

2014 Strategic Financial Plan

STRATEGIC PRIORITIES

2014 Strategic Financial Plan

Strategic Priorities

One of the primary 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/Departments, or which have high community awareness. These initiatives are referred to as Strategic Priorities and may include existing programs, new programs, program expansion, innovative partnerships with the community, new facilities, and major technology enhancements.

Strategic Priorities are characterized by the following basic criteria:

Significant in Cost Impact - items exceeding \$1 million in any one year, particularly those that would require County General Purpose Revenue (Net County Cost).

Of Community Awareness – items that are or should be on everybody's “radar screen.”

Measurable Outcomes – measurable results have been identified so items can be evaluated from time to time on the basis of objective results.

Personnel Impact – may impact current work activities and/or require new positions.

Efficient – achieves the desired results in a sensible and cost-effective manner.

Strategic – may have a long range impact on County government and the community it serves.

The process of identifying Strategic Priorities involves the County's Department Heads, their staff, the County Executive Office and the Board of Supervisors. A total of thirty Strategic Priorities were submitted with a total cost of \$698 million over the first five years growing to \$1.2 billion by the tenth plan year. Only three of the thirty Strategic Priorities requested no Net County Cost (NCC) funding. Of the thirty priorities, 16 represent continuing priorities and 14 represent newly identified priorities. All Priorities are standardized into a ten-point format designed to capture all significant and relevant factors needed to make funding decisions.

The primary focus of the SFP is on programs and resources funded from General Purpose Revenues (NCC); however, some Strategic Priorities might be funded from dedicated revenue sources (e.g., State and Federal grants). The County Executive Office will work with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of the 2014 Strategic Priorities. No funding is recommended for implementation of Strategic Priorities at this time. Any funding of Strategic Priorities will be deferred to the FY 2015-16 budget process due to modest growth assumptions in General Purpose Revenues, the need to first stabilize department budgets for ongoing operating costs, and the loss of the Vehicle License Fee revenues.

A summary of the 2014 Strategic Priorities and the NCC request by program and department follows this page.

2014 STRATEGIC PRIORITIES

			10-Year NCC Request	5- Year NCC Request	ANNUAL NCC REQUEST (COST LESS REVENUES OR OTHER SOURCES)					
Department	Strategic Priority Title	FY 2015-16			FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21 to FY 2024-25	
Program I - Public Protection										
1	N District Attorney (026)	Science & Technology that Enhances Public Safety	126,319,868	51,954,568	5,214,224	8,226,844	10,850,638	12,789,614	14,873,248	74,365,300
2	N Sheriff-Coroner Communications (055)	Jail Security Electronic Control Systems Upgrade/Replacement	14,024,222	14,024,222	7,237,994	4,249,336	1,261,868	1,275,024	0	0
3	N Probation (057)	Add One Adult Field Supervision Unit for Recidivism Reduction	16,566,166	7,768,306	1,343,202	1,447,498	1,551,250	1,666,784	1,759,572	8,797,860
4	N Probation (057)	SB81 Match - Juvenile Hall Gymnasium & Visitation Center	3,972,000	3,972,000	1,647,667	3,747,667	837,083	(2,260,417)	0	0
5	N Sheriff-Coroner (060)	Musick West Kitchen Repairs & Equipment Replacement	1,500,000	1,500,000	1,500,000	0	0	0	0	0
6	C Sheriff-Coroner (060)	Central Men's Jail Dining Hall Renovation	1,800,000	1,800,000	1,800,000	0	0	0	0	0
7	C Sheriff-Coroner (060)/HCA (042)	James A. Musick Facility Expansion - Phase I Staffing	273,048,120	73,290,786	0	0	0	33,888,847	39,401,939	199,757,334
8	C Sheriff-Coroner (060)	Sheriff-Coroner IT Strategic Plan Implementation	13,405,000	9,825,000	5,835,000	1,720,000	1,090,000	590,000	590,000	3,580,000
9	C Sheriff-Coroner (060)	Disaster Recovery	8,140,000	4,070,000	2,350,000	430,000	430,000	430,000	430,000	4,070,000
10	N Sheriff-Coroner (060)	Automated Content Classification Solution	3,310,000	2,150,000	1,188,000	198,000	198,000	198,000	368,000	1,160,000
11	C Sheriff-Coroner (060)	Crime Lab Forensic Personnel for Evidence Analysis	12,451,290	6,082,970	1,168,384	1,189,682	1,213,376	1,237,864	1,273,664	6,368,320
12	C Sheriff-Coroner (060)	Closed Circuit Television (CCTV) System for Jails	10,938,406	10,938,406	2,031,031	2,812,250	1,146,625	2,320,500	2,628,000	0
13	C Sheriff-Coroner (14Q)	Sheriff-Coroner Facilities Capital Improvement Plan	30,960,242	30,960,242	2,834,885	11,177,600	5,168,000	4,154,757	7,625,000	0
Total Program I			516,435,314	218,336,500	34,150,387	35,198,877	23,746,840	56,290,973	68,949,423	298,098,814
Program II - Community Services										
14	C OC Community Resources (012)	Year-Round Emergency Shelter	6,950,000	6,950,000	6,950,000	0	0	0	0	0
15	N Social Services Agency (063)	Adult Protective Services	0	0	0	0	0	0	0	0
16	N Social Services Agency (063)	Children & Family Services	0	0	0	0	0	0	0	0
17	N Social Services Agency (063)	In-Home Supportive Services	0	0	0	0	0	0	0	0
18	C OC Housing (15G)	Affordable Housing - Rancho Mission Viejo	259,305,000	129,652,500	25,930,500	25,930,500	25,930,500	25,930,500	25,930,500	129,652,500
Total Program II			266,255,000	136,602,500	32,880,500	25,930,500	25,930,500	25,930,500	25,930,500	129,652,500
Program III - Infrastructure & Environmental Resources										
19	N Building & Safety General Fund (071)	Customer Relationship Management System/Software	3,000,000	3,000,000	3,000,000	0	0	0	0	0
Total Program III			3,000,000	3,000,000	3,000,000	0	0	0	0	0
Program IV – General Government Services										
20	N Auditor-Controller (014)	CAPS+ Human Resources/Benefits Data Warehouse	2,000,000	2,000,000	2,000,000	0	0	0	0	0
21	C Auditor-Controller (014)	CAPS+ Release Upgrade	6,500,000	6,500,000	6,500,000	0	0	0	0	0
22	C Auditor-Controller (014)	eProcurement	6,300,000	5,300,000	4,500,000	200,000	200,000	200,000	200,000	1,000,000
23	N Auditor-Controller (014)	CAPS+ Collections System	2,850,000	2,100,000	1,500,000	150,000	150,000	150,000	150,000	750,000
24	N Auditor-Controller (015)	Property Tax System Upgrade	43,328,540	33,900,000	8,000,000	8,000,000	8,500,000	7,650,000	1,750,000	9,428,540
25	C Registrar of Voters (031)	New Electronic Voting System	20,000,000	20,000,000	0	20,000,000	0	0	0	0
Total Program IV			80,978,540	69,800,000	22,500,000	28,350,000	8,850,000	8,000,000	2,100,000	11,178,540
Program V – Capital Improvements										
26	C Capital Improvements (036)	Central Utility Facility Connections & Chiller Coils Replacement	2,168,051	2,168,051	222,461	1,933,188	12,402	0	0	0
27	N Capital Improvements (036)	Civic Center Deferred Maintenance Program	12,000,000	12,000,000	4,000,000	4,000,000	4,000,000	0	0	0
28	C Capital Improvements (036)	County Facilities Master Plan	40,824,182	40,824,182	4,187,000	12,836,000	14,624,699	18,212,786	(9,036,303)	0
Total Program V			54,992,233	54,992,233	8,409,461	18,769,188	18,637,101	18,212,786	(9,036,303)	0
Program VII – Insurance, Reserves & Miscellaneous										
29	C Sheriff-Coroner (15L)	800 MHz Countywide Coordinated Communications System (CCCS) Upgrade	34,864,794	21,541,249	3,823,679	4,106,820	4,106,820	4,752,064	4,751,866	13,323,545
30	C Sheriff-Coroner (15L)	800 MHz CCCS Radio Communication Towers	6,076,466	5,525,276	1,100,638	1,102,588	1,104,774	1,107,038	1,110,238	551,190
Total Program VII			40,941,260	27,066,525	4,924,317	5,209,408	5,211,594	5,859,102	5,862,104	13,874,735
Total NCC Request			962,602,347	509,797,758	105,864,665	113,457,973	82,376,035	114,293,361	93,805,724	452,804,589

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

2014 Strategic Financial Plan

PROGRAM I PUBLIC PROTECTION

Science & Technology that Enhances Public Safety (STEPS)

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
District Attorney
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 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 proposed Strategic Priority, Science & Technology that Enhances Public Safety (STEPS), addresses the shortage of law enforcement investigative resources that are needed to swiftly identify, apprehend, and prosecute criminal offenders. Forensic science, DNA technology, and investigative strategies continue to evolve. While the research and development that has occurred in the past has yielded substantial crime solving results, it has also created new challenges in the efforts to solve cases, both current and old. Orange County has embraced the power of emerging technologies to produce vital crime-solving investigative leads at a significant rate. However, this increase in efficiency has resulted in the need for additional investigative resources to perform the necessary follow-up of pursuing these leads, apprehending criminals, and prosecuting accordingly.

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

- **Leveraging Technology**
 - OCDA Rapid DNA Program: The Rapid DNA instrument is capable of generating a DNA profile in approximately 100 minutes. With this additional resource available to Orange County law enforcement

agencies, reference and crime scene suspect samples can be quickly analyzed and compared against profiles in the OCDA DNA Database. OCDA is currently conducting a Rapid DNA Pilot Program with six of the County's police agencies. Personnel, equipment and supplies are necessary to expand this program to police agencies throughout the County.

- Implementation and Expansion of Paperless Documentation, Storage, and Electronic Filing: With the goals of reducing operating costs, increasing efficiency, and conducting business in an environmentally friendly manner, OCDA seeks to implement and expand secure electronic filing procedures; paperless documentation; and paperless storage and disaster recovery methods.
- Acquisition and Hosting of County Software Platforms to Investigate and Solve Crime: Investigative, intelligence, and analysis platforms that bring together law enforcement and forensic data into secure systems that are easily accessible by investigators, forensic scientists and prosecutors will enhance the County's ability to quickly solve crime.
- **Utilizing OCDA Expertise and Experience to Train Police Agency Investigators to Develop and Apply Best Practices**: Funding is needed to provide an effective outreach strategy to aid law enforcement. Successful examples of this model include the County DNA Administrators/Liaison Program, First Responder Training, and the DUID's Drug Recognition Expert certification training to law enforcement personnel.
- **Providing Direct Target Assistance to Police Agencies to Conduct Case Investigations and Reduce Backlogs**: The OCDA seeks to provide new services to solve crime by directly targeting specific police agencies to help reduce their backlogs, provide advanced law enforcement training, and implement a triage system for serious and violent crime.
 - OCDA's Cold Case Task Force: Recently, the OCDA led a County-wide effort to create an interagency program to solve cold case homicides and to locate and arrest known suspects who were wanted on warrants. This new collaboration, greatly enhanced by new and emerging DNA technologies, has permitted the re-examination of cold cases to develop new investigative leads. There are currently 25 cold case investigators from throughout County law enforcement assigned to the Cold Case Task Force that is housed at the Santa Ana Police Department.

- Expansion of Orange County Triage System to Felony Cases: The OCDA's property crime triage system has greatly enhanced the County's ability to solve crime while wisely utilizing the County's limited investigative resources. Together, investigators, forensic scientists, and prosecutors have been able to limit forensic analyses to just those tests necessary to solve and prosecute criminal cases. The addition of OCDA personnel to expand the triage system to serious and violent crime will save OCDA's limited investigative resources and eliminate incidents of unnecessary forensic analyses.
- **Additional Resources to Improve OCDA Ability to Prosecute Criminals:** Within the OCDA, limited resources have led to prosecutors struggling to provide quality service for crime victims as their caseloads continue to increase. Daily, prosecutors struggle to uncompromisingly evaluate and prepare their assigned cases in a fair and ethical manner in order to meet legal and statutory burdens. OCDA needs additional personnel to effectively prosecute all cases, particularly serious and violent cases in a timely manner.

The County's mission is "Making Orange County safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost effective regional public services." This Strategic Priority request is consistent with both the County's and Office's mission, values, strategic initiatives and goals and will help ensure justice and criminal prosecution to aid in maintaining safety in Orange County.

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

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

Classification	FY 2015-16
Deputy Attorney IV	6
District Attorney's Investigator	8
Forensic Scientist	1
Investigative Assistant	6
IT Applications Developer II	1
Paralegal	2
Attorney's Clerk II	2
Total Positions	26

Additionally, 12 more positions would be needed in FY 2016-17, and 10 more in FY 2017-18, with the anticipation to remain at the FY 2017-18 staffing level for future years.

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

This project is estimated to have one-time equipment costs totaling \$1,050,000 over the first two fiscal years. Additionally, annual ongoing Salaries and Benefits costs ranging from \$3.5 million to \$7.5 million and Services and Supplies costs ranging from \$1.2 million to \$7.3 million annually, over the next 10 years, would be required.

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

County General Funds are requested for this Strategic Priority.

8. Identify community awareness (stakeholders).

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

9. Is the program/project mandated or discretionary?

Section 2650 of the California Government Code mandates the District Attorney to represent the People of the State of California in criminal prosecutions and some civil cases and give advice to the grand jury whenever criminal cases are presented to it for consideration. Although this is a discretionary project, STEPS would provide the District Attorney with law enforcement investigative resources to leverage technology, to use its expertise and experience to train police agency investigators to develop and apply best practices, and to directly assist police agencies in conducting case investigations and reducing their backlogs to implement a triage system for serious and violent crime.

10. Identify the implementation period if funding were available.

If funding were available, this proposed Strategic Priority can be implemented immediately.

Science and Technology that Enhances Public Safety (STEPS)

	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	FY 24-25
I. Cost											
Salaries & Benefits	0	3,499,224	5,246,844	6,875,638	7,164,614	7,523,248	7,523,248	7,523,248	7,523,248	7,523,248	7,523,248
Services & Supplies	0	1,165,000	2,480,000	3,975,000	5,625,000	7,350,000	7,350,000	7,350,000	7,350,000	7,350,000	7,350,000
Equipment	0	550,000	500,000	0	0	0	0	0	0	0	0
Agency Expense Total	0	5,214,224	8,226,844	10,850,638	12,789,614	14,873,248	14,873,248	14,873,248	14,873,248	14,873,248	14,873,248
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	5,214,224	8,226,844	10,850,638	12,789,614	14,873,248	14,873,248	14,873,248	14,873,248	14,873,248	14,873,248
IV. Staffing											
Attorney's Clerk II	0	2	3	4	4	4	4	4	4	4	4
Deputy Attorney IV	0	6	8	9	9	9	9	9	9	9	9
District Attorney Investigator	0	8	12	16	16	16	16	16	16	16	16
Forensic Scientist II	0	1	1	2	2	2	2	2	2	2	2
Investigative Assistant	0	6	10	12	12	12	12	12	12	12	12
IT Applications Developer II	0	1	1	1	1	1	1	1	1	1	1
Paralegal	0	2	3	4	4	4	4	4	4	4	4
Agency Position Total	0	26	38	48	48	48	48	48	48	48	48

Jail Security Electronic Control System Upgrade/Replacement

- 1. Program Area:**
Public Protection
- 2. Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 Budget.**

This is a new Strategic Priority.

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

This Strategic Priority addresses aging security electronics control systems that are operating in four of the five correctional institutions. The oldest of the systems is located at the Intake Release Center (IRC) with 27 years of 24 hour per day, 7 days per week, 365 days per year, non-stop operation. The security electronics systems allow the Guard Station deputy/operator to control movement of doors; provide the deputy/operator door status indication; seamlessly connect all needed audio communications paths; as well as displaying to the deputy/operator relevant surveillance video all of which forms one single control point for all these systems. The facilities are divided into areas with each area having a Guard Station operated by a deputy/operator. Each Guard Station is controlled by its own discrete security electronics system. When a security electronics control system fails, the corresponding area of that facility may be rendered uninhabitable or unusable until the system is properly restored. Major operating components such as industrial computers (PLC) used in some facilities are no longer available for purchase and current inventory is depleting without any source for replenishment. This Strategic Priority provides for the replacement of these vital systems within the facilities, listed in order of highest priority.

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

- Central Women's Jail (CWJ): Main Control

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

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

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

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

IRC: $\$750,000 \times 9 = \6.75 million

TLF: $\$750,000 \times 5 = \3.75 million

CMJ: \$750,000

CWJ: \$750,000

Estimated ongoing costs:

Four additional positions are anticipated for ongoing costs totaling \$488,000 to \$525,000 annually over the implementation period. These systems are maintained in-house by Department personnel.

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

General Fund support is requested.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

None

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

Fiscal Year 2015-16

Jail Security Electronic Control Systems Upgrade/Replacement

	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	FY 24-25
I. Cost											
Salaries & Benefits	0	487,994	499,336	511,868	525,024	0	0	0	0	0	0
Services & Supplies	0	6,750,000	3,750,000	750,000	750,000	0	0	0	0	0	0
Agency Expense Total	0	7,237,994	4,249,336	1,261,868	1,275,024	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	7,237,994	4,249,336	1,261,868	1,275,024	0	0	0	0	0	0
IV. Staffing											
Senior Communications Tech	0	2	2	2	2	0	0	0	0	0	0
Telecommunications Engrnr III	0	2	2	2	2	0	0	0	0	0	0
Agency Position Total	0	4	4	4	4	0	0	0	0	0	0

Add One Adult Field Supervision Unit for Recidivism Reduction

- 1. Program Area:**
Public Protection
- 2. Identify agencies and departments involved.**
Probation 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 2014-15 Budget.**

This is a new Strategic Priority.

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

This Strategic Priority request is to enhance the supervision resources within the Probation Department's Adult Field Services Division in order to make a positive impact on adult offender recidivism rates. This request will support the addition of 14 Deputy Probation Officers (DPOs). These officers will be deployed with the specific intent of lowering the average caseloads of the Adult Field Services Division, who supervise general probationers. In this division, the average caseload for FY 2012-13 was 89 probationers per DPO, exclusive of administrative supervision cases/officers and grew to an average of 99 per DPO for FY 2013-14. If these positions had been filled during FY 2013-14, the Adult Field Division would have been able to maintain an average caseload of approximately 81 per DPO or 18 fewer cases per DPO. The additional officers will not be supervising either of the AB109 populations (Mandatory Supervision or Postrelease Community Supervision). As a benchmark, the Probation Department has been able to maintain an average caseload of approximately 50 per DPO for these populations.

The reason for the targeted investment is the centrality of reducing recidivism and enhancing overall performance of the Probation Department in two important funding streams for the County: SB 678 and AB109 (Growth Allocation). If the Department can enhance its performance by reducing recidivism for general adult probationers, not only will there be a reduced need for jail space, but the County will also receive additional funding to support Probation operations and AB109-related

services across a number of functional areas.

According to the American Probation and Parole Association (APPA), “the importance of caseload size to the effectiveness of probation and parole supervision cannot be overstated. Offender supervision is a human capital intensive activity.” APPA recommends an average caseload of 50 probationers per DPO, for moderate to high risk adult cases, which describes all of the cases currently under active supervision within the Adult Field Division. Moreover, surveying done by APPA of probation and parole departments across the country indicate that 75 to 80 is a manageable number of cases per DPO. Consequently, with this request, the Orange County Probation Department would move toward a more manageable caseload consistent with best practice.

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

The program requires an additional 14 Deputy Probation Officer II positions.

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 \$1,343,202 to \$1,759,572 for the 14 positions.

Please refer to 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 other funding available at this time.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Community stakeholders include the following:

Orange County citizens

Criminal Justice Partners (OC Sheriff, District Attorney, Public Defender, Health Care Agency)

Local law enforcement agencies

9. Is the program/project mandated or discretionary?

Discretionary

10. Identify the implementation period if funding were available.

If funding is available, the additional Deputy Probation Officers will be hired and

deployed as soon as possible, with an increase in Net County Cost beginning in FY 2015-16.

Add One Adult Field Supervision Unit for Recidivism Reduction

	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	FY 24-25
I. Cost											
Salaries & Benefits	0	1,343,202	1,447,498	1,551,250	1,666,784	1,759,572	1,759,572	1,759,572	1,759,572	1,759,572	1,759,572
Agency Expense Total	0	1,343,202	1,447,498	1,551,250	1,666,784	1,759,572	1,759,572	1,759,572	1,759,572	1,759,572	1,759,572
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,343,202	1,447,498	1,551,250	1,666,784	1,759,572	1,759,572	1,759,572	1,759,572	1,759,572	1,759,572
IV. Staffing											
Deputy Probation Officer II	0	14	14	14	14	14	14	14	14	14	14
Agency Position Total	0	14	14	14	14	14	14	14	14	14	14

SB81 Match - Juvenile Hall Gymnasium & Visitation Center

1. Program Area:

Public Protection

2. Identify agencies and departments involved.

Probation Department – Juvenile Hall and Youth Leadership Academy

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 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.

Based on a thorough assessment of Probation's current and future juvenile facility needs, Probation has developed a project proposal to construct a Multipurpose Rehabilitation Center (MRC) at the Juvenile Hall and Youth Leadership Academy (YLA) campus, consisting of a new visitation facility, program space, and a gymnasium.

In Orange County, Juvenile Hall is one of the local institutions for youthful offenders operated by Probation, and it houses boys and girls, generally between ages 12 and 20. YLA is a self-contained 120-bed, juvenile detention facility, which shares common facilities with Juvenile Hall (e.g., school, library, recreation fields, kitchen).

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

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

social activities in a setting that emulates life at home and in the community.

The components of the MRC and Probation's plan for operating the new facility will notably enhance the County's rehabilitation efforts. Greater family involvement and more effective programs will lead to more successful rehabilitation outcomes, which may lower rates of recidivism and lessen the chances that youthful offenders will become involved in the adult criminal justice system.

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

No additional personnel will be required.

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

One-time project costs are estimated to total approximately \$23,334,000 (inclusive of in-kind contribution) and are anticipated as follows:

Description	Cost
Construction	\$ 17,500,000
Architectural	2,028,000
CEQA	77,000
Construction Management/Land Value	2,626,000
State Agency Fees	75,000
Audit of Grant	5,000
Site Acquisition	863,000
County Administration	109,000
Transition Planning	51,000
Total	\$ 23,334,000

Ongoing costs are estimated to be approximately \$27,500 per year and will include maintenance and utilities. All ongoing costs are anticipated to be offset by existing resources within the Probation Department's current budget.

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

State Funding: SB 81 Round Two, Local Youthful Offender Rehabilitative Facility Construction Funding Program - \$17,500,000 or up to 75% of the total project cost and is dependent upon Probation receiving the grant award. Probation's Request for Proposal response is currently in progress and will be submitted to the state in December 2014, following Board approval. The Grant award should be determined by May 2015, identifying whether Probation has been successful in receiving a conditional award.

The remaining 25% of project costs are anticipated to be met through County General Fund Dollars (NCC), other available funding sources determined to be applicable and "in-kind" County contributions. It is projected that the County match will total approximately \$5,834,000 and will be comprised of approximately \$3,972,000 County cash contributions and \$1,862,000 "in-kind" contribution. The "in-kind" match is comprised of land value and County staff time.

If an award is not granted, alternative funding sources will be sought as this project would remain a priority need for the Probation Department.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Orange County citizens

Federal, State, and local officials visiting Juvenile Hall

County employees working within the facilities

9. Is the program/project mandated or discretionary?

This is a discretionary project.

10. Identify the implementation period if funding were available.

FY 2015-16 through FY 2018-19

SB81 - Juvenile Hall Gymnasium & Visitation Center											
	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	FY 24-25
I. Cost											
Structures & Improvements	0	1,647,667	3,747,667	16,076,666	0	0	0	0	0	0	0
Agency Expense Total	0	1,647,667	3,747,667	16,076,666	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	0	0	15,239,583	2,260,417	0	0	0	0	0	0
Agency Revenue Total	0	0	0	15,239,583	2,260,417	0	0	0	0	0	0
III. General Fund Requirement	0	1,647,667	3,747,667	837,083	(2,260,417)	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Musick West Kitchen Repairs and Equipment Replacement

- 1. Program Area:**
Public Protection
- 2. Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 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 James A. Musick Facility West kitchen is between 15 and 20 years old and needs extensive repairs and new, reliable equipment. Staff and inmate work crews prepare approximately 1,800 meals per day, 365 days a year for inmates. The structural integrity of the kitchen has become problematic and presents a possible safety hazard. The existing floor has deteriorated to the point that the equipment is penetrating through the floor. The drainage system in the flooring is damaged and preventing proper drainage which could pose health issues. The kitchen is difficult to properly sanitize because cleaning under equipment is made harder with the current state of the flooring and the waste water does not drain properly. There are concerns with periodic odors due to slowed drainage and mold may also be a possibility.

A major renovation is necessary to return the kitchen to the required structural integrity of a commercial/institutional facility in order to provide an acceptable working environment appropriate for food preparation.
- 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).

This project has a one-time all inclusive cost of \$1.5 million including design, construction, and replacement of kitchen equipment.

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).

Orange County citizens, Federal, State, and local officials visiting the Sheriff-Coroner's James A Musick facility, inmates and detainees, as well as County employees working within the facility may be impacted.

9. Is the program/project mandated or discretionary?

Inmates are mandated to be fed nutritious foods at regular intervals, prepared according to Title 15 Minimum Standards for Local Detention Facilities.

The renovations overall will meet mandates to maintain safe, healthy buildings under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and environmental protection mandates.

10. Identify the implementation period if funding were available.

The project is estimated to be completed within one year of the start date.

Musick West Kitchen Repairs and Equipment Replacement											
	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	FY 24-25
I. Cost											
Equipment	0	1,500,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	1,500,000	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,500,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Central Men's Jail Complex Dining Hall Renovation

- 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 2014-15 Budget.**

This project is a previously submitted Strategic Priority.

The Central Men's Jail was designed with a main kitchen in the basement and two dining areas with smaller kitchens providing basic preparation functions on the third and fourth floors. These dining areas were intended to be used interchangeably for operational redundancy and operational capability providing cafeteria style dining and limited in-cell feeding preparation. The inmate population has increased to maximum capacity and is projected to continue at this level due to the addition of Assembly Bill 109 requirements. Ongoing maximum capacity places an additional burden on existing kitchen resources.

The Food Services Unit has been limited to one functioning dining hall for a number of years. The ability to sustain the uninterrupted meal service at the Central Men's Jail may be restricted in the event of emergent security and/or operational factors. The third floor dining hall has been used exclusively for years and it is possible that infrastructure failure could occur in the foreseeable future. It may be less costly to proceed with a planned renovation than to continue to repair the current facility. Both dining halls should be maintained in an operational state of readiness to facilitate a smooth transition from one area to the other in order to support the Food Services Unit's service provision and to ensure compliance with Title 15 mandates pertaining to Food Services Operations.

A portion of the project was completed in recent years in the scullery area. The previous cost estimate was \$1.8 million.

- 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 fourth floor dining hall in the Central Men's Jail needs a complete renovation to return it to the structural integrity of a commercial/institutional facility and provide an acceptable working environment appropriate for food preparation. This includes the dining area, kitchen related areas, kitchen equipment, flooring, and plumbing.

- 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).**

This project has a one-time all inclusive cost of \$1.8 million including replacement of kitchen equipment.

- 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).**

Orange County citizens, Federal, State, and local officials visiting Sheriff-Coroner Central Men's Jail facility inmates and detainees, as well as County employees working within the facility.

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

Inmates are mandated to be fed nutritious foods, at regular intervals, prepared according to Title 15 Minimum Standards for Local Detention Facilities.

The renovations overall will meet mandates to maintain safe and healthy buildings under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and environmental protection mandates.

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

The project is estimated to be completed 25 months after the start date.

Central Men's Jail Dining Hall Renovation											
	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	FY 24-25
I. Cost											
Equipment	0	1,800,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	1,800,000	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,800,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

James A. Musick Facility Expansion - Phase I Staffing

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSO) and Health Care Agency (HCA)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 Budget.**
This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2018-19.
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 (AB) 109, which sends low level criminal offenders to County jail facilities instead of State prison to serve their sentences, the Orange County jail system is now operating near or at full capacity. Adding new jail facilities and beds to keep pace with the increasing inmate population is a priority of the Sheriff. Another factor that can continue to affect the need for jail construction includes the age of the Central Men's Jail and Central Women's Jail facilities. These facilities are over 40 years old and will eventually need to be replaced. In addition, the wooden facilities and tent compound at Musick continue to decline and will eventually have to be replaced. Although some alternatives to incarceration are being utilized, more housing is still needed to meet mandated requirements and eliminate possible early releases.

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

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

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

For strategic planning purposes, it is estimated that an additional 249 positions will be needed (230 positions for Sheriff-Coroner and 19 positions for Health Care Agency).

The requested staffing for Sheriff-Coroner is as follows:

- 1 Accounting Technician
- 1 Captain
- 1 Chief Cook
- 1 Communications Technician II
- 4 Correctional Programs Technician
- 31 Correctional Services Technician
- 90 Deputy Sheriff I
- 1 Electrician
- 1 Facilities Contract Services Inspector

2	Facilities Mechanic
2	Facility Maintenance Specialist
2	HVAC Mechanics
1	Lieutenant
1	Metalsmith
1	Office Specialist
2	Plumber
1	Regulatory Office Specialist
1	Secretary II
1	Senior Correctional Services Technician
4	Senior Head Cook
9	Senior Institutional Cook
1	Senior Office Supervisor C/D
9	Senior Sheriff's Records Technician
9	Sergeant
24	Sheriff's Correctional Service Assistant
7	Sheriff's Records Supervisor
13	Sheriff's Records Technician
6	Sheriff's Special Officer II
2	Warehouse Worker II
1	Warehouse Worker III
230	Subtotal for OCSD

The requested staffing for Health Care Agency is as follows:

3	Comprehensive Care Licensed Vocational Nurse
5	Comprehensive Care Nurse II
1	Comprehensive Nurse Practitioner II
1	Dental Assistant II
1	Dentist
1	HCA Service Chief II
1	Marriage Family Therapist II
1	Medical Assistant
1	Office Specialist
1	Pharmacist
1	Pharmacy Technician
1	Public Health Medical Officer II
1	Supervising Comprehensive Care Nurse
19	Subtotal for HCA

249 Grand Total

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

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

One-time Costs: \$420,000 (Start-up costs)

Ongoing Costs:

Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from \$34 million in FY 2018-19 to \$40 million in FY 2024-25 for staffing and services and supplies.

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

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

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

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

9. Is the program/project mandated or discretionary?

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

10. Identify the implementation period if funding were available.

Design of Phase 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 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	FY 24-25
I. Cost											
Salaries & Benefits	0	0	0	0	30,651,750	31,499,402	31,499,402	31,499,402	31,499,402	31,499,402	31,499,402
Services & Supplies	0	0	0	0	3,237,097	7,902,537	8,056,545	8,242,909	8,469,404	8,745,733	8,745,733
Agency Expense Total	0	0	0	0	33,888,847	39,401,939	39,555,947	39,742,311	39,968,806	40,245,135	40,245,135
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	33,888,847	39,401,939	39,555,947	39,742,311	39,968,806	40,245,135	40,245,135
IV. Staffing											
Accounting Technician	0	0	0	0	1	1	1	1	1	1	1
Captain	0	0	0	0	1	1	1	1	1	1	1
Chief Cook	0	0	0	0	1	1	1	1	1	1	1
Communications Technician II	0	0	0	0	1	1	1	1	1	1	1
Comprehensive Care Lvn	0	0	0	0	3	3	3	3	3	3	3
Comprehensive Care Nurse II	0	0	0	0	5	5	5	5	5	5	5
Comprehensive Nurse Practin II	0	0	0	0	1	1	1	1	1	1	1
Correctional Programs Tech	0	0	0	0	4	4	4	4	4	4	4
Correctional Services Tech	0	0	0	0	31	31	31	31	31	31	31
Dental Assistant II	0	0	0	0	1	1	1	1	1	1	1
Dentist	0	0	0	0	1	1	1	1	1	1	1
Deputy Sheriff I	0	0	0	0	90	90	90	90	90	90	90
Electrician	0	0	0	0	1	1	1	1	1	1	1
Facilities Contract Svs Insp	0	0	0	0	1	1	1	1	1	1	1
Facilities Mechanic	0	0	0	0	2	2	2	2	2	2	2
Facilities Mechanic Leadworker	0	0	0	0	4	4	4	4	4	4	4
HCA Service Chief II	0	0	0	0	1	1	1	1	1	1	1
Lieutenant	0	0	0	0	1	1	1	1	1	1	1
Marriage Family Therapist II	0	0	0	0	1	1	1	1	1	1	1
MEDICAL ASSISTANT	0	0	0	0	1	1	1	1	1	1	1
Metalsmith	0	0	0	0	1	1	1	1	1	1	1

James A. Musick Facility Expansion - Phase I Staffing (Continued)

	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	FY 24-25
IV. Staffing (Continued)											
Office Specialist	0	0	0	0	3	3	3	3	3	3	3
Pharmacist	0	0	0	0	1	1	1	1	1	1	1
Pharmacy Technician	0	0	0	0	1	1	1	1	1	1	1
Plumber	0	0	0	0	2	2	2	2	2	2	2
Public Hlth Med Officer I	0	0	0	0	1	1	1	1	1	1	1
Secretary II	0	0	0	0	1	1	1	1	1	1	1
Senior Correctional Svs Tech	0	0	0	0	1	1	1	1	1	1	1
Senior Head Cook	0	0	0	0	4	4	4	4	4	4	4
Senior Institutional Cook	0	0	0	0	9	9	9	9	9	9	9
Senior Office Supervisor C/D	0	0	0	0	1	1	1	1	1	1	1
Senior Sheriff's Records Tech.	0	0	0	0	9	9	9	9	9	9	9
Sergeant	0	0	0	0	9	9	9	9	9	9	9
Sheriff Cor Svc Assistant	0	0	0	0	24	24	24	24	24	24	24
Sheriff's Records Supervisor	0	0	0	0	7	7	7	7	7	7	7
Sheriff's Records Technician	0	0	0	0	13	13	13	13	13	13	13
Sheriff's Special Officer II	0	0	0	0	6	6	6	6	6	6	6
Supvg Comprehensive Care Nurse	0	0	0	0	1	1	1	1	1	1	1
Warehouse Worker I	0	0	0	0	2	2	2	2	2	2	2
Warehouse Worker III	0	0	0	0	1	1	1	1	1	1	1
Agency Position Total	0	0	0	0	249	249	249	249	249	249	249

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 2014-15 Budget.

This is a previously identified Strategic Priority first identified in the 2012 Strategic Financial Plan as a new Strategic Priority that integrated another previously identified priority into a more comprehensive plan. The previous Strategic Priority was named “Mainframe Modernization” and addressed only 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 eliminating duplicate data entry.

The acquisition of the Automated Field Reporting System (AFR) is currently in process.

Strategic Priority funding included in the FY 2014-15 Budget:

4000 Equipment

\$1,500,000

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

The proposed project includes a new, modern suite of operations applications to include the Automated Jail System (AJS) and over 60 additional legacy applications. The current applications reside on a Unisys platform that will be difficult to support

in the near future. In order to maintain operations, these applications must be “re-platformed” or “re-written” to ensure supportability and availability to future interfaces.

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

No additional personnel are needed.

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

One-Time Cost: \$6,100,000

Ongoing Cost: \$7,305,000 for 10 years

Total Cost: \$13,405,000 for 10 years

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

General Fund support is requested.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

This Strategic Priority would impact the entire Law Enforcement community within the County of Orange.

9. Is the program/project mandated or discretionary?

This project is discretionary. However, 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 Automated Jail System (AJS), Automated Warrant Service System (AWSS), and Criminal History System.

10. Identify the implementation period if funding were available.

FY 2015-16:	\$5,835,000	Hardware purchase and services for application conversion
FY 2016-17:	\$1,720,000	Purchase of new AJS and implementation/integration services
FY 2017-18:	\$1,090,000	Application conversion services and Software and Hardware maintenance/support
FY 2018-19:	\$590,000	Software and Hardware maintenance and support
FY 2019-20:	\$590,000	Software and Hardware maintenance and support
FY 2020-21:	\$590,000	Software and Hardware maintenance and support
FY 2021-22:	\$1,220,000	Purchase of new AJS and implementation/integration services

FY 2022-23:	\$590,000	Software and Hardware maintenance and support
FY 2023-24:	\$590,000	Software and Hardware maintenance and support
FY 2024-25:	\$590,000	Software and Hardware maintenance and support

Sheriff-Coroner IT Strategic Plan Implementation											
	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	FY 24-25
I. Cost											
Services & Supplies	0	2,135,000	1,020,000	1,090,000	590,000	590,000	590,000	520,000	590,000	590,000	590,000
Equipment	1,500,000	3,700,000	700,000	0	0	0	0	700,000	0	0	0
Agency Expense Total	1,500,000	5,835,000	1,720,000	1,090,000	590,000	590,000	590,000	1,220,000	590,000	590,000	590,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	1,500,000	5,835,000	1,720,000	1,090,000	590,000	590,000	590,000	1,220,000	590,000	590,000	590,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Disaster Recovery

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSO)
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 2014-15 Budget.**

This strategic priority was previously submitted. This project is still a needed priority and is resubmitted for consideration.
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 will encompass establishment of a backup recovery site that would replicate the primary data for the Sheriff's Department. The current site houses all of the applications and data for the Sheriff's Department to operate. A loss of services or data could make critical applications difficult to restore to operation. Having a redundant operational location and a backup storage area network would make the processes of recovery from a loss quicker and prevent or minimize the loss of data. Some of the major critical systems that would be affected are the Automated Jail System (AJS), Local Arrest Records System (LARS), Orange County Automated Telecommunications System (OCATS), OCSO Email System, Computer-Aided Design (CAD), Record Management System (RMS), Intranet and Internet websites. The goal aligns with the County's Strategic Initiative to protect the community by assuring the 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 cost: \$2,350,000 (FY 2015-16 and FY 2020-21)

On-going annual cost: \$430,000

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

General Fund support is requested.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

This strategic priority would impact the Orange County Law Enforcement community.

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

FY 2015-16 and it is estimated to take six months to one year to implement.

Disaster Recovery											
	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	FY 24-25
I. Cost											
Services & Supplies	0	220,000	430,000	430,000	430,000	430,000	220,000	430,000	430,000	430,000	430,000
Equipment	0	2,130,000	0	0	0	0	2,130,000	0	0	0	0
Agency Expense Total	0	2,350,000	430,000	430,000	430,000	430,000	2,350,000	430,000	430,000	430,000	430,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,350,000	430,000	430,000	430,000	430,000	2,350,000	430,000	430,000	430,000	430,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Automated Content Classification Solution

1. **Program Area:**
Public Protection
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 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 ever-increasing volume and variety of electronically stored data (ESI) is driving adoption of automated classification. A Records Management (RM) system will enable the department to deal with the unstructured information created every day in the organization. A system for organizing ESI can maximize the value of the information, better secure it, and manage its lifecycle cost-effectively.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel are needed.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
One-Time Cost: \$1,188,000
Ongoing Cost: \$198,000 per year
Total Cost: \$3,310,000 for 10 years
7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
General Fund support is requested.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

This strategic priority would impact the Orange County Law Enforcement community and its constituents.

9. Is the program/project mandated or discretionary?

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

10. Identify the implementation period if funding were available.

The implementation period would be FY 2015-16.

Automated Content Classification Solution											
	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	FY 24-25
I. Cost											
Equipment	0	1,188,000	198,000	198,000	198,000	368,000	198,000	198,000	198,000	198,000	368,000
Agency Expense Total	0	1,188,000	198,000	198,000	198,000	368,000	198,000	198,000	198,000	198,000	368,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,188,000	198,000	198,000	198,000	368,000	198,000	198,000	198,000	198,000	368,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

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 2014-15 Budget.

This Strategic Priority was previously identified in the 2013 Strategic Financial Plan.

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

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

During the past six 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 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 investigations, and legal proceedings.

To address current caseloads, three areas of the OCCL require augmented 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 more than a year. In addition to the length of time required to

process these cases, investigations may be delayed, possibly affecting decisions related to statute of limitations. An additional five forensic scientists are needed to address the caseload increases and requests for service from OC law enforcement. Once trained, the 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 important in identifying perpetrators of crimes. CSI provides the collection and documentation of prints, and LF services compare and identify or exclude 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 positions for CSI and LF services are needed in the OCCL to meet current and growing caseloads.

Forensic Chemistry oversees the drunk driving (DUI) and drugged driving (DUID) programs. Orange County has seen a significant increase in prescription drug use while driving. Moreover, drunk driving has not decreased, and the department continues to employ 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 program doubled from 3 days to 6 days due to insufficient staffing. This is the first time this has occurred in the last 20 years of the OCCL history. It is vital that the OCCL has two additional staff 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 DNA
2 Forensic Scientists III for Forensic Chemistry
2 Lead Forensic Specialists for the Identification Bureau

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 \$1.2 million to \$1.3 million for nine 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 other funding available at this time. In the future, Public Safety Sales Tax (Prop 172) revenue might be available. The OCCL has actively sought and been awarded annual grants which fund overtime to address DNA backlogs. 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's Department (including Coroner Division)
Orange County District Attorney
All Orange County Justice Centers (including Defense Bar)
All Orange County Police Departments
Orange County Fire Authority
California Highway Patrol (operating within Orange County)
Campus Police - Cal State Fullerton and University of California, Irvine
Federal Law Enforcement Organizations (operating within Orange County)

9. Is the program/project mandated or discretionary?

Discretionary, but some analyses are mandated by California Title 17.

10. Identify the implementation period if funding were available.

FY 2015-16

Crime Lab Forensic Personnel for Evidence Analysis

	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	FY 24-25
I. Cost											
Salaries & Benefits	0	1,168,384	1,189,682	1,213,376	1,237,864	1,273,664	1,273,664	1,273,664	1,273,664	1,273,664	1,273,664
Agency Expense Total	0	1,168,384	1,189,682	1,213,376	1,237,864	1,273,664	1,273,664	1,273,664	1,273,664	1,273,664	1,273,664
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,168,384	1,189,682	1,213,376	1,237,864	1,273,664	1,273,664	1,273,664	1,273,664	1,273,664	1,273,664
IV. Staffing											
Forensic Scientist III	0	7	7	7	7	7	7	7	7	7	7
Lead Forensic Specialist	0	2	2	2	2	2	2	2	2	2	2
Agency Position Total	0	9	9	9	9	9	9	9	9	9	9

Closed Circuit Television (CCTV) System for Jails

- 1. Program Area:**
Public Protection
- 2. Identify agencies and departments involved.**
Sheriff-Coroner Department (OCSD)
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 Budget.**

This previously submitted Strategic Priority identified a total cost of \$8,800,000 to complete the Closed Circuit Television (CCTV) jail security upgrade project. The current project cost to complete the CCTV upgrade project is \$10,938,406 and is anticipated to be completed in FY 2019-20. In FY 2007-08, the Board of Supervisors approved an emergency declaration for CCTV improvements at the Theo Lacy Facility in the amount of \$370,000. Funding of \$490,000 was subsequently approved to address other critical areas at the Theo Lacy Facility and Intake Release Center in FY 2011-12. This phase converted analog tape back-up systems to digital recording systems; addressed infrastructure requirements for electrical and heating, ventilation, and air conditioning (HVAC) systems; and added cameras at inmate intensive areas of the jails.

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

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

This Strategic Priority Request will add over 252 digital IP cameras and supporting digital recording equipment in Theo Lacy areas and add 466 cameras and supporting digital recording equipment in the Central Jail Complex (Central Men's Jail, Central Women's Jail, and Intake Release Center). 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.

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

No additional staffing is required.

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

One-time costs totaling nearly \$11,000,000 are estimated to complete the phases of the CCTV jail security project. This cost does not include any electrical, HVAC, or building modifications that may be required.

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 have been identified to date.

9. Is the program/project mandated or discretionary?

Per California Government Code Section 26202.6, recordings of routine video monitoring may not be destroyed by the Sheriff-Coroner Department until after the period of one year. 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 2015-16 through FY 2019-20.

Closed Circuit Television (CCTV) System for Jails											
	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	FY 24-25
I. Cost											
Structures & Improvements	0	2,031,031	2,812,250	1,146,625	2,320,500	2,628,000	0	0	0	0	0
Agency Expense Total	0	2,031,031	2,812,250	1,146,625	2,320,500	2,628,000	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,031,031	2,812,250	1,146,625	2,320,500	2,628,000	0	0	0	0	0
IV. Staffing											
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 2014-15 Budget.**

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

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

Projects 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 \$3,298,725.
2. Renovate and Reconfigure the Forensic Areas (OC Crime Lab) on the sixth through eighth floors of the Brad Gates Building - The OC Crime Lab is currently housed on multiple floors (sixth, seventh & eighth) of the Brad Gates Building.

While the total floor space allocated to the Crime Lab is adequate, the distribution and configuration of most unit areas are now no longer suitable to facilitate efficient and functional services. Working areas for DNA, Controlled Substances, Toxicology, Forensic Alcohol, Evidence Control and most office areas have remained unchanged since 1992. Reconfiguration and reorientation of office and laboratory space is necessary to accommodate new priorities. The dramatic growth in DNA services requires redesign of the seventh floor areas, the Controlled Substances area now exceeds the originally allocated space and needs to be relocated within the building, and the modular office areas on all three floors need to be redesigned to accommodate the changes in current staff assignments. Additionally, to ensure safe laboratory operations and personnel safety, the mechanical airflow and exhaust system needs to be examined. Total project cost is projected at \$1,100,000.

3. Expansion of the Emergency Operations System at Loma Ridge – Increases in new functions and man power requirements have 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.
4. 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.
5. Renovate Booking Loop at Theo Lacy Facility - Due to an increasing number of bookings taking place at the Theo Lacy Facility, modifications and improvements are required in the Booking Loop. The requested modifications will make this area more functional and efficient to better accommodate the increasing number of bookings. Total project cost is projected at \$2,088,000.
6. 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 providing 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.

7. Sheriff's Headquarters Seismic Retrofit, Americans with Disabilities Act (ADA) Compliance Upgrades, and Hazardous Material Abatement - Due to its age (over 40 years), Sheriff's Headquarters requires modifications and improvements to comply with current ADA regulations, seismic building standards, and current building codes. The existing building's structural components require reinforcement to meet current seismic standards and a new elevator needs to be constructed to comply with ADA standards. Additionally, some materials used in the original construction of the building may need to be mitigated or abated. Total project cost is projected at \$7,840,000.
8. Retrofit Central Jail Complex/Sheriff's Headquarters Fire Alarm/Suppression Systems - Central Men's Jail, Central Women's Jail and Sheriff's Headquarters all share a common fire alarm design that has reached obsolescence. The system will be upgraded to comply with all current fire/life safety regulations. The existing system must be replaced with all new detection devices and monitoring equipment. Total project cost is projected at \$2,544,000.
9. Hazardous Materials Mitigation – Determine the existence of hazardous materials at the Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters and mitigate as required. Total project cost is projected at \$1,298,757.
10. 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.
11. Central Jail Complex Eastside Structure Addition - The proposed structure would add needed office space in the area between the Central Men's and Women's Jails. The new offices will be used to accommodate expanded staffing for the Sheriff-Coroner, Courts, and Health Care Agency (HCA). The CJ1 (arraignment court) implementation required the Department to provide office space for the Courtroom, Court Staff, District Attorney, Public Defender, and

other trial court-related staffing. Sheriff and HCA staff members have been displaced to accommodate the CJ1 needs. Total project cost is 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).

One-time project costs are projected over five years for a total of \$30,960,242:

FY 2015-16 \$ 2,834,885

FY 2016-17 \$11,177,600

FY 2017-18 \$ 5,168,000

FY 2018-19 \$ 4,154,757

FY 2019-20 \$ 7,625,000

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

General Fund support is requested.

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 Sheriff-Coroner's public safety mission.

10. Identify the implementation period if funding were available.

The implementation period for these projects is within the fiscal years reflected in the 5-Year Capital Improvement Program Plan from FY 2015-16 through FY 2019-20. 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 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	FY 24-25
I. Cost											
Structures & Improvements	0	2,834,885	11,177,600	5,168,000	4,154,757	7,625,000	0	0	0	0	0
Agency Expense Total	0	2,834,885	11,177,600	5,168,000	4,154,757	7,625,000	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,834,885	11,177,600	5,168,000	4,154,757	7,625,000	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

2014 Strategic Financial Plan

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 2014-15 Budget.

This Strategic Priority was earlier identified as part of the 2013 Strategic Financial Plan. In addition, the operating costs for this priority were an approved FY 2014-15 budget augmentation. Two sites are currently under consideration.

Strategic Priority funding included in the FY 2014-15 Budget:

2000 Services & Supplies	\$4,238,430
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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 being requested to support the development (acquisition, rehabilitation/construction) of two, 200 bed Year-Round Emergency Shelters/Multi-Service Centers to replace the seasonal Fullerton and Santa Ana Armories.

Each year when the County's 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. This request supports the Ten-Year Plan to End Homelessness, recent Board action, 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 per day, 7 days per week, 365 days per year.

Initial one-time funding has been identified that can support the acquisition,

rehabilitation/construction, and/or operation of Year-Round Shelter/Multi-Service Center site(s), in addition to the approval of funding by the Board of Supervisors for on-going operating costs. Additional funding is required in order to have sufficient funding to support capital costs (acquisition/rehabilitation) for two sites.

While funding is requested for FY 2015-16, funding may be requested to be deferred to future years should project delays occur as a result of discussions with stakeholders, property cost and availability, and other factors.

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

No additional staffing is being requested.

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

One-time costs of \$9,350,000 are projected for acquisition/rehabilitation of a second Year-Round Shelter/Multi-Service Center in FY 2015-16.

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 Fund 15B, a County Executive Office controlled fund; Federal Community Development Block Grant (CDBG); and Emergency Solutions Grant (ESG) funding. However, most traditional homeless assistance funding streams prohibit use for emergency shelter activities.

Use of Fund 15B was identified as a funding source for capital and due diligence funding; however, the \$5.1 million in 15B funds are one-time funds and will assist in providing initial capital support for one shelter, but are not sufficient to support the development of two year-round emergency shelters and multi-service centers.

In addition, the Board also approved application for Public Facility and Infrastructure (PF&I) CDBG funds for up to \$950,000 for acquisition and rehabilitation; and \$694,469 in ESG funds, CDBG Public Service and local Fund 117 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?

This program is 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 and develop two sites during FY 2014-15 and FY 2015-16; and begin Year-Round Emergency Shelter/Multi-Service Center operation on at least one site by the end of FY 2015-16.

Year Round Emergency Shelter											
	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	FY 24-25
I. Cost											
Services & Supplies	4,238,430	9,350,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	4,238,430	9,350,000	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Other Financing Sources	0	2,400,000	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	2,400,000	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	4,238,430	6,950,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Adult Protective Services

1. **Program Area:**
Community Services
2. **Identify agencies and departments involved.**
Social Services Agency - Adult Protective Services program.
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 Budget.**

This is a new Strategic Priority request.

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

State law mandates that Orange County Adult Protective Services (APS) receives all reports of abuse and neglect of elders and dependent adults in Orange County. APS responds to and investigates known or suspected cases of abuse and neglect of elders and dependent adults outside of long-term care facilities. The care facilities are under the jurisdiction of the Long-term Ombudsman. APS is directed at preventing or remedying neglect, abuse or exploitation of adults who are unable to protect their own interests because of age or disability. APS receives reports of abuse and neglect, and provides emergency response services, twenty-four hours per day, seven days per week. Any person who has a reasonable suspicion that abuse of an elder or dependent adult has occurred may contact the APS Registry (hotline) to file a report via the toll free telephone number. APS assesses the risks and determines an appropriate response to the allegation.

Field Senior Social Workers (SSW) respond to reports of abuse and neglect within 24 hours if imminent risk of harm is suspected, and to other reports within ten days. APS provides responses to the community twenty-four hours per day, seven days per week.

There has been a sustained upward trend resulting in a 14.3% increase in the number of cases during the last fiscal year. An annual 3% increase is projected for reports and an annual 4% increase in cases is projected over the next five fiscal years. In the

past fiscal year, APS averaged 1,523 active cases per month. Active cases include new, unduplicated reports referred for investigation in that month, and cases receiving case management services from previous months. With a current workforce of 42 case-carrying social workers, this results in an average of 36 cases per worker. Based on a recommended caseload standard of 20 to 25 cases per worker to ensure cases are initiated within statutory and policy guidelines, as determined by studies completed by the National Adult Protective Services Association and Texas Health and Human Services Commission, SSA would require 61 to 76 Senior Social Workers to attain the recommended caseload standard.

The Social Services Agency's mission is to deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, and protect vulnerable adults and children. APS protects adults from abuse and neglect. The number of average monthly cases in APS has been trending upward and reports and cases are expected to continue increasing through FY 2019-20, as the elderly continue to be a growing proportion of the county population. The California State Department of Finance projects a 16.8% increase in population aged 65 and older living in Orange County over the next five years. This means that the APS workforce would need to be augmented to help meet the current demand and continue to provide a safe, supportive environment to adults and families in Orange County.

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

1 Office Technician
1 Senior Social Services Supervisor
7 Senior Social Workers

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

FY 2015-16	\$ 772,994
FY 2016-17	\$ 830,646
FY 2017-18	\$ 893,370
FY 2018-19	\$ 960,536
FY 2019-20	\$1,016,438
FY 2020-21	\$1,016,438
FY 2021-22	\$1,016,438
FY 2022-23	\$1,016,438
FY 2023-24	\$1,016,438
FY 2024-25	\$1,016,438

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

Federal Funding
2011 Realignment

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

APS maintains a collaborative relationship with the following:

- County Welfare Director's Association (CWDA) Adult Services Committee
- CWDA Protective Services Operations Committee
- Orange County Superior Court
- Ageless Alliance
- Orange County Hoarding Task Force
- Orange County Human Trafficking Task Force
- Community Care Licensing Collaborative
- Local Senior Community Centers and Services
- Long-term Care Ombudsman
- The Council on Aging
- Office on Aging
- Public Administrator
- Public Guardian
- Probate Court
- Legal Aid Society
- Human Options
- Elder Abuse Forensic Center
- Financial Abuse Specialist Team
- Department of Geriatric Medicine - University of California, Irvine
- Health Care Agency
- Local Law Enforcement
- Alzheimer's Association of Orange County
- The District Attorney

9. Is the program/project mandated or discretionary?

Welfare and Institutions Code 15650(b) mandates that Orange County APS receive and respond to all reports of abuse of elders and dependent adults in Orange County. APS responds to and investigates known or suspected cases of abuse and neglect of elders and dependent adults outside of long-term care facilities. The care facilities are under the jurisdiction of the Long-term Ombudsman.

10. Identify the implementation period if funding were available.

This is an immediate need based on a sustained upward trend resulting in a 14.3% increase in the number of cases during the last fiscal year. Should funding be available, the addition of the positions would be implemented immediately.

Adult Protective Services

	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	FY 24-25
I. Cost											
Salaries & Benefits	0	772,994	830,646	893,370	960,536	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438
Agency Expense Total	0	772,994	830,646	893,370	960,536	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	772,994	830,646	893,370	960,536	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438
Agency Revenue Total	0	772,994	830,646	893,370	960,536	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438	1,016,438
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
Office Technician	0	1	1	1	1	1	1	1	1	1	1
Senior Social Services Supervisor	0	1	1	1	1	1	1	1	1	1	1
Senior Social Worker	0	7	7	7	7	7	7	7	7	7	7
Agency Position Total	0	9	9	9	9	9	9	9	9	9	9

Children and Family Services

1. Program Area:

Community Services

2. Identify agencies and departments involved.

Social Services Agency - Children and Family Services

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 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 Child/Adult Abuse Registry (CAR) is a 24-hour telephone hotline for reporting Child/Adult abuse. It is a registry of reports on child/adult abuse, neglect, and exploitation. In the past year, the registry has experienced a steady increase in calls and it is anticipated that the number of calls for calendar year 2014 will increase by 11.73%. Over the past four years, there has been a 41.55% increase in calls related to adult abuse. As a consequence, due to limited staffing, the dropped call rate at the hotline has risen by approximately 17%. The hotline services are mandated by Division 31 of the Welfare and Institutions Code and the County is required to receive and conduct proper screening/intake of the calls.

Emergency Response (ER) provides in-person response, within required timeframes, to assess reports alleging a child is endangered by abuse, neglect or exploitation. ER requires that a Senior Social Worker (SSW) be available 24-hours, seven-days a week for in-person response and assessment of reports.

Team Decision Making (TDM) promotes child safety, permanency, and well-being through meetings which involve foster parents, caseworkers, birth families, and community partners in all placement decisions. TDM is a key component of the Family-to-Family initiative and helps to ensure that children safely remain at home with appropriate support or, in the event that out-of-home placement is indicated, helps to ensure that the least restrictive, least intrusive placement decision is made.

TDM may also assist in permanency planning for the child, when reunification is not indicated.

Families and Communities Together (FACT) is a prevention and early intervention program that provides services through Family Resource Centers (FRCs). The FRCs serve as Orange County's community-based platform for child abuse prevention as well as Child Welfare Services (CWS) diversion, Time Limited Family Reunification families, in-care and after-care treatment and support to birth, blended, adoptive and foster families. Crisis intervention is also provided. The program is not mandated, but supports mandates through linkage to FRC services with SSA's other mandated programs (i.e., Differential response Path II). CDSS highly recommends that counties have a Promoting Safe and Stable Families program (PSSF) as it is necessary for the County to receive PSSF and Community Based Child Abuse Prevention (CBCAP) funds.

The Court Programs include Court Services, Integrated Continuing Services (ICS), Specialized Family Services (SFS) & Permanency Services Program (PSP). Court Services includes court officers, dependency investigations, Search Unit, Family Services Workers (FSW) Conditional Release with Intensive Supervision (CRISP) social workers and support staff. These services and staff make recommendations to the juvenile court regarding the need for further court involvement, recommendations on the family's case plan, representation of CFS in court, location of absent parents, transportation, monitored visitation, Indian Child Welfare Act (ICWA) services and resources for families. The ICS, SFS (medical cases) & PSP (older youth) SSWs work directly with the parents and child on the Juvenile Court Ordered case plan of Family Reunification, Family Maintenance, or Permanency Planning if children cannot be returned safely to their parents.

Resource Development and Management (RDM) in conjunction with contract administration, oversees services provided by contracted agencies and monitors quality assurance for dependent and non-dependent children in out-of-home care.

Placement Coordination services assist the Department in meeting mandates and achieving Federal outcomes related to reduced placement and establishing legal permanency for children, reducing the number of children requiring admission to Orangewood Children and Family Center (OCFC). They make timely placements into least restrictive homes and reduce the length of stay for those children who are admitted to OCFC. They also meet state and federal assessment requirements to place dependents with relatives and non-related extended family members.

Adoption is the permanent, legal transfer of parental rights and responsibilities from a child's birth parents to the adoptive parents. While the federal government requires child protection agencies to support reunification between children and their parents,

at the same time, adoption agencies help develop permanent plans for the children in dependency should reunification efforts fail. The County of Orange, Children and Family Services Adoptions Program, is a state licensed public adoption agency.

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

5 Administrative Manager I
13 Senior Social Services Supervisor
7 Senior Social Worker
1 Social Services Supervisor I
5 Information Processing Technician

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

FY 2015-16 \$3,097,094
FY 2016-17 \$3,298,370
FY 2017-18 \$3,521,798
FY 2018-19 \$3,757,944
FY 2019-20 \$3,967,778
FY 2020-21 \$3,967,778
FY 2021-22 \$3,967,778
FY 2022-23 \$3,967,778
FY 2023-24 \$3,967,778
FY 2024-25 \$3,967,778

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

Federal: Title IV-E
State: 2011 Realignment
Other: Wraparound Trust Fund

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Community partners and stakeholders include: Orange County Children's Partnership; Child Welfare System Improvement Partnership; Orange County Blue Ribbon Commission; and Family Resource Centers.

Public and private stakeholders committed to ensuring child safety include: Juvenile Court, HCA, District Attorney's office, Public Defender's Office, County Counsel Office, OC Probation, OC Law Enforcement agencies, Orangewood Children's Foundation, Community Care Licensing, The RAISE Foundation, the many Foster

Family Agencies in OC, the many Group Home agencies in OC, CHOC hospital, Child Abuse Prevention Center and the Department of Education.

9. Is the program/project mandated or discretionary?

Mandated Programs:

Child/Adult Abuse Registry
Emergency Response
Court Services
Resource Development and Management
Placement Coordination
Adoptions

Discretionary Programs:

Team Decision Making Meetings – Discretionary, however the meetings conducted support mandates to meet federal and state Outcome Measures of shortening the time to reunification, helping children to achieve permanency, and helping to identify and preserve placement of children. Team Decision Making meetings also conduct the initial Family Team Meeting – a State Mandated meeting in support of the Katie A settlement agreement.

Families and Communities Together (FACT) – Discretionary, however it supports mandates through linkage to FRCs' services with SSA's other mandated programs (i.e. Differential response Path II).

10. Identify the implementation period if funding were available.

Implementation of increased staffing would occur immediately in FY 2015-16 if additional positions are approved and is subject to availability of projected funding allocations to ensure cover of the cost of the positions.

Children and Family Services

	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	FY 24-25
I. Cost											
Salaries & Benefits	0	3,097,094	3,298,370	3,521,798	3,757,944	3,967,778	3,967,778	3,967,778	3,967,778	3,967,778	3,967,778
Agency Expense Total	0	3,097,094	3,298,370	3,521,798	3,757,944	3,967,778	3,967,778	3,967,778	3,967,778	3,967,778	3,967,778
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	1,944,196	2,066,024	2,202,036	2,345,258	2,474,829	2,474,829	2,474,829	2,474,829	2,474,829	2,474,829
Other Financing Sources	0	1,152,898	1,232,346	1,319,762	1,412,686	1,492,949	1,492,949	1,492,949	1,492,949	1,492,949	1,492,949
Agency Revenue Total	0	3,097,094	3,298,370	3,521,798	3,757,944	3,967,778	3,967,778	3,967,778	3,967,778	3,967,778	3,967,778
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
Administrative Manager I	0	5	5	5	5	5	5	5	5	5	5
Information Processing Tech	0	5	5	5	5	5	5	5	5	5	5
Senior Social Services Supervr	0	13	13	13	13	13	13	13	13	13	13
Senior Social Worker	0	7	7	7	7	7	7	7	7	7	7
Social Services Supervisor I	0	1	1	1	1	1	1	1	1	1	1
Agency Position Total	0	31	31	31	31	31	31	31	31	31	31

In-Home Supportive Services

- 1. Program Area:**
Community Services
- 2. Identify agencies and departments involved.**
Social Services Agency - In-Home Supportive Services
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 Budget.**
This is a new Strategic Priority.
- 4. Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives, and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**

In-Home Supportive Services (IHSS) is an entitlement program requiring the County to serve all eligible applicants. IHSS provides domestic services, personal care, protective supervision, and paramedical services to low-income individuals age 65 or older and to blind or disabled individuals of any age in their own homes.

IHSS is operated in accordance with the requirements of the Welfare and Institutions Code (WIC) as well as regulations and directives issued by the California Department of Social Services (CDSS), the Department of Health/Services, and the Federal Center for Medicaid and Medicare Services. The intent of the program is to provide supportive services to eligible persons who are limited in their ability to care for themselves and are unable to live at home safely without assistance. This includes persons who would be able to return home from hospitals, nursing homes, or board and care homes, if assistance at home were available.

IHSS Social Workers conduct needs assessments of a potential client in the client's home. The needs assessment is based on the client's medical condition, living arrangement, and the assistance a client may have from friends, family, or available community service resources. The assessment determines which services are authorized per State regulations and the regulations require that the services be provided in a timely manner. If sufficient staffing is not available to complete the assessments timely, additional performance requirements may be imposed, and/or

IHSS clients may experience longer wait times to receive services.

This is an emergent need based on projected growth in demand for IHSS services due to: the aging of the Baby Boomers generation (1,000 individuals turn 65 each day in California and this trend is projected to continue through 2029. The California State Department of Finance projects a 16.8% increase in those aged 65 and older living in Orange County over the next 5 years), a rise in minor children caseloads, the expected increase in the poverty level of the Senior population, and the legal requirements to expand in-home programs to prevent institutionalization. Applications resulting from the Coordinated Care Initiative (CCI) and the Affordable Care Act (ACA) indicate continuous growth in the past 5 years and the corresponding projections sustain such growth in the number of IHSS recipients and paid cases. Also, implementation of Federal Overtime Regulations under Senate Bill 855 on 01/01/2015 will require a significant increase in resources to manage the workload generated by phone calls, questions, and assistance with proper claiming procedures.

Due to the projected workload growth, caseloads in IHSS currently average 333 cases per social worker. In order to bring caseloads into alignment with the recommended caseload standard of 220 cases, additional staffing is requested.

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

- 1 Administrative Manager I
- 1 Social Services Supervisor II
- 5 Social Services Supervisor I
- 30 Social Worker (SWII)
- 1 Accounting Office Supervisor II
- 5 Senior Accounting Assistant
- 6 Office Technician

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

FY 2015-16	\$ 3,713,284
FY 2016-17	\$ 3,990,312
FY 2017-18	\$ 4,283,804
FY 2018-19	\$ 4,595,660
FY 2019-20	\$ 4,867,626
FY 2020-21	\$ 4,867,626
FY 2021-22	\$ 4,867,626
FY 2022-23	\$ 4,867,626
FY 2023-24	\$ 4,867,626
FY 2024-25	\$ 4,867,626

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

Federal and State funding 100% after Maintenance of Effort (MOE) amount has been met. Net County Cost is required for the MOE which increases 3.5% each fiscal year.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Primary stakeholders include:

- IHSS Advisory Committee
- IHSS Public Authority
- Homecare Providers Union (UDW)
- In-Home Supportive Services Coalition
- IHSS Advocates

Other stakeholders may include:

- California IHSS Consumer Alliance
- The Council on Aging
- California IHSS Consumer Alliance
- Orange County Public Authority
- Alzheimer's Association of Orange County
- American Association of Retired Persons
- Disability Rights California
- Orange County Aging Services Collaborative
- Cal-Optima
- Orange County Regional Center

9. Is the program/project mandated or discretionary?

The program is mandated.

10. Identify the implementation period if funding were available.

Implementation of increased staffing would occur immediately in FY 2015-16 if additional positions are approved and if projected funding allocations are available to cover the cost of the positions.

In-Home Supportive Services

	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	FY 24-25
I. Cost											
Salaries & Benefits	0	3,713,284	3,990,312	4,283,804	4,595,660	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626
Agency Expense Total	0	3,713,284	3,990,312	4,283,804	4,595,660	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	3,713,284	3,990,312	4,283,804	4,595,660	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626
Agency Revenue Total	0	3,713,284	3,990,312	4,283,804	4,595,660	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626	4,867,626
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
Accounting Office Sup II	0	1	1	1	1	1	1	1	1	1	1
Administrative Manager I	0	1	1	1	1	1	1	1	1	1	1
Office Technician	0	6	6	6	6	6	6	6	6	6	6
Senior Accounting Assistant	0	5	5	5	5	5	5	5	5	5	5
Social Services Supervisor I	0	5	5	5	5	5	5	5	5	5	5
Social Services Supervisor II	0	1	1	1	1	1	1	1	1	1	1
Social Worker II	0	30	30	30	30	30	30	30	30	30	30
Agency Position Total	0	49	49	49	49	49	49	49	49	49	49

Affordable Housing-Rancho Mission Viejo

1. Program Area:

Community Services

2. Identify agencies and departments involved.

OC Community Resources/OC Community Services in partnership with OC Public Works/OC Planning.

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 2014-15 Budget.

This Strategic Priority was previously identified in the 2009 and 2010 Strategic Financial Plans as “Affordable Housing.” It was not identified in the FY 2014-15 Budget.

With the approval of 60 acres dedicated to the County through the Rancho Mission Viejo (RMV) Development Agreement, there continues to be a need for the County to identify on-going, long-term financing for affordable housing. Additional financing sources to fund the \$90,000 to \$100,000 per affordable unit or alternative methods to deliver the affordable units will need to be identified such as the Board approved 2 for 1 “Private Sector Alternative.” If the “Private Sector Alternative” is used for the entire 60 acres set aside for affordable housing in the RMV, the County would only net 30 acres of affordable housing.

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.

Rancho Mission Viejo (RMV) is required to dedicate 60 gross acres to the County for development of affordable rental housing for low and very-low income households per the Development Agreement (DA) approved by the Board on November 8, 2004.

The County is responsible for the development, operation, and management of one or more affordable housing rental complexes on the 60 acres, which will be restricted to those housing uses. The DA states that the mitigation for impacts of the affordable housing units and the related environmental analysis is the County’s responsibility.

Affordable Housing Implementation Agreement (AHIA):

The AHIA approved on July 18, 2006, is meant to clarify the process for the offering and the acceptance and transfer of the 60-acres. It requires the County to release a Request for Proposal (RFP) to affordable housing builders within 120 days after receiving RMV's notice of a site dedication. If the County does not complete the RFP process within 18 months, RMV's obligation to dedicate the housing site is satisfied and the RMV's obligation to provide 60 acres will be reduced by the amount of the acreage of the site proposed for dedication and RMV can retain the acreage.

The DA states the County shall be responsible for mitigating infrastructure cost "at its sole cost and expense." The County negotiated and the Board approved the 2 for 1 "Private Sector Alternative" method to deliver the affordable units in Planning Area 1 and 2.1. However, if the "Private Sector Alternative" was used for the entire 60 acres set aside for affordable housing in the RMV, the County would only net 30 acres of affordable housing.

Additional financing sources will have to be identified if the County is to maximize the affordable housing on the remaining 60 acres.

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).

The estimated one-time cost or "gap financing" required is \$8,900,000 per site. There are an estimated three sites in the Planning areas. This gap calculation assumes the development leverages 4% low income housing tax credits and tax-exempt bonds.

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

Federal HOME funds: These funds were reduced by 45% based on Federal Housing and Urban Development funding reduction projections and are estimated at \$800,000 to \$900,000 per year with anticipated 5% reductions in the future.

Redevelopment funding was originally anticipated for use as the County's "gap financing" for the affordable housing. With elimination of Redevelopment as part of the 2011 Budget Act, there is a lack of County financing to support development of all the affordable housing sites without: (1) reducing infrastructure costs; (2) finding another source of gap financing; and/or (3) finding an alternative method such as the Board approved 2 for 1 "Private Sector Alternative" of negotiating

development of the affordable housing with RMV.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Community stakeholders include: OC Community Services, Orange County residents, Orange County business community, developers, and housing advocates.

9. Is the program/project mandated or discretionary?

This project is discretionary. The County's Housing Element which is required under state law provides strategies for the County to accomplish meeting the Regional Housing Needs Assessment (RHNA) goals. Compliance with RHNA goals is contingent upon successful development of affordable housing in the 60 dedicated acres in the Ranch Plan.

10. Identify the implementation period if funding were available.

RMV has indicated development in future Planning Areas 3 and 4 (that may contain additional affordable housing sites) is projected for 2017. With the loss of Redevelopment funding, the County negotiated with RMV on an alternative method to provide the affordable housing without “gap financing” from the County in Planning Areas 1 and 2.

Additional financing sources will have to be identified if the County is to maximize the affordable housing on the remaining 60 acres.

Affordable Housing - Rancho Mission Viejo											
	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	FY 24-25
I. Cost											
Services & Supplies	0	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000
Agency Expense Total	0	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000	26,700,000
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	769,500	769,500	769,500	769,500	769,500	769,500	769,500	769,500	769,500	769,500
Agency Revenue Total	0	769,500	769,500	769,500	769,500	769,500	769,500	769,500	769,500	769,500	769,500
III. General Fund Requirement	0	25,930,500	25,930,500	25,930,500	25,930,500	25,930,500	25,930,500	25,930,500	25,930,500	25,930,500	25,930,500
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

2014 Strategic Financial Plan

PROGRAM III

INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

Customer Relationship Management System/Software

1. Program Area:

Infrastructure & Environmental Resources

2. Identify agencies and departments involved.

OC Development Services, CEO IT, Administrative Services

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 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.

OC Development Services, in conjunction with CEO IT, requests implementation of a Customer Relationship Management System/Software. The new software solution is anticipated to simplify processes and increase efficiency while providing excellent customer service. OC Development Services is made up of 5 divisions: Land Development; Planning; Permitting; Building & Safety; and Inspection Services. OC Development Services' clientele is comprised of three principle groups: residence and property owners, private project applicants, and public agencies, including all County departments as well as other outside public agencies within the unincorporated areas.

Customer Relationship Management (CRM) software is a phrase used to describe a category of enterprise software covering a broad set of applications and software designed to: help businesses manage customer data and customer interaction; access business information; automate sales, marketing, and customer support; and manage employee, vendor, and partner relationships. CRM software is highly scalable and customizable, allowing businesses to gain actionable customer insights with a back-end analytical engine. The CRM software will have the ability to streamline operations and personalize customer service based on the customer's known history and prior interactions. The CRM software would be customized and implemented to serve the organization's needs and the County as a whole. The desired system will include the following:

- 1) Cost effectiveness when compared to attempting an upgrade of the current Automated Permitting & Planning System (APPS) application which is more than 14 years old.
- 2) A centralized data base for the convenience of customers.
- 3) Up-to-date permitting and planning processes replacing the APPS application.
- 4) Ability to manage and track finances, expenses, and budgets.
- 5) Reporting of performance matrixes.
- 6) Ability to maintain and track consultant contracts and their respective budgets.
- 7) Reporting tools for Executive Management and other service areas.

The new software solution is expected to enhance efficiency, effectiveness, and customer service once it is implemented.

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).

System/Application Purchase: \$3 million

Ongoing Maintenance Contract: \$150,000 per year

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

100% General Fund (NCC)

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

County Agencies and Service Areas

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

Assess current system by early 2015; request vendor demonstrations and develop scope by mid-2015; selection by the end of 2015; customization and implementation by late 2016.

Customer Relationship Management System/Software											
	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	FY 24-25
I. Cost											
Services & Supplies	0	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Equipment	0	3,000,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	3,000,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
II. Non-General Fund Revenue											
Licenses, Permits & Franchises	0	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Agency Revenue Total	0	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
III. General Fund Requirement	0	3,000,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

2014 Strategic Financial Plan

PROGRAM IV

GENERAL GOVERNMENT SERVICES

CAPS+ Human Resources/Benefits Data Warehouse

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 2014-15 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.

CEO/Human Resources (HR) uses various reports to determine the status of individual and collective employees and positions. The reports define various aspects of the employee life cycle such as hiring data, time for retirement selection, leave, performance cycles, salary increases, etc. HR staff use the reports to determine when to take action, such as reminding supervisors when an employee's performance evaluation is due or to see the history of an employee's salary increases. Exception reports highlight errors or inconsistencies with policies and procedures. In addition, reporting requirements often change due to legislative changes and Board and Public Records Act requests. The existing CAPS HR Personnel/Payroll Data Warehouse is outdated, inflexible, and unable to fulfill the changing needs of the Human Resources function. Finally, the current system, developed in 2000, does not support the latest versions of Microsoft Internet Explorer.

The primary objective of this project is to develop a CAPS+ Human Resources/Benefits Data Warehouse solution based on business processes, which are currently being documented by Science Applications International Corporation (SAIC). The processes will include departmental needs, requirements, use cases, data models, architecture, design, and solution options.

The developed solution will provide a flexible, secure, and easy-to-use reporting and decision support system. It will include standard and ad-hoc reporting, business

intelligence, and dashboard capabilities that will be customized to meet the business needs of Human Resources and Employee Benefits.

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

No additional personnel are required, but agencies will be engaged to perform user acceptance testing of the upgraded solution.

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

Currently, analysis of one-time and ongoing project costs is still pending, but costs are estimated to be between \$2.0 and \$2.5 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/departments.

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

The requirements analysis is anticipated to be completed by June 2015. Implementation of the CAPS+ Human Resources/Benefits Data Warehouse project is estimated to take 1 to 2 years.

CAPS+ Human Resources/Benefits Data Warehouse											
	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	FY 24-25
I. Cost											
Services & Supplies	0	2,000,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	2,000,000	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,000,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
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/County Information Officer, CEO/County Financial Officer, CEO/Procurement, and 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 2014-15 Budget.

The CAPS+ Systems Upgrade project was previously identified as a Strategic Priority in the 2013 Strategic Financial Plan, and was deferred due to limited resources. During the FY 2014-15 budget process, \$1.9 million was set aside in General Fund reserves from Data Systems Development, Budget Control 038, toward the cost of the project in FY 2015-16. In addition, \$1.2 million is budgeted in FY 2014-15 for hardware upgrades needed to prepare for the software upgrade in FY 2015-16.

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+ Systems, is 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 software provider, CGI, released its current version (3.10) of the software in June 2013. The County currently uses release 3.07 for the Financial/Purchasing and 3.08 for the HR/Payroll systems.

Currently, the CAPS+ Systems support Microsoft Internet Explorer (IE) 3.8 which is incompatible with the new OC Intranet that requires IE 3.10 or greater. Furthermore, bringing both the CAPS+ Financial/Purchasing and HR/Payroll systems onto the same release version will 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, but County departments may be engaged to perform functional testing and acceptance of the upgraded solution.

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

Currently, analysis of one-time project costs is still pending, but is estimated to cost between \$6.0 and \$6.5 million. There will be no increase in ongoing costs.

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

Initial funding for this project will be 100% General Fund, but 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/departments.

9. Is the program/project mandated or discretionary?

This project is not mandated.

10. Identify the implementation period if funding were available.

The fit/gap analysis is anticipated to be completed by June 2015. Implementation of the CAPS+ upgrade project is estimated to take 1 to 2 years.

CAPS+ Release Upgrade											
	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	FY 24-25
I. Cost											
Services & Supplies	0	6,500,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	6,500,000	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	6,500,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
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.

Nine County departments participated in a workgroup to identify the countywide eProcurement solution requirements: Auditor-Controller, CEO Information Technology, CEO Procurement, Health Care Agency, OC Waste & Recycling, OC Community Resources, OC Public Works, OC Sheriff's Department, and the Social Services Agency. Departments were selected according to their respective volume and complexity of purchasing-related transactions and because their procurement needs were representative of the overall County requirements in an eProcurement system.

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 2014-15 Budget.

The eProcurement project was previously identified as a Strategic Priority in the 2013 Strategic Financial Plan. The project has been deferred due to limited funding resources and further evaluation of project options.

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 characterized by paper-based, manual processes that have an operational and cost impact on the County. Impacts include: (1) redundant transaction activity that leads to lengthy processing times; (2) the use of paper documents and manual routing that is inefficient, time consuming, and lacks transparency; (3) a workflow process that includes manual routing and “pony” mail delivery of documents; (4) an environment that can include errors and associated re-work costs; (5) lengthy transaction times that increase the procurement life cycle and delay payments to the County's vendors; (6) an inefficient competitive bidding process that can lead to increased operational costs; (7) lack of departmental coordination for purchases which can lead to lost competition and discounts; and (8) disparate departmental systems lacking standardization, which may lead to an

increase in overall County costs.

The greatest opportunity for improvement lies in a centralized, electronic, countywide procurement solution that would interface with the County's CAPS+ Financial/Purchasing system. A countywide eProcurement system will standardize disparate processes and reduce transaction processing times. This system would capitalize on the attributes of the existing environment, while allowing the County to benefit from the addition of an all-encompassing Requisition-to-Check solution (requisition, receiving, invoicing, and payment). A comprehensive Requisition-to-Check solution promotes visibility, efficiency, cost savings, budget/fund management, and control.

Additional opportunities exist in the ability to leverage advances in technology. The County stands to benefit from improvements in the user interface component, specifically, an interface that is similar to the well-known "Amazon.com" online shopping model. The "ease of use" component presents one of the greatest opportunities for improvement over the current process. Providing departments with a user-friendly interface reduces reliance on departmental "shadow systems" and promotes compliance with centralized processing guidelines.

A fully integrated eProcurement solution provides the following opportunities for improvement: (1) ease of use and minimal redundancy can reduce transaction processing times; (2) minimizing the use of paper documents and manual routing may make better use of resources; (3) a simplified system can reduce error rates and associated re-work costs; (4) expedited vendor payments may reduce the procurement-to-payment time line and allow the County to take advantage of vendors' "Net Terms" that lead to discounted savings; (5) promotion of competition between and among vendors leading to a reduction in County costs; and (6) improved 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).

At this time, the project is estimated at \$3.75 to \$4.5 million. The Auditor-Controller has only completed a Request for Information (RFI) 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.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Nine departments participated in the gathering of requirements for an eProcurement solution: Auditor-Controller, CEO Information Technology, CEO Procurement, Health Care Agency, OC Waste & Recycling, OC Community Resources, OC Public Works, OC Sheriff's Department, and 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 1.5 years.

eProcurement											
	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	FY 24-25
I. Cost											
Services & Supplies	0	4,500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Agency Expense Total	0	4,500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	4,500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

CAPS+ Collections System

1. Program Area:

General Government Services

2. Identify agencies and departments involved.

Auditor-Controller, Treasurer Tax-Collector, Sheriff, Probation, and Health Care 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 2014-15 Budget.

This is a new Strategic Priority.

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

The County currently supports at least four different collections systems, and there is no interaction between these applications. The collections systems are a component of the County's infrastructure and could benefit from being consolidated into a single solution by: (1) sharing data between departments; (2) definition of business process rules by County departments who understand the business, specifically Auditor-Controller, Treasurer Tax-Collector, Sheriff, Probation, and Health Care Agency; (3) coordinated case monitoring and prioritization; (4) built-in reporting and search capabilities, allowing County departments responsible for collections to identify those who can pay in order to increase collections; and (5) integration with third party vendor applications, allowing for monitoring payee address changes.

A centralized, Countywide solution would capitalize on the attributes of the environment, while allowing the County to benefit from the all-encompassing collections solution and provide additional integration into a Countywide Accounts Receivable system. A comprehensive collections solution promotes visibility, efficiency, cost savings, and control.

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).

Analysis of one-time and ongoing project costs is still pending, but it is estimated to cost between \$1.25 and \$2.0 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, the County would see increased collection revenues that an enterprise collection system would make possible.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

County agencies/departments.

9. Is the program/project mandated or discretionary?

This project is not mandated; however the County is currently paying for and maintaining multiple solutions throughout the County agencies.

10. Identify the implementation period if funding were available.

Implementation of a solution is estimated to take 1 to 2 years.

CAPS+ Collections System											
	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	FY 24-25
I. Cost											
Services & Supplies	0	1,500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Agency Expense Total	0	1,500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,500,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Property Tax System Upgrade

1. Program Area:

General Government Services

2. Identify agencies and departments involved.

Auditor-Controller, Treasurer Tax-Collector, Clerk of the Board.

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 Budget.

This is a new Strategic Priority.

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

The County of Orange's Property Tax System (PTS) is utilized by the Auditor-Controller, Treasurer-Tax Collector, and Clerk of the Board. The PTS processes approximately \$7.5 billion annually in property taxes and special assessments for the County, cities, school districts, and special districts within the County. The PTS currently runs on the County's mainframe platform and was developed in the late 1980s using a programming language that is now obsolete. Furthermore, maintenance of the system requires specialized knowledge that is hard to obtain. In July 2008, the County launched a multi-year phased implementation of a custom Property Tax Management System (PTMS). This project was subsequently put on hold, and the County is now moving forward and exploring alternative options for a new Property Tax System.

After a preliminary market review, the PTS Steering Committee (consisting of the Auditor-Controller, Clerk of the Board, Treasurer-Tax Collector, and County Information Officer) would like to assess a Custom Off The Shelf (COTS) solution as the replacement for the current legacy system. Implementing a COTS solution would place all the requirements on the vendor to maintain compliance with State and Governmental regulations.

The legacy PTS system is becoming increasingly difficult to maintain and support with existing vendor resources. It would benefit the County if it were to leverage the

advancements in technology that a COTS provider has to offer.

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 total project cost is estimated at \$30 to \$45 million based on similar projects in San Diego and Riverside counties.

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

Funding for this project will be 100% General Fund. However, approximately 30% of the cost of a new PTS will be recovered over a 5 year period through the Property Tax Administrative Charge (PTAC) process.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

County agencies/departments.

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

The implementation period for this project is approximately 4 to 6 years.

Property Tax System Upgrade											
	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	FY 24-25
I. Cost											
Services & Supplies	0	8,000,000	8,000,000	8,500,000	7,650,000	1,750,000	1,793,750	1,838,594	1,884,559	1,931,673	1,979,964
Agency Expense Total	0	8,000,000	8,000,000	8,500,000	7,650,000	1,750,000	1,793,750	1,838,594	1,884,559	1,931,673	1,979,964
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	8,000,000	8,000,000	8,500,000	7,650,000	1,750,000	1,793,750	1,838,594	1,884,559	1,931,673	1,979,964
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

New Electronic Voting System

1. Program Area:

General Government Services

2. Identify agencies and departments involved.

Registrar of Voters

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 Budget.

This was previously identified in the 2013 Strategic Financial Plan and was not funded in the FY 2014-15 Budget.

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

The project is a New Voting System with a plan to replace the current electronic voting system no earlier than 2016 and no later than the end-of-life of the current system which is estimated to be FY 2017-18.

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 \$20 million. 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 at this time.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

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

9. Is the program/project mandated or discretionary?

Federal and State election statutes mandate that the County maintain a method for voting. This project would replace an aging electronic voting system approaching the end of its useful life.

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 subsequent primary/general election cycles via a phased-in approach. This is dependent upon establishment of the end-of-life for the current system, which has been estimated to be FY 2017-18.

New Electronic Voting System											
	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	FY 24-25
I. Cost											
Services & Supplies	0	0	20,000,000	0	0	0	0	0	0	0	0
Agency Expense Total	0	0	20,000,000	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	20,000,000	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

2014 Strategic Financial Plan

PROGRAM V

CAPITAL IMPROVEMENTS

Central Utility Facility Connections & Chiller Coils Replacement

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 hour per day, 365 day per year basis to County and other City, State and Federal buildings in the Civic Center Campus. The Gates & Osborne Buildings at 300 & 320 N. Flower receive chilled water from the CUF; and steam lines connecting the buildings to the CUF were installed in 2008.

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 2014-15 Budget.

This is a new project related to the previously submitted Central Utility Facility 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 will connect the Gates and Osborne buildings to the CUF for supply of steam for hot water and heating. The project will also include replacement and upgrade of the chiller coils and removal of the existing boilers. CUF efficiency will be increased from approximately 60% to over 70% as a result of increasing the CUF thermal load.

Additional outlets for distribution of steam will make better use of the County's investment in cogeneration. The boilers at the Osborne and Gates buildings were installed in 1991 and are nearing the end of their service life. Steam lines were installed in 2008 from the CUF to the basement of the Osborne building and capped for future connection and replacement of the existing boilers. This project will connect the Gates and Osborne buildings to the CUF for steam. In addition, this project provides for the replacement and upgrade of the chiller coils in the Osborne and Gates buildings. The chiller coils were installed in 1991 and, since that date, repairs and partial replacement projects have been completed on the coils. The chiller coils are at or nearing the end of their service life. Installation of the

replacement chiller coils with connection of the steam will greatly enhance the delivery of heating and cooling in the Gates and Osborne buildings and provide increased reliability of the heating and cooling systems in these County 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.

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

Complete replacement is estimated at \$2,168,051.

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

General Fund 100%

Please refer to the attached spreadsheet for funding information.

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

County staff and visitors to County buildings.

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

This project is discretionary.

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

FY 2015-16 through FY 2017-18

Central Utility Facility Connections & Chiller Coils Replacement											
	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	FY 24-25
I. Cost											
Structures & Improvements	0	222,461	1,933,188	12,402	0	0	0	0	0	0	0
Agency Expense Total	0	222,461	1,933,188	12,402	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	222,461	1,933,188	12,402	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Civic Center Deferred Maintenance Program

1. Program Area:

Capital Improvements

2. Identify agencies and departments involved.

The County of Orange owns and operates multiple buildings and infrastructure throughout the Civic Center Campus in Santa Ana occupied by multiple agencies and departments.

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 2014-15 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 program will maintain and implement improvements to preserve the County buildings in the Civic Center Campus. Many of these buildings were built in the 1950s, 1960s, and 1970s. Since 1995, due to the lack of available funding, the maintenance and repair of many County facilities has been deferred. Maintenance and timely replacement of electrical switchgear, generators, heating, ventilation, air conditioning (HVAC) equipment, card access systems, structural systems, and interior/exterior finishes have been deferred or cancelled. These systems now require attention to keep the County buildings operational and weather-tight.

Investment in the maintenance and improvements will aid in the preservation of County facilities and will enable reliable operation of building systems and components that affect the use and occupancy of buildings used by the public and County employees.

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

No additional personnel will be required.

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

Beginning in FY 2015-16, OC Public Works would request \$4 million per year for three consecutive fiscal years to address the collective deferred capital demands within the Civic Center for a total expenditure of \$12 million.

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

General Fund 100%

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

County and Public

9. Is the program/project mandated or discretionary?

This project is discretionary.

10. Identify the implementation period if funding were available.

FY 2015-16 through FY 2017-18

Civic Center Deferred Maintenance Program											
	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	FY 24-25
I. Cost											
Services & Supplies	0	4,000,000	4,000,000	4,000,000	0	0	0	0	0	0	0
Agency Expense Total	0	4,000,000	4,000,000	4,000,000	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	4,000,000	4,000,000	4,000,000	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Civic Center Deferred Maintenance Program											
	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	FY 24-25
I. Cost											
Services & Supplies	0	4,000,000	4,000,000	4,000,000	0	0	0	0	0	0	0
Agency Expense Total	0	4,000,000	4,000,000	4,000,000	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	4,000,000	4,000,000	4,000,000	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

County Facilities Master Plan

	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	FY 24-25
I. Cost											
Structures & Improvements	0	4,287,000	12,936,000	15,075,000	18,930,000	12,872,000	0	0	0	0	0
Agency Expense Total	0	4,287,000	12,936,000	15,075,000	18,930,000	12,872,000	0	0	0	0	0
II. Non-General Fund Revenue											
Revenue from Use of Money and Property	0	100,000	100,000	450,301	717,214	21,908,303	0	0	0	0	0
Agency Revenue Total	0	100,000	100,000	450,301	717,214	21,908,303	0	0	0	0	0
III. General Fund Requirement	0	4,187,000	12,836,000	14,624,699	18,212,786	-9,036,303	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

800 MHz Countywide Coordinated Communications Systems Upgrade											
	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	FY 24-25
I. Cost											
Equipment	5,683,882	40,128,188	31,073,477	31,073,477	7,997,874	7,997,150	4,453,917	4,458,178	4,455,467	4,455,854	31,197,177
Agency Expense Total	5,683,882	40,128,188	31,073,477	31,073,477	7,997,874	7,997,150	4,453,917	4,458,178	4,455,467	4,455,854	31,197,177
II. Non-General Fund Revenue											
Intergovernmental Revenues	1,808,775	26,208,136	26,966,657	26,966,657	3,245,810	3,245,284	3,243,365	3,246,468	3,244,494	3,244,776	22,717,945
Charges For Services	0	10,096,373	0	0	0	0	0	0	0	0	0
Agency Revenue Total	1,808,775	36,304,509	26,966,657	26,966,657	3,245,810	3,245,284	3,243,365	3,246,468	3,244,494	3,244,776	22,717,945
III. General Fund Requirement	3,875,107	3,823,679	4,106,820	4,106,820	4,752,064	4,751,866	1,210,552	1,211,710	1,210,973	1,211,078	8,479,232
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

[illegible]

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 2014-15 Budget.

This is an ongoing Strategic Priority. Timing and cost estimates have been refined as the projects have progressed. The FY 2014-15 budget includes \$549,730 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 FY 2013-14 budget included \$579,764 for FMP projects and the amount included in the FY 2014-15 budget is \$549,730.

A review of 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

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 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 as follows:

Current Real Estate Projects:

a. New County Real Estate and Facilities Management System:

Implementation of a Computer Maintenance Management System (CMMS) is a stated objective of CEO Corporate Real Estate. OC Public Works/Facilities – Maintenance & Engineering is a partner in that effort.

The CMMS software contemplated for the County's use will maximize the efficiency of available maintenance resources and support fiscal responsibility. The system will track, monitor, and report on the cost of maintenance and repairs for each facility in the County's real estate portfolio; specify the preventive maintenance schedule for every piece of machinery and equipment in those facilities; and link with other proprietary County systems.

This portfolio management tool supports enterprise collaboration among multiple departments and includes data reporting and interface options. Customized solutions will be available to each County department affording

them flexibility and growth while allowing for data sharing and elimination of data redundancy across the enterprise. CMMS data will be stored in a format that allows for data transfer between existing County systems or to a different CMMS package should the County choose another software vendor in the future.

OC Public Works/OC Facilities – Maintenance & CUF Division requirements were not part of the original Request for Proposal (RFP) issued by OC Community Resources in April 2009 which resulted in the selection of Maintstar as a vendor. CEO Real Estate and OC Public Works are collaborating on the strategic objective of procuring and implementing a replacement system that will meet this organization's needs and serve the County as a whole. The current procurement plan includes:

- Selecting a consultant to assist with the RFP process to identify and procure the County's CMMS system
Target Date: April, 2015
Estimated Cost: \$90,000
- Completing the RFP process and procuring the identified CMMS system.
Target Date: November/December, 2015
Estimated Cost: \$2,125,000
- Implementation is anticipated to occur in 2016
Procurement costs will be shared between CEO Real Estate and OC Public Works in accordance with the percentage of CMMS system resources allocated to satisfy operating requirements for each group.

The CMMS envisioned for the County will:

- 1) Provide a readily accessible inventory of real estate assets in satisfaction of County information needs.
- 2) Establish a centralized data base to catalog and model Maintenance & Capital demands.
- 3) Establish a Preventive Maintenance schedule of services and associated budget for all County owned assets.
- 4) Establish an annual budget and schedule of maintenance repair projects compiled from all owned facilities for the purpose of leveraging collective bids for privatized resources.
- 5) Establish and maintain a 20 year centralized capital budget schedule for all owned facilities.
- 6) Provide a comprehensive schedule of capital projects representing differing demands.
- 7) Establish an operational life cycle cost model for each facility.

- 8) Provide a comparative performance matrix of internal and external benchmarks.

Over time, this information will enable managers to make decisions about the use and deployment of resources based on real time metrics, and facility maintenance staff to plan and perform their jobs more effectively and efficiently. There are three primary areas of use for the County's CMMS: Work Orders, Asset Management, and System Integration, meaning the system can link to other enterprise software or proprietary County systems such as CAPS+, eliminating the need for repetitive manual data entry by multiple agencies.

b. Laguna Niguel Parcel (Former South Justice Center):

The former South County Justice Center property is an approximately 28-acre site located in the City of Laguna Niguel and bordered on three sides by Alicia Parkway, Crown Valley Parkway, and Pacific Island Drive. The site occupants include the County (22 acres), the OC Fire Authority (1.5 acres), and the City of Laguna Niguel (4.1 acres). The County's use of 22 acres includes a County Vehicle Maintenance Yard, the former South County Justice Center, undeveloped land, and an Orange County Public Library branch.

One of the continuing initiatives approved by the Board is to analyze the potential uses and revenue sources that may be developed from the former courthouse complex in Laguna Niguel. On January 16, 2014, the County released a Request for Proposal (RFP) for a qualified Master Developer to enter into a long-term ground lease for the 22-acre site in Laguna Niguel owned by the County. The County has established three important goals for the outcome of this solicitation: (1) a partnership with a Development Team with sufficient experience, financial resources, and personnel to fully develop the property and unlock the value of the Development Site; (2) a workable plan and reasonable timetable to secure all necessary zoning changes, entitlements, permits, and equity/debt financing as well as an achievable marketing and leasing program; and (3) a fair financial return to the County based on the value of the site today and in the future.

This Strategic Priority includes \$300,000 in development related costs offset by \$2,100,000 in revenue from the development of the site. Development Costs at the 22-Acre Site in Laguna Niguel (Former South Justice Center) are:

FY 2015-16: \$60,000

FY 2016-17: \$60,000

FY 2017-18: \$60,000 + \$3M for relocation

FY 2018-19: \$60,000

FY 2019-20: \$60,000

Revenue from development of the 22-Acre Site in Laguna Niguel (Former South Justice Center) is:

FY 2015-16: \$100,000 (Revenue: General Fund) – Option Payment

FY 2016-17: \$100,000 (Revenue: General Fund) – Option Payment

FY 2017-18: \$400,000 (Revenue: General Fund) – Construction Payment

FY 2018-19: \$400,000 (Revenue: General Fund) - Construction Payment

FY 2019-20: \$1,100,000 (Revenue: General Fund)

There is an estimated cost of \$3 million for the relocation of the South County garage in order to continue the ongoing repair and maintenance of the OC Sheriff's patrol fleet for the south county contract cities. The garage will work in conjunction with the new OC Sheriff's Substation in Lake Forest.

c. El Toro Parcels:

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 assist 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.

On January 28, 2014, the Board approved a Disposition and Development Agreement with Lowe Enterprises Inc., which initiated the entitlement process for the properties and will allow for subsequent phases of horizontal and vertical development and leasing of the subject properties. The County plans to retain ownership of the 100-acre property and the west Alton parcel and enter into a long-term revenue generating master ground lease.

This project requires funding during FY 2014-15 through FY 2018-19 for development costs that will be offset by revenue generated by development of the 100 acres and offset by the potential ongoing revenue generated by a long-term ground lease of the west Alton parcel. The El Toro Project will require \$24.0 million for the entitlement related costs, \$15.6 million for the County's share of cost for the Marine Way Road, which will be offset by \$47.5 million estimated future revenue generated by the development of the site. The \$15.6 million Marine Way Road expenses may be funded from the OC Road's capital improvement plan, but it will require further analysis/review of Road Fund Cash Flow and Capital improvement plan.

d. Options to Acquire Lease-Conveyance Properties:

The County has future options to own two properties:

- (1) The Health Care Agency acquisition option regarding 1030 Warner, Santa Ana was studied and recommended for conversion into a long term lease interest at the end of the 2014 calendar year.
- (2) The County has an option to purchase the District Attorney's Headquarters at 401 Civic Center Drive in 2021 for \$515,000.

In addition, the County has the option to purchase the Child Support Services and Probation headquarters buildings at 1015-1055 N. Main St. in 2024 for \$980,000.

e. Building 16 and Civic Center Strategic Facilities Plan:

In August 2012, the Board heard an ASR presenting alternatives for the development of Building 16. Related/Griffin was selected to further define strategic plans for the Civic Center, including Building 16. CEO Real Estate is working with Related/Griffin to develop the Civic Center Strategic Facilities Plan (CCSFP). The requested total for this Strategic Priority is \$19.5 million for three years, which reflects the estimated lease costs (or principal, interest, and operating expense costs) of \$6.5 million annually beginning in FY 2017-18.

f. Fruit Street Assessment, Operations Center Plan:

The County supported the City of Santa Ana in completing environmental, California Environmental Quality Act (CEQA), and National Environmental Protection Act (NEPA) work for its proposed Santa Ana Boulevard underpass of the railroad at the County's Fruit Street property. No funding is needed for Fruit Street or County Operations Center (COC) studies in FY 2015-16 and 2016-17 because funding to construct the Santa Ana Boulevard underpass has not yet been identified. Orange County Transportation Agency (OCTA) processes are estimated to provide Federal funds for the underpass planning/construction beginning in FY 2017-18. OC Fleet will be significantly impacted by underpass construction and will need to move from Fruit Street to another location.

Accordingly, \$75,000 is needed to study Fleet relocation alternatives in FY 2017-18. In FY 2018-19, the relocation of Fleet is estimated to cost \$5.3 million. In addition, the planning and relocation of other Fruit Street operations to the COC is expected to require funding of \$1.5 million for a total of \$6.8 million in FY 2018-19.

The impacts of the underpass construction on Fruit Street, as a whole, will be significant and the value of this land, if cleared of County operations, is \$15 million to \$25 million. Relocation of Facilities Operations, Construction Inspection, and the Materials Lab from Fruit to COC, as included in the Facilities Master Plan, will require \$5 million in FY 2019-20 for a new building (and \$7 million in FY 2020-21, one year beyond this 10-year projection). Clearing the Fruit Street property is expected to free it for sale or lease at an estimated value of \$20 million in FY 2019-20. The costs of relocating Fruit Street operations will most likely be offset by proceeds from sale or lease of the property.

g. Acquisition of the Health Care Agency (HCA) Headquarters Building and Land:

An important part of the Civic Center Facilities Plan, is the acquisition of two separate interests—the former Transit Center and the Transit Tower above it at 405 West 5th Street. OCTA owns the land and parking structure and a real estate fund, CW Capitol, owns a 75 year lease interest in the Transit Tower. Board direction is to perform due diligence and provide advice regarding acquisition. Several scenarios for financing the purchase of the building and reimbursement have been analyzed. If the Board elects to acquire the building, the General Fund is an option to fund the initial acquisition, and HCA will repay the General Fund within 15 years. The cost to acquire the building is approximately \$11,650,000. If the Board elects to move forward upon review of the due diligence, purchase of the building would require a draw from General Fund reserves or sale of other vacant properties owned by the County to generate revenue.

The land and parking structure owned by OCTA are encumbered by the building's rights to use the parking structure for 75 years and by responsibility for maintaining the parking structure and the structures supporting the building. OCTA estimates of value are approximately \$3 million, while County-obtained estimates are approximately half that amount. OCTA intends to list their encumbered interest for sale to test the market. The estimated cost to acquire the OCTA interest in FY 2015-16 is \$1.8 million. The estimated cost to address structural responsibilities in FY 2016-17 is \$1.5 million.

h. Greenspot Entitlement Acquisition:

The Orange County Flood Control District (District) owns approximately 1,658 acres of vacant real property in the southeastern-most portion of the City of Highland, south of the San Bernardino National Forest; east of the Santa Ana River and Greenspot Road; and north of Mill Creek and State Highway 38 (Greenspot Property). The property was originally acquired by the District as a borrow site in conjunction with the construction of the Seven Oaks Dam as part of the Santa Ana River Project but the property is no longer being used for this purpose.

On November 9, 2010, the Board of Supervisors approved a contract with Lewis Planned Communities (Lewis) as the developer to assist with the entitlement of the Greenspot Property. Per this Agreement, the Greenspot Property is currently being entitled as a master planned community of approximately 3,632 residential units and 51,840 square feet of commercial use. Approval of the project is anticipated in 2015. The Agreement provides for compensation to Lewis in exchange for successful approval of the project and the possible direct sale of the property to Lewis.

This project includes \$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.

i. Long-Term Lease of Orange County Flood Control District property at 1100 Bristol Street, Costa Mesa:

The Orange County Flood Control District (District) owns approximately 6 acres of vacant real property in the City of Costa Mesa. In April 2013, an RFP to lease and develop the property was released to solicit proposals. On September 17, 2013, the Board of Supervisors selected finalists for further evaluation. On December 17, 2013, the Board of Supervisors selected Ganahl Lumber Company as the primary and Lyon-NCA Bristol Venture, LLC as the alternate for the lease and development of the property.

On April 29, 2014, the Board of Supervisors approved the Option Agreement with Ganahl Lumber Company. The Option Agreement provides Ganahl Lumber Company a period of 12 months to satisfy due diligence tasks prior to Ganahl exercising their Option to lease. The due diligence tasks include preparing preliminary plans for development and use of the property; preparing an environmental initial study and associated document; submitting plans to the City for discretionary and ministerial approvals; and obtaining the necessary permits for development and use of the site.

This project includes \$215,000 in development-related costs during the first two years, offset by revenue of approximately \$340,000 during the Option term and first year of operation. The revenue could also be used to offset Flood Control District's costs associated with maintenance of the Delhi Channel. Once Ganahl Lumber Company is fully operational, development-related costs decrease substantially to an estimated \$18,000 each year for overall project management. This expenditure would be offset by revenue of \$600,000.

Revenue from the 21-year lease is estimated at approximately \$13,797,000, which includes the Option prices, the construction period rent, and the operational period rent for the primary term. Should Ganahl Lumber Company choose to exercise the option to extend the primary lease term, additional revenue for each extension term would be a minimum of \$5,082,000 for each seven-year extension term, for a total of at least \$30,492,000 for all six extension terms (not including potential rent increases).

Revenue generated from leasing of this site would be shared between the Orange County Flood Control District and the County of Orange at a rate of 35 percent for the Flood Control District and 65 percent for the County. A Cooperative Agreement between the Flood Control District and the County CEO/Real Estate was entered into on June 30, 2014.

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.

	Cost
FY 2015-16	\$ 4,287,000
FY 2016-17	12,936,000
FY 2017-18	15,075,000
FY 2018-19	18,930,000
FY 2019-20	12,872,000
Total	\$ 64,100,000

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.

	Revenue
FY 2015-16	\$ 100,000
FY 2016-17	100,000
FY 2017-18	450,301
FY 2018-19	717,214
FY 2019-20	21,908,303
	\$ 23,275,818

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?

All projects are discretionary, and are implemented as directed by the Board.

10. Identify the implementation period if funding were available.

	Cost	Revenue	Net County Cost
FY 2015-16	\$ 4,287,000	\$ 100,000	\$ 4,187,000
FY 2016-17	\$ 12,936,000	\$ 100,000	\$ 12,836,000
FY 2017-18	\$ 15,075,000	\$ 450,301	\$ 14,624,699
FY 2018-19	\$ 18,930,000	\$ 717,214	\$ 18,212,786
FY 2019-20	\$ 12,872,000	\$ 21,908,303	\$ (9,036,303)
Totals	\$ 64,100,000	\$ 23,275,818	\$ 40,824,182

Please refer to question number three for the complete description of the implementation plan for each project included in the Facilities Master Plan.

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

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

County Facilities Master Plan

	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	FY 24-25
I. Cost											
Structures & Improvements	0	4,287,000	12,936,000	15,075,000	18,930,000	12,872,000	0	0	0	0	0
Agency Expense Total	0	4,287,000	12,936,000	15,075,000	18,930,000	12,872,000	0	0	0	0	0
II. Non-General Fund Revenue											
Revenue from Use of Money and Property	0	100,000	100,000	450,301	717,214	21,908,303	0	0	0	0	0
Agency Revenue Total	0	100,000	100,000	450,301	717,214	21,908,303	0	0	0	0	0
III. General Fund Requirement	0	4,187,000	12,836,000	14,624,699	18,212,786	-9,036,303	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

2014 Strategic Financial Plan

PROGRAM VII INSURANCE, RESERVES & MISCELLANEOUS

800 MHz Countywide Coordinated Communications Systems Upgrade

1. Program Area:

Capital Improvements

2. Identify agencies and departments involved.

Sheriff-Coroner Department (OCSD), 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 14-15 Budget.

This Strategic Priority was previously identified on the 2013 Strategic Priorities list as well as in prior years. Sheriff-Coroner has worked with the 800 MHz Countywide Coordinated Communications System Partnership (CCCS Partnership) to determine that an upgrade will be completed as opposed to procuring a new system. The Communications & Technology Division has been working with Motorola on obtaining costs for the upgrade project. The first phase of upgrading obsolete backbone equipment was completed in FY 2010-11 at a cost of \$2.7 million funded by grant funds and the CCCS Partnership. The remaining costs (infrastructure, subscriber equipment, and financing) are estimated at \$167 million and will occur over the next fifteen years. Sheriff-Coroner is currently working with Motorola and the County's Budget and Public Finance offices to explore possible financing for portions of this project.

Strategic Priority funding included in the FY 2014-15 Budget:

0500 Intergovernmental Revenues	\$ 1,808,775
4000 Equipment	5,683,882

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 County and City Public Safety agencies in Orange County. Since the system is software-driven, active steps will be required to extend the useful service life of the infrastructure and electronic equipment to keep pace with technology. Upgrades to both hardware and software will be required to maintain a

state-of-the-art system and to extend the life of this valuable infrastructure. To date, the 800 MHz Governance Committee, representing the 800 MHz City/County/Orange County Fire Authority (OCFA) partnership, has 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 OCSD/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.
- Upgrading the 800 MHz CCCS using Urban Area Security Initiative (UASI), Homeland Security, and Citizen Options for Public Safety (COPS) grants funding, and Departmental funds in the amount of \$15 million to integrate interoperability components with Federal agencies, 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's Department and OCFA, including their contract cities.
- 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's Department. 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, assure 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 Division is now focused on future goals with the implementation of the Federal Communications Commission (FCC) 800 MHz Rebanding Plan, development and implementation of additional radio coverage in the Newport Beach and Laguna Beach coastal areas, and ensuring system life extension towards the year 2018, which

is the estimated end-of-life of the current 800 MHz CCCS.

- **Rebanding:** Orange County is in the fourth wave nationwide, and actual re-programming of radios is currently undetermined, pending the completion of the Mexican Treaty Agreement. Rebanding planning for Orange County began in 2012. This effort involves the inventory of all system hardware, including over 19,000 pieces of Motorola infrastructure equipment in 24 backbone sites, as well as dispatch equipment in the forty 9-1-1 centers, and over 20,000 mobiles and portables on the system. The Sheriff's Communications & Technology Division has developed a strategic plan for the operational, technical, contractual, and financial transition to new frequencies. The project will be funded by Sprint Nextel.
- **System Life Extension:** As FCC Rebanding is being both facilitated and implemented, OCSD/Communications Division engineering staff is also looking toward the future. Efforts are being made with Motorola as well as the hundreds of public safety entities nationally who also purchased Motorola Version 3.0 systems to enhance the life of these systems. The County has already submitted a placeholder for future 700 MHz band frequencies, which were vacated by 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 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 their short- 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, replacing some obsolete backbone equipment.
- **Newport Beach Coastal Coverage:** OCSD/Communications 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 that currently do not have a desired level of radio coverage. This is anticipated to be a lengthy process as public hearings will be required. The County has the full cooperation of the State Parks and, in 2011, received Coastal Commission approval to proceed. It is anticipated that the site will operational in approximately two years.

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 this project.

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

The 800 MHz CCCS Partnership which is comprised of the County of Orange, 34 cities, OCFA, OCTA, Irvine Valley College, Saddleback College, and Santa Ana Unified School District will contribute approximately \$172 million beginning FY 2014-15. 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.

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 (this system is used by every city and County law, fire, medical, lifeguard, local government, and public works entities) as well as the residents of and visitors to Orange County.

9. Is the program/project mandated or discretionary?

The project is discretionary, but driven by the current radio system reaching end-of-life. The 800 MHz CCCS is critical to providing public safety services to Orange County.

10. Identify the implementation period if funding were available.

This Strategic Priority was started in FY 2014-15 and will be completed in FY 2017-18.

800 MHz Countywide Coordinated Communications Systems Upgrade											
	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	FY 24-25
I. Cost											
Equipment	5,683,882	40,128,188	31,073,477	31,073,477	7,997,874	7,997,150	4,453,917	4,458,178	4,455,467	4,455,854	31,197,177
Agency Expense Total	5,683,882	40,128,188	31,073,477	31,073,477	7,997,874	7,997,150	4,453,917	4,458,178	4,455,467	4,455,854	31,197,177
II. Non-General Fund Revenue											
Intergovernmental Revenues	1,808,775	26,208,136	26,966,657	26,966,657	3,245,810	3,245,284	3,243,365	3,246,468	3,244,494	3,244,776	22,717,945
Charges For Services	0	10,096,373	0	0	0	0	0	0	0	0	0
Agency Revenue Total	1,808,775	36,304,509	26,966,657	26,966,657	3,245,810	3,245,284	3,243,365	3,246,468	3,244,494	3,244,776	22,717,945
III. General Fund Requirement	3,875,107	3,823,679	4,106,820	4,106,820	4,752,064	4,751,866	1,210,552	1,211,710	1,210,973	1,211,078	8,479,232
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

800 MHz CCCS Radio Communication Towers

1. Program Area:

Capital Improvements

2. Identify agencies and departments involved.

Sheriff-Coroner Department, 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 2014-15 Budget.

This Strategic Priority was previously identified in the 2013 Strategic Financial Plan. 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 requiring 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.

Develop five new communication tower facilities to support the requirements of the Next Generation 800 MHz Countywide Coordinated Communications System. This system is used by every city and County law, fire, medical, lifeguard, local government and public works entity. Additional tower facilities may be required in order to:

- a) Deploy Association of Public-Safety Communication Officials (APCO) compliant interoperable P25 digital voice standards.
- b) Accommodate Federal Communications Commission (FCC) driven spectrum efficiency.
- c) Increase voice radio system coverage and building penetration.
- d) Add system capacity for modern features.
- e) Harden radio network to provide robust availability.

The project would include analysis to select prospective locations, architect & engineering 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.

This 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 \$1.1 million for a total ten-year project cost of approximately \$6.1 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 entities). There is stakeholder awareness among the residents and visitors of Orange County.

9. Is the program/project mandated or discretionary?

This project is discretionary, but is driven by: the current radio system reaching the end of its useful life; mandates by the 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 will begin in FY 2014-15. These new tower facilities need to be ready for integration into the Next Generation 800 MHz Countywide Coordinated Communications System by 2018.

[illegible]