

Strategic Priorities

One of the major functions of the Strategic Financial Plan (SFP) is to identify major initiatives, both programmatic and infrastructure related, which are not currently addressed in the baseline operations of the County's Agencies and 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 eleven Strategic Priorities were submitted with a total cost of \$401.6 million over the first five years growing to \$716.7 by the tenth plan year. Eight of the Strategic Priorities requested either full or partial Net County Cost (NCC) funding (a total of \$354.2 million through year five growing to \$632.8 million by year ten). 2 Strategic Priorities are 100% revenue offset and are included to call attention to program need and future plans. Of the eleven priorities, eight represent continuing priorities and three represent newly identified priorities.

Included in the eleven strategic priorities submitted, but not in the costs summarized above, is a \$11.1 million project for a new cooling tower and water pumps at the Central Utility Facility. This project would incur \$1.4 million in FY 2011-12 and a total of \$9.7M spread over two years beginning in FY 2014-15. Due to the critical nature of the project, and to highlight the need for the repairs, the project is summarized in depth in this section. Projected costs and requested funding is included in the capital project section of this report.

As previously mentioned, the primary focus of the SFP is directed to programs and resources funded from General Purpose Revenues (NCC); however, some of the Strategic Priorities might be funded from dedicated revenue sources (e.g., State and

Federal grants). The County Executive Office will work with department staff to review and identify strategies and potential funding sources, other than NCC, for implementation of the 2010 Strategic Priorities. No funding is being recommended for implementation of Strategic Priorities (funding for strategic priorities has not been recommended since the 2008 SFP). Due to the declining growth in General Purpose Revenues, instability in the current economy, and the County's inability to restore all department reductions, funding of Strategic Priorities is not recommended at this time. Requests for funding and available resources will be reviewed again during the annual budget process.

A summary of the 2010 Strategic Priorities follows this page.

2010 STRATEGIC PRIORITIES

Department	Strategic Priority Title	10-Year NCC Request	5- Year NCC Request	ANNUAL NCC REQUEST (= COST LESS REVENUES OR OTHER SOURCES)					
				FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17 to FY 2020-21
Program I - Public Protection									
1	C Sheriff-Coroner (060) Mainframe Migration Plan	\$40,400,000	\$40,400,000	\$8,400,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$0
2	C Maintenance Fund (13R) Jail Closed Circuit TV Video Systems	4,400,000	4,400,000	0	4,400,000	0	0	0	0
3	C Sheriff-Coroner Construction Facility Development (14Q) Sheriff Facility Capital Improvement Plan	60,107,265	60,107,265	2,809,982	6,593,600	9,401,600	8,683,326	32,618,757	0
4	C Sheriff-Coroner Construction Facility Development (14Q) James A. Musick Facility Expansion	458,053,588	207,479,164	10,870,000	0	150,000,000	2,115,254	44,493,910	250,574,424
5	C Sheriff-Coroner Construction Facility Development (14Q) Sheriff Facility Maintenance & Improvement Plan	12,728,453	12,728,453	2,595,734	2,765,240	2,579,990	2,437,856	2,349,633	0
Total Program I		\$575,689,306	\$325,114,882	\$24,675,716	\$21,758,840	\$169,981,590	\$21,236,436	\$87,462,300	\$250,574,424
Program II - Community Services									
6	C Health Care Agency (042) Medical Services Initiative (MSI) Enrollee Increase	\$23,296,688	\$23,296,688	\$7,500,000	\$7,762,500	\$8,034,188	\$0	\$0	\$0
7*	C OC Housing (15G) Affordable Housing	0	0	0	0	0	0	0	0
Total Program II		\$23,296,688	\$23,296,688	\$7,500,000	\$7,762,500	\$8,034,188	\$0	\$0	\$0
Program III - Infrastructure & Environmental Resources									
8*	N OC Public Works (080) Card Access System	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Program III		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program IV - General Government Services									
n/a	None	n/a	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Program IV		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Program V - Capital Improvements									
9	C Capital Improvements (036) Central Utility Facility - Repair or Replace Cooling Tower & Water Pumps (See Capital Improvement Plan for Cost & Funding Recommendations)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	N Capital Improvements (036) Central Utility Facility - Replacement of Infrastructure Sheriff Project Financing - MRP, Sliding Doors &	33,856,178	5,756,142	0	383,210	4,725,235	92,296	555,401	28,100,036
11**	N Capital Improvements (036) CCTV	0	0	9,951,000	-3,000,000	-3,000,000	-3,000,000	-951,000	0
Total Program V		\$33,856,178	\$5,756,142	\$9,951,000	-\$2,616,790	\$1,725,235	-\$2,907,704	-\$395,599	\$28,100,036
Total Cost		\$632,842,172	\$354,167,712	\$42,126,716	\$26,904,550	\$179,741,013	\$18,328,732	\$87,066,701	\$278,674,460

LEGEND:

C = Continuing Strategic Priority

N = New Strategic Priority

* = No NCC requested for this item

** = NCC in year one, paid back over years two through five