



STRATEGIC FINANCIAL PLAN

2017

Acknowledgement:

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Executive Summary

Introduction

The County of Orange is committed to long-term strategic financial planning to ensure its ability to respond to economic changes and unanticipated events in a way that allows the County to preserve the quality and range of services provided to the community. The year leading up to the 2017 Strategic Financial Plan process was marked by continued moderate economic growth. While growth after the Great Recession allowed the County to re-baseline some Department budgets and reprioritize one-time projects, the level of growth does not allow for material increases in levels of service. The County is committed to maintaining current service levels to the extent possible while using fluctuations in revenue growth to prepare for or complete previously deferred projects.

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

Notwithstanding that costs of doing business continue to outpace revenue growth, the County is committed to implementing key initiatives and moving toward a future that will enrich the lives of Orange County residents and visitors including:

- **Building a System of Care:** The County continues to move forward with several key initiatives to improve the overall response to homelessness across the region, including: Bridges at Kraemer Place, the Whole Person Care (WPC) Pilot Program, and Continuum of Care housing initiatives.
- **OC Animal Care:** The County is progressing with the construction of the new animal care center being built on 10 acres of land at the former Tustin Marine base. The new facility, projected for completion in early 2018, includes a state-of-the-art design with outdoor areas, kennels and a training center.
- **Civic Center Facilities Strategic Plan (CCFSP):** The CCFSP initiative addresses the County's long-term occupancy in the Orange County Civic Center. The goals are to: improve delivery of services to the community, space usage and Departmental adjacencies, address the aging portfolio of County facilities, and better manage long-term occupancy and maintenance costs.



- **Integrated Services:** Integrated Services is an umbrella concept that covers eight Strategic Priorities submitted for the 2017 SFP. These proposed initiatives focus on leveraging overlap in the provision of multiple services to address: mental health and substance abuse treatment, recidivism reduction, and post incarceration reentry to the community. An integrated approach in program implementation provides the ability to leverage funding and construct a more effective and efficient service delivery.

The Process

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

The Plan provides the framework for a five-year operating budget and prepares for development of the next fiscal year budget with the stipulation that assumptions used in developing the plan may change over time. The Plan is developed with a goal of identifying any significant issues that must be addressed to achieve the County's mission, goals and long-term plan for financial stability. The County continues to focus on the following key fiscal goals:

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

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

As in prior years, the SFP focuses on General Fund gap analysis to highlight the continuing impact of projected moderate General Fund revenue growth and the rising cost of doing business. The plan focuses on identification of General Fund fiscal gaps (comprised of Departmental planned expenditures net of Departmental revenues and



NCC) and imbalances that will need to be addressed during the FY 2018-19 annual budget process. Summary analyses of capital and information technology (IT) project needs was also conducted. This year's SFP lays the groundwork for establishing budget priorities and funding solutions for FY 2018-19 prior to the usual timeframe of the annual budget process, thereby allowing more time for collaboration and creative solutions.

The SFP also provides an opportunity to review the General Fund Reserves Policy, which is developed to provide flexibility in the maintenance and use of reserves and to reflect the County's continued commitment to sound fiscal policy. There are no recommended changes to reserve policies proposed in this year's SFP. Additionally, this Plan includes the updated Debt Management Policy as approved by the Board on May 9, 2017.

Relevant economic data was used in preparing the County's 2017 SFP including:

- General Purpose Revenue forecast developed in conjunction with forecasts by the Auditor-Controller, the 2017-18 Local Assessment Roll of Values, and revenue receipt trends.
- Various projections for capital and operating inflationary factors, as developed by governmental or industry experts in the related field.
- Continued monitoring of economic forecasts published by Chapman University, University of California, Los Angeles, the State Legislative Analyst Office and other various sources.

Economic data compiled in August 2017 was included as part of the 2017 SFP instructions. As changes occur in the economy, projections will be updated during the FY 2018-19 annual budget development process.

Key Assumptions:

- The total cost of salaries and benefits is expected to increase over the five year plan and includes the following assumptions:
 - Salary growth factors include general salary increases consistent with existing memorandum of understanding (MOU) terms. Assumptions for salary increases beyond the existing MOU terms include 0% growth for Year 1 and 2% growth for Years 2 through 5 of the plan. Salary projections are developed independently and not in consultation with Human Resource Services or the Board. The use of growth factors is for planning purposes only and does not represent a commitment for bargaining purposes.
- Retirement Rate Assumptions (Tier II) assume the market rate of return is 7.25% for all years, which resulted in the following retirement rates:
 - Safety Rate ranges from 69% to 72% (3@50; excludes retiree medical)
 - Non-Safety Rate ranges of 28% to 30% (2.7@55; excludes retiree medical)



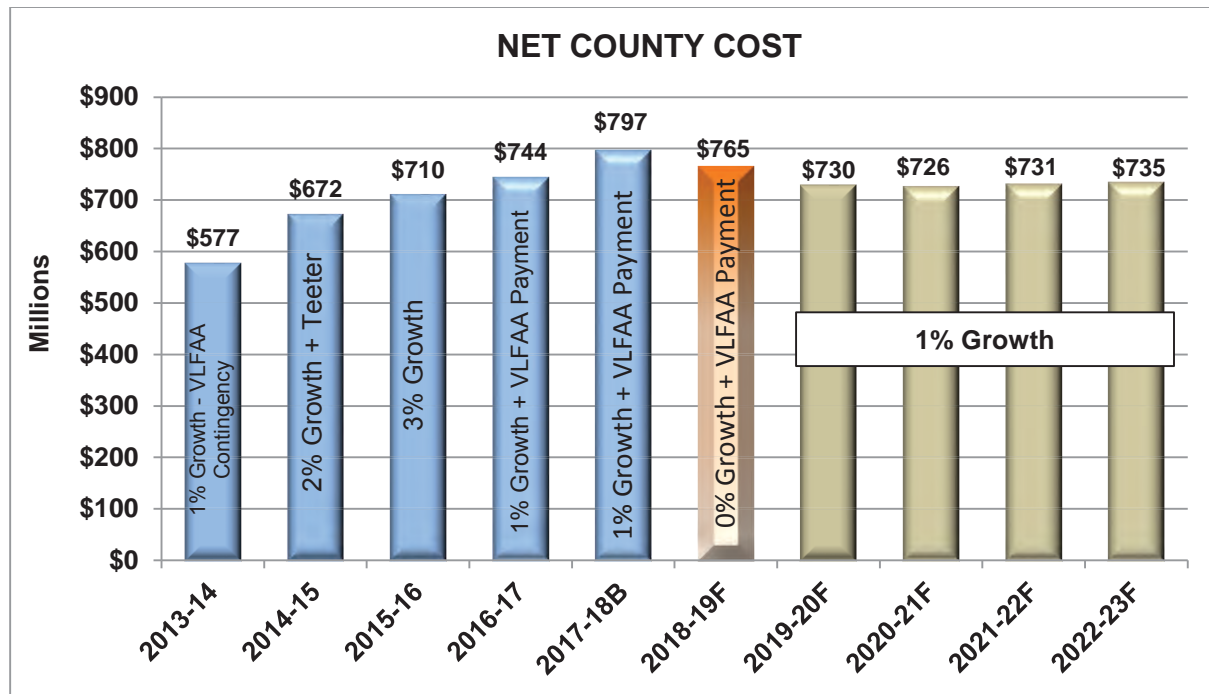
- Retiree Medical for Safety ranges from 3.8% to 4.4% (7.0% to 7.3% for Law Enforcement Management)
- Retiree Medical for Non-Safety is 4.0%
- Health Benefit Cost Assumptions
 - 5-Year Growth from \$194M to \$271M (39%)

Not included in the assumptions for the 2017 SFP are the following economic and demographic assumption changes adopted by the Orange County Employees Retirement System (OCERS) Board on October 16, 2017, which will be used to establish retirement contribution rates effective July 1, 2019:

- Reduced the assumed investment rate of return from 7.25% to 7.00%
- Reduced the assumed rate of price inflation from 3.00% to 2.75%
- Adopted the use of generational tables, which have identified reduced rates of mortality for members

Additionally, the OCERS Board adopted a three-year phase-in of the impact to the contribution rates associated with the Unfunded Actuarially Accrued Liability (UAAL). The cumulative effect of these assumption changes will have the impact of increasing contribution rates for members and plan sponsors.

- Consumer Price Index (CPI) Assumptions for Services & Supplies: 2.8% to 2.9%
- Departmental NCC limits were set for ongoing baseline operations (current levels of service). FY 2018-19 NCC limits were projected using the adopted FY 2017-18 limits (\$797 million) as a starting point, with amendments for technical adjustments and removal of one-time items resulting in proposed baseline limits for FY 2018-19 of \$765 million. Departments have identified \$72 million in appropriation reductions that would be required to meet the FY 2018-19 NCC limits. After factoring in NCC limit growth of 0% in FY 2018-19 followed by 1% in years two through five of the Plan and removing any one-time items, Departments identified a 5-year cumulative budget gap of \$159 million. The following table summarizes historical budgeted and forecasted NCC.



The following table summarizes prior and current year Adopted Budget and Plan year projected NCC by program:

Program	14-15	15-16	16-17	17-18B	18-19F	19-20F	20-21F	21-22F	22-23F
Public Protection	\$358.50	\$395.39	\$413.37	\$454.05	\$405.92	\$411.51	\$413.13	\$416.81	\$420.51
Community Services	132.34	125.56	127.23	128.77	128.65	129.93	131.21	132.50	133.81
Infrastructure	32.35	20.98	22.33	22.27	36.14	36.31	36.48	36.65	36.82
General Government	105.80	125.19	121.27	123.84	116.16	120.71	117.84	122.46	120.16
Capital Improvements	23.97	21.80	20.31	15.74	20.88	30.19	23.09	19.15	19.30
Debt Service	19.29	0.87	0.87	0.87	0.87	0.00	0.00	0.00	0.00
Insurance, Reserves & Misc.	(0.23)	20.36	38.87	51.36	56.36	1.36	3.92	3.92	3.92
GRAND TOTAL NCC	\$672.02	\$710.15	\$744.25	\$796.90	\$764.98	\$730.01	\$725.67	\$731.49	\$734.52

Note: FY 17-18B NCC is the adopted budget. SFP years are forecasted (F); and FYs 2021-22 and 2022-23 differ from the Plan Summary due to adjustments for projected \$2.8 million payments in each year from participating cities for the new Animal Care Center.

Outlook and Opportunities

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



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

Expenditures

Key Issues –

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

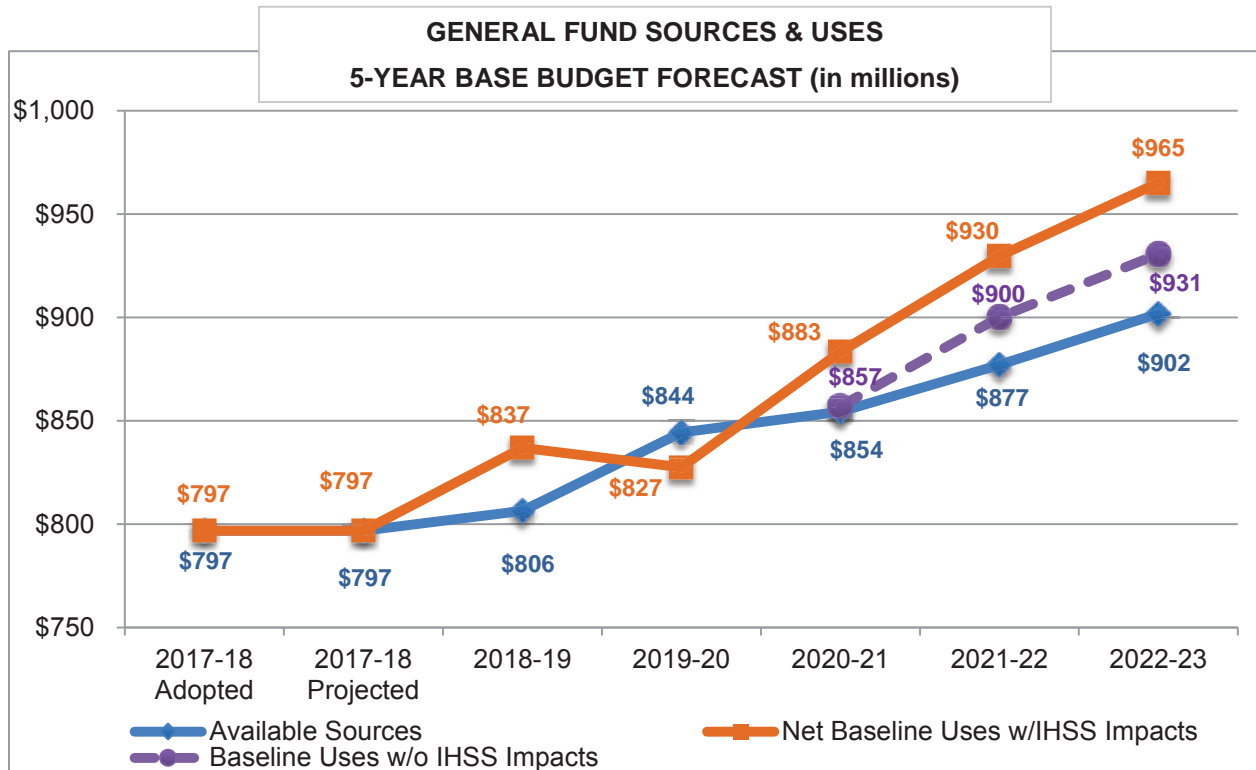
The following chart illustrates the projected General Fund Sources and Uses. The Net Baseline Uses encompasses Department NCC requests including restore augmentations. The Baseline Uses assumes payment of the remaining \$105 million in VLFAA payments to the State within available baseline sources rather than use of reserves previously set aside for the payments, contributing to the large gap between sources and uses in FY 2018-19. This gap closes for one year after the final payment is made, but grows again over the last three years of the plan as costs of doing business outpace revenue growth. The County will attempt to make the VLFAA payments from the baseline budget to preserve reserve balances, but may draw on reserves, if needed, to ensure no impact on mandated levels of service.

The gap between sources and uses begins at \$31 million in the first year of the Plan; reverses in year two with sources exceeding uses by \$17 million due largely to removal of the \$55 million VLFAA payment included in the base budget of year one; and then grows to \$63 million by year five. The projected cumulative additional funding needed for the five years is \$159 million if all restore requests were to be supported.

An additional line was added to the chart to demonstrate the estimated funding gap between baseline uses and sources if the projected impacts of shifting responsibility for the In-Home Supportive Services (IHSS) program from the State to counties is removed from consideration. The revised gaps begin with no changes in years one and two as Social Services Agency reserve sources are exhausted to fund the IHSS impacts, while years three through five would experience smaller gaps ranging from



\$26 million to \$34 million. The projected cumulative gap would be \$104 million or \$55 million less than the aggregate gap including the IHSS impacts.



Notes:

[1] Available Sources is General Purpose Revenue and may include use of one-time revenue sources

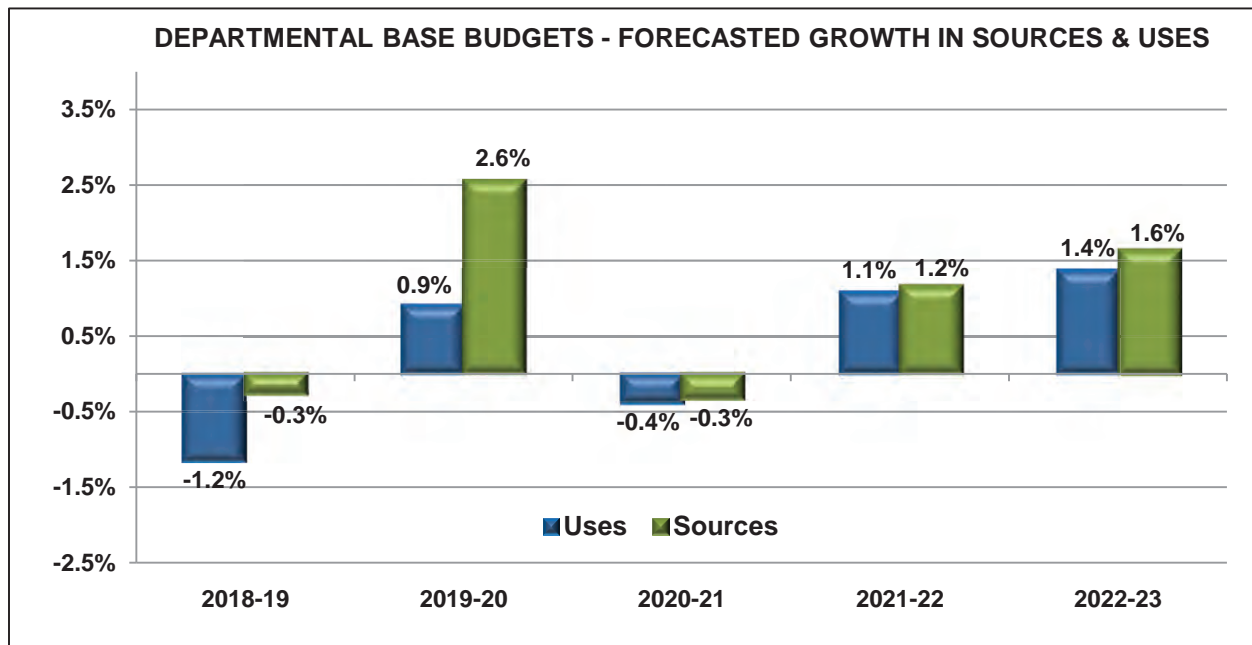
[2] Net Baseline Uses w/IHSS Impacts is NCC limits plus restore augmentations, and includes the remaining \$105M in VLFAA payments in FYs 2017-18 and 2018-19

It is important to note that unexpected shifts in economic conditions could cause the gaps between available sources and net baseline uses to widen; and the shift of IHSS program responsibility to counties as approved in the FY 2017-18 State budget is likely to constrain the ability to fully fund current and future operations.



Base Budget Sources & Uses

The following chart summarizes variances in General Fund Departments' forecasted base sources and uses, inclusive of technical and reduction augmentations, and before application of any General Fund contribution (NCC). The reductions to base budget appropriations that General Fund Departments employed in each fiscal year to meet the NCC Limits were: FY 2018-19 - \$72.1 million; FY 2019-20 - \$97.4 million; FY 2020-21 - \$157.8 million; FY 2021-22 - \$195.5 million; and FY 2022-23 - \$227.8 million.

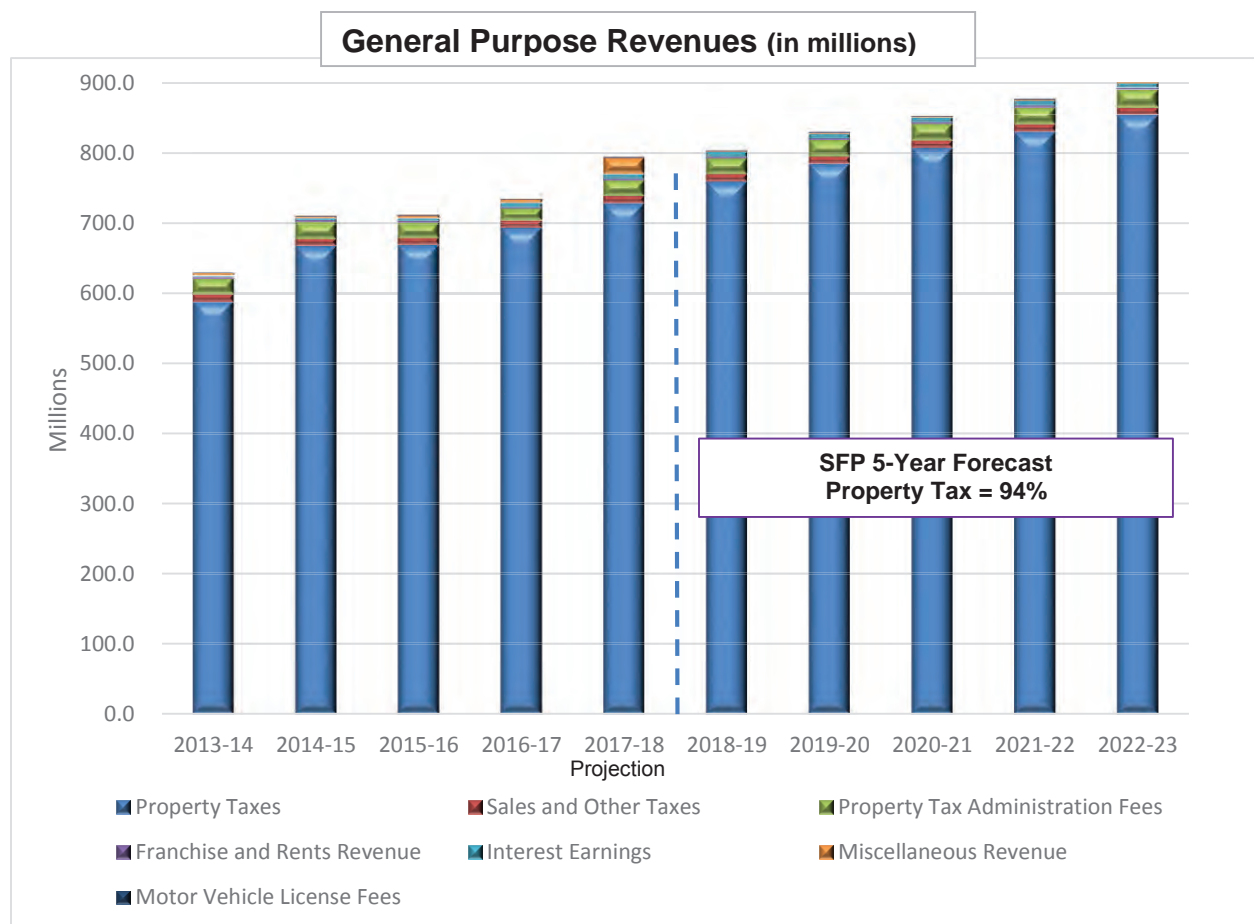




Revenues

As previously illustrated, Departmental base revenues (sources) are projected to decline and be below growth in Departmental base expenditures (uses) in year one, grow at a moderate rate in year two, decline again in year three, and experience steady but low growth in years four and five.

The Plan forecasts moderate increases in General Purpose Revenue (GPR) consistent with current economic trends. The following chart summarizes historical and forecasted growth in GPR. Detailed analysis of each component of GPR and Fund Balance Unassigned is provided in the *General Purpose Revenue Forecast* section of this document.

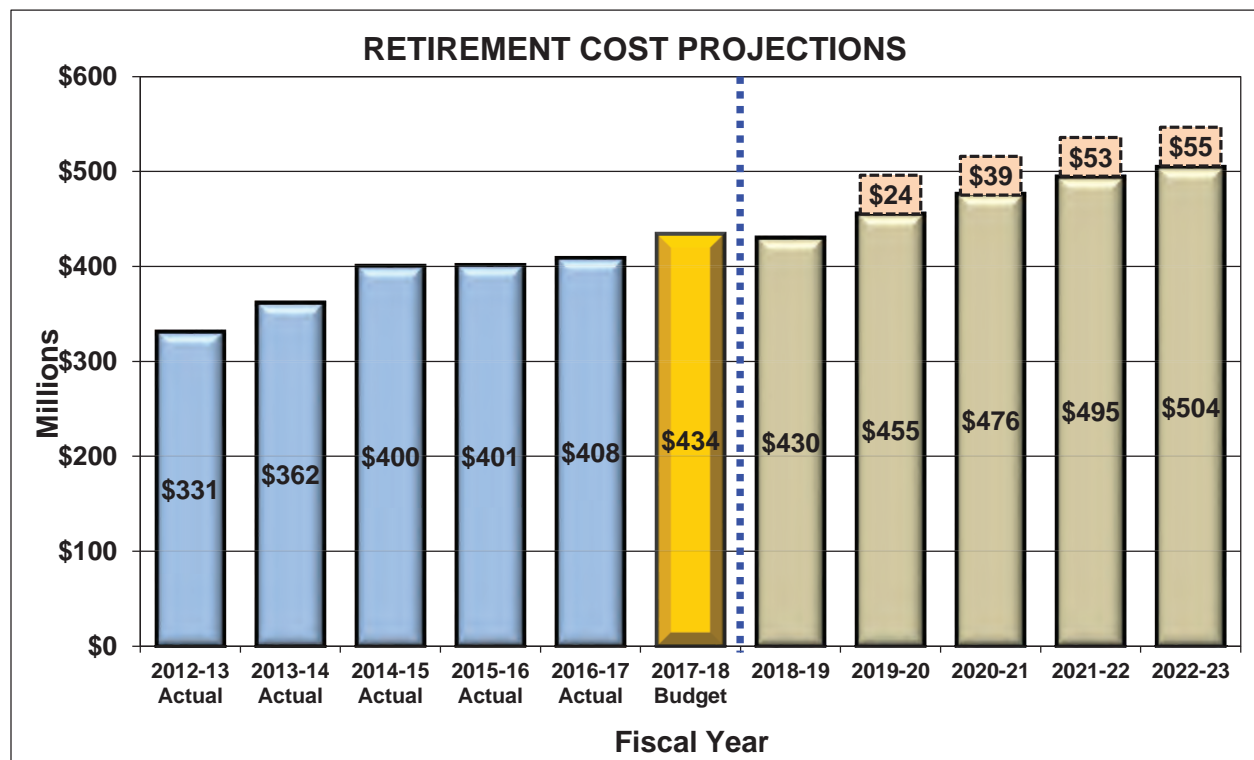


Note: Miscellaneous Revenue includes transfers in from other funds.



Retirement

The County's projected cost of retirement shows a significant decrease from the 2016 SFP primarily due to: a) decreases in the growth of regular salaries resulting from a 0% growth assumption in Year 1 of the 2017 SFP; b) a decrease in retirement costs resulting from the OCERS' December 31, 2016 Actuarial Valuation; c) a 7.25% market rate of return assumption for retirement used for all years of the 2017 SFP, whereas the 2016 SFP assumed a 0.00% market rate of return assumption for calendar year 2016; and d) an increase in the number of budgeted positions in PEPRA (Public Employee Pension Reform Act) retirement plans. As illustrated in the following chart for retirement cost projections, preliminary forecasts for retirement reflect annual costs growing from \$434 million budgeted in FY 2017-18 to a forecast of \$504 million in FY 2022-23, an average annual increase of 3.3%.



Note: All years exclude Pension Prepayment and Retiree Medical.

For illustrative purposes, included in the chart for retirement cost projections are the impacts from the economic and demographic assumption changes adopted by the

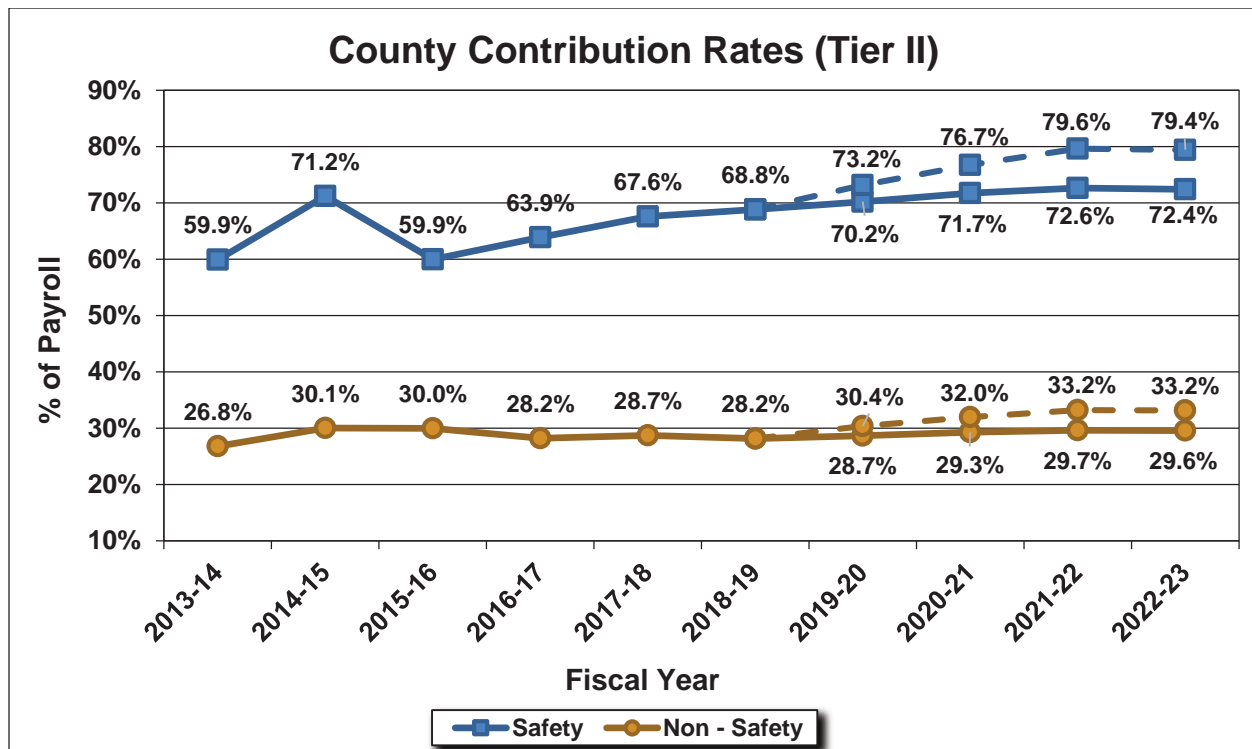


OCERS Board on October 16, 2017. The table below reflects the estimated total impact to the County's retirement costs as a result of these changes:

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Total County Impact	\$0M	\$24M	\$39M	\$53M	\$55M
General Fund Impact	\$0M	\$18M	\$29M	\$40M	\$41M

Note: Estimates based on OCERS Actuarial Experience for the Period January 1, 2014 through December 31, 2016.

The following chart of estimated County Contribution Rates for Tier II employees reflects increased retirement rates for Safety employees beginning in FY 2016-17 related to the impact of the three-year phase-in of a decrease in mortality rates for Safety employees, and the unfavorable investment returns (after smoothing) due to the lower than assumed actual 2014 and 2015 market returns. Included in the chart for estimated County Contribution Rates for Tier II employees are the projected impacts to contribution rates from the economic and demographic assumption changes adopted by the OCERS Board on October 16, 2017.



Notes:

- 1) All years exclude Retiree Medical.
- 2) Dashed lines in the chart indicate the projected impact to County contribution rates from the economic and demographic assumption changes adopted by the OCERS Board on October 16, 2017.

**Unfunded Actuarial Accrued Liability (UAAL) – Accelerated Funding Plan Analysis**

In an effort to manage long-term liabilities, the County, during the 2017 Strategic Financial Plan process, evaluated the concept of accelerating payments toward the long-term unfunded pension liability associated with the defined benefit plans provided to employees at retirement. Accelerating the payments toward the long-term unfunded pension liability, could achieve the following benefits.

- Reducing the County's unfunded pension liability sooner, with the potential of positively impacting the County's credit rating.
- Accelerating contributions into the retirement system for the unfunded pension liability leads to a greater return on investments. While accelerating payments increases the exposure to market risk, doing so in a methodical "dollar cost average" basis mitigates market risk.
- Although making greater payments toward the unfunded pension liability increases costs in the short-term, it results in lowering the County's total annual retirement costs over the long-term.

Background – The County participates in the Orange County Employees' Retirement System (OCERS), a cost sharing multiple-employer, defined benefit pension plan. The County's funding policy is to make periodic contributions to OCERS in amounts such that, when combined with employee contributions and investment income, fully provide for member benefits by the time they retire. At the end of each calendar year, OCERS conducts an actuarial valuation which establishes the employer and employee retirement contribution rates. The total employer retirement contribution rate includes two components: the Normal Cost Component; and the current year's cost for the Unfunded Actuarial Accrued Liability (UAAL). The Normal Cost Component is the cost to pay for the current year's value of retirement benefits as earned. The UAAL Component is the accrued liability for past services which were not funded by prior contributions and investments. Ideally, all benefits are funded through the Normal Cost Component only. However, a UAAL can arise due to the following factors:

- Benefit enhancements are retroactively applied.
- Actuarial losses due to actual growth in factors such as the number of retirees, improved mortality rates, or investment return losses.
- Changes in actuarial assumptions for factors such as the assumed rate of return, member mortality rates, rate of salary increases, or age at retirement.

In FY 2016-17, the County's total annual retirement cost was approximately \$408.3 million, with an estimated UAAL cost of \$250.1 million or approximately 61% of total



retirement costs. Based on the December 31, 2016 actuarial valuation by OCERS, the County's total UAAL was an estimated \$3.86 billion. The following table summarizes the County's UAAL, current funding level and five-year projected funding level by the County's four rate groups:

County of Orange
Unfunded Actuarial Accrued Liability (UAAL) and Funding Level by Rate Group
Based on December 31, 2016 OCERS Actuarial Valuation Prepared by Segal Consulting

Rate Group	Rate Group Members	UAAL (1)	Current Funding Ratio (1)	OCERS 5-Yr Proj. Funding Ratio (1)	5-yr Target Funding Ratio
1	American Federation of State, County and Municipal Employees (AFSCME) & Sheriff Deputy Trainees	43,129,000	82.60%	85.30%	85.30%
2	General Employees	2,541,802,000	71.20%	77.10%	82.10%
6	Probation	213,650,000	70.80%	79.00%	84.00%
7	Law Enforcement	1,058,165,000	69.90%	76.60%	81.60%
Total		3,856,746,000	70.93%	77.14%	82.10%

(1) UAAL, current funding ratio and five-year projected funding ratio data provided by OCERS.

Analysis – For the UAAL Accelerated Funding plan analysis, the County set a target of increasing the funding level by 5% for Rate Groups #2, #6 and #7 over a five-year period. Rate Group #1 was excluded from the analysis, since Rate Group #1 is currently 82.6% funded as of December 31, 2016 and is projected to be 85.3% funded within a five-year period. The County requested OCERS' actuary, Segal Consulting, to estimate the additional level dollar annual payments required to increase the projected funding level by 5% for the targeted Rate Groups over the five-year period. In addition, Departments were tasked with analyzing various program funding sources to assess whether additional contributions toward reducing the liability could be reimbursable under applicable guidelines.

Results – In order to achieve the targeted funding level over the five-year period, the County would have to contribute an additional \$157 million annually to OCERS, of which \$120 million would be required from the General Fund. The following table summarizes the amount required annually over the five-year period by Rate Group:



Additional Annual UAAL Payment			
Rate Group	Rate Group Members	Total Annual County Contributions	Total General Fund Portion
2	General Employees	\$ 104M	\$ 80M
6	Probation	10M	10M
7	Law Enforcement	43M	30M
Total Additional Annual Contributions		\$ 157M	\$ 120M
Total Additional Contributions Over Five-Year Period		\$ 785M	\$ 600M

The following challenges were identified which would limit the County's ability to achieve the targeted funding level over the five-year period:

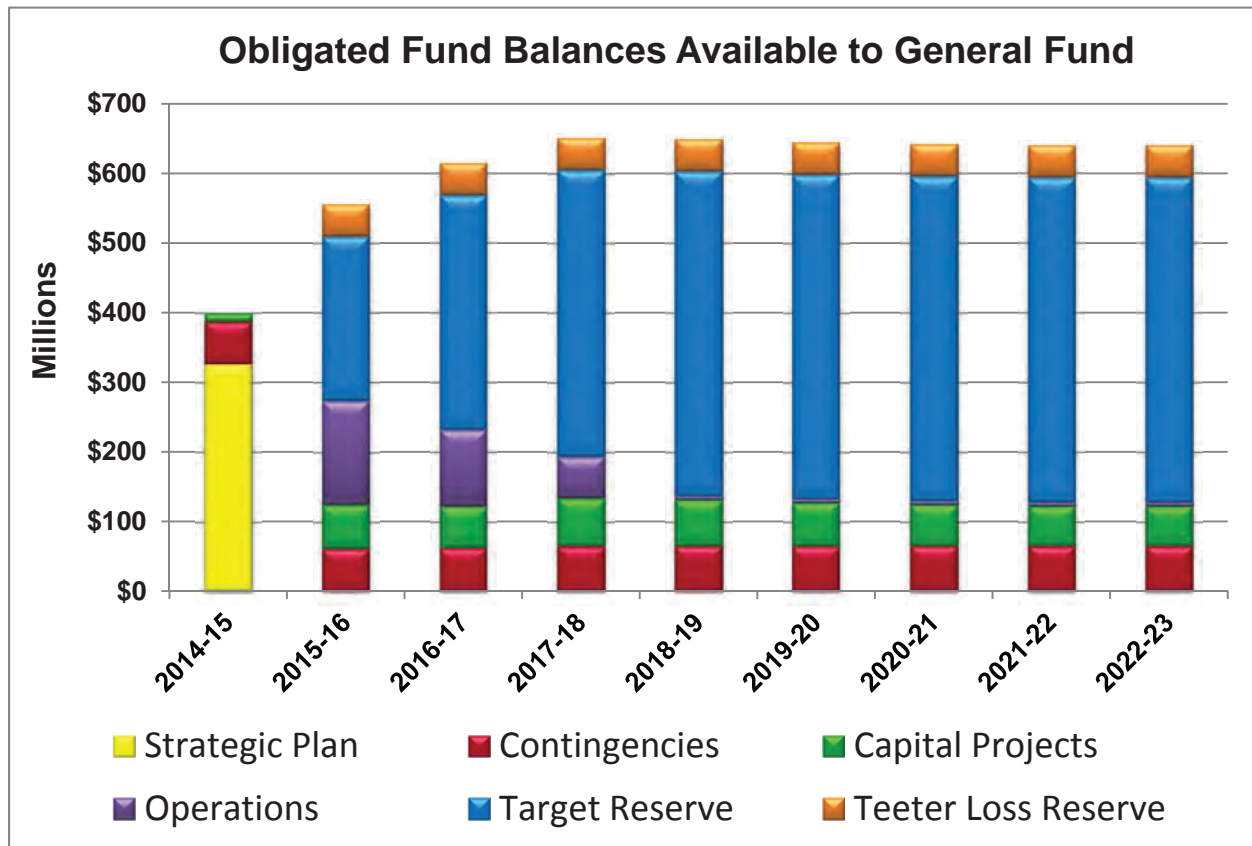
- General Fund discretionary funding is limited and the funding priority is for County mandates.
- Applicable guidelines for many program funding sources do not allow for the advance payment of unfunded pension liabilities.
- Numerous County programs have limited program funding which is currently being fully utilized to cover existing expenditures and service levels.
- Additional sources of funding, such as program user fees, would have to be increased to cover the cost of additional payments toward the unfunded pension liability.
- Charges to contract partners would have to be increased to cover the cost of additional payments toward the unfunded pension liability.

In summary, due to the challenges faced by the County, a plan to accelerate payment of the unfunded pension liability is not currently feasible. However, based on the December 31, 2016 OCERS actuarial valuation, it is projected that the County will achieve an adequate funding level of 80% by 2023, as a result of the steps taken by the County and the OCERS Board of Retirement. In 2013, the OCERS Board adopted a reduction in the amortization period of the UAAL from 30 years to 20 years, which was a sound financial decision to ensure a more timely payment of the UAAL, eliminating an additional ten years of interest payments. To control and reduce the growth of the UAAL, the County implemented a hybrid retirement plan (1.62% @ 65) prior to implementation of the California Public Employees' Pension Reform Act of 2013 (PEPRA). The County will continue to evaluate and pursue other opportunities to build upon and improve the County's financial position and reduce long-term liabilities.



Obligated Fund Balances and Cash

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

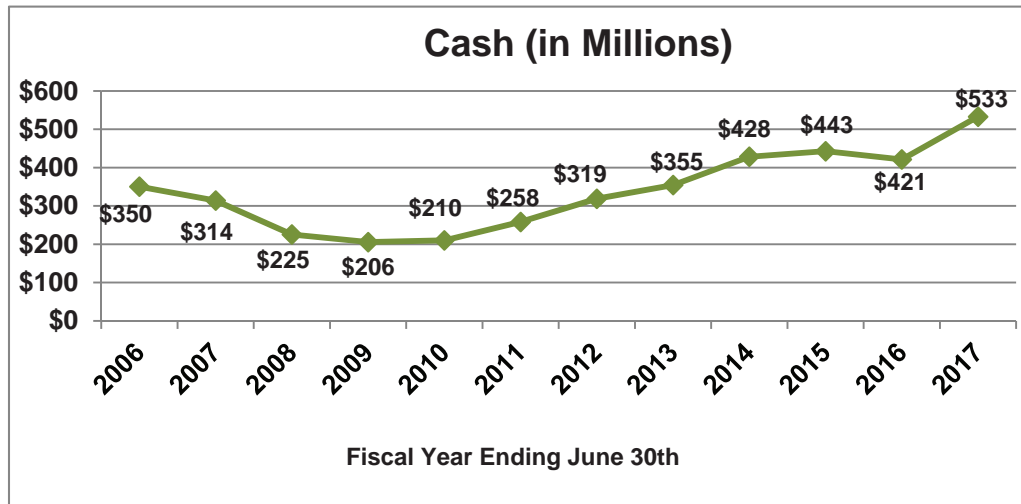


(Note: Balances exclude accounts held by other authorities/agencies such as balances held by the Orange County Employees' Retirement System [OCERS]. Balances assume VLFAA payment is made from base budget rather than drawn from reserves.)

During the economic downturn, reserves were used to reduce the severity of impacts to clients and Departments. Since that time, the County has committed to build reserves back to a level that provides flexibility to maintain service levels and protects the County's cash position in order to meet its obligations. While the current and projected obligated fund balances available to the General Fund reflect a healthier reserve position, the Strategic Plan balance is inclusive of the remaining \$55 million owed to the State in the first year of the Plan. In addition, although no increases to reserves are forecasted, in accordance with Board Resolution 10-136, any excess Fund Balance Unassigned recorded at fiscal year-end is transferred to reserves by the Auditor-Controller during the year-end closing process.



The County is diligent in maintaining an adequate balance of General Fund cash to address timing variances that occur throughout the year between expense and revenue transactions. Based on the current cash management plan, it is anticipated that cash balances will remain stable throughout the financial planning period, although on a cautionary note, cash may decline in year one when the last and largest VLFAA payment is due to the State if the payments cannot be made from available baseline sources. The following chart reflects historical cash balances through June 30, 2017.



Note: Cash balances are as of June 30 of each year as reported in the Comprehensive Annual Financial Report (CAFR). Cash balance for 2017 is preliminary as of November 9, 2017.

Infrastructure & Capital Expenditures

Economic conditions and competing priorities for General Funds influence how the County addresses capital spending. Beginning in FY 2007-08, like other peer counties, Orange County deferred necessary investments in capital assets and equipment to balance strained budgets and lessen potential cuts to ongoing operations and programs. Coming out of the Great Recession, the County is using a portion of the modest growth in revenues to fund previously deferred critical projects such as the Sheriff's CCTV (closed circuit television) jail video system and maintenance at many of the County owned facilities. Continued deferral of project funding for critical infrastructure repairs and maintenance increases the risk of further deterioration and increases the possibility that costs will be greater in the future. In addition, one-time revenues are being utilized to build toward the future with new projects including Bridges at Kraemer Place, and the OC Animal Care Center.

**Strategies**

It is essential that Departments continue to review programs and operations to determine the best practices when sizing programs for future economic conditions and to ensure services to the community are maintained and performance goals are met within the boundaries of available resources. Departments and the County Executive Office are currently planning for the FY 2018-19 budget process with a goal of preserving the capacity to provide quality services to stakeholders, including external clients and employees. Integral to this process is seeking opportunities for additional funding to maintain ongoing operations including efforts undertaken in development of the County's Legislative Platform. In addition, projected IHSS budgetary impacts in the Community Services program area mean that re-evaluation of Department budgets and reprioritization of projects will be required during the budget process.

Summary

The County's long-term commitment to a balanced budget and early action has proven successful in maintaining core services with minimum impact to service recipients. Through their commitment to fiscal prudence, the Board of Supervisors developed a vision for the County to address critical community, capital, and organizational needs while also allowing for accommodation of new fiscal challenges and opportunities as they arise. The County continues to make significant progress with key initiatives including construction of the new Animal Care Center and a new Civic Center Building, upgrades to the Central Utility Facility, and Phase One completion of the Bridges at Kraemer Place.

An ongoing commitment to fiscal practicality will be required as the County attempts to balance the funding of identified needs and priorities and strives to provide high quality services and advance major initiatives. The combined efforts of the Board of Supervisors and County employees toward careful and responsible fiscal management will position the County to overcome new challenges as they arise, while continuing to fulfill the County's mission.

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

- Impacts continue to be evaluated and communicated timely;
- The County continue to apply discipline to financial management;



- Structural balance focused on values and core services continues to be a priority;
- The County continues to seek creative alternatives and partnerships.

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



Economic Forecast

Introduction - General Economy

The United States economy has experienced continued growth since the end of the Great Recession in late 2009. The September 2017 UCLA Anderson Forecast indicates that the economy will continue to expand moderately in the next few years with GDP growth anticipated to be between 2.1% and 2.8%; the unemployment rate to remain at or below the current 4.4% for the next few years; inflation, as measured by the Consumer Price Index (CPI), will increase by 1.8% in 2018 and 2.6% in 2019; and the Federal funds rate will increase to 2.6% by the end of 2019. The UCLA Anderson Forecast further indicates that the growth of the economy in the next few years will stem from increased defense, household goods and services consumption, housing, and equipment spending. UCLA's forecasts for GDP and inflation were in line with Chapman University's June 2017 forecast.

A report released by the Federal Reserve Board in September 2017 projects that "economic activity will expand at a moderate pace, and labor market conditions will strengthen somewhat further." Trends in key economic indicators in recent quarters reflect moderate growth in household spending and business fixed investment, while the labor market has experienced job gains and declining unemployment.

Consumer sentiment, also known as consumer confidence, is a statistical measurement and economic indicator of the perceived overall health of the economy by consumers. Both the Conference Board and the University of Michigan survey consumers and report findings about the expected level of spending by consumers. The results of the surveys are used by news and investment outlets to report on economic conditions. The University of Michigan's average quarter Index of Consumer Sentiment slightly decreased between the second and third quarters of 2017. However, per the preliminary October 2017 report, consumer sentiment rose to 101.1, from 95.1 in September 2017, and was at its highest level since the beginning of 2004. The Conference Board's Consumer Confidence Index increased in one year by 22.4 points, to 125.9 points in October 2017 which was the highest level in almost 17 years. Consumers rated current conditions favorably due to a strong job market and anticipate continued expansion of the economy in the near-term.

**National Economy**

According to the Congressional Budget Office (CBO) Monthly Budget Review for September 2017, the Federal government had an estimated budget deficit of \$668 billion in fiscal year 2017, which was \$82 billion greater than the deficit in fiscal year 2016. Viewed as a percentage of the nation's Gross Domestic Product (GDP), the deficit increased from 3.2% in 2016 to 3.5% in 2017. The three major sources of government revenues: individual income taxes, social insurance taxes, and corporate income taxes, increased by approximately 3% in 2017. At the same time, total Federal outlays increased by about 4%.

The Budget Deficit as a percentage of GDP is projected to fall to 2.8% in 2018 and then to increase to 5.2% by 2027. Health care and retirement spending is predicted to continue growing, and anticipated rising interest payments on Federal debt is expected to outpace revenue growth leading to increasing deficits in future years. The CBO expects that by 2027, budgetary outlays will rise to 23.6% of GDP as opposed to the current projection over the next few years of 21.0% of GDP, exceeding the growth in the economy.

Increases in consumer spending and business investment are expected to drive real GDP economic expansion over the next few years. CBO forecasts, released in October 2017, of percentage change for key National indices are presented as follows:

National Indices	Notes	Forecast		Projected Annual Average	
		2017	2018	2019-2020	2021-2027
Real GDP	1	2.2%	2.0%	1.5%	1.9%
CPI	1	2.1%	2.3%	2.4%	2.4%
Unemployment	2	4.3%	4.2%	4.8%	4.9%
3-Month T-Bill	3	0.9%	1.5%	2.4%	2.8%
10-Year Treasury Note	3	2.4%	2.8%	3.4%	3.7%
Fed. Deficit % to GDP	4	3.6%	2.8%	3.5%	4.6%

Notes:

1 – Fourth Quarter to Fourth Quarter, percentage change

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

3 – Annual Average, Percent

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

**California Economy**

The Governor signed the 2017-18 State Budget on June 27, 2017, adopting a budget projected to end with \$9.9 billion in total reserves. The State's projected 2017-18 reserve of \$9.9 billion is a combination of \$1.4 billion in the Special Fund for Economic Uncertainties and \$8.5 billion in the Budget Stabilization Account. The 2017-18 Budget Act assumes an increase in General Fund revenue of \$7.3 billion, or 6.2%, versus the prior year, and a fund balance carryover of \$2.4 billion. The budget outlines \$183.3 billion in expenditures and pays down \$1.8 billion in budgetary debt from prior years and state employee pension liabilities. The budget also includes a one-time cash loan-funded supplemental payment of \$6.0 billion to the California Public Employees' Retirement System (CalPERS) to reduce the state's unfunded pension liability. Overall General Fund spending is projected to grow by 3.0% with the majority of the spending growth in education and general government.

Local economists at UCLA and Chapman University predict that the California economy will experience a slowdown in the rate of growth through 2019. The September 2017 UCLA Anderson Forecast, pegs employment growth at 1.1% in 2017, 0.9% in 2018 and 0.9% in 2019 with the unemployment rate projected to decrease to 4.5% by 2019.

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

California Indices	Chapman	UCLA		
	2017	2017	2018	2019
CPI	N/A	2.7%	2.2%	2.8%
Taxable Sales	5.5%	1.9%	3.8%	4.3%
Personal Income	5.2%	4.2%	5.0%	5.7%
Payroll Employment	2.1%	1.7%	1.0%	0.9%
Unemployment Rate (not % change)	N/A	4.9%	4.7%	4.5%

Sources: Chapman University, Economic and Business Review - June 2017; and UCLA Anderson Forecast For the Nation and California - September 2017



Orange County Economy

In Orange County, Chapman University Economists forecast that growth will continue, but is anticipated to be at a slower pace than recent years. When compared to national, state and peer counties, Orange County economic indicators continue to perform well. Orange County's 2016 payroll employment increased by 2.3%, in line with the state's growth of 2.1%, with the highest gains in services, construction, and government sectors.

Two of the County's major funding sources are property taxes and sales taxes, which commonly rise and fall in connection with changes in the housing sector and taxable sales activity. Both housing and sales trends have exhibited growth since 2012. Chapman University forecasts taxable sales to increase by 4.1% in 2017. Price growth for single-family existing homes is forecasted at 6.2% in 2017.

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

(Year-to-Year Percentage Changes)

Orange County Indices	2013	2014	2015	2016	2017 Forecast
Payroll Employment	2.7%	2.3%	3.2%	2.3%	1.5%
Total Personal Income	-1.9%	4.9%	4.9%	4.3%	4.5%
Taxable Sales	4.3%	4.4%	2.1%	3.6%	4.1%
Residential Permits	69.6%	1.8%	2.5%	10.9%	3.9%
Homes Index, Resale Single Units (Base Year = 2009)	20.3%	6.0%	2.4%	4.3%	6.2%

Source: Chapman University, Economic and Business Review, June 2017

Employment – According to Chapman University and data released by the California Employment Development Department, payroll employment has increased across the State, but unemployment rates are still higher for inland counties than for coastal counties. In 2016, the five sectors with the highest year-over-year growth in Orange County were: construction (5.7%), leisure & hospitality (3.9%), transportation & warehousing (3.4%), professional & business (3.3%), and other services (2.8%). Orange County's rate of unemployment was 3.6% as of September 2017 and remains below the national rate of 4.1% and California's rate of 4.7%.

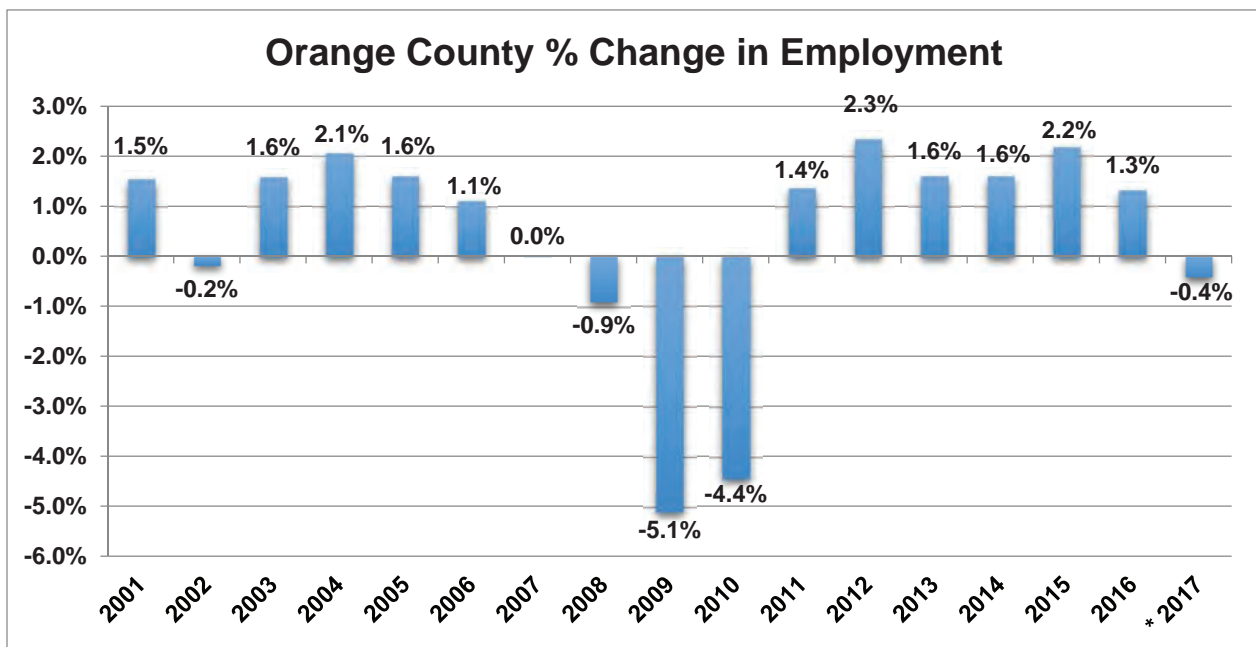


Key employment indices and analysis for Orange County are as follows:

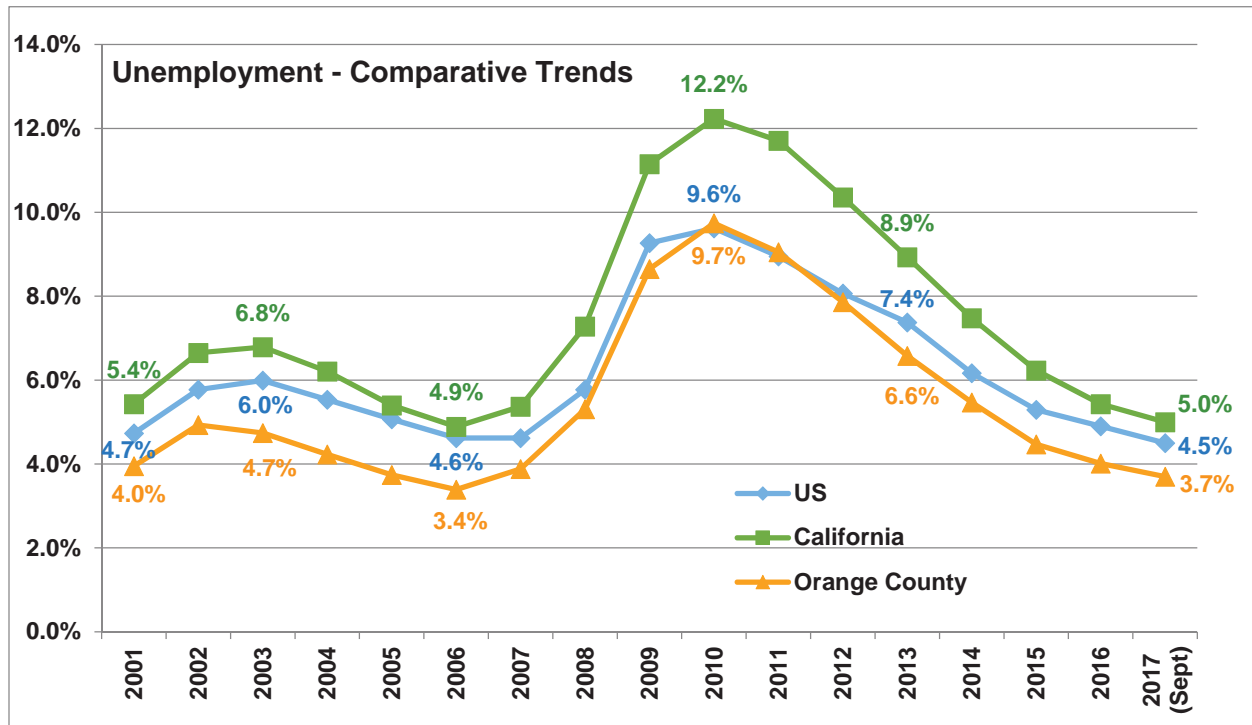
COMPARATIVE EMPLOYMENT STATISTICS (September 2017 preliminary)			
	Total Labor Force	No. of Employed	% Unemployment
Los Angeles County	5,197,400	4,945,900	4.8%
Orange County	1,612,400	1,554,200	3.6%
Riverside County	1,070,700	1,010,200	5.6%
San Bernardino County	951,700	903,800	5.0%
San Diego County	1,586,200	1,521,400	4.1%

Source: State of California Employment Development Department

Job growth in Orange County has outpaced the Nation as a whole, but has seen a sharp decline in 2016 due largely to slower growth in the construction industry as well as low unemployment and a tight labor market. Compared to job growth of 2.6% for the State in 2016, the County saw an increase of 2.3%, with job growth slightly lower than the State in all general categories except for services and government. Sectors in Orange County that experienced a decline in employment levels when compared to 2015 were mining & natural resources, utilities, and manufacturing.



Source: State of California Employment Development Department; 2017 change is an average of 9 months ended September 30, 2017 compared to the prior year 2016 annual employment



Sources: US Bureau of Labor Statistics (National); State of California Employment Development Department (State and County); Annual average for the calendar year. 2017 data is the 9-month year-to-date average unemployment rate.

Housing – In 2017, the Southern California and Orange County housing market has slowed down in growth compared to recent post recessionary years. Median home prices have continued to increase, with the median sale price for Southern California in September 2017 matching the 2007 peak of \$505,000. However, unit sales have declined due to lower affordability and inventory constraints.

In Orange County, the median home sales price increased by 10.9% year-over-year, with unit sales up 4.6% as reported by CoreLogic in September 2017. Of the peer counties used for comparison, Orange County exhibited the highest sales volume rate increase year-over-year.

Residential Building Permit Valuation is an estimate of the total cost of residential building construction. In Orange County, it is expected to increase by 9.5% in 2017 to \$3.4 billion, which is slightly higher than the 9.2% growth in 2016.



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

PEER COUNTIES - COMPARATIVE HOUSING ANALYSIS							
County	Median Home Price			Unit Sales			Median Household Income
	(as of September)			(as of September)			
	2016	2017	% Change	2016	2017	% Change	2016
Los Angeles	\$525,000	\$575,000	9.5%	7,179	6,921	-3.6%	\$61,338
Orange County	\$640,000	\$710,000	10.9%	3,191	3,338	4.6%	\$81,837
Riverside	\$335,000	\$360,000	7.5%	3,571	3,440	-3.7%	\$60,134
San Bernardino	\$299,000	\$325,000	8.7%	2,717	2,843	4.6%	\$56,337
San Diego	\$495,000	\$535,000	8.1%	3,786	3,553	-6.2%	\$70,824
Ventura	\$506,000	\$549,500	8.6%	881	861	-2.3%	\$80,135
So. California	\$460,000	\$505,000	9.8%	21,325	20,956	-1.7%	N/A

Sources: CoreLogic (Housing); and U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates (Income)

Real-estate owned (REO) properties are a class of property owned by a lender after an unsuccessful sale at a foreclosure auction. REO sales made up 1.5% of total home sales in Southern California in September 2017, in line with August 2017 and down from 2.6% in September 2016.

Foreclosure rates are calculated by dividing total County housing units per the U.S. Census Bureau by the total number of properties that received notices of default (new filings, foreclosure in process, not yet recorded) within the month. The lower the second number is in the ratio, the higher the foreclosure rate (e.g. 1 in 100 is higher than 1 in 1,000). RealtyTrac, Inc. reports that 1 in 3,369 Orange County homes received a foreclosure filing in September 2017. Per the County of Orange Clerk-Recorder's Office, for the first nine months of 2017, there were 2,377 notices of default issued and 507 trustee's deeds filed (completed and recorded), which was down 15% and 26%, respectively, for the same period in 2016.

Foreclosures	
Los Angeles County	1 in 2,365
Orange County	1 in 3,369
Riverside County	1 in 1,202
San Bernardino County	1 in 1,474
San Diego County	1 in 2,986

Source: RealtyTrac, Inc., September 2017



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

After drops in years 2008 and 2009, there has been growth in Orange County's taxable sales in years 2010 through 2015 and growth rates of 3% to 4% are projected for 2016 and 2017. General Fund sales tax receipts typically trend with taxable sales. Orange County historical taxable sales are summarized in the following table:

Orange County Annual Taxable Sales		
For Calendar Year	Taxable Sales (Billions)	Percent Change
2017 (f)	\$66.2	4.1%
2016 (f)	\$63.6	3.6%
2015	\$61.4	2.1%
2014	\$60.1	4.4%
2013	\$57.6	4.3%
2012	\$55.2	6.8%
2011	\$51.7	8.5%
2010	\$47.7	4.3%
2009	\$45.7	-14.7%
2008	\$53.6	-6.4%
2007	\$57.3	0.2%

Sources: Board of Equalization for 2007-2015, Chapman University, Economic and Business Review, June 2017, for 2016-2017 forecasts

Taxable sales tend to increase when personal income increases. Based on Chapman University's June 2017 Economic & Business Review report, total personal income for Orange County is forecasted to increase by 4.5% in 2017.



Summary

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

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





General Purpose Revenue Forecast

Introduction

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

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

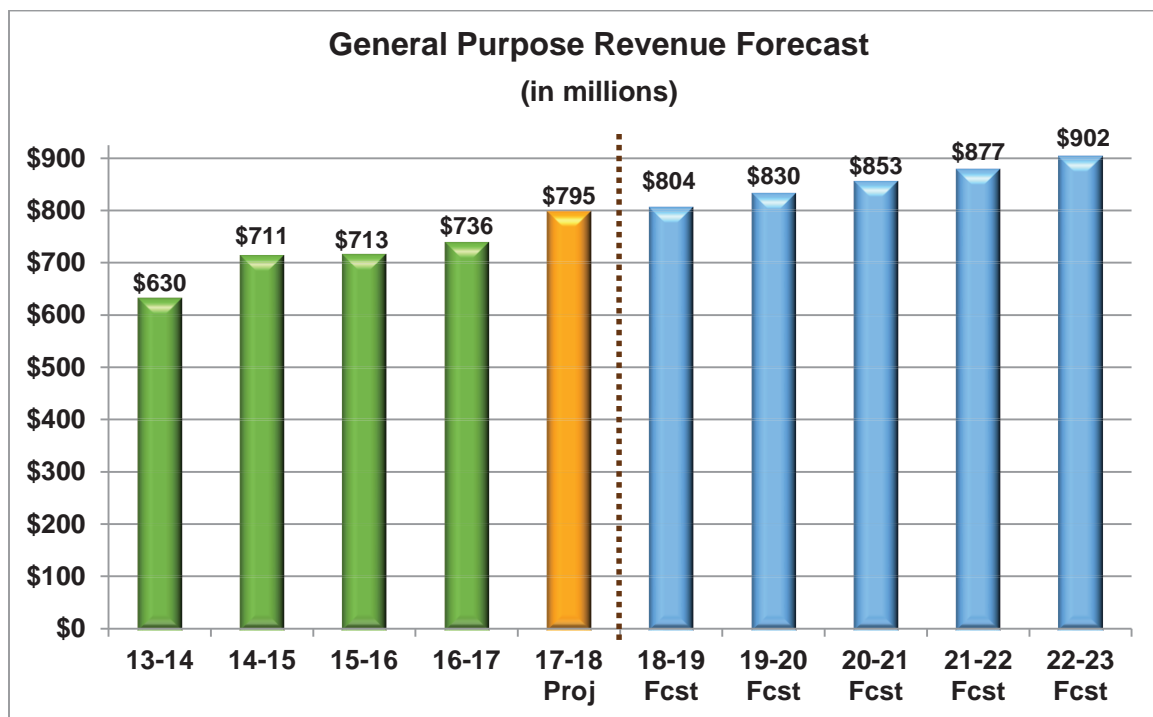
The County Executive Office (CEO) prepared the projections considering historical and current revenue and economic trends, forecasts prepared by the Auditor-Controller, and forecasts by governmental entities such as the Orange County Fire Authority and local economists (e.g. Chapman University and UCLA). Due to continued uncertainty in the economy and volatility in General Fund revenue sources, the SFP projections will be monitored closely and modified if appropriate during the FY 2018-19 annual budget development process.



General Purpose Revenue Forecast

For FY 2017-18, the estimated General Purpose Revenue, excluding Fund Balance Unassigned (FBU – defined as funding carried over from the previous year) and reserve decreases, is projected at \$795 million. Over the next five years, on-going revenue is forecasted to grow, on average, about 3.1% annually, reaching \$902 million in FY 2022-23.

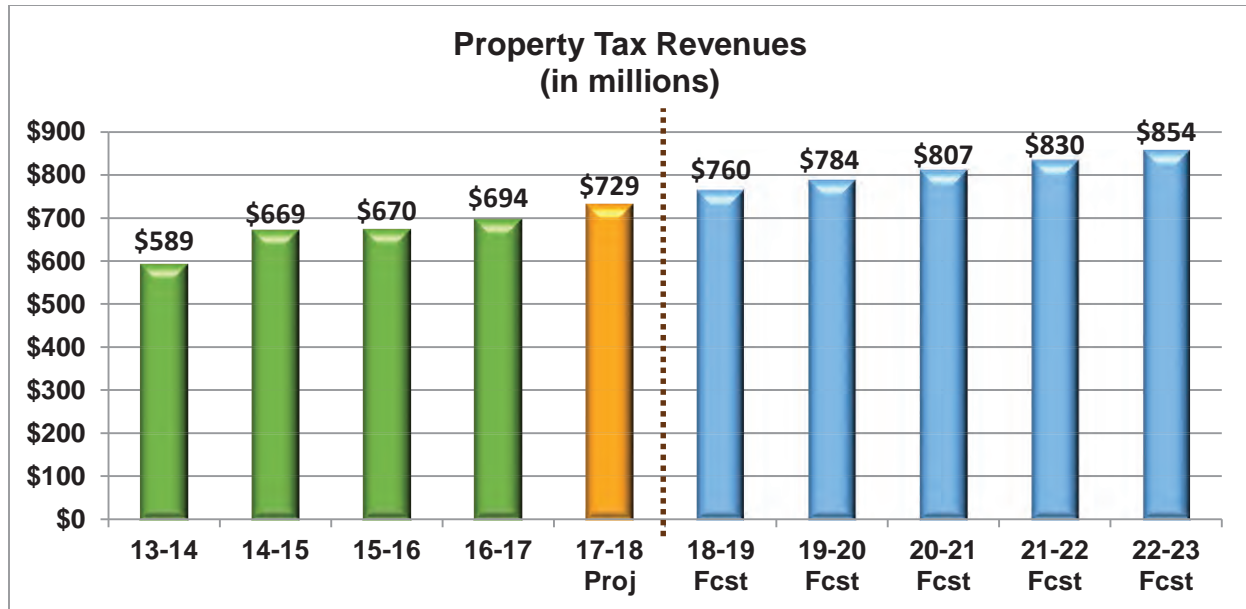
(Chart Note: Division lines are inserted to highlight forecasted trends for the five SFP years. Please note that FY 2017-18 reflects projected revenues. Actual receipts will not be known until after June 2018.)



Note: All years exclude Fund Balance Unassigned and Reserves. Forecast years exclude transfers in.

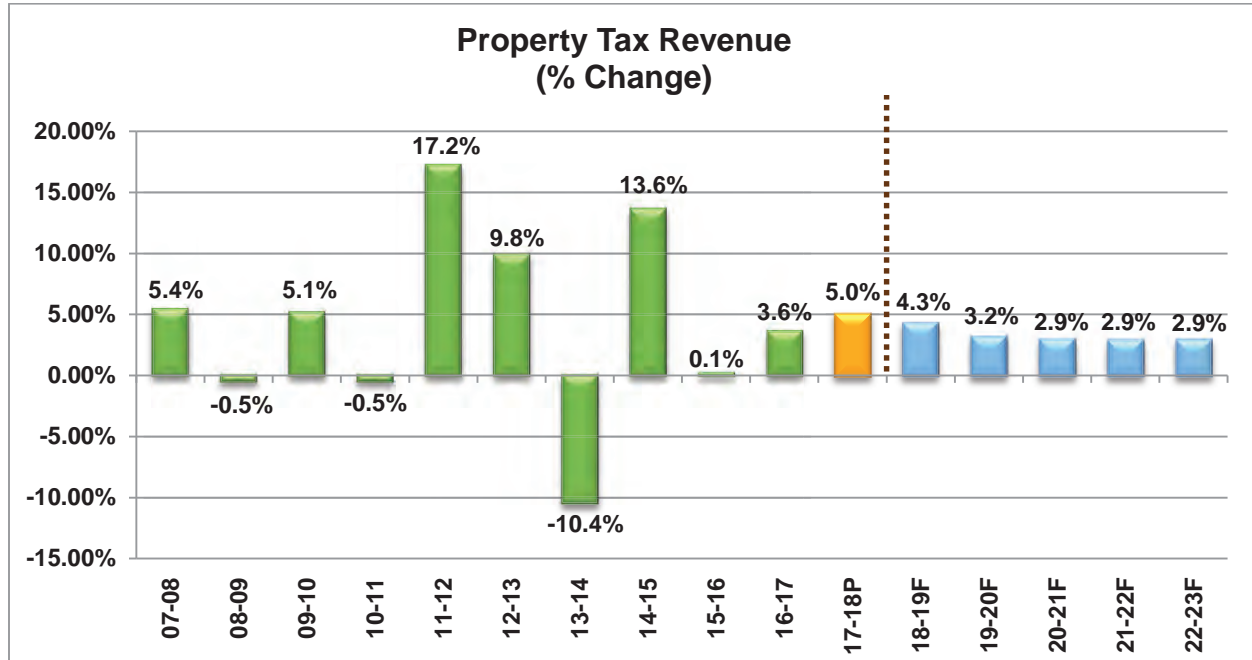


Property Taxes are the largest and most important source of General Purpose Revenues. From FY 2006-07 to FY 2010-11, property taxes accounted for approximately 80% of all General Purpose Revenues. As of November 2017, property taxes were forecasted to account for 92% of all General Purpose Revenues. The following chart illustrates the projected growth of property tax revenues over the forecasted period.



In Orange County, overall 2017 housing prices are still on the rise, with a 10.9% median sales price increase year-over-year in September 2017, as reported by CoreLogic. Total Orange County sales of residences in September 2017 were 4.6% higher than prior year. The Orange County Assessor's Secured Roll of Values for FY 2017-18 include an increase of 6.02%.

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

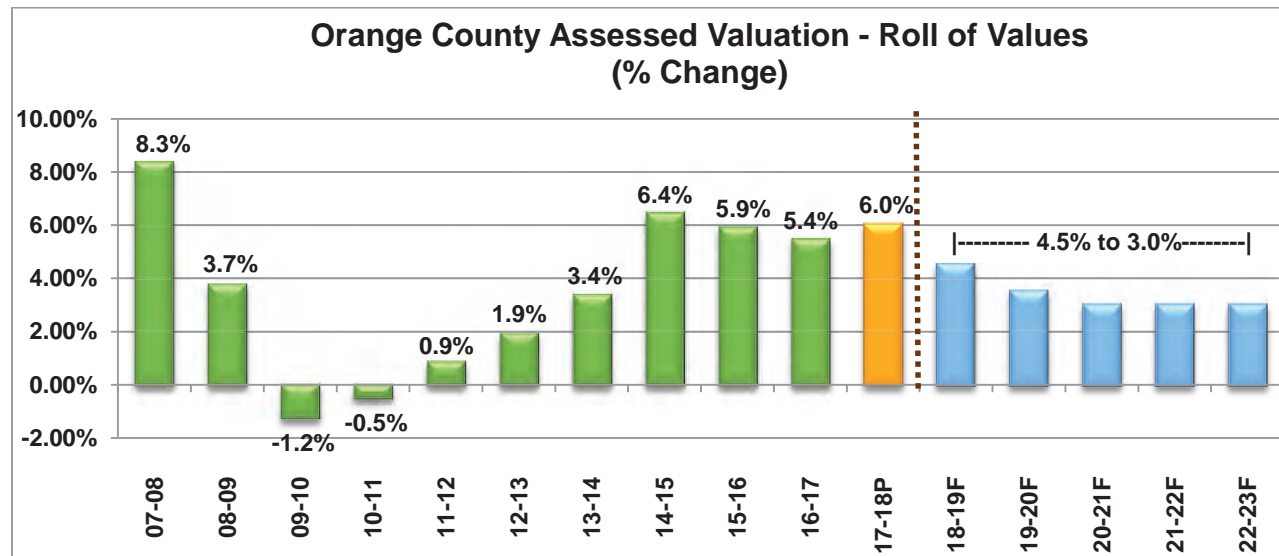


The percentage changes shown in the chart above demonstrate wide property tax variations from FY 2009-10 through FY 2013-14 results of which are detailed in the following table:

Fiscal Year	Gross % Change	Adjusted % Change	Variance Explanation
2009-10	+ 5.1%	- 2.1%	Gross % includes SB8 funds of \$35 million
2010-11	- 0.5%	- 0.5%	Gross % includes SB8 funds of \$35 million
2011-12	+ 17.2%	- 0.2%	Gross % includes SB8 funds of \$50 million and VLFAA retention of \$73.5 million
2012-13	+ 9.8%	+ 12.1%	Gross % includes SB8 funds of \$50 million and VLFAA retention of \$75.0 million
2013-14	- 10.4%	+ 10.7%	Adjusted % change assumes exclusion of VLFAA revenue impacts



The following chart illustrates the history of the percent change in the Orange County Assessment Roll of Value which is based upon the annual press release by the Orange County Assessor. The forecast years are projections of increases in the secured roll.



Projections for FY 2018-19 through FY 2022-23 were developed early in the SFP process and in conjunction with review of current economic trends and data compiled by economists. The current SFP forecast projects secured revenue growth of 5.6% and an unsecured revenue decrease of -0.1% in FY 2017-18. Potential impacts to the Assessed Roll of Values relate to new construction, the current commercial market climate, and economic impacts from unemployment, financing, and foreclosures.

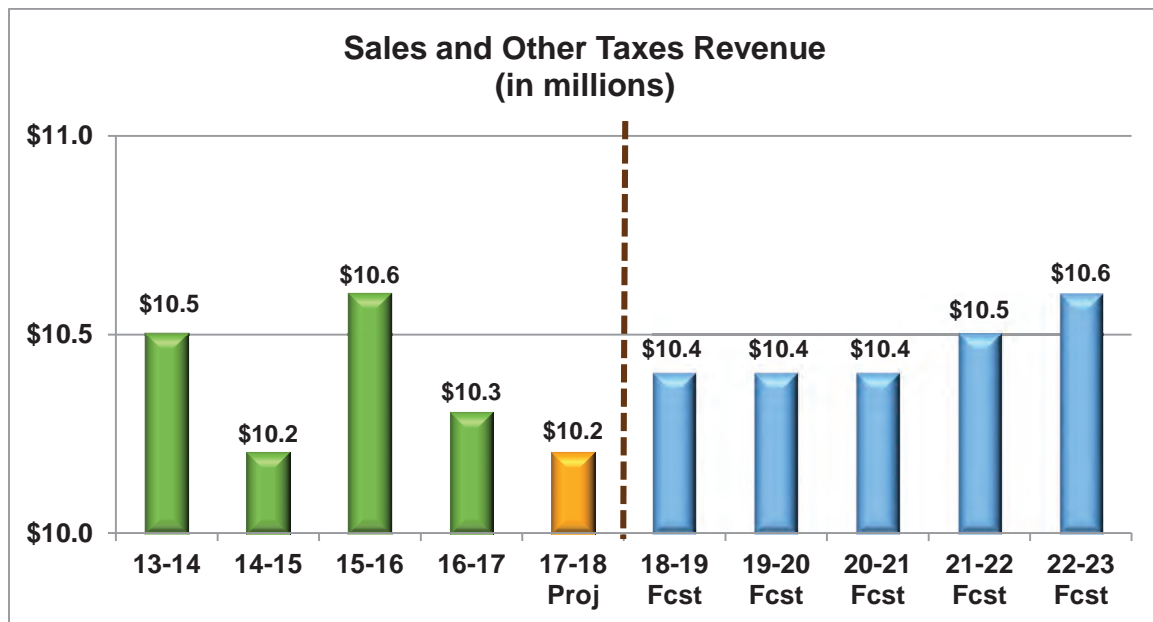
Property Tax Administration Fees revenue ranges from \$22 million to \$25 million in each of the five-years forecasted, averaging approximately 3.0% of total Property Tax Revenue.

Interest is earned on certain County funds invested by the Treasurer-Tax Collector in strict accordance with the Investment Policy Statement. The average maturity of the County's investments is 90 days and interest rates are based upon 90-Day United States Treasury Bills. Interest income for FY 2017-18 is estimated to be 5.8% above FY 2016-17 interest income of \$5.9 million and is projected to grow slowly during the remaining years of the Plan in anticipation of more stable cash balances and an anticipated increase in yield rates.



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

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

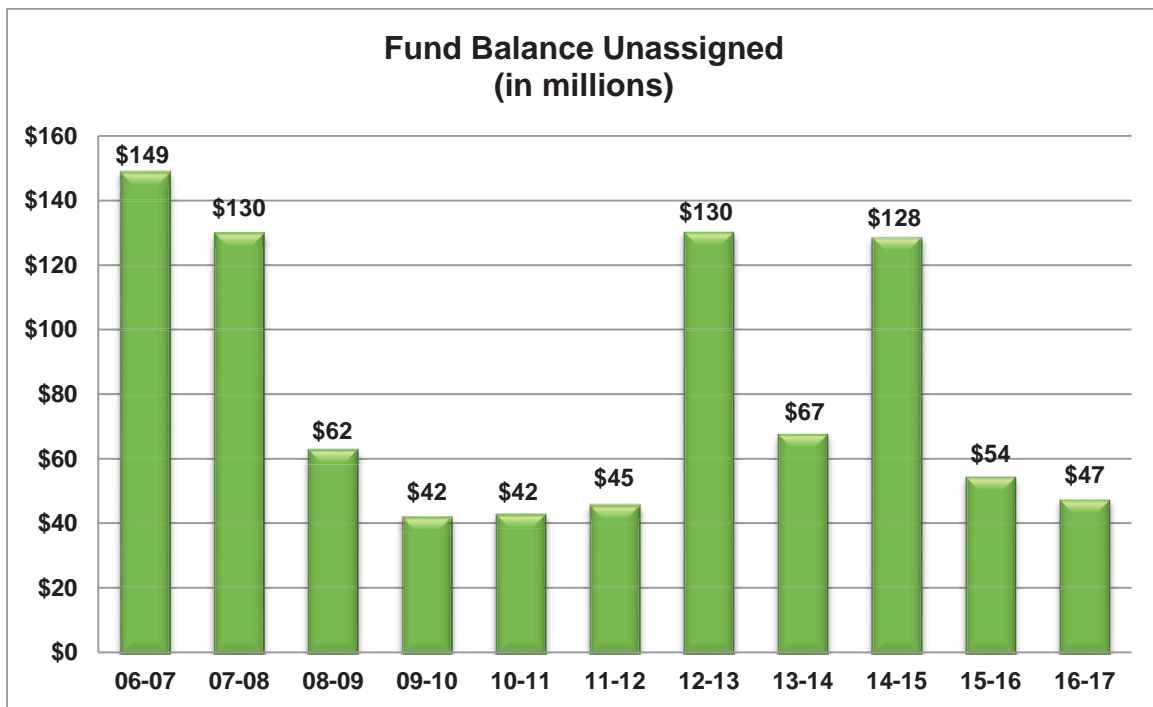


Fund Balance Unassigned (FBU) is the final component accounted for in the revenue projection for FY 2017-18 and is based upon the budgeted draw from reserves to balance the budget. If all revenues and expenditures occurred as planned in the annual budget, FBU would be zero. However, variances in projections of revenues and expenditures result in positive or negative balances that are recorded as increases or decreases to



obligated fund balance. FBU trended downward beginning FY 2008-09 consistent with periods of declining economic activity and expected as departments were faced with decreasing funding sources to maintain existing levels of operations. Ongoing FBU continues to be consistent with FY 2008-09 through FY 2011-12 amounts except for receipt of one-time revenues that positively impacted FBU in FYs 2012-13 and 2014-15.

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



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

Conclusion

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





Plan Summary

The Strategic Financial Plan Summary provides a high level overview of the forecasted sources and uses of funding to support general County operations and obligations. Sources of funding include Fund Balance Unassigned and General Purpose Revenues (discussed in detail in the General Purpose Revenue Forecast section of this document). Fund Balance Unassigned is assumed to be zero across the projected five years of the Plan.

The Planned Use of Reserves portion of the summary indicates reserve draws for previously approved priorities and projects, for which funds were previously placed for future use. Reserves are typically utilized for one-time needs.

Net County Cost (NCC) Limits are established at the beginning of the Strategic Financial Plan process and are set for ongoing baseline operations (current levels of service). NCC Limit growth is assumed to be 0% for FY 2018-19 and 1% for each of the following Plan years.

The reported variance is the result of Total General Purpose Revenue (GPR) plus any draws from reserves and less the NCC Limits and restoration requests from departments. Restore Level of Service Requests are submitted by departments when the assigned NCC Limit is insufficient to maintain current service levels. The NCC Limits plus restore level of service requests represent the funding required to keep current operations and staffing.

The variance, inclusive of restore level of service requests, demonstrates either overages or shortfalls in funding availability for departmental operations.

Expand level of service requests include additions of new positions or programs, or higher service levels with funding requirements of less than \$1 million in any one year of the Plan. Strategic Priority funding requests are for major initiatives, both programmatic and infrastructure related, not currently addressed in the baseline operations of the County departments, or which have high community awareness, and exceed \$1 million in any one year of the Plan. Further detail can be found in the Strategic Priorities section of this Plan.

2017 STRATEGIC FINANCIAL PLAN SUMMARY
Forecasted Sources and Uses

	Final FY 2016-17	Adopted FY 2017-18	Projected FY 2017-18	FY 2018-19
SOURCES (\$ Millions)				
Fund Balance Unassigned (FBU)	53.8	0.0	0.0	0.0
General Purpose Revenues (GPR)				
Property Taxes (+4.5%, +3.5%, +3.0%, +3.0%, +3.0%)	693.9	711.8	728.8	759.5
Sales & Other Taxes (2%, 0%, 0%, 1%, 2%)	10.3	10.7	10.2	10.4
Motor Vehicle License Fees	1.2	1.2	1.2	1.2
Property Tax Administration	17.1	21.4	22.4	22.6
Franchises and Rents	2.6	2.7	2.7	2.7
Interest (1.08%, 1.08%, 1.08%, 1.08%, 1.08%)	5.9	4.6	6.2	6.3
Miscellaneous	3.7	3.4	3.6	1.9
Subtotal - GPR before Transfers In	734.6	755.7	775.1	804.4
Transfers In	1.1	39.2	19.8	0.0
Total GPR (excluding FBU/Use of Reserves)	735.8	794.9	794.9	804.4
Planned Use of Reserves				
Reserve for Maintenance & Construction (9743)	3.8	0.0	0.0	0.0
Reserve for Capital Projects (9744)	2.0	2.0	2.0	2.0
Total Planned Use of Reserves	5.8	2.0	2.0	2.0
GRAND TOTAL - SOURCES	741.6	796.9	796.9	806.4
USES (\$ Millions)				
NCC Limits [0%, 1%, 1%, 1%, 1%]	723.5	796.9	796.9	765.0
Restore Level of Service Requests				72.1
NCC Limits Plus Restore Level of Service				837.1
<i>Variance Including Restore Requests</i>				(30.7)
<i>Cumulative Variance</i>				(30.7)
Expand Level of Service Requests				3.3
Strategic Priority Requests				44.7
Total Restore, Expand & Strategic Priority Requests				120.1

Note: NCC Limits in FYs 2021-22 and 2022-23 have been adjusted from the original amounts by a projected \$2.8 million payment in each year to be made by participating cities for the new Animal Care Center.

2017 STRATEGIC FINANCIAL PLAN SUMMARY
Forecasted Sources and Uses

FIVE-YEAR FORECAST				
FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	
				SOURCES (\$ Millions)
0.0	0.0	0.0	0.0	Fund Balance Unassigned (FBU)
				General Purpose Revenues (GPR)
784.3	806.7	829.9	853.7	Property Taxes (+4.5%, +3.5%, +3.0%, +3.0%, +3.0%)
10.4	10.4	10.5	10.6	Sales & Other Taxes (2%, 0%, 0%, 1%, 2%)
1.2	1.2	1.2	1.2	Motor Vehicle License Fees
23.5	24.0	24.6	25.4	Property Tax Administration
2.7	2.7	2.7	2.7	Franchises and Rents
6.3	6.4	6.5	6.5	Interest (1.08%, 1.08%, 1.08%, 1.08%, 1.08%)
1.8	1.8	1.8	1.8	Miscellaneous
830.1	853.2	877.0	901.8	Subtotal - GPR before Transfers In
0.0	0.0	0.0	0.0	Transfers In
830.1	853.2	877.0	901.8	Total GPR (excluding FBU/Use of Reserves)
				Planned Use of Reserves
0.0	0.0	0.0	0.0	Reserve for Maintenance & Construction (9743)
14.3	1.3	0.0	0.0	Reserve for Capital Projects (9744)
14.3	1.3	0.0	0.0	Total Planned Use of Reserves
844.4	854.5	877.0	901.8	GRAND TOTAL - SOURCES
				USES (\$ Millions)
730.0	725.7	734.3	737.3	NCC Limits [0%, 1%, 1%, 1%, 1%]
97.4	157.8	195.5	227.8	Restore Level of Service Requests
827.4	883.5	929.8	965.1	NCC Limits Plus Restore Level of Service
17.0	(29.0)	(52.8)	(63.3)	Variance Including Restore Requests
(13.7)	(42.7)	(95.5)	(158.7)	Cumulative Variance
2.8	2.8	2.9	3.4	Expand Level of Service Requests
34.0	107.2	100.3	97.2	Strategic Priority Requests
134.2	267.8	298.7	328.4	Total Restore, Expand & Strategic Priority Requests





Reserves Policy

Obligated Fund Balances and Reserves Available to the General Fund

Introduction

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

The importance of having and maintaining healthy reserve balances was made evident during the Great Recession. Temporary use of fund balance or reserves was utilized to aid departments in offsetting decreases in revenue growth, funding reductions from various sources, and accommodating increased costs of doing business.

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

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

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

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



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

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

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

Reserve Targets and Descriptions

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

In implementing the GFOA's best practice, the County elected to establish a funding target based upon two months of General Fund operating revenues. As such, the current year target is set at two months (approximately 17%) of General Fund operating revenues as budgeted in FY 2017-18 as follows:

General Fund Budgeted Revenues FY 2017-18	\$3,350,670,097
Less: Non-Operating & One-Time Items	(417,902,068)
Net FY 2016-17 Operating Revenues	2,932,768,029
Target - 2 Months General Fund Operating Revenues	\$ 488,794,672



The following table summarizes the current targets by class. When compared to the overall target, total General Fund reserves are \$162,476,357 above target.

Specific-Use Reserve Classification	Balance at 6/30/2017	Projected Change	Projected Balance at 6/30/2018	% of Total
Contingencies	\$ 62,300,000	\$ 2,700,000	\$ 65,000,000	10.0%
Reserve for Operations	110,000,000	(50,000,000)	60,000,000	9.2%
Reserve for Capital Projects	47,958,767	9,000,000	56,958,767	8.7%
Reserve for Maintenance & Construction	11,600,204	-	11,600,204	1.8%
Teeter Loss Reserve	46,653,312	-	46,653,312	7.2%
Subtotal - General Fund (GF) Specific-Use Reserves	\$ 278,512,283	\$ (38,300,000)	\$ 240,212,283	
Target Reserve				
Reserve Target	336,058,745	75,000,000	411,058,745	63.1%
Grand Total - General Fund (GF) Total Reserves	\$ 614,571,028	\$ 36,700,000	\$ 651,271,028	100.0%
Overall Target			\$ 488,794,672	n/a
Total GF Reserves Over/(Under) Target at 6/30/2018			\$ 162,476,357	n/a
Reserve Target Over/(Under) Target at 6/30/2018			\$ (77,735,927)	n/a

Although overall reserves are greater than the target, when specific-use reserves for items such as the VLFAA payment, Teeter Loss Reserve, and Capital/Construction Projects are taken into consideration, the remaining reserve balance is \$77,735,927 under target.

General Fund Obligated Fund Balances

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

**Contingencies**

This reserve was established through the Strategic Financial Plan process for the purpose and use of covering unanticipated and severe economic downturns, major emergencies, or catastrophes that cannot be covered with existing appropriations. In particular, the recent wildfires in Northern California and Orange County highlight the reality of catastrophic events that can occur.

Target	15% of ongoing annual General Purpose Revenues (excluding FBA, transfers & other one-time revenue) or, currently, \$113,356,174
Projected Balance @ June 30, 2018	\$65,000,000 (8.2% of ongoing General Purpose Revenues)
Variance from target	\$48,356,174 below target

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

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

Contingencies	
Fund Number	100
Authority	Government Code Section 29085
When established	Budget Adoption
Budgeted	Schedule 3 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year (Government Code Section 29130)
Expiration Date	Ongoing
Interest Earnings	Credited to General Fund



Contingencies (continued)	
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve; however, additional contributions to the reserve will be recommended when fund balance is available and allocated through the First Quarter Budget Report.

Assigned for Operations

This reserve was established in the FY 2015-16 First Quarter Budget Report approved by the Board in November 2015. The purpose and use of this reserve is to provide flexibility in dealing with one-time expenses and opportunities, and some level of protection against statutory changes to County revenues. Repayment of the remaining \$55 million in VLFAA revenue to the State may require drawdown of obligated fund balances for payment during FY 2018-19. Recommendation for use of or changes to this reserve may be made as funds are needed or become available, or as part of the FY 2018-19 annual budget process.

Projected Balance @ June 30, 2018	\$60,000,000
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Please see the following table for specific details of the operations reserve:

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

**Assigned for Capital Projects**

This reserve was established through the Strategic Financial Plan process. The purpose and use of this reserve is the funding of future capital projects, including information technology projects.

Funds would be withdrawn from this reserve and appropriated in the fiscal year in which the projects are expected to be encumbered or expended.

Target	\$50,000,000
Projected Balance @ June 30, 2018	\$56,958,767
Variance from target	\$6,958,767 above target

Planned uses of Capital Projects reserves include \$2,000,000 per year in FYs 2018-19 and 2019-20 for the Sheriff Closed Circuit TV system for the jails; and \$12,336,870 in FY 2019-20 and \$1,306,736 in FY 2020-21 for repayment of the loan from OC Waste & Recycling for the Animal Care Center construction. Additional draws from the Capital Project reserve are anticipated in FY 2018-19 based on known requests from departments during the 2017 SFP development process; however, those projects have yet to be submitted for approval by the Board. The planned uses of capital projects reserves in FY 2018-19 without replenishment will result in an estimated balance at June 30, 2019 of \$54,958,767, which is \$4,958,767 above target.

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

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



Reserve for Capital Projects (continued)	
Expiration Date	Upon completion of designated projects
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve; however, additional contributions to the reserve will be recommended when fund balance is available and allocated through the First Quarter Budget Report.

Assigned for Maintenance and Construction

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

Projected Balance @ June 30, 2018	\$11,400,204
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Please see the following table for specific details of the maintenance and construction projects reserve:

Reserve for Maintenance and Construction	
Fund Number	100
Authority	Approved Quarterly Budget Report
When established	November 17, 2015
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year



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

Assigned for Teeter Loss Reserve

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

Target	Varies with fluctuations in delinquent secured taxes and assessments, but could include the following: \$33.5 million possible transfer back to Fund 656 in the event of an economic downturn; \$33.5 million to pay down notes; \$33.5 million for future cash financing of Teeter plan
Projected Balance @ June 30, 2018	\$46,653,312



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

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

Assigned for Reserve Target

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

Target	\$488,794,672
Projected Balance @ June 30, 2018	\$386,058,745
Variance from target	\$102,735,927 below target



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

Reserve for Target	
Fund Number	100
Authority	Approved Quarterly Budget Report
When established	November 17, 2015
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Expiration Date	N/A
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve; however, additional contributions to the reserve will be recommended when fund balance is available and allocated through the First Quarter Budget Report.

Appropriated Reserve-type Funds

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

Miscellaneous Contingency Reserve & Annual Leave Payouts

This appropriation is maintained in the Budget Control 004 Miscellaneous Fund budget within the County General Fund. The purpose and use of this reserve is to provide additional appropriations to General Fund Departments through the end of the fiscal year for budgetary shortfalls, unanticipated one-time expenditures, emergencies, and opportunities. The appropriations are typically distributed during the quarterly budget report process and require a 4/5 Board of Supervisors vote for transfers of these funds per Government Code Section 29125(a)(2). The FY 2017-18 beginning balance is



\$4,797,340 with an additional \$1,000,000 earmarked by the Board on November 23, 2010 to establish funding for unanticipated annual leave payouts impacting small departments (approximately 100 employees or less). In addition, approximately \$6 million was added during the FY 2017-18 First Quarter Budget Report to fund potential department budget shortfalls. Five to ten million dollars is typically budgeted each year. Future Strategic Financial Plans may recommend changes to the current balance as funds are needed or become available.

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

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

Reserve Type Funds - OCERS Retirement Investment Account

This is a reserve held by the Orange County Employees Retirement System (OCERS) on behalf of the County which was established with the proceeds of the 1994 Pension Obligation Bonds. The purpose and use of this account includes the offset of County retirement expenses and reducing the County's share of the retirement system unfunded liability. Use of this account to offset the County's retirement expenses may free up existing or future General Fund resources for other purposes. The balance of this account at June 30, 2017 was \$125,875,588. The assets held in the Investment Account are invested with the OCERS portfolio. As such, the balance in the account will change based on the performance of the investment assets.



Projected Balance @ June 30, 2018	\$137,191,006, including projected net investment earnings/<losses>
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Please see the following table for specific details of the OCERS Investment Account:

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



Debt Management Policy

Introduction

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

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

- Maintain long-term financial stability by ensuring that its long-term financing commitments are affordable and do not create undue risk or burden
- Provide guiding principles for the use of debt as one source of financing to provide the proper funding for infrastructure needs identified in the Capital Improvements section of the Strategic Financial Plan and the annual budget
- Achieve and maintain high credit ratings
- Minimize debt service interest expense and issuance costs
- Provide accurate and timely financial disclosure and reporting
- Comply with applicable State and Federal laws and financing covenants

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

The County is committed to fiscal responsibility and sustainability, as demonstrated by its Strategic Financial Plan, annual budget development and administration, maintenance of appropriate reserve levels, accurate and timely financial reporting, and management of debt and other long-term liabilities. As repeatedly stated in the Strategic Financial Plan, the County is dedicated to long-term strategic financial planning to ensure its ability to respond to economic fluctuations and unanticipated events in a manner that allows the County to maintain the quality and range of services provided to the community. This policy is intended to help ensure that, in managing its debt and other long-term liabilities, the County is able to meet these planning goals and objectives.



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

Acceptable Uses of Debt

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

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

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

Prohibited Uses of Debt

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

**Types of Financing Instruments**

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

Direct Debt Obligations

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

1. General Obligation Bonds

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

2. Lease Revenue Bonds or Certificates of Participation

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

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



payments that are due and payable during each fiscal, and to secure insurance to ensure that the property stays available for use.

Because it is paid from the General Fund and does not require voter approval, lease financing is the most common form of financing used by counties. Therefore, establishing thresholds for the appropriate levels for this form of “debt” is one of the critical goals of a debt policy. There are few external guidelines for the right amount of lease debt. Agencies that set limits on “affordability” have established limits from 4% to 10% of General Fund expenditures or revenues (referred to as “lease burden”).

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

Revenue and other Special Fund Obligations

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

- **Revenue Bonds and Certificates of Participation**

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

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



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

Interim Financing

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

1. Tax and Revenue Anticipation Notes

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

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

2. Prepayment of Annual Employer Pension Contribution

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



3. Teeter Financing

Under the alternative method of allocating taxes commonly referred to as the “Teeter Plan,” a county can advance property taxes to its taxing jurisdictions whether or not they are received, in exchange for retaining the penalties and interest received from late payments. These advances can be financed with funds of the County or by an external borrowing. For a number of years, the County has issued commercial paper to finance these advances (Teeter Program). Commercial paper (CP) is an obligation maturing in less than 270 days that is secured by a letter of credit. Maturing CP is typically refinanced with a subsequent CP issue until a permanent financing source is in place or the debt can otherwise be retired. Since 2013, the Teeter Program has been financed by a revolving line of credit from a commercial bank.

4. Interfund Borrowing

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

Conduit Financings

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

1. Community Facilities and Assessment Districts

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



Package as amended September 12, 2000 and as amended May 18, 2004. This policy is posted on the County's website.

2. Multi-Family Housing Revenue Bonds

Multi-Family Housing Revenue Bonds are issued to finance construction or rehabilitation of multi-family housing projects providing tax exempt financings for developers willing to set aside a portion of the units in the project as affordable housing. The County, as well as State agencies and joint powers authorities, may sponsor this type of conduit financing for those activities that have a general public purpose.

3. Public-Private Partnership (P3)

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

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

Debt Structure

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

1. Term of Debt

In general, debt will be structured to distribute the payments for the asset over its useful life so that benefits closely match costs for current and future residents. Notwithstanding this policy goal, the early payment of principal (referred to as the "rapidity of debt repayment") is considered a credit strength by the rating agencies, as it creates future debt capacity. The County will consider such accelerated



retirement when there is the capacity to accommodate such payments. Debt should not exceed the useful life of the improvement that it finances.

2. Debt Service Structure

To the extent practical, bonds will be amortized on a level repayment schedule. Alternate schedules can be considered when appropriate. For example, escalating debt service may be considered if it better matches forecasted available revenues; any such escalation of debt service should be modest, to provide a margin of safety if revenue growth should underperform expectations. Deferral of the amortization of principal can be considered in order to wrap outstanding debt and create total level debt service. Extreme deferral of debt service (such as with capital appreciation bonds, which defer both interest and principal) should be avoided.

3. Optional Prepayment

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

4. Capitalized Interest

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



5. Debt Service Reserve Fund

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

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

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

6. Credit Enhancement

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

7. Variable Rate Debt

To maintain a predictable debt service burden, the County will give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is variable rate debt. It may be appropriate to issue long-term variable rate debt to diversify the County's debt portfolio, reduce interest costs, provide interim funding



for capital projects or improve the match of the County's assets (such as cash in the Treasury invested in shorter-term securities) to debt liabilities.

8. Use of Derivatives

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

Method of Sale

Debt issues can be sold through a public offering through either a competitive sale or a negotiated sale. In a competitive sale, bid parameters are established in the notice of sale or notice inviting bids. Bids are received from various underwriters at a given time, and the bonds awarded to the bid producing the lowest true interest cost (the interest rate that discounts debt service to the net amount of proceeds received after accounting for underwriter's discount). In a negotiated sale, the County selects the underwriter in advance through a request for proposal process, and the interest rate is set based on the orders received from investors during the pricing period. While there are advantages to both methods of sale, most municipal bonds are currently sold on a negotiated basis, which has been the County's primary practice.

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

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

Refunding of Indebtedness

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

- **Current Refunding** - The refunding bonds are issued less than 90 days before the date upon which the refunded bonds will be redeemed.



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

The County will regularly review its outstanding debt portfolio to identify opportunities to achieve net economic benefits from refunding its bonds. Recognizing that the County's ability to refund its debt is limited (i.e., federal tax law constraints on advance refundings and the market practice of making most fixed-rate bond issues non-callable for their first ten years), the County will seek to deploy its refunding options prudently. At a minimum, the County will seek to achieve net present value ("NPV") savings equal to at least three percent (3%) of the par amount of the bonds that are refunded. For advance refundings, the threshold goal will be five percent (5%) NPV savings. A second limiting factor on advance refundings will be that negative arbitrage (the amount of additional funds that need to be deposited into an escrow to make up for interest earnings being less than the interest on the defeased bonds) will be no greater than half the amount of the NPV savings. The present value savings will be net of all costs of the refinancing, and will consider the difference in interest earnings of the debt service reserve funds of the refunded and refunding bonds.

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

Debt Management Practices

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

1. Arbitrage

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



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

2. Administration of Bond Proceeds

Bond proceeds are administered in the CEO/Public Finance division to provide segregation of duties between the County administrative function responsible for disbursing bond proceeds and the County department or entity expensing the proceeds. Bond documents contained in the official bond transcripts govern the use of bond proceeds, as well as debt service payment terms and other legal covenants, and are maintained and accessible in the CEO/Public Finance division.

Public Finance Accounting, an Auditor-Controller department satellite unit located within the CEO/Public Finance division, is responsible to ensure bond proceed receipts are recorded in the County's accounting records, and confirm accounts established at the trustee and deposit of bond proceeds reconcile with controlling bond documents. Public Finance Accounting monitors accounts at the trustee, records expenditure activity, and reconciles trustee statements to County accounting records monthly.

Drawdown and use of bond proceeds are initiated by the project manager representing the County department or entity expensing the proceeds for eligible purposes. The requisition or drawdown request will contain invoices and other back-up documentation to validate the eligible expenses. Each requisition or drawdown request is reviewed by Public Finance Accounting staff and management and a Public Finance program analyst before final approval and authority to disburse from the Public Finance Director, and then forwarded to the trustee.

**3. Investment of Bond Proceeds**

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

4. Continuing Disclosure

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

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

5. Disclosure on County's Website

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

6. Compliance with Other Bond Covenants

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

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

**Rating Agency Relations and Annual or Ongoing Surveillance**

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

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

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

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

Financing Professionals**Process and Selection of Professionals**

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

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

The Board of Supervisors shall be responsible for the selection of Financing Professionals engaged to assist in a public financing. Financial Professionals shall include Municipal Advisor(s), Underwriters, Bond Counsel, Disclosure Counsel, and any other paid



professional utilized in connection with a proposed financing. The procurement of financial professionals shall be conducted according to procedures delineated in the County's Contract Policy Manual.

Selection and Compensation

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

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

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

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

1. Municipal Advisor (previously known as Financial Advisor)

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

2. Bond Counsel

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



3. Disclosure Counsel

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

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

4. Underwriter

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

5. Other Service Providers

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

Conclusion

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



Five-Year Capital Improvement Plan

Introduction

The proposed five-year Capital Improvement Plan (CIP) for Fiscal Years 2018-19 through 2022-23 is the County's compilation of significant projects funded by the General Fund in Capital Projects, Budget Control 036. This document is updated annually to reflect the changing needs and the fiscal outlook of the County.

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

The five-year CIP provides information about capital projects requiring County General Fund support in excess of \$150,000 per project. The CIP is not a budget document, but rather a planning tool to be used in conjunction with the budget development process for FY 2018-19 through FY 2022-23 and the County Facilities Master Plan.

General Fund

In FY 2017-18, as of September 30, 2017, appropriations in Capital Projects Budget Control 036, equate to \$44.7 million in projects. The total five-year net project costs for capital projects summarized in this SFP are \$155.7 million, including the Capital Improvement Plan, previously approved Strategic Priorities, and maintenance projects.

These projects (and any subsequently identified) will be evaluated for funding during the FY 2018-19 annual budget process. Project needs and related costs will be evaluated again during the next Strategic Financial Planning cycle which will begin in August 2018.

General Fund Capital Projects - Budget Control 036

Description	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	SFP Total Forecast
Capital Projects - Appropriations						
Countywide Capital Projects - OCPW						
County Operations Center	1,338,323	3,075,875	0	0	0	4,414,198
Fruit Street Complex	251,926	986,927	0	0	0	1,238,854
Gates Building	871,193	1,084,140	0	0	0	1,955,332
Civic Center Buildings (10, 11, 12, 14)	711,190	0	231,786	1,498,389	0	2,441,366
Manchester Office Building	92,526	0	79,980	608,716	0	781,223
909 N. Main	2,445,069	469,999	1,922,066	0	0	4,837,134
Other OCPW Projects for various facilities	0	0	0	115,029	0	115,029
Countywide Capital Projects Subtotal	5,710,227	5,616,941	2,233,833	2,222,134	0	15,783,136
Health Care Agency Capital Projects						
HCA General	492,250	511,582	415,700	1,060,491	386,493	2,866,517
HCA 401 Tustin	484,900	171,763	0	395,171	0	1,051,834
HCA Clinic	665,305	1,360,676	2,822,388	0	0	4,848,369
HCA Lab	1,230,106	60,279	276,651	0	0	1,567,037
Health Care Agency Capital Projects Subtotal	2,872,561	2,104,299	3,514,740	1,455,663	386,493	10,333,756
Transfers to:						
Sheriff Deferred Maintenance (Fund 14Q)	4,812,423	4,058,609	3,388,606	2,778,611	2,641,683	17,679,932
Probation Capital Projects (Fund 104)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Capital Projects Reserves/15D	1,700,000	0	0	0	0	1,700,000
Transfers Subtotal	9,512,423	7,058,609	6,388,606	5,778,611	5,641,683	34,379,932
Capital Projects:						
Year-Round Emergency Shelter/Service Center	3,607,527	3,607,527	3,607,527	3,607,527	3,607,527	18,037,635
Other Deferred Maint Projects & Contingencies	660,300	934,524	4,373,974	5,135,631	7,636,056	18,740,485
Capital Project Needs Funded by Departments	2,208,527	5,309,909	149,204	1,212,729	0	8,880,369
Civic Center Master Plan (CCMP) - Phase I	0	947,758	9,980,000	9,980,000	9,980,000	30,887,758
OC Animal Shelter OCWR Loan Repayment	0	12,336,870	1,306,736	0	0	13,643,606
Facilities Master Plan	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Capital Projects Subtotal	7,476,354	24,136,588	20,417,441	20,935,887	22,223,583	95,189,853
Total Appropriations	25,571,566	38,916,438	32,554,619	30,392,295	28,251,759	155,686,677
Revenue Sources						
Department Funding & Other	2,208,527	5,309,909	149,204	1,212,729	0	8,880,369
Civic Center Master Plan (CCMP) - New Bldg.16	0		6,196,549	6,196,549	6,196,549	18,589,648
HCA Projects (15D)	2,872,561	2,104,299	3,514,740	1,455,663	386,493	10,333,756
Tr in from Fund 15D & Other - for Capital Projects		1,700,000		0		1,700,000
Year-Round Emergency Shelter (004 NCC)	3,607,527	3,607,527	3,607,527	3,607,527	3,607,527	18,037,635
OC Animal Shelter Repayments from Cities	0	0	0	2,765,565	2,765,565	5,531,130
Total Revenue	8,688,615	12,721,735	13,468,020	15,238,034	12,956,134	63,072,538
Total NCC Request	16,882,950	26,194,703	19,086,599	15,154,262	15,295,625	92,614,139

Capital Projects Agency 036 NCC Limits 16,882,950 26,194,703 19,086,599 15,154,262 15,295,625 92,614,139

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

**Department Funded and Non-General Funds**

This Capital Improvement Plan (CIP) includes capital improvement needs for the County's balanced funds including: OC Road, OC Flood, OC Parks, John Wayne Airport, OC Waste & Recycling, Newport Bay Tidelands, and others. These special funds do not require General Fund support. Specific project-level detail is provided beginning on the following page for each fund with capital projects. The five-year Capital Improvement Plan for non-General Funds totals \$896.2 million. Funding for the projects comes from local revenues, as well as State and Federal sources. These projects (and any subsequently identified) will be evaluated for funding during the FY 2018-19 annual budget process.

County departments that directly fund capital projects from dedicated revenue sources (e.g., John Wayne Airport and OC Waste and Recycling) are included in the CIP this year to provide a more complete picture of all County capital projects. However, funding for contingencies, debt service payments, and transfers are excluded.

Criminal Justice Facilities Fund 104 receives revenue from General Fund Capital Projects, Budget Control 036; and Court fines, fees, and penalties revenue set-aside for the Probation Department. As of September 30, 2017, the Probation Reserve Balance was \$11.6 million and the projected balance at the end of FY 2018-19 is \$9.8 million. The projection assumes a \$1.8 million draw for the Juvenile Hall Gym/Visitation Center Project County match.

Non-General Fund Capital Project Fund 15D was established to allow transfer of unspent funds related to multi-year capital projects to be held for re-budgeting in subsequent fiscal years. As of September 30, 2017, the net reserves held in Fund 15D total \$3.0 million.

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

Program: **Public Protection**
 Budget Control: **14Q - Sheriff-Coroner Cnst & Fac Dev**

Fund: **14Q**

Capital Project Title:			Unit Number: 14QP628		PB Req: 4081	
Theo Lacy Kitchen Floor Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	650,000	657,000	0	0	0	
Revenue:	650,000	657,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description: The existing kitchen drains, floor sinks and waste pipe connection will be replaced with technologically advanced corrosion resistant fixtures and the flooring will be replaced with a waterproof urethane concrete floor coating system.						

Capital Project Title:		Unit Number: 14QP182			PB Req: 4085
IRC Emergency Generators					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	1,230,300	0	0	0	0
Revenue:	1,230,300	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description:					
Replace emergency generators that provide backup power to the Intake Release Center, Central Men's Jail and Central Women's Jail. These generators were installed in 1988. Parts and support from the manufacturer are limited and will soon be obsolete.					

Capital Project Title:			Unit Number: 14QP183		PB Req: 4095	
Theo Lacy Emergency Generator Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,109,300	0	0	0	0	
Revenue:	1,109,300	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
The Theo Lacy emergency generator was installed in 1992. Parts and support from the manufacturer are limited and will soon be obsolete. The generator and automatic transfer switch will be replaced with a new, tier IV, air quality compliant generator that will support the load demand of the facility.						

Capital Project Title:			Unit Number: 14QP161		PB Req: 4100	
Katella Target Replacements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	360,500	0	0	0	0	
Revenue:	360,500	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
The Katella outdoor range will be updated with a new reliable targeting system that will maximize operational capacity.						

Capital Project Title:			Unit Number: 14QPZ01		PB Req: 4121	
Theo Lacy F Barracks Air Conditioning						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	309,000	0	0	0	
Revenue:	0	309,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Replace two 15-tons and two 25-tons air conditioning units on the roof of the Theo Lacy F barracks that have exceeded their normal life expectancy.						

Capital Project Title:			Unit Number: 14QP186		PB Req: 4122	
Sheriff Headquarters Increased Security Measures						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	750,000	0	0	0	
Revenue:	0	750,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Install security measures to Sheriff's Headquarters (phase 2).						

Capital Project Title:			Unit Number: 14QPZ02		PB Req: 4123	
Emergency Operations Center Uninterruptible Power Supply (UPS)						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	642,720	0	0	0	
Revenue:	0	642,720	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Install an additional uninterruptible power supply (UPS) system to protect critical emergency response functions and technology that is currently not protected by redundant UPS power at the County Emergency Operations Center. Currently, there is a signal point of failure that could impact operations during an outage.						

Capital Project Title:			Unit Number: 14QPZ03		PB Req: 4126	
Coroner Facility Security Safety Measures						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	53,988	248,518	0	0	
Revenue:	0	53,988	248,518	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Renovate the clerical lobby and family consultation room of the Coroner's office to provide optimal safety and security for employees and visitors.						

Capital Project Title:			Unit Number: 14QPZ04		PB Req: 4128	
EOC Road Erosion Repair						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	950,000	0	0	0	
Revenue:	0	950,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description: Repair the access road up to Loma Ridge's Emergency Operation Center (EOC) which is deteriorated.						

Capital Project Title:		Unit Number: 14QPZ05		PB Req: 4129	
Theo Lacy Secure Parking Lot					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	159,367	0	0
Revenue:	0	0	159,367	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description: Secure the Theo Lacy facility rear parking lot to eliminate unauthorized access to the rear of the facility as well as the evidence/property storage area located at the far south end of the parking area. Restricting access to this area would enhance security for the public, staff, property, and facility, and reduce vandalism to parked vehicles.					

Capital Project Title:		Unit Number: 14QPZ06		PB Req: 4132	
Sheriff Headquarters Tenant Improvement					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	287,609	0	0
Revenue:	0	0	287,609	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description:					
The tenant improvement project will assist in maintaining the value of the infrastructure and provide a clean and safe work environment for Sheriff's Department personnel. This project would also create operational efficiencies through better layout of work spaces.					

Capital Project Title:			Unit Number: 14QPZ07		PB Req: 4133	
Central Jail Complex Replace Workstations						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	395,509	0	0	
Revenue:	0	0	395,509	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Upgrade and replace outdated workstations at the Central Men's and Women's Jails. The workstations have deteriorated due to the heavy use.						

Capital Project Title:		Unit Number: 14QPZ08		PB Req: 4134	
Loma HVAC and Fire Alarm Systems					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	200,000	750,000	0	0
Revenue:	0	200,000	750,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description:					
Design and retrofit the heating, ventilation, and air conditioning (HVAC) system and fire alarm system at Loma Ridge. Due to the age of the building, 24/7 operations and multiple years of design changes and upgrades to the facility, the HVAC and fire alarm systems need retrofitting and enhancement.					

Capital Project Title:			Unit Number: 14QPZ09		PB Req: 4136	
James A. Musick Water Pressure Booster Station						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	201,797	0	0	
Revenue:	0	0	201,797	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Design and construct a water booster station to resolve water pressure deficiency at James A. Musick Facility. The current water pressure supplied by the local water district does not have enough pressure to operate new water savings plumbing fixtures.						

Capital Project Title:			Unit Number: 14QPZ10		PB Req: 4142	
Central Women's Jail Replace Waste Lines						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	405,513	0	0	
Revenue:	0	0	405,513	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description: Replace waste lines at the Central Women's Jail facility which have deteriorated.						

Capital Project Title:			Unit Number: 14QPZ11		PB Req: 4143	
Sheriff's Headquarters Electrical System Renovation						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	60,994	609,935	0	0	
Revenue:	0	60,994	609,935	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Replace major electrical components serving the building including high voltage feeders, switchgear, motor controls, circuit breaker panels, distribution sub panels and emergency power switch gear and circuits. The original equipment was installed almost 50 years ago and has exceeded its life expectancy.						

Capital Project Title:		Unit Number: 14QPZ12		PB Req: 4144	
Theo Lacy Energy Control System					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	330,358	0	0
Revenue:	0	0	330,358	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description:					
Install energy control system wiring at Theo Lacy Facility Barracks A, E, F, G, H & IPB buildings. Installation of this system will increase energy efficiencies by being able to control building HVAC systems through an automated system.					

Capital Project Title:			Unit Number: 14QPZ13		PB Req: 4145	
Theo Lacy Air Conditioning Duct Work						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	984,818	0	
Revenue:	0	0	0	984,818	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description: Replace the air conditioning duct work at Theo Lacy Administration building and Mods I & J. Due to direct exposure to the elements, the duct work has started to deteriorate.						

Capital Project Title:			Unit Number: 14QPZ14		PB Req: 4146	
Forensic Bullet Range Renovation						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	192,816	0	
Revenue:	0	0	0	192,816	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Renovate the basement forensic bullet range at the Brad Gates building. Equipment has exceeded its life expectancy. New equipment is needed to maintain the highest level of integrity while dealing with evidence.						

Capital Project Title:			Unit Number: 14QPZ15		PB Req: 4147
Intake Release Center Replace Soft Water Tank					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	0	162,205	0
Revenue:	0	0	0	162,205	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description: Replace the soft water salt tank at the Intake Release Center.					

Capital Project Title:			Unit Number: 14QPZ16		PB Req: 4148	
Theo Lacy Refurbish Cooling Tower						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	347,583	0	
Revenue:	0	0	0	347,583	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Refurbish the cooling tower for the central plant at Theo Lacy Facility. The cooling tower has been in operation for over 25 years and needs to be refurbished to extend its life expectancy.						

Capital Project Title:			Unit Number: 14QPZ17		PB Req: 4149	
Coroner Training Facility Roof						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	398,486	0	
Revenue:	0	0	0	398,486	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description: Engineer and construct the roof over the exterior mechanical yard at the Coroner Training Facility improve equipment life and safety for service workers.						

Capital Project Title:			Unit Number: 14QPZ18		PB Req: 4150	
Theo Lacy Domestic Hot Water System						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	377,352	0	
Revenue:	0	0	0	377,352	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Replace the domestic hot water generation and distribution system for the Theo Lacy Central Plant II. The addition of a soft water system requires an energy efficient hot water system.						

Capital Project Title:			Unit Number: 14QPZ19		PB Req: 4151	
Central Men's Jail Replace Ducts						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	0	858,031	
Revenue:	0	0	0	0	858,031	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Relocate ducts in the 4th floor pipe chases at the Central Men's Jail to improve access to serviceable areas.						

Capital Project Title:		Unit Number: 14QPZ20		PB Req: 4152	
Crime Lab Evidence Dumbwaiter					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	0	0	224,952
Revenue:	0	0	0	0	224,952
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description:					
Dumbwaiter is requested between the OC Crime Lab's Evidence Control Unit's (ECU) receiving area on the first floor and the ECU storage area in the basement. The addition of this dumbwaiter will increase efficiency in moving/processing evidence.					

Capital Project Title:		Unit Number: 14QPZ21		PB Req: 4154	
Theo Lacy Replace Barracks A-E Walkway					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	0	0	341,356
Revenue:	0	0	0	0	341,356
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description:					
The walkway cover in front of Theo Lacy Barracks A-E is in need of a new roof, understructure repair and reconfiguration of accumulated conduit to address corrosion and water leakage issues.					

Capital Project Title:			Unit Number: 14QPZ22		PB Req: 4155	
Central Jail Complex Southside Structure Addition						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	0	723,703	
Revenue:	0	0	0	0	723,703	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description: Add office space in the area between the Intake Release Center receiving entrance and the Transportation Office. This area will be used for medical triage and is the most viable option identified to comply with ADA regulations.						

Capital Project Title:			Unit Number: 14QPZ23		PB Req: 4156	
Theo Lacy Replace Central Plant Boilers						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	347,583	0	0	0	0	
Revenue:	347,583	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Replace hydronic boilers at the Theo Lacy Facility. Equipment has exceeded its normal life expectancy.						

Capital Project Title:		Unit Number: 14QPZ24			PB Req: 4158
Theo Lacy Escalators					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	266,396	0	0	0	0
Revenue:	266,396	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Refurbish escalators at the Theo Lacy Facility to extend the life of the equipment.					

Capital Project Title:			Unit Number: 14QPZ25		PB Req: 4159	
Central Men's Jail Exhaust Ducting System						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	222,917	0	0	0	0	
Revenue:	222,917	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Engineer a replacement exhaust ducting system and blower motor in the Central Men's Jail to meet current demands.						

Capital Project Title:			Unit Number: 14QPZ26		PB Req: 4160	
Central Men's Jail Freight Elevators and Escalators Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	711,386	0	0	0	0	
Revenue:	711,386	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: Refurbish or replace freight elevators and escalators at the Central Men's Jail facility.						

Capital Project Title:			Unit Number: 14QPZ27		PB Req: 4161	
Intake Release Center Escalator Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	695,166	0	0	0	0	
Revenue:	695,166	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Refurbish or replace escalators at the Intake Release Center. The escalators need a complete overhaul. If an assessment shows that wear is beyond refurbishment, then replacement will be required.						

Capital Project Title:		Unit Number: 14QP541		PB Req: 4162	
James A. Musick Facility Expansion Phase 1					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	48,461,481	34,470,485	0	0	0
Revenue:	48,461,481	34,470,485	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	100%	0%	0%	0%	100%
Description:					
Design and construct a 512 bed expansion at the James A. Musick Facility. Sheriff may borrow \$2.5M from OC Waste & Recycling to begin the project; the loan will be repaid, with interest, within three years. All costs incurred will be reimbursed by the State once the Notice to Proceed for construction has been issued.					

Capital Project Title:			Unit Number: 14QP543		PB Req: 4163	
James A. Musick Facility Expansion Phase 2						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	39,533,552	29,944,444	0	0	0	
Revenue:	39,533,552	29,944,444	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Design and construct 384 new jail beds, treatment and rehabilitation spaces at the James A. Musick Facility. Sheriff may borrow \$2.5M from OC Waste & Recycling to begin the project; the loan will be repaid, with interest, within three years. All costs incurred will be reimbursed by the State once the Notice to Proceed for construction has been issued.						

Capital Project Title:			Unit Number: 14QP704		PB Req: 4164	
Central Jail Complex Air Handlers Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,462,323	0	0	0	0	
Revenue:	1,462,323	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Replace the air handler units at the Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters.						

Total Budget Control: 14Q - Sheriff-Coroner Cnst & Fac Dev					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	95,050,904	68,038,631	3,388,606	2,463,260	2,148,042
Total Funding:	95,050,904	68,038,631	3,388,606	2,463,260	2,148,042
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

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

Fund: **106**

Capital Project Title:			Unit Number: 106PZ01		PB Req: 3710	
Newport Bay - Replace Harbor Patrol Generator						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	189,000	0	0	0	0	
Revenue:	189,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	0%	
Description:						
This project will replace the back-up generator at Harbor Patrol and is critical in the event of a power failure during a major storm or other disaster.						

Total Budget Control: 106 - County Tidelands - Newport Bay					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	189,000	0	0	0	0
Total Funding:	189,000	0	0	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: **Community Services**
 Budget Control: **119 - OC Public Libraries - Capital**

Fund: **119**

Capital Project Title:			Unit Number: 119PZ01		PB Req: 4383	
HVAC Refurbishments/Replacements - Multiple Branches						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	750,000	1,000,000	500,000	500,000	500,000	
Revenue:	750,000	1,000,000	500,000	500,000	500,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: OC Public Library (OCPL) branches provide safe conditions for the staff and public and are designated Cooling Centers. The Heating, Ventilation and Air Conditioning (HVAC) units are scheduled for replacement at San Juan Capistrano and Silverado. OCPL has an average of two HVAC replacements/refurbishments per year, and placeholders have been assigned for emergency projects.						

Capital Project Title:			Unit Number: 119PZ02		PB Req: 4384
One Desk Consolidations - Multiple Branches					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	250,000	250,000	250,000	250,000	250,000
Revenue:	250,000	250,000	250,000	250,000	250,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description: OC Public Library branch desk consolidations will improve customer services and efficiencies. A schedule is in progress to complete the consolidations over the next five years.					

Capital Project Title:			Unit Number: 119PZ03		PB Req: 4385	
Branch Refurbishments - Multiple Branches						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,000,000	1,000,000	0	0	0	
Revenue:	1,000,000	1,000,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Ongoing refurbishments are taking place at the 33 OC Public Libraries. Out of date facilities impact the quality of customer service and space available for Programing. The following facilities have been scheduled for refurbishment: Westminster, Cypress, Garden Grove, Laguna Beach, Laguna Hills, and Laguna Woods.						

Capital Project Title:		Unit Number: 119PZ04			PB Req: 4387
Brea Refurbishments					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	450,000	0	0	0	0
Revenue:	450,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description: The current facility is aging and requires updating to meet current community needs. The project is expected to be finalized in FY 2018-19.					

Capital Project Title:		Unit Number: 119P555		PB Req: 4388	
Irvine/Heritage Park Refurbishment					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	2,000,000	0	0	0	0
Reserves:	2,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	0%	0%
Description: The current facility is aging and requires updating to meet current community needs. The design plans have been completed, and the project is expected to be finalized in FY 2018-19.					

Total Budget Control: 119 - OC Public Libraries - Capital					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	4,450,000	2,250,000	750,000	750,000	750,000
Total Funding:	4,450,000	2,250,000	750,000	750,000	750,000
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: **Community Services**
 Budget Control: **406 - OC Parks Capital**

Fund: **406**

Capital Project Title:			Unit Number: 406PZ02		PB Req: 3963	
OC Zoo Oak Woodland Exhibit						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	200,000	200,000	0	
Revenue:	0	0	200,000	200,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: This project will create a new Oak Woodland Exhibit in the current non-public back area of the zoo. Installation of a new Exhibit is consistent with visitor-serving improvements identified in the Zoo's General Development Plan.						

Capital Project Title:		Unit Number: 406PZ03		PB Req: 3971	
OC Zoo Discovery Complex					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	260,000	2,600,000	0	0
Reserves:	0	260,000	2,600,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description: The Discovery Complex will offer greater animal interaction, education and activities to expand existing zoo programs. It will include a new, 2-story, 6,000 square foot barn with exhibits with an interactive learning and activities space; demonstration station; and special feature exhibits.					

Capital Project Title:		Unit Number: 406PZ04		PB Req: 3972	
Carbon Canyon Nature Center & Restroom					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	300,000	0	0	0
Reserves:	0	300,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Two unisex restrooms will be built as part of a footprint to the west side of the building. This project includes removing some walls, new paint, new floor or carpet installation, reframing/installing new window coverings, raising the ceiling, building storage cabinets, and creating a designated area to hold meetings and trainings.					

Capital Project Title:		Unit Number: 406PZ05		PB Req: 3973	
Laguna Niguel Replace Restroom #6					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	75,000	500,000	0	0
Reserves:	0	75,000	500,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Restroom facilities at Laguna Niguel Regional Park have exceeded their useful lives. Replacement of these restrooms will provide new sanitary facilities for public use.					

Capital Project Title:		Unit Number: 406PZ06		PB Req: 3974	
Yorba Replace Restrooms #2, 3, 4, 6					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	500,000	500,000	500,000	500,000	0
Revenue:	500,000	500,000	500,000	500,000	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description: Restroom facilities at Yorba Regional Park have exceeded their useful lives. Replacement of these restrooms will provide new sanitary facilities for public use.					

Capital Project Title:		Unit Number: 406PZ07		PB Req: 3975	
Tri City Replace Restroom #1 & 2					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	500,000	500,000	0	0	0
Revenue:	500,000	500,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Restroom facilities at Tri City Park have exceeded their useful lives. Replacement of these restrooms will provide new sanitary facilities for public use.					

Capital Project Title:			Unit Number: 406PZ08		PB Req: 3977	
Irvine Regional Replace Restroom						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	300,000	500,000	
Revenue:	0	0	0	300,000	500,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Restroom facilities at Irvine Regional Park have exceeded their useful lives. Replacement of these restrooms will provide new sanitary facilities for public use.						

Capital Project Title:			Unit Number: 406PZ09		PB Req: 3979	
Carbon Canyon Shelter Refurbishment						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	50,000	300,000	0	0	
Reserves:	0	50,000	300,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: The roofs over shelters #1 and #2 at Carbon Canyon Park will be rehabilitated to add a solid roof in each structure.						

Capital Project Title:			Unit Number: 406PZ10		PB Req: 3980	
Craig Park Replace Restroom #2, 5, 7						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	225,000	600,000	
Revenue:	0	0	0	225,000	600,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Restroom facilities at Craig Park have exceeded their useful lives. Replacement of these restrooms will provide new sanitary facilities for public use.						

Capital Project Title:		Unit Number: 406P717			PB Req: 3983
Salt Creek Beach Revetment Repair					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	3,000,000	0	0	0	0
Reserves:	3,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
The proposed project is to rehabilitate the Niguel Shores riprap revetment structure using larger stones for the revetment along 1,360 linear feet of shoreline. This would extend the top and toe of the revetment higher and deeper to protect the bluff from damage related to storm wave uprush.					

Capital Project Title:			Unit Number: 406P889		PB Req: 3986	
O'Neill Amphitheater Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	290,000	0	0	
Revenue:	0	0	290,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
This project will repair and refinish existing wood log seating, re-grade slope to extend the amphitheater and increase capacity to accommodate 120 people. It will also include a shade structure, safety lighting and provide additional steps at the north side of the stage.						

Capital Project Title:			Unit Number: 406P890		PB Req: 3988	
Peters Canyon Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	500,000	500,000	500,000	0	0	
Revenue:	500,000	500,000	500,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: The project will add new park amenities to Peters Canyon, e.g. boardwalk, restrooms, trail improvements, rest areas, trail bridges, trail pull outs, benches, habitat restoration, parking improvements, and signage.						

Capital Project Title:			Unit Number: 406P928		PB Req: 3993	
Haster Basin Twin Lakes Park						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	750,000	0	0	0	0	
Reserves:	576,161	0	0	0	0	
Revenue:	173,839	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
This project will provide new play fields at Haster Basin Twin Lakes Park.						

Capital Project Title:			Unit Number: 406P935		PB Req: 3994	
Craig Park Bike Facility						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	700,000	0	0	0	0	
Revenue:	700,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Create a new bike park within Craig Regional Park that will provide recreational opportunities for bike riders of all ages.						

Capital Project Title:			Unit Number: 406P951		PB Req: 3995	
Craig Park Expand Shelter #2						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	30,000	300,000	
Revenue:	0	0	0	30,000	300,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	%	100%	100%	
Description:						
Repair and make needed modifications to Shelter #2 to increase its longevity and usefulness to the public.						

Capital Project Title:			Unit Number: 406P955		PB Req: 3996	
OC Zoo Entry Plaza & Restroom						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,370,000	0	0	0	0	
Revenue:	2,370,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Currently, the entrance of the OC Zoo is also the exit, which causes a bottleneck problem for pedestrian circulation. Implementing a new Entry Complex will improve visitor safety and enhance zoo operations related to pedestrian circulation at the zoo's entry and exit and provide additional sanitary facilities.						

Capital Project Title:			Unit Number: 406P956		PB Req: 3997	
O'Neill Maintenance Yard Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	500,000	3,500,000	
Reserves:	0	0	0	0	684,952	
Revenue:	0	0	0	500,000	2,815,048	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The existing maintenance yard buildings at O'Neill Regional Park have reached the end of their useful life. The project will create a new maintenance yard facility that is a safer, more functional and aesthetically pleasing workplace.						

Capital Project Title:		Unit Number: 406P967		PB Req: 3998	
Aliso Beach Concession/Restroom Replacement					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	275,000	0	0	0	0
Revenue:	275,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Replace fixtures (toilets, urinals and sinks), hardware, partitions, lighting, and flooring and install anti-graffiti coating on walls and epoxy flooring.					

Capital Project Title:			Unit Number: 406P973		PB Req: 3999	
Irvine Ranch Open Space & Trailhead Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	200,000	500,000	500,000	0	0	
Revenue:	200,000	500,000	500,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
This project will provide various staging area/trailhead improvements to support public access to Irvine Ranch Open Space.						

Capital Project Title:			Unit Number: 406P983		PB Req: 4003	
Newport Bay Replace Bay View Bridge						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	500,000	0	0	0	0	
Revenue:	500,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	%	100%	100%	
Description:						
The Bay View pedestrian and bicycle bridge is located adjacent to the Upper Newport Bay Nature Preserve and over the Santa Ana-Delhi Flood Control Channel. The erosion resulted in loss of soil and riprap protecting the bridge's footings. A new, wider 120 foot span bridge is needed to provide a trail crossing.						

Capital Project Title:			Unit Number: 406P984	PB Req: 4004	
Black Star Wilderness Park Staging & Trail Enhancements					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	1,500,000	800,000	0
Reserves:	0	0	0	275,221	0
Revenue:	0	0	91,669	1,933,110	0
Balance:	0	0	1,408,331	(1,408,331)	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
This project is to further develop Black Star Canyon Wilderness Park. This may include short-term improvements to the existing parking and staging area at Black Star Canyon. Considerations may also extend toward more long-term planning.					

Capital Project Title:			Unit Number: 406P985		PB Req: 4005	
Aliso Beach Seawall & Shoreline Access Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	250,000	250,000	250,000	250,000	0	
Revenue:	250,000	250,000	250,000	250,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Coastal storms over the last several years have damaged the existing seawall, public walkways and parking areas along the shoreline edge of Aliso Beach Park. This project involves improvements to protect the parking area, restroom/concession building and other public use spaces at the beach park.						

Capital Project Title:			Unit Number: 406P986		PB Req: 4006	
Capistrano Beach Seawall & Shoreline Access Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	250,000	250,000	250,000	0	0	
Revenue:	250,000	250,000	250,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Ongoing shoreline erosion problems at Capistrano County Beach Park have caused loss of sidewalk and continue to damage the remaining sidewalk and parking lot. This project involves proposed improvements to protect existing facilities and/or relocate facilities out of current and future wave uprush zones.						

Capital Project Title:			Unit Number: 406P993		PB Req: 4007	
Talbert Park Enhancements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	750,000	0	0	0	0	
Revenue:	750,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
This project will implement improvements proposed in the enhancement plan such as targeted removal of invasive plants, native habitat restoration, enhancement of Victoria Pond wetlands habitat, and public access and recreation related improvements.						

Capital Project Title:			Unit Number: 406P994		PB Req: 4008	
Clark Pedestrian Bridge Repair						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,200,000	0	0	0	0	
Revenue:	1,200,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: This project will to replace or repair all three of the bridges at Clark Park.						

Capital Project Title:			Unit Number: 406P997		PB Req: 4009	
Cooper Center Site Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	300,000	0	0	0	0	
Revenue:	300,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Existing buildings at the Cooper Center are in need of repairs and updates. The warehouse, the fire alarm system and the outdoor parking and storage areas need to be repaired or replaced. The Cooper Center Lab needs additional storage space for the County's Archaeological and Paleontological Collection.						

Capital Project Title:			Unit Number: 406P898		PB Req: 4010	
Irvine Regional Park Bike Rental Facility						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	4,500,000	0	0	0	0	
Revenue:	1,032,550	3,467,450	0	0	0	
Balance:	3,467,450	(3,467,450)	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
The Wheel Fun Bike Rental concession currently leases a building within Irvine Park for their bike and boat rental business. This project will expand the current bike storage area by 1,035 square feet to store additional bikes and accommodate more park visitors and reduce the wait time.						

Capital Project Title:			Unit Number: 406P901		PB Req: 4011	
Santa Ana River Parkway (PROP 84)						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	6,000,000	0	0	0	0	
Revenue:	6,000,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
OC Public Works/OC Flood will construct the extension of the Santa Ana Reiver Trail using Proposition 84 funding.						

Capital Project Title:			Unit Number: 406P979		PB Req: 4012	
OC Bike Loop Segment D Carbon Creek Channel						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	563,000	6,900,000	0	0	0	
Revenue:	563,000	3,432,550	3,467,450	0	0	
Balance:	0	3,467,450	(3,467,450)	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
The proposed project will construct a bikeway on the Carbon Canyon Creek Channel and a crossing at Bastanchury Road, following along the Carbon Creek Channel and crossing Bastanchury Road to connect to the Yorba Linda Recreational Bikeway and Trail, completing the Union Pacific RR Bikeway alignment.						

Capital Project Title:			Unit Number: 406P980		PB Req: 4013	
OC Bike Loop Segment F & H Cajon Bikeway						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,000,000	0	0	0	0	
Revenue:	2,000,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
The El Cajon Bikeway portion is located mostly in the City of Yorba Linda, with portions in the County of Orange and City of Anaheim. While most of the bikeway is completed to high standards; there are two specific gaps within this segment that will be addressed, gap segment F (0.9 miles) and gap segment H (1.2 miles).						

Capital Project Title:			Unit Number: 406P981		PB Req: 4014	
OC Bike Loop Segments O, P, Q (Coyote creek)						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	2,346,000	4,300,000	0	0	
Revenue:	0	2,346,000	4,300,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
This project will complete three bikeway crossings (Imperial, Golden Ave., and Bastanchury) and six bikeway gaps (along Grandview Ave., Mountain Ave., Kellogg Dr., Arroyo Cajon Dr., and Fairmont Blvd.) in an effort to finish the 66 mile Loop.						

Capital Project Title:			Unit Number: 406P982		PB Req: 4016	
Countywide Trails & Bikeways Active Transportation Program						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,500,000	2,500,000	2,500,000	2,500,000	0	
Reserves:	0	1,500,000	147,450	2,500,000	0	
Revenue:	2,500,000	1,000,000	2,352,550	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	58%	0%	0%	42%	100%	
Description:						
This is a shared responsibility with OC Public Works. Projects have yet to be determined but will require an annual \$2.5 million in contributions from OC Parks.						

Capital Project Title:		Unit Number: 406P892		PB Req: 4017	
Craig Park Refurbish Restroom #8					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	500,000	0	0	0	0
Revenue:	500,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Restroom facilities at Craig Park have exceeded their useful lives. Replacement of these restrooms will provide new sanitary facilities for public use.					

Capital Project Title:			Unit Number: 406P895		PB Req: 4018	
Arden Modjeska - Opid Guest Cottage - Structural Stabilization						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	420,000	0	0	0	0	
Revenue:	420,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	%	100%	100%	
Description: The structure was built at the turn of the century and needs seismic enhancements. The cottage needs to be stabilized for future full restoration.						

Capital Project Title:			Unit Number: 406P896		PB Req: 4019	
Mile Square Picnic Shelters Refurbishment						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,500,000	3,200,000	1,000,000	1,500,000	0	
Reserves:	0	1,081,831	225,837	0	0	
Revenue:	2,500,000	2,118,169	774,163	1,500,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The 17 picnic shelters at Mile Square Park are beyond their useful lives and require replacement. New shelters will include new concrete pads; prefab metal ICON roof; and precast picnic tables with integrated anti-skate bumps, smooth finish, acrylic sealer, and OC Parks logo cast into each leg.						

Total Budget Control: 406 - OC Parks Capital					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	31,028,000	18,131,000	15,190,000	6,805,000	4,900,000
Total Funding:	27,560,550	18,131,000	17,249,119	8,213,331	4,900,000
Balance*:	3,467,450	0	(2,059,119)	(1,408,331)	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: **Community Services**
 Budget Control: **027 - Child Support Services**

Fund: **100**

Capital Project Title:			Unit Number: 027PZ02		PB Req: 3503
Renovation and Redesign of 1055 Employee Break Area					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	300,000	0	0	0	0
Revenue:	300,000	0	0	0	0
NCC:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	34%	66%	0%	0%	100%
Description:					
The project consists of taking down an existing wall and building a new wall to expand the employee break area and refurbishing the space to meet the stated goals.					

Total Budget Control: 027 - Child Support Services					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	300,000	0	0	0	0
Total Funding:	300,000	0	0	0	0
NCC*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: **Community Services**
 Budget Control: **063 - Social Services Agency**

Fund: **100**

Capital Project Title:			Unit Number: 063PZ01		PB Req: 4022	
Tustin Family Campus - Replace HVAC Units						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	250,000	250,000	250,000	0	
Revenue:	0	250,000	250,000	250,000	0	
NCC:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Replace the older Heating Ventilation and Air Conditioning units to meet the new environmental codes.						

Capital Project Title:			Unit Number: 063PZ02		PB Req: 4042	
Orangewood Children and Family Center - Replace Roofs						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	250,000	250,000	250,000	0	0	
Revenue:	250,000	250,000	250,000	0	0	
NCC:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
New underlayment is needed on all cottage roofs. The roofs are over 30 years old and have never been replaced. There are water leaks in multiple areas and it is more cost effective to replace the whole roof than to keep doing spot fixes.						

Capital Project Title:			Unit Number: 063P443		PB Req: 4044	
Orangewood Children and Family Center - Replace HVAC Units						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	350,000	350,000	350,000	350,000	350,000	
Revenue:	350,000	350,000	350,000	350,000	350,000	
NCC:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Replace the older Heating Ventilation and Air Conditioning units to meet the new environmental codes.						

Capital Project Title:			Unit Number: 063PZ03		PB Req: 4194	
Eckhoff - Replace HVAC Ducting System						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	500,000	0	0	0	0	
Revenue:	500,000	0	0	0	0	
NCC:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: Replace all ducts to improve the air quality in the building and complement the air conditioning unit replacements that were completed last year.						

Total Budget Control: 063 - Social Services Agency					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	1,100,000	850,000	850,000	600,000	350,000
Total Funding:	1,100,000	850,000	850,000	600,000	350,000
NCC*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: Infrastructure & Environmental

Fund: 115

Budget Control: 115 - OC Road

Capital Project Title:			Unit Number: 115PZ01		PB Req: 4225	
Antonio Parkway and Crown Valley Parkway						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	600,000	0	
Revenue:	0	0	0	600,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	49%	0%	0%	51%	100%	
Description:						
Pavement rehabilitation project.						

Capital Project Title:			Unit Number: 115PR77		PB Req: 4226	
Antonio Parkway Additional Construction Cost and Soft Costs Including Mitigation						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	150,000	150,000	150,000	100,000	100,000	
Revenue:	150,000	150,000	150,000	100,000	100,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Mitigation of Antonio Parkway.						

Capital Project Title:			Unit Number: 115PZ02		PB Req: 4227	
Brea Blvd and Canyon Country Road Intersection Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	463,000	3,133,000	0	0	0	
Revenue:	463,000	3,133,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Improvements at the Brea Blvd. and Canyon Country Road intersection.						

Capital Project Title:			Unit Number: 115PR79		PB Req: 4228	
Brea Boulevard/Brea Canyon Road						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	600,000	4,580,000	500,000	22,250,000	28,300,000	
Revenue:	600,000	4,580,000	500,000	22,250,000	28,300,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	94%	0%	0%	6%	100%	
Description:						
Widen the existing rural 2-lane roadway to a 4-lane modified Primary arterial highway per its Master Plan of Arterial Highways (MPAH) classification and replacement of three bridges.						

Capital Project Title:			Unit Number: 115PZ03		PB Req: 4229	
Brea Canyon Road @ Tonner Canyon Road						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	528,000	3,108,000	0	0	0	
Revenue:	528,000	3,108,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	56%	44%	0%	0%	100%	
Description:						
Widen the road to its Master Plan of Arterial Highways (MPAH) classification as a Primary roadway.						

Capital Project Title:			Unit Number: 115PZ04		PB Req: 4230	
Collins Avenue and Eckhoff Street Cul-De-Sac Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	5,000	175,000	0	0	0	
Revenue:	5,000	175,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description: Fully improve North Eckhoff Street and Collins Avenue to full cul-de-sacs.						

Capital Project Title:			Unit Number: 115PZ05		PB Req: 4231	
Cooperative Agency Projects						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	71,625	71,625	71,625	71,625	71,625	
Revenue:	71,625	71,625	71,625	71,625	71,625	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description: These are generally other agency lead projects with the County contributing mainly construction costs, within the unincorporated area or County right-of-way.						

Capital Project Title:			Unit Number: 115PR47		PB Req: 4232	
Edinger Avenue Bridge Replacement Over Bolsa Chica Channel						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	560,000	0	0	0	0	
Revenue:	560,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	100%	0%	0%	100%	
Description:						
Replace and widen the previous timber bridge with a precast concrete bridge, upgrade barrier railing, increase the clearance for projected flood water elevations in the Bolsa Chica Channel, and ensure a life expectancy of 75 years.						

Capital Project Title:			Unit Number: 115PR85		PB Req: 4233	
El Toro Road Widening, Glenn Ranch Road to Live Oak Canyon Road						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	680,000	1,000,000	
Revenue:	0	0	0	680,000	1,000,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	40%	0%	0%	60%	100%	
Description:						
Widen El Toro Road from a 2-lane roadway to a 4-lane roadway, reconstruct approximately 1500-ft of Class I (off-road) Aliso Creek Bikeway form Ridgeline Road to the bikeway at El Toro Road undercrossing.						

Capital Project Title:			Unit Number: 115PZ06		PB Req: 4234	
Esperanza Road Drainage & Rehabilitation Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	5,000	760,000	0	0	
Revenue:	0	5,000	760,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Construct curb and gutter along with asphalt concrete pavement and storm drain improvements.						

Capital Project Title:			Unit Number: 115PZ07		PB Req: 4235	
Fairhaven Avenue Road and Drainage Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	135,000	48,000	148,000	
Revenue:	0	0	135,000	48,000	148,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Road and drainage improvements.						

Capital Project Title:			Unit Number: 115PR87		PB Req: 4236	
Foothill, Old Foothill, Fairhaven, Hewes Sidewalk Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	30,000	0	50,000	1,966,000	
Revenue:	0	30,000	0	50,000	1,966,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Construct curb and gutter, curb ramps, and sidewalk. The existing edge line striping will be removed and replaced with parking and bike lanes on Foothill Blvd. and portions of Hewes Ave. Bike lanes will be installed on Fairhaven & Fowler Avenue.						

Capital Project Title:			Unit Number: 115PR48		PB Req: 4237	
Gilbert Street Rail Road Crossing Improvements, Phase 2						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	630,000	0	0	0	0	
Revenue:	630,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Street improvements including construction of raised median, roadway striping, and other improvements.						

Capital Project Title:		Unit Number: 115PZ08		PB Req: 4239	
Hazard Avenue Bikeway					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	4,120,000	0	0	0	0
Revenue:	4,120,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	82%	0%	0%	18%	100%
Description:					
Construct approximately 2.9 miles of a Class IV Bikeway.					

Capital Project Title:			Unit Number: 115PR11		PB Req: 4240	
Laguna Canyon Road - Segment 4, Phases II to IV						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,476,500	583,000	4,499,833	4,499,833	4,499,833	
Revenue:	2,476,500	583,000	4,499,833	4,499,833	4,499,833	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Mitigation associated with the Laguna Canyon Road Segment 4 (Phases 2-4). It is expected that the mitigation will be 2 acres and will take place in Laguna Coast Wilderness Park.						

Capital Project Title:			Unit Number: 115PZ09		PB Req: 4241	
Meads & Amapola Avenue Bridges at Handy Creek						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	129,413	82,288	93,763	
Revenue:	0	0	129,413	82,288	93,763	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Replacement of the culvert crossing with a larger culvert for drainage improvements.						

Capital Project Title:			Unit Number: 115PR91		PB Req: 4242	
Modjeska Canyon Road Bridge Replacement 55C-172						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	100,000	1,399,500	0	0	0	
Revenue:	100,000	1,399,500	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	47%	53%	0%	0%	100%	
Description:						
Replace the existing bridge which is functionally obsolete according to a California Department of Transportation (Caltrans) bridge inspection report.						

Capital Project Title:			Unit Number: 115PR73		PB Req: 4243	
Modjeska Grade Road & Drainage Improvement Segment 1						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	247,800	40,000	2,401,400	10,000	0	
Revenue:	247,800	40,000	2,401,400	10,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Reconstruct the asphalt concrete pavement for the entire length of the project. Install a new storm drain system consisting of a combination of cast-in-place box culvert and various-sided storm drains.						

Capital Project Title:			Unit Number: 115PZ10		PB Req: 4244
Modjeska Grade Road & Drainage Improvement Segment 2					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	0	0	189,450	94,725	284,175
Revenue:	0	0	189,450	94,725	284,175
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	100%	0%	0%	0%	100%
Description:					
Reconstruct pavement and install a new storm drain system.					

Capital Project Title:			Unit Number: 115PZ11		PB Req: 4245	
Newland Street Pavement Rehabilitation, Bolsa Avenue to Hazard						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	5,000	1,210,000	0	0	
Revenue:	0	5,000	1,210,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Pavement rehabilitation including full depth replacement of failed areas.						

Capital Project Title:			Unit Number: 115PZ12		PB Req: 4246	
Newport Avenue Raised Median						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	67,230	962,050	
Revenue:	0	0	0	67,230	962,050	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Construct raised median between Wass Street and Skylark Place with coordination from the City of Tustin.						

Capital Project Title:			Unit Number: 115PR92		PB Req: 4247	
Orange Park Acres Equestrian Trail Relocation						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	5,000	305,000	0	0	0	
Revenue:	5,000	305,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Shift the paved road surface for Meads Ave. southward, and relocate the existing equestrian trail from the south edge of Meads Ave. to the north edge, therefore eliminating the equestrian crossing at Hillside Drive, and maintaining a continuous equestrian trail.						

Capital Project Title:			Unit Number: 115PZ13		PB Req: 4248	
Santiago Canyon Road Passing Lanes						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	181,000	1,054,150	276,250	338,350	
Revenue:	0	181,000	1,054,150	276,250	338,350	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	85%	0%	0%	15%	100%	
Description:						
Construct a 1-mile passing lane on each side of the road within the identified limits.						

Capital Project Title:		Unit Number: 115PZ14		PB Req: 4249	
Santiago Canyon Road, Safety Roadway Improvements SR-241 -N. Live Oak Canyon Road					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	2,449,460	0	0	0	0
Revenue:	2,449,460	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	95%	5%	0%	0%	100%
Description:					
Provide High Friction Surface Treatment, install flashing beacons, delineators, reflectors, rumble strips, upgrade signage, and increase bicycle safety by striping a buffer zone.					

Capital Project Title:			Unit Number: 115PR96		PB Req: 4250	
Silverado Canyon Road Bridge 55C-0174 Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	120,000	1,601,400	400,000	100,000	100,000	
Revenue:	120,000	1,601,400	400,000	100,000	100,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	41%	59%	0%	0%	100%	
Description:						
Replace the Silverado Canyon Road Bridge over Silverado Creek (Bridge No. 55C-0174) and reconstruct roadway approach at each end of the bridge.						

Capital Project Title:			Unit Number: 115PR98		PB Req: 4251	
Silverado Canyon Road Bridge 55C-0177 Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	140,000	1,402,600	500,000	50,000	50,000	
Revenue:	140,000	1,402,600	500,000	50,000	50,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	38%	62%	0%	0%	100%	
Description:						
Replace the Silverado Canyon Road Bridge (Bridge No. 55C-0177) and reconstruct roadway approach at each end of the bridge.						

Capital Project Title:			Unit Number: 115PR97		PB Req: 4252
Silverado Canyon Road Bridge 55C-0175 Replacement					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	140,000	1,320,800	500,000	50,000	40,000
Revenue:	140,000	1,320,800	500,000	50,000	40,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	36%	64%	0%	0%	100%
Description:					
Replace the existing bridge, based upon a Caltrans bridge inspection report.					

Capital Project Title:			Unit Number: 115PR99		PB Req: 4254	
Southwest Anaheim Sidewalk Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	5,000	2,773,000	0	0	0	
Revenue:	5,000	2,773,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Construct gap closure sidewalk in the unincorporated area bordered by Gilbert Street/Brookhurst Street and Orange Avenue/Ball Road to match the existing sidewalks in the City of Anaheim.						

Capital Project Title:			Unit Number: 115PR05		PB Req: 4256	
Surfside Pedestrian Overcrossing Phase II						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	220,000	0	5,680,000	0	0	
Revenue:	220,000	0	5,680,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Construct a new bridge with elevators and stairs, and remove the old bridge over the railroad. Ownership will revert to the City of Dana Point.						

Capital Project Title:			Unit Number: 115PZ15		PB Req: 4258	
Trabuco Canyon Bridge Replacement 55C-008						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	155,000	0	5,895,000	0	0	
Revenue:	155,000	0	5,895,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	47%	53%	0%	0%	100%	
Description: Removal and replacement of bridge. Replace the existing 2-lane bridge with a new 2-lane bridge on a raised roadway profile to mitigate water over-topping the deck during storm events and to allow fish to migrate upstream.						

Capital Project Title:			Unit Number: 115PR02		PB Req: 4259
Trabuco Creek Road Stabilization					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	145,000	0	2,114,000	150,000	0
Revenue:	145,000	0	2,114,000	150,000	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	100%	0%	0%	0%	100%
Description: Environmentally friendly reconstruction of existing dirt roadway with level 3 gravel surface and dust control additive.					

Capital Project Title:			Unit Number: 115PR04		PB Req: 4260	
Traffic Signal Upgrades - Various Locations						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	500,000	500,000	500,000	500,000	500,000	
Revenue:	500,000	500,000	500,000	500,000	500,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Remove and replace existing traffic signal hardware, detection and appurtenances to meet current standards at various locations.						

Capital Project Title:			Unit Number: 115PZ16		PB Req: 4261	
Yorba Linda Boulevard Raised Median						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	52,650	38,610	45,630	818,610	
Revenue:	0	52,650	38,610	45,630	818,610	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Raise medians on Yorba Linda Boulevard from Kilt Avenue to McCormack Lane.						

Capital Project Title:			Unit Number: 115LZ01		PB Req: 4265	
Brea Blvd and Canyon Country Road Intersection Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	150,000	0	0	0	0	
Revenue:	150,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Intersection improvements at Brea Blvd. and Canyon Country Road intersection.						

Capital Project Title:			Unit Number: 115LZ02		PB Req: 4266	
Brea Boulevard/Brea Canyon Road						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	1,000,000	1,000,000	0	0	
Revenue:	0	1,000,000	1,000,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Widen the existing rural 2-lane roadway to a 4-lane modified Primary arterial highway per its Master Plan of Arterial Highways (MPAH) classification and replacement of three bridges.						

Capital Project Title:			Unit Number: 115LZ03		PB Req: 4267	
Brea Canyon @ Tonner Canyon Road						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	150,000	0	0	0	0	
Revenue:	150,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Widen the road to its Master Plan of Arterial Highways (MPAH) classification as a Primary roadway.						

Capital Project Title:			Unit Number: 115LZ04		PB Req: 4268	
El Toro Road Widening, Glenn Ranch Road to Live Oak Canyon Road						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	225,000	525,000	
Revenue:	0	0	0	225,000	525,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	33%	0%	0%	67%	100%	
Description:						
Widen El Toro Road from a 2-lane roadway to a 4-lane roadway, reconstruct approximately 1500-ft of Class I (off-road) Aliso Creek Bikeway form Ridgeline Road to the bikeway at El Toro Road undercrossing.						

Capital Project Title:			Unit Number: 115LR19		PB Req: 4269	
Laguna Canyon Road - Segment 4, Phases II to IV						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	350,000	0	0	0	0	
Revenue:	350,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Mitigation associated with the Laguna Canyon Road Segment 4 (Phases 2-4). It is expected that the mitigation will be 2 acres and will take place in Laguna Coast Wilderness Park.						

Capital Project Title:			Unit Number: 115LR15		PB Req: 4270	
Meads & Amapola Avenue Bridges at Handy Creek						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	30,000	70,000	90,000	
Revenue:	0	0	30,000	70,000	90,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Replacement of the culvert crossing with a larger culvert for drainage improvements.						

Capital Project Title:			Unit Number: 115LZ05		PB Req: 4271	
Modjeska Canyon Road Bridge Replacement 55C-172						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	180,000	0	0	0	0	
Revenue:	180,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	92%	8%	0%	0%	100%	
Description:						
Replace the existing bridge, based upon a Caltrans bridge inspection report.						

Capital Project Title:			Unit Number: 115LR17		PB Req: 4273	
Modjeska Grade Road & Drainage Improvement Segment 1						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	20,000	280,000	0	0	0	
Revenue:	20,000	280,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Reconstruct the asphalt concrete pavement for the entire length of the project. Install new storm drain system consisting of a combination of a cast-in-place box culvert and various-sided storm drains.						

Capital Project Title:			Unit Number: 115LZ06		PB Req: 4274	
Modjeska Grade Road & Drainage Improvement Segment 2						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	0	300,000	
Revenue:	0	0	0	0	300,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Reconstruct pavement and install a new storm drain system.						

Capital Project Title:			Unit Number: 115LZ07		PB Req: 4275	
Southwest Anaheim Sidewalk Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	250,000	0	0	0	0	
Revenue:	250,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Construct gap closure sidewalk in the unincorporated area bordered by Gilbert Street/Brookhurst Street and Orange Avenue/Ball Road to match the existing sidewalks in the City of Anaheim.						

Capital Project Title:			Unit Number: 115LZ08		PB Req: 4276	
Surfside Pedestrian Overcrossing Phase II						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	20,000	180,000	0	0	0	
Revenue:	20,000	180,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Description:						
Construct a new bridge with elevators and stairs, and remove the old bridge over the railroad. Ownership will revert to the City of Dana Point.						

Capital Project Title:		Unit Number: 115L000			PB Req: 4277
Undesignated Land					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	500,000	500,000	500,000	500,000	500,000
Revenue:	500,000	500,000	500,000	500,000	500,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	100%	0%	0%	0%	100%
Description:					
Funds budgeted for unforeseen and undesignated capital project right-of-way acquisitions.					

Total Budget Control: 115 - OC Road					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	15,451,385	23,376,575	28,258,481	30,520,581	40,687,406
Total Funding:	15,451,385	23,376,575	28,258,481	30,520,581	40,687,406
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: Infrastructure & Environmental

Fund: 400

Budget Control: 400 - OC Flood

Capital Project Title:			Unit Number: 400PZ01		PB Req: 3693	
A03 Fullerton Creek Channel, from D/S I-5 Freeway to D/S Dale Street						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	486,150	407,400	439,950	
Revenue:	0	0	486,150	407,400	439,950	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Improvements for the Fullerton Creek Channel will be divided into two phases: Phase 1 from downstream of Western Avenue to upstream of Beach Boulevard and Phase 2 from upstream of Beach Boulevard to downstream of Dale Street.						

Capital Project Title:			Unit Number: 400PF41		PB Req: 3694	
A03-Fullerton Creek Channel, D/S Western Avenue to U/S Beach Boulevard						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,026,000	0	0	0	0	
Reserves:	1,026,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Phase 1 consists of improving the north wall with a lowered invert that aligns with the south wall's invert and removing the false invert. These improvements will allow the channel to convey a 100-year storm.						

Capital Project Title:			Unit Number: 400PZ03		PB Req: 3695	
B01 Carbon Creek Channel, U/S Gilbert Street to Euclid						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,025,000	520,000	26,661,000	0	0	
Reserves:	1,025,000	520,000	26,661,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
This project will improve the upstream segment, which is hydraulically deficient. This channel segment is in a FEMA Special Flood Hazard Zone A through the Dad Miller Golf Course, Gilbert Retarding Basin and Crescent Retarding Basin.						

Capital Project Title:			Unit Number: 400PZ04		PB Req: 3696	
B01 Carbon Creek Channel, Western to Dale Street						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	605,000	24,036,000	0	0	0	
Reserves:	605,000	24,036,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: This channel was constructed in 1959, designed to convey a 25-year storm event, and is not in a FEMA Special Flood Hazard Area. Zone A is contained in channel, however it needs improvement. The existing channel is a trapezoidal channel lined with rip; one half of the channel will ultimately be improved as an "L" shaped channel.						

Capital Project Title:			Unit Number: 400PZ08		PB Req: 3697	
C05 East Garden Grove-Wintersburg Channel, Confluence w/C06 to Beach including under x-ing						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	138,000	545,000	181,875	11,285,000	0	
Reserves:	138,000	545,000	181,875	11,285,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Under Zone A per the December 2009 FEMA Flood Insurance Rate Map, the proposed improvement includes a reinforced concrete lined channel with a 60-foot base width, channel height varying between 17 to 18-feet, and maintenance roads on both sides of the channel.						

Capital Project Title:			Unit Number: 400PZ09		PB Req: 3698	
C05 East Garden Grove-Wintersburg Channel, U/S Beach to D/S Woodruff						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	272,105	441,696	355,848	9,857,329	
Reserves:	0	272,105	0	0	0	
Revenue:	0	0	441,696	355,848	9,857,329	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: This channel is in a FEMA Special Flood Hazard Area Zone A. The existing channel is an earth bottom channel with side slopes lined with rip rap (20-foot base width, 13-foot height, and side slope 1.5 to 1 ratio), constructed in the 1960's and designed to convey a 25-year storm event. The new project will convey a 100-year storm event.						

Capital Project Title:			Unit Number: 400PZ12		PB Req: 3699	
C05 East Garden Grove-Wintersburg Channel, U/S Quarts to U/S Bushard						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	725,500	628,000	669,500	
Revenue:	0	0	725,500	628,000	669,500	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
This channel is in a FEMA Special Flood Hazard Area Zone A. The existing geometrics of this channel is a trapezoidal channel (16-ft base width, 12-ft height, and 1.5 side slope) lined with rip rap, constructed in the 1960s and designed to convey a 25-year storm event. The new project will convey a 100-year storm event.						

Capital Project Title:		Unit Number: 400PF66		PB Req: 3700	
C05 East Garden Grove-Wintersburg Channel, U/S Warner to D/S Goldenwest					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	22,371,000	0	0	0	0
Revenue:	22,371,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
This channel is in a FEMA Special Flood Hazard Area Zone A. This channel will be improved to ultimate conditions as a vertical wall channel with a soft bottom (120-feet wide) to convey a 100-year storm event. The length is approximately 5,000 feet.					

Capital Project Title:			Unit Number: 400P982		PB Req: 3701	
Countywide Trails & Bike Ways Active Transportation Prog P982						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	5,938,060	18,589,227	2,475,184	2,781,610	20,853,580	
Reserves:	3,483,560	10,613,748	(12,768,666)	2,097,610	20,163,180	
Revenue:	2,454,500	7,975,479	15,243,850	684,000	690,400	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	13%	15%	72%	100%	
Description:						
Various Countywide trails and bikeways will be developed to improve pedestrian and cyclist movement and access to important destinations.						

Capital Project Title:			Unit Number: 400PF73		PB Req: 3702	
F01 Santa Ana Delhi Channel, Bay View Bridge to D/S Mesa Drive						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	13,000	16,600,000	0	0	0	
Reserves:	13,000	0	0	0	0	
Revenue:	0	16,600,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: This channel is in a FEMA Special Flood Hazard Area Zone A. In addition to a project report, design alternatives are currently being evaluated to determine the ultimate improvements for the channel that will minimize construction, real estate acquisition and mitigation costs while providing an acceptable level of flood protection.						

Capital Project Title:			Unit Number: 400PA14		PB Req: 3703	
I-405 Widening Ocean View Segment Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,901,584	3,626,980	0	0	0	
Reserves:	2,901,584	3,626,980	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: This is a cooperative project between Orange County Transportation Authority and Orange County Flood Control District to improve the capacity of Ocean View Channel by adding 2 elliptical pipes under the I-405 Freeway.						

Capital Project Title:			Unit Number: 400PZ15		PB Req: 3704	
L01 San Juan Creek Channel, Invert Stabilization Phase 1						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,150,000	625,000	15,641,000	15,380,250	0	
Reserves:	1,150,000	625,000	0	0	0	
Revenue:	0	0	15,641,000	15,380,250	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Perform a detailed fluvial hydraulics study to evaluate the long term alternative invert stabilization requirements for portions of San Juan Creek and Trabuco Creek within the City of San Juan Capistrano.						

Capital Project Title:			Unit Number: 400PF74		PB Req: 3706	
L02 Trabuco Creek Channel, 300' D/S Del Opispo to 1,600' U/S DeloB Ph8						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	7,688	449,613	0	12,525,000	
Reserves:	0	7,688	0	0	0	
Revenue:	0	0	449,613	0	12,525,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The existing channel consists of earth bottom (70-foot base width), and concrete-lined sides slopes. The ultimate improvements for this channel are currently being designed. The length is approximately 1,900 feet and this location is a bottleneck with potential for overtopping.						

Capital Project Title:		Unit Number: 400PF70		PB Req: 3707	
Mitigation Bank at Green River Golf Course					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	10,370,000	601,250	0	0	0
Revenue:	10,370,000	601,250	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
An In-Lieu Fee Program is being established at Green River Golf Course. Approximately 33 acres of wetland and riparian habitat will be created at the Green River Golf Course under this Program to provide compensatory mitigation for unavoidable impacts to wetlands and aquatic resources.					

Capital Project Title:			Unit Number: 400PZ02		PB Req: 3719	
A03S02 Houston Storm Channel Deficient Culvert Crossings						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	192,500	164,000	179,500	
Reserves:	0	0	192,500	164,000	179,500	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Caltrans SR-91 Freeway widening includes improvements to the upstream segment from Confluence with Fullerton Creek Channel (A03) to 100-ft upstream Brookhurst Street (includes Brookhurst Street).						

Capital Project Title:			Unit Number: 400PZ05		PB Req: 3720	
B01PS1 Cypress Pump Station						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	0	507,850	
Revenue:	0	0	0	0	507,850	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The Carbon Creek Channel is the receiving waters for the B01PS1 Pump Station. The B01PS1 improvement should occur consequent to the improvement of Carbon Creek and will reduce flooding potential of the associated basin in the City of Cypress.						

Capital Project Title:			Unit Number: 400PZ06		PB Req: 3721	
C04 Westminster Channel, Bolsa Chica Road to U/S Springdale/Edinger Avenue						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	0	613,048	
Revenue:	0	0	0	0	613,048	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Description:						
Flood Control improvements to an existing channel.						

Capital Project Title:			Unit Number: 400PZ07		PB Req: 3722	
C04 Westminster Channel, U/S Springdale/Edinger Avenue to D/S Bolsa Avenue						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	0	761,775	
Reserves:	0	0	0	0	761,775	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Flood Control improvements to an existing channel.						

Capital Project Title:			Unit Number: 400PZ10		PB Req: 3723	
C05 East Garden Grove-Wintersburg Channel, U/S Bushard to U/S McFadden/Brookhurst						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	399,025	345,400	
Reserves:	0	0	0	0	345,400	
Revenue:	0	0	0	399,025	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Flood Control improvements to an existing channel.						

Capital Project Title:			Unit Number: 400PZ11		PB Req: 3724	
C05 East Garden Grove-Wintersburg Channel, U/S McFadden/Brookhurst to U/S Ward						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	376,188	315,250	
Reserves:	0	0	0	0	315,250	
Revenue:	0	0	0	376,188	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Flood Control improvements to an existing channel.						

Capital Project Title:			Unit Number: 400PZ13		PB Req: 3725	
Cooperative Agency Projects						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	71,625	71,625	71,625	71,625	71,625	
Reserves:	71,625	71,625	71,625	71,625	71,625	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
These are generally other agency lead projects with the County contributing mainly to construction costs, within the unincorporated area or County right-of-way.						

Capital Project Title:		Unit Number: 400PF29		PB Req: 3726	
L01 San Juan Creek Channel, Phases 4,5,6					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	300,000	0	0	0	0
Reserves:	300,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
This is the interim improvement, prior to the finalization of the United States Army Corp of Engineers' (USACE) San Juan Creek Channel Watershed Study, which calls for driving sheet piles on the sides of the channel at the edge of the existing maintenance road. The length is approximately 2100 feet on left side only.					

Capital Project Title:			Unit Number: 400L000		PB Req: 3727	
Right-of-Way Acquisitions for Various Flood Control Projects						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	300,000	300,000	300,000	300,000	300,000	
Revenue:	300,000	300,000	300,000	300,000	300,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Some of the District's flood control projects will require acquisition of right-of-way, such as: temporary construction easements, flood control easements, and right of entry. Acquisition of such right of way will be needed to secure the land as soon as its full extent is identified.						

Capital Project Title:			Unit Number: 400L000		PB Req: 3729	
Countywide Trails & Bikeways Active Transportation Prog P982						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	676,700	0	0	0	0	
Revenue:	676,700	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Funding for various countywide trails and bikeways to improve pedestrian and cyclist movements and access to important destinations.						

Capital Project Title:			Unit Number: 400PZ16		PB Req: 3756	
OCFCD Levee Safety Program						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	590,000	0	0	0	0	
Reserves:	590,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
To evaluate the periodic inspection (PI) reports of the levee systems conducted by the United States Army Corp of Engineers (USACE) and address USACE's concern through development of remedial repair details, documentation of unpermitted encroachments, revisions to as-built drawings, etc.						

Total Budget Control: 400 - OC Flood					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	47,475,969	65,794,875	47,626,143	32,148,946	47,439,807
Total Funding:	47,475,969	65,794,875	47,626,143	32,148,946	47,439,807
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: Infrastructure & Environmental

Fund: 404

Budget Control: 404 - OC Flood - Capital

Capital Project Title:			Unit Number: 404PZ02		PB Req: 3742	
Santa Ana River Intercept Line Pipe Severing Project						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,500,000	0	0	0	0	
Reserves:	1,500,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: Severing the Santa Ana River Intercept Line segments adjacent to the Santa Ana River low flow will address the concerns of the Corps of Engineers that large sections of exposed and dislodged pipes will cause damage to downstream structures (e.g., bridge piers/abutments) and Corps-installed grouted stone bank protection.						

Total Budget Control: 404 - OC Flood - Capital					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	1,500,000	0	0	0	0
Total Funding:	1,500,000	0	0	0	0
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: **Infrastructure & Environmental**
 Budget Control: **281 - Airport Construction Fund**

Fund: **281**

Capital Project Title:			Unit Number: 281P100		PB Req: 3594
P100 Contingency					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Revenue:	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Contingency used for unanticipated increases to budgeted Airport Improvement Plan capital projects and for emergency capital projects and/or contingency funds necessary for continued operations of the airport.					

Capital Project Title:		Unit Number: 281P202		PB Req: 3601	
Terminal A & B Improvements					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	9,487,346	0	0	0	0
Revenue:	9,487,346	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description: The Terminal Improvements Project includes: Compliance to Americans with Disabilities Act & Title 24 California Building Standards Code; seismic retrofits; upgrade electrical, plumbing, Information Technology, alarm systems. These improvements will enhance efficiency and extend the useful lives of the Terminal.					

Capital Project Title:			Unit Number: 281P404		PB Req: 3603	
JWA Power Generation and Distribution Upgrades						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	3,600,000	0	0	0	0	
Revenue:	3,600,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: Upgrade the Central Plant capability to automatically re-start the engine generators and resume electric power supply to the airport after an Edison planned or unplanned power disruption or outage. Utilize an Edison Self Generation Incentive Program (SGIP) to augment the Central Plant with solar power generation.						

Capital Project Title:		Unit Number: 281P409		PB Req: 3604	
Airport Operations Center					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	6,000,000	0	0	0	0
Revenue:	6,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
The objective of the project is to retrofit the existing Airport Police Services dispatch center and develop a new situation room in Terminal A. The Project will allow for a better operational & ergonomic layout of the dispatch center, and develop a space that is serviceable and upgradeable for future.					

Capital Project Title:		Unit Number: 281P415		PB Req: 3605	
Airfield Lighting and Signage Improvements					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	1,700,000	0	0	0	0
Revenue:	1,700,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description: Upgrade the airfield lighting controller and upgrade/replace existing taxiway and runway guardlights to meet FAA lighting standards. Improve the physical state of airfield signage on taxiways by rehabilitating or replacing signage based on the state of disrepair that the signs are exhibiting. This is required for runway safety.					

Capital Project Title:			Unit Number: 281P416		PB Req: 3606	
Parking Structures A1, A2, & B2 Repairs						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	1,500,000	1,500,000	0	0	0	
Revenue:	1,500,000	1,500,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Renovate concrete and masonry in Parking Structure A1, A2, and B2 ramps, stairwells, and elevator shafts, providing operational and maintenance cost savings.						

Capital Project Title:		Unit Number: 281P423		PB Req: 3607	
Airport-Wide Building Automation System					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	2,000,000	0	0	0	0
Revenue:	2,000,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Provide a computerized system and software to allow the remote ability for monitoring and controlling airport building systems such as power generation, lighting, chilled water production and HVAC system operation. This will contribute to operation and maintenance cost savings.					

Capital Project Title:		Unit Number: 281P425		PB Req: 3608	
Radio Frequency ID System (RFID)					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	1,350,000	0	0	0	0
Revenue:	1,350,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description: Provide radio frequency-enabled devices along the baggage handling belt and railing system to allow the electronic tracking of checked baggage on route to the Explosive Detection System (EDS) equipment, and provide the airlines with feedback on the movement of baggage through the checked baggage network.					

Capital Project Title:			Unit Number: 281P429		PB Req: 3610	
Main Street Parking Lot Restroom and Equipment Room Renovations						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	545,000	0	0	0	0	
Revenue:	545,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: Renovate the public restroom facility in the Main Street parking lot and add ADA-compliant stalls. Renovate the equipment room which houses IT and parking equipment by installing a required HVAC system, and redesigning the room for better space utilization and reducing operational and maintenance costs.						

Capital Project Title:		Unit Number: 281P430			PB Req: 3611
366 Building Roof Rehabilitation					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	300,000	0	0	0	0
Revenue:	300,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Rehabilitate the roof system atop the old Aircraft Rescue and Fire Fighting building (ARFF, also referred to as 366 Building) to address roof disrepair that has caused ongoing water leakage into the building during rainy seasons. This will reduce ongoing operational and maintenance costs.					

Capital Project Title:		Unit Number: 281P432		PB Req: 3613	
Terminal Roof Handrails					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	250,000	0	0	0	0
Revenue:	250,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Provide handrails on the terminal building roof in various locations as needed to improve the safety of JWA maintenance workers and other construction personnel when attending to various maintenance activities.					

Capital Project Title:			Unit Number: 281PZ01		PB Req: 3614	
3160 and Terminal Backup/Storage Fire Vaults						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	250,000	0	0	0	
Revenue:	0	250,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Provide fire-rated vaults for the storage and backup of critical documents at both the Terminal building and 3160 building. This will provide safety and security for these files.						

Capital Project Title:			Unit Number: 281PZ02		PB Req: 3615	
Ground Transportation Center (GTC) Roof Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	550,000	0	0	0	0	
Revenue:	550,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Replace the aging roofing system at the stands within the Terminal's Ground Transportation Center. This will provide safety as well as operational and maintenance cost savings.						

Capital Project Title:			Unit Number: 281PZ04		PB Req: 3616	
Terminals A and B Explosion Detection System (EDS) Area Seismic Upgrades						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	720,000	630,000	0	0	0	
Revenue:	720,000	630,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Provide seismic upgrades to Explosive Detection System (EDS). This will ensure 1.5 seismic safety factor for all structural elements within JWA buildings and structures.						

Capital Project Title:			Unit Number: 281PZ05		PB Req: 3617	
Airport Perimeter Security Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	1,450,000	4,100,000	0	0	
Revenue:	0	1,450,000	4,100,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
Enhance the safety and security of the airfield and airport facilities located adjacent to the airfield perimeter, by hardening the perimeter fencing and implementing surveillance and video analytics equipment at strategic locations along the perimeter of the airfield.						

Capital Project Title:		Unit Number: 281PZ06		PB Req: 3618	
Fiber Optics Data Loop Upgrades					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	430,000	720,000	0	0	0
Revenue:	430,000	720,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
Provide a redundant fiber optics data loop to the current loop that runs across the airfield from the airfield lighting vault to the Terminal building, by connecting the same end points via a loop that runs along the north perimeter of the airfield. This will ensure uninterrupted data network resources.					

Capital Project Title:			Unit Number: 281PZ07		PB Req: 3623	
Taxiway "A" & "D" & "E" Reconstruction						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	600,000	600,000	27,700,000	3,100,000	
Revenue:	0	600,000	600,000	27,700,000	3,100,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	30%	0%	70%	100%	
Description:						
This project will realign Taxiway A, and will also entail pavement reconstruction of Taxiways A, D, and E, utilizing P-501 Portland Cement Concrete material for the pavement section to provide a highly-durable concrete pavement continuously from the primary exit points of runway 1L-19R all the way to the gates.						

Total Budget Control: 281 - Airport Construction Fund					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	30,932,346	7,650,000	7,200,000	30,200,000	5,600,000
Total Funding:	30,932,346	7,650,000	7,200,000	30,200,000	5,600,000
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

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

Fund: **273**

Capital Project Title:			Unit Number: 273P719		PB Req: 3782	
Olinda Alpha Landfill North Perimeter Drainage Channel Improvements						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	1,333,000	667,000	0	
Revenue:	0	0	1,333,000	667,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The Olinda Alpha Landfill North Perimeter Drainage Channel Improvements project is an extension of the existing drainage channel around the north end of the landfill. The extension will accommodate additional storm water due to increased refuse elevation.						

Capital Project Title:			Unit Number: 273P738		PB Req: 3792	
Frank R. Bowerman Phase VIII-A Landslide Remediation and Liner						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,000,000	5,500,000	25,000,000	0	0	
Revenue:	2,000,000	5,500,000	25,000,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The Frank R. Bowerman (FRB) Phase VIII-A Landslide Remediation and Liner project is for the expansion of the disposal area and includes construction of a protective liner, road and facility improvements, and systems for leachate collection, landfill gas collection and facility drainage control.						

Capital Project Title:			Unit Number: 273P765		PB Req: 3793	
Frank R. Bowerman Water Tank Relocation						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	0	0	2,200,000	
Revenue:	0	0	0	0	2,200,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The Frank R. Bowerman Water Tank Relocation project will relocate an existing tank to an elevation that will allow for efficient use for obtaining water for dust control and construction. The existing water tank located near the operations center does not have sufficient elevation and pressure to service the future needs of the landfill.						

Capital Project Title:			Unit Number: 273P756		PB Req: 3799	
Frank R. Bowerman Wetlands Basin II						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	240,000	2,700,000	0	0	
Revenue:	0	240,000	2,700,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The Frank R. Bowerman Wetlands Basin II project is designed to perform a dual task of storm water management and biological mitigation due to impacts to the wetlands on the east flank landslide. This project is comprised of a concrete desilting basin that drains into an earthen basin.						

Capital Project Title:			Unit Number: 273P763		PB Req: 3807	
Frank R. Bowerman VIII-B Access Road Construction						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	3,000,000	0	0	
Revenue:	0	0	3,000,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: The Frank R. Bowerman VIII-B Access Road Construction project will construct new roadway and improve the existing road to serve the heavy traffic conditions at the landfill. It will also ensure safe access for landfill operations.						

Capital Project Title:			Unit Number: 273P731		PB Req: 3810	
Prima Deshecha Landfill Zone 4 Phase A Main Gas Line						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	0	160,000	2,000,000	0	
Revenue:	0	0	160,000	2,000,000	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: The Prima Deshecha Landfill Zone 4 Main Gas Line project consists of installing a new landfill gas header system in Zone 4. Zone 4 is a new fill area to be developed in the next few years. Construction of the main header gas line is needed to meet Federal, State and Regional Regulatory agencies' mandates.						

Capital Project Title:			Unit Number: 273P732		PB Req: 3818	
Prima Deshecha Landfill Zone 4 Phase A Mass Excavation						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	20,000,000	15,000,000	0	0	0	
Revenue:	20,000,000	15,000,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description: Prima Deshecha Landfill Zone 4 Phase A Mass Excavation project will be the first cell expansion in Zone 4 area of the landfill. The project includes earth work, composite liner placement and associated infrastructure improvements.						

Capital Project Title:		Unit Number: 273P741		PB Req: 3820	
Prima Deshecha Landfill Pre-Engineered Storage Facility					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	1,300,000	0	0	0	0
Revenue:	1,300,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Description:					
The Prima Deshecha Landfill Pre-Engineered Storage Facility project includes construction of 8,000 square feet of pre-engineered storage facility. This will allow for better security and more adequate space for landfill tools and supplies than the conex boxes currently in use.					

Capital Project Title:			Unit Number: 273P751		PB Req: 3822	
Prima Deshecha Zone 4 Wetlands Development						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	2,900,000	0	0	0	0	
Revenue:	2,900,000	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The Prima Deshecha Zone 4 Wetlands Development project calls for the construction of approximately 1.8 acres of wetland habitat to compensate for the removal of 0.36 acres of wetlands. Construction of the wetlands will take place onsite within the Prima Deshecha Landfill or offsite within the OC Parks system.						

Capital Project Title:			Unit Number: 273P762		PB Req: 3825	
Coyote Canyon Landfill Gas Site Edison Repower						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	500,000	700,000	0	0	0	
Revenue:	500,000	700,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
The Coyote Canyon Landfill Gas Site Edison Repower project is needed to install a new Southern California Edison power supply and meter at the Coyote Canyon Landfill gas site. The power requirement is to replace the existing 66kv interconnect overhead power supply.						

Capital Project Title:			Unit Number: 273P900		PB Req: 3826	
OC Waste & Recycling Composting Facilities						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	0	2,500,000	27,500,000	2,500,000	27,500,000	
Revenue:	0	2,500,000	27,500,000	2,500,000	27,500,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Description:						
OC Waste & Recycling is in the investigation phase of potential organics management facilities that may include elements of composting and/or digestion of organic materials. It is estimated that two facilities would be required to handle all the material that is generated in the county and to support state mandated diversion requirements.						

Total Budget Control: 273 - OCWR Capital Project Fund					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	26,700,000	23,940,000	59,693,000	5,167,000	29,700,000
Total Funding:	26,700,000	23,940,000	59,693,000	5,167,000	29,700,000
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Program: **Capital Improvements**
 Budget Control: **104 - Criminal Justice Facil - ACO**

Fund: **104**

Capital Project Title:			Unit Number: 1045500		PB Req: 4344
2017 Capital Improvement Plan - Probation Facilities					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Expense:	5,049,732	5,489,464	2,434,712	929,185	695,609
Reserves:	2,049,732	2,489,464	0	0	0
Revenue:	3,000,000	3,000,000	2,434,712	929,185	695,609
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Description:					
Probation Department funded capital projects for various Probation facilities including Juvenile Hall, Youth Leadership Academy, Joplin Youth Center and Youth Guidance Center. Fund 104 receives a funding contribution from the County General Fund, Budget Control 036, of up to \$3 million annually for identified projects.					

Capital Project Title:			Unit Number: 104PE13		PB Req: 4345	
2017 Capital Projects - Juvenile Hall Gym/Visitation Center						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Expense:	13,682,046	4,560,682	0	0	0	
Reserves:	1,841,023	(4,560,682)	(826,630)	0	0	
Revenue:	11,841,023	9,121,364	826,630	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	75%	0%	0%	25%	100%	
Description: Construction of a Multipurpose Rehabilitation Center (MRC) at the Juvenile Hall and Youth Leadership Academy campus, consisting of a new visitation facility, program space and a gymnasium.						

Total Budget Control: 104 - Criminal Justice Facil - ACO					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Total Expense:	18,731,778	10,050,146	2,434,712	929,185	695,609
Total Funding:	18,731,778	10,050,146	2,434,712	929,185	695,609
Balance*:	0	0	0	0	0

*Note: Balance is funded by Net County Cost (NCC) or Fund Balance.

Countywide Summary - Capital Projects	FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	2017 SFP Forecast
General Fund Capital Projects						
General Fund Expense Total	1,400,000	850,000	850,000	600,000	350,000	4,050,000
General Fund Revenue Total	1,400,000	850,000	850,000	600,000	350,000	4,050,000
General Fund Balance	-	-	-	-	-	-
Non-General Fund Capital Projects						
Non-General Fund Expense Total	271,509,382	219,231,227	164,540,942	108,983,972	131,920,864	896,186,387
Non-General Fund Revenue Total	268,041,932	219,231,227	166,600,061	110,392,303	131,920,864	896,186,387
Non-General Fund Balance	3,467,450	-	(2,059,119)	(1,408,331)	-	-
County Expense Total	272,909,382	220,081,227	165,390,942	109,583,972	132,270,864	900,236,387
County Revenue Total	269,441,932	220,081,227	167,450,061	110,992,303	132,270,864	900,236,387
County Balance	3,467,450	-	(2,059,119)	(1,408,331)	-	-





Five-Year Information Technology Plan

Introduction

The proposed five-year Information Technology (IT) Plan for Fiscal Years 2018-19 through 2022-23 is the County's compilation of significant IT projects. The projects include both those requesting General Funds from Data Systems Development Projects Budget Control 038, as well as proposed projects funded by non-General Fund sources. This document is updated annually to reflect the changing needs and fiscal outlook of the County.

Departments were requested to identify planned IT projects costing more than \$150,000 over the five-year financial planning period. Previously, such projects were reported internally through the IT project request process as a component of the annual budget process. Identification of projects in the Plan allows each IT project request to be viewed in context and to assess five-year funding requirements. IT projects that exceed \$1,000,000 in a single year and requiring General Funds will continue to be reported in the Strategic Priority section of the SFP.

The IT Plan serves as an assessment tool to assist in evaluation of funding commitment, as well as potential project overlap. Moreover, it provides a roadmap for future IT projects while maintaining long-term financial stability. The assessment is an ongoing process influenced by many changing factors such as service needs, available resources, Board priorities, legal mandates, age and condition of existing IT infrastructure, and considerations for changes in technology and IT data security.

The IT plan is not a budget document, but rather a planning tool to be used in conjunction with the budget development process for FY 2018-19 through FY 2022-23.

The reported IT projects (and any subsequently identified) will be evaluated for funding during the FY 2018-19 annual budget development process. Project needs and related costs will be evaluated again during the next SFP cycle which will begin in August 2018.

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

**General Fund Projects**

In FY 2017-18, as of September 30, 2017, appropriations in Data Systems Development Projects Budget Control 038 equate to \$9.8 million in IT projects. The total five-year net project costs for IT projects summarized in this SFP are \$8.5 million, excluding Strategic Priorities, CAPS+ Budget Control 014, Property Tax System Budget Control 015, and IT projects funded by Departments.

IT PROJECT PROPOSAL SUMMARY

		5-Year Cost Funded by Dept	5-Year NCC Request	ANNUAL NCC REQUEST (COST LESS REVENUES OR OTHER SOURCES)				
				FY 18-19 Forecast	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast
C/N IT Project Title								
Program I - Public Protection								
026 - District Attorney								
C	Record Management System (RMS)	0	822,700	360,620	152,712	100,680	103,400	105,288
058 - Public Defender								
N	Wireless Network Modernization in Courtrooms	0	934,084	934,084	0	0	0	0
Program I Subtotal		0	1,756,784	1,294,704	152,712	100,680	103,400	105,288
Program II - Community Services								
042 - Health Care Agency								
N	Business Intelligence and Clinical Analytics	1,600,000	0	0	0	0	0	0
N	Dedicated Web Proxy for HCA	783,000	87,000	57,000	7,500	7,500	7,500	7,500
N	Electronic Health Record Interoperability	2,050,000	0	0	0	0	0	0
N	Electronic Health Record Mobile Platform	480,000	0	0	0	0	0	0
N	ePrescribe for Controlled Substances	400,000	0	0	0	0	0	0
Program II Subtotal		5,313,000	87,000	57,000	7,500	7,500	7,500	7,500
Program III - Infrastructure & Environmental								
080 - OC Public Works								
N	Access Control Project	500,000	0	0	0	0	0	0
C	Centralized Quality Assurance Grant Management Software	300,000	0	0	0	0	0	0
C	Computerized Maintenance Management System Implementation and Enhancements	0	1,650,000	1,400,000	250,000	0	0	0
C	Financial Software Program	750,000	0	0	0	0	0	0
N	Performance Budgeting Capital Improvement Program Module	300,000	0	0	0	0	0	0
280 - Airport - Operating								
N	Cisco Switch Replacement	2,000,000	0	0	0	0	0	0
N	Multiprotocol Label Switching Router Set Up	1,500,000	0	0	0	0	0	0
N	Network Server / Hardware Replacement	2,500,000	0	0	0	0	0	0
400 - OC Flood								
N	Materials Laboratory Database Software App Project - Customer Relationship Management	350,000	0	0	0	0	0	0
Program III Subtotal		8,200,000	1,650,000	1,400,000	250,000	0	0	0
Program V - Capital Improvements								
038 - Data Systems Development Projects								
N	Center of Agile Excellence	0	350,000	200,000	150,000	0	0	0
N	Dark Fiber	0	150,000	150,000	0	0	0	0
N	Innovation Funding	0	1,250,000	250,000	250,000	250,000	250,000	250,000
N	Mule Software Implementation	0	1,000,000	200,000	200,000	200,000	200,000	200,000
N	Network Access Control/Port Security	0	150,000	150,000	0	0	0	0
N	OC Data Center Software Defined Network Enhancements	0	200,000	200,000	0	0	0	0
N	OCIT Lab Environment Creation	0	150,000	150,000	0	0	0	0
N	Office 365 Integrated Management Tool Implementation	0	200,000	200,000	0	0	0	0
N	Office 365 One Drive for Business - OCIT Shared Services Implementation	0	200,000	200,000	0	0	0	0
N	Phone Directory	0	300,000	300,000	0	0	0	0
N	Project Portfolio Management Tool	0	400,000	200,000	200,000	0	0	0
N	Software Defined WAN Technology Pilot	0	200,000	200,000	0	0	0	0
N	User Provisioning	0	350,000	200,000	150,000	0	0	0
N	Virtual Desktop and Application Virtualization Solution Pilot	0	150,000	150,000	0	0	0	0
Program V Subtotal		0	5,050,000	2,750,000	950,000	450,000	450,000	450,000
Program VII - Insurance, Reserves & Miscellaneous								
289 - OCIT Countywide Services								
N	County Enterprise Network Redesign	250,000	0	0	0	0	0	0
N	Enterprise Sales-Force	150,000	0	0	0	0	0	0
N	Five Computer Room Air Handler (CRAH) Unit Replacements & iCOM Upgrade to CRAH 15-17	232,265	0	0	0	0	0	0
N	Office 365 Integrated Management Tool Implementation	520,000	0	0	0	0	0	0
N	Project Portfolio Management Tool	300,000	0	0	0	0	0	0
N	Unified Computer System Virtual Systems (UCS VS) Environment	960,000	0	0	0	0	0	0
Program VII Subtotal		2,412,265	0	0	0	0	0	0
Total NCC Request			8,543,784	5,501,704	1,360,212	558,180	560,900	562,788

Legend: C = Continuing IT Project, N = New IT Project

Program: **Public Protection**
 Budget Control: **026 - District Attorney**

Fund: **100**

IT Project Description:			Unit Number: 026IZ01		PB Req: 4073	
Record Management System (RMS)						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Revenue:	0	0	0	0	0	
Expense:	360,620	152,712	100,680	103,400	105,288	
Balance:	360,620	152,712	100,680	103,400	105,288	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
<p>Proposal:</p> <p>Implement a Record Management System (RMS) to fully integrate the public safety information systems with mobile or wireless capabilities to replace the manual tracking of case/unit information within the District Attorney Bureau of Investigation (BOI). Currently,the BOI utilizes a Microsoft Excel spreadsheet to track, log, and maintain case/unit information which is not easily accessed outside the office. This RMS would provide investigators the ability to search names, vehicles, locations, etc. through state and federal databases and determine if the individuals have criminal histories, arrest warrants, or a history of violence. If funded, the project is expected to take 12 months to implement. This proposed project is estimated to have one-time equipment and software spread over the first five fiscal years. Additionally, for vendor supplied systems, annual ongoing licensing fees are estimated to be from 10% to 15% of the initial acquisition cost per year. The addition of one Data Administrator is anticipated to be required to support the system.</p>						

Program: **Public Protection**
 Budget Control: **058 - Public Defender**

Fund: **100**

IT Project Description:			Unit Number: 058IZ01		PB Req: 4060	
Wireless Network Modernization in Courtrooms						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Revenue:	0	0	0	0	0	
Expense:	934,084	0	0	0	0	
Balance:	934,084	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
<p>Proposal:</p> <p>Modernize each of the courtrooms' wireless capabilities. The existing wireless network would be replaced and network cabling would be installed at the counsel tables. Each courtroom would have at least two Access Points and CAT6 cabling at the counsel tables for voice and data networks which would provide redundancy for both the wired and wireless networks. The wireless access points are utilized by the Public Defender and District Attorney, and to a limited extent, Probation. Other agencies who may be impacted indirectly from the modernization could be the Courts, Sheriff, Social Services Agency, and County Counsel among others. As technology expands and improves, the reliance on the wireless system to accommodate higher bandwidths are required. If funded, the proeject is expected to take 12 months to implement. The ongoing costs for this project would be the yearly maintenance cost of \$15,801 for hardware and OCIT labor costs.</p>						

Program: **Community Services**
 Budget Control: **042 - Health Care Agency**

Fund: **100**

IT Project Description:		Unit Number: 042IZ01		PB Req: 3568	
Business Intelligence and Clinical Analytics					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	700,000	450,000	150,000	150,000	150,000
Expense:	700,000	450,000	150,000	150,000	150,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	100%	0%	0%	0%	100%
Proposal: Implement a business intelligence (BI) and analytics system for the electronic health record system (EHR). Processes are expect to provide timely vital data to staff to allow for better decision making and further leverage usefulness and continue to promote the adoption of the EHR system. The benefits include: higher quality of care delivery and coordination through access to better and wider clinical information; more accurate and consistent information through standardization; better clinical decision support systems at points of need; reliable key metrics; potential reduction of errors; increase in productivity and effectiveness vertically across the organization; improvement in collaboration; and better overall documentation. The project is planned to begin in fiscal year 2018-19 and conclude in FY 2019-20. Ongoing costs of approximately \$150,000 would begin in FY 2020-21 and are expected to include support and maintenance fees.					

Program: **Community Services**
 Budget Control: **042 - Health Care Agency**

Fund: **100**

IT Project Description:			Unit Number: 042IZ05		PB Req: 4376	
Dedicated Web Proxy for HCA					& 3580	
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Revenue:	513,000	67,500	67,500	67,500	67,500	
Expense:	570,000	75,000	75,000	75,000	75,000	
Balance:	57,000	7,500	7,500	7,500	7,500	
Funding Source:	State	Federal	General Fund	Other	Total	
	64%	9%	10%	17%	100%	
Proposal: Implementation of agency-dedicated web proxy servers. Web proxy servers are network based equipment that serve two purposes. The first purpose is to control agency user access to websites by way of better and more granular permissions and constraints. The second purpose is to improve internet access that is currently degraded and experiencing slowness and periodic access outages. This project will allow HCA to better control the access levels and also enable better performance and a higher level of availability for internet usage. The project is planned to be completed in fiscal year 2018-19. Ongoing costs of approximately \$75,000 would begin in FY 2019-20 would be funded by the department.						

Program: **Community Services**
 Budget Control: **042 - Health Care Agency**

Fund: **100**

IT Project Description:			Unit Number: 042IZ03		PB Req: 3577	
Electronic Health Record Interoperability						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Revenue:	750,000	750,000	250,000	150,000	150,000	
Expense:	750,000	750,000	250,000	150,000	150,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Proposal: Develop and implement an acceptable and industry standards-driven interoperability solution for the sharing of electronic health records (EHR) with partners will allow better integration of services, enhanced care coordination, elimination of duplicate data entry and maintenance, allowance for easier transitions of care among the provider community, and provision of a basis for access to a more comprehensive clinical dataset for shared clients. The ability of health information systems to work together in order to advance the effective delivery of healthcare for individuals and communities is essential going forward as the benefits of a collaborative model of care planning and delivery are well-recognized. There is a heightened need for sharing data across all providers to enable access to a comprehensive data record set for clients served by HCA. The project is planned to begin in FY 2018-19 and is projected to conclude in FY 2019-20. Ongoing costs of approximately \$150,000 would begin in FY 2020-21 and are expected to include support and maintenance fees.						

Program: **Community Services**
 Budget Control: **042 - Health Care Agency**

Fund: **100**

IT Project Description:			Unit Number: 042IZ02		PB Req: 3576	
Electronic Health Record Mobile Platform						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Revenue:	0	300,000	60,000	60,000	60,000	
Expense:	0	300,000	60,000	60,000	60,000	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	100%	0%	0%	0%	100%	
Proposal:						
Enable the use of the electronic health record (EHR) system on a mobile platform. There is an increased need to accommodate the requirements of the clinical workforce to access the EHR system when and where it is needed, which is essential to the ability to provide services in the most efficient manner to the community. The project is planned to begin and conclude in FY 2019-20. Ongoing costs of approximately \$60,000 would begin in FY 2020-21 are expected to include support and maintenance fees.						

Program: **Community Services**
 Budget Control: **042 - Health Care Agency**

Fund: **100**

IT Project Description:		Unit Number: 042IZ04		PB Req: 3579	
ePrescribe for Controlled Substances					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	250,000	37,500	37,500	37,500	37,500
Expense:	250,000	37,500	37,500	37,500	37,500
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	100%	0%	0%	0%	100%
Proposal: Expand use of electronic prescription (ePrescribe) to include ability to electronically prescribe controlled substances. Over the last 3 years, HCA Behavioral Health Services physicians have been able to use ePrescribe for non-controlled substances but not for controlled substances. Elimination of the need for issuing hand-written prescriptions for controlled substances is important and necessary to support increased overall efficiency, safety and accuracy. This will be a new project, but complementary to the electronic health records project as a whole. The project is planned to begin and be completed in fiscal year 2018-19. Ongoing costs of approximately \$37,500 would begin in FY 2019-20 are expected to include support and maintenance fees.					

Program: **Infrastructure & Environmental**
 Budget Control: **080 - OC Public Works**

Fund: **100**

IT Project Description:		Unit Number: 080IZ04			PB Req: 4141
Access Control Project					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	200,000	300,000	0	0	0
Expense:	200,000	300,000	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Proposal: Implementation of the County-wide one card access control system. The costs include projected consultant, IT services, hardware and software costs. The County access control system is transitioning to a one card access system which will provide building and parking access efficiencies by including both building and parking access in one card. If funded, the project would begin in FY 2018-19 and be completed in FY 2019-20. Analysis of ongoing costs is currently being performed and will be dependent on solution implemented.					

Program: **Infrastructure & Environmental**
 Budget Control: **080 - OC Public Works**

Fund: **100**

IT Project Description:		Unit Number: 080IZ02		PB Req: 4139	
Centralized Quality Assurance Grant Management Software					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	100,000	50,000	50,000	50,000	50,000
Expense:	100,000	50,000	50,000	50,000	50,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Proposal: Implement an OC Public Works (OCPW) and OC Waste and Recycling (OCWR) Centralized Quality Assurance (CQA) grant management software program. OCPW is comprised of ten Service Areas, each with a goal of applying for, and receiving grant monies from outside entities. All grant awards require oversight to ensure strict compliance with grant requirements. This project would coordinate all departmental grant applications, awards, accountings and audits. The original estimated cost for this project of \$250,000 was included in the FY 2017-18 Adopted Budget. However, the project changed from an internal application to an external application now shared with other County departments. The expanded project scope resulted in an increase in the total cost of the purchase and implementation of the grant management software application. Currently agencies impacted include OCPW, OCWR, and OCIT. If funding is available, other departments may participate in the future. The current estimate is approximately \$50,000 annually in licensing costs.					

Program: Infrastructure & Environmental
 Budget Control: 080 - OC Public Works

Fund: 100

IT Project Description:		Unit Number: 080IZ05		PB Req: 4213	
Computerized Maintenance Management System (CMMS) Implementation and Enhancements					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	1,400,000	250,000	0	0	0
Balance:	1,400,000	250,000	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal: Provide additional County General Funds to support the Countywide Computerized Maintenance Management System (CMMS). This enterprise business tool enhances the County's ability to effectively execute an asset management strategy. OC Public Works - OC Facilities Maintenance & Central Utility Facility (CUF) requests additional funding to make further enhancements to the current scope to include integration with the newly implemented Customer Relationship Management (CRM) system and Expediter. The development of the integration application is estimated at \$200,000. The application development is forecast in FY 2018-19 and completed by FY 2019-20. Ongoing costs for licensing and maintenance is estimated at \$50,000 annually.					

Program: Infrastructure & Environmental
 Budget Control: 080 - OC Public Works

Fund: 100

IT Project Description:		Unit Number: 080IZ03		PB Req: 4140	
Financial Software Program					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	250,000	250,000	250,000	0	0
Expense:	250,000	250,000	250,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Proposal: Research and select a financial software program in OC Public Works. The staff in OC Public Works/Finance Services coordinate all OCPW budgets, strategic financial planning, monthly projections, quarterly budget adjustments, and capital improvement projects. To continue to improve applications and further enhance customer service and efficiency by either purchasing or creating a software program able to track capital improvement project cost to actual, and provide budget and monthly projections to Executive staff in a dashboard format. This tool will enable staff to see trends and more accurately project revenues and expenditures. A specific application has yet to be determined, but the current estimate is based on implementation in phases over three years at 2,000 hours of IT staff time at approximately \$125/hour per year. The project is estimated to be completed in phases over three years for full implementation. Analysis of costs is still in process, but ongoing costs are expected to be minimal.					

Program: **Infrastructure & Environmental**
 Budget Control: **080 - OC Public Works**

Fund: **100**

IT Project Description:		Unit Number: 080IZ01		PB Req: 4138	
Performance Budgeting Capital Improvement Program Module					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	150,000	150,000	0	0
Expense:	0	150,000	150,000	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Proposal: Evaluate the feasibility and timing of purchasing and setting up Capital Improvement Project (CIP) Module in the CAPS+ Performance Budgeting System. OC Public Works continues to research ways to improve financial applications and further enhance customer service and efficiency by either purchasing or creating a software program that will track capital improvement project cost to actual, and provide budget and monthly projections to executive management. The County Budget Office is responsible for the management of the CAPS+ Performance Budgeting System and is in the process of planning an update to version 4.0. OC Public Works will partner with the County Budget Office in evaluating options for an effective CIP management tool for County departments. Timing is dependent upon interface with CAPS+ Performance Budgeting System and funding availability.					

Program: Infrastructure & Environmental
 Budget Control: 400 - OC Flood

Fund: 400

IT Project Description:		Unit Number: 400IZCR		PB Req: 4066	
Materials Laboratory Database Software Application Project - Customer Relationship Management					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	350,000	0	0	0	0
Expense:	350,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
<p>Proposal:</p> <p>Develop a comprehensive integrated software application providing engineers and inspectors with real-time access to materials library database information. The laboratory is a full-service geotechnical engineering and construction materials testing facility certified for California Department of Transportation Testing Methods and has received accreditation with the American Association of State Highway Transportation Officials. The software application will allow entry and retrieval of materials test results and report information to streamline approvals at active construction sites. The reports will be in a format that complies with state and federal grant funding requirements. OC Construction continues to evaluate operations for efficiency and is in need of a comprehensive software application that integrates the existing materials laboratory database with the Customer Relationship Management System (CRM) to provide engineers and inspectors with real-time access to database information. This project is forecast in FY 2018-19. Ongoing costs will depend upon solution implemented.</p>					

Program: **Infrastructure & Environmental**
 Budget Control: **280 - Airport - Operating**

Fund: **280**

IT Project Description:			Unit Number: 280IZ02		PB Req: 3844	
Cisco Switch Replacement						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Reserves:	500,000	750,000	750,000	0	0	
Expense:	500,000	750,000	750,000	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Proposal: Replace switches that have reached their end-of-life. Switches are a key component of the Airport's network, allowing connectivity between multiple PCs, printers, servers and other hardware. Additionally, switches allow for the transfer of information such as email. The term of the project is expected to be over three years beginning FY 2018-19 through FY 2021-22. Annual maintenance is \$260,000.						

Program: **Infrastructure & Environmental**
 Budget Control: **280 - Airport - Operating**

Fund: **280**

IT Project Description:			Unit Number: 280IZ01		PB Req: 3837	
Multiprotocol Label Switching (MPLS) Router Set Up						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Reserves:	1,000,000	500,000	0	0	0	
Expense:	1,000,000	500,000	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Proposal: Implement Multiprotocol Label Switching (MPLS), the data-carrying technique for high-performance telecommunications networks. This will allow the networks to be separated into the Airport's various business areas and functions, creating minimal impact between these areas. Project is anticipated to be implemented in FY 2018-19. Annual maintenance costs are still being analyzed.						

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:			Unit Number: 038IZ09		PB Req: 3908
Center of Agile Excellence					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	200,000	150,000	0	0	0
Balance:	200,000	150,000	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal: Create an enterprise Agile Center of Excellence, with services including: training, coaching, and mentoring of Agile practices. As OCIT continues to consolidate agency/department IT as part of its Shared Services implementation, there is a need for formal Agile governance at different levels - project, program, portfolio - to support, sustain and grow Agile practices. If funded, the project is expected to take 18 months to implement. Project feasibility is dependent upon the ability to prove cost savings as funding model proposes passing on the ongoing costs to departments benefitting from the project.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:		Unit Number: 038IZ08		PB Req: 3907	
Dark Fiber					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	150,000	0	0	0	0
Balance:	150,000	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
<p>Proposal:</p> <p>Evaluate the financial impact of installing a Dark Fiber network from the Civic Center Complex to the Orange County Data Center. A dark fiber network is a privately operated optical fiber network that would be managed by the County. Currently, the County spends approximately \$700,000 per month (\$8,400,000 per year) for outside network circuit providers (Level 3, AT&T, etc.). The cost for this service has increased substantially over the past ten years, and is expected to continue increasing as the demand for more bandwidth to meet departments' business requirements increases. If funded, the project is expected to take 12 months to implement. Project feasibility is dependent upon the ability to prove cost savings. While there are no ongoing costs for the evaluation; depending on the outcome of the report, there is an anticipated cost of \$2-3 million for actual installation of the Dark Fiber network.</p>					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:		Unit Number: 038IZ15			PB Req: 3916
Innovation Funding					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	250,000	250,000	250,000	250,000	250,000
Balance:	250,000	250,000	250,000	250,000	250,000
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal: Earmark County General Fund to support the research and development of new solutions without passing costs to customers. This proposal requests funding to support collaborative, enterprise-wide solutions and have the Technology Council serve as the forum to recommend, approve, and govern the innovation funds. Depending on the scope of the project, department and budget staff would be engaged to provide feedback to OCIT Business Analysis and Project Management teams before executing the proposed project. The scope and funding for the project to would determine the project team.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:		Unit Number: 038IZ06		PB Req: 3899	
Mule Software Implementation					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	200,000	200,000	200,000	200,000	200,000
Balance:	200,000	200,000	200,000	200,000	200,000
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
<p>Proposal:</p> <p>This project would integrate Salesforce applications into County applications and enable data exchanges. Enterprise Service Bus (Mule Software) is a lightweight enterprise service bus (ESB) and integration platform that allows County developers to connect applications together quickly and easily which enables the exchange of data. OCIT Developers are currently using a free version of Mule software to integrate Salesforce applications with County applications. At present, there is no other tool available to integrate Salesforce applications.If funded, the project is expected to take 6 to 12 months to implement. Ongoing costs would include annual licensing costs for the selected tool (subscription-based software model). Solution could be hosted in the cloud or on-premises hardware. Initial costs would include consulting for configuration of a Commercial Off the Shelf (COTS) software solution. Ongoing costs of approximately \$200,000 would be funded by departments benefitting from the project.</p>					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:		Unit Number: 038IZ05			PB Req: 3898
Network Access Control/Port Security					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	150,000	0	0	0	0
Balance:	150,000	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal: Evaluate and select a network access control (NAC) solution to manage the County-owned devices, employee-owned devices, and to protect the County network from unauthorized access. Today's enterprise networks serve an expanding array of traditional and non-traditional devices and other endpoint uses, including PCs, tablets and smartphones as well as virtualized servers, wireless access points and cloud-based applications. If funded, the project is expected to take 6 to 12 months to implement. Ongoing costs in the amount of \$30,000 would be funded by departments benefitting from the project.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:			Unit Number: 038IZ01		PB Req: 3889
OC Data Center Software Defined Network Enhancements					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	200,000	0	0	0	0
Balance:	200,000	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal: Expand Software Defined Network (SDN), additional network and security features, across County. After the successful pilot implementation, the plan is to put this infrastructure into production. There is a need to add security and load-balancing features into this infrastructure to fully automate the software defined network provisioning process. If funded, the project is expected to take 4 to 6 months to implement. Ongoing costs include Shared Services staff support of this environment and \$30,000 annually for hardware maintenance contract.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: 100

IT Project Description:			Unit Number: 038IZ02		PB Req: 3891
OCIT Lab Environment Creation					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	150,000	0	0	0	0
Balance:	150,000	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Proposal: Build an OCIT lab environment consisting of on-premises network hardware and virtual servers in Azure.OCIT requests a lab environment to enable testing of configurations, patches and upgrades before being applied to the production environment. This environment may also be leveraged to test and evaluate new solutions and technologies. If funded, the project is expected to take 6 to 12 months to implement. Shared Services staff support would be utilized for this solution. Ongoing costs of approximately \$20,000 would be funded by departments benefitting from the project.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: 100

IT Project Description:		Unit Number: 038IZ14		PB Req: 3915	
Office 365 Integrated Management Tool Implementation					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	200,000	0	0	0	0
Balance:	200,000	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal: Implement a hosted Office 365 management tool with the inclusion of user adoption and training features. OCIT Manages the County's central Office 365 tenancy, which provides one or more Office 365-based services (SharePoint Online, Exchange Online, Skype for Business, OneDrive for Business, EMS, MFA, InTune, Teams, Exchange Online Protection, DLP) to every County department. This has presented multiple difficulties in achieving Office 365 adoption, as some departments prefer to maintain control of many services that are being managed in an on-premises environment, including Exchange (email), spam quarantine management, licensing administration, and user administration. If funded, the project is expected to take 6 to 12 months to implement. Ongoing costs would include annual licensing costs for the selected tool (subscription-based software model) and would be funded by departments benefitting from the project.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:		Unit Number: 038IZ13		PB Req: 3913	
Office 365 One Drive for Business for OCIT Shared Services Implementation					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	200,000	0	0	0	0
Balance:	200,000	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
<p>Proposal:</p> <p>Contract with a Microsoft-certified partner for Office 365 OneDrive for Business (ODfB) planning and deployment for Shared Services departments. ODfB can be a powerful tool to drive overall Office 365 adoption and to lower costs for data storage, file management, records retention, and data recovery. The model developed for OCIT Shared Services can be publicized for use by non-Shared Services departments Countywide. Alternately, non-Shared Services departments and agencies may want to model a vendor engagement based on OCIT's. If funded, the project is expected to take 9 to 18 months. There should be no ongoing costs other than those already being paid for with Office 365 licensing which are currently included in department budgets.</p>					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:			Unit Number: 038IZ10		PB Req: 3909
Phone Directory					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	300,000	0	0	0	0
Balance:	300,000	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal: Enhance OC Profile to replace DMS and provide a framework for synchronizing data with other directories. The County would benefit from a single, enterprise phone directory. The existing phone directory, Directory Management System (DMS), requires significant manual updating and formatting in order to print a phone directory. If funded, the project is expected to take one year. Ongoing costs would be funded by departments benefitting from the project.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:		Unit Number: 038IZ12		PB Req: 3912	
Project Portfolio Management Tool					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	200,000	200,000	0	0	0
Balance:	200,000	200,000	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
<p>Proposal:</p> <p>Research the feasibility of using the SMS Service Now IT Business Management module. IT Shared Services has experienced an increase in requested IT projects of more than 100% since 2015, including large, complex, enterprise IT initiatives. With increasing business needs for automation, platform modernization and innovation, the need for new IT projects will continue to grow. OCIT currently uses the SharePoint Marketplace Project Tracker tool to track its project portfolio. In order to effectively manage the volume and complexity of IT projects, OCIT needs a robust and scalable project portfolio management tool. OCIT Project Management Office resources and department resources would be used to implement and deploy the tool. If funded, the project is expected to take 2 years to implement. Ongoing cost of \$100,000 annually for licenses and O&M would be funded by departments benefitting from the project.</p>					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: **100**

IT Project Description:			Unit Number: 038IZ03		PB Req: 3894	
Software Defined WAN Technology Pilot						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Revenue:	0	0	0	0	0	
Expense:	200,000	0	0	0	0	
Balance:	200,000	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Proposal: Test Proof of Concept (POC)/Pilot of Software Defined Wide Area Network (SD-WAN) solutions to prepare for network redesign or a new managed network services contract. The static architecture of the County's traditional network no longer meets the dynamic computing and storage needs of modern cloud technologies or transport requirements. SD-WAN technologies make network design more open and interoperable, leading to lower costs, increased flexibility and control, and greater innovation. The current County network design may not meet the future needs of delivering computing solutions to County departments and agencies. Information from this POC/Pilot would be beneficial in preparation of network requirements for a new managed network services Request for Proposal (RFP). If funded, the project is expected to take 6 to 12 months. Ongoing costs of approximately \$30,000 would be funded by departments benefitting from the project.						

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: 100

IT Project Description:		Unit Number: 038IZ11		PB Req: 3911	
User Provisioning					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	0	0	0
Expense:	200,000	150,000	0	0	0
Balance:	200,000	150,000	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	100%	0%	100%
Proposal:					
Implement a user provisioning solution that integrates and synchronizes with the HRS on-boarding process. Currently, the user provisioning for new hires is performed manually and is not electronically integrated with the HRS on-boarding process. This would ensure user accounts are created with proper approval records and the prerequisite data that is the key to tying the digital identity back to an authoritative data source such as CAPS+, Virtual Timecard Interface (VTI) Single Sign-On (SSO). If funded, the project is expected to take 24 months to implement. Ongoing costs are anticipated to be minimal and are still being analyzed, but would be funded by departments benefitting from the project.					

Program: **Capital Improvements**
 Budget Control: **038 - Data Systems Development Projects**

Fund: 100

IT Project Description:			Unit Number: 038IZ04		PB Req: 3896	
Virtual Desktop and Application Virtualization Solution Pilot						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Revenue:	0	0	0	0	0	
Expense:	150,000	0	0	0	0	
Balance:	150,000	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	100%	0%	100%	
Proposal: Evaluate and select a Virtual Desktop and Application Virtualization pilot. The proposed cost estimate assumes that existing Shared Services Virtual Machine (VM) farm hardware and resources can be leveraged for the pilot. Many County desktop computers are aging and require refresh and County departments are working within increasingly tight budget constraints. Having realized significant cost savings with server virtualization, evaluation of desktop virtualization to reduce operational costs would be beneficial before the County invests in PC hardware replacement. If funded, the project is expected to take 6 to 12 months. Ongoing costs would include Shared Services staff support of the solution and approximately \$20,000 which would be funded by departments benefitting from the project.						

Program: Insurance, Reserves & Miscellaneous
 Budget Control: 289 - OCIT Countywide Services

Fund: 289

IT Project Description:		Unit Number: 289IZ01		PB Req: 3732	
County Enterprise Network Redesign					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	250,000	0	0	0	0
Expense:	250,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Proposal: Obtain professional services to help review current network infrastructure, and develop future conceptual to detailed network design and migration path/approach. It would be beneficial for OCIT to be prepared for the next Request for Proposal (RFP) negotiation and hardware refresh cycle for Network Managed Services. OCIT will need to develop future network design in order to meet the evolving County business needs and growing adoption of Cloud Technologies. The project is expected to take 3 to 6 months and is a one-time expense.					

Program: Insurance, Reserves & Miscellaneous
 Budget Control: 289 - OCIT Countywide Services

Fund: 289

IT Project Description:		Unit Number: 289IZ05		PB Req: 3884	
Enterprise Sales-Force					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	150,000	0	0	0	0
Expense:	150,000	0	0	0	0
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
<p>Proposal:</p> <p>Engage a professional services firm to advise OCIT on Salesforce for current, planned and potential enterprise-level Salesforce deployment. Salesforce is currently in limited deployment at the County for OCPW Customer Relationship Management (CRM) and Learning Management System (LMS). Salesforce will also form the basis of a unified technology platform for the OC One Stop initiative. The current OCPW installation of Salesforce was not designed with the enterprise in mind. While the current installation does not preclude addition of more agencies and departments to the platform, it also does not facilitate them. Currently OCIT does not have in-depth experience in architecture of an enterprise-level Salesforce deployment. Taking the crucial first step of completing such an architecture and accompanying strategy could mitigate excessive licensing and database management costs in future for the County's Salesforce implementation. The term of the project is estimated to be six months. Additional costs may be incurred if post-engagement assistance with systems integration is requested.</p>					

Program: Insurance, Reserves & Miscellaneous
 Budget Control: 289 - OCIT Countywide Services

Fund: 289

IT Project Description:			Unit Number: 289IZ02		PB Req: 3735	
Five Computer Room Air Handler (CRAH) Unit Replacements & iCOM Upgrade to CRAH 15-17						
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	
Reserves:	232,265	0	0	0	0	
Expense:	232,265	0	0	0	0	
Balance:	0	0	0	0	0	
Funding Source:	State	Federal	General Fund	Other	Total	
	0%	0%	0%	100%	100%	
Proposal:						
Replace and upgrade the five remaining aged computer room air handlers (CRAH) units and upgrade the intelligent communication (iCOM) technology for the three new CRAH units. In May 2017, Data Center Facilities replaced and upgraded 10 of its 15 aging CRAHs. This request is to replace the remaining 5 aging CRAH units and upgrade 3 CRAH units with iCOM technology to integrate these units with the other CRAH units on the computer room floor. This is a one time project that will complete the upgrade of all computer room air handlers.						

Program: Insurance, Reserves & Miscellaneous
 Budget Control: 289 - OCIT Countywide Services

Fund: 289

IT Project Description:		Unit Number: 289IZ06		PB Req: 4032	
Office 365 Integrated Management Tool Implementation					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	130,000	130,000	130,000	130,000
Expense:	0	130,000	130,000	130,000	130,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
<p>Proposal:</p> <p>Implement a hosted Office 365 management tool with the inclusion of user adoption and training features. OCIT manages the County's central Office 365 tenancy, which provides one or more Office 365-based services to every County department. Office 365 adoption for some departments has been difficult to manage in an on-premises environment, including Exchange (email), spam quarantine management, licensing administration, and user administration. As the County extends its move to cloud-based computing services, these needs will only increase. The project is expected to take 6 to 12 months. The County would need assistance with full deployment, as there are dependencies on non-standard systems at the County (e.g., the Active Directory environment). Ongoing costs would include annual licensing costs for the selected tool (subscription-based software model). The proposed solution is hosted in the cloud, so there would be no ongoing hardware costs. Ongoing costs are approximately \$40,000 annually for hardware and software maintenance.</p>					

Program: Insurance, Reserves & Miscellaneous
 Budget Control: 289 - OCIT Countywide Services

Fund: 289

IT Project Description:		Unit Number: 289IZ04		PB Req: 3878	
Project Portfolio Management Tool					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	0	0	100,000	100,000	100,000
Expense:	0	0	100,000	100,000	100,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%

Proposal:

Research the feasibility of using the SMS Service Now IT Business Management module in order to leverage the same platform used for the SMS Service Now Help Desk module. OCIT will engage other departments and, where applicable and feasible, implement a common portfolio management tool across the impacted departments. This request is dependent upon implementation of the Project Portfolio Management tool as described for Data Systems Development Projects, Budget Control 038 and the business need is the same. In order to effectively manage the volume and complexity of IT projects, OCIT needs a robust and scalable project portfolio management tool that: provides a means to prioritize the portfolio; provides dashboard and reporting functions; and includes resource planning and allocation capabilities. In addition, the new tool should integrate with other enterprise systems such as the Virtual Timesheet Interface (VTI) and CAPS+ to allow project managers to capture and compare actual data with estimated data. This request is for ongoing operations and maintenance associated with implementation of the portfolio management tool. Ongoing costs are approximately \$100,000 annually.

Program: Insurance, Reserves & Miscellaneous
 Budget Control: 289 - OCIT Countywide Services

Fund: 289

IT Project Description:			Unit Number: 289IZ03		PB Req: 3737
Unified Computer System Virtual Systems (UCS VS) Environment					
Sources and Uses	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
Revenue:	800,000	40,000	40,000	40,000	40,000
Expense:	800,000	40,000	40,000	40,000	40,000
Balance:	0	0	0	0	0
Funding Source:	State	Federal	General Fund	Other	Total
	0%	0%	0%	100%	100%
Proposal:					
Replace the Unified Computing System Virtual Systems (UCS VS) environment. Virtual environment hardware is near the end of service life and requires replacement. Ongoing costs are approximately \$40,000 annually for hardware and software maintenance.					





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Strategic Priorities

One of the primary functions of the Strategic Financial Plan (SFP) is identification of major initiatives, both programmatic and infrastructure related, which are not currently addressed in the baseline operations of the County's 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. As a companion to Strategic Priorities, the County Executive Office developed a new sub-category, referred to as Emerging Initiatives, for requests that require additional information and analysis related to scope, timing, or funding requirements before being presented as Strategic Priorities.

Strategic Priorities submissions 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 40 Strategic Priorities (Priorities) requests were submitted by departments and it was determined that 11 more closely fit the definition of Emerging Initiatives. The remaining 29 Strategic Priorities represent a total cost of \$372 million over the first five years with a first year net cost of \$40.3 million growing to an annual net cost of \$95.4 million by the fifth plan year. The aggregate ten-year cost of the Priorities is estimated to be \$783 million. Of the 29 priorities, 20 represent continuing priorities and nine represent newly identified priorities. All Priorities are standardized into a ten-point format designed to capture all significant and relevant factors needed to make funding decisions.



The primary focus of the SFP is on programs and resources funded from General Purpose Revenues (NCC); however, some Strategic Priorities might be funded from dedicated revenue sources (e.g. State and Federal grants). The County Executive Office will work with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of the priorities. At this time, no funding is recommended for implementation of Strategic Priorities. Any funding of Strategic Priorities will be deferred to the FY 2018-19 budget process due to modest growth assumptions in General Purpose Revenues, the need to first stabilize department budgets for ongoing operating costs, and the Vehicle License Fee Adjustment Amount to the State.

The following have been identified as Emerging Initiatives and the County Executive Office will work with the respective departments to review and refine the requests and identify strategies and possible funding sources, other than Net County Cost (NCC), for potential future inclusion as Strategic Priorities:

District Attorney

- Science & Technology that Enhances Public Safety (STEPS) – Request for additional staffing, equipment, and software to enhance investigations.

Sheriff-Coroner

- Alternate Emergency Operations Center – Request for additional funding to establish an alternate Emergency Operations Center (EOC) for major emergency coordination and management should the primary EOC be unavailable or inaccessible.
- Facilities Maintenance Repair Plan – Request for additional funding for repair and maintenance of Sheriff facilities.
- Full Time SWAT Team – Request for additional staffing and equipment for a full time Special Weapons and Tactics Team (SWAT).
- Enterprise Content Classification Solution – Request for IT equipment for a Records Management System to organize and retain electronically stored information.
- Saddleback Staffing for Population Growth – Request for additional staffing and services and supplies for increased area coverage in Southeast Orange County unincorporated areas.

Auditor-Controller/CAPS Program

- CAPS+ Financial/Procurement, Human Resources/Payroll Replacement – Request for needs assessment, third-party analysis, request for proposal



development and vendor selection, and Enterprise Resource Planning (ERP) system development and implementation supporting the potential replacement of the current County-wide Accounting and Personnel System (CAPS+).

- eProcurement – Request for services and supplies to fund a Countywide automated procurement system for streamlining purchasing and accounts payable functions.

OC Information Technology/Data Systems Development Projects

- Orange County Cyber Threat Management Center – Request for funding in support of a centralized method of capturing all cyber security and network traffic information to ensure the confidentiality, integrity and availability of County networks and systems.

OC Information Technology/Countywide Services

- Enterprise Security - Request for funding in support of a centralized method of capturing all cyber security and network traffic information to ensure the confidentiality, integrity and availability of County networks and systems. No NCC funding is identified for this request.

Reprographics Internal Service Fund

- Publishing Services Modernization - Request for funding in support of purchase of leased equipment to increase operational efficiencies.

A summary of the 2017 Strategic Priorities and the NCC request by program and department follows this page.

2017 STRATEGIC PRIORITIES

			10-Year NCC Request	5-Year NCC Request	ANNUAL NCC REQUEST	
					FY 2018-19 Forecast	FY 2019-20 Forecast
C/N	Department	Strategic Priority Title				
Integrated Services						
C	County Executive Office (017)	Stepping Up Initiative	13,360,000	5,610,000	60,000	1,310,000
N	County Executive Office (017)	Data Collection and Analysis	3,313,750	2,270,000	632,500	952,500
C	Health Care Agency (042)	Behavioral Health Services Campus	8,588,893	4,060,500	500,000	1,100,000
C	Sheriff-Coroner (060)	In-Custody/Post-Custody Drug Treatment Program	1,960,000	907,000	123,000	152,200
C	County Executive Office (017)	Reentry Facility	2,250,000	1,125,000	225,000	225,000
C	Sheriff-Coroner (060)	Recidivism Reduction Community Reintegration	18,414,000	8,184,000	0	2,046,000
N	Sheriff-Coroner (060)	Intake Release Center Medical and Mental Health Renovation	32,098,761	18,800,000	0	0
N	County Executive Office (017)	Permanent Supportive/Affordable Housing Access	TBD	TBD	TBD	TBD
Integrated Services Subtotal			79,985,404	40,956,500	1,540,500	5,785,700
Program I - Public Protection						
N	District Attorney (026)	District Attorney Information Technology Modernization	24,669,106	11,671,506	2,011,910	2,182,806
N	Sheriff-Coroner (060)	Body Worn Cameras	5,754,737	3,124,932	497,417	637,525
C	Sheriff-Coroner (060)	Closed Circuit Television (CCTV) for the Jails	11,252,000	11,252,000	2,000,000	4,084,000
C	Sheriff-Coroner (060)	Inmate Transportation Buses	4,270,187	3,610,187	0	1,320,000
C	Sheriff-Coroner (060)	Jail Security Electronic Control Systems Upgrade/Replacement	14,360,000	14,360,000	4,112,200	3,862,500
C	Sheriff-Coroner (060)	James A. Musick Facility Expansion - Phase 1 Staffing	377,730,804	138,228,032	0	0
C	Sheriff-Coroner (060)	James A. Musick Facility Expansion - Phase 2 Staffing	159,117,325	56,672,454	0	0
N	Sheriff-Coroner (060)	Katella Range Renovation	8,000,000	8,000,000	500,000	4,000,000
C	Sheriff-Coroner (060)	Sheriff-Coroner Facilities Capital Improvement Plan	38,867,751	38,867,751	3,495,900	7,399,250
N	Sheriff-Coroner (060)	Sheriff-Coroner Jail Hardening	2,178,550	2,178,550	211,150	963,700
Program I Subtotal			646,200,460	287,965,412	12,828,577	24,449,781
Program II - Community Services						
C	Health Care Agency (042)	Psychiatric Crisis Stabilization and Support Services	0	0	0	0
Program II Subtotal			0	0	0	0
Program III - Infrastructure & Environmental						
C	OC Public Works (080)	Software Solution for Agricultural Commissioner	TBD	TBD	TBD	TBD
Program III Subtotal			0	0	0	0
Program IV - General Government Services						
C	CAPS Program (014)	CAPS+ Employee and Management Self Service	2,866,069	2,109,640	1,580,039	126,589
C	CAPS Program (014)	CAPS+ Financial/Procurement & Human Resources/Payroll Software & Hardware Upgrade	24,645,000	14,300,000	0	0
C	CAPS Program (014)	CAPS+ Performance Budgeting Upgrade	4,087,500	1,837,500	0	1,837,500
C	CAPS Program (014)	CAPS+ Vendor Self Service and Financial Workflow Mobility	2,392,844	1,844,802	1,461,102	91,715
C	Registrar of Voters (031)	Voting System Upgrade Project	20,000,000	20,000,000	20,000,000	0
Program IV Subtotal			53,991,413	40,091,942	23,041,141	2,055,804
Program V - Capital Improvements						
C	Capital Projects (036)	County Facilities Master Plan	0	0	0	0
C	Data Systems Development Projects (038)	Countywide IT Security Assessment & Remediation	1,380,000	1,380,000	1,380,000	0
N	Data Systems Development Projects (038)	eGovernment Service	1,500,000	1,500,000	1,500,000	0
Program V Subtotal			2,880,000	2,880,000	2,880,000	0
Program VII - Insurance, Reserves & Miscellaneous						
N	OCIT Countywide Services (289)	Cisco VoIP	0	0	0	0
Program VII Subtotal			0	0	0	0
Total NCC Request			783,057,277	371,893,854	40,290,218	32,291,285

Legend: C = Continuing Project, N = New Project

2017 STRATEGIC PRIORITIES

(COST LESS REVENUE OR OTHER SOURCES)						
FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 to FY 2027-28	Strategic Priority Title	Department	C/N
1,360,000	1,380,000	1,500,000	7,750,000	Integrated Services		
263,750	212,500	208,750	1,043,750	Stepping Up Initiative	County Executive Office (017)	C
800,000	820,000	840,500	4,528,393	Data Collection and Analysis	County Executive Office (017)	N
210,600	210,600	210,600	1,053,000	Behavioral Health Services Campus	Health Care Agency (042)	C
225,000	225,000	225,000	1,125,000	In-Custody/Post-Custody Drug Treatment Program	Sheriff-Coroner (060)	C
2,046,000	2,046,000	2,046,000	10,230,000	Reentry Facility	County Executive Office (017)	C
2,500,000	2,100,000	14,200,000	13,298,761	Recidivism Reduction Community Reintegration	Sheriff-Coroner (060)	C
				Intake Release Center Medical and Mental Health Renovation	Sheriff-Coroner (060)	N
TBD	TBD	TBD	TBD	Permanent Supportive/Affordable Housing Access	County Executive Office (017)	N
7,405,350	6,994,100	19,230,850	39,028,904	Integrated Services Subtotal		
2,346,824	2,530,446	2,599,520	12,997,600	Program I - Public Protection		
650,155	663,874	675,961	2,629,805	District Attorney Information Technology Modernization	District Attorney (026)	N
3,084,000	2,084,000	0	0	Body Worn Cameras	Sheriff-Coroner (060)	N
970,187	0	1,320,000	660,000	Closed Circuit Television (CCTV) for the Jails	Sheriff-Coroner (060)	C
2,840,300	3,545,000	0	0	Inmate Transportation Buses	Sheriff-Coroner (060)	C
45,727,377	45,567,576	46,933,079	239,502,772	Jail Security Electronic Control Systems Upgrade/Replacement	Sheriff-Coroner (060)	C
18,281,708	18,873,126	19,517,620	102,444,871	James A. Musick Facility Expansion - Phase 1 Staffing	Sheriff-Coroner (060)	C
3,500,000	0	0	0	James A. Musick Facility Expansion - Phase 2 Staffing	Sheriff-Coroner (060)	C
16,129,797	6,985,875	4,856,929	0	Katella Range Renovation	Sheriff-Coroner (060)	N
1,003,700	0	0	0	Sheriff-Coroner Facilities Capital Improvement Plan	Sheriff-Coroner (060)	C
			0	Sheriff-Coroner Jail Hardening	Sheriff-Coroner (060)	N
94,534,048	80,249,897	75,903,109	358,235,048	Program I Subtotal		
0	0	0	0	Program II - Community Services		
				Psychiatric Crisis Stabilization and Support Services	Health Care Agency (042)	C
0	0	0	0	Program II Subtotal		
TBD	TBD	TBD	TBD	Program III - Infrastructure & Environmental		
				Software Solution for Agricultural Commissioner	OC Public Works (080)	C
0	0	0	0	Program III Subtotal		
130,387	134,298	138,327	756,429	Program IV - General Government Services		
3,300,000	11,000,000	0	10,345,000	CAPS+ Employee and Management Self Service	CAPS Program (014)	C
0	0	0	2,250,000	CAPS+ Financial/Procurement & Human Resources/Payroll Software & Hardware Upgrade	CAPS Program (014)	C
94,466	97,300	100,219	548,042	CAPS+ Performance Budgeting Upgrade	CAPS Program (014)	C
0	0	0	0	CAPS+ Vendor Self Service and Financial Workflow Mobility	CAPS Program (014)	C
			0	Voting System Upgrade Project	Registrar of Voters (031)	C
3,524,853	11,231,598	238,546	13,899,471	Program IV Subtotal		
0	0	0	0	Program V - Capital Improvements		
0	0	0	0	County Facilities Master Plan	Capital Projects (036)	C
0	0	0	0	Countywide IT Security Assessment & Remediation	Data Systems Development Projects (038)	C
0	0	0	0	eGovernment Service	Data Systems Development Projects (038)	N
0	0	0	0	Program V Subtotal		
0	0	0	0	Program VII - Insurance, Reserves & Miscellaneous		
0	0	0	0	Cisco VoIP	OCIT Countywide Services (289)	N
0	0	0	0	Program VII Subtotal		
105,464,251	98,475,595	95,372,505	411,163,423	Total NCC Request		

Legend: C = Continuing Project, N = New Project





Integrated Services

The County of Orange continues to be committed to providing for the health, welfare, and safety of its residents. The passage of certain legislative measures, such as Public Safety Realignment in 2011 and Proposition 47 in 2014, have significantly changed the criminal justice system. These changes require the impacted departments to analyze their programs and services to best meet the changing needs of the community while keeping public safety as their primary concern.

In response to this and other critical community service initiatives, the County is proposing an integrated service model to address projects or initiatives that involve multiple departments. Some of these programs already exist. For example, a Director of Care Coordination (DCC) is responsible for initiatives pertaining to the delivery of services to reduce homelessness. Specifically, the DCC strategically coordinates the variety of services provided by multiple agencies to reduce homelessness.

Integrated Services is an umbrella concept that covers eight (8) Strategic Priorities individually submitted for the 2017 Strategic Financial Plan. These proposed initiatives focus on providing a host of services aimed at: mental health and substance abuse treatment, data collection and analysis, recidivism reduction, post incarceration reentry to the community and access to permanent supportive/affordable housing.

The eight Strategic Priorities included within the **Integrated Services** umbrella result from a proposed service model to address the needs of mentally ill individuals that come in contact with the criminal justice system and individuals exiting transitional housing. Specific details pertaining to resources and funding will be defined as the projects are developed. Where possible, general estimates have been provided to assist management in making critical decisions. Below are a list of the Integrated Services Strategic Priorities and brief descriptions of each.

Stepping Up Initiative

In May 2015, the Board of Supervisors adopted a "Stepping Up Initiative" Resolution to demonstrate the County's interest in reducing the number of people with mental illness in County jails and share lessons learned across the state and nation. In 2017, multiple agencies worked together to identify specific strategies and projects to develop or expand to divert low-level nonviolent offenders with mental illness and/or substance abuse away from jails and toward more appropriate treatment services which are outlined in this initiative.

Data Collection and Analysis

This is a multi-agency initiative to address the need to collect and analyze data collected from as many as seven different County departments and at least 40 outside entities. The data collected is relevant to mental health in the County's jail system



and the efforts made in diverting individuals into treatment. This initiative focuses on building a system for seamless information flow between all interested stakeholders.

Behavioral Health Services Campus

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

In-Custody & Post-Custody Drug Treatment Program

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

Reentry Facility

This is a multi-agency initiative. Returning to the community from jail is a complex transition for most offenders, as well as their families and the community, and can have profound implications for public safety. Those released often struggle with substance abuse, lack of adequate education and job skills, limited housing options and mental health issues. This initiative supports a 24-hour full service site with case management, peer support, recovery services, life skills, transportation, legal aid, and connections to housing.

Recidivism Reduction Community Reintegration

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

Intake Release Center Medical and Mental Health Renovation

This initiative was submitted by the Sheriff's Department to improve in-custody care and inmate safety by repurposing and renovating two housing and treatment modules of the County Jail's Intake Release Center. The project addresses various safety, efficiency and offender treatment needs while directly increasing treatment space and centralized mental health and medical services beds.



Access to Permanent Supporting/Affordable Housing

This is a multi-agency initiative. Housing represents a fundamental solution to the issue of homelessness; however, Orange County has one of the least affordable housing markets in the nation. The insufficient development of permanent supportive housing and affordable housing for the County's workforce has placed many residents at risk of returning to homelessness. The overall effectiveness of The Courtyard and Bridges at Kraemer programs are contingent upon the development of permanent housing options. This initiative is centered on finding opportunities to create subsidized housing that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people.

The potential funding sources of these initiatives are varied and include: Mental Health Services Act, Whole Person Care, Substance Abuse and Prevention Treatment Block Grant, Proposition 47 Grants, Public Safety Realignment (AB109), Mental Health Realignment, Drug Medi-Cal, other state and federal grants, and County General Fund. Given the commonality, consideration of an integrated approach in the implementation of these programs provides opportunities to leverage the overlap (services, funding, and data collection) to more effectively and efficiently deliver these services.

Integrated Services Summary

Strategic Priority Description	10-Year NCC Request	5-Year NCC Request	ANNUAL NCC REQUEST	
			FY 2018-19 Forecast	FY 2019-20 Forecast
Stepping Up Initiative				
Increase public awareness on various mental health topics and resources	-	-	-	-
Increase staffing resources to address increased demands for Mental Health services	3,035,000	1,335,000	-	315,000
Expansion of specialty courts to meet increased demands	8,415,000	3,740,000	-	935,000
Increase access to short-term and permanent supportive housing upon reentry	1,410,000	285,000	10,000	10,000
Implement a transportation network	500,000	250,000	50,000	50,000
TOTAL STEPPING UP INITIATIVE	13,360,000	5,610,000	60,000	1,310,000
Data Collection and Analysis				
Application development and ongoing data storage	3,220,000	2,220,000	620,000	940,000
Training for first responders to utilize tools for data collection	93,750	50,000	12,500	12,500
TOTAL DATA COLLECTION AND ANALYSIS	3,313,750	2,270,000	632,500	952,500
Behavioral Health Services Campus				
Acquisition of a facility and related costs to implement for Health Care use	1,000,000	1,000,000	500,000	500,000
Implement a crisis stabilization unit on the campus	4,749,183	1,932,749	-	400,000
Implement a sobering station on the campus	2,839,710	1,127,751	-	200,000
TOTAL BEHAVIORAL HEALTH CAMPUS	8,588,893	4,060,500	500,000	1,100,000
In Custody/Post Custody Drug Treatment Program				
Full time in-custody professional substance use disorder treatment with case management	865,000	432,500	86,500	86,500
Post-custody community based treatment services and supportive sober-living housing	1,095,000	474,500	36,500	65,700
TOTAL IN-CUSTODY / POST CUSTODY DRUG TREATMENT PROGRAM	1,960,000	907,000	123,000	152,200
Reentry Facility				
Establish a 24-hour full service Reentry facility	2,250,000	1,125,000	225,000	225,000
TOTAL REENTRY FACILITY	2,250,000	1,125,000	225,000	225,000
Recidivism Reduction Community Reintegration				
Implement professional case management and cognitive-behavioral program services	18,414,000	8,184,000	-	2,046,000
TOTAL RECIDIVISM REDUCTION COMMUNITY REINTEGRATION	18,414,000	8,184,000	-	2,046,000
Intake Release Center Medical and Mental Health Renovation				
Renovate two housing modules to increase mental health and medical special needs beds to meet current trends and demands and improve triage booking processes	32,300,000	18,800,000	-	-
Add additional staff to address increase in mental health needs to be served	-	-	-	-
TOTAL INTAKE RELEASE CENTER MEDICAL AND MENTAL HEALTH RENOVATION	32,300,000	18,800,000	-	-
Access to Permanent Supportive/Affordable Housing				
Seek and/or create partnerships to establish dedicated housing for needed specific populations	TBD	TBD	TBD	TBD
TOTAL ACCESS TO PERMANENT SUPPORTIVE/AFFORDABLE HOUSING	-	-	-	-
TOTAL INTEGRATED SERVICES	80,186,643	40,956,500	1,540,500	5,785,700

Integrated Services Summary

(COST LESS REVENUE OR OTHER SOURCES)				Strategic Priority Description
FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 to FY 2027-28 Forecast	
-	-	-	-	Stepping Up Initiative Increase public awareness on various mental health topics and resources
340,000	340,000	340,000	1,700,000	Increase staffing resources to address increased demands for Mental Health services
935,000	935,000	935,000	4,675,000	Expansion of specialty courts to meet increased demands
35,000	55,000	175,000	1,125,000	Increase access to short-term and permanent supportive housing upon reentry
50,000	50,000	50,000	250,000	Implement a transportation network
1,360,000	1,380,000	1,500,000	7,750,000	TOTAL STEPPING UP INITIATIVE
260,000	200,000	200,000	1,000,000	Data Collection and Analysis Application development and ongoing data storage
3,750	12,500	8,750	43,750	Training for first responders to utilize tools for data collection
263,750	212,500	208,750	1,043,750	TOTAL DATA COLLECTION AND ANALYSIS
-	-	-	-	Behavioral Health Services Campus Acquisition of a facility and related costs to implement for Health Care use
500,000	510,000	522,749	2,816,434	Implement a crisis stabilization unit on the campus
300,000	310,000	317,751	1,711,959	Implement a sobering station on the campus
800,000	820,000	840,500	4,528,393	TOTAL BEHAVIORAL HEALTH CAMPUS
86,500	86,500	86,500	432,500	In Custody/Post Custody Drug Treatment Program Full time in-custody professional substance use disorder treatment with case management
124,100	124,100	124,100	620,500	Post-custody community based treatment services and supportive sober-living housing
210,600	210,600	210,600	1,053,000	TOTAL IN-CUSTODY / POST CUSTODY DRUG TREATMENT PROGRAM
225,000	225,000	225,000	1,125,000	Reentry Facility Establish a 24-hour full service Reentry facility
225,000	225,000	225,000	1,125,000	TOTAL REENTRY FACILITY
2,046,000	2,046,000	2,046,000	10,230,000	Recidivism Reduction Community Reintegration Implement professional case management and cognitive-behavioral program services
2,046,000	2,046,000	2,046,000	10,230,000	TOTAL RECIDIVISM REDUCTION COMMUNITY REINTEGRATION
2,500,000	2,100,000	14,200,000	13,500,000	Intake Release Center Medical and Mental Health Renovation Renovate two housing modules to increase mental health and medical special needs beds to meet current trends and demands and improve triage booking processes
-	-	-	-	Add additional staff to address increase in mental health needs to be served
2,500,000	2,100,000	14,200,000	13,500,000	TOTAL INTAKE RELEASE CENTER MEDICAL AND MENTAL HEALTH RENOVATION
TBD	TBD	TBD	TBD	Access to Permanent Supportive/Affordable Housing Seek and/or create partnerships to establish dedicated housing for needed specific populations
-	-	-	-	TOTAL ACCESS TO PERMANENT SUPPORTIVE/AFFORDABLE HOUSING
7,405,350	6,994,100	19,230,850	39,230,143	TOTAL INTEGRATED SERVICES



Stepping Up Initiative

1. Program Area

Integrated Services/General Government Services

2. Involved Agencies and Departments

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

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

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

Orange County's Stepping Up Initiative aims to break the cycle of recidivism and address the underlying causes by diverting low-level nonviolent offenders with mental illness and/or substance abuse away from the jails and toward more appropriate community-based treatment services. An analysis of the initiative and the criminal justice system yielded 10 points of diversion and five points to intercept offenders as they are processed through the criminal justice system. The preliminary model includes diversion points beginning with the point of initial contact with an individual through the process of the criminal justice system. Low-level nonviolent offenders identified with mental or substance abuse issues would be provided an opportunity to seek treatment and be diverted from the jail system. Each diversion point was analyzed by a formal committee tasked with formulating comprehensive recommendations to fully implement the Stepping Up Initiative in the County of Orange.

As each Committee worked through the process, it was determined that much of the framework and services currently exist within the County but have never been aligned purposefully to provide an opportunity for a comprehensive care model of this magnitude. In addition, there were also several Strategic Priorities identified that were included as recommendations from the assigned Committees. These Priorities are grouped together and included with the Integrated Services Program Area in the Strategic Financial Plan.

The following outlines the services and programs needed to develop, implement and provide a comprehensive approach for the Stepping Up Initiative:

- Increase public awareness of various mental health topics, available resources, and how to respond in the event of a mental health crisis. This includes:
 - Developing a message campaign about “how to” talk to others about mental health



Stepping Up Initiative

- issues.
- Distributing brochures focused on mental health awareness, behavioral health programs crisis services, and navigation of services.
 - Using social media platforms to post behavioral health services messaging and directions for accessing the services.
 - Coordinating agency websites to link resource pages using hyperlinks and logos.
 - Messaging through buses, bus shelters, newspapers, public access cable, and radio to reduce mental health stigma, share success stories, and directions for accessing services.
- Increase staffing resources to address increased demands for services such as crisis response, housing navigation, and co-located services in Probation Field Offices.
 - Expand staff at the Intake Release Center and Juvenile Hall to coordinate release requests for low risk in-custody Stepping Up participants who may benefit from treatment out of custody.
 - Expand the Health Care Agency's crisis services teams to provide appropriate intervention and resources to help maintain the person in the community and avoid incarceration.
 - Add staff to act as housing navigators working with landlords throughout Orange County to build and maintain an inventory of available units for the target population and assist in securing housing.
 - Expand the Health Care Team at Probation's Field Offices to provide case management services and link individuals to applicable programs.
 - Add a Health Care Team to the Juvenile Probation Field Office working with Probation Officers to determine youth's needs, develop case plans, and assist with home visits.
 - Meet increased demands for resources supporting expansions of specialty courts.
 - Expand participation in existing Mental Health, Drug and DUI Court to accommodate increase in the target population.
 - Add resources supporting the establishment of a Mental Health Diversion Court, Reentry Court, and Juvenile Mental Health Court to address the specific needs of the targeted population.
 - Provide resources to support and continue the modified Monitored Reporting Calendar, Dependency Drug Court, CSEC Court, and Boys and Girls Courts.
 - Increase access to short-term and permanent supportive housing by:
 - Increase in adult short-term housing availability by Expanding the motel assistance programs.
 - Add a new residential facility/shelter dedicated to accommodate this population.
 - Add additional permanent supportive housing for difficult-to-place individuals under Stepping Up.
 - Implement a transportation network ensuring participants arrive at established reentry services, treatment appointments, or locations of other services. The model would include assistance to individuals released from jail during non-business hours and may



Stepping Up Initiative

involve bus passes or large passenger vehicles.

Preemptively diverting the low-level nonviolent offenders toward treatment and away from the criminal justice system will benefit the individual by addressing the underlying causes of the criminal behaviors and may reduce recidivism. It will also allow for the efforts of the Sheriff, District Attorney, Public Defender, and the Court system, for example, to focus resources and address more significant criminal activity and behaviors and thereby increase public safety.

This Strategic Priority is also included in the recommendations for the County's Stepping Up Initiative Report.

5. Personnel Impacts

The planning and development of a comprehensive plan for the integration of services is in process with each component being addressed individually. At some point, additional staff will be needed; however, future staffing needs are still in the analysis phase.

6. Cost Impact

Although many services are currently provided in the County, this initiative would result in an increase in the scope and workload thereby increasing costs for personnel as well as anticipated increases in contracted services through community-based organizations. However, the increase in costs may be offset by savings from efficiencies created due to lower cost to treat mental illness and substance abuse in a community-based organization as opposed to incarceration, availability of Medi-Cal funding outside of the jail system, reduced recidivism and decrease in general staff time when guiding a mentally ill individual through the criminal justice process. At this point in time, there is not sufficient information to calculate any savings resulting from offsetting costs.

FY 2018-19: \$2,210,000 ongoing
FY 2019-20: \$13,760,000 ongoing
FY 2020-21: \$14,580,000 ongoing
FY 2021-22: \$14,980,000 ongoing
FY 2022-23: \$17,100,000 ongoing
FY 2023-24: \$18,280,000 ongoing
FY 2024-25: \$18,280,000 ongoing
FY 2025-26: \$18,280,000 ongoing
FY 2026-27: \$18,280,000 ongoing
FY 2027-28: \$18,280,000 ongoing

7. Funding Sources

Mental Health Services Act (MHSA)
2011 Public Safety Realignment (AB109)
Whole Person Care Grant
1991 MH Realignment
Substance Abuse Prevention & Treatment Block Grant
Juvenile Justice Crime Prevention Act

**Stepping Up Initiative**

Drug Medi-Cal
Grants
General Fund

Funding Sources			
Federal	State	General Fund	Other
9%	88%	3%	0%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

The Stepping Up Initiative is comprised of several components which are to be phased in over several years and can be implemented based on the demand for the service should funding become available.

Stepping Up Initiative					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	2,210,000	13,760,000	14,580,000	14,980,000	17,100,000
Total Cost	2,210,000	13,760,000	14,580,000	14,980,000	17,100,000
II. Non-General Fund Revenue					
Charges For Services	120,000	410,000	510,000	550,000	760,000
Intergovernmental Revenues	1,573,000	6,643,000	7,270,000	7,570,000	9,145,000
Other Financing Sources	457,000	5,397,000	5,440,000	5,480,000	5,695,000
Total Revenue	2,150,000	12,450,000	13,220,000	13,600,000	15,600,000
III. General Fund Requirement	60,000	1,310,000	1,360,000	1,380,000	1,500,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Stepping Up Initiative					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
18,280,000	18,280,000	18,280,000	18,280,000	18,280,000	Services & Supplies
18,280,000	18,280,000	18,280,000	18,280,000	18,280,000	Total Cost
					II. Non-General Fund Revenue
880,000	880,000	880,000	880,000	880,000	Charges For Services
10,045,000	10,045,000	10,045,000	10,045,000	10,045,000	Intergovernmental Revenues
5,805,000	5,805,000	5,805,000	5,805,000	5,805,000	Other Financing Sources
16,730,000	16,730,000	16,730,000	16,730,000	16,730,000	Total Revenue
1,550,000	1,550,000	1,550,000	1,550,000	1,550,000	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Data Collection and Analysis

1. Program Area

Integrated Services/General Government Services

2. Involved Agencies and Departments

Sheriff-Coroner Department
Probation Department
Public Defender
Health Care Agency

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

Based on nationwide statistics, it is estimated that 20% to 25% of the inmates in the Orange County Jails suffers from a form of mental illness, and 70% have a substance use related issue. The current Orange County Jail population averages 6,000 inmates each day making it one of the largest providers of mental health treatment in the County.

The main focus of the Stepping Up Initiative is to divert low-level nonviolent offenders into treatment options through several points for diversion throughout the criminal justice system. For those incarcerated, the focus is on reentry into the community. Throughout the process, a significant amount of data will be collected that needs to be analyzed and managed appropriately. There are at least six to seven County departments that could potentially touch such data and at least 40 outside entities such as the Collaborative Courts, Orange County Re-Entry Partnership (OCREP), Integrated Law and Justice Agency for OC (ILJAO), and local law enforcement agencies from the 34 cities in Orange County that could as well. As the Stepping Up Initiative is nationwide, there could be additional stakeholders outside of the County such as the federal or state governments, service providers, and other entities that could also own relevant data.

A new Data Collection and Analysis process is needed to identify relevant data related to mental health in the County's jail system and build a system for seamless information flow between all interested stakeholders. Due to the large volume of data and stakeholders and the protected health information, this requires stakeholders to re-envision how they collect, store, and share data. To support the efforts, a technical working group would be required as well as a detailed gaps or requirements assessment. Progress of the development of the new process would be in increments and it is anticipated that data will be collected going forward.

This Strategic Priority is also included as a recommendation in the County's Stepping Up Initiative Report.

5. Personnel Impacts

This project is not anticipated to require additional staffing resources.

**Data Collection and Analysis****6. Cost Impact**

FY 2018-19: \$1,425,000 one-time; \$150,000 ongoing
FY 2019-20: \$2,225,000 one-time; \$150,000 ongoing
FY 2020-21: \$7,500 one-time; \$650,000 ongoing
FY 2021-22: \$25,000 one-time; \$500,000 ongoing
FY 2022-23 through FY 2027-28: \$17,500 one-time; \$500,000 ongoing

7. Funding Sources

2011 Public Safety Realignment (AB109)
State/Federal Grants
General Fund

Funding Sources			
Federal	State	General Fund	Other
10%	50%	40%	0%

8. Stakeholders

Sheriff-Coroner Department
Collaborative Courts
Probation Department
Community Based Organizations
District Attorney's Office
Integrated Law and Justice Agency for OC
Public Defender Department
Local Law Enforcement Agencies
Health Care Agency
Social Services Agency
OC Community Resources

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

The technical working group can begin immediately and prepare for the gaps and requirements analysis. Should funding become available, implementation of the new system and process can begin with a target of FY 2018-19 for the initial application.

Data Collection and Analysis					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	1,575,000	2,375,000	657,500	525,000	517,500
Total Cost	1,575,000	2,375,000	657,500	525,000	517,500
II. Non-General Fund Revenue					
Intergovernmental Revenues	940,000	1,420,000	393,000	310,000	307,000
Other Financing Sources	2,500	2,500	750	2,500	1,750
Total Revenue	942,500	1,422,500	393,750	312,500	308,750
III. General Fund Requirement	632,500	952,500	263,750	212,500	208,750
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Data Collection and Analysis					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
517,500	517,500	517,500	517,500	517,500	Services & Supplies
517,500	517,500	517,500	517,500	517,500	Total Cost
					II. Non-General Fund Revenue
307,000	307,000	307,000	307,000	307,000	Intergovernmental Revenues
1,750	1,750	1,750	1,750	1,750	Other Financing Sources
308,750	308,750	308,750	308,750	308,750	Total Revenue
208,750	208,750	208,750	208,750	208,750	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Behavioral Health Services Campus

1. Program Area

Integrated Services/Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

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

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

Treatments for serious mental illnesses today are highly effective; between 70 and 90 percent of individuals have significant reduction of symptoms and improved quality of life with a combination of pharmacological and psychosocial treatments and supports.

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

While many of the services identified for inclusion in the behavioral health campus already exist in the community, the co-location of these services at a single site would result in improved outcomes due to better integrated services, and community relations. Keeping the behavioral health system of care in its current state results in use of incarceration and hospitalization in lieu of behavioral health treatment and care. Having an identified resource where law enforcement can bring an intoxicated individual to become sober, and



Behavioral Health Services Campus

potentially link to treatment services could result in a reduction in costs for incarcerating these individuals. Likewise, crisis residential services offer a level of care for mental health conditions that would otherwise result in inappropriate use of emergency rooms and inpatient psychiatric treatment.

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

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

This Strategic Priority is also included as a recommendation for the County's Stepping Up Initiative Report.

5. Personnel Impacts

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

6. Cost Impact

Estimated costs include the one-time acquisition of a facility and ongoing costs for the services to be provided as detailed in the table below.

FY 2018-19 – \$5,000,000 one-time; \$0 ongoing
FY 2019-20 – \$5,000,000 one-time; \$6,000,000 ongoing
FY 2020-21 – \$0 one-time; \$8,000,000 ongoing
FY 2021-22 – \$0 one-time; \$8,200,000 ongoing
FY 2022-23 – \$0 one-time; \$8,405,000 ongoing
FY 2023-24 – \$0 one-time; \$8,615,125 ongoing
FY 2024-25 – \$0 one-time; \$8,830,503 ongoing
FY 2025-26 – \$0 one-time; \$9,051,266 ongoing
FY 2026-27 – \$0 one-time; \$9,277,547 ongoing
FY 2027-28 – \$0 one-time; \$9,509,486 ongoing

7. Funding Sources

Mental Health Services Act/Prop 63
2011 Public Safety Realignment (AB109)
Substance Abuse Prevention & Treatment Block Grant
Drug Medi-Cal

**Behavioral Health Services Campus**

General Fund

Funding Sources			
Federal	State	General Fund	Other
5%	85%	10%	0%

8. Stakeholders

Mental Health Services Act Steering Committee
Orange County Chief of Police & Sheriff's Association
Law Enforcement
National Alliance of Mental Illness - Orange County

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

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

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Behavioral Health Services Campus					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	5,000,000	11,000,000	8,000,000	8,200,000	8,405,000
Total Cost	5,000,000	11,000,000	8,000,000	8,200,000	8,405,000
II. Non-General Fund Revenue					
Charges For Services	250,000	550,000	400,000	410,000	420,250
Intergovernmental Revenues	500,000	1,100,000	800,000	820,000	840,500
Other Financing Sources	3,750,000	8,250,000	6,000,000	6,150,000	6,303,750
Total Revenue	4,500,000	9,900,000	7,200,000	7,380,000	7,564,500
III. General Fund Requirement	500,000	1,100,000	800,000	820,000	840,500
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Behavioral Health Services Campus					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
8,615,125	8,830,503	9,051,266	9,277,547	9,509,486	Services & Supplies
8,615,125	8,830,503	9,051,266	9,277,547	9,509,486	Total Cost
					II. Non-General Fund Revenue
430,756	441,525	452,563	463,877	475,474	Charges For Services
861,512	883,050	905,126	927,754	950,948	Intergovernmental Revenues
6,461,345	6,622,878	6,788,450	6,958,161	7,132,115	Other Financing Sources
7,753,613	7,947,453	8,146,139	8,349,792	8,558,537	Total Revenue
861,512	883,050	905,127	927,755	950,949	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



In-Custody/Post-Custody Drug Treatment Program

1. Program Area

Integrated Services/Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

Health Care Agency (HCA)

Probation Department (PROB)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

An analysis of inmate services provided to the adult and transitional youth inmates identified a lack of formal substance use disorder treatment services inside the custody facilities. Current programming for inmates are negatively affected by eligibility, housing/work assignments, and other security risk factors. In addition, the percentage of low-security risk inmates has decreased. Therefore, in order to provide responsive programming options during incarceration, additional comprehensive approaches are needed.

The In-Custody/Post-Custody Drug Treatment Program will provide professional substance use disorder treatment to eligible inmates while incarcerated, continuing post-custody treatment services, and case management services during the entire program period. The program will serve a total of up to 96 inmates in two jail locations: one housing unit for men and the second housing unit for females. The program will continue to provide a continuum of post-custody community-based treatment services and supportive sober-living post-custody for one year. Case management services will begin upon program entry in-custody and continue for the duration of the program.

The Sheriff's Department in collaboration with the Health Care Agency and community-based treatment providers would provide full-time in-custody and post-custody programming with comprehensive community case management and expand it beyond clinical release plans and engage a larger group of high-risk inmates and connection to services directly following release. As those inmates identified as a higher security risk are not eligible to participate in large group programming, an alternative method to deliver the programming, such as tablet-based services, will be utilized. The programming provided would address the risk factors impacting recidivism.

This Strategic Priority is also included as a recommendation for the County's Stepping Up Initiative Report.

5. Personnel Impacts

The recommendations would expand existing services and increase the demand for Correctional Health staff. However, it is unknown at this time if new positions would be needed or if existing positions would be used.

**In-Custody/Post-Custody Drug Treatment Program****6. Cost Impact**

As the program is implemented, estimated costs are \$711,000 in FY 2018-19 and \$1,003,000 in FY 2019-20. Estimated annual costs after full implementation are \$1,587,000 ongoing.

7. Funding Sources

Mental Health Services Act
2011 Public Safety Realignment (AB109)
1991 Mental Health Realignment
Whole Person Care
Substance Abuse Prevention & Treatment Block Grant
General Fund

Funding Sources			
Federal	State	General Fund	Other
0%	85%	15%	0%

8. Stakeholders

The stakeholders include Sheriff's Department, Probation, and Health Care Agency behavioral health programs, private and nonprofit drug treatment programs and corrections reentry service providers and advocacy groups.

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

The implementation period will follow the Request-for-Proposal process to commence services within 90 days of award.

In-Custody/Post-Custody Drug Treatment Program					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	711,000	1,003,000	1,587,000	1,587,000	1,587,000
Total Cost	711,000	1,003,000	1,587,000	1,587,000	1,587,000
II. Non-General Fund Revenue					
Intergovernmental Revenues	428,500	632,900	1,041,700	1,041,700	1,041,700
Other Financing Sources	159,500	217,900	334,700	334,700	334,700
Total Revenue	588,000	850,800	1,376,400	1,376,400	1,376,400
III. General Fund Requirement	123,000	152,200	210,600	210,600	210,600
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

In-Custody/Post-Custody Drug Treatment Program					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
1,587,000	1,587,000	1,587,000	1,587,000	1,587,000	Services & Supplies
1,587,000	1,587,000	1,587,000	1,587,000	1,587,000	Total Cost
					II. Non-General Fund Revenue
1,041,700	1,041,700	1,041,700	1,041,700	1,041,700	Intergovernmental Revenues
334,700	334,700	334,700	334,700	334,700	Other Financing Sources
1,376,400	1,376,400	1,376,400	1,376,400	1,376,400	Total Revenue
210,600	210,600	210,600	210,600	210,600	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Reentry Facility

1. Program Area

Integrated Services/General Government Services

2. Involved Agencies and Departments

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

3. New or Continuing Strategic Priority

This Strategic Priority was initially identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

Returning to the community from jail is a complex transition for most offenders, as well as their families and the community. Furthermore, it can have profound implications for public safety. Those released often struggle with substance abuse, lack of adequate education and job skills, limited housing options, and mental health issues. These challenges are significant contributors to higher recidivism rates and can result in new victims. The agencies that work with this population recognize these challenges and understand the importance of providing a referral to services post release. The obstacles to service connection include the lack of transportation or just simply being overwhelmed with the process. Failure to successfully link these individuals with needed services is detrimental to positive reintegration and increases the probability of the individual recidivating. Statistically, over 90% of inmates will be released at some point during their sentences; therefore, attention is needed on rehabilitative and effective programs to assist the inmate in reentering the community.

In April 2016, the Community Corrections Partnership Committee began to explore the need for a dedicated reentry facility. An Ad-Hoc meeting was convened and began to work on developing the model for Orange County to implement. The Reentry facility will be a full service site with 24-hour access and include case management, peer support, recovery services, life skills, job skills, transportation, legal aid, and connections to and provisions for temporary housing. By having all the critical services available and accessible under one roof the referral process is eliminated ensuring the offender is connected to needed reentry services at point of release.

In FY 2017-18, the Health Care Agency received funding to begin implementation of reentry services for those with mental illness and/or substance abuse disorders. This funding and the population served is limited. This Strategic Priority would provide for anyone needing reentry assistance to be served.

This Strategic Priority is also included as a recommendation for the County's Stepping Up Initiative Report.

**Reentry Facility****5. Personnel Impacts**

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

6. Cost Impact

Annual ongoing costs are estimated at \$4,500,000.

7. Funding Sources

2011 Public Safety Realignment (AB109)
Drug Medi-Cal
State Grants
General Fund

Funding Sources			
Federal	State	General Fund	Other
10%	85%	5%	0%

8. Stakeholders

Non-violent offenders will be provided an opportunity to transition back into the community resulting in anticipated reduced recidivism; the community will have increased public safety; Probation will be creating and implementing a program that will help lead to success for their population served.

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

The gaps and services needed have been identified and implementation would begin immediately should funding become available.

Reentry Facility					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Total Cost	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
II. Non-General Fund Revenue					
Charges For Services	450,000	450,000	450,000	450,000	450,000
Intergovernmental Revenues	3,825,000	3,825,000	3,825,000	3,825,000	3,825,000
Total Revenue	4,275,000	4,275,000	4,275,000	4,275,000	4,275,000
III. General Fund Requirement	225,000	225,000	225,000	225,000	225,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Reentry Facility					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	Services & Supplies
4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	Total Cost
					II. Non-General Fund Revenue
450,000	450,000	450,000	450,000	450,000	Charges For Services
3,825,000	3,825,000	3,825,000	3,825,000	3,825,000	Intergovernmental Revenues
4,275,000	4,275,000	4,275,000	4,275,000	4,275,000	Total Revenue
225,000	225,000	225,000	225,000	225,000	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Recidivism Reduction Community Reintegration

1. Program Area

Integrated Services/Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

Health Care Agency (HCA)

Probation Department (PROB)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

The Recidivism Reduction Community Reintegration Program will provide professional case management and cognitive-behavioral program services to eligible inmates while incarcerated and continued case management post-custody for one year. The program will serve a capacity of 200 inmates in all five jail facilities, including both genders, and focus on the restoration of evidence-based services and identified recidivism reducing goals.

The program will address mental illness and co-occurring treatment and contain components addressing each stage from incarceration through community reentry. The curriculum will include a combination of evidence-based practices and cognitive behavioral therapy which will include components of Moral Reconciliation Therapy, anger management, criminal thinking curriculum, and co-occurring topics. There will also be a clinical assessment utilized consisting of an addiction severity index, client evaluation of self at intake/treatment, criminal thinking scale, as well as a bio-psychosocial history. The target population will be those inmates who are pre-determined or who are identified as high risk to recidivate.

The program will consist of three phases including 1) Orientation phase to implement healthy living patterns and provide knowledge of various recovery issues; 2) Primary phase where the focus is to develop an in-depth understanding of self-sufficiency and learn to balance daily activities with personal growth; and 3) Reentry phase where participants actively work toward the long term goals established in their transition plan. At re-entry, the program will continue to provide a continuum of post-custody case management services for one year. Progress will be measured through an approved software tracking system which will include service and recidivism outcomes and contain a research component to track, analyze and report recidivism outcomes.

This Strategic Priority is also included as a recommendation for the County's Stepping Up Initiative Report.

**Recidivism Reduction Community Reintegration****5. Personnel Impacts**

The program will utilize existing staff and contracted providers and services. Existing Orange County Sheriff's Department personnel will oversee program operations. No additional staff is required.

6. Cost Impact

Estimated ongoing costs are \$6,200,000 annually beginning in FY 2019-20.

7. Funding Sources

2011 Public Safety Realignment (AB109)
Justice Assistance Grants (JAG)
General Fund

Funding Sources			
Federal	State	General Fund	Other
33%	34%	33%	0%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

The project is anticipated to be rolled out and fully implemented within two years of funding being provided.

Recidivism Reduction Community Reintegration					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	0	6,200,000	6,200,000	6,200,000	6,200,000
Total Cost	0	6,200,000	6,200,000	6,200,000	6,200,000
II. Non-General Fund Revenue					
Intergovernmental Revenues	0	4,154,000	4,154,000	4,154,000	4,154,000
Total Revenue	0	4,154,000	4,154,000	4,154,000	4,154,000
III. General Fund Requirement	0	2,046,000	2,046,000	2,046,000	2,046,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Recidivism Reduction Community Reintegration					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
6,200,000	6,200,000	6,200,000	6,200,000	6,200,000	Services & Supplies
6,200,000	6,200,000	6,200,000	6,200,000	6,200,000	Total Cost
					II. Non-General Fund Revenue
4,154,000	4,154,000	4,154,000	4,154,000	4,154,000	Intergovernmental Revenues
4,154,000	4,154,000	4,154,000	4,154,000	4,154,000	Total Revenue
2,046,000	2,046,000	2,046,000	2,046,000	2,046,000	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

**Intake Release Center Medical and Mental Health Renovation****1. Program Area**

Integrated Services/Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department and Health Care Agency

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

The Intake Release Center (IRC) serves as the primary intake location for arrestees in the County of Orange, and also includes specific housing and accommodations for medical and mental health needs. The objective of this project is to provide additional medical and mental health services while also improving current medical and mental health treatment capabilities. Specific objectives include 1) Increasing the number of medical/mental health treatment beds; 2) expanding acute psychiatric treatment beds; 3) increasing the number of chronic step down beds and integrated programming; 4) establishing transitional beds; 5) seeking designation for women's psychiatric care (Crisis Stabilization Unit); and 6) facilitate Riese hearing and arraignment capabilities.

Although the IRC is a functional jail facility, it was not designed and constructed for the frequency and severity of medical and mental health care needs, the phenomenon of co-occurring disorders within the inmate population, or adequate medical and mental health beds for female inmates. In a comprehensive treatment and programming model, pre-custody, in-custody, and post-custody programming and treatment must be included to provide the best treatment possible.

The project includes improvements for current mental health beds, and the addition of new mental health and medical special use beds to better manage current trends and demands of the adult offender population in the County of Orange adult detention system. Intake area improvements are also proposed to improve triage booking processes for medical and mental health stricken offenders. The safety of the community is positively impacted when the capabilities required to treat and rehabilitate the local offender population are in place.

Improved in-custody care and inmate safety involves a repurposing and renovation of two housing and treatment Mods of the IRC. The proposed project addresses various safety, efficiency and offender treatment needs at the IRC while directly increasing treatment space in this facility and centralized mental health and medical services beds. Safety improvements include enclosed mezzanine level catwalks, widened catwalks for mezzanine level gurney movement, improved inmate observation by the nursing staff for recurring inmate safety checks, Closed Circuit Television (CCTV) coverage, and direct connections between the two medical/mental health Mods. Efficiency improvements center on intake/booking area layout changes that allow for improved offender evaluations while meeting Health Insurance Portability and Accountability Act (HIPPA) requirements during the booking process, and elevators that streamline inmate movement from intake

**Intake Release Center Medical and Mental Health Renovation**

to medical/mental health housing while enhancing the facility's ADA capabilities.

This Strategic Priority is also included as a recommendation for the County's Stepping Up Initiative Report.

5. Personnel Impacts

For strategic planning purposes, it is estimated that an additional 12 positions will be needed (4 positions for Sheriff-Coroner and 8 positions for Health Care Agency).

Classification	FY 2018-19	Agency / Description
Deputy Sheriff I	4	Sheriff- Coroner
Comprehensive Care Nurse I	3	Heath Care Agency; two full-time positions and one part-time position
Comprehensive Care Licensed Vocational Nurse	5	Health Care Agency
Total Positions	12	

6. Cost Impact

One-time project costs total \$32,300,000 for the design and construction over a four-year period. Annual ongoing staff costs are estimated at \$2,000,000.

7. Funding Sources

General Fund support is requested for the design and construction. Annual on-going costs may be funded with 2011 Public Safety Realignment (AB109).

Funding Sources			
Federal	State	General Fund	Other
0%	25%	75%	0%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

Should funding become available, the Sheriff-Coroner's Department anticipates completion in approximately five years from the awarding of the design contract.

Intake Release Center Medical and Mental Health Renovation					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Salaries & Benefits	0	0	0	0	0
Structures & Improvements	0	0	2,500,000	2,100,000	14,200,000
Total Cost	0	0	2,500,000	2,100,000	14,200,000
II. Non-General Fund Revenue					
Intergovernmental Revenues	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	0	2,500,000	2,100,000	14,200,000
IV. Staffing					
Comprehensive Care Lvn	0	0	0	0	0
Comprehensive Care Nurse I	0	0	0	0	0
Deputy Sheriff I	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Intake Release Center Medical and Mental Health Renovation					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
1,865,427	1,953,863	2,048,262	2,147,268	2,251,179	Salaries & Benefits
13,500,000	0	0	0	0	Structures & Improvements
15,365,427	1,953,863	2,048,262	2,147,268	2,251,179	Total Cost
					II. Non-General Fund Revenue
1,865,427	1,953,863	2,048,262	2,147,268	2,251,179	Intergovernmental Revenues
1,865,427	1,953,863	2,048,262	2,147,268	2,251,179	Total Revenue
13,500,000	0	0	0	0	III. General Fund Requirement
					IV. Staffing
5	5	5	5	5	Comprehensive Care Lvn
3	3	3	3	3	Comprehensive Care Nurse I
4	4	4	4	4	Deputy Sheriff I
12	12	12	12	12	Total Positions Funded Per Fiscal Year



Permanent Supportive/Affordable Housing Access

1. Program Area

Integrated Services/General Government Services

2. Involved Agencies and Departments

County Executive Office
OC Community Resources
Health Care Agency
Social Services Agency
OC Public Works

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

Housing represents a fundamental solution to the issue of homelessness in Orange County; however, Orange County has one of the least affordable housing markets in the nation. The shortage of affordable housing and the accompanying high rent burdens not only contribute to homelessness, but have also put a growing number of people at risk of homelessness. Furthermore, the existing inventory of emergency shelter, transitional housing, affordable and permanent supportive housing resources is insufficient to meet current needs within the County.

With the addition of The Courtyard and Bridges at Kraemer Place, the County of Orange has created a significant safety net to stabilize the housing crisis for many, creating a safe place for transitions to occur on the path to self-sufficiency. However, due to insufficient development of permanent supportive housing and affordable housing for the Orange County workforce, many residents are at risk of becoming homeless. The overall effectiveness of The Courtyard and Bridges at Kraemer programs are contingent upon the development of permanent housing options; the goal of the system of care is to reduce length of stay in transitional programs and ensure high retention rates in permanent housing programs.

Permanent supportive housing is subsidized housing that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless individuals. The services are designed to ensure housing stabilization, build independent living and tenancy skills, and provide an overall better quality of life by connecting the individuals with community-based health care, social services and employment. This type of housing has proven effective for individuals who have difficulty living independently and are likely to fall back into homelessness.

This Strategic Priority is centered on finding opportunities and creating the housing needed. Recent successful models have included the Rockwood Apartments in Anaheim and The Orchard in Santa Ana whereby the County worked in conjunction with a city on an identified project and provided the needed support and resources to establish dedicated housing for a specific population. In addition, the County has incorporated housing



Permanent Supportive/Affordable Housing Access

navigation services to identify and secure housing units, while overcoming barriers in Orange County's highly competitive rental marketplace.

5. Personnel Impacts

The County maintains current staffing resources in this area.

6. Cost Impact

This Strategic Priority is still in the planning and development phase and there are many unknown variables regarding potential opportunities, including the type of housing, location, number of units, to accurately estimate costs at this time.

7. Funding Sources

As this is still in the development phase and funding is anticipated to be project specific, potential funding sources identified are as follows:

Community Development Block Grant (CDBG)
Home Investments Partnership Program (HOME)
Mental Health Services Act (MHSA)
Whole Person Care (WPC)
HUD Continuum of Care (CoC)
Building Homes and Job Act Funds (SB 2)

8. Stakeholders

Individuals deemed homeless or at risk to becoming homeless would be provided the necessary support and resources to become self-sufficient thereby decreasing the use of crisis services from emergency medical care and cycling through the shelter system.

9. Mandated or Discretionary Program/Project?

Although this has been identified as a countywide issue, the program itself is discretionary.

10. Implementation Period if Funding were Available

Implementation would be contingent upon identified funding and resources. The County would work with cities to identify opportunities for potential projects and partnerships. Once a project is identified and deemed feasible, it is anticipated that the time from design to first steps of implementation could be accomplished in 18 months or less. This is an on-going initiative, as such there is not a specific completion date.

Permanent Supportive/Affordable Housing Access					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	0	0	0	0	0
Total Cost	0	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Permanent Supportive/Affordable Housing Access					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Services & Supplies
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



**District Attorney Information Technology Modernization****1. Program Area**

Public Protection

2. Involved Agencies and Departments

District Attorney

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

A comprehensive detailed analysis was recently completed to determine the operational readiness of the District Attorney Information Technology (DAIT) unit to meet current and future goals of the Orange County District Attorney (OCDA). The analysis reviewed the current DAIT organizational structure, its resources and processes, technology and infrastructure needs, and identified the gaps between the business vision for DAIT and the current state of DAIT. The analysis outlined recommendations for both IT functionality and IT staffing to ensure the continued success of the OCDA in prosecuting cases successfully.

Specifically, the analysis identified several challenges and issues for the OCDA. Chief among them is that the staffing resources in DAIT are short of the optimum. Resource constraints have not allowed for technology modernization or process transformation. Currently, DAIT does not have sufficient resources to timely address user support requests; consequently, applications are not fully leveraged which limits cross-functional solutions. Overall, the complexity of the IT needs in the OCDA continues to evolve as the reliance on technology becomes increasingly electronic (body worn cameras, audio, video and enhanced forensic, DNA technologies, and investigation and record management). With daunting statutory and regulatory compliance requirements, especially in the area of discovery, DAIT staff must constantly adjust to new environments.

To complement existing DAIT staff, the analysis recommended additional staffing to support the governance, as well as ongoing operations of DAIT. The following enumerates the positions or key areas identified in the analysis:

A. Governance

One new position is recommended to serve as a dedicated Chief Information Officer (CIO). This position is key to establishing a more formal IT Governance structure focused on defining the overall IT strategy, overseeing strategic planning, managing business relationships within and outside of the OCDA, and coordinating the financial management of technology-related initiatives.

B. Business Processes

The analysis conducted identified a need to establish a new unit for Business Support that would be focused on aligning IT functionality of the OCDA and the business requirements both for current and future operations. This unit would also manage communications between DAIT staff and the rest of the OCDA. Additionally, this unit would focus on identifying business needs and interfacing with

**District Attorney Information Technology Modernization**

the internal application development team to provide customized functionality to support the current and projected legal, investigative, and administrative needs of the OCDA. This unit would be comprised of one Sr. IT Business Analyst, two IT Business Analysts, and two Staff Development Specialists to ensure a consistent training approach on processes, tools, policies, and regulatory changes.

C. Infrastructure

An expansion of the OCDA's network infrastructure is recommended to support the current and future requirements of the OCDA. The expanded use of Body Worn Cameras (BWC) as well as the increased mobility by field staff has made this need critical. BWC requirements alone will expand the demands on existing infrastructure (storage and video processing) as well as the existing network (bandwidth to support BWC). To properly support the impending changes to infrastructure and networking, the analysis recommended expanding existing DAIT network staff from five to eight by adding two additional systems engineers (IT Systems Engineer II), and one database administrator (Sr. IT Database Administrator) focused on managing the expanded data complexity of the Complaint Management System (CMS).

D. Technical Support

The Technical Support Unit supports 875 internal users located at 28 physical locations and staff in the field. With the implementation of agency-supplied mobile devices (phones and tablets), the number of supported devices and the complexity of interconnected devices increased by more than two-fold. The analysis recommended splitting the technical support team into two dedicated groups, one focused on helpdesk/phone support and one focused on field support. This would require increasing the overall technical support group from six to 11 by adding three support staff (IT Systems Technician II) as well as adding two leads, one to oversee helpdesk and one for field support (Information Technologist I).

E. Application Development

While the OCDA application technology has, for the most part, kept up with the ever-changing advances in the field of computer science, the CMS is used by all areas of the organization and requires modernization. In addition, there is an increasing backlog of application enhancements and requests from OCDA staff. This has been identified as a high priority for the OCDA and the analysis identified a need for a modernization team to supplement existing staff as well as a recommendation to restructure the unit to focus on the investigative needs of the OCDA that were determined to be under-served. To accomplish this, the recommendation is to add two highly experienced developers (Sr. IT Application Developer) as well as an additional journeyman-level developer (IT Application Developer II) to supplement the existing staff of seven. This would enable the Application Development group to be organized into three teams: one focused on modernization, one focused on investigative needs, and one focused on maintaining existing applications.

**District Attorney Information Technology Modernization**

The DAIT supports the largest law firm in Orange County, whose prosecutors daily cover assignments in approximately 70 courtrooms. Additionally, the Bureau of Investigations actively supports the 60,000 cases filed each year by conducting important and independent investigations. To keep pace with these operations, the DAIT staffing and resources are critical for the OCDA to fulfill its mission of enhancing public safety and welfare through the vigorous enforcement of criminal and civil laws in a just and efficient manner.

5. Personnel Impacts

As detailed in the overview of this priority, it is recommended that an additional 17 staff be added to properly meet the OCDA's objectives.

6. Cost Impact

The additional ongoing staffing costs are estimated at \$2,600,000 annually.

7. Funding Sources

The OCDA will seek external funding sources, however this need will most likely require General Fund.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

The District Attorney represents the People of the State of California in the criminal justice system and prosecutes violations of law occurring in the County as mandated by Section 26500 of the Government Code. The additional IT staffing has become critical to the continued success of the OCDA.

10. Implementation Period if Funding were Available

Should funding become available, activities required to implement this proposed Strategic Priority can be initiated immediately. Full implementation can be accomplished within the first year of the program approval and funding. Successful implementation also depends on qualified applicants to fill the additional positions.

District Attorney Information Technology Modernization					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Salaries & Benefits	2,011,910	2,182,806	2,346,824	2,530,446	2,599,520
Total Cost	2,011,910	2,182,806	2,346,824	2,530,446	2,599,520
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	2,011,910	2,182,806	2,346,824	2,530,446	2,599,520
IV. Staffing					
Administrative Manager III	1	1	1	1	1
Information Technologist I	2	2	2	2	2
IT Applications Developer II	1	1	1	1	1
IT Business Analyst II	2	2	2	2	2
IT Systems Engineer II	2	2	2	2	2
IT Systems Technician II	3	3	3	3	3
Senior IT Business Analyst	1	1	1	1	1
Sr. Application Developer	2	2	2	2	2
Sr. Database Administrator	1	1	1	1	1
Staff Development Specialist	2	2	2	2	2
Total Positions Funded Per Fiscal Year	17	17	17	17	17

District Attorney Information Technology Modernization					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
2,599,520	2,599,520	2,599,520	2,599,520	2,599,520	Salaries & Benefits
2,599,520	2,599,520	2,599,520	2,599,520	2,599,520	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
2,599,520	2,599,520	2,599,520	2,599,520	2,599,520	III. General Fund Requirement
					IV. Staffing
1	1	1	1	1	Administrative Manager III
2	2	2	2	2	Information Technologist I
1	1	1	1	1	IT Applications Developer II
2	2	2	2	2	IT Business Analyst II
2	2	2	2	2	IT Systems Engineer II
3	3	3	3	3	IT Systems Technician II
1	1	1	1	1	Senior IT Business Analyst
2	2	2	2	2	Sr. Application Developer
1	1	1	1	1	Sr. Database Administrator
2	2	2	2	2	Staff Development Specialist
17	17	17	17	17	Total Positions Funded Per Fiscal Year



Body Worn Cameras

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

The body worn camera (BWC) project is to provide OCSD Patrol the ability to record video and audio with wearable video devices. The BWC is worn on the uniform and activated by the Deputy to record video and audio from the deputy's perspective. OCSD is working closely with the Integrated Law and Justice Agency of Orange County (ILJAOC) to develop a comprehensive countywide or regional approach to digital evidence management. The goal is to not only identify and implement a reliable BWC system but also create a method to manage all digital evidence whether it be video, audio, reports, booking information, photos etc. This system will also streamline the sharing of this information through the entire Justice system. This is a countywide initiative with multiple agencies participating including the District Attorney, the Public Defender, the Courts and all other OC Law Enforcement Agencies.

This initiative will:

- Assist and complement the deputy in the performance of their duties and help the Department meet its goal of efficiently and effectively serving the community.
- Provide transparency with video that shows an accurate, unbiased account of the incident being recorded
- Improve accountability
- Streamline information sharing with the District Attorney
- Improve community relations and media perceptions
- Reduce exposure to liability
- Assist with criminal prosecution and case resolution
- Reduce unnecessary investigations
- Enhance deputy performance and professionalism
- Enhance officer safety
- Enhance new recruit and in-service training (post-incident video review)

The Department has been testing the technology for several years and currently there are three business models available: on-site storage, vendor provided off-site storage or a hybrid. The Department is currently evaluating all three options and will pursue the option that will best fit the needs of the Department.

**Body Worn Cameras****5. Personnel Impacts**

For strategic planning purposes, it is estimated that once fully implemented, an additional ten positions would be needed:

Classification	FY 2018-19	Description
Sergeant	3	These positions will serve as Liaisons to the System Administrator and as an on-site System Coordinator (three sites). It will ensure policy adherence, will perform routine quality checks and answer user questions.
Information Technologist II	2	These positions will provide the necessary technical support and will ensure daily functionality of all equipment and connectivity.
Staff Specialist	1	This position will be gathering information for various requests.
Office Specialist	2	These positions will perform discovery support reviews and redact records.
Administrative Manager I	2	These positions will serve as System Administrators and will perform all high level functions including legal policy review.
Total Positions	10	

6. Cost Impact

One-time costs are estimated at \$250,000 in FY 2018-19 for the body worn cameras, additional hard drive storage, network switches and installation.

Once the project is fully implemented, ongoing costs range from \$1.8 million to \$2.3 million for staffing and software licenses.

7. Funding Sources

Local Law Enforcement Revenue from Contract Partners is estimated to be 70% of the total project cost. General Fund support will be requested for the remaining 30% of project costs.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	30%	70%

8. Stakeholders

This is a countywide initiative with multiple agencies participating including the District Attorney, the Public Defender, the Courts and all other OC Law Enforcement Agencies.



Body Worn Cameras

9. Mandated or Discretionary Program/Project?

This project is discretionary; however, the BWC is one component of a comprehensive digital evidence and risk management program.

10. Implementation Period if Funding were Available

The implementation period for this project would be FY 2018-19 through FY 2019-20. If approved, the addition of staffing would occur in phases in second and third quarter of FY 2018-19.

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Body Worn Cameras					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Equipment	750,000	500,000	500,000	500,000	500,000
Salaries & Benefits	908,058	1,625,084	1,667,182	1,712,914	1,753,204
Total Cost	1,658,058	2,125,084	2,167,182	2,212,914	2,253,204
II. Non-General Fund Revenue					
Charges For Services	1,160,641	1,487,559	1,517,027	1,549,040	1,577,243
Total Revenue	0	0	0	0	0
III. General Fund Requirement	497,417	637,525	650,155	663,874	675,961
IV. Staffing					
Administrative Manager I	2	2	2	2	2
Information Technologist II	2	2	2	2	2
Office Specialist	2	2	2	2	2
Sergeant	3	3	3	3	3
Staff Specialist	1	1	1	1	1
Total Positions Funded Per Fiscal Year	10	10	10	10	10

Body Worn Cameras					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Equipment
1,753,204	1,753,204	1,753,204	1,753,204	1,753,204	Salaries & Benefits
1,753,204	1,753,204	1,753,204	1,753,204	1,753,204	Total Cost
					II. Non-General Fund Revenue
1,227,243	1,227,243	1,227,243	1,227,243	1,227,243	No Revenue
0	0	0	0	0	Total Revenue
525,961	525,961	525,961	525,961	525,961	III. General Fund Requirement
					IV. Staffing
2	2	2	2	2	Administrative Manager I
2	2	2	2	2	Information Technologist II
2	2	2	2	2	Office Specialist
3	3	3	3	3	Sergeant
1	1	1	1	1	Staff Specialist
10	10	10	10	10	Total Positions Funded Per Fiscal Year



Closed Circuit Television (CCTV) for the Jails

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This previously submitted Strategic Priority identified a total cost of \$10,938,406 to complete the Closed Circuit Television (CCTV) jail security upgrade project. In FY 2007-08, 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 condition (HVAC) systems and added cameras at inmate intensive areas of the jails.

This Strategic Priority is for a revised five phase CCTV jail upgrade project for a total revised project cost of \$17,492,990. The project has a remaining estimated cost of \$11,252,000 over four fiscal years. This cost includes electrical, HVAC or building modifications that may be required.

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

FY 2015-16	\$2,240,990
FY 2016-17	\$2,000,000
FY 2017-18	\$2,000,000

4. Description of Strategic Priority

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 allow for the conversion of all analog technology to digital IP cameras and supporting digital recording equipment in the Theo Lacy Facility and the Central Jail Complex (Central Men's Jail, Central Women's Jail, and Intake Release Center). Expansion of the system will allow additional areas to be monitored and recorded to improve safety and security in the jail facilities. This expansion will also include the installation of additional CCTV camera systems (1,111 additional units), including



Closed Circuit Television (CCTV) for the Jails

thermal imaging devices and will extend coverage throughout the jails and their perimeters. This system will allow staff to monitor and record inmates in areas that are not visible from the guard stations and are not currently recorded. This digital technology provides for a better quality video image and also saves time in the retrieval of recorded footage.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time remaining costs for the CCTV project are \$10,252,000. Sheriff-Coroner Department is requesting an additional \$1,000,000 for James Musick Facility CCTV improvements.

7. Funding Sources

General Fund support is requested for this project.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

Orange County citizens, Federal, State, inmates, detainees, as well as County employees working within the jails may be impacted.

9. Mandated or Discretionary Program/Project?

Per California Government Code Section 26202.6, recordings of routine video monitoring may not be destroyed by the Sheriff-Coroner Department until after a period of one year. Video camera coverage, video file recording, and retention capability at the Sheriff's facilities are in the process of being 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. Implementation Period if Funding were Available

Funding is being requested for FY 2018-19 through FY 2021-22.

Closed Circuit Television (CCTV) for the Jails					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Equipment	2,000,000	4,084,000	3,084,000	2,084,000	0
Total Cost	2,000,000	4,084,000	3,084,000	2,084,000	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	2,000,000	4,084,000	3,084,000	2,084,000	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Closed Circuit Television (CCTV) for the Jails					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Equipment
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Inmate Transportation Buses

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

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

4. Description of Strategic Priority

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

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

5. Personnel Impacts

No additional personnel will be required.

6. Cost Impact

Estimated one-time costs to replace seven Inmate Transportation Buses over six fiscal years total \$4,270,187.

7. Funding Sources

General Fund support is requested. No additional funding sources have been identified at this time.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%



Inmate Transportation Buses

8. Stakeholders

The buses requested for replacement would be replaced with newer, less polluting diesel models deemed suitable by the South Coast Air Quality Management District. This voluntary reduction of emissions would contribute to state and local efforts of reducing environmental impacts in Orange County.

9. Mandated or Discretionary Program/Project?

This project is discretionary.

10. Implementation Period if Funding were Available

The implementation period for this project would be from FY 2019-20 through FY 2024-25, with two buses being replaced in FY 2019-20, two in FY 2020-21, two in FY 2022-23, and one in FY 2024-25.

Inmate Transportation Buses					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Equipment	0	1,320,000	970,187	0	1,320,000
Total Cost	0	1,320,000	970,187	0	1,320,000
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	1,320,000	970,187	0	1,320,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Inmate Transportation Buses					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	660,000	0	0	0	Equipment
0	660,000	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	660,000	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Jail Security Electronic Control Systems Upgrade/Replacement

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, initially submitted with the 2014 Strategic Financial Plan.

4. Description of Strategic Priority

This Strategic Priority addresses aging security electronic control systems that are operating in four of the five OCSD correctional institutions. The oldest of the systems is located at the Intake Release Center (IRC) with 29 years of 24 hours a day, 7 days per week, 365 days per year, non-stop operation. The security electronic systems allow the Guard Station deputy/operator to control movement doors; provide the deputy/operator door status indication; seamlessly connect all needed audio communication paths; as well as display to the deputy/ operator relevant surveillance video, all of which forms one single control point for all these systems. The facilities are divided into areas with each area having a Guard Station operated by a deputy/operator. Each Guard Station is controlled by its own discrete security electronic system. When a security electronic control system fails, the corresponding area of that facility is rendered uninhabitable or unusable until the system is restored.

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

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

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

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

Estimated one-time costs from initial design phase to completion of each area of each facility is \$772,500. Total one-time estimated costs per facility:

- IRC: $\$772,500 \times 9 = \6.95 million
- TLF: $\$772,500 \times 5 = \3.86 million

**Jail Security Electronic Control Systems Upgrade/Replacement**

- CMJ: \$772,500 + \$1 million in Electronics upgrades for aging structure = \$1.77 million
- CWJ: \$772,500 + \$1 million in Electronics upgrades for aging structure = \$1.77 million

These systems are maintained in-house by Department personnel, therefore there will be no ongoing costs for this project. One-time costs total \$14.4 million over the four year period.

7. Funding Sources

General Fund support is requested.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

Orange County citizens, Federal, State, inmates, detainees, as well as County employees working within the jails may be impacted.

9. Mandated or Discretionary Program/Project?

This project is discretionary.

10. Implementation Period if Funding were Available

FY 2018-19 through FY 2021-22.

Security Electronics for Jails Systems for Jails					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Equipment	4,112,200	3,862,500	2,840,300	3,545,000	0
Total Cost	4,112,200	3,862,500	2,840,300	3,545,000	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	4,112,200	3,862,500	2,840,300	3,545,000	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Security Electronics for Jails Systems for Jails					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Equipment
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

**James A. Musick Facility Expansion - Phase 1 Staffing****1. Program Area**

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSO) and Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2020-21

4. Description of Strategic Priority

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

A. Inmate Housing: Two inmate housing units with a total of approximately 512 beds are constructed in Phase 1. The housing units are designed for minimum and medium security inmates using direct supervision of inmates. Construction is not expected to impact the existing facilities.

B. Administrative and Support Space: This includes office space, locker rooms, storage, health care services, video visitation, inmate reception, etc.

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

The Phase 1 design of the Musick expansion is currently in the third and final design stage, the construction document phase. This design phase will be completed in the fourth quarter of calendar year 2017. Phase I construction is expected to take approximately two years and is anticipated to begin in the second quarter of calendar year 2018.

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

**James A. Musick Facility Expansion - Phase 1 Staffing****5. Personnel Impacts**

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

Classification	FY 2018-19
Sheriff-Coroner Positions:	
Accounting Technician	1
Air Conditioning Mechanic	2
Captain	1
Chief Cook	1
Communications Technician II	1
Correctional Programs Technician	4
Correctional Services Technician	31
Deputy Sheriff I	90
Electrician	1
Facilities Contract Services Inspector	1
Facilities Mechanic	2
Lieutenant	1
Metalsmith	1
Office Specialist	2
Plumber	2
Secretary II	1
Senior Correctional Services Technician	1
Senior Head Cook	4
Senior Institutional Cook	9
Senior Office Supervisor C/D	1
Senior Sheriff's Records Technician	9
Sergeant	9
Sheriff's Correctional Service Assistant	24
Sheriff's Facility Maintenance Specialist II	2
Sheriff's Records Supervisor	7
Sheriff's Records Technician	13
Sheriff's Special Officer II	6
Warehouse Worker II	2
Warehouse Worker III	1
Subtotal Sheriff-Coroner Positions	230



James A. Musick Facility Expansion - Phase 1 Staffing

Classification	FY 2018-19
Health Care Agency Positions:	
Comprehensive Care Licensed Vocational Nurse	3
Comprehensive Care Nurse II	8
Comprehensive Care Nurse Practitioner II	1
Dental Assistant II	1
Dentist	1
HCA Service Chief II	1
Marriage Family Therapist II	2
Medical Assistant	2
Mental Health Specialist	1
Office Specialist	1
Pharmacist	1
Pharmacy Technician	1
Physician II - Correctional	1
Senior Comprehensive Care Nurse	5
Supervising Comprehensive Care Nurse	1
Subtotal Health Care Agency Positions	30
Grand Total Positions	260

6. Cost Impact

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

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

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from \$46 million in FY 2020-21 to \$48 million in FY 2027-28 for staffing and services and supplies.

7. Funding Sources

Phase 1 design and construction of the James A. Musick Expansion is funded through Assembly Bill (AB) 900. General Funds are being requested for one-time start-up costs and ongoing operational costs.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

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



James A. Musick Facility Expansion - Phase 1 Staffing

10. Implementation Period if Funding were Available

Design of Phase 1 started in April 2013 and construction of Phase 1 could be completed by 2020. Full occupancy is anticipated within 90 days of construction completion.

James A. Musick Facility Expansion - Phase 1 Staffing					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Salaries & Benefits	0	0	39,158,903	40,391,633	41,483,595
Services & Supplies	0	0	6,568,474	5,175,943	5,449,484
Total Cost	0	0	45,727,377	45,567,576	46,933,079
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	0	45,727,377	45,567,576	46,933,079
IV. Staffing					
Accounting Technician	0	0	1	1	1
Air Conditioning Mechanic	0	0	2	2	2
Captain	0	0	1	1	1
Chief Cook	0	0	1	1	1
Communications Technician II	0	0	1	1	1
Comprehensive Care LVN	0	0	3	3	3
Comprehensive Care Nurse II	0	0	8	8	8
Comprehensive Nurse Practitioner II	0	0	1	1	1
Correctional Programs Tech	0	0	4	4	4
Correctional Services Tech	0	0	31	31	31
Dental Assistant II	0	0	1	1	1
Dentist	0	0	1	1	1
Deputy Sheriff I	0	0	90	90	90
Electrician	0	0	1	1	1
Facilities Contract Svs Insp	0	0	1	1	1
Facilities Mechanic	0	0	2	2	2
HCA Service Chief II	0	0	1	1	1
Lieutenant	0	0	1	1	1
Marriage Family Therapist II	0	0	2	2	2
Medical Assistant	0	0	2	2	2
Mental Health Specialist	0	0	1	1	1
Metalsmith	0	0	1	1	1
Office Specialist	0	0	3	3	3
Pharmacist	0	0	1	1	1
Pharmacy Technician	0	0	1	1	1
Physician II - Correctional	0	0	1	1	1
Plumber	0	0	2	2	2
Secretary II	0	0	1	1	1
Senior Comp Care Nurse	0	0	5	5	5
Senior Correctional Svs Tech	0	0	1	1	1
Senior Head Cook	0	0	4	4	4
Senior Institutional Cook	0	0	9	9	9
Senior Office Supervisor C/D	0	0	1	1	1
Senior Sheriff's Records Tech.	0	0	9	9	9
Sergeant	0	0	9	9	9
Sheriff Cor Svc Assistant	0	0	24	24	24
Sheriff Fac Maint Spec II	0	0	2	2	2
Sheriff's Records Supervisor	0	0	7	7	7
Sheriff's Records Technician	0	0	13	13	13
Sheriff's Special Officer II	0	0	6	6	6
Supvg Comprehensive Care Nurse	0	0	1	1	1
Warehouse Worker II	0	0	2	2	2
Warehouse Worker III	0	0	1	1	1
Total Positions Funded Per Fiscal Year	0	0	260	260	260

James A. Musick Facility Expansion - Phase 1 Staffing					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
41,483,595	41,483,595	41,483,595	41,483,595	41,483,595	Salaries & Benefits
5,758,889	6,112,035	6,518,731	6,750,801	6,944,341	Services & Supplies
47,242,484	47,595,630	48,002,326	48,234,396	48,427,936	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
47,242,484	47,595,630	48,002,326	48,234,396	48,427,936	III. General Fund Requirement
					IV. Staffing
1	1	1	1	1	Accounting Technician
2	2	2	2	2	Air Conditioning Mechanic
1	1	1	1	1	Captain
1	1	1	1	1	Chief Cook
1	1	1	1	1	Communications Technician II
3	3	3	3	3	Comprehensive Care LVN
8	8	8	8	8	Comprehensive Care Nurse II
1	1	1	1	1	Comprehensive Nurse Practitioner II
4	4	4	4	4	Correctional Programs Tech
31	31	31	31	31	Correctional Services Tech
1	1	1	1	1	Dental Assistant II
1	1	1	1	1	Dentist
90	90	90	90	90	Deputy Sheriff I
1	1	1	1	1	Electrician
1	1	1	1	1	Facilities Contract Svs Insp
2	2	2	2	2	Facilities Mechanic
1	1	1	1	1	HCA Service Chief II
1	1	1	1	1	Lieutenant
2	2	2	2	2	Marriage Family Therapist II
2	2	2	2	2	Medical Assistant
1	1	1	1	1	Mental Health Specialist
1	1	1	1	1	Metalsmith
3	3	3	3	3	Office Specialist
1	1	1	1	1	Pharmacist
1	1	1	1	1	Pharmacy Technician
1	1	1	1	1	Physician II - Correctional
2	2	2	2	2	Plumber
1	1	1	1	1	Secretary II
5	5	5	5	5	Senior Comp Care Nurse
1	1	1	1	1	Senior Correctional Svs Tech
4	4	4	4	4	Senior Head Cook
9	9	9	9	9	Senior Institutional Cook
1	1	1	1	1	Senior Office Supervisor C/D
9	9	9	9	9	Senior Sheriff's Records Tech.
9	9	9	9	9	Sergeant
24	24	24	24	24	Sheriff Cor Svc Assistant
2	2	2	2	2	Sheriff Fac Maint Spec II
7	7	7	7	7	Sheriff's Records Supervisor
13	13	13	13	13	Sheriff's Records Technician
6	6	6	6	6	Sheriff's Special Officer II
1	1	1	1	1	Supvg Comprehensive Care Nurse
2	2	2	2	2	Warehouse Worker II
1	1	1	1	1	Warehouse Worker III
260	260	260	260	260	Total Positions Funded Per Fiscal Year

**James A. Musick Facility Expansion - Phase 2 Staffing****1. Program Area**

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSO) and Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2020-21.

4. Description of Strategic Priority

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

A. Inmate Housing: Two inmate rehabilitation, treatment, and housing units with a total of approximately 384 beds are to be constructed in Phase 2. The housing units are designed for minimum and medium security inmates using direct supervision of inmates. Construction is not expected to impact the existing facilities.

B. Warehouse/Maintenance Building: This includes office space, warehouse storage, maintenance shops, etc.

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

The Phase 2 design of the Musick expansion is currently in the third and final stage of design, the construction document phase. This design phase will be completed in the fourth quarter of calendar year 2017. Phase 2 construction is expected to take approximately two years and is anticipated to begin in the second quarter of calendar year 2018.

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

**James A. Musick Facility Expansion - Phase 2 Staffing****5. Personnel Impacts**

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

Classification	FY 2018-19
Sheriff-Coroner Positions:	
Administrative Manager I	1
Air Conditioning Mechanic	1
Communications Technician II	1
Correctional Programs Technician	5
Correctional Services Technician	14
Deputy Sheriff I	32
Facilities Mechanic	1
Plumber	1
Senior Head Cook	1
Senior Institutional Cook	2
Senior Sheriff's Records Technician	1
Sheriff Correctional Services Assistant	16
Sheriff's Records Supervisor	2
Sheriff's Records Technician	4
Warehouse Worker II	2
Subtotal Sheriff-Coroner Positions	84
Health Care Agency Positions:	
Community Mental Health Psychiatrist	1
Comprehensive Care Licensed Vocational Nurse	2
Comprehensive Care Nurse II	4
Dental Assistant II	1
Dentist	1
HCA Service Chief II	1
Marriage Family Therapist II	5
Medical Assistant	1
Mental Health Specialist	1
Nurse Practitioner II	1
Office Specialist	1
Program Evaluation Specialist, HCA	1
Subtotal Health Care Agency Positions	20
Grand Total Positions	104

**James A. Musick Facility Expansion - Phase 2 Staffing****6. Cost Impact**

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

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

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from \$18 million in FY 2020-21 to \$21 million in FY 2027-28 for staffing and services and supplies.

7. Funding Sources

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

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

Phase 2 design started in January 2015 and Phase 2 construction could be completed by 2020. Full occupancy is anticipated within 90 days of construction completion.

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James A. Musick Facility Expansion - Phase 2 Staffing					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Salaries & Benefits	0	0	14,854,368	15,321,386	15,736,978
Services & Supplies	0	0	3,427,340	3,551,740	3,780,642
Total Cost	0	0	18,281,708	18,873,126	19,517,620
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	0	18,281,708	18,873,126	19,517,620
IV. Staffing					
Administrative Manager I	0	0	1	1	1
Air Conditioning Mechanic	0	0	1	1	1
Communications Technician II	0	0	1	1	1
Community Mntl Hlth Psych	0	0	1	1	1
Comprehensive Care LVN	0	0	2	2	2
Comprehensive Care Nurse II	0	0	4	4	4
Correctional Programs Tech	0	0	5	5	5
Correctional Services Tech	0	0	14	14	14
Dental Assistant II	0	0	1	1	1
Dentist	0	0	1	1	1
Deputy Sheriff I	0	0	32	32	32
Facilities Mechanic	0	0	1	1	1
HCA Service Chief II	0	0	1	1	1
Marriage Family Therapist II	0	0	5	5	5
Medical Assistant	0	0	1	1	1
Mental Health Specialist	0	0	1	1	1
Nurse Practitioner II	0	0	1	1	1
Office Specialist	0	0	1	1	1
Plumber	0	0	1	1	1
Program Evaluation Spec,HCA	0	0	1	1	1
Senior Head Cook	0	0	1	1	1
Senior Institutional Cook	0	0	2	2	2
Senior Sheriff's Records Tech.	0	0	1	1	1
Sheriff Cor Svc Assistant	0	0	16	16	16
Sheriff's Records Supervisor	0	0	2	2	2
Sheriff's Records Technician	0	0	4	4	4
Warehouse Worker II	0	0	2	2	2
Total Positions Funded Per Fiscal Year	0	0	104	104	104

James A. Musick Facility Expansion - Phase 2 Staffing					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
15,736,978	15,736,978	15,736,978	15,736,978	15,736,978	Salaries & Benefits
4,046,364	4,357,451	4,724,568	5,161,020	5,470,578	Services & Supplies
19,783,342	20,094,429	20,461,546	20,897,998	21,207,556	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
19,783,342	20,094,429	20,461,546	20,897,998	21,207,556	III. General Fund Requirement
					IV. Staffing
1	1	1	1	1	Administrative Manager I
1	1	1	1	1	Air Conditioning Mechanic
1	1	1	1	1	Communications Technician II
1	1	1	1	1	Community Mntl Hlth Psych
2	2	2	2	2	Comprehensive Care LVN
4	4	4	4	4	Comprehensive Care Nurse II
5	5	5	5	5	Correctional Programs Tech
14	14	14	14	14	Correctional Services Tech
1	1	1	1	1	Dental Assistant II
1	1	1	1	1	Dentist
32	32	32	32	32	Deputy Sheriff I
1	1	1	1	1	Facilities Mechanic
1	1	1	1	1	HCA Service Chief II
5	5	5	5	5	Marriage Family Therapist II
1	1	1	1	1	Medical Assistant
1	1	1	1	1	Mental Health Specialist
1	1	1	1	1	Nurse Practitioner II
1	1	1	1	1	Office Specialist
1	1	1	1	1	Plumber
1	1	1	1	1	Program Evaluation Spec,HCA
1	1	1	1	1	Senior Head Cook
2	2	2	2	2	Senior Institutional Cook
1	1	1	1	1	Senior Sheriff's Records Tech.
16	16	16	16	16	Sheriff Cor Svc Assistant
2	2	2	2	2	Sheriff's Records Supervisor
4	4	4	4	4	Sheriff's Records Technician
2	2	2	2	2	Warehouse Worker II
104	104	104	104	104	Total Positions Funded Per Fiscal Year



Katella Range Renovation

- 1. Program Area**
Public Protection
- 2. Involved Agencies and Departments**
Sheriff Department (060)
- 3. New or Continuing Strategic Priority**
New Strategic Priority request.
- 4. Description of Strategic Priority**

The existing Katella Range Facility, located at 1900 West Katella Avenue in the City of Orange is approximately 20 years old. The construction of this 30 lane range and its surrounding structure, which includes a range store lobby, an armory and additional classrooms, was completed in 1997. The facility was developed and built as a replacement for a previous outdoor range. At the time of construction, the current range was designed to satisfy the needs of a much smaller Orange County Sheriff's Department.

Today, the Katella Range is used on an almost daily basis and serves as a Regional Firearms Training Center for up to 60 law enforcement agencies throughout Southern California. Every month, the range is utilized by approximately 2,400 County and outside agency personnel. Annually, this facility provides training and qualifications for an estimated 28,800 law enforcement personnel as well as over 360 recruits from the Sheriff's Basic Academy.

Having been built over 20 years ago, the range and its original equipment have exceeded their useful life spans. With the configuration being obsolete, maintenance personnel find it difficult to acquire replacement parts to keep the range functioning on a full-time basis. Maintenance on the targeting system is requested on an almost daily basis and the system works between 50 to 75 percent capacity due to frequent electrical and mechanical issues. The delays from the frequent need for maintenance and repairs cause a loss of training and qualification time for visiting deputies and officers.

In May of 2016, a request for a new targeting system was submitted. Without the requested upgrade, the current targeting system will continue to degrade. Soon after the request was made, approximately \$560,000 was allocated for the purchase of a new targeting system. In early 2017, at the beginning stages of the project, due to Sheriff's Department budget constraints the purchase of a new system was halted.

The Katella Range facility currently remains operational in its current state; however, the Sheriff's Department is evaluating two options: remodeling the existing building or demolishing it and building a new facility. Given the current state of the range's targeting system, the age of the building housing the range, and to avoid unplanned closure, it is requested that both the range and building, at a minimum, be remodeled. The remodeled building would include live fire range(s), office space, allotted space for a range store, locker room/restroom, equipment/ammunition storage areas, classrooms and an armory. The remodel would also provide for the conversion of the current outdoor range into a



Katella Range Renovation

complete indoor range. Converting to an indoor range will allow for the installation of the much needed targeting system upgrade and a new ventilation system which would meet the need of providing a safe, functional training range for the use of the Sheriff's Department and regional law enforcement personnel.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

Estimated one-time equipment costs are \$7.5 million plus a one-time design fee of \$500 thousand. Total one-time estimated cost per tactical range :

25 lane / 25 yard Tactical Range with HVAC: \$2.5 million
25 lane / 50 yard Tactical Range with HVAC: \$3.1 million
10 lane / 100 yard Tactical Range with HVAC: \$1.9 million

Ongoing costs for building maintenance, HVAC system maintenance and repairs, bullet trap cleaning, target system maintenance and repairs and the biannual cleaning of the range are not included in this estimate as these costs are unknown at this time. However, ongoing costs will be offset by the fees charged to the various entities utilizing the facility.

7. Funding Sources

General Fund support is requested.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

This Strategic Priority will impact the County's Law Enforcement Community.

9. Mandated or Discretionary Program/Project?

This project is discretionary.

10. Implementation Period if Funding were Available

The implementation period would span three fiscal years with design in FY 2018-19 and construction planned for FY 2019-20 and FY 2020-21.

Katella Range Renovation					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	0	0	500,000	0	0
Structures & Improvements	500,000	4,000,000	3,000,000	0	0
Total Cost	500,000	4,000,000	3,500,000	0	0
II. Non-General Fund Revenue					
	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	500,000	4,000,000	3,500,000	0	0
IV. Staffing					
	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Katella Range Renovation					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Services & Supplies
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Sheriff-Coroner Facilities Capital Improvement Plan

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

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. Description of Strategic Priority

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

1. Central Jail Renovation – Due to age of the facilities, a modernization of office space and guard stations has become needed to increase the safety and efficiency of the facilities. The scope of work will include upgrades at the Central Men's Jail and Central Women's Jail, office space layout reconfiguration, carpet, paint, millwork, and power upgrades. The reconfiguration of all guard stations and warehouse is to primarily address safety issues, which include upgrading wiring, ceiling tiles, outlets and improving employee access. The guard stations will also be improved for storage, visibility of visitors and inmates, accessibility, and provide much needed desk space. Total project cost is estimated at \$2,000,000.
2. Theo Lacy Replace Air Handlers – The I and J mods (Administrative Building) of the Theo Lacy Facility were built in the early 1990s. The installed air handlers have been in service for almost 30 years, have reached the end of their service life, and are beginning to deteriorate at a more rapid pace. This equipment provides conditioned air to areas of the facility to meet Title 15 requirements and keep up with the environmental demands of a 24-hour facility. As this equipment continues to deteriorate, the facility may experience more air quality issues including moisture, dirt, bacteria, and outside air particulates. The project cost is estimated at \$2,395,780.
3. Loma Ridge Emergency Generators – A key component to the redundant power system to the Emergency Operations Center (EOC) are two emergency backup generators. The engines that run the backup generators are no longer supported by the manufacturer, therefore parts from the manufacturer are also becoming limited and the equipment will soon be obsolete. The maintenance and repair of the engines is handled by Orange County Public Works. Without emergency power backup the EOC cannot function. When the equipment suffers deterioration or breakdown it may not be repairable, potentially leaving the EOC without sufficient operational capability. The project cost is estimated at \$1,292,650.

**Sheriff-Coroner Facilities Capital Improvement Plan**

4. IRC Air Handlers – Design and replace 21 air handler units at the Intake Release Center (IRC). These air handlers are original construction and have met their life expectancy. Gradual deterioration and corrosion on the units' housing allows for water and moisture to enter in the unit during rain and wind shear. The invading water further deteriorates the units and leaks into the facility through several floors causing additional damage and pooled water in the workspace of facility personnel. Total project cost is estimated at \$5,435,000.
5. Central Men's Jail Complex Dining Hall Renovation – The fourth floor dining hall in the Central Men's Jail needs a complete renovation to return it to the structural integrity of a commercial/institutional facility and to provide a working environment appropriate for food preparation. Deteriorating conditions of this inmate food service area have rendered the space inoperative. This food area is needed to provide additional flexibility in support of security requirements and provides redundancy for the existing third floor chow hall in the event of equipment outages or security concerns. Total project cost is estimated at \$1,981,720.
6. Theo Lacy Refurbish Upper and Lower Shower and Restroom areas (F Barracks East & West and G Barracks East and West) – The Barracks shower and restroom areas have deteriorated over the lifetime of these buildings. Tile and moisture damage is extensive along with deteriorated drains and drain lines. Existing fixtures, floors, drains and drain lines should be demolished and replaced. Waterproof coating should be applied to prolong the life expectancy and use of these areas. Additional security features will be constructed to improve sightlines for security staff. Total project cost is estimated at \$1,400,000.
7. Musick West Kitchen Repairs and Equipment Replacement – The James A. Musick Facility West kitchen is between 15 and 20 years old and in need of extensive repairs and newer, more reliable equipment. Staff and inmate work crews prepare approximately 1,800 meals for inmates per day, 365 days a year. The structural integrity of the kitchen has become uncertain and presents a possible safety hazard. The existing floor has deteriorated to the point that the equipment is penetrating the floor. The drainage system in the flooring is in need of repair to re-establish proper drainage. The kitchen is difficult to properly sanitize because cleaning under equipment is made harder with the current state of the flooring, and waste water does not drain properly. Slowed drainage is leading to periodic odors, and mold may be present. A major renovation is necessary to return the kitchen to the required structural integrity of a commercial/institutional facility in order to provide a working environment appropriate for food preparation. Total project cost is estimated at \$1,606,800.
8. Renovate and Reconfigure the Forensic Areas (OC Crime Lab) – The OC Crime Lab is currently housed on multiple floors (sixth, seventh & eighth) of the Brad Gates Building. While the total floor space allocated to the Crime Lab is adequate, the distribution and configuration of most unit areas are now no longer suitable to facilitate efficient and functional services. Working areas for DNA, Controlled

**Sheriff-Coroner Facilities Capital Improvement Plan**

Substances, Toxicology, Forensic Alcohol, Evidence Control and most office areas have remained unchanged since 1992. Reconfiguration and reorientation of office and laboratory space is necessary to accommodate new priorities. The growth in DNA services requires redesign of the seventh floor areas, the Controlled Substances area now exceeds the originally allocated space and should be relocated within the building, and the modular office areas on all three floors need to be redesigned to accommodate the changes in current staff assignments. Additionally, to ensure safe laboratory operations and personnel safety, the mechanical airflow and exhaust system should be examined. Total project cost is estimated at \$1,225,453.

9. Hazardous Materials Mitigation – Determine the existence of any hazardous materials at the Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters and mitigate as required. Total project cost is estimated at \$1,446,877.
10. Rehabilitate Central Women's Jail (CWJ) Kitchen – The CWJ kitchen has been in service for over 47 years. Renovation of the water, sewer, ventilation and electrical systems serving the kitchen along with replacement of cooking appliances, serving line, interior ceilings, wall coverings and doors is needed to keep the kitchen fully operational and code compliant. A functional kitchen in this facility not only promotes efficiency for feeding inmates, but also allows for redundancy for security purposes in the event that the Central Men's Jail kitchen is under repair or has limited capacity for various reasons. Total project cost is estimated at \$1,902,787.
11. Retrofit Central Jail Complex/Sheriff's Headquarters Fire Alarm/Suppression Systems – Central Men's Jail, Central Women's Jail and Sheriff's Headquarters all share a common fire alarm design that has reached obsolescence. The system will be upgraded to comply with all current fire/life safety regulations. The existing system should be replaced with new detection devices and monitoring equipment. Total project cost is estimated at \$2,834,139.
12. Sheriff's Headquarters Renovations and Hazardous Material Abatement – Due to its age (over 40 years), Sheriff's Headquarters requires modifications and improvements; the existing building's structural components require reinforcement to meet upgraded seismic standards and a new elevator needs to be constructed to comply with upgraded Federal ADA requirements. Additionally, some materials used in the original construction of the building may need to be mitigated or abated. Total project cost is estimated at \$8,734,136.
13. Expansion of the Emergency Operations System at Loma Ridge – Increases in new functions and manpower requirements has caused a shortage of space within the existing building. A previous needs assessment study indicated an additional 2,640 square feet is needed to accommodate expanding present and future facility requirements. Total project cost is estimated at \$1,276,432.
14. Upgrade and Add a Redundant Uninterrupted Power Supply (UPS) System at Brad

**Sheriff-Coroner Facilities Capital Improvement Plan**

Gates Building – The Sheriff's Data Center, located in the Brad Gates Building, houses the equipment and infrastructure necessary to support the Sheriff's computer systems. These systems are crucial to public safety and are utilized by more than fifty local, State and Federal law enforcement agencies. The Data Center is protected by one 225KVA (kiloVoltAmps) UPS system that is 12 years old. This becomes a single point of failure should the UPS have electrical and/or mechanical issues. Installation of a second UPS would provide an additional safety factor by providing redundancy to the existing system and additional power to mitigate issues that could be caused by a power failure. Total project cost is estimated at \$1,114,048.

15. Central Jail Complex Eastside Structure Addition – The proposed structure would add needed office space in the area between the Central Men's and Women's Jails. The new offices will be used to accommodate expanded staffing for the Sheriff-Coroner, Courts, and Health Care Agency (HCA). The CJ1 (arraignment court) implementation required the Sheriff's Department to provide office space for the Courtroom, Court Staff, District Attorney, Public Defender and other trial court-related staffing. Sheriff and HCA staff members have been displaced to accommodate the CJ1 needs. Total project cost is estimated at \$3,681,929.

5. Personnel Impacts

No additional staffing is required for the projects noted.

6. Cost Impact

One-time project costs are projected over five years for a total of \$38,867,751:

FY 2018-19	\$3,495,900
FY 2019-20	\$7,399,250
FY 2020-21	\$16,129,797
FY 2021-22	\$6,985,875
FY 2022-23	\$4,856,929

7. Funding Sources

General Fund support is requested.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. 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.

**Sheriff-Coroner Facilities Capital Improvement Plan****9. Mandated or Discretionary Program/Project?**

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

10. 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 2018-19 through FY 2022-23. For some complex projects, design and construction spans two fiscal years in order to meet this requirement.

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Sheriff-Coroner Facilities Capital Improvement Plan					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Structures & Improvements	3,495,900	7,399,250	16,129,797	6,985,875	4,856,929
Total Cost	3,495,900	7,399,250	16,129,797	6,985,875	4,856,929
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	3,495,900	7,399,250	16,129,797	6,985,875	4,856,929
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Sheriff-Coroner Facilities Capital Improvement Plan					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

**Sheriff-Coroner Jail Hardening****1. Program Area**

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority

4. Description of Strategic Priority

The Sheriff's Department initiated a comprehensive review of all jail facilities to determine long-term jail hardening measures needed to improve and/or obtain a higher level of security. A committee was established and tasked with assessing the jail facilities. The committee has identified the following items:

- Installation of additional lighting to various internal and external areas of the jails
- Implementation of an RFID (Radio-frequency identification) inmate logging and tracking system
- Hardening of 241 window and ventilation areas of the jails, new razor wire installations, fencing and secure door improvements
- Replacement of windows using polycarbonate safety materials

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time costs for the Jail Hardening project are estimated at \$2,178,550.

7. Funding Sources

General Fund support is requested.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

This project is discretionary.

10. Implementation Period if Funding were Available

Funding is being requested for FY 2018-19 through FY 2020-21.

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Sheriff-Coroner Jail Hardening					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Equipment	211,150	963,700	1,003,700	0	0
Total Cost	211,150	963,700	1,003,700	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	211,150	963,700	1,003,700	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Sheriff-Coroner Jail Hardening					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Equipment
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year





Psychiatric Crisis Stabilization and Support Services

1. Program Area

Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This strategic Priority was initially identified in the 2015 Strategic Financial Plan. The need continues to exist as there have been challenges locating sites for these programs thus no additional Crisis Stabilization Units have been opened to date.

HCA released a Solicitation of Interest May 31, 2016 and various statements of interest were received and deemed responsive. Each included either a Lanterman-Petris-Short Act (LPS) designated (locked/involuntary) Crisis Stabilization Unit (CSU), a voluntary CSU, or a combination of the two. Contract negotiations for one LPS designated facility provider has been completed and approved by the Board of Supervisors on February 14, 2017, and three remain in process. Extensive efforts have been underway by the one contract provider to identify and site a location.

Due to the number of responses received for the voluntary CSUs, the solicitation process will continue with a Request for Proposals (RFP) for voluntary CSU services to be developed and released once contract negotiations for the LPS designated facilities is completed.

The current FY 2017-18 Budget includes \$9,135,097 to accommodate contract and site location costs described above. Funding is comprised of 15% California Health Facilities Financing Authority, 41% Federal Financial Participation Medi-Cal, and 44% Mental Health Services Act/Prop 63.

4. Description of Strategic Priority

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

Staff at the County's CSU report strained communications with emergency department (ED) staff frustrated by patient placement delays. The Centralized Assessment Team (CAT) who provide emergency mental health evaluations in the community also often report experiencing challenges in hospital emergency rooms. Currently, clients are brought in to the ED for medical clearance, which is required prior to acceptance into an Inpatient Psychiatric Unit. CAT staff report extensive "wall time" (the time spent in the hallway) waiting for psychiatric clients to be admitted into the emergency room. Emergency room staff advise that presenting psychiatric patients must wait their turn.

Through on-going collaboration with the community, other counties, and the Hospital



Psychiatric Crisis Stabilization and Support Services

Association of Southern California (HASC), the Agency has been working on a public-private partnership to address the increased demand for service and has committed to looking at all alternatives. With the support of the Board of Supervisors, an Ad Hoc Committee, consisting of representatives from HASC, law enforcement and HCA, was formed and held its first meeting in October 2015, with the goal of reviewing and making recommendations on psychiatric emergency services. This strategic priority is a result of that committee's recommended possible solutions to this crisis, including the addition of another CSU and/or additional Inpatient Psychiatric beds. HCA is actively working to implement the recommendations to add CSU's throughout the County.

More recently, a new coalition, the Orange County Coalition on Behavioral Health, has been formed with participation from many of the aforementioned stakeholders. This coalition has clearly identified that additional crisis services, specifically additional CSUs, are needed in the County. HCA and CEO Real Estate are currently looking at a potential purchase of a facility that could house a CSU.

The CSU is an outpatient service that operates on a 24/7 basis with the length of stay less than 23 hours per State regulations. Services would include psychiatric evaluation, medication services, nursing assessment, basic medical assessment and treatment, crisis intervention, obtaining collateral history, counseling, education, and provisions of resources and referrals.

Efforts to secure additional contracts for inpatient psychiatric beds with a local hospital(s) continue. It is anticipated that bed rates at a very high level would need to be offered to incentivize a hospital to participate due to the fact that multiple invitations have already been extended to the hospitals with no success thus far. All indications are that serving Medi-Cal beneficiaries is not part of the business model for the Orange County hospitals except the three existing contract providers. Unfortunately, the bed capacity of the current contracted providers cannot keep pace with demand at this point. Notably, the Hospital Association reports the national average of psychiatric beds to population is 1:2250. California's ratio is 1:5675, and Orange County's ratio is 1:8250.

Access to services is an identified core goal for Behavioral Health Services. The increased staffing and physical plant renovations described would create improved access for adults in psychiatric crisis to receive needed services.

Additional psychiatric services are critical to both the health and the safety of the community. By increasing the number of psychiatric beds in the County, access to timely psychiatric emergency services would be significantly improved and lengthy wait times may be reduced or eliminated. Hospitals that are holding psychiatric clients pending an open bed would be able to treat other patients needing emergency service and it may reduce or eliminate emergency room diversion time which delays care for persons with potentially life threatening conditions. Law enforcement officers, who wait with clients brought into emergency rooms for psychiatric emergencies, would be able to leave emergency rooms and return to patrol sooner. Most importantly, more clients would receive timely and appropriate treatment. This may reduce the risk of adverse outcomes occurring in emergency rooms due to lack of properly trained behavioral health clinicians

**Psychiatric Crisis Stabilization and Support Services**

and the over-stimulating, non-therapeutic environment of an emergency room.

5. Personnel Impacts

N/A

6. Cost Impact

FY 2018-19 - \$777,438 one-time; \$22,272,714 ongoing

FY 2019-20 - \$0 one-time; \$22,272,714 ongoing

FY 2020-21 - \$0 one-time; \$22,829,532 ongoing

FY 2021-22 - \$0 one-time; \$23,400,270 ongoing

FY 2022-23 - \$0 one-time; \$23,985,277 ongoing

FY 2023-24 - \$0 one-time; \$24,584,909 ongoing

FY 2024-25 - \$0 one-time; \$25,199,532 ongoing

FY 2025-26 - \$0 one-time; \$25,829,520 ongoing

FY 2026-27 - \$0 one-time; \$26,475,258 ongoing

FY 2027-28 - \$0 one-time; \$27,137,139 ongoing

7. Funding Sources

Federal Financial Participation Medi-Cal (39%), and Mental Health Services Act/Prop 63 (61%).

Funding Sources			
Federal	State	General Fund	Other
0%	61%	0%	39%

8. Stakeholders

Hospital Association of Southern California

Hospitals

Orange County Chief of Police & Sheriff's Association

Law Enforcement

National Alliance of Mental Illness - Orange County

9. Mandated or Discretionary Program/Project?

Discretionary

10. Implementation Period if Funding were Available

The estimated time for site identification and plan development is contingent upon collaborations between the Agency and hospital providers. Renovation timelines will be determined largely by city building departments, planning, zoning and plan check approval processes. It is anticipated that design, engineering and plan check will take 6 months and construction an estimated 12 months. Therefore, physical plant renovations would be an 18 month process.

The services will be contracted out and subject to procurement process timelines which is estimated to be 6-9 months. Respective licensure and certifications would also need to be

**Psychiatric Crisis Stabilization and Support Services**

addressed. In addition, the facility would need to become designated to receive and treat persons on Welfare & Institutions Code 5150 involuntary detentions. These items are typically addressed during the startup period. Service delivery would begin after the startup period which could be estimated to be 3-5 months.

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Psychiatric Crisis Stabilization and Support Services					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	23,050,152	22,272,714	22,829,532	23,400,270	23,985,277
Total Cost	23,050,152	22,272,714	22,829,532	23,400,270	23,985,277
II. Non-General Fund Revenue					
Charges For Services	8,050,152	7,272,714	7,829,532	8,400,270	8,985,277
Other Financing Sources	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Total Revenue	23,050,152	22,272,714	22,829,532	23,400,270	23,985,277
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Psychiatric Crisis Stabilization and Support Services					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
24,584,909	25,199,532	25,829,520	26,475,258	27,137,139	Services & Supplies
24,584,909	25,199,532	25,829,520	26,475,258	27,137,139	Total Cost
					II. Non-General Fund Revenue
9,584,909	10,199,532	10,829,520	11,475,258	12,137,139	Charges For Services
15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	Other Financing Sources
24,584,909	25,199,532	25,829,520	26,475,258	27,137,139	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year





Software Solution for Agricultural Commissioner

1. Program Area

Infrastructure & Environmental

2. Involved Agencies and Departments

OC Public Works (OCPW), Agricultural Commissioner/Sealer Division, OC Environmental Resources Service Area, OC Information Technology (OCIT)

3. New or Continuing Strategic Priority

This project was previously identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

This project implements a coordinated software solution to automate data entry from field inspections and integrate it with current OCPW data systems. There is a need for a software module that is compatible with the current platform and is targeted to a County Agricultural Commissioner Office with both Weights and Measures and Agricultural Programs. Among other functionalities, the software programs should allow data input from the field; the ability to track specific inspections, employee activities, complaint activities; and the ability to automatically prepare mandated state reports.

Efficiency is increased when each inspector is proficient in more than one program. Travel time and expenses are reduced when one inspector can perform a variety of services in one location or geographic area. However, documentation to satisfy audit requirements is becoming more complex, especially when an inspector works in several programs each day. Automation will generate the documents needed to satisfy audits, reduce data entry workload, cut down on errors and free inspectors to do the work for which they are licensed without creating the need for more clerical support.

Agricultural Commissioner/Sealer Division state mandated programs offer a combination of consumer protection and environmental health. Weights and Measures programs ensure fair transactions in the marketplace as well as fair competition between businesses. The Pesticide Use Enforcement program helps protect the individual residents, workers, and the environment from the misuse of pesticides. The Agricultural Services programs assist the agriculture industry of California by preventing the introduction of invasive pests and allowing farmers to export their products through certification of plant shipments destined for other counties, states and countries.

5. Personnel Impacts

No additional staffing is requested.

6. Cost Impact

One-time Cost: System/Application Purchase \$3 million

Ongoing Maintenance Contract: \$200,000/year

**Software Solution for Agricultural Commissioner****7. Funding Sources**

General Fund support is requested; however, this is a State program.

Funding Sources			
Federal	State	General Fund	Other
0%	TBD	TBD	TBD

8. Stakeholders

County Agencies, California Department of Food & Agriculture, California Department of Pesticide Regulation, California Department of Measurement Standards

9. Mandated or Discretionary Program/Project?

The Agricultural Commissioner's programs are state mandated through the Food and Agricultural Code (FAC), the Business and Professions Code (BPC), and the Health and Safety Code. Most of these programs predate SB 90 and are exempt from full funding requirements by the state and are required to be performed at partial County expense.

The computer software programs are not mandated by the State, but are essential for efficient inspections and record keeping. The current Weights and Measures (WAM) computer software was developed in 2001 and implemented in 2005. This is a 15-year-old software program which does not use cloud technology. WAM is increasingly cumbersome, difficult to use, and often causes errors requiring IT assistance. The Pest Management Section and the Agricultural Programs Section in this division currently have no coordinated computer software programs or applications to aid in capturing data from the field. Rather than replace software in a fragmented manner, it would be better to develop one application that could integrate the whole division.

10. Implementation Period if Funding were Available

Currently viewing vendor demonstrations and development; application go live date by the end of 2018; customization and implementation by late 2019.

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Software Solution for Agricultural Commissioner					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Intangible Assets-Amortizable	3,000,000	0	0	0	0
Services & Supplies	200,000	200,000	200,000	200,000	200,000
Total Cost	3,200,000	200,000	200,000	200,000	200,000
II. Non-General Fund Revenue					
Intergovernmental Revenue	TBD	TBD	TBD	TBD	TBD
Total Revenue	TBD	TBD	TBD	TBD	TBD
III. General Fund Requirement	TBD	TBD	TBD	TBD	TBD
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Software Solution for Agricultural Commissioner					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Intangible Assets-Amortizable
200,000	200,000	200,000	200,000	200,000	Services & Supplies
200,000	200,000	200,000	200,000	200,000	Total Cost
					II. Non-General Fund Revenue
TBD	TBD	TBD	TBD	TBD	Intergovernmental Revenue
TBD	TBD	TBD	TBD	TBD	Total Revenue
TBD	TBD	TBD	TBD	TBD	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



**CAPS+ Employee and Management Self Service****1. Program Area**

General Government Services

2. Involved Agencies and Departments

Auditor-Controller, County Executive Office (CEO)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

In order to use leading-edge innovative technology, the Auditor-Controller seeks to add Manager Self Service and Employee Self-Service with mobility functionality to the CAPS+ HR/Payroll System. This enhancement could save time by allowing managers to handle CAPS+ HR/Payroll transaction approvals and requests from a mobile device. It would also allow employees to make address and other personal information changes from a mobile application. This could improve timeliness, accuracy, and compliance with County policies.

Technology is moving away from a standalone desktop computing model to ever-increasing reliance on mobile devices for handling routine transactions and communications. This upgrade could streamline processes, but more importantly, would allow managers and staff to handle routine management tasks regardless of their physical location. Once implemented, the application could provide staff with flexibility, reduce backlogs, and improve productivity.

These enhancements would be maintained with the regular upgrades of the CAPS+ system.

5. Personnel Impacts

No additional personnel are required. County departments will be engaged to perform functional testing and acceptance testing of the upgraded solution.

6. Cost Impact

The implementation of this project is expected to cost \$1,580,039, with a first year maintenance cost of \$126,589. The total ten year cost is estimated at \$2,866,070.

7. Funding Sources

Funding for this project will be 100% General Fund. However, approximately 19% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%



CAPS+ Employee and Management Self Service

8. Stakeholders

County agencies/departments.

9. Mandated or Discretionary Program/Project?

This project is discretionary and provides additional functionality to the current CAPS+ system that would create greater efficiency and increased productivity. This could be of particular benefit to the human resource and payroll functions by allowing employees to directly make updates to their personal information such as address changes, W-4 updates and changes to their direct deposit.

10. Implementation Period if Funding were Available

The project timeline is estimated to be 12 months.

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CAPS+ Employee and Management Self Service					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	1,580,039	126,589	130,387	134,298	138,327
Total Cost	1,580,039	126,589	130,387	134,298	138,327
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,580,039	126,589	130,387	134,298	138,327
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

CAPS+ Employee and Management Self Service					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
142,477	146,751	151,154	155,688	160,359	Services & Supplies
142,477	146,751	151,154	155,688	160,359	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
142,477	146,751	151,154	155,688	160,359	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



CAPS+ Financial/Procurement & Human Resources/Payroll Software & Hardware Upgrade

1. Program Area

General Government Services

2. Involved Agencies and Departments

Auditor-Controller, County Executive Office (CEO)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2015 and 2016 Strategic Financial Plans.

4. Description of Strategic Priority

The County's financial, procurement, human resources, and payroll information systems, collectively known as the CAPS+ (County-wide Accounting and Personnel System) system, is a vital component of the County's infrastructure. CAPS+ is a sophisticated system that requires a regular maintenance program to keep it abreast of system improvements and environmental changes.

The CAPS+ Financial/Procurement system is required for maintaining the County's financial records and generating financial statements, collecting costs for federal and state billings, procuring goods and services and making vendor payments. The CAPS+ Human Resources/Payroll system is used in administering personnel records. This system is required for County operations to track all personnel information and to manage and pay over 18,000 employees on a bi-weekly basis.

The core of CAPS+ is licensed to the County by CGI Technologies and Solutions, Inc. CGI releases updates to the software periodically, offering new functionality with each release. In order to receive patches to the CAPS+ system, the County must stay within two minor releases of the current software version offered. Staying current with the growing technology will allow the County to take advantage of improvements made in the software, ensure the latest security measures are in place, and allow all associated systems and departments the ability to maintain current Internet browser levels.

The County recently upgraded the CAPS+ Financial/Procurement system to version 3.10 in October of 2016 and the CAPS+ HR/Payroll System to version 3.11 in May 2017. CGI intends to combine the two systems into one system in the 4.0 release. Funding to upgrade to 4.0 in FY 2021-22 and to 4.2 in FY 2025-26 is requested.

Part of this maintenance program must focus upon the system's hardware. The County must be disciplined in ensuring that proper system maintenance is sustained. The hardware was upgraded in FY 2014-15 and expanded in FY 2015-16. The hardware will need to be refreshed in FY 2020-21 and again in FY 2025-26.



CAPS+ Financial/Procurement & Human Resources/Payroll Software & Hardware Upgrade

5. Personnel Impacts

No additional personnel are required, but County departments will be engaged to perform functional testing and acceptance of the upgraded solution.

6. Cost Impact

FY 2020-21:	\$3.3 million	Hardware upgrade
FY 2021-22	\$11.0 million	Software upgrade 4.0
FY 2025-26:	\$3.8 million	Hardware upgrade
FY 2025-26:	\$6.5 million	Software upgrade 4.2
Total Cost:		\$24.6 million

If the County elects to replace the CAPS+ System with a new Enterprise Resource Planning (ERP) solution in FY 2022-23, then the \$6.5 million software upgrade to the CAPS+ system projected for FY 2025-26 would not be required.

7. Funding Sources

Funding for this project will be 100% General Fund. However, approximately 22% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

The primary beneficiaries of the CAPS+ processes are County personnel, vendors doing business with the County, special districts, school districts who receive property tax allocations and other governmental entities receiving payments from the County.

9. Mandated or Discretionary Program/Project?

This project is discretionary, however, if the current CAPS+ system software is not maintained, the County may be subject to risks of operating on an unsupported version. Also, if the CAPS+ hardware is not refreshed on a regular schedule critical CAPS+ processes may be interrupted.

10. Implementation Period if Funding were Available

The project timeline is estimated to be 12-13 months.

CAPS+ Financial/Procurement & Human Resources/Payroll Software & Hardware Upgrade					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Equipment	0	0	1,783,729	0	0
Services & Supplies	0	0	1,516,271	11,000,000	0
Total Cost	0	0	3,300,000	11,000,000	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	0	3,300,000	11,000,000	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

CAPS+ Financial/Procurement & Human Resources/Payroll Software & Hardware Upgrade					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	2,051,288	0	0	Equipment
0	0	8,293,712	0	0	Services & Supplies
0	0	10,345,000	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	10,345,000	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

**CAPS+ Performance Budgeting Upgrade****1. Program Area**

General Government Services

2. Involved Agencies and Departments

Auditor-Controller, County Executive Office (CEO)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2015 and 2016 Strategic Financial Plans.

4. Description of Strategic Priority

The County's Performance Budgeting system is a vital component of the County's infrastructure. This system is required for the County to manage and report financial functions in an efficient, cost-effective and responsive manner. The County Budget Office leverages this application for long range strategic financial planning and to prepare and balance annual budget operations. It is a sophisticated system that requires a regular maintenance program to keep it abreast of system improvements and environmental changes.

Performance Budgeting is licensed to the County by CGI Technologies and Solutions, Inc. CGI releases updates to the software periodically, offering new functionality with each release. In order to receive patches to the Performance Budgeting system, the County must stay within two minor releases of the current software version offered. Staying current with the growing technology will allow the County to take advantage of improvements made in the software, ensure the latest security measures are in place, and allow all associated systems and departments the ability to maintain current Internet browser levels.

In order to stay within two releases of the current version, the Auditor-Controller requests funding to upgrade the system in FY 2019-20, FY 2023-24, and FY 2027-28.

5. Personnel Impacts

No additional personnel are required, but County departments will be engaged to perform functional testing and acceptance testing of the upgraded solution.

6. Cost Impact

Currently, this project is pending an actual vendor cost proposal, but is estimated at \$1,837,500 for the upgrade in FY 2019-20, \$1,050,000 in FY 2023-24 and \$1,200,000 in FY 2027-28.

7. Funding Sources

Funding for this project will be 100% General Fund. However, approximately 22% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

**CAPS+ Performance Budgeting Upgrade**

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

County Departments

9. Mandated or Discretionary Program/Project?

This project is discretionary, however, if the current Performance Budgeting system is not maintained, the County could be subject to risks of operating on an unsupported version.

10. Implementation Period if Funding were Available

The project timeline is estimated to be 12 months.

CAPS+ Performance Budgeting Upgrade					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	0	1,837,500	0	0	0
Total Cost	0	1,837,500	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	1,837,500	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

CAPS+ Performance Budgeting Upgrade					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
1,050,000	0	0	0	1,200,000	Services & Supplies
1,050,000	0	0	0	1,200,000	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
1,050,000	0	0	0	1,200,000	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



CAPS+ Vendor Self Service and Financial Workflow Mobility

1. Program Area

General Government Services

2. Involved Agencies and Departments

Auditor-Controller, County Executive Office (CEO)

3. New or Continuing Strategic Priority

This Strategic Priority was previously identified in the 2016 Strategic Financial Plan.

4. Description of Strategic Priority

The County's financial, procurement, human resources, and payroll information system, collectively known as the CAPS+ (County-wide Accounting and Personnel System) system, is a vital component of the County's infrastructure.

The Auditor-Controller requests funding in order to implement the following additional functionality within the CAPS+ Financial/Procurement (FS) system: (1) Vendor Self-Service which would allow the County's vendors to update their own company information and research the status of their invoice payments; and (2) Financial Workflow Mobility which would provide County managers with the ability to accept and approve financial documents via their mobile devices. These enhancements would be maintained with the regular upgrades of the CAPS+ system.

Vendor Self-Service

The Vendor Self-Service web-based portal will support secure vendor self-service registration and updates, electronic invoicing, and financial inquiries. This could reduce paper-based processes and enable increased productivity and a stronger County-vendor relationship. It will promote a more open and efficient government marketplace by providing County and vendors, of all types and sizes, an array of online self-service, sourcing and collaboration tools.

Currently, vendors must work directly with County staff to update company information or to enquire about payments. The Vendor Self-Service portal empowers the County's vendors and improves County operations. The application allows vendors to update their own company information and to research the status of invoice payments. The need for County staff involvement would be significantly reduced or eliminated. The vendor's need for an intermediary is released freeing up County staff for other priorities. The Vendor Self-Service application improves business operations for both the vendor and the County.

Financial Workflow Mobility

County transactions follow an assigned "workflow." Workflow can be defined as the levels of approval a transaction flows through before being fully authorized and completed. The current CAPS+ Advantage Finance/Procurement system requires the authorizations to be carried out at workstations. The new Workflow Mobility functionality would allow managers to receive and authorize the transactions via mobile devices, thus enabling the managers



CAPS+ Vendor Self Service and Financial Workflow Mobility

to apply approvals without being at a desk or workstation.

5. Personnel Impacts

No additional personnel are required. County departments will be engaged to perform functional testing and acceptance testing of the upgraded solution.

6. Cost Impact

The implementation of this project is estimated to cost \$1,461,102, with a first year annual maintenance cost of \$91,715. The total ten year cost is estimated at \$2,392,844 and assumes increases to the annual maintenance cost of 3% per year.

7. Funding Sources

Funding for this project will be 100% General Fund. However, approximately 22% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

Stakeholders would primarily be County vendors and County departments. This project can improve relationships with County vendors by providing a useful tool to immediately engage with the County procurement and payment process.

9. Mandated or Discretionary Program/Project?

This project is discretionary; however it brings additional functionality to the current CAPS+ system that would create greater efficiency and increased productivity to the County.

10. Implementation Period if Funding were Available

The project timeline is estimated to be 12 months.

CAPS+ Vendor Self Service and Financial Workflow Mobility					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	1,461,102	91,715	94,466	97,300	100,219
Total Cost	1,461,102	91,715	94,466	97,300	100,219
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,461,102	91,715	94,466	97,300	100,219
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

CAPS+ Vendor Self Service and Financial Workflow Mobility					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
103,226	106,323	109,513	112,798	116,182	Services & Supplies
103,226	106,323	109,513	112,798	116,182	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
103,226	106,323	109,513	112,798	116,182	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

**Voting System Upgrade Project****1. Program Area**

General Government Services

2. Involved Agencies and Departments

Registrar of Voters

3. New or Continuing Strategic Priority

This Strategic Priority was originally identified in the 2013 SFP. Funding for the Strategic Priority is not included in the FY 2017-18 budget. Analysis of the current voting system indicates it has entered its end of life phase. Timeline for replacement of the system will begin in December 2017 with the purchase of replacement mailing equipment, followed by a Request for Proposal RFP in 2019 for additional replacement components of the voting system.

4. Description of Strategic Priority

The voting system upgrade project is for the purchase of a new or replacement voting system. Implementation shall begin upon Board of Supervisors approval. The Registrar of Voters will continue to provide quality, responsive, and timely election services. In addition, the department will continue to seek cost-effective and efficient methods through innovative technology.

5. Personnel Impacts

Additional staffing is unknown at this time.

6. Cost Impact

The one-time equipment purchase is estimated at \$20 million. Ongoing maintenance costs are unknown at this time. As presented to the Board of Supervisors on May 9, 2017, the \$20 million estimated cost is based on the voting system upgrade project using Vote Center and Vote System Equipment and replacement of the entire system under the traditional polling place model is estimated to be \$23 - \$40 million.

7. Funding Sources

No potential funding sources are currently known. The Secretary of State is currently working with the State Finance Department to identify potential funding sources.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

The stakeholders include voters, polling place volunteers, candidates, jurisdictions, Registrar of Voters employees, and other County departments.



Voting System Upgrade Project

9. Mandated or Discretionary Program/Project?

This project is mandated. It is critical that Orange County replace an aging voting system approaching the end of its useful life. The requirement to maintain a method of voting in each county is identified in the Federal and State statutes.

10. Implementation Period if Funding were Available

The system will be partially implemented during FY 2017-18 with the purchase of replacement mailing equipment.

Voting System Upgrade Project					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	20,000,000	0	0	0	0
Total Cost	20,000,000	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	20,000,000	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Voting System Upgrade Project					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Services & Supplies
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year





County Facilities Master Plan

1. Program Area

Capital Improvements

2. Involved Agencies and Departments

County Executive Office (CEO), Health Care Agency (HCA), OC Public Works (OCPW), Sheriff-Coroner Department (OCSD), and OC Flood Control District.

3. New or Continuing Strategic Priority

This is an ongoing Strategic Priority. Timing and cost estimates have been refined as projects have progressed.

4. Description of Strategic Priority

This Strategic Priority is an update to the 2016 SFP Strategic Priority.

Current Real Estate Projects:

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

The former South County Justice Center property is an approximately 29-acre site located in the City of Laguna Niguel and bordered on three sides by Alicia Parkway, Crown Valley Parkway, and Pacific Island Drive. The site occupants include the County (23 acres), the OC Fire Authority (1.5 acres), and the City of Laguna Niguel (4.1 acres). The County's use of 23 acres includes a County Vehicle Maintenance Yard, the former South County Justice Center, undeveloped land, and an Orange County Public Library branch.

One of the continuing initiatives approved by the Board of Supervisors (Board) is to analyze the potential uses and revenue sources that may be developed from the former courthouse complex in Laguna Niguel. The County plans to enter into a long-term ground lease for a portion of the 23-acre site in Laguna Niguel owned by the County.

This Strategic Priority includes no revenue or cost estimates for the Laguna Niguel property.

b. El Toro Parcels (100 Acres and Alton):

The 100-Acre parcel is located between the Orange County Great Park Master Plan and the Orange County Transportation Authority Metrolink railroad tracks and will be bound by the planned realignment of Marine Way to the north, the existing Perimeter Road and Interstate 5 Freeway to the west, the Southern California Regional Rail Authority/Metro-link rail line to the south, and two warehouse buildings to the east, which are not part of the parcel.

On November 8, 2011, the Board of Supervisors directed staff to continue pursuing viable development options for the County parcels at the former MCAS El Toro, for generating long term County revenue. Further, staff was directed to issue a Request for Statements of Qualifications to select a developer to assist the County in developing a master development plan and infrastructure phasing plan for the highest and best use of the 100-



County Facilities Master Plan

Acre and Alton parcels, and to secure entitlements.

On July 24, 2012, the Board approved the right to negotiate with Lowe Enterprises Inc. (Lowe) to act as the master developer and assist the County with the master planning and entitlements of the 100-Acre and Alton parcels, and to develop a quality, sustainable, and market driven development plan. The County plans to retain ownership of the properties and enter into long-term revenue generating master ground leases. On January 28, 2014, the Board approved a Disposition and Development Agreement with Lowe, 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.

This Strategic Priority includes \$141.8 million in revenue, including: (1) \$23.1 million 15T El Toro implementation revenue (which is under litigation with the City of Irvine and the State Department of Finance); (2) \$21.5 million Ground Lease revenue from 100-Acre parcel; (3) \$53.1 million Phase II infrastructure and utility improvements of 100-Acre parcel funded by Developer; (4) \$22.4 million Sand Canyon and Marine Way Road improvements funded from Developer or other sources; (5) \$19.4 million Ground Lease revenue from Irvine-Alton parcel; and (6) \$2.4 million revenue generated from onsite leases. The Ground Lease revenue is estimated to start in FY 2024-25 for the 100-Acre and Alton parcels. This is offset by \$78.5 million in expenses, including: (1) \$53.1 million in Phase II improvements; (2) \$22.4 million Marine Way and Sand Canyon cost; and (3) \$3.0 million additional expenses for offsite improvements, staff time and consultant's time. The above results in a \$63.3 million net anticipated share of revenue available during FY 2018-19 through FY 2027-28.

c. Building 16 and Civic Center Strategic Facilities Plan:

On April 25, 2017, the Board approved the Civic Center Strategic Facilities Plan (CCSFP) which consists of four development phases. Phase I includes the demolition of Building 16, development of a 250,000 square foot replacement building, a "One Stop Shop" to provide County services to the public and a free standing event center. The building is programed to house OC Public Works, OC Waste & Recycling, Auditor-Controller, Treasurer-Tax Collector, Clerk-Recorder and CEO Real Estate. The Capital Projects Budget Control 036 Strategic Financial Plan base request includes \$10 million per year for new Building 16 debt service payments beginning in FY 2020-21. Approximately 62% of the debt service cost will be funded by Non-General Fund departments relocated to the new Building 16. The new Building 16 is expected to be complete and occupied by the latter part of Fiscal Year 2019-20.

The Strategic Priority includes \$53.3 million OCWR importation revenue from FY 2018-19 through FY2024-25 (end of the current Waste Disposal Agreement) to fund staffing costs of \$1.0 million, totaling \$52.3 million in funding available to Fund 15D during FY 2018-19 through FY 2027-28 to fund various real estate projects such as the CCSFP Phase II.

d. Greenspot Entitlement Acquisition:

The Orange County Flood Control District (Flood) owns approximately 1,658 acres of



County Facilities Master Plan

vacant real property in the southeastern-most portion of the City of Highland. The property was originally acquired by Flood as a borrow site in conjunction with the construction of the Seven Oaks Dam as part of the Santa Ana River Project, but the property is no longer being used for this purpose.

On November 9, 2010, the Board of Supervisors approved a contract with Lewis Planned Communities (Lewis) as the developer to assist with the entitlement of the Greenspot Property. Per this Agreement, the Greenspot Property is currently being entitled as a master planned community of approximately 3,632 residential units and 51,840 square feet of commercial use. City Council approval of the project occurred in July 2016, but the project is subject to a voter referendum and CEQA litigation. The Agreement provides for compensation to Lewis in exchange for successful approval of the project and the possible direct sale of the property to Lewis. This project includes entitlement-related costs funded by revenues generated by the development of the site.

This Strategic Priority includes \$22.1 million in revenue, offset by \$2.8 million expenses for staffing costs and \$7 million revenue-sharing with Flood resulting in a \$12.3 million net anticipated share of revenue available during FY 2018-19 through FY 2027-28.

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

The Orange County Flood Control District (Flood) owns approximately 6 acres of vacant real property in the City of Costa Mesa. In April 2013, a Request for Proposals (RFP) to lease and develop the property was released to solicit proposals.

On April 29, 2014, the Board of Supervisors approved the Option Agreement with Ganahl Lumber Company (Ganahl). The Option Agreement provided Ganahl a period of 12 months to satisfy due diligence tasks prior to Ganahl exercising their Option to lease.

The timeline was extended because the State of California (State) had been encroaching on Flood land. Flood and the State finalized a land swap on May 18, 2016. These matters were resolved in September 2016. The ground lease between Flood and Ganahl was entered into on October 24, 2016. Ganahl is constructing its new store on the site. Once Ganahl is fully operational, development-related costs decrease substantially to an estimated \$103,000 each year for overall project management. This expenditure would be offset by revenue of \$600,000.

Revenue from the 21-year lease is estimated to be over \$12 million, which includes the Option prices, the construction period rent, and the operational period rent for the primary term. Should Ganahl choose to exercise the Option to extend the primary lease term, additional revenue for each extension term would be a minimum of \$5 million for each seven-year extension term, for a total of over \$30 million for all six extension terms (not including potential rent increases).

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



County Facilities Master Plan

This Strategic Priority includes \$5.7 million revenue, offset by \$0.5 million expenses including staffing costs and \$1.8 million in revenue sharing with Flood, resulting in a \$3.4 million net anticipated share of revenue available during FY 2018-19 through FY 2027-28.

f. 95 Acre Industrial Development Opportunity in Chino (Prado Dam Mountains):

The Orange County Flood Control District (Flood) owns approximately 95 acres of vacant real property at the southeast corner of Mountain and Bickmore in the City of Chino. The property was originally acquired by Flood as required by the Army Corps of Engineers for furtherance of the Santa Ana River Mainstem Project. The property represents an opportunity to create a dependable, long term revenue stream if ground leased and developed as a state-of-the-art logistics center.

CEO/Real Estate launched a competitive Request for Proposals in December 2015. The Board approved an Option Agreement with Majestic Realty on October 25, 2016, which included a form ground lease for the property. The 65-year ground lease could generate approximately \$628 million in revenue to Flood and the County.

This Strategic Priority includes \$9.9 million in revenue, offset by \$1.0 million expenses including staffing costs, and \$3.3 million in revenue sharing with Flood, resulting in a \$5.6 million net anticipated share of revenue available during FY 2018-19 through FY 2027-28.

g. Atwood Mercy Housing Development Opportunity (Placentia Veterans Village)

The Orange County Flood Control District (Flood) owns approximately 2.34 acres of vacant property at Orangethorpe and Lakeview Avenue by the Atwood Channel in the City of Placentia. The development will provide 50 furnished apartment homes for 49 veterans and one site management unit.

CEO/Real Estate launched a competitive Request for Proposals in November 2015. The Board approved an Option Agreement with Mercy Housing, which would take place in the form of a long-term ground lease.

This Strategic Priority includes \$124,000 in revenue, offset by \$72,000 expenses including staffing costs, and \$42,000 in revenue sharing with Flood, resulting in a \$10,000 net anticipated share of revenue available during FY 2018-19 through FY 2027-28.

5. Personnel Impacts

These projects will be managed by existing staff and consultants hired for specific projects.

6. Cost Impact

The following costs are for staff and consultant time and materials and do not include offsetting revenues.

**County Facilities Master Plan**

FY 2018-19:	\$	1.8M
FY 2019-20:	\$	0.9M
FY 2020-21:	\$	11.5M
FY 2021-22:	\$	16.0M
FY 2022-23:	\$	16.0M
FY 2023-24:	\$	15.7M
FY 2024-25:	\$	10.5M
FY 2025-26:	\$	10.5M
FY 2026-27:	\$	0.5M
FY 2027-28:	\$	0.5M
Total cost:	\$	83.8M

\$136.8 million will be available in the Countywide Capital Projects Non-General Fund (15D) for this Strategic Priority over the next 10 years:

FY 2018-19:	\$	9.4M
FY 2019-20:	\$	10.6M
FY 2020-21:	\$	10.0M
FY 2021-22:	\$	9.8M
FY 2022-23:	\$	9.8M
FY 2023-24:	\$	10.4M
FY 2024-25:	\$	23.0M
FY 2025-26:	\$	12.6M
FY 2026-27:	\$	16.8M
FY 2027-28:	\$	24.6M
Transfer to 15D:	\$	136.8M

\$12.3 million will be available in OC Flood Control, Fund 400, for this Strategic Priority over the next 10 years.

7. Funding Sources

The following revenue is available from all of the previously identified Real Estate projects and assumptions.

FY 2018-19:	\$	10.8M
FY 2019-20:	\$	11.3M
FY 2020-21:	\$	21.2M
FY 2021-22:	\$	25.5M
FY 2022-23:	\$	25.5M
FY 2023-24:	\$	27.3M
FY 2024-25:	\$	40.8M
FY 2025-26:	\$	23.7M
FY 2026-27:	\$	17.9M
FY 2027-28:	\$	28.9M
Revenue Total:	\$	232.9M

**County Facilities Master Plan**

Funding Sources			
Federal	State	General Fund	Other
0%	0%	0%	100%

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding were Available

This is a continuing Strategic Priority since 2006 based on prior Board directives and is updated annually to reflect input from Board members and CEO Executives.

Assuming all revenue assumptions are correct, this Strategic Priority would provide \$151.5 million to Countywide Capital Projects Non-General Fund (15D) to address one-time capital investment needs. This Strategic Priority assumes diverting all of the \$53.3 million one-time Waste Importation revenue during FY 2018-19 through FY 2026-27 to fund this Strategic Priority.

This Strategic Priority will require no Net County Cost; however, Countywide Capital Projects Non-General Fund (15D) will be used to receive various real estate initiatives and OC Waste Importation limited one-time revenue to fund various real estate projects such as the CCSFP Phase II. The total \$136.8 million will be available in the Countywide Capital Projects Non-General Fund (15D) over the next 10 years for this Strategic Priority, which is shown in the Cost Impact section (#6) of this Strategic Priority.

The \$136.8 million net available funding would be after sharing \$12.3 million revenue with Flood Fund for FY 2018-19 through FY 2027-28.

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County Facilities Master Plan					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Other Financing Uses	9,101,380	10,338,669	9,704,240	9,504,211	9,534,457
Structures & Improvements	1,751,262	913,911	11,473,464	15,960,178	15,984,182
Total Cost	10,852,642	11,252,580	21,177,704	25,464,389	25,518,639
II. Non-General Fund Revenue					
Other Financing Sources	10,852,642	11,252,580	21,177,704	25,464,389	25,518,639
Total Revenue	10,852,642	11,252,580	21,177,704	25,464,389	25,518,639
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

County Facilities Master Plan					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
11,568,152	30,327,095	13,179,238	17,416,078	28,421,856	Other Financing Uses
15,720,478	10,475,837	10,478,580	499,613	511,944	Structures & Improvements
27,288,630	40,802,932	23,657,818	17,915,691	28,933,800	Total Cost
					II. Non-General Fund Revenue
27,288,630	40,802,932	23,657,818	17,915,691	28,933,800	Other Financing Sources
27,288,630	40,802,932	23,657,818	17,915,691	28,933,800	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

**Countywide IT Security Assessment & Remediation****1. Program Area**

Capital Improvements

2. Involved Agencies and Departments

All County Departments

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority originally identified in the 2016 Strategic Financial Plan. This Strategic Priority includes remediation activities in addition to the prior assessment.

4. Description of Strategic Priority

A Countywide Information Technology (IT) Security Assessment would provide the County with the capability to conduct a comprehensive analysis of every aspect of IT security, ranging from policy and organizational culture to technical and physical security controls. The assessments would provide a gap analysis and written reports of findings with recommendations for remediation of issues discovered over the course of an audit or assessment. Cyber security assessments or audits would ensure Information Technology systems are adequately maintained at a level that mitigates the risk of intrusion. These services would serve to assist departments in the development of policies and procedures that can serve as the administrative controls that provide the framework for the County cyber security programs.

5. Personnel Impacts

No additional personnel will be added.

6. Cost Impact

The Strategic Priority includes \$2,800,000 for Cyber Security Remediation Costs (funded by Departments \$1,420,000 and Net County Cost \$1,380,000). The FY 2016-17 and FY 2017-18 Budgets included funding for Cyber Security Assessment. Cyber Security Assessment will be completed in FY 2017-18 and remediation costs will be determined from the assessment.

7. Funding Sources

Funding for remediation costs, if any, would be needed in FY 2018-19. General Fund support is requested for approximately 50% of the total cost; the additional 50% would be funded by non-General Fund sources.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	50%	50%



Countywide IT Security Assessment & Remediation

8. Stakeholders

This strategic priority would impact all County departments, employees and residents of Orange County.

9. Mandated or Discretionary Program/Project?

This project is mandated by the Board of Supervisors.

10. Implementation Period if Funding were Available

The major remediation activities are estimated to be completed by FY 2018-19. Considering the fast changing cyber technology world, remediation activities could be ongoing.

Countywide IT Security Assessment & Remediation					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	2,800,000	0	0	0	0
Total Cost	2,800,000	0	0	0	0
II. Non-General Fund Revenue					
Other Financing Sources	1,420,000	0	0	0	0
Total Revenue	1,420,000	0	0	0	0
III. General Fund Requirement	1,380,000	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Countywide IT Security Assessment & Remediation					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Services & Supplies
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	Other Financing Sources
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



eGovernment Service

1. Program Area

Capital Improvements

2. Involved Agencies and Departments

All agencies participate in the eGovernment (eGov) program except: District Attorney, Public Defender, Sheriff, John Wayne Airport, Registrar of Voters and Auditor Controller.

3. New or Continuing Strategic Priority

The eGov program was first introduced as part of County's Strategic Financial Plan in 2007. The eGov legacy system is outdated and not viable to be upgraded for eGov program needs. This is a new, one-time, \$1.5 million request for General Funds to pay for implementing a new state-of-the-art system to replace the legacy system.

4. Description of Strategic Priority

In 2007, the County of Orange initiated an eGov program to improve the County's overall capability to deliver information and services online through self-service channels. The eGov program has been successful in making government services more accessible to constituents by establishing a customer-centric web presence across all County departments. This web presence includes a common corporate brand and information categorization, a consistent presentation and navigation, a one-stop portal that provides access to all County information and online transactions (filing, registration, inquiry, look-up, search, payment, subscription, etc.), and the effective use of social media networks.

As the County's only one-stop channel for constituent service delivery, eGov is an important initiative for Orange County residents. Web and mobile technologies have changed significantly over the last few years and the vast majority of constituents use mobile devices to access County eGov websites. Mobile friendly eGov websites, a global calendar, media friendly interface, and online surveys are essential functions for today's eGov platform. The current eGov websites lack many of the essential components to deliver the functionality mentioned and implementing this new system project would enhance the experience currently available to County residents.

5. Personnel Impacts

No additional County staffing will be required for this program.

6. Cost Impact

Estimated

One-time cost: \$1,500,000

7. Funding Sources

General Fund Net County Cost would be required for one-time costs of \$1,500,000. Ongoing costs of \$750,000 per year would be recovered through the existing eGov cost sharing model.



eGovernment Service

Funding Sources			
Federal	State	General Fund	Other
0%	0%	100%	0%

8. Stakeholders

Stakeholders include participating County departments and County constituents.

9. Mandated or Discretionary Program/Project?

This is a discretionary project, but is consistent with Board policy.

10. Implementation Period if Funding were Available

The implementation period would be one year should funding be available.

eGovernment Service					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	1,500,000	0	0	0	0
Total Cost	1,500,000	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,500,000	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

eGovernment Service					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
0	0	0	0	0	Services & Supplies
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year





Cisco VoIP

1. Program Area:

Insurance, Reserves & Miscellaneous

2. Involved Agencies and Departments

This Strategic Priority involves all County Departments.

3. New or Continuing Strategic Priority

The managed service contract for implementing and administering the VoIP system will conclude in March 2019. The County will issue a new RFP for management of the VoIP system now in place and managed under contract. This Strategic Priority will relocate the currently "Hosted" VoIP service to an "On-Premises" service. It is envisioned that much of the existing VoIP equipment will be utilized by a managed service provider responsible for administering the "On-Premises" solution and associated equipment.

4. Description of Strategic Priority

This project will implement On-Premises Cisco Unified Communications Manager clusters for Non-Law & Justice (L&J) and L&J agencies. This requires migrating the data from the Hosted solution to the On-Premises solution. The clusters would include Cisco Call Manager, Cisco Contact Center Express, and Cisco Unity Connection servers. This solution may allow the County to leverage the existing configurations and equipment currently in place.

This Strategic Priority aligns with the County's mission of "Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services" by providing a vital voice communications solution. This Strategic Priority may significantly improve the response and accuracy of the 911 data and stability of the system, while minimizing down time associated with scheduled maintenance.

5. Personnel Impacts

System support would be outsourced to a Managed Service Provider.

6. Cost Impact

Implementation and one-time costs in FY 2018-19 are estimated at \$6,398,000 with ongoing maintenance costs starting in FY 2019-20 through FY 2023-24 in the amount of \$598,000 per year. Although there is not a direct NCC impact to Fund 289, there may be NCC impacts to some agencies.

7. Funding Sources

Fund 289

Funding Sources			
Federal	State	General Fund	Other
0%	0%	0%	100%



Cisco VoIP

8. Stakeholders

Stakeholders include County constituents, Board of Supervisors, County Executive Office, Chief Information Officer, and all staff utilizing the County phone system.

9. Mandated or Discretionary Program/Project?

Moving to an On-Premises voice system is not a mandate; however, there are several mandates that involve providing appropriate communication systems. One such mandate is to support communications with an elevator cab. (ASME 17.1)

10. Implementation Period if Funding were Available

This would be implemented during the disentanglement of the existing Scope 2 (Network and VoIP) managed service contract (between January 2019 and June 2019).

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Cisco VoIP					
	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost					
Services & Supplies	6,398,000	598,000	598,000	598,000	598,000
Total Cost	6,398,000	598,000	598,000	598,000	598,000
II. Non-General Fund Revenue					
Charges For Services	6,398,000	598,000	598,000	598,000	598,000
Total Revenue	6,398,000	598,000	598,000	598,000	598,000
III. Reserves					
No Reserves	0	0	0	0	0
Total Reserves Inc/(Dec)	0	0	0	0	0
IV. Balance	0	0	0	0	0
V. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Cisco VoIP					
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
					I. Cost
598,000	0	0	0	0	Services & Supplies
598,000	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
598,000	0	0	0	0	Charges For Services
598,000	0	0	0	0	Total Revenue
					III. Reserves
0	0	0	0	0	No Reserves
0	0	0	0	0	Total Reserves Inc/(Dec)
0	0	0	0	0	IV. Balance
					V. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

