

# 2013 Strategic Financial Plan

## 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 eighteen Strategic Priorities were submitted with a total cost of \$546 million over the first five years growing to \$788 million by the tenth plan year. All but one of the Strategic Priorities requested either full or partial Net County Cost (NCC) funding (a total of \$248 million through year five growing to \$490 million by year ten). Of the eighteen priorities, twelve represent continuing priorities and six 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 department staff to review and identify strategies and potential funding sources, other than NCC, for implementation of the 2013 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 modest growth assumptions in General Purpose Revenues, the loss of the Vehicle License Fee revenues, and continued instability in the current economy, funding of Strategic Priorities will be deferred to the FY 2014-15 budget process.

## **2013 Strategic Financial Plan**

A summary of the 2013 Strategic Priorities and the NCC request by program and department follows this page.

## 2013 STRATEGIC PRIORITIES

			10-Year NCC Request	5- Year NCC Request	ANNUAL NCC REQUEST (COST LESS REVENUES OR OTHER SOURCES)						
Department	Strategic Priority Title	FY 2014-15			FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20 to FY 2023-24		
Program I - Public Protection											
1	N	Public Defender (058)	Felony Panel Personnel Expansion	19,256,163	8,438,983	1,351,589	1,388,338	1,428,281	2,107,339	2,163,436	10,817,180
2	N	Sheriff-Coroner (060)	OC Crime Lab Forensic Personnel for Evidence Analysis	10,659,358	5,196,648	986,378	1,011,372	1,039,054	1,067,302	1,092,542	5,462,710
3	C	Sheriff-Coroner (060)/HCA (042)	James A. Musick Facility Expansion - Phase I Staffing	188,924,403	27,315,900	0	0	0	0	27,315,900	161,608,503
4	C	Sheriff-Coroner (060)	Sheriff-Coroner IT Strategic Plan Implementation	42,900,000	15,100,000	0	4,900,000	2,050,000	50,000	8,100,000	27,800,000
5	C	Sheriff-Coroner (060)	Disaster Recovery	7,310,000	4,250,000	2,290,000	490,000	490,000	490,000	490,000	3,060,000
6	C	Sheriff-Coroner (060)	New South County Substation	26,095,000	26,095,000	1,040,000	0	12,355,000	12,000,000	700,000	0
7	C	Sheriff-Coroner (14Q)	Closed Circuit Television (CCTV) System for Jails-Phases II & III	6,000,000	6,000,000	3,000,000	3,000,000	0	0	0	0
8	C	Sheriff-Coroner (14Q)	Sheriff-Coroner Facilities Capital Improvement Plan	45,374,961	45,374,961	4,610,222	8,953,222	12,363,760	9,776,757	9,671,000	0
Total Program I			346,519,885	137,771,492	13,278,189	19,742,932	29,726,095	25,491,398	49,532,878	208,748,393	
Program II - Community Services											
9	N	OC Community Resources (012)	Year-Round Emergency Shelter	45,000,000	20,000,000	0	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
10	C	OC Public Guardian (030)	PA/OCPG ePAGES Replacement	3,026,000	3,026,000	2,224,400	185,400	195,400	205,400	215,400	0
Total Program II			48,026,000	23,026,000	2,224,400	5,185,400	5,195,400	5,205,400	5,215,400	25,000,000	
Program IV – General Government Services											
11	N	Auditor-Controller (014)	IBM AIX Upgrade	1,000,000	1,000,000	1,000,000	0	0	0	0	0
12	C	Auditor-Controller (014)	CAPS+ Release Upgrade	2,250,000	2,250,000	2,250,000	0	0	0	0	0
13	N	Auditor-Controller (014)	eProcurement	5,534,557	4,534,557	3,734,557	200,000	200,000	200,000	200,000	1,000,000
14	N	Registrar of Voters (031)	New Voting System	20,000,000	20,000,000	0	0	20,000,000	0	0	0
Total Program IV			28,784,557	27,784,557	6,984,557	200,000	20,200,000	200,000	200,000	1,000,000	
Program V – Capital Improvements											
15	C	Capital Improvements (036)	Central Utility Facility - Replacement of Infrastructure	0	0	0	0	0	0	0	0
16	C	Capital Improvements (036)	County Facilities Master Plan	8,075,000	1,500,000	20,070,000	(3,850,000)	(38,840,000)	9,860,000	14,260,000	6,575,000
17	C	Sheriff-Coroner (15L)	800 MHz Countywide Coordinated Communications System (CCCS) Upgrade	52,858,996	52,858,996	13,214,749	13,214,749	13,214,749	13,214,749	0	0
18	C	Sheriff-Coroner (15L)	800 MHz CCCS Radio Communication Towers	5,931,780	5,453,270	1,085,646	1,088,028	1,090,618	1,093,276	1,095,702	478,510
Total Program V			66,865,776	59,812,266	34,370,395	10,452,777	(24,534,633)	24,168,025	15,355,702	7,053,510	
Total NCC Request			490,196,218	248,394,315	56,857,541	35,581,109	30,586,862	55,064,823	70,303,980	241,801,903	

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

**PROGRAM I**  
**PUBLIC PROTECTION**

## Felony Panel Personnel Expansion

**1. Program Area:**

PUBLIC PROTECTION

**2. Identify agencies and departments involved.**

Public Defender

**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 FY 13-14 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 Offices of the Public Defender provide services to indigent clients in the County of Orange as appointed by the Orange County Superior Court. The Public Defender services are core business functions and are mandated by law. In recent years, the Public Defender has seen a substantial growth in the number of complex felony cases and the number of cases set for trial. In FY 2012-13, felony case appointments increased 19%. The Felony Panel unit requires experienced attorneys and support staff to handle these complex felony cases. Overtime and extra help have been utilized to meet the demand for an interim period. However, regular staff is needed to keep up with the permanent work demands.

Although caseloads declined in FY 2009-10 and through most of FY 2011-12, caseloads began to grow significantly in May of 2012. During this same period, the department deleted 46 positions, including 22 experienced attorneys through attrition. Staff adjustments have been made but trends show continuing growth in the overall appointment of felony cases requiring additional positions beginning in FY 2014-15 and again in FY 2017-18.

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

Thirteen total positions are requested:

4 Attorney's Clerk II  
3 Defense Investigator III  
3 Deputy Attorney IV  
3 Senior Deputy Attorney

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

On-going costs for salaries and benefits range from \$1.2 million in the first year, growing to \$2 million over the next four years. Services and supplies cost start at \$123,000 and grow to \$137,308.

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

The Public Defender is requesting General Funds as there is no other available funding at this time. The department will continue to consider all potential resources such as state funding, grant opportunities, mandate reimbursement, and/or Trial Court Funding.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Public Defender  
Clients in the Criminal Courts of Orange County  
County of Orange Superior Courts

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

The Public Defender services are core business functions and are mandated by law.

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

Implementation period will be in FY 2014-15.

[illegible]

## OC 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 FY 13-14 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 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 last five years, backlogs and turn-around times for normal casework have steadily climbed for two primary reasons:

1. Significant increases in case submission and requests for service from OCCL clients and stakeholders.
2. Impacts of budget reductions, including decreased staffing.

The OCCL provides service for the entire 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 critical to public safety, investigations, and legal proceedings.

To address current caseloads, there are three areas of the OCCL that require restoration of and additional forensic staffing: DNA property crimes, crime scene investigation, and forensic chemistry.



The property crime backlog in the DNA Bureau reached 3,000 cases in 2013 with a turn-around time of over a year. In addition to the length of time required to process these cases, investigations are delayed, possibly affecting decisions related to statute of limitations. Additionally, prioritization of cases is difficult with the size of this backlog. An additional five forensic scientists are needed to address the additional caseload and requests for service from OC law enforcement. Once trained, these staff would increase the speed of results, enable a gradual reduction in backlog, and facilitate the ability of the OCCL to analyze more cases without turning away requests due to limited resources.

Crime Scene Investigation (CSI) and Latent Fingerprint (LF) services are critical to identifying perpetrators of crimes. CSI provides the collection and documentation of prints, and LF services compare and eliminate individuals based on these investigations. Both services are understaffed for the increasing number of service requests received each year. Requests from local jurisdictions for OCCL case support are increasing. Each increase in service also includes additional fingerprint comparison work and assignments. Two additional lead forensic specialists for CSI and LF services are needed in the OCCL to meet current and growing caseloads.

Forensic Chemistry oversees the vitally important Driving Under the Influence (DUI) and Driving Under the Influence of Drugs (DUID) programs. Staffing in these two areas is not at the level needed to meet increasing caseloads. Orange County has seen a remarkable increase in prescription drug use while driving. Moreover, drunk driving has not decreased, and the OCCL continues to supervise new equipment and methods for handling road-side breath testing of DUI cases in Orange County. Between 2012 and 2013, the case processing time in the DUI/DUID programs has doubled from 3 days to 6 days due to inadequate staffing. This is the first that this has occurred in the last 20 years of OCCL history. Two additional forensic scientists are critical to handle the casework and testimony requirements of this unit.

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

Nine positions are requested:

- 5 Forensic Scientists III (independent casework analyst) for the DNA Bureau
- 2 Forensic Scientists III for Forensic Chemistry
- 2 Lead Forensic Specialists for the Identification Bureau (CSI and LF)

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

On-going annual costs for salaries and benefits over five years range from \$986,378 to \$1.1 million for 9 positions.

*Please refer to the attached spreadsheet for cost detail by fiscal year.*

**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 funding available at this time. The OCCL has actively sought and been awarded annual grants which fund overtime to address DNA backlogs and has reallocated Public Safety ½ Cent Sales Tax (Prop 172) from operations to fund critical OCCL equipment requirements. The availability of grants and Prop 172 funding is limited and not adequate to reduce the current backlog in DNA.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Orange County Sheriff-Coroner 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?**

Discretionary but some analyses are mandated by CA Title 17.

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

FY 2014-15

[illegible]

## **James A. Musick Facility Expansion – Phase I Staffing**

- 1. Program Area:**  
PUBLIC PROTECTION
- 2. Identify agencies and departments involved.**  
Sheriff-Coroner (OCSD) and the 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 FY 13-14 Budget.**

This request is directly related to a previously identified Strategic Priority. In FY 2007-08 the Board approved a contract with DMJM (now AECOM Technical Services) an architect-engineer firm to commence work on a Master Plan for the expansion of the James A. Musick Facility (Musick). Funding for the design and construction of a 1,536 bed expansion was included in the 2007 Strategic Financial Plan. Due to budget constraints, project funding requests have not been included in subsequent Strategic Financial Plans.

- 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.**

With the implementation of State Assembly Bill 109 (AB 109), which sends low level criminal offenders from State Prisons back to County jail facilities to serve out their sentences, the Orange County jail system is now operating at or near full capacity. Adding new jail facilities and beds to keep pace with the increasing inmate population is again a priority for OCSD. Other factors that continue to affect the need for jail construction include the age of the Central Men's Jail and Central Women's Jail facilities. These facilities are over 40 years old and will eventually need to be replaced. In addition, the wooden facilities at Musick and the tent compound continue to decay and will eventually have to be replaced. Although some alternatives to incarceration are being utilized, more housing is needed to meet mandated requirements and eliminate the possible early releases.

Anticipating a future need for more jail beds, OCSD completed in 1998 an 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, updating 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. Developed in the Master Plan is a plan to phase-in construction of new beds as the need for replacement or additional beds materializes and as funding becomes available. For strategic planning purposes, it is assumed that Phase I of the design and construction will include the following:

a. Inmate Housing: Two inmate housing units with a total of approximately 512 beds will be constructed in Phase I. The housing units will be designed for minimum and medium security inmates using direct supervision of inmates. Construction will 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.

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

The design of Phase I of the Musick expansion is currently underway and is expected to take about two years with an additional year for plan check, documentation and construction award. Construction of Phase I is expected to take about two and a half years.

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

**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 238 positions will be needed, 216 positions for OCSD and 22 positions for HCA.

*Please refer to the attached spreadsheet for position classifications and counts requested.*

**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: \$420,000 (Start-up cost)

Ongoing Costs: Once fully operational, estimated ongoing costs range from \$26.9 million in FY 2018-19 to \$32.8 million in FY 2023-24 for staffing and services and supplies.

*Please refer to the attached spreadsheet for cost detail by fiscal year.*

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

The design and construction of Phase I of the James A. Musick expansion is funded through AB900. General Funds are being requested for the one time start-up costs and on-going operational costs.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

This is critical 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 I started in April 2013 and construction of Phase I could be completed by November 2018. Full occupancy is anticipated in March 2019.

James A. Musick Facility Expansion – Phase I Staffing											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Salaries & Benefits	0	0	0	0	0	21,954,912	21,954,912	21,954,912	21,954,912	21,954,912	21,954,912
Services & Supplies	0	0	0	0	0	5,360,988	9,985,900	10,139,908	10,326,272	10,552,767	10,829,096
<b>Agency Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,315,900</b>	<b>31,940,812</b>	<b>32,094,820</b>	<b>32,281,184</b>	<b>32,507,679</b>	<b>32,784,008</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,315,900</b>	<b>31,940,812</b>	<b>32,094,820</b>	<b>32,281,184</b>	<b>32,507,679</b>	<b>32,784,008</b>
<b>IV. Staffing</b>											
Accounting Technician	0	0	0	0	0	1	1	1	1	1	1
Air Conditioning Mechanic	0	0	0	0	0	2	2	2	2	2	2
Chief Cook	0	0	0	0	0	1	1	1	1	1	1
Comprehensive Care Licensed Vocational Nurse	0	0	0	0	0	3	3	3	3	3	3
Comprehensive Care Nurse II	0	0	0	0	0	4	4	4	4	4	4
Comprehensive Nurse Practitioner II	0	0	0	0	0	1	1	1	1	1	1
Correctional Programs Technician	0	0	0	0	0	4	4	4	4	4	4
Correctional Services Technician	0	0	0	0	0	24	24	24	24	24	24
Data Entry Technician	0	0	0	0	0	1	1	1	1	1	1
Deputy Sheriff I	0	0	0	0	0	66	66	66	66	66	66
Electrician	0	0	0	0	0	1	1	1	1	1	1
Facilities Contract Services Inspector	0	0	0	0	0	1	1	1	1	1	1
Facilities Mechanic	0	0	0	0	0	2	2	2	2	2	2
Information Processing Technician	0	0	0	0	0	1	1	1	1	1	1
Lieutenant	0	0	0	0	0	2	2	2	2	2	2
Marriage Family Therapist II	0	0	0	0	0	2	2	2	2	2	2
Medical Assistant	0	0	0	0	0	1	1	1	1	1	1
Metalsmith	0	0	0	0	0	1	1	1	1	1	1
Office Assistant	0	0	0	0	0	1	1	1	1	1	1
Office Specialist	0	0	0	0	0	3	3	3	3	3	3

**Sheriff-Coroner and Health Care Agency Joint Request - James A Musick Facility Staffing (Continued)**

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>IV. Staffing (continued)</b>											
Pharmacist	0	0	0	0	0	1	1	1	1	1	1
Pharmacy Technician	0	0	0	0	0	1	1	1	1	1	1
Plumber	0	0	0	0	0	2	2	2	2	2	2
Public Health Medical Officer I	0	0	0	0	0	1	1	1	1	1	1
Secretary II	0	0	0	0	0	1	1	1	1	1	1
Senior Comprehensive Care Nurse	0	0	0	0	0	5	5	5	5	5	5
Senior Correctional Services Technician	0	0	0	0	0	2	2	2	2	2	2
Senior Head Cook	0	0	0	0	0	4	4	4	4	4	4
Senior Institutional Cook	0	0	0	0	0	9	9	9	9	9	9
Senior Office Supervisor C/D	0	0	0	0	0	1	1	1	1	1	1
Senior Sheriffs Records Technician	0	0	0	0	0	9	9	9	9	9	9
Sergeant	0	0	0	0	0	12	12	12	12	12	12
Sheriff Facilities Maintenance Specialist II	0	0	0	0	0	2	2	2	2	2	2
Sheriff's Records Supervisor	0	0	0	0	0	7	7	7	7	7	7
Sheriff's Records Technician	0	0	0	0	0	13	13	13	13	13	13
Sheriff's Special Officer II	0	0	0	0	0	8	8	8	8	8	8
Sheriffs Correctional Service Assistant	0	0	0	0	0	34	34	34	34	34	34
Supervising Comprehensive Care Nurse	0	0	0	0	0	1	1	1	1	1	1
Warehouse Worker II	0	0	0	0	0	2	2	2	2	2	2
Warehouse Worker III	0	0	0	0	0	1	1	1	1	1	1
<b>Agency Position Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>238</b>	<b>238</b>	<b>238</b>	<b>238</b>	<b>238</b>	<b>238</b>



## Sheriff-Coroner IT Strategic Plan Implementation

**1. Program Area:**

PUBLIC PROTECTION

**2. Identify agencies and departments involved.**

Sheriff-Coroner (OCSO)

County Executive Office-Information Technology (CEO-IT)

Superior Court

County of Orange Automated Fingerprint Identification (CAL-ID)

Over 50 Federal, State, County and City Law Enforcement Agencies in Orange County

**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 FY 13-14 Budget.**

This was first identified in the 2012 Strategic Financial Plan as a new Strategic Priority that integrated a previously identified priority into a more comprehensive plan. The previous Strategic Priority was named “Mainframe Modernization” and only addressed one component of the overall IT Strategic Plan which included the creation of an Automated Field Reporting (AFR) System. The comprehensive plan would also improve workflow efficiencies, increase timeliness of report submissions, and increase accuracy by elimination of duplicate data entry.

**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.**

Currently, there are siloed operations which are a combination of manual processes and legacy systems. This strategic priority proposes the automation of the manual processes and the modernization of the legacy systems to create a unified, integrated system to encompass the Automated Field Reporting (AFR) and a new, modern suite of Operations Applications to include the Automated Jail System (AJS) and over 60 additional legacy applications.

There are currently inefficiencies in the manual processes and the ongoing support of the legacy systems are becoming difficult to obtain. Interfaces are being created

from other applications to the existing legacy systems and it is becoming increasingly difficult, time consuming, and costly to create new interfaces due to incompatible formats and standards. There are additional inefficiencies and risk related to the current paper-based reporting method. The current hard copy reports are generated by field deputies and investigators, are photocopied and sent to other divisions for investigation and data entry, are not always sent in a timely manner, and may contain inaccurate information. This manual process also creates redundancies in data entry because it requires multiple employees at different levels and ranks to re-create all manner of demographic and event data on a myriad of forms and electronic systems. The overall goal would be to reduce redundancies and create more timely and accurate data.

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

Additional personnel are not required for this project.

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

One-Time Cost: \$42,400,000

Ongoing Cost: \$500,000

Total Cost: \$42,900,000 (FY 2015-16 through FY 2022-23)

*Please refer to the attached spreadsheet for cost detail by fiscal year.*

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

General Fund support is requested.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

The Orange County Law Enforcement community.

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

This program is discretionary. With the collaboration of CEO-IT 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. This program will also improve law enforcement services and aid in reducing crime by enabling users to more

quickly and efficiently submit crime reports, allowing Command Staff to use that information to better allocate resources.

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

FY 2015-16 to FY 2022-23

Sheriff-Coroner IT Strategic Plan Implementation											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	0	0	1,400,000	2,050,000	50,000	6,100,000	6,100,000	6,000,000	6,100,000	6,100,000	0
Fixed Assets	0	0	3,500,000	0	0	2,000,000	0	3,500,000	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>0</b>	<b>4,900,000</b>	<b>2,050,000</b>	<b>50,000</b>	<b>8,100,000</b>	<b>6,100,000</b>	<b>9,500,000</b>	<b>6,100,000</b>	<b>6,100,000</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>0</b>	<b>4,900,000</b>	<b>2,050,000</b>	<b>50,000</b>	<b>8,100,000</b>	<b>6,100,000</b>	<b>9,500,000</b>	<b>6,100,000</b>	<b>6,100,000</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## **Sheriff-Coroner Disaster Recovery Redundant Operational Location and Backup Storage Area Network**

- 1. Program Area:**  
PUBLIC PROTECTION
- 2. Identify agencies and departments involved.**  
Sheriff-Coroner (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 FY 13-14 Budget.**

A similar request was submitted in 2008.

- 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 will encompass the setup of a backup recovery site that would replicate OCSD primary data. The current site houses all of the applications and data storage for OCSD operations. Any loss of service or data would create critical impact on operations. A redundant operational location and a backup storage area network are critical to ensure immediate data recovery and ensure business continuity.

Critical systems that would be safeguarded by this plan include the Automated Jail System, Local Arrest Records System (LARS), Orange County Automated Telecommunications System (OCATS), OCSD Email System, Computer-Aided Design (CAD), Record Management System (RMS), Intranet and Internet websites.

This goal aligns with the County's Strategic Initiative to protect our 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.**

A temporary project manager (contract position) will be needed during the implementation phase.

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

One-time equipment costs: \$2,800,000

On-going annual costs: \$4,510,000

Total cost: \$7,310,000

*Please refer to the attached spreadsheet for cost detail by fiscal year.*

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

General Fund support is being requested.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

This strategic priority will impact the whole Orange County Law Enforcement community.

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

This program is discretionary.

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

Initial implementation is estimated to take six months to one year.

**Sheriff-Coroner Disaster Recovery  
Redundant Operational Location and Backup Storage Area Network**

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	0	640,000	490,000	490,000	490,000	490,000	490,000	100,000	490,000	490,000	490,000
Fixed Assets	0	1,650,000	0	0	0	0	0	1,000,000	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>2,290,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>	<b>1,100,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>2,290,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>	<b>1,100,000</b>	<b>490,000</b>	<b>490,000</b>	<b>490,000</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## New South County Substation

- 1. Program Area:**  
PUBLIC PROTECTION
- 2. Identify agencies and departments involved.**  
Sheriff-Coroner (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 FY 13-14 Budget.**

This Strategic Priority was previously identified in the 2007 Strategic Financial Plan. Currently, the scope of the project is the acquisition and/or construction of a new Southeast OCSD Substation. OCSD is working on identifying a suitable property and/or existing building for this project.

- 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 new Substation in southeast Orange County is needed to serve residents and businesses in the OCSD's contract cities of Rancho Santa Margarita, Lake Forest, Mission Viejo and the unincorporated communities of Ladera Ranch, Coto De Caza, Wagon Wheel, Las Flores and Trabuco Canyon areas. Additionally, the development of residential and business communities in the Rancho Mission Viejo area has begun and is expected to add approximately 44,000 residents over the next 5 to 10 years.

Field personnel assigned to work in these areas currently travel from the OCSD Aliso Viejo Substation. During peak commute times, this can take 30-45 minutes each way, which may negatively impact response times to calls for service. Also, this commute results in higher costs for fuel and vehicle maintenance.

The Aliso Viejo Substation is already at maximum capacity and there is a critical shortage of parking for staff and the public. Response times from the Aliso Viejo Substation to the southeast cities and communities will continue to increase as development and population growth occurs in these areas. Higher fuel and vehicle



maintenance expenses will negatively impact both County and contract city budgets.

**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).**

Detailed cost estimates for facilities cannot be determined until the scope of the project is determined. For preliminary planning purposes, total costs are projected at \$29.4 million with approximately \$3.3M in funds currently available (see funding sources below for additional comment).

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

For strategic planning purposes, it is assumed that one-time costs related to facilities will be funded by developer fees.

About \$3.3 million has been collected from developers for the Southeast Substation and is currently available to offset costs. It's projected that an additional \$2.5 million will be collected from the Rancho Mission Viejo company as they develop land in South Orange County. These monies have not yet been included in the plan and will be included consistent with timing of future land development. General Funds are needed for ongoing equipment and maintenance costs.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

South Orange County residents and visitors.

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

This project is discretionary.

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

FY 2014-15 through FY 2018-19

## New South County Substation

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	0	1,000,000	0	0	0	0	0	0	0	0	0
Other Charges	0	40,000	0	355,000	0	0	0	0	0	0	0
Structures and Improvements	0	1,000,000	2,300,000	12,000,000	12,000,000	700,000	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>2,040,000</b>	<b>2,300,000</b>	<b>12,355,000</b>	<b>12,000,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
Other Financing Sources	0	1,000,000	2,300,000	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>1,000,000</b>	<b>2,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>1,040,000</b>	<b>0</b>	<b>12,355,000</b>	<b>12,000,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## **Closed Circuit Television Video (CCTV) System for Jails Phases II and III**

- 1. Program Area:**  
PUBLIC PROTECTION
- 2. Identify agencies and departments involved.**  
Sheriff-Coroner Department
- 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 FY 13-14 Budget.**

This Strategic Priority was first identified as a component of the Closed Circuit Television Video (CCTV) jail security upgrade project in the 2005 Strategic Financial Plan with a projected cost for initial implementation of \$3,200,000 and a Phase II and III cost of \$8,800,000 to complete the project. In FY 2007-2008, the Board of Supervisors approved an emergency declaration for CCTV improvements at the Theo Lacy Facility. Funding was subsequently approved to address other critical areas at the Theo Lacy Facility and the Intake Release Center in FY 2011-12 (Phase I), for converting 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 Phases II & III of the CCTV jail security upgrade project with a projected cost of \$6,000,000 over two fiscal year periods. Because of technology improvements, the total project costs have been reduced from the original strategic priority submission.

- 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 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.

This Strategic Priority Request will add over 500 cameras and supporting digital recording equipment in Theo Lacy areas and add nearly 300 cameras and supporting digital recording equipment in the Central Jail Complex (Central Men's Jail, Central Women's Jail, and Intake Release Center) to expand the system into other inmate housing areas and other areas accessible to inmates throughout these jail facilities. Expansion of the system will allow more 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 also saves time in the retrieval of recorded footage.

CCTV improvements have been completed at the Theo Lacy Facility at Barracks F, G, and H. Although this CCTV project remains a high priority for the Sheriff-Coroner Department, funding limitations have limited amounts necessary to achieve the total scope of this project.

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

No additional staffing is needed for this project.

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

One-time costs totaling \$6,000,000 to complete the CCTV jail security project including Phase II (\$3,000,000) in FY 2014-15 and Phase III (\$3,000,000) in FY 2015-16.

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

General Fund monies are being requested for this project.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

None identified to date.

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

County Counsel and Risk Management 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 2014-15 and FY 2015-16.

Closed Circuit Television Video (CCTV) System for Jails - Phases II and III											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Structures and Improvements	0	3,000,000	3,000,000	0	0	0	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## 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 FY 13-14 Budget.**

This Strategic Priority was previously identified. This strategic priority 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 included 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. Overhaul/Replace Air Handler Units - Central Men's Jail, Women's Jail, and Sheriff's Headquarters were constructed in 1968. The Heating, Ventilation and Air Conditioning (HVAC) systems are original equipment, and have deteriorated to the point that extensive overhaul or replacement is required. These units provide all air sources (heating and cooling) for these facilities. If the air handler units become non-operational, housing in these locations would not be possible as there is no other source of air into the facilities. A major failure of one of these systems occurred in October 2012. Total project cost is projected at \$3,863,444.

2. Renovate Fourth Floor Chow Hall at Central Men's Jail - This inmate dining room and food preparation area is out of service due to excessive structural wear,

severe plumbing leaks, and deteriorated food serving equipment. This situation limits the Central Men's Jail (CMJ) to one inmate dining area, which poses security risks due to inmate movement between floors and requires excessive staff time to supervise and manage the feeding of 1,200 inmates each day. Renovation of this area is necessary to provide an additional inmate dining area and a back-up to the one operational inmate dining area on the CMJ's Third Floor. Total project cost is projected at \$1,850,000.

3. Renovate and Reconfigure the Forensic Areas (OC Crime Lab) on the 6th through 8th Floors of the Brad Gates Building - The OC Crime Lab is currently housed on multiple floors (6th, 7th & 8th) 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 no longer adequate 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 dramatic growth in DNA services requires redesign of the 7th 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. To ensure safe laboratory operations and personnel safety, the mechanical airflow and exhaust system needs to be examined. Total project cost is projected at \$1,100,000.

4. Replace Guard Station Security Electronic Control Systems at Central Jail Complex and Theo Lacy Facility - The cell door and audio controls in many of the Guard Stations at these facilities currently use outdated technology that is prone to failure and is no longer supported by their manufacturers. The strain of 24/7 usage on this equipment is causing failures to occur in increasing numbers. This project would replace the existing controls with modern equipment that would provide seamless connection of door controls, audio communication paths and relevant surveillance video. These systems are part of the critical security and safety controls required for a jail facility. Total project cost is projected at \$12,000,000.

5. Expansion of the Emergency Operations System at Loma Ridge – Increased 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 projected at \$1,145,760.

6. Rehabilitate Central Women's Jail (CWJ) Kitchen and Serving Line Area - 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 projected at \$1,460,000.

7. Renovate Booking Loop at Theo Lacy Facility – An A-E study was completed and determined that 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 projected at \$2,088,000.

8. 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 critical 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 eleven 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 giving redundancy to the existing system and additional power to mitigate issues that could be caused by a power failure. Total project cost is projected at \$1,000,000.

9. Sheriff's Headquarters Retrofit including Americans with Disabilities Act (ADA) Upgrades - Due to its age (over 40 years), Sheriff's Headquarters requires modifications and improvements to comply with seismic building standards and current building codes. Total project cost is projected at \$7,840,000.

10. 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 system that has reached obsolescence. The system will be upgraded to comply with all current fire/life safety regulations. The existing system must be replaced with all new detection devices and monitoring equipment. Total project cost is projected at \$2,544,000.

11. Determine the existence of hazardous materials at the Central Men's Jail, Central Women's Jail & Sheriff's Headquarters and mitigate as required. Total project cost is projected at \$1,298,757.

12. Establish an Alternate Emergency Operations Center (EOC) - There is currently no alternate or backup Emergency Operations Center for the County if an

unforeseen event were to occur at the existing EOC to make it inoperable. An alternate or backup EOC is needed to help ensure the emergency operations stay intact regardless of the situation or crisis. The design and construction of an alternate EOC would include establishing a site for the alternate EOC, preferably in an existing compliant structure owned by the County, designing of the EOC to conform within the parameters of the selected site and installation of the equipment required to operate and function as a fully operational Emergency Operations Center. Total project cost is projected at \$5,880,000.

13. 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 and the Health Care Agency (HCA), as well as Court, District Attorney and Public Defender trial court related staffing. Total project cost is projected at \$3,305,000.

**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).**

Total project costs over five years are projected at \$45,374,961

*Please refer to the attached spreadsheet for annual cost information.*

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

General Fund

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (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. The

Capital Improvement Plan program also contains projects necessary to support the OCSD'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 2014-15 through FY 2018-19. For some complex projects, design and construction is over two fiscal years in order to meet this requirement.

Sheriff-Coroner Facilities Capital Improvement Plan											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Structures and Improvements	0	4,610,222	8,953,222	12,363,760	9,776,757	9,671,000	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>4,610,222</b>	<b>8,953,222</b>	<b>12,363,760</b>	<b>9,776,757</b>	<b>9,671,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>4,610,222</b>	<b>8,953,222</b>	<b>12,363,760</b>	<b>9,776,757</b>	<b>9,671,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

**PROGRAM II**  
**COMMUNITY SERVICES**

## Year-Round Emergency Shelter

**1. Program Area:**

COMMUNITY SERVICES

**2. Identify agencies and departments involved.**

OC Community Resources/OC Community Services in partnership with CEO Real Estate.

**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 FY 12-13 Budget.**

Funding requirements for Year-Round Emergency Shelter/Multi-Service Center sites was first identified as an augmentation request during the FY 2013-14 Budget process. Continued assessment indicated that additional evaluation would yield better projects for infrastructure and operational needs and costs. At that time, it was projected that costs could range from \$3,951,591 in FY 13-14 to a total of \$8,772,636 over the next four years. Funding was deferred pending additional analysis. Additional analysis indicates that funding requirements beginning in FY 2014-15 approximates \$5,000,000 per year.

In January 2013, the Board of Supervisors approved a purchase and sale agreement for a site in Fullerton and the transfer of \$3.2 million in Fund 15B, CEO Single Family Housing, funds for the acquisition and rehabilitation of a Year-Round Emergency Shelter/Multi-Service Center site. Subsequently, zoning for the proposed site was not approved. Supervisor Nelson and Supervisor Nguyen in conjunction with CEO Real Estate and OC Community Resources/OC Community Services (OCCS) continue efforts to identify potential sites, including potential locations in Santa Ana, Fullerton, and Anaheim.

**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.**

General Funds are requested to support the development (acquisition, rehabilitation/construction and operation) of two, 200 bed Year-Round Emergency Shelters/Multi-Service Centers to replace the seasonal Fullerton and Santa Ana

Armories. Depending upon the results of the shelter model cost analysis and Board direction, funding for an additional shelter/multi-service center may be requested.

The County of Orange Armory Emergency Shelter Program was established in 1987 and is a collaborative effort with the County of Orange as the lead administrator working with the National Guard, the cities of Fullerton and Santa Ana, the contracted operator, Mercy House, and other non-profit service organizations to provide emergency shelter, food, and supportive services to the homeless throughout Orange County. Each year when the County's Cold Weather Armory Emergency Shelter Program closes for the season, Orange County immediately loses 400 low-threshold emergency shelter beds. To address this issue, it is critical to transition the seasonal Armory Emergency Shelter Program to a year-round emergency shelter program. One of the goals of Orange County's Ten Year Plan to End Homelessness is the development of year round, low-threshold emergency shelters. Initial one-time funding of \$4.2 million from Fund 15B has been identified to support the acquisition, rehabilitation/construction, and operation of a Year-Round Shelter/Multi-Service Center site(s); however, as other sites are being pursued, there is a need for additional funding to support the cost of site acquisition, rehabilitation/construction, and operation.

This request supports the County's Ten-Year Plan to End Homelessness and facilitates a better place to live, work, and play for Orange County residents and businesses by addressing homelessness through access to shelter and services, 24 hours a day, 7 days a week.

On January 24, 2012, the Board of Supervisors approved Orange County's final Ten-Year Plan to End Homelessness (the Plan). The Plan includes goals and implementing strategies to effectively end homelessness in Orange County. More specifically, Goal #3 of the Plan is to improve the efficacy of the emergency shelter and access system. Furthermore, Implementing Strategy #14 of the Plan is to develop year-round permanent emergency shelters to replace the seasonal Armory Emergency Shelter Program. To ensure successful implementation of the Plan, the Board established the Commission to End Homelessness (the Commission). The Commission has four Implementing Groups that focus on plan implementation. Implementing Group #2 focuses on emergency and transitional shelter systems improvement. During 2011, Implementing Group #2 convened multiple community meetings and forums to solicit key stakeholder input regarding policies for year-round emergency shelter development. At its November 18, 2011 meeting, the Commission approved emergency shelter policy recommendations which were subsequently approved by the Board as part of the January 24, 2012 Ten-Year Plan to End Homelessness agenda item.

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

No additional staff is being requested.

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

\$5,000,000/year for development and operation of two Year-Round Emergency Shelters and Multi-Service Centers.

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

Alternative funding to support Year-Round Emergency Shelters has been identified through use of County Fund 15B funds and Federal Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funding. Unfortunately, most traditional homeless assistance funding streams prohibit use for emergency shelter activities.

Use of Fund 15B, a County Executive Office controlled fund, was previously approved by the Board of Supervisors as a funding source for the acquisition and due diligence funding for the 301 S. State College site. However, the \$4.2 million from Fund 15B is one-time funding and will assist in providing initial capital support. It is not adequate to support the development and ongoing operation of two year-round emergency shelters and multi-service centers.

The Board also approved application for CDBG funds for up to \$600,000 for acquisition and rehabilitation, and \$591,801 in ESG funds and CDBG Public Service funds are currently utilized to support on-going operator costs for seasonal shelter. After combining all alternative funding, there still remains a significant gap in funding for development and operation of two separate Year-Round Emergency Shelter/Multi-Service Center sites.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Community awareness stakeholders include the Commission to End Homelessness, Cities, Businesses, and Non-Profits/Faith Based Organizations.

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

Discretionary. The long-term benefit to the County and other stakeholders will reduce system wide cost impacts to taxpayers and local government.



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

The implementation period for this project is to acquire two sites in FY 2013-14 and begin Year-Round Emergency Shelter/Multi-Service Center operations on one site by the end of FY 2014-15.

Year-Round Emergency Shelter											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	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
<b>Agency Expense Total</b>	<b>0</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
<b>II. Non-General Fund Revenue</b>											
Charges For Services	0	800,000	0	0	0	0	0	0	0	0	0
Other Financing Sources	0	4,200,000	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>	<b>5,000,000</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## PA/OCPG ePAGES Replacement

**1. Program Area:**

COMMUNITY SERVICES

**2. Identify agencies and departments involved.**

Public Administrator (PA), OC Public Guardian (OCPG), and CEO/Information Technology (CEO/IT)

**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 FY 13-14 Budget.**

The PA and OCPG ePAGES replacement system project was a strategic priority previously requested in the 2005 Strategic Financial Plan and was later approved by the Board of Supervisors. The original project, based upon review and concurrence by PA, OCPG and CEO/IT, was terminated due to the inability of the vendor to meet contract requirements. The project continues to be reported as a strategic priority, included in the 2012 Strategic Financial Plan and now the 2013 Strategic Financial Plan.

In January 2013, in collaboration with CEO/IT and CEO/Purchasing, OCPG issued a Request for Proposal (RFP) for development of the ePAGES replacement system. The RFP review committee was established and vendor selection was completed. The project had been recommended for funding in the FY 2013-14 Budget under Budget Control 038 – Data Systems Development Projects. Due to impacts of the VLFAA reduction, the funding recommendation was subsequently changed to recommend temporary project deferral. As a result, the RFP review committee suspended its final contract scope review and negotiation effort until project funding can be secured. There remains a critical need to complete the replacement system.

**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 offices of the PA and OCPG fulfill mandated obligations under California law, specifically, Welfare and Institutions Codes and Probate Codes. The client populations served are decedent estates, the mentally ill, at-risk seniors unable to care

for themselves, and various trusts. The PA and OCPG are appointed by the Court to provide conservatorship, trusteeship, and/or estate administration services to these Orange County populations.

The PA receives an average of 1,360 referrals, handles 986 investigations, and administers approximately 150 estates annually. The OC Public Guardian receives an average of 800 referrals annually and manages a current conservatorship caseload of 1,620 clients. In addition to appointed cases, there are 771 active cases progressing through the investigation or termination process. When appointed, PA and OCPG are responsible for handling all estate financial matters, currently valued at approximately \$50 million.

The accounting unit that supports both departments processes approximately 700 State and Federal tax returns for estate and trust clients each year. Tax returns include individual and fiduciary income tax returns, estate tax returns, and quarterly sales tax returns. They are also responsible for the preparation and filing of mandated Court accountings. The unit is responsible for processing all estate/trust financial transactions including processing daily receipts and disbursements, maintaining accurate records of assets and transactions, and various cost analyses. They also provide vault services which include intake and release of estate valuables such as jewelry, precious metals, marketable security instruments (e.g. bonds and stock certificates), rare coins/tokens, and other items.

The PA and OCPG manage a fully functional warehouse for storage of personal property such as antiques, paintings and artifacts, vehicles, firearms, musical instruments, and tools belonging to decedent and conservatee estates until such items are released to heirs or beneficiaries or are sold at auction. Estate auctions are conducted online or in-house at the warehouse location. The departments also secure, manage, rent, and sell estates' residential and commercial real properties. The departments may also manage estates' business entities until final estate disposition.

Currently, the PA and OCPG operations rely on the existing ePAGES system to meet mandated and legal obligations and manage data collected and processed among the functional units. The ePAGES system processes an average of over 50,000 accounting transactions annually, facilitates Court hearing scheduling and preparation, processes over 500 standard documents and judicial forms and manages legal, placement, health, and mandated Court accounting reports. System features include modules providing functionality for case management, current accounting/financial processing, document generation, imaging, benefit tracking, and State revenue data capture and submission.

Due to funding constraints and previous vendor failure, planned system enhancements and designs for ePAGES, including integration of an asset module and technical upgrades have not been implemented and ePAGES is not fully automated. PA and OCPG's data processing requirements have evolved over time and the current system cannot be upgraded to meet operating and fiduciary requirements.

The FY 2011-12 Grand Jury report titled “Elder Abuse - The Perfect Storm” specifically noted findings related to the departments’ current system, citing “The computer system in the Public Guardian’s Office has been ‘inadequate for its intended use’ for many years impacting the ability of the Public Guardian to provide documentation in areas of elder abuse.” Furthermore, a 2006 review by the County’s Internal Audit Department identified that PA/PG’s outdated and unstable ePAGES computer system was a “Significant Issue.”

The ePAGES system has a potential for system failure that could inhibit the departments’ ability to deliver mission-critical and mandated services to clients. Should a system failure occur the agency may be unable to manage financial processing of estate and trust daily receipts, conservatees’ benefit receipts, and make timely payments such as Court-ordered fees and payments related to client healthcare, property costs, taxes, and other estate service payments.

Without a functional case management/financial system, the departments may not be able to effectively comply with Court and other legal mandates, including but not limited to: the filing of over 700 Court accountings per year, preparation of estate asset Inventory and Appraisals, responding timely to Court notes and inquiries, and processing all other case investigation and administration court documents. Deficiency in meeting these requirements, could lead to significant delays in case closures.

Delays in the routine processing of Court accountings and case closures could have a direct impact to the departments’ annual revenues and lead to requests for general funds to sustain critical client service delivery. Statutory and extraordinary fees received for managing decedents’ trusts conservatorships and estates average \$2 million annually or 75 percent of the departments’ total revenue. The services provided by the PA and OCPG have a direct impact on the clients and estates they serve, but can also impact community partners such as hospitals, Institutes for the Mentally Diseased (IMD) facilities, Board and Care facilities, Residential Care Facilities for the Elderly (RCFE), Skilled Nursing Facilities, funeral homes and mortuaries, Adult Protective Services (APS), Adult Mental Health Services/Health Care Agency (HCA), Social Services Agency (SSA), Superior Court, Sheriff-Coroner and local law enforcement agencies, Office on Aging, Probation, District Attorney, and Public Defender.

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

At this time, additional staffing is not anticipated for this project. It is expected that a selected vendor would provide adequate staffing to manage all requirements of the project. CEO/IT will provide project oversight.

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

The estimated overall cost for the ePAGES replacement project is \$3,026,000 over five years.

Estimated implementation cost is projected at \$2,224,400 beginning in FY 2014-15.

Estimated ongoing maintenance cost is projected at:

FY 2015-16 \$185,400

FY 2016-17 \$195,400

FY 2017-18 \$205,400

FY 2018-19 \$215,400

Cost estimates are based on information obtained through the Request for Proposal (RFP) responses received in the beginning of 2013. The plan is to revise the cost estimates prior to the annual budget submission for FY 2014-15 when more accurate projections can be developed

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

The ePAGES replacement system project is anticipated to be funded 100% through General Fund allocation from Budget Control 038 – Data Systems Development Projects.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Hospitals, Institutes for the Mentally Diseased (IMD) facilities, Board and Care facilities, Residential Care Facilities for the Elderly (RCFE), Skilled Nursing Facilities, funeral homes and mortuaries, Adult Protective Services (APS), Adult Mental Health Services/Health Care Agency (HCA), Social Services Agency (SSA), Superior Court, Sheriff-Coroner and local law enforcement agencies, Office on Aging, Probation, District Attorney, and Public Defender.

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

The project is not mandated. Failure of the current ePAGES system could significantly impair PA and OCPG's ability to provide mandatory fiduciary services under California law.

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

The implementation period is estimated to begin in FY 2014-15.

PA/OC PG ePAGES Replacement											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	0	2,174,400	183,400	193,400	203,400	213,400	0	0	0	0	0
Fixed Assets	0	50,000	2,000	2,000	2,000	2,000	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>2,224,400</b>	<b>185,400</b>	<b>195,400</b>	<b>205,400</b>	<b>215,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>2,224,400</b>	<b>185,400</b>	<b>195,400</b>	<b>205,400</b>	<b>215,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0



**PROGRAM IV**  
**GENERAL GOVERNMENT SERVICES**

## IBM AIX Upgrade

**1. Program Area:**

GENERAL GOVERNMENT SERVICES

**2. Identify agencies and departments involved.**

Auditor-Controller, CEO, Human Resource Services Department

**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 FY 13-14 Budget.**

New

**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, purchasing, and human resources information systems, collectively known as "CAPS+" (County-wide Accounting and Personnel System), are a vital component of the County's infrastructure. These systems are required for County operations, such as financial planning and budget development, maintaining the County's financial records and generation of financial statements, collecting costs for federal and state billings, procuring goods and services, making vendor payments, processing the County's payroll, and administering personnel records. The IBM AIX platform (P595) hardware required for the operation of the CAPS+ application was acquired in 2009 as used equipment but with IBM certification. The hardware continues to experience system failures that put these major applications at risk and may cause significant delays in core functions such as the processing of payroll as well as daily financial and human resource transactions. A log of the failures is included:

- a. 8/27/2013 – Failed Hard Drive in the AIX processor
- b. 8/13/2013 - Failed Hard Drive in the AIX processor
- c. 6/24/2013 - Failed Hard Drive in the AIX processor
- d. 1/27/2012 – Failed Power supply in the AIX processor
- e. 1/26/2012 - Failed HPA Card in the AIX Processor
- f. 1/11/2012 - Failed Hard Drive in the AIX processor

- g. 7/12/2011 - Failed Hard Drive in the AIX processor
- h. 1/31/2011- Failed Hard Drive in the AIX processor

A refresh of the platform is necessary to ensure the functionality of the CAPS+ applications while increasing operational efficiency.

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

No additional personnel are required.

**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 analysis but is estimated between \$900,000 and \$1,200,000.

**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 30% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

County agencies and departments.

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

This project is not mandated; however, if the current CAPS+ hardware is not upgraded the County will be subject to risk of outages that may include the ability to produce any given payroll.

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

6 – 9 months for setup, testing and transition to the new platform.

**IBM AIX Upgrade**

	<b>FY 13-14</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>
<b>I. Cost</b>											
Services & Supplies	0	200,000	0	0	0	0	0	0	0	0	0
Fixed Assets	0	800,000	0	0	0	0	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## **CAPS+ Release Upgrade**

- 1. Program Area:**  
GENERAL GOVERNMENT SERVICES
- 2. Identify agencies and departments involved.**  
Auditor-Controller, CEO, Human Resources
- 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 FY 13-14 Budget.**

This project was submitted as part of the 2012 SFP and originally recommended as part of the FY 2013-14 Budget. However, due to the Contingency Reductions, all new IT project were deferred.

- 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, purchasing, and human resources information systems, collectively known as the County-wide Accounting and Personnel System (CAPS), is a vital component of the County's infrastructure. The systems are required for County operations, including financial planning and budget development, maintaining the County's financial records and generating financial statements, collecting costs for federal and state billings, procuring goods and services, making vendor payments, processing the County's payroll, and administering personnel records.

The software provider, CGI, projects release of a new version (3.10) of the software in June 2013. The County currently uses release 3.07 for the Financial system and 3.08 for the Human Resource system. CGI is not obligated to support any versions older than 3.08 with its release of the 3.10 version. Should the County not upgrade to the new version and CGI discontinues support, system maintenance costs could grow; the risk of the systems not functioning properly or the County not complying with legal or regulatory mandates could increase; and the system could become technologically unsupportable. Further, bringing both Financial and Human Resources on the same release version may simplify operations and maintenance while increasing operational efficiency.

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

No additional personnel are required.

**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 analysis but is estimated between \$2.0 and \$2.50 million.

**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 30% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

County agencies and departments.

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

This project is not mandated, however, if the current CAPS+ system is not upgraded the County will be subject to risks outlined in #4 above.

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

The fit/gap analysis is anticipated to be completed by June 2014. Implementation of a CAPS+ release upgrade project is estimated to take 1-2 years.

**CAPS+ Release Upgrade**

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	0	2,250,000	0	0	0	0	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>2,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>2,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## eProcurement

**1. Program Area:**

GENERAL GOVERNMENT SERVICES

**2. Identify agencies and departments involved.**

To help identify the eProcurement solution requirements, the following nine departments were selected to participate. Departments were selected according to their respective volume and complexity of purchasing-related transactions, as well as the department's desire to participate in the "visioning" phase of the project.

- Auditor-Controller
- CEO Information Technology
- CEO Procurement
- Health Care Agency
- Waste & Recycling
- O.C. Community Resources
- O.C. Public Works
- O.C. Sheriff Department
- 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 FY 13-14 Budget.**

This project was previously submitted as part of the 2012 SFP. However, due to limited funding, this project was not recommended by the IT Investment Review Board for FY 2013-14.

**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 currently operates in a decentralized purchasing environment. This environment is supported by paper-based, manual processes that have an operational and cost impact upon the County. Impacts include:

- Redundant transaction activity can lead to lengthy processing times;



- Use of paper documents and manual routing can be inefficient and time consuming;
- A workflow process that includes manual routing and “pony” mail document delivery;
- Manual processes can lead to errors and associated re-work costs;
- Lengthy transaction times may increase the procurement life cycle and extend the time before County vendors receive payment;
- A lack of competitive bidding may lead to increased operational costs;
- Lack of departmental coordination for purchases could lead to lost competition and discounts;
- Disparate departmental systems may lack standardization and lead to an increase in overall County costs.

An opportunity for improvement lies in a centralized, single electronic, countywide procurement solution that interfaces with the County’s Finance system. This project could allow the County to enhance the current decentralized (department-by-department) model, help to standardize largely disparate processes, and reduce transaction processing times.

A centralized, countywide solution could capitalize on the attributes of the existing environment, while allowing the County to benefit from the addition of an all-encompassing Requisition-to-Check (Req-to-Check) solution (requisition, receiving, invoicing, and payment). A comprehensive Req-to-Check solution facilitates visibility, efficiency, cost savings, budget/fund management, and internal control. While the current County-wide Accounting and Personnel System (CAPS+) has the capability for online Req-to-Check integration, budgetary considerations kept the County from pursuing the functionality as part of the system’s initial 2009 launch.

Opportunities exist for the County to take advantage of advances in technology and eProcurement solutions which have evolved with a greater number of government users applying the technology to business practices. The County stands to benefit from improvements in the user interface component, specifically, an interface that mirrors the “Amazon.com” online shopping model. The “ease of use” component presents one of the primary opportunities for improvement over the current process. Providing departments with a user-friendly interface may reduce reliance on departmental “shadow systems” and promote compliance with centralized processing guidelines.

A fully integrated eProcurement solution provides the following opportunities for improvement:

- Ease of use and minimal redundancy may reduce transaction processing times;
- Minimizing the use of paper documents and manual routing makes better use of

resources;

- A simplified system could reduce error rates and associated re-work costs;
- Expedited vendor payments may improve the procurement-to-payment lifecycle and allow the County to take advantage of vendors' "Net Terms" which could lead to an ability to take advantage of discounts;
- Promotion of competition between and among vendors may lead to a reduction in County costs;
- Electronic workflow eliminates manual routing and "pony" mail delivery of documents.

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

The Auditor-Controller will 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 project is roughly estimated at \$3.8 million, as only a Request for Information has been conducted in which no costs were submitted by prospective vendors. Annual maintenance/ongoing costs are estimated at \$200,000.

**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. Analysis of project cost recovery is ongoing, including vendor participation fees and department charge backs.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

The nine departments that will be participating in the development of the project include:

- Auditor-Controller
- CEO Information Technology
- CEO Procurement
- Health Care Agency
- Waste & Recycling
- O.C. Community Resources
- O.C. Public Works
- O.C. Sheriff Department
- Social Services Agency

**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 is approximately 1 to 1 ½ years.

eProcurement											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	0	3,734,557	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Agency Expense Total</b>	<b>0</b>	<b>3,734,557</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>3,734,557</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## New Voting System

**1. Program Area:**

GENERAL GOVERNMENT SERVICES

**2. Identify agencies and departments involved.**

Registrar of Voters agency only.

**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 FY 13-14 Budget.**

It 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 project is a New Voting System, with a plan to replace the electronic voting system no earlier than 2016 and no later than the established life of the current system.

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

Unknown at this time.

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

It is estimated that the one-time equipment purchase will be \$20M. Ongoing maintenance costs are unknown at this time; however, it is estimated that ongoing maintenance will be at least the amount currently paid each year.

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

No potential funding sources are known.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Stakeholders include voters, polling place volunteers, Registrar of Voters staff, and County leadership.

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

This project would replace an aging voting system approaching the end of its useful life – the requirement to maintain a method for voting in each county is spelled out in federal and state statutes.

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

The system would be implemented (or partially implemented) no sooner than FY 2016-17, with appropriate testing and validation for use in the following primary/general election cycle. This is dependent upon the establishment of the end of life for the current system, which is a process that continues with additional analysis required.

New Voting System											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Services & Supplies	0	0	0	20,000,000	0	0	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

**PROGRAM V**  
**CAPITAL IMPROVEMENTS**



## Central Utility Facility - Replacement of Infrastructure

**1. Program Area:**

**CAPITAL IMPROVEMENTS**

**2. Identify agencies and departments involved.**

The County of Orange operates a Central Utility Facility (CUF), which provides steam and cooling on a 24 hours/day, 365 days/year basis to County, City, State and Federal buildings in the Civic Center Campus. In addition, the CUF provides electrical power to most Civic Center County buildings and to two State Court buildings. Located in the Civic Center Campus are essential operations including the County jails and Coroner facility; State court facilities; County data systems; County and City administrative offices including County Board of Supervisors and Santa Ana City Council.

**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 FY 13-14 Budget.**

This Strategic Priority was originally identified in the 2010 Strategic Financial Plan and work began in FY 2010-11. Total funding requested in the 2012 Strategic Financial Plan was \$45.1 million, which combined two Strategic Priorities submitted in 2010: (1) CUF - Replacement of Infrastructure for \$34 million; and (2) CUF - New Cooling Tower and Water Pumps of \$11.1 million. The total funding required for the 2013 Strategic Financial Plan is estimated at \$68.5 million, which refines project estimates from prior estimates and combines the 2012 CUF upgrade priorities with expanded scope and 20% contingency to address the replacement of all underground Civic Center Campus chilled water lines and electrical connections to new County facilities including 405 W. 5th Street (HCA) and 401 Civic Center Dr. (DA). The County's Central Utility Facility Renovation Plan (CUFRP) implementation will require borrowing approximately \$65 million from an external source. To meet the bonding requirements, 85% of borrowed funds must be expended within three years.

The original 1968 CUF is aging and requires the replacement of equipment and piping infrastructure to provide continuous electricity, steam and cooling. The purpose of the 2004-2009 cogeneration plant project was to generate electricity in-house and replace the purchase of CUF electricity from Southern California

Edison (SCE). The cogeneration project did not replace equipment, piping infrastructure, cooling tower, or chilled water east-loop, which is essential to providing steam and cooling to the Civic Center Campus (County, State, and Federal buildings).

The following project phases of the Strategic Priority have been funded in FY 2010-11, FY 2011-12, FY 2012-13 and FY 2013-14.

Phase 1 – Substation, Feed Water Pumps, Metering and Cooling Tower Enclosure Remove with Condensate Piping. This first phase replaced substation A – motor control, distribution panels, and transformer; and replaced and upgraded the electric and steam feed water pumps at the CUF. This phase also included the evaluation, design and construction for the removal of the cooling tower enclosure; upgrade of the condensate piping at the CUF; and Civic Center metering of steam and chilled water.

Phase 1 design and construction funds were encumbered between FY 2010-11 and FY 2013-14. Additional funds are being requested through the First Quarter Budget Report in FY 2013-14 for construction and County administration costs. All construction is expected to be completed by November 2014. This phase is estimated to be completed at a cost of \$5,685,196 over five fiscal years.

Phase 2 – Engineering of Remaining Phases. The Jacobs Engineering study for the CUF Strategic Development Plan defines the maintenance and upgrading of the 1968 systems in the plant and all related Civic Center heating, cooling and electrical systems. The FY 2013-14 Budget (with the 1st quarter budget adjustment) includes \$1.6 million for the CUFRP design and project management. The remaining \$6.5 million for design, project management and support contracts funding will be requested in future years.

**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 aligns with the County mission, values, strategic initiatives, and goals by providing cost effective utility services to County facilities in the Civic Center area. OC Public Works (OCPW) Facilities Operations staff have been engaged in research to plan for maximization of the CUF and Co-generation (Co-gen) operation. In addition to maximizing Co-gen's potential, it is necessary to upgrade and maintain the CUF's aging and inefficient infrastructure. A ten year master plan has been developed for the CUF that includes a series of phased projects to replace "end of life" components with new, more efficient systems and to accommodate the distribution of excess Co-gen energy resources to neighboring facilities.

Phases 3 through 7 describe the project/programs for this strategic priority. Phase 3 and other future phases are organized to allow for necessary work while maintaining the CUF operations.

Phase 3 - M-1A, M-1B, M-2 – Demolish boilers, asbestos abatement and distribution system upgrade at CUF. The work will start with removal of obsolete and hazardous equipment and materials at CUF. Removal will provide a safer work environment for County staff and the physical space needed for future phases of work. Distribution system upgrade work will include the installation of six new skid-mounted primary loop chilled water supply pumps and all correlated electrical feed equipment and piping systems for improved flow controls to new chillers and existing absorbers. Installation will include: control devices; communication devices; valves and other equipment and technology required to upgrade supervisory control and data acquisition (SCADA); SCADA programming, mapping of controls and data points to be upgraded to accommodate a sequence of operations that will modernize and automate the original plant systems integrating with the co-generation operation. These key components are essential to the plant's ability to efficiently and reliably provide chilled water to Civic Center buildings. This phase has an estimated construction cost of \$4,480,696 and it will take approximately 24 months for construction, which is estimated to start in July 2015.

Phase 4 – M-3 and M-4 - Chiller Removal and Upgrade, and Emergency Thermal System installation. This phase involves removal of chillers CR2 and CR3 and installation of two new condensing steam-turbine driven chillers for improved chilled water supply. The scope will additionally include SCADA integration to new chiller controls and ancillary operating equipment as well as steam-turbine drives to secondary chilled-water pumps to increase plant operational efficiency. The installation of new chillers will increase plant efficiency in the production of chilled water and provide additional capacity for redundancy and future load expansion to Civic Center buildings. This phase has an estimated construction cost of \$14,623,494 and will take approximately 30 months for construction, which is estimated to begin in April 2016.

Phase 5 – Connect Steam Supply to Gates and Osborne Buildings. This phase will be deferred to future years, so it was excluded from this Strategic Priority.

Phase 6 – M-5, M-6, M-7 and M-8 - Replace CUF Cooling Tower and Pumps. This phase will include the replacement of the CUF Cooling Tower and Pumps. The cooling tower and condenser pumps are primary critical components in the highly integrated utility system that provides cooling water to major CUF systems, heating and air conditioning for buildings in the Civic Center Campus (Campus). The existing cooling tower and pumping system will have exceeded their reliable service life by 2016. During this phase, the CUF air compressor and air dryers, and the

de-aerating tank and flash recovery for the CUF steam distribution system; and the condensate and clarifier tank will be replaced as part of required major maintenance work. This phase has an estimated construction cost of \$10,410,830 and it will take approximately 24 months for construction, which is expected to begin November 2016.

Phase 7 – M-9, C-1 and C-2 - Replace Chilled Water East-Loop. This phase will include the replacement of 45 year old underground chilled water east-loop connecting Civic Center buildings with the CUF for continued reliable operation of the system. Through this project, the system will be enhanced with the installation of plate frame heat exchangers and new individual building chilled-water pumps. All systems will be integrated with the CUF through SCADA for optimal control and reliability for Campus buildings. This phase will include complete piping and correlated systems installation work with provisions for the addition of new facility service connections increasing the thermal demand on plant systems. The increased thermal demand has a direct correlation to cost savings. During this phase, sub-metering of campus distributions loads and electrical metering at the CUF substation and switchgear will be further upgraded to provide enhanced control for efficiencies and cost saving. Construction of this phase will be planned to correspond with completion of the CUF equipment upgrades. This phase has an estimated construction cost of \$30,864,856 and it will take approximately three years for construction, which is expected to begin November 2015.

Presently, the existing plant is neither as efficient nor effective as it could be due to the inadequacy of the present piping and pump design. The Campus loads have greatly increased over the last 45 years and created diverse demands on the plant which the current design is unable to efficiently meet. The age of the piping and pumps system could become a liability to the stability of the plant operations and the present systems are beyond service life expectancy. If the outdated equipment and piping are not replaced, equipment failures could occur and create an economic impact to the County.

These phased projects include highly integrated systems and equipment. Failure to plan, design, and construct the replacement or upgrade of any component within these phases may cause unexpected failure of CUF systems impacting the health and safety of the public and County employees due to the interruption of air conditioning and electrical services in Campus buildings.

**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. This project will be contracted out to third party contractors and the County will provide project management services.

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

Phase 1 - \$1,642,701 funded by 036 NCC in FY 2013-14 Budget and \$893,260 requested in FY 2013-14 1st QBAR for Metering and Cooling Tower Enclosure Removal and Condensate Piping.

Phase 2 - \$1,607,000 (FY 2013-14 1st QBAR = \$1,607,000 for CUF Infrastructure Upgrades funded by 036 NCC)

Phase 2 - \$1,767,849 (FY 2014-15 = \$1,767,849 for CUF Infrastructure Upgrades funded by 036 NCC)

Phase 3

M-1 Demolish boilers in CUF	\$576,000
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M-2 Distribution system upgrade in CUF	\$3,904,696
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Phase 4

M-3 Replace and upgrade chillers and SCADA	\$10,032,089
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M-4 Emergency thermal system in CUF	\$4,591,405
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Phase 6

M-5 New cooling towers and pumps in CUF	\$8,213,121
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M-6 DA tank and flash recovery system in CUF	\$827,904
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M-7 Replace condensate and clarifier tank	\$978,432
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M-8 Replace air compressors and driers	\$391,373
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Phase 7

M-9 Replace CUF chilled water line to Civic Center Campus	\$30,864,856
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Total Construction Cost	\$60,379,876
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Engineering Design Services	\$4,955,305
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County Admin Cost	\$3,119,455
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Total Project Cost	\$68,454,636
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This Strategic Priority for Phases 3-7 will be funded by \$65 million in CUF bonds and \$3.5 million Net County Cost, which is included in the 036 Capital Projects Strategic Financial Plan.

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

General Fund 100% - The Strategic Priority provides a solution to replace the CUF and Civic Center infrastructure and piping. The solution will require borrowing approximately \$65 million in bonds and \$4.6 million in annual debt service payments over the next 20 years. Bond costs are approximate pending determination of debt service related charges. 2013 SFP Net County Cost (NCC) limit for 036 Capital Projects will be able to absorb the estimated \$4.6 million annual debt service payment. Similar to the Co-generation Plant, approximately 30% of the infrastructure-related depreciation cost will be recovered by billing certain billable

departments and Federal/State buildings; the remaining 70% becomes Budget Control 040, Utilities, and Net County Cost, which will be partially recovered through County-wide Cost Allocation Plan rates.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

County, City, State, and Federal government with buildings in the Civic Center Campus.

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

Discretionary

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

FY 2010-11 through FY 2018-19

Central Utility Facility - Replacement of Infrastructure											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Other Charges	0	0	0	0	0	0	0	0	0	0	0
Structures and Improvements	0	0	63,085,374	1,914,626	0	0	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>0</b>	<b>63,085,374</b>	<b>1,914,626</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
Other Financing Sources	0	0	63,085,374	1,914,626	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>63,085,374</b>	<b>1,914,626</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	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), and OC Public Works (OCPW).

**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 FY 13-14 Budget.**

This is an ongoing Strategic Priority. Timing and cost estimates have been refined as the projects have progressed. The FY 13-14 budget included \$579,764 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.**

On October 17, 2006, the Board adopted the Facilities Master Plan (FMP) by Gensler & Associates, and approved fifteen implementing initiatives. In FY 2007-08, the Board approved \$6.3 million to address the FMP initiatives, and in FY 2008-09, four new initiatives were added. Several FMP projects were subsequently deferred as part of budget reductions. The FMP expenditures from FY 2009-10 through FY 2012-13 were \$391,817. The FY 13-14 budget is \$579,764.

A review of the FMP initiatives shows 13 have been completed, four are on hold until funding is identified and eight have evolved and are continuing.

The completed initiatives are:

1. Distribute the FMP
2. Adopt recommended workspace guidelines
3. Adopt County Real Estate Database for inventory purposes
4. Prepare development plan options for Building 16
5. Study document imaging, reduce storage costs, and develop standards; report



findings to the Board

6. Identify document storage needs, prepare optimal site plan for a new Chestnut Storage Facility
7. Consider acquiring Cal Trans Parcel at 5 Freeway for housing
8. Engage consultant to identify potential uses and costs of development of the 100 acre El Toro Parcel
9. Monitor Lease Conveyance properties and return to Board to implement buyout provisions (three acquired or resolved, three remaining)
10. Monitor progress of Agency master planning and report annually (agencies have been planning and working with CEO Real Estate liaisons since the budget reductions of 2008 and Liaison program initiation in 2009)
11. Form agency FMP group to meet and discuss projects and progress and ideas to maximize implementation of the FMP
12. Research having landlord upgrade the 888 N. Main facility in exchange for lease term extension
13. Analyze and acquire 800-840 Eckhoff when purchase option matures

The four projects on hold for lack of funding are:

1. Construct new Health Care Facility to replace existing 17th Street facility
2. Relocate Fruit Street operations
3. Develop County Operations Center to receive relocated Fruit Street operations
4. Analyze potential uses and disposition of 909 Main Street

Several of the original initiatives have evolved as directed by the Board into projects exceeding the objectives of the original Facilities Master Plan. The FMP Projects that are continuing, evolved and/or expanded by Board direction are summarized below:

- a. Construction of a new OC Animal Care Center: This project is being managed by OC Community Resources.
- b. Expansion of functionality of County Real Estate Database (CRED): This project is continuing in combination with other software platforms. Development of the CRED Database and MaintStar software and supplemental software is continuing. These programs will facilitate the operation, management and reporting on County Facilities and Real Estate. This Strategic Priority requests \$925,000 over the next five years to develop CRED.
- c. 22-Acre Site in Laguna Niguel (Former South Justice Center): The former South County Justice Center property is an approximately 28-acre site located in the City of Laguna Niguel that is bordered on three sides by Alicia Parkway, Crown Valley Parkway, and Pacific Island Drive. The site occupants include the County on 22 acres, the OC Fire Authority on 1.5 acres, and the City of Laguna

Niguel on 4.1 acres. The County's 22 acres contains a County Vehicle Maintenance Yard, the former courthouse complex, undeveloped land, and an Orange County Public Library.

On October 17, 2006, the Board of Supervisors received the County Facilities Master Plan and directed staff to implement 15 initiatives; one of them included analyzing the potential uses and revenue sources that may be developed from the former South County Justice Center in Laguna Niguel.

The County plans to release a Request for Qualifications/Request for Proposals for a qualified Master Developer to work with the County to master plan and finance the 22 acre site in Laguna Niguel. The County plans to retain ownership of the property and enter into a long-term revenue generating ground lease.

This Strategic Priority includes \$300,000 in development related costs offset by \$15,036,000 in revenue from the development of the site.

- d. 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, southerly of the San Bernardino National Forest; easterly of the Santa Ana River and Greenspot Road; and northerly 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 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 uses. Approval of the project is anticipated in late 2013. 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 Strategic Priority includes \$1,000,000 in entitlement related costs offset by \$26,000,000 in revenue generated by the development of the site. This portion of the Strategic Priority will be included in the Flood Fund.

- e. Income Generation from El Toro 100 Acre Parcel: The 100 acre parcel is located between the planned 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/Metrolink 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 aid the County in developing a master development plan and infrastructure phasing plan for the highest and best use of the 100 acre parcel 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 property and enter into a long-term revenue generating master ground lease.

This project includes upfront General Funds used during FY 14-15 through FY 18-19 for development costs offset by the sale of Alton parcels in FY 16-17. This Strategic Priority includes \$38,886,000 in entitlement related costs offset by \$47,500,000 in revenue generated by the development of the site resulting in \$8.6M savings to the County General Fund.

- f. Options to Acquire Three Lease-Conveyance Properties: The County will have options to own three lease-conveyance properties, which include:
  - (1) The Health Care Agency at 1030 Warner, Santa Ana will require due diligence costs of \$130,000 in FY 13-14, which will be reimbursed by HCA. The acquisition options are available in 2014.
  - (2) The District Attorney's Headquarters at 401 Civic Center will have acquisition options in 2021.
  - (3) The Child Support Services Headquarters at 1015-1055 N. Main St. will have acquisition options in 2024.
- g. Building 16 and Civic Center Strategic Facilities Plan: In August 2012, the Board heard an ASR presenting three potential Building 16 development partners and selected Related/Griffin. The Board also directed that a Civic Center Facilities Strategic Plan be completed before considering options for Building 16. While analysis and planning continue, a current estimate of cost to finance construction of a new Building 16 over 22 years is approximately \$6.3 million annual debt service. Corporate Real Estate is working with consultants to return to the Board in 2014 with a strategic plan for the Civic Center and options on Building 16. This Strategic Priority request \$19.5M for the next five years to make the

\$6.3M annual debt service payment offset by \$2M in revenue results in \$17.5M Net County Cost. The \$1M estimated annual revenue is rent from occupants starting in FY 17-18

- h. Fruit Street Assessment, Operations Center Plan: In FY 14-15 Board direction is anticipated to require Fruit Street and County Operations Center assessment work to respond to the City's Santa Ana Boulevard underpass plan and its impacts on the County's Fruit Street Property of approximately \$50,000. In FY 15-16, \$25,000 is for study of alternatives to reduce economic impacts on the Fruit Street asset. In FY 17-18, pressure to relocate Fruit Street Operations to the County Operations Center (COC) is expected to require planning expenses of \$1,500,000 and subsequent construction costs of \$5,000,000 in FY 18-19, and \$6,575,000 in FY 19-20 for a new building at COC as planned in the original FMP.
- i. Acquisition of the HCA Headquarters Building and Land: This building, more commonly known as the Transit Tower, is located at 405 W. 5th Street, south of the Hall of Administration. Board direction is to perform due diligence and advise them regarding acquisition of air-lease building and OCTA owned land beneath it. This potential acquisition is integral to the Civic Center Strategic Facilities Plan described in (g) above. If the Board elects to acquire the property, the General Fund would need to fund the initial acquisition and then be reimbursed when financing is put in place. The air lease building roll over mortgage estimated cost is \$11,000,000, and OCTA land interest roll over mortgage estimated cost is \$2,200,000. Acquisition costs would then be returned to the General Fund from financing the purchases of the building and land in the following year. Future years operating costs would be paid by HCA. Please see OC Facilities SFP for estimated cost to connect and convert the building to Central Utility Facility energy. Such a connection would reduce costs of building operation and increase the efficiency of the County's Central Utility Facility.

**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:

FY 14-15	\$20,106,000
FY 15-16	\$ 9,350,000
FY 16-17	\$13,710,000
FY 17-18	\$15,910,000
FY 18-19	\$20,310,000
Totals	\$79,386,000

**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.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Residents and leadership of the City of Santa Ana, the City of Laguna Niguel, the City of Highland in San Bernardino County (Greenspot), Citizens served by the Health Care Agency, Agencies, Departments and citizens served by OC Public Works and the County Executive Office.

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

Discretionary - these programs are implemented as directed by the Board.

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

	Cost	Revenue	Net County Cost
FY 14-15	\$20,106,000	\$ 36,000	\$ 20,070,000
FY 15-16	\$ 9,350,000	\$13,200,000	\$ (3,850,000)
FY 16-17	\$13,710,000	\$52,550,000	\$ (38,840,000)
FY 17-18	\$15,910,000	\$ 6,050,000	\$ 9,860,000
FY 18-19	\$20,310,000	\$ 6,050,000	\$ 14,260,000
Totals	\$79,386,000	\$77,886,000	\$ 1,500,000

The Greenspot Entitlement Acquisition cost and revenue will be funded from Flood Fund 400.

The El Toro 100 Acre Parcel ongoing revenue is directly budgeted in Facilities Development and Maintenance Fund 15T.

## County Facilities Master Plan

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Structures and Improvements	0	20,106,000	9,350,000	13,710,000	15,910,000	20,310,000	6,575,000	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>20,106,000</b>	<b>9,350,000</b>	<b>13,710,000</b>	<b>15,910,000</b>	<b>20,310,000</b>	<b>6,575,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
Revenue from Use of Money and Property	0	36,000	13,200,000	52,550,000	6,050,000	6,050,000	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>36,000</b>	<b>13,200,000</b>	<b>52,550,000</b>	<b>6,050,000</b>	<b>6,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>20,070,000</b>	<b>-3,850,000</b>	<b>-38,840,000</b>	<b>9,860,000</b>	<b>14,260,000</b>	<b>6,575,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## **800 MHz Countywide Coordinated Communications System (CCCS) Upgrade**

**1. Program Area:**

CAPITAL PROJECTS (controlled by Sheriff-Coroner)

**2. Identify agencies and departments involved.**

Sheriff-Coroner, Communications & Technology Division

**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 FY 13-14 Budget.**

The 800 MHz Countywide Coordinated Communications System (CCCS) Upgrade project was first identified as a Strategic Priority in the 2002 Strategic Financial Plan. The project was designed to plan for expanded capacity to meet natural system growth and to extend the service life of the Orange County 800 MHz CCCS. Phase 1 (upgrading obsolete equipment) was completed in FY 2010-2011 at a cost of \$2.7 million and was funded by Grant funds and the 800 MHz CCCS Partnership. Phases 2 through 4 costs (infrastructure and subscriber equipment) are estimated at \$187.3 million and will occur over the next 4 years (2014-2018). Sheriff-Coroner is currently working with the CCCS partnership, Motorola and the County Executive Office to discuss potential financing of portions of this project.

**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 800 MHz Countywide Coordinated Communications System (CCCS) services the wireless voice communications and interoperability requirements of all Orange County Public Safety agencies (City and County). Since the system is software-driven, active steps are required to extend the useful service life of the infrastructure and electronic equipment to keep pace with technology. Also, as Orange County continues to develop and the system expands additional capacity for the 800 MHz CCCS may be required to handle increasing radio traffic. Upgrades to both hardware and software will be required to maintain a state-of-the-art system and to extend the life of the existing infrastructure. To date, the 800 MHz Governance Committee, representing the 800 MHz

City/County/Orange County Fire Authority (OCFA) partnership, has recently maximized the capabilities of the current 800 MHz CCCS by:

- Facilitating coverage solutions in the three remaining areas experiencing 800 MHz radio coverage problems, including Dana Point, Newport Beach and Carbon Canyon.
- Approving the implementation of a model in-building ordinance that increases 800 MHz radio coverage in newly built high-density buildings. This ordinance is currently being approved by those cities experiencing new growth.
- Advising cities to work with the Sheriff-Coroner Communications & Technology Division in addressing anticipated radio coverage issues in new developments and annexations, with individual entities responsible for funding the proposed radio solutions. The Communications & Technology Division is providing preliminary coverage testing in these new areas and assisting with defining the most suitable coverage resolutions.
- Maximizing upgrade funding by use of approved grant funds (including Federal grant funding) as well as \$15 million in Departmental funds. This allows for the integration of interoperability components with Federal agencies, California Highway Patrol (CHP), and neighboring counties. This upgrade included the addition of two channels, thereby increasing the capacity of the Countywide Cell, which primarily supports the Sheriff-Coroner, including contract city partners, and the Orange County Fire Authority (OCFA).
- Conducting a comprehensive survey of all system users, including City police departments, fire departments, lifeguard operations, and public works operations, as well as OCFA, County departments, including the largest user, the Sheriff-Coroner. This input has been used to enhance training efforts, further identify and evaluate coverage issues, and respond to specific equipment issues.

These efforts to enhance radio coverage expand system capability, and increase assurance of interoperability among critical Federal, State, regional and local public safety organizations, and respond to operator concerns, comprised the first phase of the 800 MHz system upgrade and maximizes utilization of the system as it exists today.

The Sheriff-Coroner Communications & Technology Division is currently focusing on the implementation of the Federal Communications Commission (FCC) 800 MHz Rebanding Plan, development and implementation of additional radio coverage in the Newport Beach/Laguna Beach coastal areas, and ensuring system



life extension towards the year 2015, which is the estimated end of life of the current 800 MHz CCCS.

- **Rebanding:** Orange County is in the fourth wave nationwide. Actual re-programming of radios had been on hold over the last several years pending the completion of the Mexican Treaty Agreement. Treaty ratification was completed in 2012 and rebanding is now moving forward. Rebanding planning for Orange County began with the inventory of all system hardware including over 22,000 pieces of Motorola infrastructure equipment in 24 backbone sites, dispatch equipment in the forty 9-1-1 centers and over 20,000 mobiles and portables on the system. The effort also includes the development of a strategic plan for the operational, technical, contractual and financial transition to new frequencies. Actual rebanding work is projected to start in 2014 and the project will be funded by Sprint.
- **System Life Extension:** As FCC rebanding is being facilitated and implemented, the Communications & Technology Division engineering staff is, in conjunction with the hundreds of public safety entities nationally who use the Motorola Version 3.0 systems, working with Motorola to enhance the life of the existing Motorola systems. The County has already submitted a placeholder for future 700 MHz band frequencies, which were vacated by Ultra High Frequency (UHF) television broadcast companies, and are now available for public safety use as of February 17, 2009. Public Safety Interoperable Communications (PSIC) grant funds were used to implement 700 MHz repeaters (part of the system life extension plan) throughout Orange County. Ongoing efforts will continue to upgrade the 800 MHz CCCS to meet current and future user requirements. The 128 public safety/public works organizations on the 800 MHz CCCS will continue to be surveyed to identify both short-term and long-term wireless voice communications requirements. Research of system and product availability has been conducted. Specifications are being developed to provide 800 MHz CCCS upgrades that will continue to meet current and future user requirements. The first phase on this upgrade was completed in 2011. Phase two, replacing obsolete backbone equipment, is currently being implemented.
- **Newport Beach Coastal Coverage:** The Communications & Technology Division is working with the State Parks on developing an additional 800 MHz radio site that is proposed for installation at Crystal Cove State Park. This site will provide radio coverage to areas in southern Newport Beach and Northern Laguna Beach where radio coverage is not reliable. Public hearings and communication with the Coastal Commission is required and impacts project timing. In 2011 the Coastal Commission approval to proceed was received. It is anticipated that the site will be operational in FY 2015-16.

**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).**

Grant funds and 800 MHz CCCS Partnership funds of \$2.7M were received for Phase 1 of the project in FY 2010-11. Beginning with Phase 2, \$51.8 million in General Fund support is requested. It's anticipated that the 800 MHz CCCS Partnership will contribute approximately \$135.5 million over the next four years with a planned start beginning as early as FY 2014-2015.

Costs are for one-time purchases of subscriber equipment and infrastructure equipment.

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

Funding sources include: Grants, General Fund, Non-General Funds and Contract Partners.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Next Generation 800 MHz Countywide Coordinated Communications System participants (County and Local Governments including law enforcement, fire, medical and lifeguard service providers, as well as public works operations). There is stakeholder awareness among the residents and visitors of Orange County.

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

The 800 MHz System is critical to providing effective wireless voice communications and interoperability for public safety services in Orange County.

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

FY 2014-15

800 MHz Countywide Coordinated Communications System (CCCS) Upgrade											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Fixed Assets	0	2,483,882	4,082,520	78,063,273	102,648,982	0	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>2,483,882</b>	<b>4,082,520</b>	<b>78,063,273</b>	<b>102,648,982</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>											
Intergovernmental Revenues	0	1,804,651	2,966,133	48,477,661	82,217,414	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>1,804,651</b>	<b>2,966,133</b>	<b>48,477,661</b>	<b>82,217,414</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>679,231</b>	<b>1,116,387</b>	<b>29,585,612</b>	<b>20,431,568</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>											
No Positions	0	0	0	0	0	0	0	0	0	0	0

## 800 MHz CCCS - Radio Communication Towers

**1. Program Area:**

CAPITAL PROJECTS (controlled by Sheriff-Coroner)

**2. Identify agencies and departments involved.**

Sheriff-Coroner, Communications & Technology Division

**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 FY 13-14 Budget.**

This Strategic Priority has not been identified in previously published Strategic Financial Plans. Since work began on the Next Generation 800 MHz Countywide Coordinated Communications System, it has been identified that there are radio communication areas in the county that require new towers to ensure enhanced communications operability.

**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 develop up to five new communication tower facilities to support the requirements of the Next Generation 800 MHz Countywide Coordinated Communications System. Additional tower facilities are required in order to:

- 1) Deploy Association of Public-Safety Communication Officials (APCO) compliant interoperable P25 digital voice standards.
- 2) Accommodate Federal Communications Commission (FCC) driven spectrum efficiency.
- 3) Increase voice radio system coverage and building penetration.
- 4) Add system capacity for modern features.
- 5) Harden radio networks to provide robust availability.

The project would include analysis to select prospective locations and fund costs including architect & engineering services for facility design, public works project management, and facility construction contract.

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

The project would require the addition of one telecommunications engineer to oversee technical aspects of site development specific to the operation of a radio communications facility.

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

There is a projected one-time equipment cost of \$5.0 million dollars (\$1.0 million per tower facility). Ongoing salaries and benefits over a ten-year period are projected at \$932K for a total project cost of approximately \$6.0 million.

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

The Department is actively seeking alternative funding sources, including potential grant funding. General Fund support will likely be required.

*Please refer to the attached spreadsheet for funding information.*

**8. Identify community awareness (stakeholders).**

Next Generation 800 MHz Countywide Coordinated Communications System participants (County and Local Governments including law enforcement, fire, medical and lifeguard service providers, as well as public works operations). There is stakeholder awareness among the residents and visitors of Orange County.

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

This project is driven by replacement of the current radio system which is reaching end of useful life, mandates by the Federal Communications Commission (FCC) to ensure radio spectrum efficiency, and implementation of adopted interoperability standards (APCO P25) as encouraged by the Department of Homeland Security.

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

The implementation period is planned to begin in FY 2014-15. The new tower facilities need to be ready for integration into the Next Generation 800 MHz Countywide Coordinated Communications System by 2018.

800 MHz CCCS - Radio Communication Towers											
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
<b>I. Cost</b>											
Salaries & Benefits	0	85,646	88,028	90,618	93,276	95,702	95,702	95,702	95,702	95,702	95,702
Fixed Assets	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0	0
<b>Agency Expense Total</b>	<b>0</b>	<b>1,085,646</b>	<b>1,088,028</b>	<b>1,090,618</b>	<b>1,093,276</b>	<b>1,095,702</b>	<b>95,702</b>	<b>95,702</b>	<b>95,702</b>	<b>95,702</b>	<b>95,702</b>
<b>II. Non-General Fund Revenue</b>											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
<b>Agency Revenue Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>1,085,646</b>	<b>1,088,028</b>	<b>1,090,618</b>	<b>1,093,276</b>	<b>1,095,702</b>	<b>95,702</b>	<b>95,702</b>	<b>95,702</b>	<b>95,702</b>	<b>95,702</b>
<b>IV. Staffing</b>											
Telecommunications Engineer I	0	1	1	1	1	1	1	0	0	0	0
<b>Agency Position Total</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>