \$1,461,102, with the first year annual maintenance of \$91,715. The total ten year cost is estimated at \$2,392,844.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

Funding for this project would be 100% General Fund. However, approximately 22% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

8. Identify stakeholders.

Stakeholders would primarily be County vendors and County agencies/departments. This project may improve relationships with County vendors by providing them with a useful tool to immediately engage with the County procurement and payment process.

9. Is the program/project mandated or discretionary?

This project is discretionary, however it brings additional functionality to the current CAPS+ system that would create greater efficiency and increased productivity to the County.

10. Identify the implementation period if funding were available.

The project timeline is estimated to be 12 months.

CAPS+ Vendor Self Service and Financial Workflow Mobility											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	1,461,102	91,715	94,466	97,300	100,219	103,226	106,323	109,513	112,798	116,182
Agency Expense Total	0	1,461,102	91,715	94,466	97,300	100,219	103,226	106,323	109,513	112,798	116,182
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,461,102	91,715	94,466	97,300	100,219	103,226	106,323	109,513	112,798	116,182
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





2016 Strategic Financial Plan

Strategic Priorities

CAPS+ Employee and Management Self Service

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
Auditor-Controller, CEO.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
In order to use leading-edge innovative technology, the Auditor-Controller seeks to add Manager Self Service and Employee Self-Service with mobility functionality to the CAPS+ HR/Payroll System. This enhancement could save time by allowing managers to handle CAPS+ HR/Payroll transaction approvals and requests from a mobile device. It would also allow employees to make address and other personal information changes from a mobile application. This could improve timeliness, accuracy, and compliance with County policies.

Technology is moving away from a standalone desktop computing model to ever-increasing reliance on mobile devices for handling routine transactions and communications. This upgrade could streamline processes, but more importantly, would allow managers and staff to handle routine management tasks regardless of their physical location. Once implemented, the application could provide staff with flexibility, reduce backlogs, and improve productivity.

These enhancements would be maintained with the regular upgrades of the CAPS+ system.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel are required. County departments would be engaged to perform functional testing and acceptance testing of the upgraded solution.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
The implementation of this project is expected to cost \$1,580,039, with a first year maintenance cost of \$126,589. The total ten year cost is estimated at \$2,866,070.



CAPS+ Employee and Management Self Service

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

Funding for this project will be 100% General Fund. However, approximately 19% of the cost may be recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

- 8. Identify stakeholders.**

County agencies/departments

- 9. Is the program/project mandated or discretionary?**

This project is discretionary and provides functionality to the current CAPS+ system that would create greater efficiency, and increased productivity. This could be of particular benefit to the human resource and payroll functions by allowing employees to directly make updates to personal information such as address changes, W-4 updates and changes to direct deposit.

- 10. Identify the implementation period if funding were available.**

The project timeline is estimated to be 12 months.

CAPS+ Employee and Management Self Service											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	1,580,039	126,589	130,387	134,298	138,327	142,477	146,751	151,154	155,688	160,359
Agency Expense Total	0	1,580,039	126,589	130,387	134,298	138,327	142,477	146,751	151,154	155,688	160,359
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,580,039	126,589	130,387	134,298	138,327	142,477	146,751	151,154	155,688	160,359
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





Property Tax System Upgrade

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
Auditor-Controller, Treasurer Tax-Collector, Clerk of the Board.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was previously included in the 2014 and 2015 Strategic Financial Plans. A stop-gap measure of replatforming the existing Property Tax System is currently underway, and is anticipated to be completed in FY 2018-19. Therefore, this priority would require funding to start in FY 2026-27.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

The County of Orange's Property Tax System (PTS) is utilized by the Auditor-Controller, Treasurer-Tax Collector, and Clerk of the Board. The PTS is crucial to the operation of the County, as it processes approximately \$6 billion annually in property taxes and special assessments for the County, cities, school districts, redevelopment trust funds, and special districts within the County.

The County is currently working to replatform the existing PTS system at an estimated cost of \$4.3 million in FY 2016-17 and \$2.2 million in FY 2017-18. The replatforming project is a temporary measure to: curb the high cost of running the mainframe; mitigate the risk of running on an unsupported platform; create a redundancy or disaster recovery environment; and reduce the risk of diminished availability of resources to support the code base running on the mainframe.

In the long term, the County requires a solution that not only meets the County's functional requirements, but will also enable the County to remain current on technological advances – a constraint replatforming alone will not be able to sustain. After an in-depth market review, the County has determined that there is no Property Tax Custom off the Shelf (COTS) software that can accommodate the complexity of California property tax calculations. The County anticipates a COTS system may be fully-compliant and stable in the next seven to ten years, after which the County should be able to purchase or license a supportable and adaptable property tax system.



Property Tax System Upgrade

- 5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**

The Auditor-Controller would utilize current internal staff, as well as team members from other County departments.

- 6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**

The total project cost is estimated at \$70 to \$74 million. This estimate is based on similar upgrade projects in San Diego and Riverside counties.

- 7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**

Funding for this project will be 100% General Fund. However, approximately 31% of the cost of a new PTS may be recovered over a period of years through the Property Tax Administrative Cost (PTAC) charges to various taxing entities (excluding schools and the County General Fund).

- 8. Identify stakeholders.**

County agencies/departments

- 9. Is the program/project mandated or discretionary?**

This project is discretionary.

- 10. Identify the implementation period if funding were available.**

The implementation of this project is expected to take two to four years.

Property Tax System Upgrade											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	0	0	0	0	0	0	0	0	0	74,000,000
Agency Expense Total	0	0	0	0	0	0	0	0	0	0	74,000,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	74,000,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





Integrated Talent Management System

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
All County Departments
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority; however, the FY 2016-17 Budget includes \$510,000 for and Integrated Talent Management System (ITMS).
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
Human Resource Services currently does not have an integrated talent management system that allows for the automation, tracking, and efficient management of fundamental human resource activities such as performance management, succession management, workforce analytics, or learning management. An integrated talent management system would provide critically needed functionality and enable greater efficiency and effectiveness of identifying, monitoring, and providing data to positively impact quality of service.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
Complete implementation of ITMS may require additional personnel, which would be determined with operational overview.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
Implementation and License cost - \$1,070,000
OCIT Support - \$600,000
Business Analysis and Change Management - \$210,000
Ongoing costs - \$900,000
7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
The project would be funded 100% from the General Fund.
8. **Identify stakeholders.**
Stakeholders include all County Department staff.



Integrated Talent Management System

9. Is the program/project mandated or discretionary?

This project is discretionary; however, it is crucial for the County to have an effective Integrated Talent Management System.

10. Identify the implementation period if funding were available.

The system would be implemented in phases, as follows: Phase 1 would include HR analytics and core talent management foundation, plus succession management; Phase 2 would include implementation of the automated performance management system including performance and goals tracking; and Phase 3 would include a robust learning management system that is needed by numerous agencies to effectively manage and track both compliance training and professional development training. The project started in July 2015 and is expected to be completed by June 2018.

Integrated Talent Management System											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	880,000	1,000,000	900,000	900,000	900,000	550,000	550,000	550,000	550,000	550,000
Agency Expense Total	0	880,000	1,000,000	900,000	900,000	900,000	550,000	550,000	550,000	550,000	550,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	880,000	1,000,000	900,000	900,000	900,000	550,000	550,000	550,000	550,000	550,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





New Electronic Voting System

1. **Program Area:**
General Government Services
2. **Identify agencies and departments involved.**
Registrar of Voters
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This Strategic Priority was originally identified in the 2013 SFP. Funding for the Strategic Priority is not included in the FY 2016-17 budget. Analysis of the current voting system indicates end of useful life following the November 8, 2016 General Election. The timeline for replacement of the system will begin in December 2016 with a Request for Information and be followed by a Request for Proposal in 2017. Further review will be conducted to evaluate the option of vote centers versus traditional polling place models.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
The electronic voting system upgrade project is for the purchase of a new or replacement voting system. Implementation is expected to be no earlier than 2018. In the interim, the Registrar of Voters will continue to provide quality, responsive, and timely election services and will seek cost-effective and efficient methods through innovative technology.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
Any need for additional staffing is unknown at this time.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
The one-time equipment purchase is estimated at \$20,000,000. Ongoing maintenance costs are unknown at this time.
7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
No potential funding sources are currently known. The Secretary of State is currently working with the State Department of Finance to identify potential funding sources.
8. **Identify stakeholders.**
The stakeholders include voters, polling place volunteers, candidates, jurisdictions, Registrar of Voters employees, and other County departments.



New Electronic Voting System

9. Is the program/project mandated or discretionary?

This project is mandated. It is critical that Orange County replace an aging voting system approaching the end of its useful life. The requirement to maintain a method of voting in each county is identified in federal and State statutes.

10. Identify the implementation period if funding were available.

The system would be implemented (or partially implemented) during FY 2017-18. Appropriate testing and validation would be applied in the following primary/general election cycle.

New Electronic Voting System												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Services & Supplies	0	20,000,000	0	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	20,000,000	0	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue												
No Revenue	0	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	20,000,000	0	0	0	0	0	0	0	0	0	0
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	0





County Facilities Master Plan

1. **Program Area:**
Capital Improvements
2. **Identify agencies and departments involved.**
County Executive Office (CEO), Health Care Agency (HCA), OC Public Works (OCPW), Sheriff-Coroner Department (OCSD), and OC Flood Control District.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is an ongoing Strategic Priority. Timing and cost estimates have been refined as projects have progressed. The FY 2016-17 budget includes \$15.2 million for this Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
This Strategic Priority is an update to prior year 2015 SFP Strategic Priority.

Current Real Estate Projects:

a. New County Real Estate and Facilities Management System:

Implementation of a Computer Maintenance Management System (CMMS) is a stated objective of CEO Real Estate. OC Public Works/Facilities – Maintenance & Engineering is a partner in this effort. The Sheriff-Coroner Department serves as the lead for this project, having the most experience with these systems. The FY 2016-17 Budget for Countywide IT projects (038) includes \$1.6 million in funding for this project. The contract for the selection of a vendor will be presented to the Board for approval in FY 2016-17.

The system would track, monitor, and report on the cost of maintenance and repairs for each facility in the County's real estate portfolio; specify the preventive maintenance schedule for every piece of machinery and equipment in those facilities; and link with other proprietary County systems. The system is also intended to replace the County's current real estate database (CRED).

b. Laguna Niguel Parcel (Former South Justice Center):

The former South County Justice Center property is an approximately 29-acre site located in the City of Laguna Niguel and bordered on three sides by Alicia Parkway, Crown Valley Parkway, and Pacific Island Drive. The site occupants include the County (23 acres), the OC Fire Authority (1.5 acres), and the City of Laguna Niguel (4.1 acres). The County's use of 23 acres includes a County Vehicle Maintenance Yard, the former South County Justice Center, undeveloped land, and an Orange County Public Library branch.



2016 Strategic Financial Plan

Strategic Priorities

County Facilities Master Plan

One of the continuing initiatives approved by the Board is to analyze the potential uses and revenue sources that may be developed from the former courthouse complex in Laguna Niguel. On January 16, 2014, the County released a Request for Proposal (RFP) for a qualified Master Developer to enter into a long-term ground lease for the 23-acre site in Laguna Niguel owned by the County.

On November 25, 2014, the Board selected Lab Holdings as the primary developer to lease and develop the site. Lab Holdings proposes a development program with 200 multi-family residential units, 229,000 square feet of specialty retail and restaurants, 6,000 square feet of office space and 6,000 square feet of open/event space. On December 8, 2015, the Board approved the Option Agreement with Lab Holdings to permit entitlement of the site.

This Strategic Priority includes \$0.7 million in development related costs offset by \$6.4 million in revenue from the development of the site for FY 2017-18 through FY 2026-27. Development costs at the 23-Acre Site in Laguna Niguel (former South Justice Center) are estimated at \$0.7 million and include staffing costs, but does not include a one-time \$3 million relocation cost of the South County garage in order to continue the ongoing repair and maintenance of the OC Sheriff's patrol fleet for the south county contract cities. The garage will work in conjunction with the new OC Sheriff's Substation in Lake Forest.

The majority of the \$6.4 million revenue from development of the 23-Acre Site in Laguna Niguel (Former South Justice Center) will start in FY 2020-21.

This Strategic Priority includes \$6.6 million in revenue, offset by \$0.7M staffing cost and \$18.4 million revenue sharing resulting in a \$5.9 million net anticipated share of revenue available to the County General Fund during FY 2017-18 through FY 2026-27.

c. El Toro Parcels (100 acres and Alton):

The 100-acre parcel is located between the Orange County Great Park Master Plan and the Orange County Transportation Authority Metrolink railroad tracks and will be bound by the planned realignment of Marine Way to the north, the existing Perimeter Road and Interstate 5 Freeway to the west, the Southern California Regional Rail Authority/Metro-link rail line to the south, and two warehouse buildings to the east, which are not part of the parcel.

On November 8, 2011, the Board of Supervisors directed staff to continue pursuing viable development options for the County parcels at the former MCAS El Toro, for generating long term County revenue. Further, staff was directed to issue a Request for Statements of Qualifications to select a developer to assist the County in developing a master development plan and infrastructure phasing plan for the highest and best use of the 100-acre and Alton parcels, and to secure entitlements.

On July 24, 2012, the Board approved the right to negotiate with Lowe Enterprises Inc. to act as the master developer and assist the County with the master planning and entitlements of the 100-acre and Alton parcels, and to develop a quality, sustainable, and market driven development plan. The County plans to retain ownership of the properties



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and enter into long-term revenue generating master ground leases.

On January 28, 2014, the Board approved a Disposition and Development Agreement with Lowe Enterprises Inc., which initiated the entitlement process for the properties and will allow for subsequent phases of horizontal and vertical development and leasing of the subject properties.

During FY 2017-18 through FY 2026-27 this project may require \$82 million of initial funding for development and infrastructure costs, which may be funded by the private sector; but all repayments would be 100% offset by revenue generated by development of the 100 acres and a long-term ground lease of the Alton parcel. The El Toro Project will require \$15.6 million for the County's share of cost for the Marine Way Road, which is included in the stated \$82 million estimated cost.

This Strategic Priority includes \$77.7 million revenue, offset by \$2.8 million staffing cost and \$48.2 million Phase I & II development costs resulting in a \$26.7 million net anticipated share of revenue available to the County General Fund during FY 2017-18 through FY 2026-27.

d. Options to Acquire Lease-Conveyance Properties:

The County has future options to purchase properties it is leasing:

The County has an option to purchase the District Attorney's Headquarters at 401 Civic Center Drive in 2021 for \$515,000. The facility, however, needs significant repair and improvement in order to support a viable option to purchase the facility in 2021. CEO Real Estate is negotiating with the owner of the building regarding economically feasible ways to improve the elevator, heating, and air conditioning systems. The FY 2016-17 budget includes \$1.5 million in anticipated expenses for rehabilitation of 401 Civic Center Drive.

In addition, the County has options to purchase the Madero Health Care facility in Mission Viejo during 2021 for \$100; the Child Support Services and Probation headquarters buildings at 1015-1055 N. Main St. in 2024 for \$980,000; and Social Services Agency's (SSA) Santa Ana Regional Center Building in 2025 for \$100. Each potential purchase is preceded by careful investigation of the condition of the property, its title, and its environmental and seismic profile. This due diligence requires approximately \$100,000 per acquisition to pay consultants to complete the studies. Accordingly each potential acquisition has been increased by \$100,000.

e. Building 16 and Civic Center Strategic Facilities Plan:

In August 2012, the Board heard an ASR presenting alternatives for the development of Building 16. Griffin Structures was selected to further define strategic plans for the Civic Center, including Building 16. CEO Real Estate has worked with Griffin Structures to develop the Civic Center Strategic Facilities Plan alternatives (CCSFP). The Capital Projects, Budget Control 036, Strategic Financial Plan base request includes \$10.6 million per year for New Building 16 debt service payments beginning in FY 2021-22, approximately 50% of the debt service cost will be funded by Non-General Fund Departments relocated to the new Building 16. The Strategic Priority also includes Phase



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II of the plan, which requires \$6.0 million for new Buildings 14 & 11 and \$10.4 million for ongoing debt service (NCC). The new building 16 is expected to be complete and occupied by the latter part of the year 2019. The new Building 14 & 11 construction is anticipated to start after 2019.

f. Fruit Street Assessment, Operations Center Plan:

The County supported the City of Santa Ana in completing California Environmental Quality Act (CEQA), and National Environmental Protection Act (NEPA) work for its proposed Santa Ana Boulevard underpass of the railroad at the County's Fruit Street property. No funding is needed for Fruit Street or County Operations Center (COC) studies in FY 2016-17 or 2017-18, because funding to construct the Santa Ana Boulevard underpass has not yet been identified. Orange County Transportation Agency (OCTA) processes are estimated to provide Federal funds for the underpass planning beginning in FY 2018-19. OC Fleet may be significantly impacted by underpass construction and could need to move from Fruit Street to an alternate location.

g. Greenspot Entitlement Acquisition:

The Orange County Flood Control District (District) owns approximately 1,658 acres of vacant real property in the southeastern-most portion of the City of Highland, south of the San Bernardino National Forest; east of the Santa Ana River and Greenspot Road; and north of Mill Creek and State Highway 38 (Greenspot Property). The property was originally acquired by the District as a borrow site in conjunction with the construction of the Seven Oaks Dam as part of the Santa Ana River Project, but the property is no longer being used for this purpose.

On November 9, 2010, the Board of Supervisors approved a contract with Lewis Planned Communities (Lewis) as the developer to assist with the entitlement of the Greenspot Property. Per this Agreement, the Greenspot Property is currently being entitled as a master planned community of approximately 3,632 residential units and 51,840 square feet of commercial use. City Council approval of the project occurred in July 2016, but the project is subject to a referendum and CEQA litigation. The Agreement provides for compensation to Lewis in exchange for successful approval of the project and the possible direct sale of the property to Lewis.

This project includes entitlement-related costs funded by revenues generated by the development of the site. This portion of the Strategic Priority will be included in the Flood fund.

This Strategic Priority includes \$23.1 million in revenue, offset by \$0.5 million of staffing costs and \$16.0 million revenue-sharing resulting in a \$6.6 million net anticipated share of revenue available to the County General Fund during FY 2017-18 through FY 2026-27.

h. Long-Term Lease of Orange County Flood Control District property at 1100 Bristol Street, Costa Mesa:

The Orange County Flood Control District (District) owns approximately 6 acres of vacant real property in the City of Costa Mesa. In April 2013, an RFP to lease and develop the property was released to solicit proposals.



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On April 29, 2014, the Board of Supervisors approved the Option Agreement with Ganahl Lumber Company. The Option Agreement provided Ganahl Lumber Company a period of 12 months to satisfy due diligence tasks prior to Ganahl exercising their Option to lease.

The timeline was extended because the State of California (State) had been encroaching on District land. The District and State finalized a land swap on May 18, 2016. These matters were resolved in September 2016. The ground lease between the District and Ganahl Lumber Company was entered into on October 24, 2016. The revenue could also be used to offset the District's costs associated with maintenance of the Delhi Channel. Once Ganahl Lumber Company is fully operational, development-related costs decrease substantially to an estimated \$103,000 each year for overall project management. This expenditure would be offset by revenue of \$600,000.

Revenue from the 21-year lease is estimated to be over \$12 million, which includes the Option prices, the construction period rent, and the operational period rent for the primary term. Should Ganahl Lumber Company choose to exercise the option to extend the primary lease term, additional revenue for each extension term would be a minimum of \$5 million for each seven-year extension term, for a total of over \$30 million for all six extension terms (not including potential rent increases).

Revenue generated from leasing this site would be shared between the District and the County of Orange at a rate of 35 percent for the District and 65 percent for the County. A Cooperative Agreement between the District and the County CEO/Real Estate was entered into on June 30, 2014.

This Strategic Priority includes \$5.9 million revenue, offset by \$1.2 million of staffing costs and \$1.6 million in revenue sharing, resulting in a \$3.1 million net anticipated share of revenue available to the County General Fund during FY 2017-18 through FY 2026-27.

This Strategic Priority includes \$1.1 million in development and staffing-related costs, offset by General Fund share of revenue, which is approximately \$3.1 million during FY 2017-18 through FY 2026-27.

i. 95 Acre Industrial Development Opportunity in Chino (Prado Dam Mountains):

The Orange County Flood Control District (District) owns approximately 95 acres of vacant real property at the southeast corner of Mountain and Bickmore in the City of Chino. The property was originally acquired by the District as required by the Army Corps of Engineers for furtherance of the Santa Ana River Mainstem Project. The property represents an opportunity to create a dependable, long term revenue stream if ground leased and developed as a state-of-the-art logistics center.

CEO/Real Estate launched a competitive Request for Proposals in December 2015. The Board approve an Option Agreement with Majestic Realty on October 25, 2016, which included a form ground lease for the property. The 65-year ground lease could generate approximately \$586 million in revenue to the District and County.



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This Strategic Priority includes \$21.3 million in revenue, offset by \$1.0 million of staffing costs, and \$9.7 million of revenue-sharing, resulting in a \$10.6 million net anticipated share of revenue available to the County General Fund during FY 2017-18 through FY 2026-27. This project will provide \$522.8 million total lease revenue to the County and Flood Control District over a 65-year period.

5. Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.

These projects will be managed by existing staff and consultants hired for specific projects.

6. Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).

The following costs are for staff and consultant time and materials and do not include offsetting revenues (excluding the OCPW Fruit Street and 17th Street HCA facilities) and relocation costs.

FY 2017-18:	\$12.2M
FY 2018-19:	\$21.0M
FY 2019-20:	\$15.8M
FY 2020-21:	\$25.6M
FY 2021-22:	\$33.6M
FY 2022-23:	\$16.0M
FY 2023-24:	\$33.4M
FY 2024-25:	\$24.9M
FY 2025-26:	\$25.0M
FY 2026-27:	<u>\$31.2M</u>
Total cost:	\$238.7M

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

All FMP projects request funding from the General Fund, but each project will be discussed separately with the CEO and the Board for possible alternate funding.

FY 2017-18:	\$ 6.6M
FY 2018-19:	\$15.0M
FY 2019-20:	\$14.8M
FY 2020-21:	\$19.5M
FY 2021-22:	\$27.6M
FY 2022-23:	\$34.0M
FY 2023-24:	\$51.3M
FY 2024-25:	\$42.9M
FY 2025-26:	\$43.0M
FY 2026-27:	<u>\$49.2M</u>
Revenue Total:	\$303.9M



County Facilities Master Plan

8. Identify stakeholders.

Residents and leadership of the City of Santa Ana, the City of Laguna Niguel, the City of Highland and the City of Chino in San Bernardino County (Greenspot and Prado), citizens served by the Health Care Agency, other County Agencies and Departments and citizens served by OC Public Works, and the County Executive Office.

9. Is the program/project mandated or discretionary?

All projects are discretionary, and are implemented as directed by the Board.

10. Identify the implementation period if funding were available.

This is a continuing Strategic Priority since 2006 based on prior Board directives and is updated annually to reflect input from Board members and CEO Executives.

Funding of this Strategic Priority could require approximately \$25 million investment or draw from the County General Fund Reserves in the first five years and diverting all of the \$50.4 million Waste Importation revenue during FY 2017-18 through FY 2024-25 to fund this Strategic Priority. After the fifth year, the County General Fund is expected to generate over \$18 million net annual revenue beginning in FY 2022-23.

Net County Cost or (Contributions) required for this Strategic Priority include:

Fiscal Year	Amounts in millions
FY 2017-18	\$5.6
FY 2018-19	\$6.0
FY 2019-20	\$1.0
FY 2020-21	\$6.2
FY 2021-22	\$6.0
FY 2022-23	(\$18.0)
FY 2023-24	(\$18.0)
FY 2024-25	(\$18.0)
FY 2025-26	(\$18.0)
FY 2026-27	(\$18.0)
General Fund NCC Contribution	(\$65.2)

2016 Strategic Priority - Facilities Master Plan												
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	
I. Cost												
Structures & Improvements	0	12,226,522	20,999,004	9,607,006	10,001,622	19,875,588	16,041,853	33,352,489	24,938,229	24,990,695	31,157,010	
Other Financing Uses	0	0	0	6,203,417	15,609,080	13,714,608	0	0	0	0	0	
Agency Expense Total	0	12,226,522	20,999,004	15,810,423	25,610,702	33,590,196	16,041,853	33,352,489	24,938,229	24,990,695	31,157,010	
II. Non-General Fund Revenue												
Other Financing Sources	0	6,582,345	14,999,004	14,810,423	19,454,171	27,561,345	34,041,853	51,352,489	42,938,229	42,990,695	49,157,010	
Agency Revenue Total	0	6,582,345	14,999,004	14,810,423	19,454,171	27,561,345	34,041,853	51,352,489	42,938,229	42,990,695	49,157,010	
III. General Fund Requirement	0	5,644,177	6,000,000	1,000,000	6,156,531	6,028,851	-18,000,000	-18,000,000	-18,000,000	-18,000,000	-18,000,000	
IV. Staffing												
No Positions	0	0	0	0	0	0	0	0	0	0	0	



Countywide IT Security Assessment

1. **Program Area:**
Capital Improvements
2. **Identify agencies and departments involved.**
All County Departments
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan; if previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the current fiscal year budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
A Countywide Information Technology (IT) Security Assessment would provide the county with the capability to conduct a comprehensive analysis of every aspect of IT security, ranging from policy and organizational culture to technical and physical security controls. The assessments would provide a gap analysis and written reports of findings with recommendations for remediation of issues discovered over the course of an audit or assessment. Cyber security assessments or audits would ensure Information Technology systems are adequately maintained at a level that mitigates the risk of intrusion. These services would serve to assist departments in the development of policies and procedures that can serve as the administrative controls that provide the framework for the County cyber security programs.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel will be added but, OCIT will use 1.5 FTE of current staffing for this project. The total estimated personnel cost is \$313,000.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
Services/Labor costs: \$5,904,936
The Strategic Priority includes:
 - a) \$2,791,936 for Security Assessment Cost (funded by Departments \$1,524,899 and Net County Cost \$1,267,037)
 - b) \$2,800,000 for Security Remediation Cost, if needed (funded by Departments \$1,420,000 and Net County Cost \$1,380,000)
 - c) \$313,000 for personnel



Countywide IT Security Assessment

The FY 2016-17 First Quarter Budget Report includes Net County Cost of \$2,791,936 for the Security Assessment. The remaining remediation costs, if any, would be needed in FY 2017-18 and FY 2018-19.

7. Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.

General Fund support is requested for approximately 90% of the total cost; the additional 10% would be funded by non-General Fund sources.

8. Identify stakeholders.

This strategic priority would impact all County departments, employees and residents of Orange County.

9. Is the program/project mandated or discretionary?

This project is mandated by the Board of Supervisors.

10. Identify the implementation period if funding were available.

The major remediation activities are estimated to be completed by FY 2018-19 or earlier. Considering the fast changing cyber technology world, remediation activities could be ongoing.

Countywide IT Security Assessment											
	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
I. Cost											
Services & Supplies	0	3,113,000	0	0	0	0	0	0	0	0	0
Intrafund Transfers	0	-1,278,736	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	1,834,264	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	300,000	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	300,000	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,534,264	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0





COUNTY OF ORANGE

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