

Five-Year Capital Improvement Plan

Introduction

The proposed five-year Capital Improvement Plan (CIP) for Fiscal Years 2013-14 through 2017-18 is the County's compilation of a long-term list of significant projects funded by the General Fund in the 036 Capital Projects budget. As it is not possible to anticipate all needs and funding sources, the information in this document will be updated from year to year to reflect the changing needs and the fiscal outlook of the County.

The Capital Improvement Plan will aid the County in its assessment of the best use of County General Funds and provide goals for developing capital assets while maintaining long term financial stability. The assessment process is an ongoing process influenced by many changing factors such as service needs, available resources due to the changing 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. The CIP is not a budget document but rather a planning tool to be used in conjunction with the budget document and the County Facilities Master Plan. The 2012 SFP Capital Improvement Plan serves as the base for the proposed plan for Fiscal Years 2013-14 through 2017-18.

Capital projects implemented within County special funds such as OC Road, OC Flood, OC Waste & Recycling, John Wayne Airport, and OC Parks are also updated in this Strategic Financial Plan. These special funds do not require General Fund support (i.e. NCC). County departments that directly fund capital projects within their own agencies are not included in the 036 Capital Projects budget.

As this plan is further developed, information regarding the background, stage of development, budget status, implementation status, additional funding sources, any projected cost savings, projected costs and impacts on each general fund capital project will be included. But for the purposes of the strategic planning document, a high level countywide summary of the five-year plan is included.

Highlights**Cogeneration Plant**

The County issued \$32.7 million in bonds in 2006 to construct the 10.4 MW cogeneration electricity plant. The cogeneration plant at the County's Central Utility Facility (CUF), completed in October 2009, installed new electrical generating turbines (powered by natural gas) and auxiliary equipment to produce 10.4 MW electricity. The cogeneration plant replaces the use of Southern California Edison in the Civic Center Campus. Budget Control 040, Utilities, includes approximately \$4 million annual debt service payment for cogeneration bonds, which will end in June 2018.

Central Utility Facility

The scope of the Cogeneration Plant project did not include upgrades to Central Utility Facility (CUF) infrastructures in an effort to keep the total cogeneration bond financing and debt service low. The CUF was constructed in 1968 and the infrastructure has exceeded its life expectancy. The present systems are becoming a greater liability to operations. The replacement of CUF infrastructure is a multi-phased project which includes replacement of equipment and piping at CUF, and underground piping in the Civic Center area and facilities. CUF provides electricity to County facilities and two court facilities in the Civic Center Area. CUF also provides hot and chilled water and steam to all County and other government facilities. The 2012 SFP includes a Strategic Priority to replace the infrastructure of the CUF at an estimated cost of \$52.7 million from FY 2013-14 through FY 2017-18. Each phase includes a series of projects that are related and are best addressed as a group.

Begun in FY 2010-11, the first phase with an estimated cost of \$5.8 million was budgeted in FY 2010-11 through FY 2013-14 and includes the replacement of substation A – motor control, distribution panels and transformer; the replacement and upgrade of the electric and steam feed water pumps at the CUF; and upgrade of the condensate piping at the CUF and Civic Center metering of steam and chilled water.

Phase 2 began in FY 2011-12, has an estimated cost of \$573,251, and will develop a CUF Strategic Development Plan for the maintenance and upgrade of the CUF and related Civic Center heating, cooling and electrical systems.

Subsequent phases include the following: Phase 3 - installation of six (6) new skid mounted primary loop chiller/absorber supply pumps and all correlated electrical feed equipment and piping systems for improved flow controls to chillers and absorbers; Phase 4 - the removal of Chillers CR2 and CR3 and the installation of two (2) new steam turbine driven chillers and a new absorber for improved chilled water supply;

Phase 5 – connection of the steam supply to the Gates and Osborne buildings ; Phase 6 – replacement of the CUF cooling tower and water pumps; and Phase 7 - replacement of the chilled water east-loop connecting Civic Center buildings with the CUF for continued reliable operation of the system.

Currently, the CUF has no replacement reserves to fund these types of large capital projects. The capital projects can only be funded using a pay as you go method or debt financing. Effective FY 2010-11, the billable Non-General Fund portion (approximately 15%) of cogeneration revenue will be accumulated annually in the General Fund Reserve to replace equipment in the future at the CUF. In FY 2010-11, \$238,000 was added to General Fund Capital Projects Reserve and \$365,690 was added in FY 2012-13 First Quarter Budget Report. The County Executive Office and OC Public Works will continue work together to identify and secure funding for CUF infrastructure projects. The 2012 Strategic Priority for the CUF infrastructure upgrade project includes an assumption of \$52 million in bond proceeds which will require \$5 million annual debt service payments for 12 years. Budget Control 036 Net County Cost is insufficient to fund all \$52 million CUF infrastructure upgrades, but may have sufficient funding to pay the \$5 million annual debt service cost.

OC Public Works Countywide Annual Capital Improvement and Maintenance and Repair Plan

Each year OC Public Works (OCPW) submits a list of projects related to the maintenance and repair of all county facilities. The 2012 SFP Annual Capital Improvement and Maintenance and Repair Plan submitted by OCPW includes requests of \$83.6 million for FY 2013-14 through FY 2017-18 that includes the following components:

Central Utility Facility	\$ 52.7 million
Electrical Equipment	\$ 2.6 million
Elevators	\$ 1.0 million
Fire Alarm Systems	\$ 0.4 million
Generators	\$ 5.6 million
HVAC Equipment	\$ 4.8 million
Miscellaneous	\$ 13.2 million
Card Access	\$ 0.7 million
Roofs	<u>\$ 2.6 million</u>
Total	\$ 83.6 million

The 2012 SFP for the Annual Maintenance and Repair Plan includes a \$52.7 million Strategic Priority for the Central Utility Facility – Infrastructure Upgrades which was not included in the 2011 SFP.

In prior years, maintenance of and repairs to generators, Heating, Ventilation, and Air Conditioning (HVAC) equipment, and card access systems in County buildings have been deferred, cancelled or transferred and now require attention to keep the County buildings operational.

Facilities Master Plan (FMP)

On October 17, 2006, the Board adopted the Facilities Master Plan (FMP) by Gensler & Associates, and approved fifteen (15) implementing initiatives. In fiscal year 2007-08, the Board approved \$6.3 million to address the FMP initiatives, and in FY 2008-09, four (4) new initiatives were added. Many FMP projects were subsequently deferred as part of budget reductions. In FY 2009-10, FMP expenditures were \$101,956, and in FY 2010-11, FMP expenditures were \$117,628. The FMP was not budgeted in FY 2011-12, but a mid-year budget adjustment added \$100,000 in funding for Board-directed work related to Building 16 and the County Real Estate Database. In FY 2012-13 FMP funding is budgeted at \$336,395.

Some initial tasks related to FMP were completed including:

- Distribution of the FMP
- Formal adoption of workspace guidelines
- Adoption of County Real Estate Database for inventory purposes
- Preparation of development plan options for Building 16
- Identification of storage needs and preparation of a plan for new storage facility at Chestnut
- Preparation of Request for Proposal (RFP) to engage a consultant to identify potential uses and costs associated with development of the County's 100 acre El Toro Parcel
- Monitor Lease Conveyance properties and return to Board to implement buyout provisions
- Acquisition of 800-840 Eckhoff
- Research of the possibility of landlord upgrades to the 888 N. Main facility in exchange for a lease term extension
- Obtaining Greenspot entitlements

The following FMP Initiatives require funding to complete:

- Replacement of the Public Health Facility on 17th Street in Santa Ana
- Relocation of Fruit Street operations and Develop County Operations Center to receive relocated Fruit Street operations

- Monitor progress of Agency master planning by HCA, SSA, Probation, DA, PD, and Sheriff and report annually
- Analysis of uses and potential disposition of 909 Main Street

Several of the FMP initiatives have evolved from the original scope and continue in new forms with new objectives. The following summary provides pending FMP items and status as of November 2012:

- Expand use of the County Real Estate Database in combination with other software platforms
(Status: RFP and ASR in planning phase)
- Master Plan the Civic Center and report to Board on Building 16 options
(Status: currently advancing under Board direction with consultant)
- Study document imaging, reduction of storage costs, standards development, and countywide information dissemination and training
(Status: CEO IT electronic data storage made new warehouse unnecessary)
- Construct new Animal Care Facility
(Status: location to be on land within the Tustin Legacy)
- Identify uses and costs associated with development of the El Toro 100 acre parcel
(Status: Board's direction on development has been implemented, including Board approval of lease to the water park)
- Take various actions to develop parcels around South Justice Center
(Status: Urban Land Institute (ULI) Technical Assistance Panel (TAP) with Statement of Qualification (SOQ) completed, RFP to follow)
- Form Agency FMP Group to meet and discuss projects and progress of facilities planning within the Agencies; meet to discuss ideas to maximize implementation of the FMP
(Status: CEO formalized as the Liaison Program).

In September 2011, staff and consultants reported on the real estate market, the status of the FMP, and opportunities for Board consideration. The Board directed the Real Estate team and consultants to return with a matrix of information about current and future County real estate needs and recommendations supported by the data.

In February 2012, the Board considered the staff recommendations and directed Real Estate staff and consultants to pursue acquisition opportunities. In August 2012, the Board heard an ASR presenting a slate of Building 16 development partners, selected Related/Griffin, and asked for development of a Civic Center Master Plan to inform options and next steps for Building 16.

In summary, the Facilities Master Plan initiatives are ongoing, and corporate real estate was reorganized under the County Executive Office to enhance responsiveness to Board and CEO directives.

Trial Court Facilities

The County successfully completed the transfer of maintenance and capital project responsibilities for all but two Court facilities to the State Administrative Office of Courts (AOC). The two facilities not transferred are: 1) the Community Court facility located at 909 Main Street, Santa Ana; and 2) the Computer System Trailer facility located near Lamoreaux Justice Center in Orange. The County is the managing party for these two Court facilities and receives reimbursement from the State AOC for the proportionate share of Court-operated space. The State AOC is the managing party for all other Court facilities and the County reimburses the State for its proportionate share of County-occupied space.

Sheriff-Coroner Facilities

Each year the Sheriff-Coroner submits a list of projects related to the maintenance and repair of all Sheriff-Coroner facilities. An annual Maintenance and Repair Plan (MRP) is used to identify significant planned maintenance projects required over the next five years at the various Sheriff-Coroner facilities. The maintenance projects for the period of FY 2013-14 through FY 2017-18 include infrastructure, facility, systems, and equipment maintenance and replacement to prevent catastrophic failures that would negatively impact various Sheriff-Coroner buildings and facilities.

The Sheriff's Department develops an annual Capital Improvement Plan to identify improvements required at Sheriff-Coroner facilities. Capital projects for the period of FY 2013-14 through FY 2017-18 include new facilities, safety and security enhancements, equipment and system improvements, facility improvements, and responses to mandated requirements (summarized as follows):

Strategic Priorities / Maintenance & Capital Projects over \$1 million

New Facility *	\$ 106.7 million
Safety & Security	\$ 7.3 million
Equip/System Improvements	\$ 26.6 million
Facility Improvements	\$ 11.6 million
Total	\$ 152.2 million

*Includes James A. Musick Facility (JAMF) jail expansion; \$100 million provided via AB 900. The \$7 million for design to be encumbered during FY 2012-13 is budgeted in Sheriff-Coroner Capital Project Fund 14Q.

Capital Improvement Projects / Maintenance & Capital Projects >\$150k, < \$1 million

New Facility	\$ 0.8 million
Safety & Security	\$ 0.6 million
Equip/System Improvements	\$ 11.7 million
Facility Improvements	\$ 5.7 million
Mandate Requirements	<u>\$ 0.1 million</u>
Total	\$ 18.9 million

The new facility category includes an alternate Emergency Operations Center (EOC) (\$0.8 million) for the County of Orange, a new South County substation, and expansion of the James A. Musick Facility (\$106.7 million). The County submitted an application to the State for funding of \$100 million for the Phase I expansion of 512 beds at the James A. Musick Facility. The county subsequently received a conditional award of \$100 million. Safety and security items refer to facility and systems improvements that directly impact operational, staffing, and facility safety and security. Equipment and system improvements relate to upgrades, replacements, or improvements of equipment and systems used for facilities and operations. Facility improvements refer to modifications and improvements to facilities to support operational and facility needs. Mandate requirements include work at Sheriff-Coroner facilities to meet compliance or regulatory needs.

The Musick Master Plan and a draft Supplement to Environmental Impact Report (EIR) 564 have been completed and circulated for public review. Orange County Planning Commission and Board of Supervisor approvals are anticipated in late 2012.

The funding requirement for the Sheriff facilities, excluding the new JAMF facility, totals \$64.4 million. The countywide Capital Projects, Budget Control 036, includes funding of \$14 million for these projects. The Sheriff will continue to identify funding for the remaining projects from the Sheriff-Coroner Budget Control 060, Public Safety Sales Tax (Prop 172) revenue, Sheriff-Coroner Construction and Facility Development Fund 14Q, and other funding sources.

Criminal Justice Facilities

Many routine capital maintenance and project needs for Probation's detention facilities have been accommodated in the Fund 104 Criminal Justice Facilities budget. This fund is made up of revenues collected from court surcharges and penalty assessments on parking violations and criminal fines. Larger scale projects for Probation Department

facilities have previously been funded through the Fund 104, Criminal Justice Facilities, budget and the Budget Control 036, Capital Projects, budget.

It has been more than seven years since the Probation Department completed comprehensive capital needs studies for the following facilities: Juvenile Hall; Los Piños Conservation Camp; Joplin Youth Center; and the Youth Guidance Centers. A decision was made in 2009 to close the Los Piños facility, but substantial maintenance projects must be completed before transitioning the facility to the US Forest Service. Many of the projects identified in the 2001 study were completed, but the facilities continue to require resources for maintenance and upgrades. The Probation Department began a process to develop another assessment study for these facilities. Based on the prior studies, the Probation Department and OC Public Works submitted the Probation Facilities Capital Improvement Plan requesting funding of \$8.4 million, which is slightly less than the 2011 SFP due to an ongoing reduction in revenue for implementation of State audit findings. The SFP for Fund 104 includes \$22.5 million in revenue over five years, which will be used for debt service payments on the Sheriff's Forensic Science Building (\$13.1 million), Probation Facilities Capital Improvement Plan (\$8.4 million), and unallocated contingencies (\$1 million).

John Wayne Airport

While the major components of John Wayne Airport's \$543.1 million Airport Improvement Program are complete, construction continues on ancillary Improvement Program projects plus new Capital Improvement Projects (CIP) to solidify and extend John Wayne Airport's reputation as one of the country's most efficient and passenger-friendly airports. A total of \$118.9 million funding for Capital Projects is included in the SFP for Fiscal Years 2013-14 through 2017-18. Of the \$118.9 million, \$35.0 million is for the Improvement Program and \$83.9 million is for new Capital Improvement Projects. The improvements are funded by various JWA funding sources (JWA revenue and reserves, Federal Aviation Administration grants, State Grants, and other revenues). Because the SFP does not reflect carry-forward FBA that will result from FY 2012-13 recognition of bond proceeds revenue not currently in the budget, additional future year capital project amounts funded from carry-forward FBA may be added to amounts currently shown in the SFP.

Newport Bay Tidelands

OC Parks plans to construct one new capital project in the Newport Bay Tidelands area during the next five years. In FY 2015-16, Newport Bay Tidelands, Fund 106, will budget \$400,000 to repair the existing concrete seawall adjacent to the recreation beach and south of the new seawall at the Newport Harbor Patrol facility. This is

necessary to protect the existing seawall structure from erosion and protect tidelands beach property adjacent to the seawall.

In addition, OC Parks continues to add approximately \$254,000 each year to a reserve account in the Newport Bay Tidelands Fund for future dredging of the Newport Dunes Marina.

OC Animal Care

Construction of a new animal care facility is currently part of the County Facilities Master Plan. The existing facility is old, inadequate for current needs, and in continual need of repairs and upgrades. The current plan is to construct a new animal shelter on five acres at the former Marine Corps Air Station in Tustin. Conveyance of the land from the Department of the Navy to the County is expected in FY 2013-14. At this time, the cost of the project is estimated between \$20 million and \$30 million.

The General Fund Strategic Priority Reserve has \$4.1 million designated for this project. The remaining cost would be allocated among the contract cities. Initial costs established in the FY 2012-13 Capital Improvement Plan are estimates for environmental and preliminary architectural and design work for the project.

OC Dana Point Harbor

The OC Dana Point Harbor Capital Improvement Plan includes revitalization of Dana Point Harbor with a total cost estimated at \$160 million. Planned funding for the project is use of accumulated OC Dana Point Harbor reserves and cash flow. Additional funding requests include a potential bond sale, and a California Department of Boating and Waterways (DBW) loan, of which \$24.5 million has been approved for reimbursement. OC Dana Point Harbor and County Executive Office Public Finance staff will present the initial financial plan to the Public Facilities Advisory Committee and the Board of Supervisors for consideration of anticipated Bond proceeds.

OC Flood

The Flood Fund Capital Improvement Plan includes the design, construction and maintenance of the regional flood control channels to provide flood protection from a 100-year flood event. It is currently estimated that over \$2.5 billion of capital project expenditures are required to overcome existing countywide flood control deficiencies. The projects in the Flood Fund Capital Improvement Plan (CIP) are needed to address existing flood control deficiencies, and work toward the goal of reducing the risk of flooding during a 100-year storm event. The projects in the CIP would reduce or

eliminate 100-year floodplains, therefore eliminating the need for costly high risk flood insurance premiums, and provide the availability of lower cost preferred risk flood insurance premiums. The CIP includes the most critical flood projects, particularly those in the Westminster and San Juan Creek watersheds, the two largest floodplains in Orange County.

The County is seeking in-kind credit from the US Army Corps of Engineers (USACE) for flood projects that are determined to be integral with the USACE Watershed studies. In-kind credit can be considered per Section 221 of the Flood Control Act of 1970 as amended by Section 2003 of Water Resources Development Act 2007 once the USACE completes and distributes its Draft Integrated Engineering and Environmental Project Report for review and the local sponsor (County) enters into a Memorandum Of Understanding (MOU) with the USACE for crediting in-kind construction work. If successful, the USACE would contribute approximately \$100 million dollars in capital improvements for flood control projects within the two largest watersheds. Projects in these watersheds have been deferred to 2014 and later which is the timeframe anticipated for the USACE to complete the Watershed studies and provide the County with the letter of credit.

OC Flood – Capital

The OC Flood – Capital Fund includes the purchase of properties required for the construction of Prado Dam and other features of the Santa Ana River (SAR) Mainstem Project. The Project is designed to protect 110,000 acres of Orange County from a 190-year flood and to prevent over \$15 billion in flood damage. The Project also includes the Santa Ana River Interceptor (SARI) Line utility relocation (owned by the Sanitation District). The County receives 70% cost reimbursement from the State for the SAR project. As of September 2012, \$26.4 million was outstanding in receivables from the State Subvention Fund for claims that were submitted. In addition, there are \$43.1 million in claims not yet submitted to the State for a total of \$69.5 million that will be received from the State Subvention fund. In FY 2011-12, the State Subvention Fund reimbursed \$59.4 million. The OC Flood - Capital, Fund 404, SFP includes \$35 million for SAR land acquisition, \$40 million in funding from the State Subvention Fund and \$12.0 million net transfer to Flood Fund 400. The Army Corps of Engineers has identified up to 2,268 acres of land to complete the Prado Dam Project. The County has purchased 864 acres of land as of June 2012 and 1,404 acres still need to be purchased to complete the Prado Dam land acquisition plan. As of September 2012, the County has spent \$213.0 million to acquire 864 acres of land for the Prado Dam Project. The County's estimate for the remaining 1,404 acres of land is \$220.6 million.

OC Road

The OC Road Fund Capital Improvement Program includes the planning, design, construction and maintenance of the County's 319.4 miles of roadways in unincorporated areas. This highway infrastructure network consists of unincorporated County roads, bridges, storm drains, traffic safety features, and all other features within the public road right-of-way. The County constructs roadway widening and gap closures, performs pavement rehabilitation, constructs sound walls and retaining walls, improves intersections and installs traffic signals, stop signs and other traffic safety controls to comply with County, Federal and State standards for maintaining safe and efficient movements of goods and services throughout unincorporated Orange County. When implemented, the road component of the Strategic Financial Plan (SFP) will result in safer driving conditions, better traffic flow, and less congestion for the public. The Road Capital Improvement Program includes capital projects funded by Highway Users Tax Account (HUTA – gas taxes), Proposition 1B, Orange County Transportation Authority (OCTA) Measure M, state and federal grants.

The OC Road Fund Five-Year SFP includes \$113.9 million for capital projects. This includes an estimated \$56 million for the construction of Cow Camp Road Segments 1 and 2, La Pata Avenue, and Oso Parkway at Antonio Intersection. An additional estimated \$103.8 million capital project costs for these projects are not included in the Road Fund's Five-Year SFP or budget plans and will be budgeted and funded separately by Community Facilities Districts (CFDs) and the South County Roadway Improvement Program (SCRIP).

In May 2007, the OC Road Fund 115 presented to the Board of Supervisors an identified need of \$2.3 billion in funding for projects over the next 35 years. OC Road considered all current and future funding, including one-time and ongoing sources, to address County needs for the next 35 years. However, there is insufficient funding to complete all the projects considered, and many road projects will be deferred to future years. OC Road intends to pursue funding from Federal, State, local, and other sources to address future funding shortfalls.

OC Parks

A continuing top priority for OC Parks is to devote sufficient staff and financial resources to properly manage, maintain, and protect the park facility infrastructure and park lands entrusted to the care of OC Parks. After budgeting for all required park operating expenses, OC Parks continues to budget as much as possible for facility maintenance projects to ensure that all recreation facilities are functioning properly, safe, and available for public enjoyment. To achieve that goal, OC Parks plans to budget

approximately \$4 million each year in Fund 405, for the next five years, to pay for minor repairs and maintenance of park facilities.

OC Parks is currently implementing several large capital projects to maintain park infrastructure and enhance park facilities. These projects include replacing the domestic water lines at Irvine Regional Park, constructing a new water delivery system at Casper's Regional Park, constructing an archery range at Mile Square Regional Park, upgrading the utility infrastructure at Irvine Ranch Historic Park, and refurbishing several historic buildings at Irvine Ranch Historic Park.

Beginning in FY 2013-14, OC Parks plans to budget approximately \$16 million for capital projects over the next five years. Major projects include \$1.5 million to complete the water delivery system at Caspers Regional Park, \$2.5 million to dredge Sunset Harbor, \$7.5 million to construct an extension to the Santa Ana River Trail from Gypsum Canyon Road to the Orange County line, and \$0.9 million to reinforce the eroding banks of creeks that run through three regional parks. OC Parks plans to fund these required projects using existing fund balance available and approximately \$5.7 million from existing capital project reserves in Capital Project Fund 406.

OC Public Libraries

The OC Public Libraries' Capital Improvement Plan includes significant capital improvements to the San Clemente Library branch facility. The San Clemente Library Expansion Project will refurbish and expand the branch library facility adding approximately 4,396 square feet of existing space from the Senior Center to the current library facility. The refurbishment includes improved facility lighting, HVAC systems replacement, carpet replacement, new checkout locations, new computer locations, and additional space for young children and adults. The project will also add group technology advances with two training and webinar facilities.

The cost of the San Clemente Library Expansion Project is estimated at approximately \$1.65 million. Funding for the project comes from approximately \$0.7 million available from Library Fee Developer Deposits, with the remainder coming from the City of San Clemente and the San Clemente Friends of the Library Group. The project is currently in the design phase with plans approximately 80% completed. Construction is scheduled to begin in FY 2013-14.

OC Waste & Recycling

In order to continue providing adequate landfill capacity for the citizens of Orange County, OC Waste & Recycling will continue to fund capital projects necessary to ensure future landfill development. The capital projects will provide the infrastructure needed for safe and efficient landfill operations, compliance with local, state and federal regulations, and natural resource protection. The OC Waste & Recycling, Fund 273, SFP includes \$111.9 million for capital projects.

OC Watersheds

To improve urban runoff treatment and meet regulatory compliance, the Munger Sand Filter project will expand the current sand filter system to accommodate the necessary drainage discharge from Munger Storm Drain at an estimated cost of \$0.8 million. This project will improve water quality in Aliso Creek and downstream at Aliso Beach. The Serrano Creek project will stabilize the creek bed and banks, restore riparian habitat, and reduce sediment loadings to Newport Bay at an estimated cost of \$16.5 million, with \$4.8 million included in the OC Watersheds Five-Year Plan. OC Watersheds seeks to obtain grant funding to offset costs. The treatment system for selenium removal will assist dischargers in meeting environmental compliance requirements.

Summary – General Fund

In FY 2012-13, through the first quarter budget report, capital project appropriations in Capital Projects, Budget Control 036, equate to \$10.9 million in projects. Total five-year net project costs for Capital Projects summarized in this SFP are \$110.6 million.

The five-year Capital Improvement Plan for the General Funds totals \$102.9 million in estimated costs. Currently, available sources are forecasted at \$13.6 million, leaving a requested balance of \$89.3 to be funded with the General Fund (Net County Cost). In addition, the Central Utility Facility requires capital projects totaling \$51.5 million, which is submitted as a strategic priority funded from bond proceeds and requires an annual debt service of \$5.3 million for twelve years.

These projects (and any subsequently identified) will be evaluated for funding during the FY 2013-14 Annual Budget process. Project needs and related costs will be evaluated again during the next Strategic Financial Planning cycle which will begin in July 2013.

Summary – Non-General Funds

This Capital Improvement Plan includes capital improvement needs for the County's balanced funds including: OC Road, OC Flood, OC Flood-Capital, OC Parks, OC Waste & Recycling, John Wayne Airport, OC Dana Point Harbor, OC Watersheds, Newport Bay Tidelands, Santa Ana River, and others. Specific project-level detail is provided for each fund with capital projects. The five-year Capital Improvement Plan for the non-General Funds totals \$659.7 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 2013-14 annual budget process.

County of Orange
Capital Improvement Plan for 2012 SFP
General Fund Capital Projects - Agency 036

Description	Financing Sources	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast	Total Forecast
Capital Projects								
Appropriations								
Countywide Capital Projects	General Fund	7,254,770	6,495,890	4,171,475	2,126,704	5,475,964	1,422,572	19,692,605
CUF Capital Projects	CUF Infrastructure Bonds		0	14,264,481	2,357,385	15,132,392	19,735,282	51,489,540
CUF Infrastructure Bonds - Debt Service payment	General Fund			5,328,341	5,328,341	5,328,341	5,328,341	21,313,364
800 MHz Capital Projects	15L-Sheriff Communications	358,000						0
Transfer to 14Q - Sheriff Deferred MRP	General Fund	2,575,711	2,695,619	2,845,190	2,820,040	2,826,000	2,779,440	13,966,289
Other Deferred Maint Projects & Contingencies	General Fund	766,486	11,808,491	9,074,994	11,787,515	9,094,173	13,875,860	55,641,033
Department Capital Project Needs	General Fund		3,209,991	2,860,343	1,728,940	2,259,583	3,579,727	13,638,584
Total Appropriations/Reimbursements		10,954,967	24,209,991	38,544,824	26,148,925	40,116,453	46,721,222	175,741,415
Revenue Sources								
Countywide Capital Projects - Reimbursements			3,209,991	2,860,343	1,728,940	2,259,583	3,579,727	13,638,584
800 MHz Capital Projects		358,000						0
CUF Infrastructure Bonds - Drawdown from Bond Proceed			0	14,264,481	2,357,385	15,132,392	19,735,282	51,489,540
Total Revenue		358,000	3,209,991	17,124,824	4,086,325	17,391,975	23,315,009	65,128,124
Net County Cost		10,596,967	21,000,000	21,420,000	22,062,600	22,724,478	23,406,213	110,613,291
CIP Summary								
Appropriations		10,954,967	24,209,991	38,544,824	26,148,925	40,116,453	46,721,222	175,741,415
Revenue Sources		358,000	3,209,991	17,124,824	4,086,325	17,391,975	23,315,009	65,128,124
NCC		10,596,967	21,000,000	21,420,000	22,062,600	22,724,478	23,406,213	110,613,291
Capital Projects Agency 036 NCC Limits		10,596,967	21,000,000	21,420,000	22,062,600	22,724,478	23,406,213	110,613,291
NCC Savings from Cap Project Reductions		0	0	0	0	0	0	0

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.

County of Orange
Capital Improvement Plan for 2012 SFP
Criminal Justice Facilities - ACO Capital Projects Fund 104

Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast	Total Forecast
Capital Projects							
Appropriations							
Debt Services - Forensic Science Building	2,626,852	2,623,608	2,619,815	2,617,157	2,612,919	2,606,658	13,080,157
Debt Service Admin Fee	5,000	5,000	5,000	5,000	5,000	5,000	25,000
Transfer to Capital Project 036 for Sheriff Deferred MRP							0
Probation Facilities	3,657,447	2,156,186	1,884,531	1,495,124	1,242,206	1,573,419	8,351,466
Unallocated - Contingencies for Probation Facilities	261,365	100,000	100,000	100,000	478,660	239,800	1,018,460
Total Appropriations/Reimbursements	6,550,664	4,884,794	4,609,346	4,217,281	4,338,785	4,424,877	22,475,083
Revenue Sources							
Beginning Fund Balance Available & Other	1,987,671	0	0	0	0	0	0
Excess Fund Balance Adjustment 1st Q	1,595,428						
Decrease (Increase) to reserves	(1,595,428)	950,560	557,835	44,974	42,059	0	1,595,428
Court Fines, Fees, and Penalties	4,515,993	3,909,234	4,026,511	4,147,307	4,271,726	4,399,877	20,754,655
Interest	32,000	10,000	10,000	10,000	10,000	10,000	50,000
Misc. Revenue	15,000	15,000	15,000	15,000	15,000	15,000	75,000
Total Revenue	6,550,664	4,884,794	4,609,346	4,217,281	4,338,785	4,424,877	22,475,083
Ending Fund Balance Available (FBA)	0	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P1 PUBLIC PROTECTION								
FUND: 14Q								
AGCY: 14Q SHERIFF-CORONER CNST & FAC DEV								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
14QP780	1	ICE - Theo Lacy Office Renovation						
		Revenue:	0	0	0	0	0	0
		Expense:	500,000	500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	500,000	500,000	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Renovate and convert the old Communications building at the Theo Lacy Facility into office space for Immigrations and Customs Enforcement (ICE) staff that are assigned to Theo Lacy. The scope will include offices and other spaces that are contractually required. The cost of this project is offset by FBA.						
14QP745	2	James A. Musick Facility - Reskin Tents						
		Revenue:	0	0	0	0	0	0
		Expense:	580,000	0	580,000	0	0	0
		Balance (Funded by NCC/FBA):	580,000	0	580,000	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Reskin tents used to house inmates at the James A. Musick Facility. The existing tent skins are nearing the end of their useful life. The cost of this project is offset by FBA.						
14QP602	3	Central Jail Complex - Consolidated Maintenance Project						
		Revenue:	0	0	0	0	0	0
		Expense:	1,675,025	0	0	1,675,025	0	0
		Balance (Funded by NCC/FBA):	1,675,025	0	0	1,675,025	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		These projects are for sustainment of facilities that are critical to Sheriff's operations. Health & Safety mandates at these jail facilities and other public safety facilities require action on the work identified to avoid unplanned shutdowns and ensure the ongoing safe operation of these facilities. The majority of these funds are anticipated to be used for smoke detections systems in the Men's and Women's Jails. The cost of this project is offset by FBA.						

Sheriff-Coroner Construction and Facility Development continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
14QPZ01	4	Sheriff Facility Maintenance & Repair Plan						
		Revenue:	2,575,711	2,695,619	2,845,190	2,820,040	2,826,000	2,779,440
		Expense:	2,575,711	2,695,619	2,845,190	2,820,040	2,826,000	2,779,440
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 100 Other: 0						
Description:		<p>Repair and maintenance of certain facilities are required by health and safety mandates pertaining to the jails and other public safety facilities to avoid unplanned shutdown of facility functions, punitive actions by regulatory agencies and to minimize health and safety risks to staff, inmates and the public. The items in this plan have been identified as the most critical areas in need of repair and upgrade.</p> <p>The cost of this project will be funded by Budget Control 036 Capital Projects.</p>						
		Agency 14Q Total Revenue:	2,575,711	2,695,619	2,845,190	2,820,040	2,826,000	2,779,440
		Agency 14Q Total Expense:	5,330,736	3,195,619	3,425,190	4,495,065	2,826,000	2,779,440
		Agency 14Q Balance (Funded by NCC/FBA):	2,755,025	500,000	580,000	1,675,025	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P2 COMMUNITY SERVICES								
FUND: 106								
AGCY: 106 COUNTY TIDELANDS - NEWPORT BAY								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
106PZ01	1	Newport Bulkhead Repair						
		Revenue:	0	0	0	400,000	0	0
		Expense:	0	0	0	400,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Repair the southern section of the existing bulkhead structure at Newport harbor patrol facility to protect the structure from weakening and to prevent erosion of tidelands property adjacent to and behind the bulkhead.						
		Agency 106 Total Revenue:	0	0	0	400,000	0	0
		Agency 106 Total Expense:	0	0	0	400,000	0	0
		Agency 106 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P2 COMMUNITY SERVICES

FUND: 119

AGCY: 119 OC PUBLIC LIBRARIES - CAPITAL

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
119P456	1	San Clemente Branch Expansion and Remodel Project						
		Revenue:	1,318,149	1,318,149	0	0	0	0
		Reserves:	195,807	195,807	0	0	0	0
		Expense:	1,513,956	1,513,956	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		<p>This capital project is for the refurbishment and expansion of the San Clemente branch library facility. The expansion project will add approximately 4,396 square feet of newly occupied space. The refurbishment and expansion project includes improved facility lighting, Heating and Ventilation and Cooling system replacement, carpet replacement; new checkout locations, new computer locations for public access computers, a new webinar and computer training center, additional areas for young children and adults; Americans with Disabilities Act (ADA) ramp improvements, and relocation of the Friends of the Library bookstore.</p> <p>Funding for the project comes from approximately \$653,000 available from Library Fee Developer Deposits with the remaining funding coming from the City of San Clemente and the San Clemente Friends of the Library Group.</p>						
		Agency 119 Total Revenue:	1,513,956	1,513,956	0	0	0	0
		Agency 119 Total Expense:	1,513,956	1,513,956	0	0	0	0
		Agency 119 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P2 COMMUNITY SERVICES

FUND: 406

AGCY: 406 OC PARKS CAPITAL

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
406P001	1	Change Orders						
		Revenue:	0	0	0	0	0	0
		Reserves:	2,095,606	1,000,000	500,000	500,000	500,000	339,000
		Expense:	2,095,606	1,000,000	500,000	500,000	500,000	339,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Funding required for construction change orders and for unanticipated capital project needs that arise during the fiscal year.						
406P929	2	Caspers Park Water System						
		Revenue:	0	0	0	0	0	0
		Reserves:	850,000	1,500,000	0	0	0	0
		Expense:	850,000	1,500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Construct improvements to water delivery system at Caspers Regional Park including water well, water tank, and water lines. Existing water delivery system for many years has not been able to provide a reliable, sufficient amount of potable water for day use visitors and campers who use Caspers Regional Park.						
406P930	3	Aliso Creek Trail Bridge						
		Revenue:	0	0	0	0	0	0
		Reserves:	152,000	200,000	0	0	0	0
		Expense:	152,000	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Replace a damaged and inaccessible bike and pedestrian trail creek crossing (concrete and pipe structure) with a new pre-fabricated bridge. The project site is located south of the Interstate 5 freeway between Alicia Parkway and Los Alisos Boulevard in Laguna Hills.						

OC Parks Capital continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
		Revenue:	0	0	0	0	0	0
		Reserves:	0	0	0	300,000	0	0
		Expense:	0	0	0	300,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Randolph Channel, which flows through Craig Regional Park, has experienced substantial erosion of its banks due to several large rain storms in recent years. OC Parks plans to install rip rap and other protective structures along the banks of Randolph Channel to prevent further erosion and protect park property along the creek banks. The project will also improve the eroded concrete lake edge to improve aesthetics and safety.						
406P919	5	Modjeska Box Car Bridge Repair						
		Revenue:	0	0	0	0	0	0
		Reserves:	162,000	200,000	0	0	0	0
		Expense:	162,000	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Modjeska Boxcar Bridge provides access over Modjeska Creek to OC Parks property within the Modjeska Nature Preserve. Heavy rains in the Santa Ana Mountains can bring large amounts of silt and debris to pile up against the Boxcar Bridge which can weaken the bridge and make it unsafe to use during storms. OC Parks plans to raise the bridge by elevating the bridge abutments by several feet to allow water and debris to more easily pass under the bridge during large rain storms.						
406PZ02	6	Caspers Park Verdugo Creek Repairs						
		Revenue:	0	0	0	0	0	0
		Reserves:	0	300,000	0	0	0	0
		Expense:	0	300,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Verdugo Creek, which flows through Caspers Regional Park, has experienced substantial erosion of its banks from previous major rainstorms. Continued bank erosion could impact the park's maintenance facility. OC Parks plans to install rip rap streambank protection along Verdugo Creek to prevent further erosion and protect park property along the creek.						

OC Parks Capital continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
		Revenue:	85,000	0	0	0	0	0
		Reserves:	315,000	0	2,500,000	0	0	0
		Expense:	400,000	0	2,500,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Dredge certain waterways of Sunset Harbor to ensure safe travel for boating public. Silt and debris has built up in several waterways that is starting to pose a hazard for boats to navigate through Sunset Harbor.						
406P933	8	Santiago Oaks Park Arizona Crossing						
		Revenue:	0	0	0	0	0	0
		Reserves:	50,000	0	100,000	0	0	0
		Expense:	50,000	0	100,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The arizona crossing at Fossil Creek has deteriorated due to storm events starting in 2005. The downstream side of the crossing has been undercut due to excessive scouring causing the concrete to crack and drop. The project involves removing the existing damaged crossing and constructing a new safe and lesser visual impacting concrete crossing for park operations staff, emergency and user access.						
406PZ03	9	O'Neil Park Tijeras Creek Repairs						
		Revenue:	0	0	0	0	0	0
		Reserves:	0	0	300,000	0	0	0
		Expense:	0	0	300,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Storm events of 2005, 2007 and 2010 damaged the historic fill of Antonio Parkway and V ditch system from the toe of the fill slope up to and including the Tijeras Creek Trail terrace and V ditch crossing structure. The trail is closed and a detour to the sidewalk of Antonio Parkway has been established. The project involves reconstruction of the slope to maintain a 15 foot wide trail for hikers, bikers, equestrian and park maintenance vehicles.						

OC Parks Capital continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
		Revenue:	2,000,000	0	0	7,500,000	0	0
		Expense:	2,000,000	0	0	7,500,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Proposition 84 has previously allocated \$500,000 funding to OC Parks to prepare an Engineer's Report to improve the alignment of the Santa Ana River Trail (Phase I) and \$2,000,000 to prepare environmental documentation and construction plans to extend the Trail between Gypsum Canyon Road and the County Boundary (Phase II). OC Public Works/Flood staff expect to construct the extension of the Santa Ana River Trail for \$7,500,000 in FY 2015-16 using additional Proposition 84 funding.						
406PZ04	11	O'Neil Park Entry Reconfiguration						
		Revenue:	0	0	0	0	0	0
		Reserves:	0	0	0	300,000	0	0
		Expense:	0	0	0	300,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Project involves various improvements to ease congestion at the entrance of O'Neill Park, expediting park entry experience, and enhance user safety. Specific improvements include a refurbishment of the existing gate house and entrance outbuilding, landscaped medians, lane reconfigurations, traffic queue, and safety enhancements.						
		Agency 406 Total Revenue:	5,709,606	3,200,000	3,400,000	8,600,000	500,000	339,000
		Agency 406 Total Expense:	5,709,606	3,200,000	3,400,000	8,600,000	500,000	339,000
		Agency 406 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES								
FUND: 108								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
108PZ03	1	108 - Harbor Dredging						
		Revenue:	0	0	1,529,505	0	0	0
		Reserves:	0	0	1,475,495	0	0	0
		Expense:	0	0	3,005,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Dredging of Dana Point Harbor is anticipated every 4-6 years to maintain safe and navigable harbor depths for vessels.						
108PZ01	2	108 - Revitalization Plan						
		Revenue:	0	10,290,000	4,800,000	34,249,380	0	0
		Reserves:	0	0	22,249,380	0	10,499,380	13,800,000
		Expense:	0	10,290,000	27,049,380	34,249,380	10,499,380	13,800,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Revitalization Plan anticipates the landside portion to begin in Phases 1-3 and 5 which will include the renovation and/or construction of new buildings for the commercial core; updating of infrastructure including accommodations for ADA compliance; new parking structure; and an enhanced dry boat storage facility. Phases 6-18 of the Revitalization Plan includes rebuilding of the docks and support structures for the marinas in Dana Point Harbor, including making upgrades based on new code requirements including ADA requirements.						
		Agency 108 Total Revenue:	0	10,290,000	30,054,380	34,249,380	10,499,380	13,800,000
		Agency 108 Total Expense:	0	10,290,000	30,054,380	34,249,380	10,499,380	13,800,000
		Agency 108 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 115

AGCY: 115 OC ROAD

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115LZ01	1	Meads & Amapola Avenue Bridges ROW at Handy Creek						
		Revenue:	0	200,000	0	0	0	0
		Expense:	0	200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		The project is for replacement of the culvert crossing with a larger culvert for drainage improvements. The project includes reconstruction of an existing culvert crossing with a larger culvert for road and drainage improvements. A project report is required.						
115L000	2	Undesignated Land						
		Revenue:	500,000	250,000	250,000	250,000	250,000	250,000
		Expense:	500,000	250,000	250,000	250,000	250,000	250,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Funds budgeted for unforeseen/ undesignated capital project right-of-way acquisition.						
115LZ03	3	El Toro Road Widening ROW - Glenn Ranch Road to Live Oak Canyon Road						
		Revenue:	0	0	0	1,500,000	0	0
		Expense:	0	0	0	1,500,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 57 Federal: 0 General Fund: 0 Other: 43						
Description:		Consists of widening the existing 2-lane road to a 6-lane major arterial road, from 60 feet to 120 feet. The widening will allow for 2 additional travel lanes in each direction, 14 feet wide median, 8 feet wide shoulders for bikeways, and 9 feet wide raised sidewalks. The work will also include construction of storm drains on both sides of the road, several utility relocations, retaining walls, and may involve right of way acquisition. Developer needs to correct a major slide on the easterly side of the road adjacent to the Saddleback Meadows proposed development prior to widening.						

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115LZ05	4	Modjeska Creek Bridge Replacement ROW -0.1 miles N of Modjeska Grade Rd N Markuson Rd/Santiago Creek						
		Revenue:	0	0	0	100,000	0	0
		Expense:	0	0	0	100,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: Existing bridge is functionally obsolete according to CALTRANS bridge inspection report and qualifies for HBRRP funding by state/federal.								
115LZ06	5	Modjeska Grade Road Widening & Realignment ROW - Santiago Canyon Road to 400' ne/o Canyon Heights Dr						
		Revenue:	0	0	0	2,213,000	0	0
		Expense:	0	0	0	2,213,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: Roadway widening and realignment, construct storm drain system, retaining walls, guard rails, and striping.								
115PZ01	6	Cerritos Avenue Reconstruction - Gilbert Street to Brookhurst Street						
		Revenue:	0	1,500,000	0	0	0	0
		Expense:	0	1,500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: Reconstruct the pavement section to eliminate current cracking and fatigue to the roadway, prevent any future cracking.								
115PZ02	7	Crawford Canyon Road Drainage Improvements - Newport Boulevard to City of Orange Boundary						
		Revenue:	0	0	1,350,000	0	0	0
		Expense:	0	0	1,350,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: The road incorporates a drainage system of open ditches and small diameter storm drains. Sections of the road lack (or have limited) shoulder areas and pedestrian walkways. The ditches (primarily on the SW side) present an ongoing road maintenance problem, a vector control obligation, and a potential hazard for vehicles and pedestrians. Estimates include Parks drainage improvements.								

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PZ03	8	Crystal Canyon Road Pavement Rehabilitation - Santiago Canyon Road to Topanga Canyon Road						
		Revenue:	0	0	425,000	0	0	0
		Expense:	0	0	425,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		To address saturation of the existing asphalt pavement section observed at various locations throughout the tract due to either surface drainage infiltration or interception of an aquifer or localized springs, construction/installation of permeable cross drain interceptor trenches (intermediate and terminal) along with longitudinal edge drains followed by an asphalt overlay or slurry is being contemplated. (Tract No. 11919)						
115PZ04	9	Dale Street Reconstruction - .10 mile n/o Chapman Avenue to Orangewood						
		Revenue:	0	420,000	0	0	0	0
		Expense:	0	420,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Reconstruct the pavement section to eliminate current cracking and fatigue to the roadway, prevent any future cracking. Also upgrade the existing curb access ramps to ADA compliant ramps to enhance pedestrian access and safety.						
115PZ05	10	Edinger Avenue Bridge Replacement Over Bolsa Chica Channel						
		Revenue:	0	9,342,200	0	0	0	0
		Expense:	0	9,342,200	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 34 Federal: 66 General Fund: 0 Other: 0						
Description:		A new 48 foot wide bridge is necessary in order to provide two 12 feet travel lanes with an 8 foot shoulder in each direction. The 8 foot shoulder will be used for bicycles, emergency parking, and "extra wide load" usage to a boat maintenance yard, the Sunset Mariner. In addition, a 5 foot wide raised sidewalk will be constructed at the downstream side for pedestrian use.						

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PR32	11	Esperanza Road Drainage & Rehabilitation Improvements - Imperial Highway to Echo Hill Lane						
		Revenue:	0	0	300,000	0	0	0
		Expense:	0	0	300,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: Drainage and rehabilitation improvements.								
115PR34	12	Foothill Boulevard Street and Storm Drain Improvements - La Questa Drive to Skyline Drive						
		Revenue:	0	0	1,270,000	0	0	0
		Expense:	0	0	1,270,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: This street is a rural two lane road traversing a hilly, moderately steep, section of Lemon Heights. The roadway is relatively narrowed (estimated at 20-22 feet) and lacks shoulders. There have been a number of "sideswipe" accidents reported. The existing edges of pavement and AC berms have deteriorated due to localized slope failure (perhaps due to drainage). It appears the road was cut into the hillside resulting in steep, rocky uphill slopes. The adjacent residential development is characterized by older homes on large view lots.								
115PZ06	13	Gilbert Street Improvements Phase II - Katella Avenue to Ball Road						
		Revenue:	0	2,300,000	0	0	0	0
		Expense:	0	2,300,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 61 Federal: 39 General Fund: 0 Other: 0								
Description: Remove existing curb, gutter, sidewalk, driveways and curb ramps on the east side of Gilbert Street between Katella Ave and Ball Rd and construct new eight-foot wide sidewalk to meet current ADA compliance requirements. Reconfigure roadway from four to three lanes and remove and replace traffic signal hardware and detection.								
115PZ07	14	Gilbert Street Utility Undergrounding - Katella Avenue to Ball Road						
		Revenue:	0	0	2,500,000	0	0	0
		Expense:	0	0	2,500,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: Underground utilities and install new street light assemblies.								

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PZ08	15	Island Way Improvements - Dana Drive to Dana Point Harbor Drive						
		Revenue:	0	516,000	0	0	0	0
		Expense:	0	516,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 100 Federal: 0 General Fund: 0 Other: 0								
Description: Reconstruct the pavement section to eliminate current cracking and fatigue to the roadway, prevent any future cracking.								
115PZ09	16	La Pata Avenue - Ortega Highway to Calle Saluda						
		Revenue:	0	24,100,000	0	0	0	0
		Expense:	0	24,100,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 21 Federal: 0 General Fund: 0 Other: 79								
Description: This project will provide relief to existing and future congestion on Ortega Highway and improve inter-jurisdictional circulation for existing and future development in the South County/San Clemente area. The project will include realignment and widening.								
115PZ10	17	La Pata Avenue Biological Mitigation - Ortega Highway to Calle Saluda						
		Revenue:	0	0	1,707,379	0	0	0
		Expense:	0	0	1,707,379	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: This project will provide relief to existing and future congestion on Ortega Highway and improve inter-jurisdictional circulation for existing and future development in the South County/San Clemente area. The project will include realignment and widening.								
115PR11	18	Laguna Canyon Road - Segment 4, Phase II-IV - El Toro Road to SR-73						
		Revenue:	1,115,616	1,115,616	0	0	0	0
		Expense:	1,115,616	1,115,616	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Via cooperative agreement with Caltrans, the project will be designed and constructed by the County. This segment will widen the road by adding on-road Class III 2.4 meter wide shoulder/ bike lanes to improve traffic movement. \$536,881 Phase 2 - grading for roadway widening; Phase 3 - undergrounding by SCE; \$578,735 Phase 4 - construct shoulder pavement.								

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PZ11	19	Maintenance of Bridge (Phase 2) - Various Bridges						
		Revenue:	0	0	1,200,000	0	0	0
		Expense:	0	0	1,200,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		The Bridge Maintenance projects address the repairs recommended in the Caltrans biennial bridge inspection reports. The County owns 54 bridges. The repairs have been split into 3 geographic regions, Santiago Canyon Area, Upper Santa Ana River Area, and Lower Santa River Area. Two repair projects will be advertised for each region. Phase II consists of work for which regulatory permits are required. Phase II work consists of repairs beyond or beneath the deck surface, such as concrete crack, spall & corrosion repairs, painting the steel girders, repairing scour damage and repairing concrete barrier railings.						
115PZ12	20	Modjeska Grade Road Drainage Improvements - 400' n/o Canyon Heights Drive to Modjeska Canyon Road						
		Revenue:	0	1,527,360	0	0	0	0
		Expense:	0	1,527,360	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		The project includes installation of storm drain system and pavement rehabilitation.						
115PR40	21	Red Hill Avenue Sidewalk Improvements - Melvin Way to Irvine Blvd.						
		Revenue:	84,000	0	84,000	0	0	0
		Expense:	84,000	0	84,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		The proposed project will widen the easterly side of Red Hill Avenue to its ultimate primary arterial highway width, from Melvin Way to Irvine Boulevard. Right-of-way will be necessary. The project will increase roadway capacity by adding one lane to northbound Red Hill Avenue south of Irvine Boulevard.						
115PZ13	22	Riverside Drive and Redlands Drive Improvements At Mesa Drive						
		Revenue:	0	455,000	0	0	0	0
		Expense:	0	455,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Reconstruct the pavement section to eliminate current cracking and fatigue to the roadway, prevent any future cracking.						

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PR41	23	Silverado Canyon Road Slope Repair - Silverado Canyon Rd. to Oak Lane						
		Revenue:	200,000	0	200,000	0	0	0
		Expense:	200,000	0	200,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		A section of slope supporting the roadway is subject to erosion by the adjacent Silverado Creek. A retaining structure is needed to restore the slope and protect it from future erosion.						
115P097	24	Skyline Drive Reconstruction - Cowan Heights to Apsley Road						
		Revenue:	0	399,470	0	0	0	0
		Expense:	0	399,470	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		The work to be done consists of removing and replacing existing section of asphalt concrete and constructing portions of concrete curb.						
115P000	25	Undesignated Road Construction As Needed						
		Revenue:	3,000,000	1,000,000	1,000,000	643,860	500,000	500,000
		Expense:	3,000,000	1,000,000	1,000,000	643,860	500,000	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Undesignated funds for necessary Road Construction projects, change orders and unanticipated environmental mitigation.						
115PZ14	26	Cow Camp Road - Segment 1, Phase1C - Antonio Parkway to						
		Revenue:	0	0	9,900,000	0	0	0
		Expense:	0	0	9,900,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Phase 1C from Antonio Parkway to "I" Street consisting of southerly half width street improvements per major arterial highway standards including southerly half of 1,420 foot long bridge over Chiquita Canyon.						

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PZ15	27	Foothill Blvd Street Repair/Old Foothill St - Old Foothill to Orange Knoll Dr/from Foothill to 600'						
		Revenue:	0	0	950,000	0	0	0
		Expense:	0	0	950,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		New retaining wall at ROW tied into street, removal and recompaction of soil under street, C&G, sidewalk, installation of fabric, AC, C&G, sidewalk.						
115PZ16	28	Pedestrian Overcrossing Retrofit At Capistrano Surfside Inn						
		Revenue:	0	0	2,000,000	0	0	0
		Expense:	0	0	2,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Remove existing span of the pedestrian bridge over Coast Highway in the City of Dana point and replace it a signilized cross walk. Rehabilitate/replace span over rail tracks and upgrade to ADA requirements.						
115PZ17	29	Cow Camp Road (Segment 2) - "I" Street to Ortega Highway						
		Revenue:	0	0	0	20,790,000	0	0
		Expense:	0	0	0	20,790,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The project will be constructed in two segments, Antonio Parkway to "I" Street and "I" Street to Ortega Highway. Orange County Transportation Authority (OCTA) approved the alignment in October 2010. The total estimated Construction cost for this segment is \$63,000,000.						
115PZ18	30	Meads & Amapola Avenue Bridges at Handy Creek						
		Revenue:	0	0	0	2,400,000	0	0
		Expense:	0	0	0	2,400,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		The project is for replacement of the culvert crossing with a larger culvert for drainage improvements. The project includes reconstruction of an existing culvert crossing with a larger culvert for road and drainage improvements. A project report is required.						

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PZ19	31	Oso Parkway at Antonio Parkway - Oso Parkway at Antonio Parkway						
		Revenue:	0	0	0	1,224,000	0	0
		Expense:	0	0	0	1,224,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The project will widen the intersection at Oso Parkway and Antonio Parkway to add a third eastbound left-turn lane and a third westbound left-turn lane.						
115PZ20	32	Modjeska Grade Road Widening & Realignment - Santiago Canyon Road to 400' ne/o Canyon Heights Drive						
		Revenue:	0	0	0	0	5,262,500	0
		Expense:	0	0	0	0	5,262,500	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 51 Federal: 0 General Fund: 0 Other: 49						
Description:		Roadway widening and realignment, construct storm drain system, retaining walls, guard rails, and striping.						
115PZ21	33	Newland Street Pavement Rehabilitation - Bolsa Avenue to Hazard Avenue						
		Revenue:	0	0	0	0	1,200,000	0
		Expense:	0	0	0	0	1,200,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Pavement Rehabilitation and AC overlay.						
115PZ23	34	Meads & Amapola Avenue Bridges Mitigation at Handy Creek						
		Revenue:	0	0	0	0	150,000	0
		Expense:	0	0	0	0	150,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		The project is for replacement of the culvert crossing with a larger culvert for drainage improvements. The project includes reconstruction of an existing culvert crossing with a larger culvert for road and drainage improvements. A project report is required.						

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PZ24	35	Edinger Avenue Bridge Replacement Mitigation Over Bolsa Chica Channel						
		Revenue:	0	0	500,000	0	0	0
		Expense:	0	0	500,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Mitigation for a new 48 foot wide bridge is necessary in order to provide two 12 feet travel lanes with an 8 foot shoulder in each direction. The 8 foot shoulder will be used for bicycles, emergency parking, and "extra wide load" usage to a boat maintenance yard, the Sunset Mariner. In addition, a 5 foot wide raised sidewalk will be constructed at the downstream side for pedestrian use.						
115PZ26	36	El Toro Road Widening - Glenn Ranch Road to Live Oak Canyon Road						
		Revenue:	0	0	0	0	0	6,514,359
		Expense:	0	0	0	0	0	6,514,359
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 50 Federal: 0 General Fund: 0 Other: 50						
Description:		Consists of widening the existing 2-lane road to a 6-lane major arterial road, from 60 feet to 120 feet. The widening will allow for 2 additional travel lanes in each direction, 14 feet wide median, 8 feet wide shoulders for bikeways, and 9 feet wide raised sidewalks. The work will also include construction of storm drains on both sides of the road, several utility relocations, retaining walls, and may involve right of way acquisition. Developer needs to correct a major slide on the easterly side of the road adjacent to the Saddleback Meadows proposed development prior to widening.						
115PZ27	37	Laguna Canyon Road at SR-73 northbound ramp						
		Revenue:	0	0	0	0	0	500,000
		Expense:	0	0	0	0	0	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Add southbound through lane. To provide improvements to mitigate the impacts of the deletion of a portion of Aliso Creek Road from SR-133(LCR) to El Toro Rd on the MPAH.						
115PZ28	38	Modjeska Canyon Road Bridge Replacement - 0.1 miles N of Modjeska Grade Rd N Markuson Rd/Santiago Cr						
		Revenue:	0	0	0	0	0	2,475,000
		Expense:	0	0	0	0	0	2,475,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 100 General Fund: 0 Other: 0						
Description:		Existing bridge is functionally obsolete according to CALTRANS bridge inspection report and qualifies for HBRRP funding by state/federal.						

OC Road continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
115PZ30	39	Rockhurst Avenue Culvert Drainage Reconstruction Improvements & AC Pavement Repairs						
		Revenue:	0	0	400,000	0	0	0
		Expense:	0	0	400,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 100 Federal: 0 General Fund: 0 Other: 0						
Description:		Reconstruction and A.C. Pavement Repairs. Replacement of CMP with an RCP.						
		Agency 115 Total Revenue:	4,899,616	43,125,646	24,036,379	29,120,860	7,362,500	10,239,359
		Agency 115 Total Expense:	4,899,616	43,125,646	24,036,379	29,120,860	7,362,500	10,239,359
		Agency 115 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN

PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

FUND: 273

AGCY: 273 OCWR CAPITAL PROJECT FUND

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
273P719	1	Olinda Alpha Landfill Drainage Channel Improvements						
		Revenue:	0	0	0	2,500,000	0	0
		Expense:	0	0	0	2,500,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Olinda Alpha Landfill Drainage Channel project is to improve the drainage system which requires redesigning and replacing the existing upper section of the east channel. This channel will drain both storm water and excess water from the highest levels of the landfill to the lowest point.						
273P723	2	Frank R. Bowerman East Flank Remediation Excavation Construction						
		Revenue:	10,100,000	20,000,000	0	0	0	0
		Expense:	10,100,000	20,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Frank R. Bowerman East Flank Landslide Remediation Excavation Project - An active landslide exists at the Frank R. Bowerman Landfill north-east boundary adjacent to OC Park's property. In order to proceed with the planned development of the landfill and stabilize the adjacent property, this landslide must be stabilized.						
273P724	3	Frank R. Bowerman Construction of Wetlands Basin						
		Revenue:	2,000,000	1,000,000	0	0	0	0
		Expense:	2,000,000	1,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Frank R. Bowerman Wetlands Basin project is designed to perform a dual task of storm water management and biological mitigation. This project is comprised of a concrete desilting basin that drains into an earthen basin. The proposed 229,500 square-foot concrete desilting basin would manage storm water run-off from the eastern portions of FRB, including the East Flank Landslide and Phase 8C areas. Run-off from the concrete basin would then drain into the earthen basin, which is being developed to offset wetland biological impacts on the FRB Landfill.						

OCWR Capital Project Fund continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
273P726	4	Frank R. Bowerman Phase 8C Excavation and Liner Construction						
		Revenue:	0	10,211,929	0	0	0	0
		Reserves:	3,000,000	3,588,071	0	0	0	0
		Expense:	3,000,000	13,800,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Frank R. Bowerman Landfill Phase 8C Excavation and Liner Construction project is to prepare the next fill area for this landfill. When soil excavation and liner installation are complete, Phase 8C will provide four years of disposal capacity. In order to protect the groundwater underlying the landfill, groundwater protection liner systems are installed prior to waste disposal. These landfill liner systems are designed in accordance with the Master Development Plan and meet all Federal, State and local regulations for groundwater protection.						
273P278	5	Frank R. Bowerman East Canyon Excavation & Buttress Design						
		Revenue:	0	1,500,000	0	0	0	0
		Expense:	0	1,500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Frank R. Bowerman Landfill East Canyon Excavation and Buttress System will further stabilize the landslide areas and is required to provide approximately seven years of landfill capacity (next phase) in accordance with the Master Development Plan.						
273P730	6	Prima Deshecha Landfill La Pata Road Extension-Traffic Share						
		Revenue:	5,600,000	5,600,000	0	0	0	0
		Expense:	5,600,000	5,600,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		OC Public Works will begin a project to extend La Pata Road from Ortega Highway in San Juan Capistrano to Pico Ave in San Clemente. The extension of La Pata Road will pass through OC Waste & Recycling property in its south region. OCWR will be assessed 7% of the total cost of the project, based on traffic count.						
273PZ01	7	Frank R. Bowerman Phase 8B Liner Design						
		Revenue:	0	0	1,800,000	0	0	0
		Expense:	0	0	1,800,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Frank R. Bowerman Landfill Phase 8B liner system is required in order to meet all Federal, State and local regulations for groundwater protection. The design of the liner system is in accordance with the Master Development Plan.						

OCWR Capital Project Fund continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
273PZ02	8	Frank R. Bowerman Phase 8B Liner Construction						
		Revenue:	0	0	0	0	12,000,000	8,000,000
		Expense:	0	0	0	0	12,000,000	8,000,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Frank R. Bowerman Landfill Phase 8B Liner Construction project will be performed during the East Canyon Mass Excavation project. In order to protect groundwater underlying the landfill, groundwater protection liner systems are installed prior to waste disposal. These landfill liner systems are designed in accordance with the Master Development Plan and meet all Federal, State and local regulations for groundwater protection.						
273PZ03	9	Frank R. Bowerman East Canyon Mass Excavation & Buttress Construction						
		Revenue:	0	0	7,474,275	12,000,000	0	0
		Reserves:	0	0	10,525,725	0	0	0
		Expense:	0	0	18,000,000	12,000,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Frank R. Bowerman Landfill East Canyon Mass Excavation project will excavate soil for the next three operation phases. In addition to soil excavation, a buttress will also be constructed as the final landslide stabilization measure for the East Flank Landslide complex. When soil excavation and liner installations are complete FRB Landfill will have the next seven years of landfill capacity ready to receive waste.						
273PZ04	10	Olinda Alpha Landfill Solar Panels						
		Revenue:	0	1,000,000	0	0	0	0
		Expense:	0	1,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		In keeping with Board of Supervisor's Green Initiative of using sustainable energy, the Olinda Alpha Landfill solar panels project will help reduce costs and supply electricity to the Operations Building. Solar energy has been proven to be the most efficient and cost effective source of energy when compared to other types of renewable energy. Once the panels are installed they require little cost to maintain and they have a long lifespan due to having no moving parts.						

OCWR Capital Project Fund continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
273PZ05	11	Prima Deshecha Landfill Pre-Mitigation Installation, Irrigation and Planting Project						
		Revenue:	0	0	1,200,000	0	0	0
		Expense:	0	0	1,200,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Prima Deshecha Landfill Pre-Mitigation Installation, Irrigation and Planting Project will offset the impact that Prima's Zone 4 has on certain natural acres. OCWR will install 100 acres of habitat mitigation, including weeding, planting and irrigation to help maintain sustainability of the plants.						
273PZ06	12	Prima Deshecha Landfill Zone 1 Phase D1 Mass Excavation & Groundwater Protection						
		Revenue:	0	0	0	0	0	12,000,000
		Expense:	0	0	0	0	0	12,000,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Prima Deshecha Landfill Zone 1 Phase D1 Mass Excavation and Groundwater Protection project will prepare Phase D1, which is approximately 25 acres of natural area, for use as the next disposal area after Phase C3 has been filled. This project will include the excavation of 1.1 million cubic yards of dirt and installation of a composite liner, a drainage system, and a leachate collection system.						
273PZ07	13	Prima Deshecha Landfill Perimeter Road Project						
		Revenue:	0	1,500,000	0	0	0	0
		Expense:	0	1,500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Prima Deshecha Landfill Perimeter Road project is to pave the north perimeter access road and install traffic barriers. This access road will be required when the existing access road will be covered by waste fill.						
		Agency 273 Total Revenue:	20,700,000	44,400,000	21,000,000	14,500,000	12,000,000	20,000,000
		Agency 273 Total Expense:	20,700,000	44,400,000	21,000,000	14,500,000	12,000,000	20,000,000
		Agency 273 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES								
FUND: 281								
AGCY: 281 JOHN WAYNE AIRPORT CONSTRUCTION FUND								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
281P101	1	Project Management/Consultant Services						
		Revenue:	750,000	1,900,479	1,167,891	789,416	0	0
		Expense:	750,000	1,900,479	1,167,891	789,416	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Contractors that provide Project Management consultant services on multiple non-Airport Improvement Program (AIP) capital projects.					
281P200	2	SE Parking Structure Replacement						
		Revenue:	0	1,266,986	7,785,942	12,104,374	0	0
		Expense:	0	1,266,986	7,785,942	12,104,374	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Construction of a new 2,200 space parking facility associated with the Terminal C construction.					
281P202	3	Terminal A & B Improvements						
		Revenue:	500,000	2,533,972	5,450,160	3,683,940	0	0
		Expense:	500,000	2,533,972	5,450,160	3,683,940	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Renovate Terminals A and B to update and improve efficiencies that will be constructed within Terminal C.					
281P211	4	Paularino Street Gate Relocation						
		Revenue:	0	506,794	1,245,751	0	0	0
		Expense:	0	506,794	1,245,751	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Reconstruct intersection at Paularino Street and Airway Avenue to install guard shelter, alarm and access control devices.					

John Wayne Airport Construction continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
281P214	5	Terminal HVAC Rehab-PH 2						
		Revenue:	180,000	228,057	0	0	0	0
		Expense:	180,000	228,057	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Rehabilitate existing high volume air conditioning system in Terminals A and B.					
281P217	6	Runway Guard Lights Taxiways K and L						
		Revenue:	0	0	77,859	105,255	0	0
		Expense:	0	0	77,859	105,255	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Replace and upgrade aged runway guard lights at Taxiways "K" and "L".					
281P219	7	Airport Perimeter Security Modifications						
		Revenue:	0	0	0	421,022	5,765,388	0
		Expense:	0	0	0	421,022	5,765,388	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Enhance security of the airfield and airport facilities located adjacent to the airfield perimeter.					
281PZ01	8	Taxiway C Improvements						
		Revenue:	0	0	0	842,043	3,465,297	9,166,679
		Expense:	0	0	0	842,043	3,465,297	9,166,679
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Provide additional pavement from the terminal apron to Taxiway "C". Pavement will support 300,000 pound aircraft and will increase space for aircraft taxiing to and from terminal gates.					
281PZ02	9	Terminal Apron Rehab - Phase I						
		Revenue:	0	0	311,438	526,277	794,419	0
		Expense:	0	0	311,438	526,277	794,419	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Replace deteriorated PCC apron panels that have reached the end of their useful life. The terminal apron has reached 20 years of service life.					

John Wayne Airport Construction continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
281P272	10	Baggage Handling System (BHS) Terminals A and B TSA						
		Revenue:	5,500,000	6,968,423	0	0	0	0
		Expense:	5,500,000	6,968,423	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Upgrades to the Checked Baggage Inspection System (CBIS) to meet the new Transportation Security Administration (TSA) Planning Guidelines & Design Standards (PGDS).								
281P401	11	Runway Redesignation						
		Revenue:	300,000	380,096	0	0	0	0
		Expense:	300,000	380,096	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Modify runway designators and signage to reflect the new runway coordinates.								
281P402	12	Re-Lamp Level 0 East Parking Structure						
		Revenue:	1,000,000	1,266,986	0	0	0	0
		Expense:	1,000,000	1,266,986	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Replace the existing light fixtures within the Level 0 of the East Parking Structure with higher efficiency light fixtures.								
281PZ04	13	Potential Airside Improvements						
		Revenue:	0	1,266,986	7,785,942	5,262,771	7,796,918	0
		Expense:	0	1,266,986	7,785,942	5,262,771	7,796,918	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 81 General Fund: 0 Other: 19								
Description: Runway and taxiway improvements.								
281PZ05	14	Taxiway H Realignment						
		Revenue:	0	0	0	315,766	2,272,368	0
		Expense:	0	0	0	315,766	2,272,368	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description: Realign Taxiway "H" to perpendicularly intersect the two runways, to improve aircraft operations and maneuvering.								

John Wayne Airport Construction continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
281PZ06	15	Station 18 Build Out at 366 Paularino						
		Revenue:	0	316,747	1,557,188	0	0	0
		Expense:	0	316,747	1,557,188	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Replicate the equipment set-up and functionality of Station 18 as they now exist in Terminal A Administrative offices, within the old ARFF Station 33 at 366 Paularino. This will enhance the overall security, safety, and emergency response function carried out by Station 18, by creating an identical redundant system across the airfield at the 366 building.						
281PZ03	16	Realign Taxiway A						
		Revenue:	0	0	0	708,292	6,759,928	11,951,144
		Expense:	0	0	0	708,292	6,759,928	11,951,144
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Realign Taxiway "A". Project will also include pavement reconstruction of Taxiways "A", "D" and "E", utilizing P-501 Portland Cement Concrete material for the pavement section, in lieu of the current P-401 Asphalt Concrete material, to provide a highly-durable concrete pavement continuously from the primary exit points of runway 1L-19R all the way to the gates.						
281P100	17	Contingency						
		Revenue:	0	139,463	434,124	368,839	1,817,646	1,338,757
		Expense:	0	139,463	434,124	368,839	1,817,646	1,338,757
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Contingency used for unanticipated increases to budgeted Airport Improvement Plan capital projects and for emergency capital projects.						
		Agency 281 Total Revenue:	8,230,000	16,774,989	25,816,295	25,127,995	28,671,964	22,456,580
		Agency 281 Total Expense:	8,230,000	16,774,989	25,816,295	25,127,995	28,671,964	22,456,580
		Agency 281 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES								
FUND: 400								
AGCY: 400 OC FLOOD								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
400PZ01	1	E.G.G. Wintersburg Channel - upstream of Warner Ave. to Goldenwest Street						
		Revenue:	0	0	22,000,000	0	0	0
		Expense:	0	0	22,000,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This channel is in a FEMA Special Flood Hazard Area Zone A. The existing geometrics of this channel is a trapezoidal channel lined with rip rap designed to convey the 25-year storm event; this channel will be improved to ultimate conditions as a rectangular channel, soft bottom (120-feet wide) with vertical walls designed to convey the 100-year storm event; the length is approximately 5,000 feet.						
400PF40	2	Santa Ana Delhi Channel - From Back Bay to downstream Mesa Dr.						
		Revenue:	0	0	12,350,000	0	0	0
		Expense:	0	0	12,350,000	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This channel is in a FEMA Special Flood Hazard Area Zone A. The downstream segment was constructed in 1961 to convey the 25-year storm event; the existing geometric is a trapezoidal channel is lined with earth with a base width of 16-feet and side slope of 1 to 1; this segment of the channel has severely eroded. In addition to a project report, design alternatives are currently being evaluated to determine the ultimate improvements to be constructed for the channel that will minimize construction, real estate acquisition and mitigation costs while providing an acceptable level of flood protection.						

OC Flood continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
400PZ02	3	Rossmoor Storm Channel - From Los Alamitos Blvd. to Farquhar Ave.						
		Revenue:	0	2,000,000	0	0	0	0
		Expense:	0	2,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		In 1967 developers built the channel upstream of Los Alamitos Boulevard as part of a development project. The channel was designed to convey the runoff from a 10-year storm event. Portions of the channel have since been lined with concrete. Rossmoor Channel from Los Alamitos Boulevard to Rochelle Street is currently an earthen trapezoidal channel with a base width of 4-5 feet and sides slopes of 1.5 to 1. The channel is experiencing maintenance issues, specifically ponding, stagnant water issues, and slope embankment erosion. The project involves restoring the channel slopes and lining the channel with shotcrete similar to the improvements completed for the reach immediately upstream of Rochelle Street. In an effort to allow for on-site precipitation infiltration, a small drainage bench will be constructed within the channel to reduce runoff. These improvements will greatly reduce or eliminate the channel maintenance issues which are of concern to residents.						
400PZ03	4	Munger Storm Drain - Along Aliso Creek Channel at the intersection of El Toro Rd. and Trabuco Rd.						
		Revenue:	0	1,200,000	0	0	0	0
		Expense:	0	1,200,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The Munger Storm Drain project is located along Aliso Creek Channel at the intersection of El Toro Rd and Trabuco Rd. The filter system has been inactive since 2007 pending a redesign of the treatment system. Following a successful pilot scale performance evaluation of a promising filter media Best Management Practice (BMP), intended to establish the treatment effectiveness of bacteria removal for a continuous dry weather urban runoff flow, a permanent full scale Munger Storm Drain Best Management Practice will be installed. The initial pilot scale project will also include the repair and maintenance of the existing infrastructure.						
400PZ04	5	Westminster Channel - Downstream Bolsa Chica Rd. to intersection of Springdale and Edinger.						
		Revenue:	0	0	0	0	0	16,900,000
		Expense:	0	0	0	0	0	16,900,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This channel is in a FEMA Special Flood Hazard Area Zone A. The existing geometrics of this channel is a trapezoidal channel (bottom width is 48-feet, height is 10-ft, side slope is 1.5 to 1 ratio) soft bottom, earthen slopes partially lined with rip rap constructed in the 1960's and designed to convey the 25-year storm event. The ultimate improvements consists of an 80-feet wide soft bottom channel with 11-feet high walls; the channel flows underneath three bridges Bolsa Chica Rd, Graham St, and Pedestrian bridge will be protected and lined with concrete designed to convey the 100-year storm event; the length is approximately 5,400 feet.						

OC Flood continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
400PF29	6	San Juan Creek Channel Phase IV - 2100' upstream Stonehill Dr. to 6035' upstream Stonehill Dr.						
		Revenue:	0	0	0	11,200,000	0	0
		Expense:	0	0	0	11,200,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The existing geometric of this channel is a trapezoidal channel (top width is 200-feet or more) with a majority lined with 4-inch concrete, soft bottom; the interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the right side of the channel at the edge of the existing maintenance road; the length is approximately 4,000 feet right side only.						
400PF30	7	San Juan Creek Channel Phase V - Stonehill Dr. to 2100' upstream Stonehill Dr.						
		Revenue:	0	0	0	7,300,000	0	0
		Expense:	0	0	0	7,300,000	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The existing geometric of this channel is a trapezoidal channel (top width is 200-feet or more) with a majority lined with 4-inch concrete, soft bottom; the interim improvement, prior to the finalization of the San Juan Creek Channel Master Plan, calls for driving sheet piles on the left side of the channel at the edge of the existing maintenance road; the length is approximately 2100 feet on right side only.						
400PZ05	8	Lane Channel Phase I - From Upstream Jamboree Rd. to downstream Main Street						
		Revenue:	0	0	0	0	17,300,000	0
		Expense:	0	0	0	0	17,300,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Lane Channel was constructed in 1966 as an earthen, trapezoidal channel from it's confluence with San Diego Creek to State Route 55. Portions of the channel have been improved by developers or by the City of Irvine as part of their development projects or street improvements. The channel has experienced significant erosion over the years and is in need of repair and improvement to current design standards. Currently design alternatives are being evaluated to determine the ultimate improvements to be constructed for the channel that will minimize construction and mitigation costs while providing an acceptable level of flood protection. Phase 1 extends from upstream of Jamboree Road to the Main Street crossing, distance of approximately 4900 feet.						

OC Flood continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
400P899	9	E.G.G.-Wintersburg Channel - Confluence with C06 to downstream Beach Boulevard						
		Revenue:	0	0	0	0	11,000,000	0
		Expense:	0	0	0	0	11,000,000	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This channel is in a FEMA Special Flood Hazard Area Zone A. The existing geometrics of this channel is a trapezoidal channel lined with rip rap, constructed in the 1960's and designed to convey the 25-year storm event; this channel will be improved to ultimate conditions as a concrete-lined rectangular channel, (60-feet wide) and designed to convey the 100-year storm event; the length is approximately 2,800 feet.						
400PZ06	10	E.G.G.-Wintersburg Channel - From Beach Boulevard to downstream Woodruff.						
		Revenue:	0	0	0	0	0	9,600,000
		Expense:	0	0	0	0	0	9,600,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This channel is in a FEMA Special Flood Hazard Area Zone A. The existing geometrics of this channel is a trapezoidal channel (20-feet base width, 13-feet height, and side slope 1.5 to 1 ratio) lined with rip rap, constructed in the 1960's and designed to convey the 25-year storm event; this channel will be improved to ultimate conditions as a concrete-lined rectangular channel, (60-feet wide by 13-feet high) and designed to convey the 100-year storm event; the length is approximately 2500 feet.						
400PZ07	11	Fullerton Creek Channel - From downstream Western Avenue to upstream Beach Blvd.						
		Revenue:	0	11,000,000	0	0	0	0
		Expense:	0	11,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This channel is in a FEMA Special Flood Hazard Area (high risk) Zone AO. The existing geometric of this channel is a rectangular reinforce-concrete lined channel, 32-feet wide and 12.5-feet high. These interim improvements were constructed in 1999. The ultimate improvements, designed to convey the 100-year storm event, include removing a false invert and constructing the left side channel wall increasing the height to 17-feet while maintaining the channel width and widening the under crossing at Western Avenue to 31 feet. The project length is approximately 1,842 feet.						
400L000	12	Undesignated Land						
		Revenue:	2,125,000	500,000	500,000	500,000	500,000	500,000
		Expense:	2,125,000	500,000	500,000	500,000	500,000	500,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		Unallocated Land.						

OC Flood continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
400PZ08	13	Greenville Banning Channel						
		Revenue:	0	10,000,000	0	0	0	0
		Expense:	0	10,000,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		The existing geometrics of this channel is an earthen trapezoidal channel partially lined with rip rap designed to convey the 25-year storm event and is deficient in conveying the 100-year storm event. The channel slopes have eroded and are severely damaged. Currently design alternatives are being evaluated to determine the ultimate improvements to be constructed for the channel that will minimize construction and mitigation costs while providing an acceptable level of flood protection. The project length is approximately 2,500 feet.						
400PC24	14	Osborne Building Replace Pneumatic and Joy Fans						
		Revenue:	147,414	530,347	0	0	0	0
		Expense:	147,414	530,347	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project was to design and rebuild the Joy fan pneumatics and any joy fan parts discovered during the rebuild.						
400PZ09	15	Glassell Building (2301) Add Full Building Generator						
		Revenue:	0	0	0	985,509	0	0
		Expense:	0	0	0	985,509	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project is to install a full Building Generator so the O&M Emergency Operation Center can continue to operate in an electrical outage. This project is strictly at the option of the user to proceed or not.						

OC Flood continued

Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
400PZ10	16	Glassell Building (2301) Replace HVAC Package Unit						
		Revenue:	0	0	0	803,684	0	0
		Expense:	0	0	0	803,684	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:		State: 0 Federal: 0 General Fund: 0 Other: 100						
Description:		This project is phased to be started after the majority of the Master Plan has been completed. This project is to design and install new HVAC Package Units and ductwork through out the entire building. The existing ductwork has been cut, rerouted and improperly installed by the prior building occupants prior to purchase by the County.						
		Agency 400 Total Revenue:	2,272,414	25,230,347	34,850,000	20,789,193	28,800,000	27,000,000
		Agency 400 Total Expense:	2,272,414	25,230,347	34,850,000	20,789,193	28,800,000	27,000,000
		Agency 400 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN PGM: P3 INFRASTRUCTURE & ENVIRONMENTAL RESOURCES FUND: 404 AGCY: 404 OC FLOOD - CAPITAL								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
404L300	1	Prado Dam Land Acquisition						
		Revenue:	0	0	0	0	7,000,000	0
		Reserves:	9,100,000	7,000,000	7,000,000	7,000,000	0	7,000,000
		Expense:	9,100,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source:			State: 0 Federal: 0 General Fund: 0 Other: 100					
Description:			Land acquisition for the Prado Dam Project.					
		Agency 404 Total Revenue:	9,100,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
		Agency 404 Total Expense:	9,100,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
		Agency 404 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P5 CAPITAL IMPROVEMENTS								
FUND: 100								
AGCY: 036 CAPITAL PROJECTS								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
036P000	1	Various Capital Projects						
		Revenue:	358,000	3,209,991	2,860,343	1,728,940	2,259,583	3,579,727
		Expense:	10,954,967	24,209,991	18,952,002	18,463,199	19,655,720	21,657,599
		Balance (Funded by NCC/FBA):	10,596,967	21,000,000	16,091,659	16,734,259	17,396,137	18,077,872
Funding Source: State: 0 Federal: 0 General Fund: 80 Other: 20								
Description:		<p>This fund budgets for County-wide capital and maintenance projects which are funded primarily with General Funds. Allocations for most projects are made on an annual basis as part of the budget development cycle.</p> <p>The above capital project costs do not include funding for the Strategic Priority, Cental Utility Facility - Replacement of Infrastructure, which will require \$51,489,540 for various infrastructure improvement and replacement of piping at the Cental Utility Facility and Civic Center area. The Budget Control 036 SFP includes \$5,328,341 in annual debt service assuming financing of the Cental Utility Facility - Replacement of Infrastructure. Please see the summary of Budget Control 036 funding following the Capital Improvement Plan narrative within this section, which includes funding for the Strategic Priority, Cental Utility Facility - Replacement of Infrastructure.</p>						
		Agency 036 Total Revenue:	358,000	3,209,991	2,860,343	1,728,940	2,259,583	3,579,727
		Agency 036 Total Expense:	10,954,967	24,209,991	18,952,002	18,463,199	19,655,720	21,657,599
		Agency 036 Balance (Funded by NCC/FBA):	10,596,967	21,000,000	16,091,659	16,734,259	17,396,137	18,077,872

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P5 CAPITAL IMPROVEMENTS								
FUND: 104								
AGCY: 104 CRIMINAL JUSTICE FACIL - ACO								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
1045500	1	Various Criminal Justice Facilities Capital and Maintenance Projects						
		Revenue:	4,562,993	1,205,626	1,326,696	1,450,150	1,200,147	1,573,419
		Reserves:	0	950,560	557,835	44,974	42,059	0
		Expense:	3,918,812	2,156,186	1,884,531	1,495,124	1,242,206	1,573,419
		Balance (Funded by NCC/FBA):	-644,181	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
Description:		<p>Revenues in this fund are received from Court fines, fees and penalties and are used for: acquisition, debt service, maintenance, and operations of criminal justice facilities. Allocations for capital and maintenance projects are made on an annual basis as part of the budget development cycle. The Strategic Financial Plan (SFP) for Fund 104 reflects the need for various Probation Facilities Capital Improvement Master Plan projects and continuation of Debt Service payments for the Sheriff's Forensic Science Building, which are included in the baseline projections.</p> <p>Please see the summary of Criminal Justice Facilities 104 funding following the Capital Improvement Plan narrative within this section. Please note that the summary includes debt service and Auditor services, which are not shown here.</p>						
		Agency 104 Total Revenue:	4,562,993	2,156,186	1,884,531	1,495,124	1,242,206	1,573,419
		Agency 104 Total Expense:	3,918,812	2,156,186	1,884,531	1,495,124	1,242,206	1,573,419
		Agency 104 Balance (Funded by NCC/FBA):	-644,181	0	0	0	0	0

FIVE YEAR STRATEGIC FINANCIAL PLAN								
PGM: P7 INSURANCE, RESERVES & MISC								
FUND: 289								
AGCY: 289 INFORMATION AND TECHNOLOGY ISF								
Org	Seq#	Capital Project Description	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
2893330	1	289 Generator Upgrade Request						
		Revenue:	0	0	0	0	0	0
		Reserves:	0	1,500,000	0	0	0	0
		Expense:	0	1,500,000	0	0	0	0
		Balance (Funded by NCC/FBA):	0	0	0	0	0	0
Funding Source: State: 0 Federal: 0 General Fund: 0 Other: 100								
	Description:	<p>The Orange County Data Center, OCDC houses the majority of the County's most critical computer infrastructure. The OCDC hosts the County's:</p> <ul style="list-style-type: none"> • 700 plus servers • Primary network infrastructure supports 17000 plus County staff • Critical security equipment • Internet • Wide Area Network (WAN) • Clients such as LA County and other co-locations clients generating over \$ 3 million annually in reoccurring revenues <p>The existing generator was installed in 1991 and supports the power backup requirements for the OCDC in the event that utility power is disrupted or becomes unstable. Due to the continued increase in power load, criticality of the equipment supported, AQMD restrictions, and the age of the generator CEO/IT and OCPW are recommending that the generator be refreshed. It is highly possible that the current generator can be re-provisioned as a backup generator or installed at 1300 South Grand Ave., Santa Ana to back-up a less critical and lower power load facility.</p>						
		Agency 289 Total Revenue:	0	1,500,000	0	0	0	0
		Agency 289 Total Expense:	0	1,500,000	0	0	0	0
		Agency 289 Balance (Funded by NCC/FBA):	0	0	0	0	0	0

		County Totals	FY 12-13 Budget	FY 13-14 Forecast	FY 14-15 Forecast	FY 15-16 Forecast	FY 16-17 Forecast	FY 17-18 Forecast
		General Fund Revenue Total:	358,000	3,209,991	2,860,343	1,728,940	2,259,583	3,579,727
		General Fund Expense Total:	10,954,967	24,209,991	18,952,002	18,463,199	19,655,720	21,657,599
		General Fund Balance:	10,596,967	21,000,000	16,091,659	16,734,259	17,396,137	18,077,872
		Non-General Fund Revenue Total:	59,564,296	157,886,743	150,886,775	144,102,592	98,902,050	105,187,798
		Non-General Fund Expense Total:	61,675,140	158,386,743	151,466,775	145,777,617	98,902,050	105,187,798
		Non-General Fund Balance:	2,110,844	500,000	580,000	1,675,025	0	0
		County Revenue Total:	59,922,296	161,096,734	153,747,118	145,831,532	101,161,633	108,767,525
		County Expense Total:	72,630,107	182,596,734	170,418,777	164,240,816	118,557,770	126,845,397
		County Fund Balance:	12,707,811	21,500,000	16,671,659	18,409,284	17,396,137	18,077,872

STRATEGIC PRIORITIES

Strategic Priorities

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

Strategic Priorities are characterized by the following basic criteria:

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

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

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

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

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

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

The process of identifying Strategic Priorities involves the County's Department Heads, their staff, the County Executive Office and the Board of Supervisors. A total of eleven Strategic Priorities were submitted with a total cost of \$303.3 million over the first five years growing to \$410.5 million by the tenth plan year. Ten of the Strategic Priorities requested either full or partial Net County Cost (NCC) funding (a total of \$114.1 million through year five growing to \$220.3 million by year ten). One Strategic Priority is 100% revenue offset and is included to call attention to program need and future plans. Of the eleven priorities, six represent continuing priorities and five represent newly identified priorities.

Although the departments submitted detailed analyses of all Priorities, the Priorities were presented in a shortened, summarized form for the Department Head Workshop. All Priorities are standardized into a ten-point format designed to capture all significant and relevant factors needed to make funding decisions. At the workshop, the Department Heads met in small group sessions determined by Program to further discuss the Strategic Priorities related to that particular program area. Each group ranked the Priorities within the program, and a facilitator for each group gave a brief explanation of each item and how it was ranked. The Department Heads were then given five votes to allocate to the priorities that they felt were the most relevant issues in the County.

Based upon this scoring, the Strategic Priorities were defined for presentation to the Board of Supervisors. Not all of the Priorities require funding decisions, but all have been ranked in priority order by County Department Heads.

2012 Strategic Priorities - Ranked				
Program	Dept/Budget Control		Ranking	Strategic Priority
I	Sheriff Replacement (13R)	C	1	Closed Circuit Television (CCTV) System for Jails – Phases II and III
I	Sheriff Communications (15L)	C	2	800 MHz Countywide Coordinated Communications System (CCCS) Upgrade
II	HCA (042)	N	3	HCA Stop-Loss Insurance/Risk Pool
V	Capital Projects (036)	C	4	Central Utility Facility – Replacement of Infrastructure
IV	Auditor-Controller (014)	N	5	CAPS Release Upgrade
II	OC Public Guardian (030)	C	6	PA/OC PG ePAGES Replacement System
VII	Information Technology ISF (289)	N*	7	IT Sourcing – Transition and Transformation
II	SSA (063)	N	8	SSA Administration Services Facility
IV	Auditor-Controller (014)	N	9	eProcurement
II	HCA (042)	C	10	HCA Medical Services Initiative
I	Sheriff-Coroner (060)	C	11	Sheriff-Coroner IT Strategic Plan Implementation

C = Continuing Strategic Priority

N = New Strategic Priority

*No Net County Cost

As previously mentioned, the primary focus of the SFP is on programs and resources funded from General Purpose Revenues (NCC); however, some Strategic Priorities might be funded from dedicated revenue sources (e.g., State and Federal grants). The County Executive Office will work with department staff to review and identify strategies and potential funding sources, other than NCC, for implementation of the 2012 Strategic Priorities. No funding is being recommended for implementation of Strategic Priorities (funding for strategic priorities has not been recommended since the 2008 SFP). Due to modest growth assumptions in General Purpose Revenues, the State's lawsuit regarding License Fee revenues (\$75 million per year), and instability in the current economy, funding of Strategic Priorities will be deferred to the FY 2013-14 budget process. Requests for funding and available resources will be reviewed again during the annual budget process.

A summary of the 2012 Strategic Priorities and the NCC request by program and department follows this page.

2012 STRATEGIC PRIORITIES

Department		Strategic Priority Title		10-Year NCC Request	5- Year NCC Request	ANNUAL NCC REQUEST (COST LESS REVENUES OR OTHER SOURCES)					
						FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19 to FY 2022-23
Program I - Public Protection											
1	N	Sheriff-Coroner (060)	Sheriff-Coroner IT Strategic Plan Implementation	42,900,000	15,100,000	0	4,900,000	2,050,000	50,000	8,100,000	27,800,000
2	C	Sheriff-Corner (13R)	Closed Circuit Television (CCTV) System for Jails - Phases II & III	6,000,000	6,000,000	3,000,000	3,000,000	0	0	0	0
3	C	Sheriff-Corner (14Q)	800 MHz Countywide Coordinated Communications System (CCCS) Upgrade	87,587,551	49,868,540	9,973,708	9,973,708	9,973,708	9,973,708	9,973,708	37,719,011
Total Program I				136,487,551	70,968,540	12,973,708	17,873,708	12,023,708	10,023,708	18,073,708	65,519,011
Program II - Community Services											
4	C	OC Public Guardian (030)	OC PA/PG ePAGES Replacement System	3,026,000	2,810,600	2,224,400	0	185,400	195,400	205,400	215,400
5	C	Health Care Agency (042)	HCA Medical Services Initiative	1,000,000	1,000,000	1,000,000	0	0	0	0	0
6	N	Health Care Agency (042)	HCA Stop-Loss Insurance/Risk Pool	20,718,651	7,936,630	1,300,000	1,430,000	1,573,000	1,730,300	1,903,330	12,782,021
7	N	Social Services Agency (063)	SSA Administration Services Facility	3,304,345	3,304,345	0	3,304,345	0	0	0	0
Total Program II				28,048,996	15,051,575	4,524,400	4,734,345	1,758,400	1,925,700	2,108,730	12,997,421
Program IV – General Government Services											
8	N	Auditor-Controller (014)	CAPS Release Upgrade	2,250,000	2,250,000	2,250,000	0	0	0	0	0
9	N	Auditor-Controller (014)	eProcurement	5,534,557	4,534,557	3,734,557	200,000	200,000	200,000	200,000	1,000,000
Total Program IV				7,784,557	6,784,557	5,984,557	200,000	200,000	200,000	200,000	1,000,000
Program V – Capital Improvements											
10	C	Capital Improvements (036)	Central Utility Facility - Replacement of Infrastructure	47,955,069	21,313,364	0	5,328,341	5,328,341	5,328,341	5,328,341	26,641,705
Total Program V				47,955,069	21,313,364	0	5,328,341	5,328,341	5,328,341	5,328,341	26,641,705
Program VII – Insurance, Reserves & Miscellaneous											
11*	C	Information Technology ISF (289)	IT Sourcing - Transition & Transformation	0	0	0	0	0	0	0	0
Total Program IV				0	0	0	0	0	0	0	0
Total NCC Request				220,276,173	114,118,036	23,482,665	28,136,394	19,310,449	17,477,749	25,710,779	106,158,137

LEGEND:
 C = Continuing Strategic Priority
 N = New Strategic Priority
 * No Net County Cost

PROGRAM I

PUBLIC PROTECTION

Sheriff-Coroner IT Strategic Plan Implementation

1. Program Area:

PUBLIC PROTECTION

2. Identify agencies and departments involved.

Sheriff-Coroner Department

County Executive Office, Information Technology (CEO-IT)

Superior Court

CAL-ID

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

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.

This is a new Strategic Priority that integrates a previously identified priority into a more comprehensive plan. The previous Strategic Priority, “Mainframe Modernization,” only addressed one component of an overall Information Technology (IT) Strategic Plan, which also includes the creation of an Automated Field Reporting System (AFR). With this addition of an AFR, anticipated benefits would be: workflow efficiencies, increased timeliness of report submissions, and increased accuracy from elimination of data re-entry.

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

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

There are currently inefficiencies in the manual processes, and ongoing support of the legacy systems is becoming difficult. Also, creating interfaces from other

applications to the existing legacy systems is difficult due to incompatible formats and standards. There are additional inefficiencies and risk related to the current paper-based reporting method. Hard copy reports that are generated by field Deputies and Investigators, which are then photocopied and sent to other Divisions for investigation and data entry, are sometimes not sent in a timely manner and may contain inaccurate information. The manual process also creates redundancies in data entry because it requires multiple employees at different levels/ranks to re-create demographic and event data on a myriad of forms and electronic systems.

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

No additional personnel.

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

One-Time Cost: FY 2014-15 through FY 2021-22 \$42,900,000

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

General Fund

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

The Orange County Law Enforcement community.

9. Is the program/project mandated or discretionary?

This program is discretionary. With collaboration of CEO-IT and department-wide working groups, this solution is necessary to maintain continuity of service of core operational applications such as AJS, Automated Warrant Service System (AWSS), and Criminal History System. This program will also improve law enforcement services and reduce crime by enabling users to more quickly and efficiently submit crime reports, allowing Command Staff to use that information to better allocate resources.

10. Identify the implementation period if funding were available.

FY 14-15	\$4,900,000
FY 15-16	\$2,050,000
FY 16-17	\$ 50,000
FY 17-18	\$8,100,000
FY 18-19	\$6,100,000
FY 19-20	\$9,500,000

FY 20-21	\$6,100,000
FY 21-22	\$6,100,000

Sheriff-Coroner IT Strategic Plan Implementation											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	0	1,400,000	2,050,000	50,000	6,100,000	6,100,000	6,000,000	6,100,000	6,100,000	0
Fixed Assets	0	0	3,500,000	0	0	2,000,000	0	3,500,000	0	0	0
Agency Expense Total	0	0	4,900,000	2,050,000	50,000	8,100,000	6,100,000	9,500,000	6,100,000	6,100,000	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	4,900,000	2,050,000	50,000	8,100,000	6,100,000	9,500,000	6,100,000	6,100,000	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

Closed Circuit Television (CCTV) System for the Jails - Phases II and III

1. **Program Area:**
PUBLIC PROTECTION
2. **Identify agencies and departments involved.**
Sheriff-Coroner Department
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.**

This previously submitted Strategic Priority identified a total cost of \$8,800,000 to complete the Closed Circuit Television (CCTV) jail security upgrade project. In FY 2007-2008, the Board of Supervisors approved an emergency declaration for CCTV improvements at the Theo Lacy Facility in the amount of \$370,000. Due to funding limitations, \$490,000 was approved to address other critical areas at the Theo Lacy Facility and Intake/Release Center in FY 2011-12 (Phase I). 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 the second and third phases of the CCTV jail security upgrade project for a total project cost of \$6,000,000 over two fiscal year periods. Because of technology improvements, the total project costs have been reduced from the original strategic priority submission.

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

Closed Circuit Television (CCTV) improvements have been initially completed at the Theo Lacy Facility at Barracks F, G, and H. Although this CCTV project remains a high priority for the Sheriff-Coroner department, limited funding has been available to achieve the total scope of the project. This project is intended to improve coverage, reliability, and quality of video captured in key areas of the jail facilities. This video is used to support critical incident reviews by the Sheriff-Coroner department and provides necessary video footage used in risk

management for and by the County. A sophisticated CCTV system in the jails is an important risk management tool that can be used to improve training, evaluate scenarios, investigate problems, and isolate events in complex jail settings. This tool supports health and safety of inmates and staff in the jail facilities.

The CEO is submitting a Strategic Priority Request for completion of Phase II (\$3.0 million) for FY 2013-14 and Phase III (\$3.0 million) for FY 2014-15.

This Strategic Priority Request will add over 500 cameras and supporting digital recording equipment in Theo Lacy areas and add nearly 300 cameras and supporting digital recording equipment in Central Jail areas to expand the system into other inmate housing areas and other areas accessible to inmates throughout these jail facilities. Expansion of the system will allow more areas to be monitored and recorded to improve safety and security in the jail system. This system will allow staff to monitor and record inmates in areas that are not visible from the guard stations and are not currently recorded. This digital technology also saves time in the retrieval of recorded footage.

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

No additional staffing.

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

One-time costs totaling \$6,000,000 to complete Phase II and Phase III of the CCTV jail security project.

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

General Fund

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

None

9. Is the program/project mandated or discretionary?

County Counsel and Risk Management recommend that video camera coverage, video file recording, and retention capability at the Sheriff's facilities be substantially improved as part of a comprehensive risk management plan. A majority of the present system of video recording is an obsolete analog system for which no replacement recording tapes can be obtained. Review and access of specific

recorded files on the analog system is time consuming and lacks sufficient quality.

10. Identify the implementation period if funding were available.

FY 2013-14 & FY 2014-2015.

Closed Circuit Television (CCTV) System for the Jails - Phases II and III											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Fixed Assets	0	3,000,000	3,000,000	0	0	0	0	0	0	0	0
Agency Expense Total	0	3,000,000	3,000,000	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	3,000,000	3,000,000	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

800 MHz Countywide Coordinated Communications System (CCCS) Upgrade

- 1. Program Area:**
PUBLIC PROTECTION
- 2. Identify agencies and departments involved.**
Sheriff-Coroner, Communications & Technology Division
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.**

The 800 MHz Countywide Coordinated Communications System (CCCS) Upgrade project was first identified as a Strategic Priority in the 2002 Strategic Financial Plan, and was designed to plan for expanded capacity to meet natural system growth and to extend the service life of the Orange County 800 MHz CCCS. Phase 1 (upgrading obsolete equipment) was completed in FY 2010-11 at a cost of \$2.7 million and was funded by Grant funds and the 800 MHz CCCS Partnership. Phases 2 through 4 costs (infrastructure and subscriber equipment) are projected to reach \$226.3 million and will occur over the next 6 years (2012-2018).

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

The Orange County 800 MHz Countywide Coordinated Communications System (CCCS) services the wireless voice communications and interoperability requirements of County and City Public Safety agencies in Orange County. Since the system is software-driven, active steps will be required to extend the useful service life of the infrastructure and electronic equipment to keep pace with technology. Also, as Orange County continues to develop and the system naturally grows, additional capacity for the 800 MHz CCCS may be required to handle increasing radio traffic. Upgrades to both hardware and software will be required to continue to maintain a state-of-the-art system and to extend the life of existing infrastructure. To date, the 800 MHz Governance Committee, representing the 800 MHz City/County/OCFA partnership has recently maximized the capabilities of the current 800 MHz CCCS by:

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

These efforts to enhance radio coverage, expand system capability, and increase assurance of interoperability among critical Federal, State, regional and local public safety organizations while responding to operator concerns.

The Sheriff's Communications & Technology Division is currently focusing on the implementation of the Federal Communications Commission (FCC) 800 MHz Rebanding Plan, development and implementation of additional radio coverage in the Newport Beach/Laguna Beach coastal areas, and ensuring system life extension towards the year 2015, which is the estimated end of life of the current 800 MHz CCCS.

- **Rebanding:** Orange County is in the fourth wave nationwide and actual re-programming of radios is currently undetermined, pending completion of the Mexican Treaty Agreement. Rebanding planning for Orange County started in 2012. This effort involves the inventory of all system hardware, including over 19,000 pieces of Motorola infrastructure equipment in 24 backbone sites, dispatch equipment in the forty 9-1-1 centers and over 20,000 mobiles and portables on the system. The Sheriff's Communications & Technology Division has developed a strategic plan for the operational, technical, contractual and financial transition to new frequencies. The project will be funded by Sprint Nextel.
- **System Life Extension:** As FCC Rebanding is being facilitated and implemented, the Sheriff's Communications & Technology Division engineering staff is, in conjunction with the hundreds of public safety entities nationally who use the Motorola Version 3.0 systems, working with Motorola to enhance the life of the existing Motorola systems. The County has already submitted a placeholder for future 700 MHz band frequencies, which were vacated by Ultra High Frequency (UHF) television broadcast companies, and are now available for public safety use as of February 17, 2009. Public Safety Interoperable Communications (PSIC) grant funds were used to implement 700 MHz repeaters throughout Orange County. Ongoing efforts will continue to upgrade the 800 MHz CCCS to meet current and future user requirements. 700 MHz will be considered as part of the system life extension plan. The 128 public safety/public works organizations on the 800 MHz CCCS will continue to be surveyed to identify both short- and long-term wireless voice communications requirements. Research of system and product availability has been conducted. Specifications are being developed to provide 800 MHz CCCS upgrades that will continue to meet current and future user requirements. The first phase on this upgrade was completed in 2011, replacing obsolete backbone equipment.
- **Newport Beach Coastal Coverage:** OCSD/Communications is working with the State Parks on developing an additional 800 MHz radio site that is proposed for installation at Crystal Cove State Park. This site will provide radio coverage to areas in southern Newport Beach and northern Laguna Beach where radio coverage is currently not reliable. Public hearings and communication with the Coastal Commission is required and impacts project timing. The State Parks are planning for full cooperation and in 2011 the Coastal Commission approval to proceed was received. It is anticipated that the site will be operational in approximately two years.

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

No additional staffing is required. It is anticipated that current staffing is adequate.

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

Grant funds and 800 MHz CCCS Partnership funds of \$2.7 million were received for Phase 1 of the project in FY 2010-11. Beginning with Phase 2 in FY 2013-14, \$59.8 million in General Fund support is requested. The 800 MHz CCCS Partnership is anticipated to contribute approximately \$166.5 million.

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

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

Grants, General Fund, Non-General Funds and Contract Partners

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

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

9. Is the program/project mandated or discretionary?

The 800 MHz System is critical to providing public safety services to Orange County.

10. Identify the implementation period if funding were available.

FY 2013-14

800 MHz Countywide Coordinated Communications System (CCCS) Upgrade											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Fixed Assets	0	37,719,012	37,719,012	37,719,012	37,719,012	37,719,012	37,719,011	0	0	0	0
Agency Expense Total	0	37,719,012	37,719,012	37,719,012	37,719,012	37,719,012	37,719,011	0	0	0	0
II. Non-General Fund Revenue											
Intergovernmental Revenues	0	27,745,304	27,745,304	27,745,304	27,745,304	27,745,304	27,745,304	0	0	0	0
Agency Revenue Total	0	27,745,304	27,745,304	27,745,304	27,745,304	27,745,304	27,745,304	0	0	0	0
III. General Fund Requirement	0	9,973,708	9,973,708	9,973,708	9,973,708	9,973,708	9,973,707	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

PROGRAM II

COMMUNITY SERVICES

PA/OCPG ePages Replacement System

1. Program Area:

COMMUNITY SERVICES

2. Identify agencies and departments involved.

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

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.

The PA/OCPG ePAGES replacement system project was a strategic priority previously requested in the 2005 Strategic Financial Plan and later approved by the Board of Supervisors. The project was funded by a general fund allocation of \$1.0 million through Budget Control 038 – Data Systems Development Projects. The ePAGES replacement system development began in 2008 continuing until the contract expired in October 2011. PA/OCPG and CEO/IT concurred on non-renewal of the contract, due to the inability of the vendor to meet the requirements of the contract.

The knowledge base and documentation accumulated during system development of the previous project in the areas of system design, core functionality identification, process flows, internal controls, business rules, and security measures, can be leveraged in the computer system design and development of a new project. Lessons learned from the prior engagement may help significantly in honing the criteria for a new vendor request for proposal (RFP), and may allow for greater efficiencies with the next software development process.

Remaining funding from the terminated project was not re-budgeted, nor was a request for new funding included in the FY 2012-13 budget for a new software system. Instead, the project is resubmitted as a 2012 Strategic Financial Plan strategic priority. This will allow CEO/IT and PA/OCPG sufficient time to gather information, develop a new RFP, and review available options going forward.

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

The office of the Public Administrator (PA)/OC Public Guardian (OCPG) fulfills mandated obligations under California law, specifically, Welfare and Institutions Codes and Probate Codes. The client populations served are decedent estates, the mentally ill, at-risk seniors unable to care for themselves, and various trusts. The PA/OCPG is appointed by the Court to provide conservatorship, trusteeship, and/or estate administration services to these Orange County populations.

Most recently, the FY 2011-12 Grand Jury report titled “Elder Abuse in Orange County” specifically noted findings related to PA/OCPG’s current system, citing “Since 2006 or earlier, the computer systems have not been efficient in providing information and statistics in order to document findings and to operate a complex agency.” Furthermore, the County Internal Audit Department’s 2006 Review report also noted PA/PG’s ePAGES system as being a “Significant Issue” due to a lack of “key information system controls.”

The Public Administrator receives an average of 1,360 referrals, handles 994 investigations, and administers 150 estates annually. The OC Public Guardian receives an average of 800 referrals annually and manages a current conservatorship caseload of 1,612 clients. In addition to appointed cases, there are 771 active cases progressing through the investigation or termination process. When appointed, PA/OCPG is responsible for handling all estate financial matters. This is managed under two separate Trust Funds, Fund 164 for PA and Fund 165 for OCPG, with a combined total of over \$50 million.

The PA/OCPG's accounting unit processes approximately 700 current and past due State and Federal tax returns for estate and trust clients each year. The accounting unit is responsible for processing all estate/trust financial transactions including daily receipts, disbursements, bank deposits, general ledger, cost analyses, income tax/fiduciary tax filings and quarterly sales tax returns, bank reconciliations, revolving fund payments, and Court accountings. Accounting also provides vault services which include intake and release of estate valuables such as jewelry, precious metals, marketable security instruments (i.e. bonds and stock certificates), rare coins/tokens, and other items.

The PA/OCPG manages a fully functional warehouse for storage of personal property such as antiques, paintings and artifacts, vehicles, firearms, musical instruments, and tools belonging to decedent and conservatee estates until such items are released to heirs/beneficiaries or sold at auction. Estate auctions are conducted online or in-house at the PA/OCPG's warehouse location. PA/OCPG also secures,

manages, rents, and sells estates' residential and commercial real properties. At times, the PA/OCPG also manages estates' business entities which require PA/OCPG maintenance until final disposition. In past years, the PA/OCPG has operated and liquidated interior decorating and restaurant businesses.

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

Due to funding constraints, planned system enhancements and designs for ePAGES, including integration of an asset module and technical upgrades, were not implemented. As a result, the ePAGES system became obsolete before fully automated workflow processes were established. PA/OCPG's data processing requirements have evolved over time and the current system's technical backbone cannot be upgraded to meet County needs.

The ePAGES system has a potential for system failure that could inhibit the PA/OCPG's ability to deliver mission-critical and mandated services to clients. Should a system failure occur, the agency may have to employ manual methods of: managing financial processing of estate/trust daily receipts; processing conservatees' SSA/SSI benefit receipts, time-sensitive payments to client placement facilities, healthcare and medical service payments, or other estate service vendor payments; making Court-ordered payments; generating hospital payments; or paying for clients' pharmaceutical and drug supplies, real property mortgage and property taxes, estate property repairs and maintenance services, tax payments, and court fees.

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

Delays in the routine processing of Court accountings and case closures could have a direct impact to PA/OCPG annual revenues, and lead to requests for general funds to sustain critical client service delivery. On average, annual estate statutory and

extraordinary combined fees for PA decedent, trust, and conservatorship estates account for a little over \$2 million, or approximately 75 percent of PA/OCPG's total revenue. In addition, PA/OCPG's current ePAGES system electronically uploads Targeted Case Management (TCM) encounter claims to the State Department of Healthcare Services. Without an electronic platform that manages and exchanges information with the State for TCM activities, an additional \$250,000 in annual intergovernmental revenues could be at risk. Furthermore, the ePages system extracts IRS 1099 reports for estate service vendors and 1099 Forms issued for clients' investments with the County Investment Pool.

The services provided by the PA/OCPG have a direct impact on the clients and estates it serves, but can also impact community partners such as hospitals, Institutes for the Mentally Diseased (IMD) facilities, board and care facilities, Residential Care Facilities for the Elderly (RCFE), skilled nursing facilities, funeral homes and mortuaries, Adult Protective Services (APS), Adult Mental Health Services, Health Care Agency (HCA), Social Services Agency (SSA), Superior Court, Sheriff-Coroner, Office on Aging, Probation Department, District Attorney, and Public Defender.

Delays in processing estate healthcare and placement facility payments, as a result of a software system failure, could lead to potential eviction actions against OCPG conservatee clients for late payment. Moreover, the effort to secure, relocate, and/or transfer clients to alternate placement facilities would pose a burden for OCPG deputy staff and Health Care Agency Mental Health professionals.

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

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

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

The estimated overall cost for the ePAGES replacement project is \$3.03 million.

Estimated implementation cost: FY 2013-14 \$2,224,400

Estimated ongoing maintenance cost: FY 2015-16 \$185,400; FY 2016-17 \$195,400; FY 2017-18 \$205,400; and FY 2018-19 \$215,400

Cost estimates are based on limited information obtained through preliminary reference contacts and vendor Request for Information (RFI) conducted by CEO/IT earlier this year. PA/OCPG, CEO/IT, and CEO/Purchasing are currently working to develop a Request for Proposal (RFP) scheduled for release in November 2012. The plan is to revise the cost estimates prior to the annual budget submission for FY

2013-14 when more concrete information is available through the prospective vendors' RFP responses. Based on CEO/IT's projected RFP timeline, vendor RFP responses are expected to be available by February 2013.

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

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

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Superior Court, Hospitals, Skilled Nursing Facilities, Board & Care Facilities, Nursing Homes, Residential Care Facilities for the Elderly, Institute for the Mentally Diseased (IMD) facilities, Adult Mental Health Services, Mortuaries, Health Care Agency, Social Service Agency, Office on Aging, Sheriff-Coroner, Probation, District Attorney, Public Defender, and other state and local law enforcement agencies.

9. Is the program/project mandated or discretionary?

The project is not mandated. However, lack of a functional software system, could impair the PA/OCPG's ability to provide mandatory fiduciary services under California law, including Welfare and Institutions and Probate Codes.

10. Identify the implementation period if funding were available.

The implementation period is estimated to begin in FY 2013-14 perhaps into FY 2014-15.

PA/OCPG ePages Replacement System											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	2,224,400	0	185,400	195,400	205,400	215,400	0	0	0	0
Agency Expense Total	0	2,224,400	0	185,400	195,400	205,400	215,400	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,224,400	0	185,400	195,400	205,400	215,400	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

HCA Medical Services Initiative

- 1. Program Area:**
COMMUNITY SERVICES
- 2. Identify agencies and departments involved.**
Health Care Agency (HCA)
- 3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.**

This Strategic Priority has been previously identified. Projected reimbursement rates to network providers continue to decline, in relation to MSI enrollment and based on projected utilization.

Strategic Priority funding of \$2,000,000 in one-time funds is included in the FY 2012-13 budget.

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

The Medical Services Initiative (MSI) program provides medical care services for indigent persons between the ages of 19 and 64 years, having incomes at or below 200 percent of the Federal Poverty Level, legal residents of both the United States and the County of Orange, and having no other private or governmental health insurance.

During the last year, the MSI program has experienced a significant, unanticipated increase in the number of persons becoming eligible for the program. For the 2010-11 program year, an average of 41,156 persons were eligible for MSI each month. This number increased to 47,984 per month during program year 2011-12 – an increase of 17 percent over the prior year.

Corresponding increases in community clinic and physician claims for reimbursement have been received by the MSI program. Physician claims increased from approximately 295,393 in program year 2009-10 to over 390,000 claims in

program year 2011-12, a 32 percent increase. Hospital utilization has also increased commensurate with the rise in enrollment.

The net effect of the increase in MSI eligible clients and corresponding service utilization could ultimately be de-stabilization of the network of providers caring for this population. The requested \$1,000,000 would increase MSI reimbursement to the service providers.

Medical Services Initiative supports the County of Orange's mission to make Orange County "a safe and healthy place to live, work, and play today and for generations to come." This is done through timely and appropriate quality medical services to the MSI population, as mandated by Section 17000 of the California Welfare and Institution Code and current 1115 Medicaid Waiver – the "Low Income Health Plan" (LIHP).

The increased number of enrollees and claims has resulted in reduced reimbursement for care providers. If uncorrected, this could reduce access to providers with ensuing negative consequences for the medical status of MSI eligible persons.

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

N/A

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

FY 2013-14 – \$1,000,000 one-time; \$0 ongoing

FY 2014-15 – \$0 one-time; \$0 ongoing

FY 2015-16 – \$0 one-time; \$0 ongoing

FY 2016-17 – \$0 one-time; \$0 ongoing

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

FY 2018-19 – \$0 one-time; \$0 ongoing

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

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

FY 2021-22 – \$0 one-time; \$0 ongoing

FY 2022-23 – \$0 one-time; \$0 ongoing

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

Federal LIHP funds will be available to assist with the expense of the increased number of MSI Eligibles. LIHP reimbursement began in August 2012 and should provide additional support for MSI reimbursement rates.

A large portion will receive coverage from CalOptima after January 1, 2014, as currently approved by Congress.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

The Hospital Association of Southern California, Orange County Medical Association, and Coalition of Orange County Community Clinics are aware of the increased number of MSI eligibles and have expressed concern about the impact upon the members.

9. Is the program/project mandated or discretionary?

The MSI program is mandatory; however, the requested Strategic Priority increase is discretionary.

10. Identify the implementation period if funding were available.

Implementation would take place FY 2013-14.

HCA Medical Services Initiative (MSI)											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	1,000,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	1,000,000	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,000,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

HCA Stop-Loss Insurance/Risk Pool

1. **Program Area:**
COMMUNITY SERVICES
2. **Identify agencies and departments involved.**
Health Care Agency (HCA)
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.**

This is a new Strategic Priority.

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

In certain circumstances, the County of Orange is legally the fiscally responsible party for inpatient hospital care costs. Depending on the nature of the hospitalization, these costs have the potential to be extremely high. The Health Care Agency is exploring options to mitigate these costs while continuing to provide all mandated health care services. While a portion of these costs are now reimbursable through the Federal Low Income Health Program (LIHP), the County continues to be responsible for the balance of the costs.

The Correctional Health Services (CHS) program is mandated by California Code of Regulations Title 15, Article 11 to provide the incarcerated population with basic and emergency health care while in the custody of the County. Primary care services are provided in the jails and juvenile halls by HCA personnel assigned to those facilities. Emergency room and inpatient care is contracted to Western Medical Center/Anaheim, and, in most cases, is provided at the dedicated detention unit at that facility. However, in emergency situations, care must be provided to County inmates at the nearest facility and HCA's obligation for costs can be much greater when care is rendered at non-contracted facilities.

HCA is proposing to implement safeguards to limit County exposure related to inpatient health care costs by purchasing catastrophic coverage or "Stop-Loss

Insurance.” “Stop-Loss Insurance” is designed by choosing a pre-determined maximum dollar threshold the County is willing to pay for inpatient care services. Once that dollar threshold has been reached, the Stop-Loss insurance begins to cover the ongoing costs up to the policy maximum limit, at which time the County then again becomes liable for the costs of all future claims. For example, if the County purchases insurance coverage for an annual fee of \$200,000 that starts at \$500,000 and goes to a maximum of \$1,000,000 per patient for all inmates, and one inmate were to incur costs totaling \$850,000, the County would be liable for the first \$500,000 and the insurance company would then pay the remaining \$350,000 in costs. In this example, by securing Stop-Loss insurance, the County would have saved \$150,000 in net costs.

As the population in the County jails continues to grow in numbers, it is also continues to grow in the level of criminal for which the County is responsible, increasing the chances for high cost, catastrophic medical care that the current budget alone cannot afford to cover. The implementation of Stop-Loss Insurance for inmates is one solution to mitigate the costs and the financial exposure to the County.

Additionally, HCA is proposing to establish a reserve fund or “Risk Pool” to be utilized for unanticipated health care expenses which would otherwise significantly impact provision of other mandated health care services.

Purchasing Stop-Loss insurance and establishing a risk pool for inpatient care costs will help the Health Care Agency to control costs associated with services provided by community hospitals and physicians when clients require care for catastrophic illness or injury. These proposed solutions serve to limit the County’s financial exposure, as well as ensure that mandated levels of health care services are not impacted by high costs for a few clients.

The Sheriff’s Department is responsible for the safe housing of inmates that are detained in the County jails. The Health Care Agency is responsible for the mandated medical and mental health services that are required to ensure that this population remains stable during the incarceration period. This coverage will allow for better access to high cost services which may not otherwise be attainable due to budget constraints.

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

N/A

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

FY 2013-14 – \$0 one-time; \$1,300,000 ongoing

FY 2014-15 – \$0 one-time; \$1,430,000 ongoing
FY 2015-16 – \$0 one-time; \$1,573,000 ongoing
FY 2016-17 – \$0 one-time; \$1,730,300 ongoing
FY 2017-18 – \$0 one-time; \$1,903,330 ongoing
FY 2018-19 – \$0 one-time; \$2,093,663 ongoing
FY 2019-20 – \$0 one-time; \$2,303,029 ongoing
FY 2020-21 – \$0 one-time; \$2,533,332 ongoing
FY 2021-22 – \$0 one-time; \$2,786,665 ongoing
FY 2022-23 – \$0 one-time; \$3,065,332 ongoing

The annual Stop-Loss premium cost is based on the coverage chosen, and may be adjusted each year based on the number of covered clients.

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

AB 109 funds have been allocated for this purpose for FY 2012-13 and may be allocated in future years. In addition, the current 1115 Medicaid Waiver allows some inmate inpatient costs to be claimed.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

The Orange County Community Corrections Partnership (OCCCP)
Orange County Sheriff's Department
Hospital Association of Southern California
Orange County Medical Association

9. Is the program/project mandated or discretionary?

Stop-Loss Insurance and Risk Pool use are discretionary.

10. Identify the implementation period if funding were available.

Implementation would begin July 1, 2013.

HCA Stop-Loss Insurance/Risk Pool											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	1,300,000	1,430,000	1,573,000	1,730,300	1,903,330	2,093,663	2,303,029	2,533,332	2,786,665	3,065,332
Agency Expense Total	0	1,300,000	1,430,000	1,573,000	1,730,300	1,903,330	2,093,663	2,303,029	2,533,332	2,786,665	3,065,332
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	1,300,000	1,430,000	1,573,000	1,730,300	1,903,330	2,093,663	2,303,029	2,533,332	2,786,665	3,065,332
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

SSA Administration Services Facility

1. **Program Area:**
COMMUNITY SERVICES
2. **Identify agencies and departments involved.**
Social Services Agency (SSA) Administration Services Division
3. **Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.**
This is a new Strategic Priority.
4. **Provide a description of the project/program – what it is and what it will achieve. Identify how the strategic priority aligns with the mission, values, strategic initiatives and goals of the County and, if applicable, how it relates to the health and/or safety of the community.**
SSA is selling the facility at 888 N. Main Street where Administration Services is headquartered. A new lease is being drafted by external counsel for a two-year term with the option to extend one additional year. Staff located at this facility would need to relocate in FY 2014-15 at the end of the new lease.
5. **Identify personnel – will the program/project require additional staffing? If so, estimate the number of positions by classification.**
No additional personnel are anticipated at this time. This project will be completed using existing personnel.
6. **Identify cost – estimate and identify separately one-time (e.g., equipment purchases) and ongoing costs (e.g., maintenance contracts).**
Estimated one time cost will be \$3,304,345 in FY 2014-15.
7. **Identify potential funding sources (e.g., State, Federal, General Fund, fees) and any possible limitations on those sources.**
Funding for this project is 100% General Fund. Analysis of potential cost recovery and other funding sources is ongoing.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Not applicable.

9. Is the program/project mandated or discretionary?

This project is discretionary, but ensures the undisrupted services and direction that SSA Headquarters and the Administration Division provide to all SSA divisions which provide mandated services to Orange County residents.

10. Identify the implementation period if funding were available.

This project is projected to occur in FY 2014-15.

SSA Administration Services Facility											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	0	3,304,345	0	0	0	0	0	0	0	0
Agency Expense Total	0	0	3,304,345	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	3,304,345	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

PROGRAM IV

GENERAL GOVERNMENT SERVICES

CAPS Release Upgrade

1. Program Area:

GENERAL GOVERNMENT SERVICES

2. Identify agencies and departments involved.

Auditor-Controller, CEO, Human Resource Services

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.

This is a new Strategic Priority.

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

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

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

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

No additional personnel are required.

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

Currently, this project is pending analysis but upgrade costs are estimated between \$1.75 million and \$2.25 million.

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

Funding for this project will be 100% General Fund. Approximately 30% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan (CWCAP).

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

County agencies and departments.

9. Is the program/project mandated or discretionary?

This project is not mandated; however, if the current CAPS system is not upgraded the County could be subject to risks outlined in the response to #3.

10. Identify the implementation period if funding were available.

The fit/gap analysis is anticipated to be completed by June 2013. Implementation of a CAPS release upgrade project is estimated to take 1 to 2 years.

CAPS Release Upgrade

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	2,250,000	0	0	0	0	0	0	0	0	0
Agency Expense Total	0	2,250,000	0	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	2,250,000	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

eProcurement Project

1. Program Area:

GENERAL GOVERNMENT SERVICES

2. Identify agencies and departments involved.

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

- Auditor-Controller
- CEO Information Technology
- CEO Procurement
- Health Care Agency
- OC Community Resources
- OC Public Works
- Sheriff-Coroner
- Social Services Agency

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.

This is a new Strategic Priority.

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

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

- Redundant transaction activity can lead to lengthy processing times;
- Use of paper documents and manual routing can be inefficient and time consuming;
- A workflow process that includes manual routing and "pony" mail document delivery;
- Manual processes can lead to errors and associated re-work costs;

- Lengthy transaction times may increase the procurement life cycle and extend the time before County vendors receive payment;
- A lack of competitive bidding may lead to increased operational costs;
- Lack of departmental coordination for purchases could lead to lost competition and discounts;
- Disparate departmental systems may lack standardization and lead to an increase in overall County costs.

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

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

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

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

- Ease of use and minimal redundancy may reduce transaction processing times;
- Minimizing the use of paper documents and manual routing makes better use of resources;
- A simplified system could reduce error rates and associated re-work costs;
- Expedited vendor payments may improve the procurement-to-payment lifecycle and allow the County to take advantage of vendors' "Net Terms" which could lead to an ability to take advantage of discounts;

- Promotion of competition between and among vendors may lead to a reduction in County costs;
- Electronic workflow eliminates manual routing and “pony” mail delivery of documents.

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

The Auditor-Controller will utilize current internal staff as well as team members from other County departments.

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

The project is estimated at \$3.7 million. Currently, only a Request for Information has been conducted and no costs were submitted by prospective vendors. Annual maintenance/ongoing costs are estimated at \$200,000.

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

Funding for this project will be 100% General Fund. Analysis of project cost recovery is ongoing, including vendor participation fees and department charge backs.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

The eight departments participating in the visioning phase of the project include:

- Auditor-Controller
- CEO Information Technology
- CEO Procurement
- Health Care Agency
- OC Community Resources
- OC Public Works
- Sheriff-Coroner
- Social Services Agency

9. Is the program/project mandated or discretionary?

The project is discretionary.

10. Identify the implementation period if funding were available.

The implementation period for this project is estimated at 1 to 1½ years.

eProcurement Project

	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	3,734,557	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Agency Expense Total	0	3,734,557	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
II. Non-General Fund Revenue											
No Revenue	0	0	0	0	0	0	0	0	0	0	0
Agency Revenue Total	0	0	0	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	3,734,557	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

PROGRAM V

CAPITAL IMPROVEMENTS

Central Utility Facility - Replacement of Infrastructure

1. Program Area:

CAPITAL IMPROVEMENTS

2. Identify agencies and departments involved.

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

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.

This Strategic Priority was previously identified in the 2010 Strategic Financial Plan and work began in FY 2010-11. Total funding requested in the 2010 Strategic Financial Plan was \$34 million, which did not include the full scope of the CUF Replacement of Infrastructure project. This Strategic Priority combines two Strategic Priorities submitted in 2010: (1) CUF - Replacement of Infrastructure for \$34 million; and (2) CUF - New Cooling Tower and Water Pumps of \$11.1 million. This is a multi-phased project to replace aging infrastructure at the CUF. The original 1968 CUF is aging and replacement of equipment and piping is required for continued efficient and safe operation of the system. The purpose of the cogeneration plant project was to generate electricity in-house and replace the purchase of CUF electricity from the Southern California Edison (SCE). The cogeneration project did not replace chilled water and steam pipes.

The following two phases of the Strategic Priority are included in FY 2010-11, FY 2011-12, and FY 2012-13. The ten-year SFP outlined for the CUF is intended to replace and upgrade critical infrastructure at the CUF and provides for the design of the two phased projects.

Phase 1 – Substation, Feed Water Pumps, Metering and Condensate Piping

Begun in FY 2010-11, this first phase will replace substation A – motor control, distribution panels, and transformer; and replace and upgrade the electric and steam feed water pumps at the CUF. The failure of the feed-water pumps could result in the shutting down of the cogeneration operation and suspend the plant’s ability to supply air conditioning and heating to Civic Center buildings. This phase also includes the evaluation, design and construction for the removal of the cooling tower enclosure; upgrade of the condensate piping at the CUF; and Civic Center metering of steam and chilled water.

Phase 1 design and construction funds have been encumbered between FY 2010-11 and FY 2012-13. All construction is expected to be completed by December 2014. This phase is estimated to cost \$5,799,091 over three fiscal years.

Phase 2 – Engineering of Remaining Phases

This phase involves engineering that will define the detailed work in the remaining phases. The engineering firm will develop a CUF Strategic Development Plan for the maintenance and upgrading of the 1968 systems in the plant and all related Civic Center heating, cooling and electrical systems. This phase has been funded in FY 2011-12 and FY 2012-13 by OC Public Works (Budget Control 080) funds at an estimated cost of \$573,251.

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

This strategic priority aligns with the County mission, values, strategic initiatives, and goals by providing cost effective utility services to County facilities in the Civic Center area. In the absence of basic utilities, the County may not be able to achieve its mission, vision, and goals. OC Public Works (OCPW) Facilities Operations staff have been engaged in research to plan for maximization of the CUF and Co-generation (Co-gen) operation. In addition to maximizing Co-gen’s potential, it is necessary to upgrade and maintain the CUF’s aging and inefficient infrastructure. A ten year master plan has been developed for the CUF that includes a series of phased projects to replace “end of life” components with new, more efficient systems and accommodate the distribution of excess Co-gen energy resources to neighboring facilities.

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

Phase 3 - Replace the primary and secondary plant piping.

The work will include the installation of six (6) new skid-mounted primary loop

chiller/absorber supply pumps and all correlated electrical feed equipment and piping systems for improved flow controls to chillers and absorbers. Installation will include: control devices; communication devices; valves and other equipment and technology required to upgrade supervisory control and data acquisition (SCADA); SCADA programming, mapping of controls and data points to be upgraded to accommodate a sequence of operations that will automate the original plant systems with the co-generation facility. These key components are essential to the plant's ability to efficiently and reliably provide chilled water to Civic Center buildings. This phase has an estimated cost of \$5,395,248.

Phase 4 – Chiller Removal and Chiller and Absorber Installation

This phase involves removal of chillers CR2 and CR3 and installation of two (2) new steam-turbine driven chillers and a new absorber for improved chilled water supply. The scope will additionally include SCADA integration to new chiller controls and ancillary operating equipment as well as steam-turbine drives to secondary chilled-water pumps to increase plant operational efficiency. The installation of new chillers will increase plant efficiency in the production of chilled water and increase flexibility in its delivery to Civic Center buildings. During this phase, demolition of the obsolete boilers will be completed to provide room for future phases of work. Also, the steam headers and the emergency generator will be replaced during this phase as part of required major maintenance work. This phase is estimated to cost \$9,989,422.

Phase 5 – Connect Steam Supply to Gates and Osborne Buildings

This phase will connect the steam supply from the CUF to the Gates and Osborne buildings using piping between the buildings installed during the construction of the Co-generation project, and add piping to the building interiors to complete the steam distribution system. During this phase, the CUF condensate and clarifier tanks will be relined, the surface condensers will be replaced, and the original 1968 roof will be rehabilitated or replaced as part of required major maintenance work. This phase is estimated to cost \$4,626,943.

Phase 6 – Replace CUF Cooling Tower and Pumps

This phase will include the replacement of the CUF Cooling Tower and Pumps. The cooling tower and condenser pumps are primary critical components in the highly integrated utility system that provides cooling water to major CUF systems, which in turn provide electricity, heating and air conditioning for buildings in the Civic Center Campus (Campus). The existing cooling tower and pumps will have met or exceeded their reliable service life by 2016. During this phase, the CUF air compressor and dryers, and the de-aerating tank and flash recovery system will be replaced as part of required major maintenance work. This phase is estimated to cost \$10,990,578.

Phase 7 – Replace Chilled Water East-Loop

This phase will include the replacement of the chilled water east-loop connecting Civic Center buildings with the CUF for continued reliable operation of the system. Through this project, the system will be enhanced with the installation of plate frame heat exchangers and new individual building chilled-water pumps. All systems will be integrated with the CUF through SCADA for optimal control. This phase will be constructed in three sub-phases. Sub-phase 1 will include all design, documentation and construction bidding; installation of a portion of the piping; and installation of the steam headers. Sub-phase 2 will complete piping and correlated systems installation work. Sub-phase 3 will target the addition of new facility service connections increasing the thermal demand on plant systems. The increased thermal demand has a direct correlation to cost savings. This phase is estimated to cost \$21,677,654.

Presently, the existing plant is neither as efficient nor effective as it could be due to the inadequacy of the present piping and pump design. The Campus loads have greatly increased over the last 44 years and created diverse demands on the plant which the current design is unable to efficiently meet. The age of the piping and pumps system could become a liability to the stability of the plant operations and the present systems are beyond service life expectancy. If the outdated equipment and piping are not replaced, equipment failures could occur and create an economic impact to the County.

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

PLEASE NOTE: Funding for this project has been included in the budget for Capital Projects, Budget Control 036. In FY 2013-14, \$1,190,305 is included in the base budget as part of county-wide projects; and \$51,489,540 is included as a separate line designated as CUF Capital Projects for FY 2014-15 through FY 2017-18. The project is shown in this section to stress the critical nature.

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

No additional personnel will be required. This project will be contracted out to third party contractors and the County will provide project management services.

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

Completion of all phases - \$59,052,189, with \$52,679,845 remaining to be funded.

Phase 3 - \$5,395,248 (FY 2013-14 = \$397,512 funded by 036 NCC, and \$4,997,736 funded by bond proceeds in FY 2014-15 and FY 2015-16)

Phase 4 - \$9,989,422 (FY 2013-14 = \$792,793 funded by 036 NCC, and \$9,196,629 funded by bond proceeds for FY 2014-15 and FY 2015-16)

Phase 5 - \$4,626,943 (FY 2015-16 through FY 2017-18 funded by bond proceeds)

Phase 6 - \$10,990,578 (FY 2014-15 through FY 2017-18 funded by bond proceeds)

Phase 7 - \$21,677,654 (FY 2015-16 through FY 2017-18 funded by bond proceeds)

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

General Fund 100% - The Strategic Priority provides a solution to replace the CUF and Civic Center infrastructure and piping. The solution will require borrowing up to \$52 million in bonds and \$5.3 million in annual debt service payments over the next 12 years. The revised Net County Cost (NCC) limit for 036 Capital Projects will be able to absorb the \$5.3 million annual debt service payment. Similar to the Co-generation Plant, approximately 30% of the infrastructure-related depreciation cost may be recovered by billing certain departments and Federal/State buildings; the remaining 70% becomes Budget Control 040, Utilities, Net County Cost, which will be partially recovered through County-wide Cost Allocation Plan rates.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

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

9. Is the program/project mandated or discretionary?

Discretionary

10. Identify the implementation period if funding were available.

FY 2010-11 through FY 2017-18

Central Utility Facility - Replacement of Infrastructure											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Other Charges	0	0	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341
Structures and Improvements	0	0	14,264,481	2,357,385	15,132,392	19,735,282	0	0	0	0	0
Agency Expense Total	0	0	19,592,822	7,685,726	20,460,733	25,063,623	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341
II. Non-General Fund Revenue											
Other Financing Sources	0	0	14,264,481	2,357,385	15,132,392	19,735,282	0	0	0	0	0
Agency Revenue Total	0	0	14,264,481	2,357,385	15,132,392	19,735,282	0	0	0	0	0
III. General Fund Requirement	0	0	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341	5,328,341
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0

PROGRAM VII
INSURANCE, RESERVES &
MISCELLANEOUS

IT Sourcing - Transition and Transformation

1. Program Area:

INSURANCE, RESERVES & MISC

2. Identify agencies and departments involved.

The Information Technology (IT) Sourcing Strategy initiative encompasses all County Agencies and Departments.

3. Is the Strategic Priority new or previously identified in an earlier Strategic Financial Plan? If previously identified, indicate what has changed and why; identify any progress made in reaching the goals/expectations of the previously identified priority; and identify dollar amounts, by major object category, for any funding related to the Strategic Priority that is included in the FY 12-13 Budget.

This Strategic Priority was initially identified in the 2009 Strategic Financial Plan and again in 2010.

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

The County of Orange has contracted with several third-party suppliers to provide IT services. Xerox is a significant provider of resources under a staff augmentation model established in 2000. The contract with Xerox expired in June 2011, but has been extended while the County completes the IT Sourcing Request for Proposal (RFP) and selects a new IT Sourcing provider(s) to provide services. This Strategic Priority will ensure enhanced service delivery, streamlined operations and best-of-breed technology solutions, which promotes the County's mission of improving the quality of life for the communities served by delivering quality, innovative, cost effective, and efficient services.

The IT Sourcing RFP included two Scopes of Work: Scope 1 includes Data Center, Service Desk, Desktop, and Applications Services. Scope 2 includes Countywide converged Data Network and Voice services. This Strategic Priority addresses estimated transition and transformation costs associated with implementation of the IT Sourcing Initiative.

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

The initiative will not require additional staffing.

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

The estimates provided below for transition and transformation costs will not be finalized until the County has completed negotiations and the Board approves the final contract(s), anticipated in early 2013.

Estimated Transition and Transformation Costs Proposed by Vendors:

Scope 1 - FY 2013-14 \$2,611,235 (Transition) – (Object 1941 – IT Professional Service Contracts)

Scope 2 - FY 2013-14 \$1,139,192 and FY 2014-15 \$3,417,575 (Transition and Transformation) (Object 0741 – Telephone Service Charges from Vendors)

Total Scope 1 and Scope 2: \$7,168,002

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

At this time, the cost is anticipated to be funded via IT Internal Service Fund 289 – billings to County Agencies/Departments. However, depending on the final outcome of the contracts and the option that the County selects for the Countywide Voice and Data Network scope of work, the funding source may potentially change. CEO/IT is in discussion with CEO/Budget regarding pricing scenarios and potential funding models.

Please refer to the attached spreadsheet for funding information.

8. Identify community awareness (stakeholders).

Board of Supervisors

County Agencies & Departments

CEO/IT

Employee Organizations

Current IT Service Vendors

9. Is the program/project mandated or discretionary?

This initiative is not a Federal or State mandate; however, the current IT service contract has expired and the County's voice system has reached end-of-life. Therefore, it is prudent for the County to develop an IT sourcing strategy that will provide cost-effective, enhanced services that meet the County's business requirements.

10. Identify the implementation period if funding were available.

Transition of Scope 1 services is anticipated to begin around March 2013 and completed at the end of June 2013. Transformation to the new, converged data network and implementation of Voice Over Internet Protocol (VOIP) will be phased-in over a 2-3 year period.

IT Sourcing - Transition and Transformation											
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23
I. Cost											
Services & Supplies	0	3,750,427	3,417,575	0	0	0	0	0	0	0	0
Agency Expense Total	0	3,750,427	3,417,575	0	0	0	0	0	0	0	0
II. Non-General Fund Revenue											
Charges For Services	0	3,750,427	3,417,575	0	0	0	0	0	0	0	0
Agency Revenue Total	0	3,750,427	3,417,575	0	0	0	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0	0	0	0	0	0	0
IV. Staffing											
No Positions	0	0	0	0	0	0	0	0	0	0	0