STRATEGIC FINANCIAL PLAN
2019

ORANGE COUNTY
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Acknowledgement:

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Current and Future Orange County Affordable Housing & Supportive Housing Developments:

The Depot at Santiago *Santa Ana, CA*	*The Cove* *Newport Beach, CA*	*Placentia Veterans Village* *Placentia, CA*
Westminster Crossing *Westminster, CA*	*Potters Lane* *Midway City, CA*	*Santa Ana Veterans Village* *Santa Ana, CA*
Salerno at Cypress *Irvine, CA*	*Santa Ana Art Collective* *Santa Ana, CA*	*Oakcrest* *Yorba Linda, CA*

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Executive Summary

Introduction

The County of Orange is dedicated to long-term strategic financial planning to ensure its ability to respond to economic changes and unanticipated events in a way that allows the County to preserve the range and quality of services provided to the community. The year leading up to the 2019 Strategic Financial Plan process evidenced slowing Gross Domestic Product (GDP) growth, decreasing employment growth, a lagging housing market, and a negatively sloped yield curve. Based on these factors, economists caution that the economy may reach a near-recession level by the end of 2020. While growth in recent years has allowed the County to fund one-time projects, the projected level of future growth does not allow for material increases in levels of service. The County is committed to maintaining current service levels to the extent possible while using fluctuations in revenue growth to prepare for or complete previously deferred projects.

A disciplined approach to fiscal management of the County's limited resources will ensure alignment with countywide strategic priorities and values. Commitment to the Board of Supervisors' priorities of budget stabilization, preparation for contingencies, and funding of agency infrastructure, accentuates the need for long-term strategic planning including building a reserve balance that best positions the County to weather future economic variations with minimal impact on the community it serves. This strategic planning process enabled the County to clear a significant financial milestone and complete the $150 million VLFAA repayment to the State in June 2019 without negatively affecting Departments' operations or depleting County reserves. It is important for the County to maintain its reserve position, even during any potential downturn in the economy or other fiscal challenges.

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

- **Building a System of Care:** The County continues to move forward with several key initiatives to improve the overall response to homelessness across the region, including:

  - **Regional Response to Homelessness and Emergency Shelter Developments:** The most recent adopted budget includes funding for relocation of the Courtyard Transitional Center to the recently purchased Yale facility. The County also remains committed to supporting city-led shelter programs through field-based outreach teams that integrate County behavioral health resources. The continuous partnerships between the County and each of the 34 cities in Orange

County is essential to meet the needs of people, linking them from street outreach to shelter, as the System of Care continues to expand. Through these efforts and others, the County is working together with cities to respond to regional community needs. Also included in the budget is funding for bridge housing and housing navigation to assist homeless individuals in overcoming barriers as they transition from the street to permanent housing.

- **System Integration:** The County leverages available resources by integrating various County services within the emergency shelter, health care, behavioral health and community re-entry systems. Proposed initiatives address mental health and substance abuse treatment, providing linkages to services, recidivism reduction, and post-incarceration re-entry services to the community. To that end, the County purchased a centrally located building in the City of Orange to establish a behavioral health campus made possible through partnerships with community organizations. The campus will employ an integrated approach, co-locating mental health and substance abuse treatment and will provide the ability to leverage funding and establish more effective and efficient service delivery systems. Services offered will include crisis stabilization, recidivism reduction, and linkages to services for all community members.

- **Data Sharing Platform for Care Coordination:** A project is underway to develop a system platform that would integrate information and data across the County's System of Care, including health care, behavioral health, community corrections, housing, and benefits and support services. Contracted services and Whole Person Care funds ($3.8 million) were used to map processes across the involved departments and identify potential vendors to develop a system platform. Implementation of an operationally proven, innovative, scalable and sustainable platform is a priority for the County. In addition, efforts will continue to identify funding for the next phases of the project.

- **Integrated Services Strategy:** The Integrated Services 2025 Vision Report, presented to the Board of Supervisors on October 22, 2019, lays the groundwork for implementation of the Integrated Services Strategy. This strategy prioritizes behavioral health prevention and reentry efforts, in-custody behavioral health treatment, in-custody vocational and educational programming and collaboration with courts as part of the larger effort to strengthen the County's System of Care.

- **Capital and Infrastructure Improvements:** The County continues on a path to improve agency infrastructure in various areas including the Civic Center Facilities

Strategic Plan (CCFSP), an initiative that addresses the County's long-term occupancy in the Orange County Civic Center. The goals are to improve delivery of services to the community, space usage and Departmental adjacencies; address the aging portfolio of County facilities; and better manage long-term occupancy and maintenance costs. The County is also actively exploring options for development projects that would use County assets to generate ongoing revenue streams.

The Process

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

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

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

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

Non-discretionary revenues projected by Departments over the five years of the Plan consist of the following in addition to the projected General Purpose Revenue:

(Amounts in Millions)

Revenue Type	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
State Revenue	$ 1,419.0	$ 1,441.6	$ 1,467.9	$ 1,493.7	$ 1,521.6
Federal Revenue	396.8	392.2	395.4	398.7	402.2
Charges for Services	485.5	489.1	506.3	505.2	517.3
Other Financing Sources	373.4	387.3	397.8	390.2	387.4
Licenses, Permits & Franchises	21.8	22.3	22.8	23.4	23.9
Miscellaneous Revenues	15.2	15.6	13.0	13.8	14.7
Fines, Forfeitures & Penalties	13.5	13.2	13.2	13.2	13.2
Use of Money & Property	12.8	11.2	11.2	11.2	11.3
Other Governmental Agencies	11.7	11.9	12.1	12.4	12.6
Subtotal	***$ 2,749.7***	***$ 2,784.4***	***$ 2,839.7***	***$ 2,861.8***	***$ 2,904.2***
General Purpose Revenue	911.2	939.6	965.8	993.4	1,017.6
Grand Total	**$ 3,660.9**	**$ 3,724.0**	**$ 3,805.5**	**$ 3,855.2**	**$ 3,921.8**

State and Federal revenue sources, in particular, are reviewed and closely monitored to identify possible issues. Any issues identified during the SFP process are reported to the County's Legislative Affairs unit, which then communicates the concerns to the County's State and Federal lobbyists as well as the California State Association of Counties (CSAC) and the National Association of Counties (NACo). In addition, County departments work closely with organizations such as the California Welfare Directors Association (CWDA), the County Health Executives Association of California (CHEAC), and the California State Sheriff's Association on any identified issues.

As in prior years, the SFP focuses on General Fund gap analysis to highlight the continuing impact of projected declining General Fund revenue growth and the ongoing cost of doing business. The plan focuses on identification of General Fund fiscal gaps (comprised of Departmental planned expenditures net of Departmental revenues and NCC) and imbalances that will need to be addressed during the FY 2020-21 annual budget process. Summary analyses of capital and information technology (IT) project needs were also conducted. This year's SFP lays the groundwork for establishing budget priorities and funding solutions for FY 2020-21 prior to the usual timeframe of the annual budget process, thereby allowing more time for collaboration and creative solutions.

The SFP also provides an opportunity to review the General Fund Reserves Policy, which is developed to provide governance over the maintenance and use of reserves and to reflect the County's continued commitment to sound fiscal policy. There are no recommended changes to reserve policies proposed in this year's SFP.

Relevant economic data used in preparing the County's 2019 SFP includes:

- General Purpose Revenue forecast developed in conjunction with forecasts by the Auditor-Controller, the 2019-20 Local Assessment Roll of Values, and revenue receipt trends.
- Various projections for capital and operating inflationary factors, as developed by governmental or industry experts in the related field.
- Continued monitoring of economic forecasts published by Chapman University, University of California, Los Angeles, the State Legislative Analyst Office and other various sources.

Economic data compiled in August 2019 was included as part of the 2019 SFP instructions. As changes occur in the economy, projections will be updated during the FY 2020-21 annual budget development process.

Key Assumptions:

- The total cost of salaries and benefits is expected to increase over the five-year plan and includes the following assumptions:
  - Salary growth factors include general salary increases consistent with existing memorandum of understanding (MOU) terms as of September 2019. Assumptions for salary increases beyond the September 2019 existing MOU terms included 0% growth for Years one through five of the plan and did not include new MOUs terms approved in October and November 2019 (see page 10 for information related to recently approved MOUs). Salary projections are developed independently and not in consultation with Human Resource Services or the Board. The use of growth factors is for planning purposes only and does not represent a commitment for bargaining purposes.

Included in the assumptions for the 2019 SFP are the following economic and demographic assumption changes adopted by the Orange County Employees Retirement System (OCERS) Board on October 16, 2017, which included a three-year phase-in of the cost impact to the contribution rates associated with the Unfunded Actuarially Accrued Liability (UAAL):

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

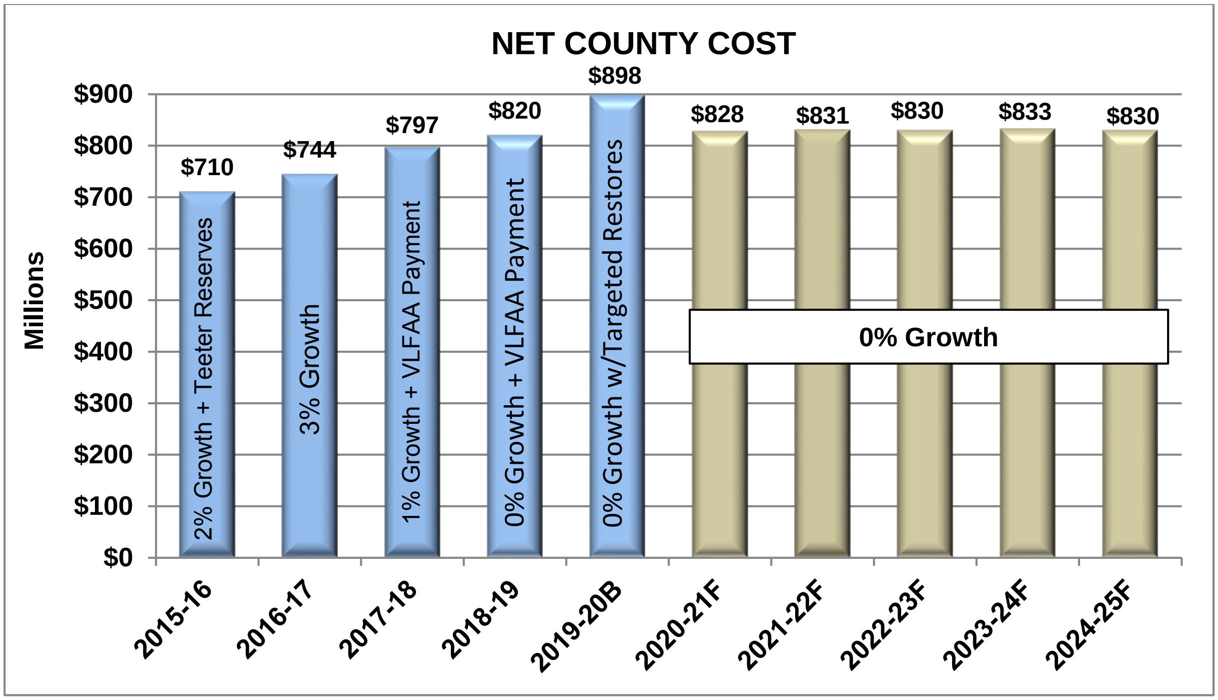
The cumulative effect of the three-year phase-in of the assumption changes had the impact of increasing contribution rates beginning in the current budget fiscal year, FY 2019-20, through the first two years of the 2019 SFP, FY 2020-21 and FY 2021-22. In addition, investment losses of -2.46% experienced in 2018 contributed to an increase in contribution rates of the five-year plan. (See Retirement section of this summary for additional information.)

- Retirement Rate Assumptions (Tier II) assume the market investment rate of return in calendar year 2019 is 7.00% for all years, which resulted in the following retirement rates over the five-year plan:
  - Safety Rate ranges from 72.4%% to 78.9% (3@50; excludes retiree medical)
  - Non-Safety Rate ranges of 31.5% to 34.6% (2.7@55; excludes retiree medical)
  - Retiree Medical for Safety ranges from 4.9% to 5.6% (7.5% to 8.3% for Law Enforcement Management)
  - Retiree Medical for Non-Safety is 3.9%

- Health Benefit Cost Assumptions
  - 5-Year Growth from $207 million to $275 million, a 33% increase

- Consumer Price Index (CPI) Assumptions for Services & Supplies: 2.7% to 3.3%

- Departmental NCC limits were set for ongoing baseline operations (current levels of service). FY 2020-21 NCC limits were projected using the adopted FY 2019-20 limits ($898 million) as a starting point, with amendments for technical adjustments and removal of one-time items resulting in proposed baseline limits for FY 2020-21 of $828 million. Departments have identified $82 million in appropriation reductions that would be required to meet the FY 2020-21 NCC limits. After factoring in NCC limit growth of 0% in FY 2020-21 through year five of the Plan and removing any one-time items, Departments identified a 5-year cumulative budget gap of $641 million. The following table summarizes historical budgeted and forecasted NCC.



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

Program	15-16	16-17	17-18	18-19	19-20B	20-21F	21-22F	22-23F	23-24F	24-25F
Public Protection	$395.39	$413.37	$454.05	$441.67	$506.60	$490.05	$488.98	$488.98	$488.98	$488.98
Community Services	125.56	127.23	128.77	129.43	152.32	155.52	155.52	155.52	155.52	155.52
Infrastructure	20.98	22.33	22.27	37.10	35.71	35.85	35.85	35.85	35.85	35.85
General Government	125.19	121.27	123.84	116.25	140.98	126.72	129.70	126.17	129.70	126.17
Capital Improvements	21.80	20.31	15.74	22.93	53.81	21.99	20.89	20.89	20.89	20.89
Debt Service	0.87	0.87	0.87	0.24	0.05	0.42	0.42	0.42	0.42	0.42
Insurance, Reserves & Misc.	20.36	38.87	51.36	72.38	9.00	(2.33)	(0.85)	2.08	2.13	2.21
GRAND TOTAL NCC	**$710.15**	**$744.25**	**$796.90**	**$820.00**	**$898.47**	**$828.22**	**$830.51**	**$829.91**	**$833.49**	**$830.04**

Note: FY 19-20B NCC is the adopted budget. SFP years are forecasted (F).

Outlook and Opportunities

In general, trends in key economic indicators reflect relatively strong economic performance in the near term with growth dwindling to near recession levels by the third or fourth year of the plan. Continued rising costs of salaries and benefits and other costs of doing business may exert pressure on the County's ability to fund current and future service levels. Please see further discussion of economic impacts in the *Economic Forecast* section of this document.

Development of this SFP takes into account declining General Purpose Revenue growth consistent with current and projected economic conditions. The County should continue to follow fiscal policies that will maintain Department budget stability, prepare for contingencies, and address and fund agency infrastructure.

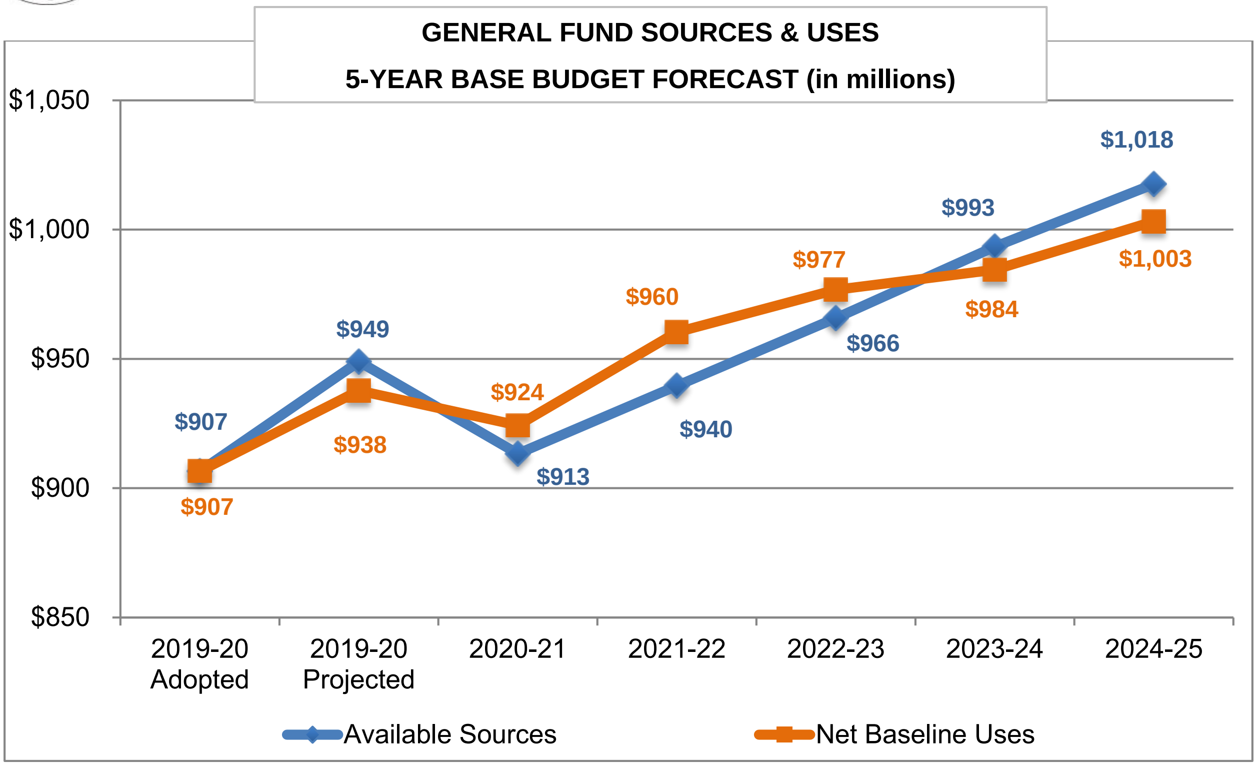
Expenditures

Key Issues –

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

The following chart illustrates the projected General Fund Sources and Uses. The Net Baseline Uses encompasses Department NCC requests including restore augmentations, but does not include the effects of negotiated salary and benefits increases approved after performance of initial Plan forecasting in September 2019.

The gap between sources and uses begins at a negative $11 million in the first year of the Plan; grows to $20 million and $11 million in years two and three, respectively; and then changes to positive variances of $9 million in year four and $15 million in year five. The projected cumulative deficit for the five years is $19 million if all restore requests were granted.



Notes:
[1] Available Sources is General Purpose Revenue and may include use of one-time revenue sources
[2] Net Baseline Uses is NCC limits plus restore augmentations and Budget Stabilization and other reserve increases

It is important to note that unexpected shifts in economic conditions could cause the gaps between available sources and net baseline uses to narrow or invert. In addition, increasing costs in the areas of Community Services including: shifts of IHSS program responsibility to counties by the State; growing General Relief costs, and homelessness initiatives are likely to constrain the ability to fund future operations in other areas.

Subsequent to the initial assumption calculations in September 2019, the Board of Supervisors approved new Memorandums of Understanding (MOU) with the following bargaining groups:

Bargaining Group	Abbreviation	Date Approved
Association of Orange County Deputy Sheriffs	AOCDS	October 8, 2019
Association of County Law Enforcement Managers	ACLEM	October 22, 2019
Orange County Employees Association	OCEA	October 22, 2019
Orange County Managers Association	OCMA	November 5, 2019
American Federation of State, County and Municipal Employees	AFSCME	November 19, 2019

The total estimated financial impact to Net County Cost of the recently approved MOUs ranges from $83.6 million in FY 2020-21 to $181.0 million in FY 2022-23 and beyond. Departments are developing action plans to handle the cost increases while avoiding possible negative impacts to the General Fund. The estimated financial impacts do not include potential increases for new MOUs with International Union of Operating Engineers (IOUE), Orange County Attorney's Association (OCAA) and Teamsters as bargaining for those groups is ongoing.

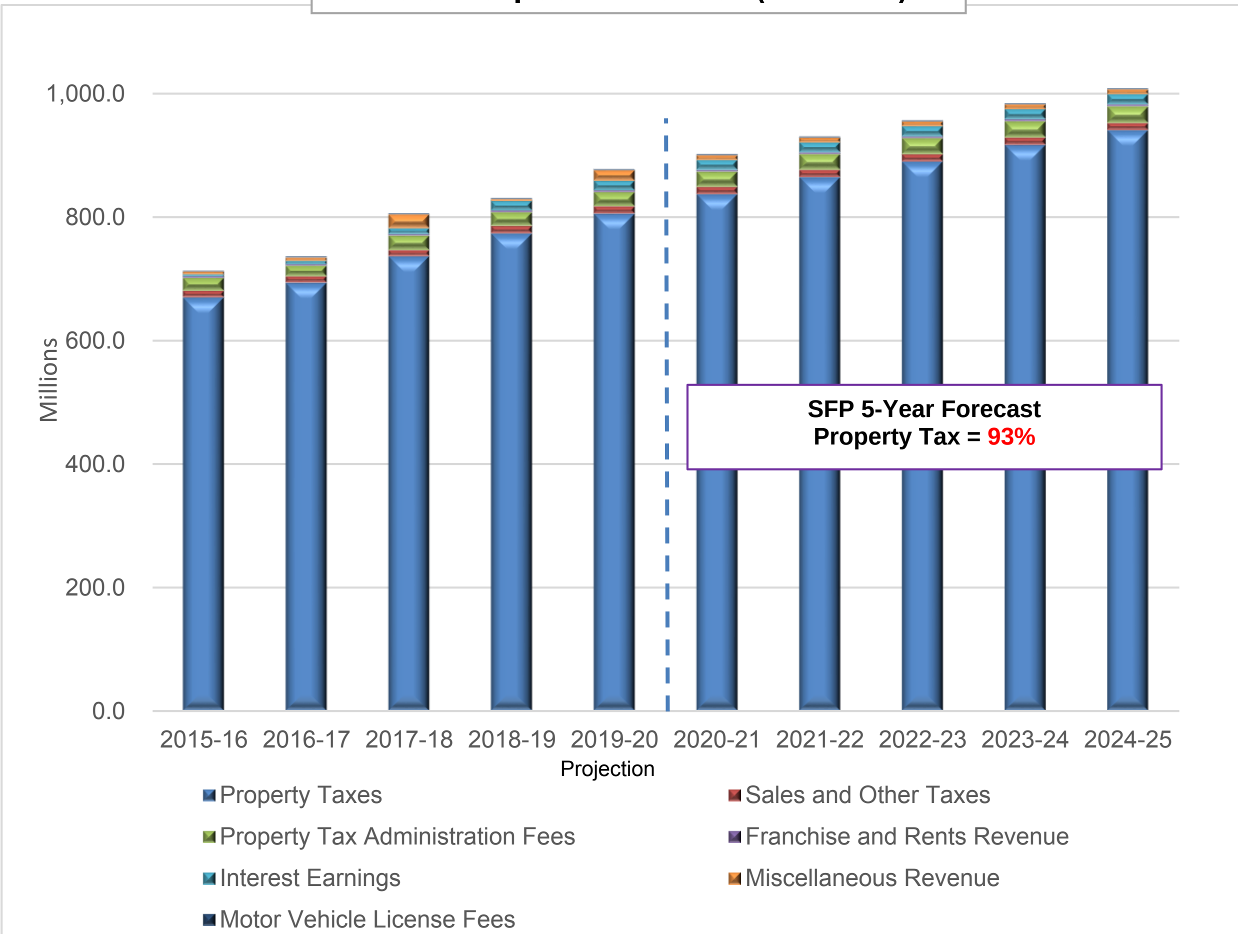
Over the five years of the Plan, departments requested a total of $34 million in expand augmentation requests primarily to fund increased staffing and equipment needs. In addition, departments requested a total of $425.4 million in strategic priority requests including $103.6 million related to Integrated Services programs with the remaining $321.8 million related to department-specific requests.

Revenues

As previously illustrated, Departmental base revenues (sources) are projected to decline slightly but not to the extent of Departmental base expenditures (uses) in year one, and experience low growth in years two through and five.

The Plan forecasts moderate increases in General Purpose Revenue (GPR) in years one through three of the Plan consistent with current economic trends. Lower growth is projected in the last two years of the plan consistent with economists' projections of a slowing economy. The following chart summarizes historical and forecasted growth in GPR. Detailed analysis of each component of GPR and Fund Balance Unassigned is provided in the *General Purpose Revenue Forecast* section of this document.

General Purpose Revenues (in millions)



Note: Miscellaneous Revenue includes transfers in from other funds.

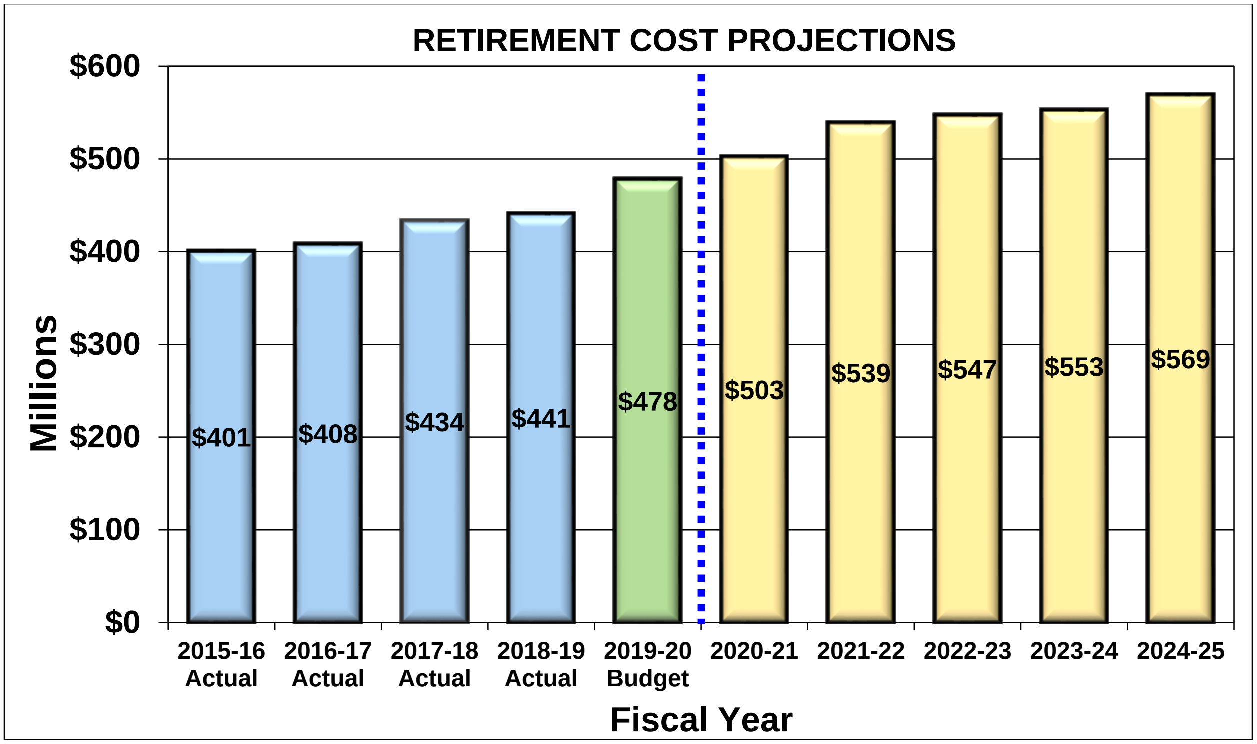
Retirement

The County participates in the Orange County Employees' Retirement System (OCERS), a cost sharing multiple-employer, defined benefit pension plan. The County's funding policy is to make annual required contributions to OCERS that, when combined with employee contributions and investment income, fully provide for member benefits by the time they retire.

For the 2019 SFP, the County's projected cost of retirement shows an increase over the 2018 SFP forecast primarily due to the investment losses experienced in 2018 of -2.46%. As of September 2019, OCERS' investment returns were 10.36%. OCERS' investment returns as of December 2019 will factor into the projected cost of retirement for the 2020 SFP.

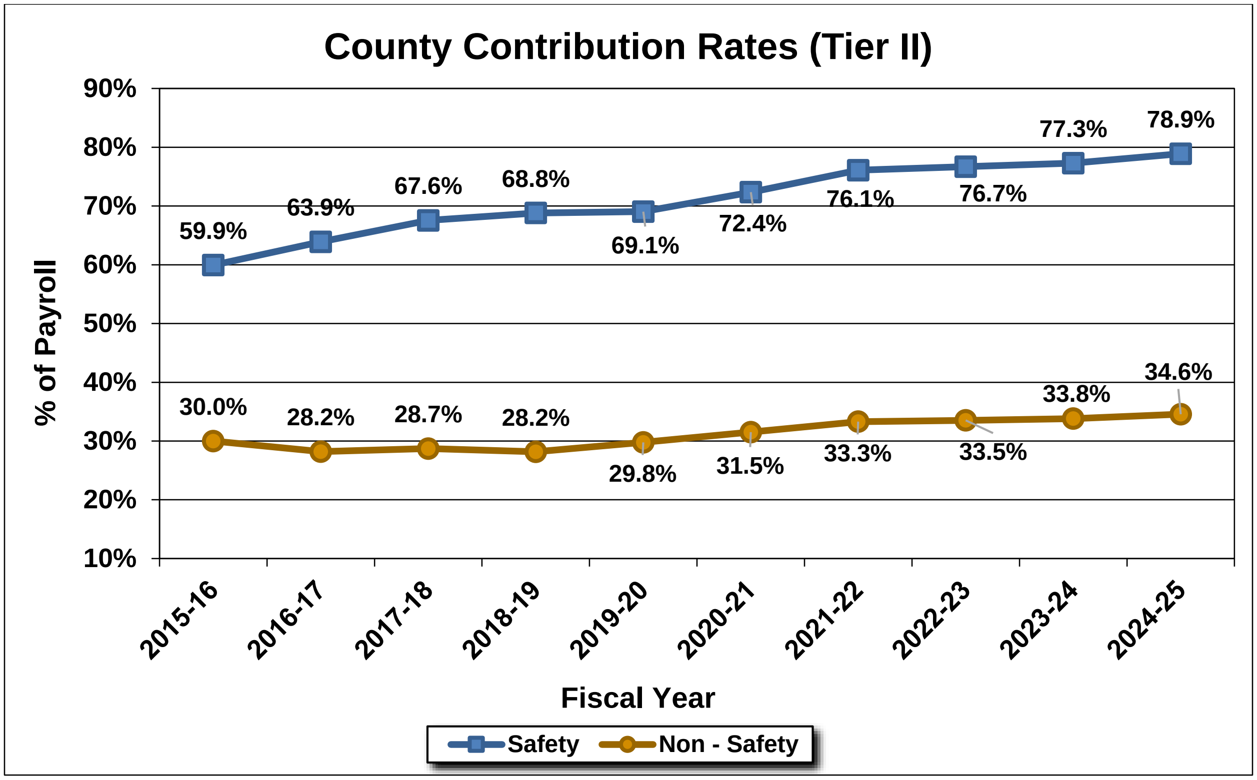
As illustrated in the following chart for retirement cost projections, forecasts for retirement reflect annual costs growing rapidly beginning in FY 2019-20 with a budgeted $478 million to a forecast of $539 million in FY 2021-22. The rapid increase is a result of the impact of the 2018 investment losses and the three-year phase-in of the UAAL cost impact due to the assumption changes adopted by the OCERS Board on October 16, 2017. Those assumption changes included a reduction in the assumed rate of return from 7.25% to 7.00%, a reduction in price inflation from 3.00% to 2.75%, and application of generational tables that indicate reduced rates of mortality. After the final year of the phase-in of the UAAL cost impact, retirement costs will begin to stabilize growing to $569 million in FY 2024-25. The average annual increase over the plan is 3.82%.

While the cost of retirement during this Strategic Financial Plan period shows increased costs, the reduced retirement benefits established under the California Public Employees' Pension Reform Act of 2013 (PEPRA) will have a long-term positive impact on the County's cost of retirement. New County employees hired on or after January 1, 2013, who are considered "New Members" within the Meaning of PEPRA, are enrolled in lower cost PEPRA retirement plans. As of September 2019, the County had 5,731 (approximately 35% of County employees) employees enrolled in PEPRA retirement plans, an increase from 4,874 (approximately 30% of County employees) employees as of September 2018. In addition, as the UAAL is paid down over the 20-year amortization period, costs are expected to decline.



Note: All years exclude Pension Prepayment and Retiree Medical.

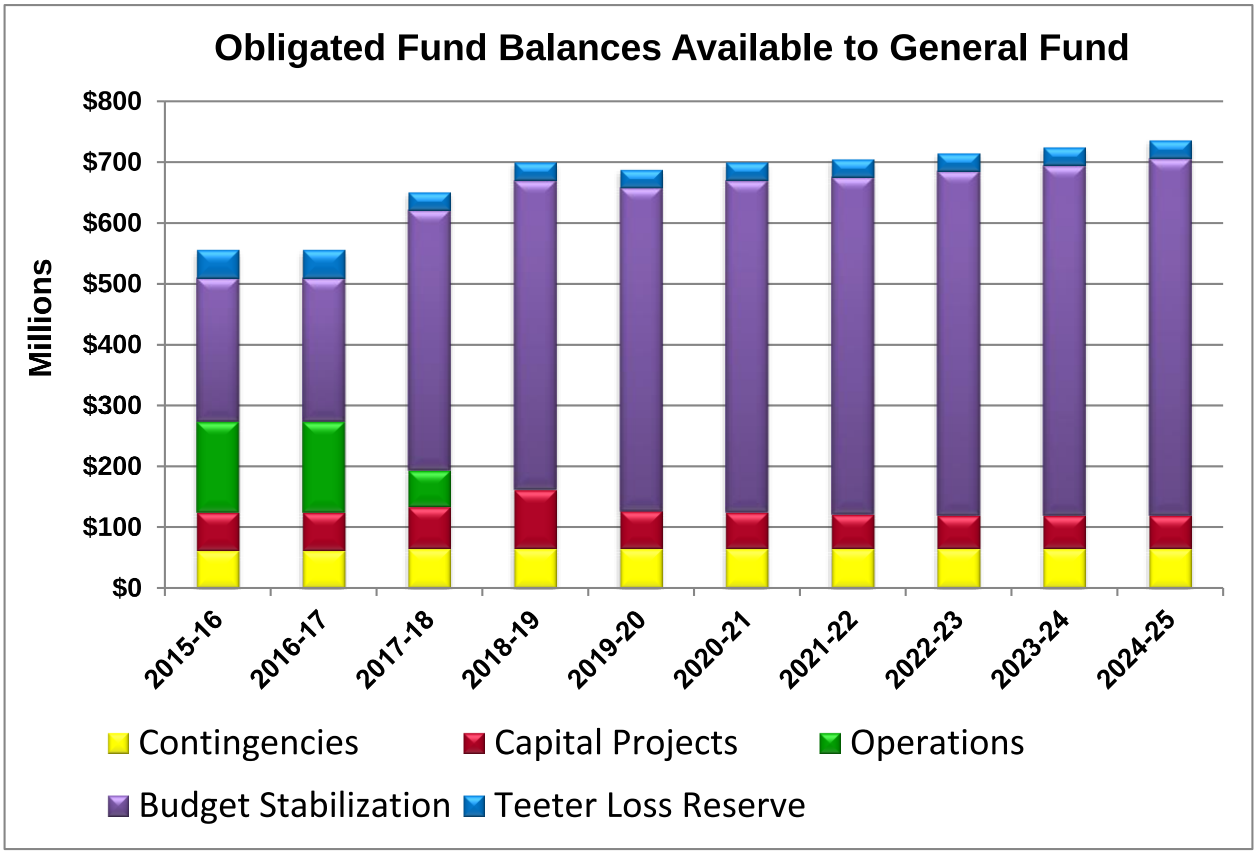
The following chart of estimated County Contribution Rates for Tier II employees reflects increased retirement rates for Non-Safety and Safety employees beginning in FY 2019-20 related to the impact of the 2018 investment losses and the three-year phase-in of the UAAL cost impact due to the assumption changes adopted by the OCERS Board on October 16, 2017. After the three-year phase-in, projected contribution rates are projected to stabilize beginning in FY 2022-23, assuming all actuarial assumptions are met in the future and there are no future changes in any of the actuarial assumptions.



Notes: All years exclude Retiree Medical.

Obligated Fund Balances and Cash

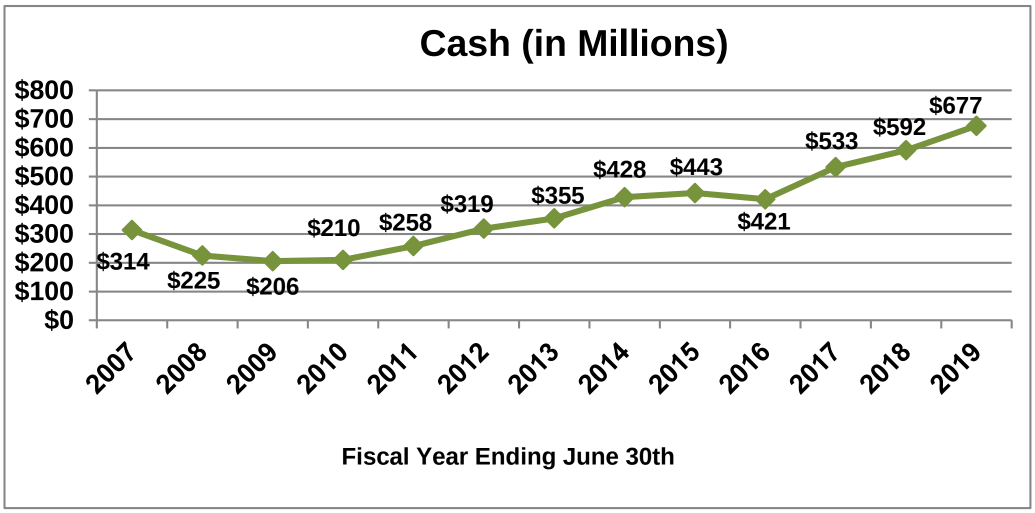
The County maintains an established reserves policy (please see the *Reserves Policy* portion of this document) to mitigate cash flow impacts, maintain best debt ratings and positive borrowing position, and to provide liquidity in the event of a catastrophic event.



(Note: Balances exclude accounts held by other authorities/agencies such as balances held by the Orange County Employees' Retirement System [OCERS].)

During economic downturns, reserves have been used to reduce the severity of impacts to clients and Departments. The County has been committed to building reserves back to a level that provides flexibility to maintain service levels and protects the County's cash position in order to meet its obligations. The current and projected obligated fund balances available to the General Fund reflect a healthier reserve position. Only increases to the Budget Stabilization reserve are forecasted in order to maintain the Government Finance Officers Association (GFOA) recommended target reserve in each of the Plan years. In accordance with Board Resolution 10-136, any excess Fund Balance Unassigned recorded at fiscal year-end is transferred to reserves by the Auditor-Controller during the year-end closing process.

The County is diligent in maintaining an adequate balance of General Fund cash to address timing variances that occur throughout the year between expense and revenue transactions. Based on the current cash management plan, it is anticipated that cash balances will remain stable throughout the financial planning period. The following chart reflects historical cash balances through June 30, 2019. Cash balances dipped between 2015 and 2016 due to timing of Health Care Agency Behavioral Health programs cash receipts. In the following year, the cash increase from 2016 to 2017 was due to the release of a yield-restricted investment to general fund cash. Finally, the increase to cash from 2018 to 2019 is primarily due to increase in property tax revenues, realignment and public safety tax revenues and one-time SB90 revenue and interest payments from the State.



Note: Cash balances are as of June 30 of each year as reported in the Comprehensive Annual Financial Report (CAFR). Cash balance for 2019 is preliminary as of November 14, 2019.

Infrastructure & Capital Expenditures

Economic conditions and competing priorities for General Funds influence how the County addresses capital spending. Beginning in FY 2007-08, like other peer counties, Orange County deferred necessary investments in capital assets and equipment to balance strained budgets and lessen potential cuts to ongoing operations and programs. Since that time, the County has used a portion of the modest growth in revenues to fund previously deferred critical projects such as the Sheriff's CCTV (closed circuit television) jail video system, jail electronic security and electrical upgrades, jail hardening, Sheriff vehicle replacement, and renovation and upgrade to the Katella Training Facility. In addition, one-time revenues are being utilized to repay the OC Waste and Recycling loan for the completed Animal Care Center and to fund upgrades to the County Property Tax System.

Strategies

It is essential that Departments continue to review programs and operations to determine the best practices when sizing programs for future economic conditions and to ensure services to the community are maintained and performance goals are met within the boundaries of available resources. Departments and the County Executive Office are currently planning for the FY 2020-21 budget process with a goal of preserving the capacity to provide quality services to stakeholders, including external clients and employees. Seeking opportunities for additional funding to maintain ongoing operations is essential to the process including efforts undertaken in development of the County's Legislative Platform. In addition, projected budgetary impacts in the Community Services program area from shifts of IHSS program responsibility to counties by the State; growing General Relief costs, and homelessness initiatives mean that re-evaluation of Department budgets and reprioritization of projects will be required during the budget process.

Summary

The County's long-term commitment to a balanced budget and early action has proven successful in maintaining core services with minimum impact to service recipients. Through their commitment to fiscal prudence, the Board of Supervisors developed a vision for the County to address critical community, capital, and organizational needs while also allowing for accommodation of new fiscal challenges and opportunities as they arise. The County continues to make significant progress with key initiatives including construction of the two new Civic Center Buildings and purchase of a building in Santa Ana to provide further homeless shelter capacity.

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

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

- Impacts continue to be evaluated and communicated timely;
- The County continues to apply discipline to financial management;
- Structural balance focused on values and core services continues to be a priority;
- The County continues to seek creative alternatives and partnerships.

Coordinated efforts of the Board and the County employees make it possible to exercise fiscal stewardship and to maintain government core services and priorities.

Economic Forecast

Introduction - General Economy

The 2019 Strategic Financial Plan economic forecast is informed primarily by projections developed by Chapman University and University of California Los Angeles (UCLA). This overview discusses key economic indicators impacting Orange County including gross domestic product, consumer price index, consumer confidence, personal income, employment, housing, and taxable sales.

While the United States economy has continually improved since the end of the Great Recession in late 2009, Gross Domestic Product (GDP) growth is anticipated to slow from 2.1% this year to 1.2% in 2020, returning to 2.1% in 2021, on a fourth quarter to fourth quarter basis according to the September 2019 UCLA Anderson Forecast. The forecast also projects that from 2020 to 2021 the unemployment rate will increase from 3.7% to 4%; inflation, as measured by the Consumer Price Index (CPI), will decrease from 2.2% to 2%; and the federal funds rate will decrease from 1.5% to 1.3%. While the forecast does not anticipate a recession, growth is assumed to decline to a near recession level in the second half of 2020. The negatively sloped yield curve, decreasing employment growth, and sluggish housing activity underscore that economic growth is notably slowing and projected to stall due to the effects of trade tensions and the 2017 tax cuts wind down.

Consumer sentiment, also known as consumer confidence, is a statistical measurement and an indicator of consumers' perceived overall health of the economy. Both the University of Michigan and the Conference Board survey consumers and report findings about their expected level of spending. Survey results are used by news and investment outlets to report on economic conditions. October updates from these sources suggest a mixed outlook. The University of Michigan reports that consumer confidence has continued to be positive and consistent in the last few years, with an October 2019 Index of Consumer Sentiment at 95.5, which is practically equivalent to the 2019 average of 95.6 and slightly under the two-year average of 97 since the beginning of 2017. While consumers have been optimistic, they remain cautious due to various uncertainties that could substantially curtail income and job opportunities. In the same vein, the Conference Board's Consumer Confidence Index reflects a decrease from 137.9 in October 2018 to 125.9 in October 2019, a decrease of 12 points year-over-year and 0.4 points from the prior month. Again, consumers indicated some concerns related to business conditions and job growth in the short term, but confidence levels are still relatively high and the expectation is that consumers will not curtail holiday spending.

The Federal Reserve Board, as of October 2019, lowered the federal funds rate target range to 1.50% to 1.75%, which is down from the prior year's target range of 2.00% to 2.25% and reflects downward adjustments made in July, September and October 2019. The decision to lower the rate target range supports the outlook that "sustained expansion of economic activity, strong labor market conditions and inflation near the Committee's symmetric 2 percent objective are the most likely outcomes," but acknowledges uncertainties about the outlook. The timing and scope of future adjustments to the range will factor in labor market conditions, inflation pressures and expectations and interpretations of financial and international developments. Recent key economic indicators reflect solid job gains, low unemployment, increased household spending, but weak business fixed investment and exports.

National Economy

The Congressional Budget Office (CBO) in its September 2019 Monthly Budget Review estimates that the fiscal year 2019 federal budget deficit is $984 billion, an increase of $205 billion from fiscal year 2018, and 4.7% of gross domestic product (GDP). The deficit is the highest since 2012, and increased as a percentage of GDP for the fourth consecutive year. The major sources of government revenues, individual income taxes and social insurance taxes, are anticipated to increase by 4% in 2019. Total federal outlays are projected to increase by 7%, adjusted for timing shifts of certain payments.

Based on the CBO August 2019 Update to the Budget and Economic Outlook: 2019 to 2029, the budget deficit is projected to swing between 4.4% (2027) and 4.8% (2023-2025 and 2029) of GDP between 2020 and 2029, distinctly exceeding the average over the last half-century. While both revenues and outlays grow quicker than GDP over the next decade, a constant gap is projected between the two. The CBO anticipates that from 2020 to 2029 revenues will increase from 16.4% to 18.2% of GDP, whereas outlays will rise from 21% to 23% of GDP.

The following table provides CBO forecasts of key national indices.

National Indices	Notes			Annual Average	
		2020	2021	2022-2023	2024-2029
Real GDP	1	2.1%	1.8%	1.7%	1.8%
CPI	1	2.4%	2.4%	2.5%	2.3%
Unemployment Rate	2	3.7%	4.0%	4.6%	4.6%
3-Month Treasury Bill	3	2.1%	2.3%	2.3%	2.5%
10-Year Treasury Note	3	2.2%	2.5%	2.9%	3.1%
Deficit	4	4.6%	4.5%	4.7%	4.7%

Source: Congressional Budget Office An Update to the Economic Outlook: 2019 to 2029, August 2019

Notes:
1 – Fourth Quarter to Fourth Quarter, Percentage Change
2 – Fourth Quarter Level, Percent (Annual averages reflect value for last year in the range)
3 – Calendar Year Average, Percent
4 – Gross Domestic Product, Percentage Of (Adjusted for timing shifts)

California Economy

On June 27, 2019, the Governor signed the FY 2019-20 State Budget, which proposes to end the year with $19.2 billion in total reserves, including $16.5 billion in the Budget Stabilization Account, $1.4 billion in the Special Fund for Economic Uncertainties, $900 million in the safety net reserve, and $377 million in the state's school reserve. The 2019-20 Budget Act assumes an increase in General Fund revenues and transfers in of $5.8 billion, or 4%, over the revised 2018-19 level, and a fund balance carryover of $6.8 billion. The General Fund expenditure budget totals $147.8 billion, a 4% increase over revised prior year estimates. The budget also allocates a surplus of $21.5 billion in discretionary General Fund resources for paying down state debts and liabilities, one-time and new ongoing programmatic spending, and optional reserves.

Local economists at UCLA and Chapman University predict that the California economy will experience slowing growth through 2020. The September 2019 UCLA Anderson Forecast projects employment growth at 0.8% in 2019, 0.9% in 2020, and 1.1% in 2021 with the unemployment rate at 4.4% in 2020.

The following table provides forecasts by local economists of key state indices.

California Indices	Notes	Chapman	UCLA		
		2019	2019	2020	2021
CPI	1	N/A	3.3%	2.5%	2.2%
Taxable Sales	1	3.5%	3.6%	2.3%	2.5%
Personal Income	1	4.0%	4.7%	4.2%	4.1%
Payroll Employment	1	1.5%	0.8%	0.9%	1.1%
Unemployment Rate	2	N/A	4.4%	4.4%	4.5%

Sources: Chapman University Economic & Business Review, June 2019; UCLA Anderson Forecast, September 2019

Notes:
1 – Percentage Change
2 – Not Percentage Change

Orange County Economy

In Orange County, Chapman University forecasts that growth will continue to be moderate. When compared to the nation, State, and surrounding counties, most Orange County economic indicators perform relatively well.

Payroll employment in 2019 is projected to increase by 1.3% for Orange County, in comparison to 1.5% for the State, with most jobs created in the services sector, such as those for trade, transportation & utilities, financial activities, information, professional & business, education & health, and leisure & hospitality.

Two of the County's major funding sources are property taxes and sales taxes, which commonly fluctuate with changes in the housing sector and taxable sales activity. Both housing and sales trends have exhibited growth since 2012. Chapman University forecasts increases of 1.2% for the price of existing single-family homes and 2.6% for taxable sales in 2019.

Overall, Orange County economic recovery has been steady. The following table provides trends in key local indices, followed by a discussion of the economic indicators.

Orange County Indices (Year-To-Year Changes)	**2015**	**2016**	**2017**	**2018**	**2019 Forecast**
Payroll Employment	3.2%	2.6%	2.1%	2.1%	1.3%
Total Personal Income	7.9%	3.1%	4.6%	5.6%	4.5%
Taxable Sales	2.1%	1.9%	3.3%	4.1%	2.6%
Residential Permits	2.5%	11.4%	(15.2%)	(18.2%)	1.8%
Existing Homes Price Index, Single-Family (Base Year = 2009)	2.4%	4.3%	6.2%	4.8%	1.2%

Source: Chapman University Economic & Business Review, June 2019

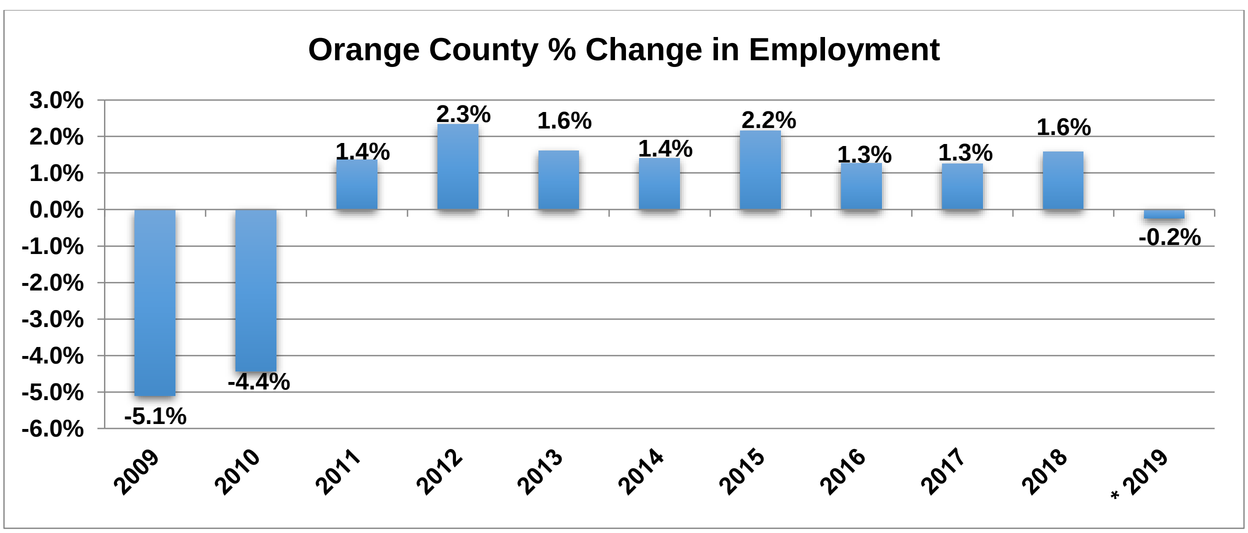
Employment – According to the California Employment Development Department, the highest payroll employment year-over-year growth in Orange County were in the construction (3.0%), educational & health services (1.2%), financial activities (1.8%) leisure & hospitality (2.7%), and professional & business services (2.4%) industries. As of September 2019, Orange County's unemployment rate was 2.4%, which remains below that of the nation at 3.3%, the State at 3.5%, and all surrounding Southern California counties as shown in the following table.

The following table provides key employment indices for Orange County and surrounding Southern California counties.

COMPARATIVE EMPLOYMENT STATISTICS			
County	**Total Labor Force**	**Total Employment**	**Unemployment Rate**
Los Angeles	5,140,600	4,911,800	4.5%
Orange	**1,631,900**	**1,592,800**	**2.4%**
Riverside	1,103,200	1,061,400	3.8%
San Bernardino	970,700	938,600	3.3%
San Diego	1,608,100	1,564,800	2.7%
Ventura	421,100	407,800	3.2%

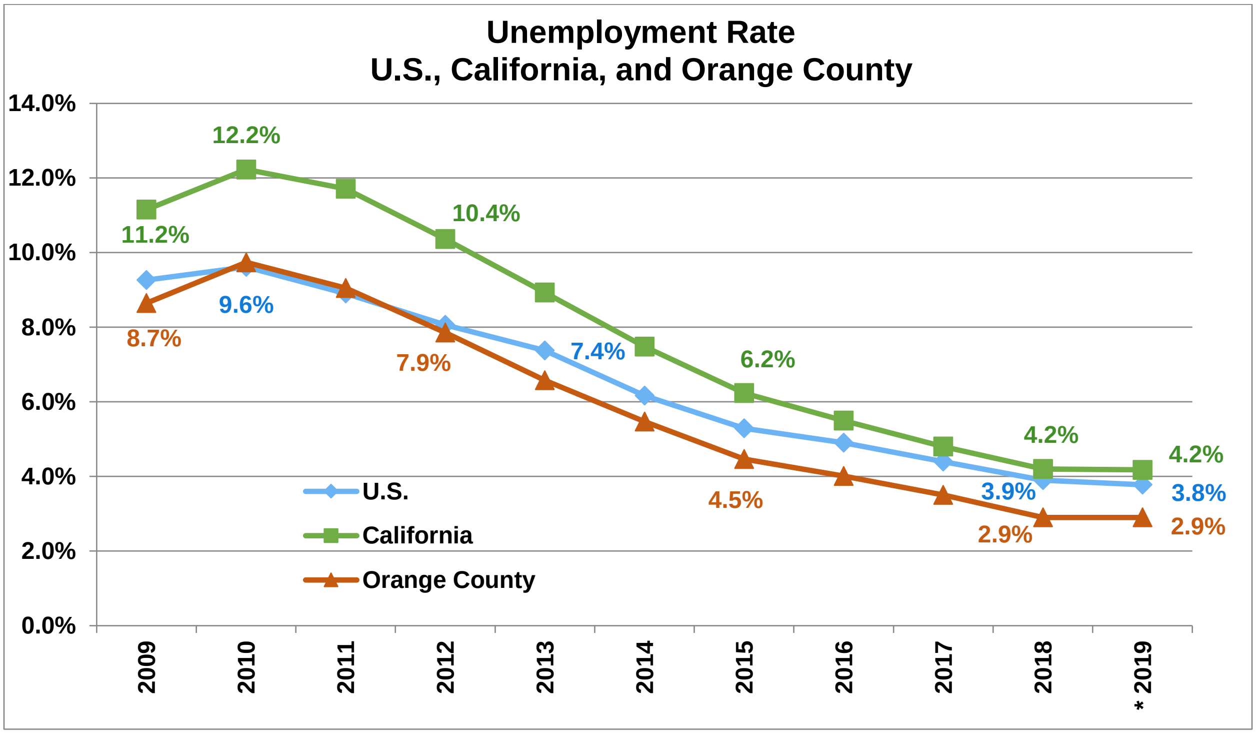
Source: State of California Employment Development Department, September 2019 preliminary

Chapman University's June 2019 Economic & Business Review forecasts weaker job growth in Orange County, declining from 2.1% in 2018 to 1.3% in 2019, and beneath the State's projected 1.5% in 2019. One reason for the decline in employment growth is that construction jobs dwindled in 2018 because of rising mortgage rates in that year. Employment growth is anticipated to be moderate in various sectors, including construction and construction-related ones such as financial activities and professional & business services. Furthermore, the lack of growth in information service jobs presents a long-term concern for the County's economy.



*Reflects change between 2018 annual employment and 9-months average ending September 30, 2019.

Source: State of California Employment Development Department



*Reflects 9-months average unemployment rate.

Sources: U.S. Bureau of Labor Statistics (National); State of California Employment Development Department (State and County); Annual average for the calendar year.

Housing – While housing in the County remains comparably unaffordable, affordability is increasing due to lower mortgage rates. Chapman University indicates that the housing affordability index is projected to increase from 64.3 in 2018 to 68.5 in 2019.

As reported by the Orange County Register on October 31, 2019, using data compiled by DQ News for September 2019, Southern California home sales were up by 10.4% year-over-year, and was the largest increase in almost three years. Southern California's median home sales price in September 2019 increased 2.5% year-over-year to $533,000, but was based on increases in only three of the six counties. For Orange County, the median home sales price decreased by 2.3% while unit sales increased by 13.1% year-over-year. In comparison to surrounding counties, Orange County exhibited the highest median sales price at $733,000, and was 35.6% above that of the six-county region.

Residential Building Permit Valuation is an estimate of the total cost of residential building construction. In Orange County, it is expected to decrease by 2.5% in 2019 to $2.7 billion, which is drastically higher than the 13.4% decline in growth in 2018 (Chapman University).

The following table provides key housing indices for the Southern California region.

COMPARATIVE HOUSING STATISTICS							
County	Median Sales Price (as of September)			Unit Sales (as of September)			Median Household Income
	2018	2019	% Change	2018	2019	% Change	Last 12 Months
Los Angeles	$595,000	$618,000	3.9%	5,644	6,055	7.3%	$68,093
Orange	**$740,000**	**$723,000**	**(2.3%)**	2,565	2,902	**13.1%**	**$89,759**
Riverside	$389,000	$393,000	2.1%	3,138	3,498	11.5%	$66,964
San Bernardino	$330,000	$351,000	5.7%	2,395	2,550	6.5%	$63,857
San Diego	$575,000	$570,000	(0.9%)	2,954	3,388	14.7%	$79,079
Ventura	$590,000	$588,500	(0.3%)	744	859	15.5%	$84,566
Southern California Total	$520,000	$533,000	2.5%	17,440	19,253	10.4%	N/A

Sources: Lansner, Jonathan. "Southern California Home Sales Soar 10.4%, Largest Jump in 3 Years." Orange County Register, October 31, 2019; U.S. Census Bureau, American Community Survey 1-Year Estimates of Median Household Income in past 12 months – September 2019

Foreclosure rates are calculated by dividing the total County housing units per the U.S. Census Bureau by the total number of properties that received notices of default (new filings, foreclosure in process, not yet recorded) within the month results in the . The lower the second number is in the ratio, the higher the foreclosure rate (e.g. 1 in 100 is higher than 1 in 1,000). RealtyTrac, Inc. reports that 1 in 3,853 Orange County homes received a foreclosure filing in September 2019. Based on County of Orange Clerk-Recorder's Office data, 1,819 notices of default were issued and 311 trustee deeds were filed (completed and recorded) for the first nine months of 2019, which decreased by 21.0% and 26.7%, respectively, from the same period in 2018.

Foreclosures	
Los Angeles County	1 in 2,946
Orange County	**1 in 3,853**
Riverside County	1 in 1,622
San Bernardino County	1 in 2,138
San Diego County	1 in 3,852
Ventura County	1 in 3,743

Source: RealtyTrac, Inc., September 2019

Taxable Sales – Taxable sales represent consumer spending transactions that are subject to sales and use taxes. Taxable sales provide an indication of economic activity and contribute to County funding sources such as General Purpose Revenue sales taxes and General Fund department sources such as Public Safety Sales Tax and Realignment Revenue. General Fund sales tax receipts typically trend with taxable sales.

After 2009, Orange County's taxable sales increased annually from 2010 through 2018 with growth projected at 2.6% for 2019. The following table provides annual taxable sales for Orange County.

Orange County Annual Taxable Sales		
Year	**Taxable Sales (Billions)**	**% Change**
2019 Forecast	$68.9	2.6%
2018	$67.2	4.1%
2017	$64.6	3.3%
2016	$62.5	1.9%
2015	$61.4	2.1%
2014	$60.1	4.4%
2013	$57.6	4.3%
2012	$55.2	6.8%
2011	$51.7	8.5%
2010	$47.7	4.3%
2009	$45.7	(14.7%)

Sources: Board of Equalization for 2009-2016; California Department of Tax and Fee Administration for 2017; Chapman University Economic & Business Review, June 2019, for 2018 and 2019 forecast

Taxable sales tend to increase when personal income increases. Chapman University's June 2019 Economic & Business Review forecasts a 4.5% increase in total personal income for Orange County in 2019.

Summary

The national, state, and local economies are expected to experience slowing growth in the next few years with some economist predicting a risk of global recession in late 2020. Through diligent departmental endeavors and deliberate and timely action by the Board of Supervisors, the County is committed to continue delivering high quality public services, leveraging limited resources for one-time projects and priorities, and seeking creative alternatives and partnerships for expanding or establishing new programs and services.

The County will continue to ensure that measures taken now do not create long-term, unintended consequences. It is a County priority to judiciously plan for today and the future in an effort to achieve the goal of enriching the lives of Orange County residents and visitors.

General Purpose Revenue Forecast

Introduction

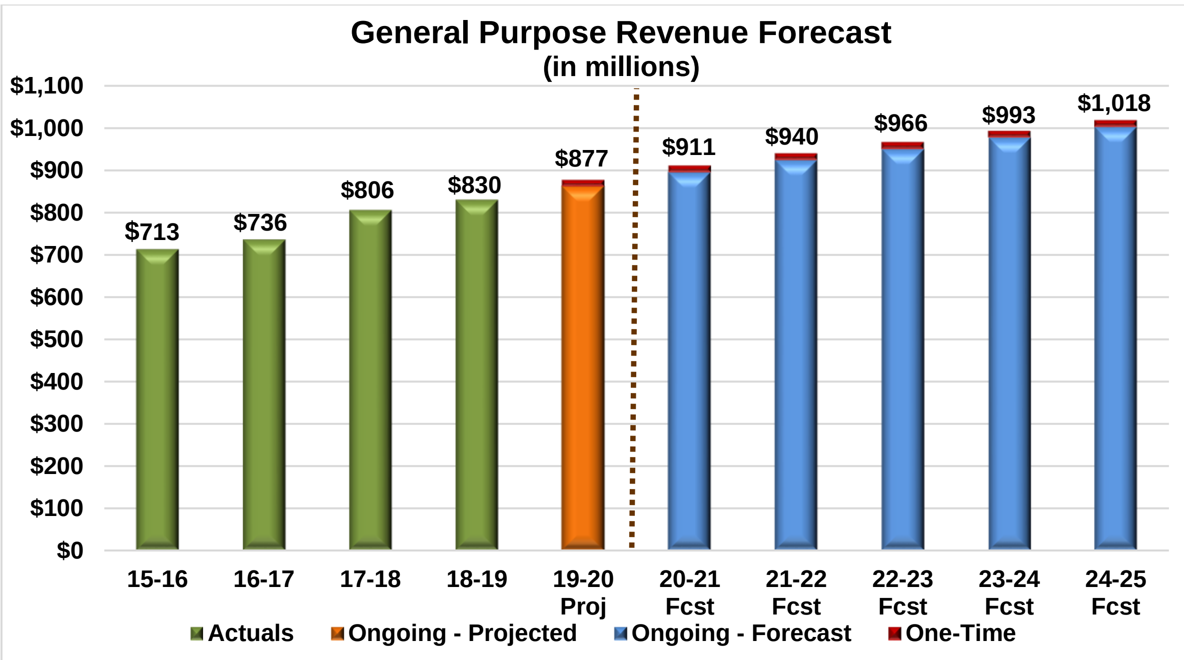
The General Purpose Revenue forecast is a critical component of the Strategic Financial Plan (SFP). The forecast provides projections for the portion of the budget over which the County has discretion. The General Purpose Revenue forecast includes projections for the following sources, which comprise approximately 98% of total ongoing General Purpose Revenues (listed from greatest to least) and 93% of all General Fund sources:

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

The County Executive Office (CEO) prepared the projections considering historical and current revenue and economic trends, forecasts from the Auditor-Controller and various governmental entities such as the Orange County Fire Authority and local economists (e.g. Chapman University and UCLA). Due to continued uncertainty in the economy and volatility in General Fund revenue sources, the SFP projections are monitored closely and will be modified, if needed, during the FY 2020-21 annual budget development process.

General Purpose Revenue Forecast

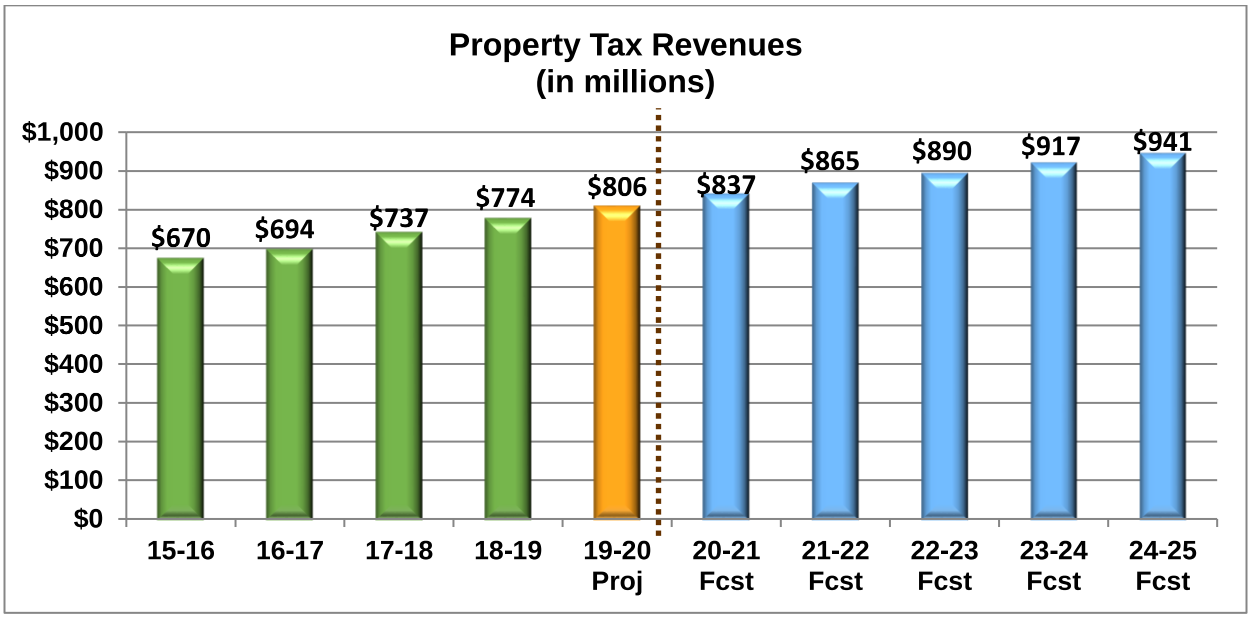
The estimated General Purpose Revenue, excluding Fund Balance Unassigned (FBU – defined as funding carried over from the previous year) and use of General Fund reserves, is projected at $877 million for FY 2019-20. Over the next five years, the ongoing revenue growth forecast, on average, is about 3% annually, and reaches over $1 billion in FY 2024-25.



The following table provides detail of the ongoing and one-time revenue sources assumptions (in millions):

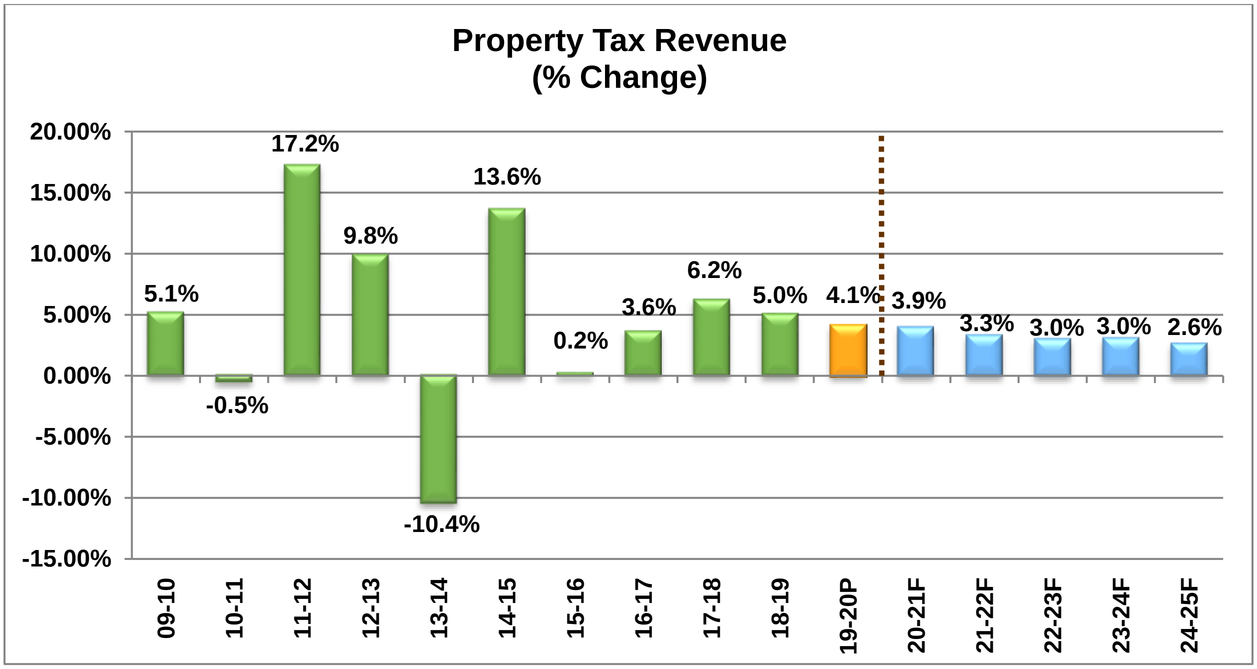
		One-Time Sources & Transfers In		
Fiscal Year	Ongoing	Teeter	OCERS	Total
2018-19	$ 830.1	$ 0.0	$ 0.0	$ 830.1
2019-20	861.8	15.2	0.0	877.0
2020-21	895.2	6.0	10.0	911.2
2021-22	923.6	6.0	10.0	939.6
2022-23	949.8	6.0	10.0	965.8
2023-24	977.4	6.0	10.0	993.4
2024-24	1,001.7	6.0	10.0	1,017.7

Property Taxes are the largest and most important source of General Purpose Revenues. From FY 2006-07 to FY 2010-11, property taxes accounted for approximately 80% of all General Purpose Revenues. As of November 2019, property taxes were forecasted to account for almost 93% of all General Purpose Revenues. The following chart illustrates the projected growth of property tax revenues over the forecasted period.



In Orange County, housing prices have declined, with a year-over-year 2.3% decrease in the median sales price for newly built and existing homes in September 2019, as reported in the Orange County Register on October 31, 2019, using data compiled by DQ News. As a whole, Orange County sales volume increased by 13.1% from the prior year. The Orange County Assessor's Secured Roll of Values for FY 2019-20 includes an increase of 5.6%.

The following chart illustrates the history of property tax revenue growth rates as well as forecasts for the five years of the Plan.

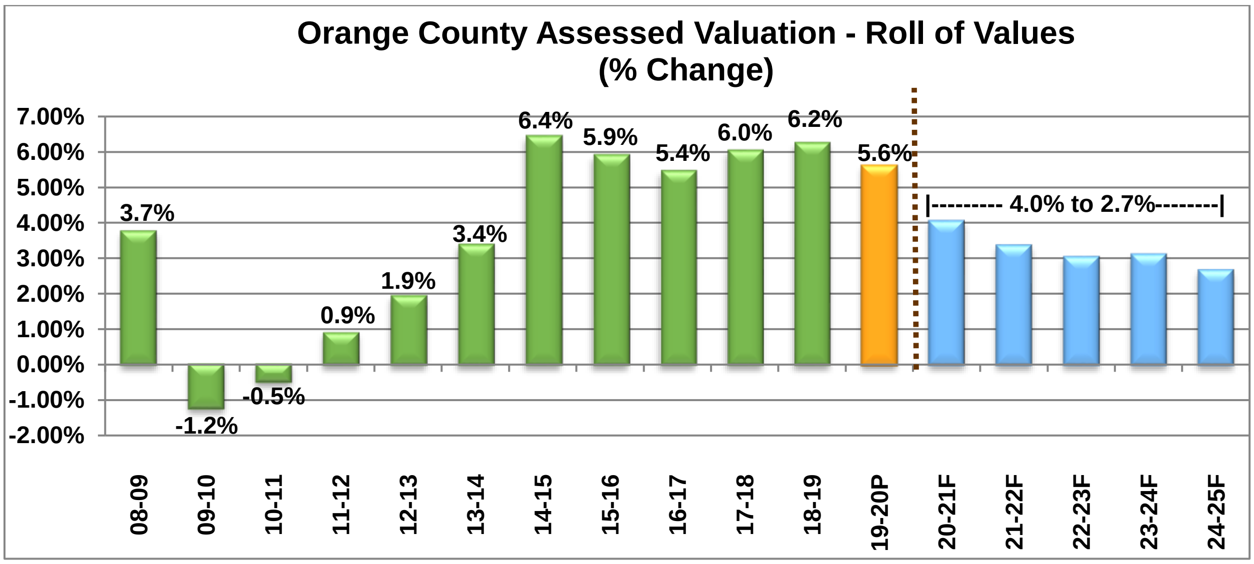


The percentage changes shown in the chart above demonstrate wide property tax variances from FY 2009-10 through FY 2016-17, and the following table provides explanations:

Fiscal Year	Gross % Change	Adjusted % Change	Variance Explanation
2009-10	+ 5.1%	- 2.1%	Gross % includes SB8 funds of $35 million
2010-11	- 0.5%	- 0.5%	Gross % includes SB8 funds of $35 million
2011-12	+ 17.2%	- 0.2%	Gross % includes SB8 funds of $50 million and VLFAA retention of $73.5 million
2012-13	+ 9.8%	+ 12.1%	Gross % includes SB8 funds of $50 million and VLFAA retention of $75.0 million
2013-14	- 10.4%	+ 10.7%	Adjusted % change assumes exclusion of VLFAA revenue impacts
2014-15	+ 13.6%	+ 5.7%	Gross % includes one-time Teeter Penalty Tax Loss Reserves of $46.7 million

Fiscal Year	Gross % Change	Adjusted % Change	Variance Explanation
2015-16	+ 0.2%	+ 5.8%	Gross % includes a net decrease of $35.0 million due to prior year and current year one-time Teeter Penalty Tax Loss Reserves adjustments
2016-17	+ 3.6%	+ 5.4%	Gross % includes a decrease of $11.6 million in prior year one-time Teeter Penalty Tax Loss Reserves adjustments

The following chart illustrates historical percentage changes in the Assessment Roll of Values based on the Orange County Assessor's annual press release. The chart also exhibits projected increases in the secured roll over the forecasted period.



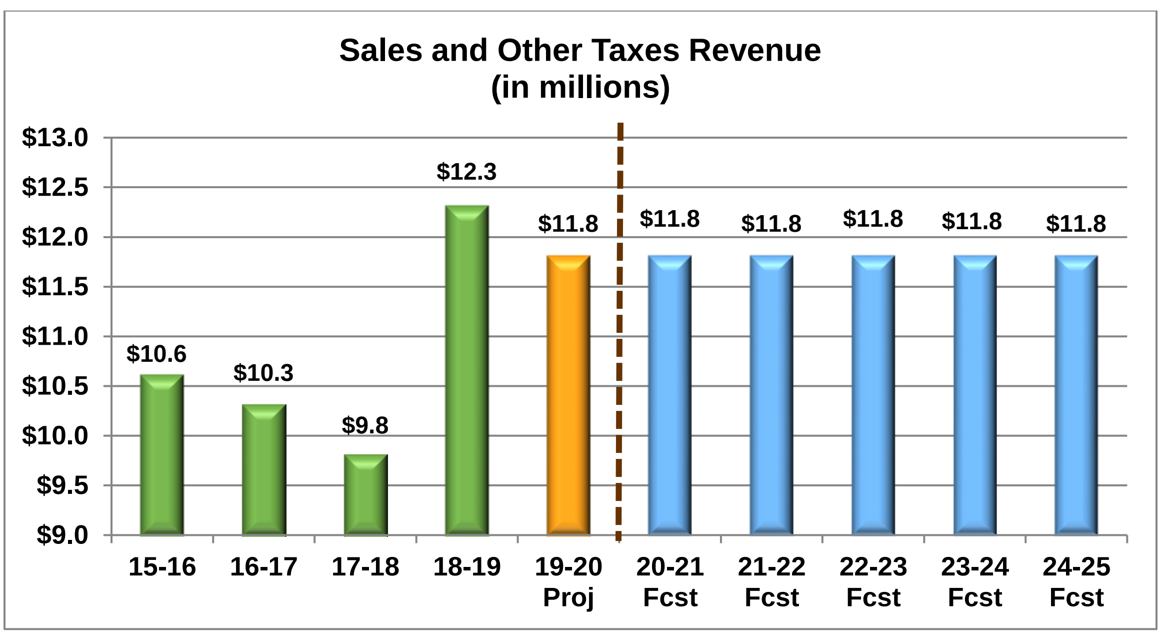
Projections for FY 2020-21 through FY 2024-25 were developed early in the SFP process and incorporated review of economic trends and data. The current SFP projects growth in secured revenue of 5.1% and unsecured revenue of 2.9% in FY 2019-20. The Assessed Roll of Values is potentially affected by new construction, the current commercial market climate, and economic impacts from unemployment, financing, and foreclosures.

Property Tax Administration Fees revenue ranges from $24.5 million to $26.6 million annually in the forecast period, averaging 2.9% of total Property Tax Revenue.

Interest income is earned on certain County funds invested by the Treasurer-Tax Collector in compliance with criteria in the Investment Policy Statement approved annually by the Board of Supervisors. The weighted average maturity of the County's investments as of September 30, 2019 was 329 days. Interest income for FY 2019-20 is estimated to be somewhat higher than FY 2018-19 assuming that cash balances remain relatively static. However, there is some risk in the projections as there have been three short-term rate reductions since July 2019 in the benchmark Federal Funds interest rate established by the Federal Open Market Committee (FOMC). Projected interest income over the five years of the Plan grows by 1.34% per year based on estimates provided by the Treasurer-Tax Collector which is still below the most recent FOMC -rate range of 1.50% to 1.75%.

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

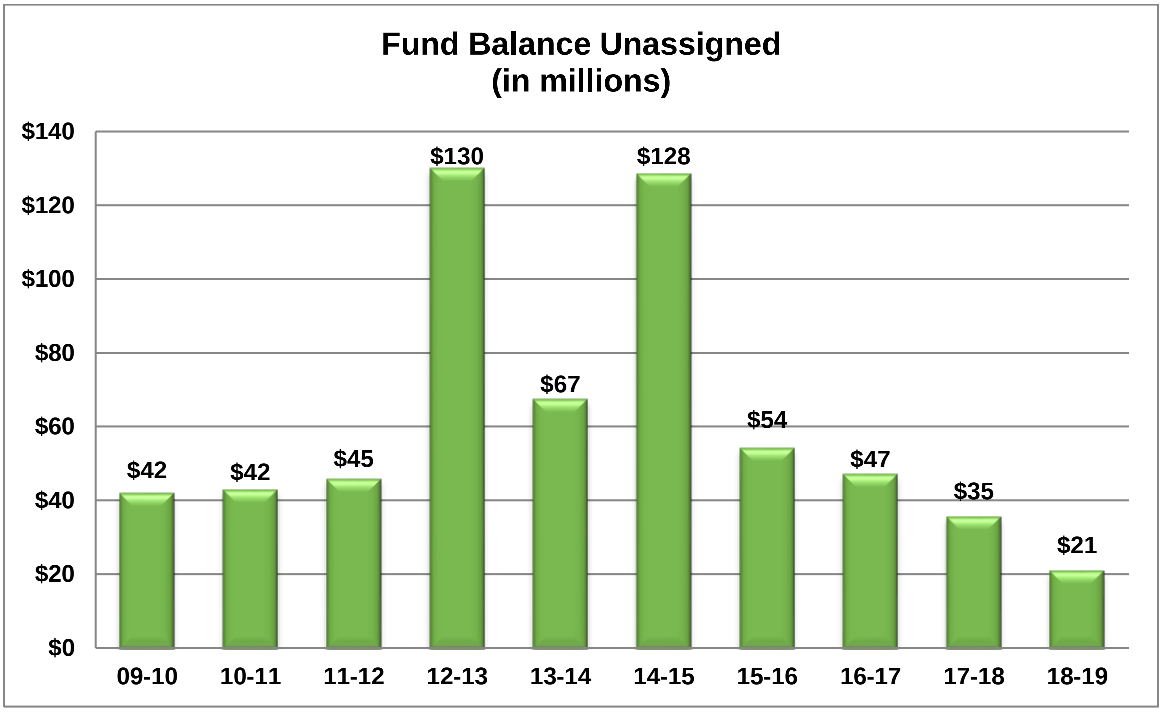
The County's sales tax revenue does not incorporate the half-cent tax levied for Public Safety. The Public Safety Sales Tax is distributed separately and is restricted for public safety uses. Sales and Other Taxes revenue on average comprise less than 2% of total General Purpose budgeted revenues. Forecasted sales tax revenues take into consideration the continued slow, moderate growth in the economy.



Other General Fund Sources include transfers in from the Teeter debt service fund (Teeter) and use of OCERS Investment Account reserves. In FY 2019-20, the County budgeted transfers in from the Teeter fund of $15.2 million including $9.2 million for the Sheriff-Coroner Intake Release Center modifications. Over the five years of the Plan, projections of annual transfers in from the Teeter fund are $6 million per year. In addition, the County General Fund can draw from the OCERS Investment Account reserves toward the cost of retirement and the projected draws are $10 million per year for all five year of the Plan beginning with FY 2020-21.

Fund Balance Unassigned (FBU) is the final component accounted for in the revenue projection for FY 2019-20. If expenditures occurred as planned in the annual budget, FBU would be zero. However, variances in projections of revenues and expenditures result in positive or negative balances recorded as increases or decreases to obligated fund balance. FBU balances for FYs 2009-10 through 2011-12 were relatively stable and consistent. In FYs 2012-13 and 2014-15, receipt of one-time revenues positively affected the FBU balances. However, since FY 2015-16 FBU balances have been on a downward trajectory falling from $54 million in FY 2015-16 to $21 million in FY 2018-19 as costs of doing business outpace revenue growth and departments are unable to achieve prior levels of savings.

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



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

Conclusion

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

Plan Summary

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

The Planned Use of Reserves portion of the summary indicates reserve draws for previously approved priorities and projects, for which funds were set aside for future use. Typical use of Reserves is for one-time needs, such as large, multi-year capital projects. The Planned Increases to Reserves section of the summary indicates increases to reserves anticipated over the five Plan years.

Net County Cost (NCC) Limits, established at the beginning of the Strategic Financial Plan process, are set for ongoing baseline operations (current levels of service). NCC Limit growth is 0% for all five Plan years (FY 2020-21 through FY 2024-25) and increases will be strategically allocated based on need and the County's priorities, rather than as a percentage of base limits.

The reported variance is the result of total General Purpose Revenue (GPR) including transfers in plus draws from reserves and minus the NCC Limits; restoration requests from departments and increases to reserves needed to maintain the County's Budget Stabilization Reserve at the Government Finance Officers Association (GFOA) recommended level of two months of General Fund operating revenue in each of the five Plan years. Departments submit Restore Level of Service Requests when the assigned NCC Limit is insufficient to maintain current service levels. The NCC Limits plus restore level of service requests is the projected funding required to keep current operations and staffing. The variance, inclusive of restore level of service requests, demonstrates either overages or shortfalls in funding availability for departmental operations.

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

2019 STRATEGIC FINANCIAL PLAN SUMMARY
Forecasted Sources and Uses

	Final FY 2018-19	Adopted FY 2019-20	Projected FY 2019-20	FY 2020-21
SOURCES ($ Millions)				
Fund Balance Unassigned (FBU)	0.0	0.0	20.5	0.0
General Purpose Revenues (GPR)				
Property Taxes (+4.21%, +3.49%, +3.14%, +2.75%, +2.75%)	773.6	800.6	805.6	837.3
Sales & Other Taxes (0%, 0%, 0%, 0%, 0%)	12.3	11.8	11.8	11.8
Motor Vehicle License Fees	1.3	1.3	1.3	1.3
Property Tax Administration	22.1	21.8	23.1	24.5
Franchises and Rents	2.8	2.7	2.7	2.7
Interest (1.34%, 1.34%, 1.34%, 1.34%, 1.34%)	15.6	10.8	15.9	16.1
Miscellaneous	2.2	1.5	1.5	1.5
Subtotal - GPR before Transfers In	***829.8***	***850.5***	***861.8***	***895.2***
Transfers In	0.3	15.2	15.2	6.0
Use of OCERS	0.0	0.0	0.0	10.0
Total GPR (excluding FBU/Use of Reserves)	**830.1**	**865.7**	**877.0**	**911.2**
Planned Use of Reserves				
Catastrophic Event Contingencies (9741)	0.0	0.0	0.0	0.0
Reserve for Maintenance & Construction (9743)	0.0	2.2	2.2	0.0
Reserve for Capital Projects (9744)	2.0	38.7	49.3	2.1
Reserve for Budget Stabilization (9745)	0.0	0.0	0.0	0.0
Total Planned Use of Reserves	**2.0**	**40.9**	**51.4**	**2.1**
GRAND TOTAL - SOURCES	**832.1**	**906.6**	**949.0**	**913.3**
Planned Increases to Reserves				
Reserve for Capital Projects (9744)	0.0	0.0	16.5	0.0
Reserve for Budget Stabilization (9745)	0.0	8.1	22.8	13.9
Total Planned Increases to Reserves	**0.0**	**8.1**	**39.2**	**13.9**
USES ($ Millions)				
NCC Limits [0%, 0%, 0%, 0%, 0%]	**723.5**	**898.5**	**898.5**	**828.2**
Restore Level of Service Requests				82.1
NCC Limits Plus Reserve Increases and Restore Level of Service				**924.3**
Variance Including Restore Requests				(11.0)
Cumulative Variance				(11.0)
Note: Cumulative variances do not include impacts of negotiated bargaining group MOUs approved in October and November 2019, which range in cost from $83.6M in FY 20-21 to $181.0M in FY 22-23 and beyond				
Expand Level of Service Requests				6.4
Strategic Priority Requests				65.8
Total Restore, Expand & Strategic Priority Requests				**154.4**

2019 STRATEGIC FINANCIAL PLAN SUMMARY
Forecasted Sources and Uses

FIVE-YEAR FORECAST				
FY 2021-22	**FY 2022-23**	**FY 2023-24**	**FY 2024-25**	
				SOURCES ($ Millions)
0.0	0.0	0.0	0.0	**Fund Balance Unassigned (FBU)**
				General Purpose Revenues (GPR)
864.6	890.1	917.0	940.8	Property Taxes (+4.21%, +3.49%, +3.14%, +2.75%, +2.75%)
11.8	11.8	11.8	11.8	Sales & Other Taxes (0%, 0%, 0%, 0%, 0%)
1.3	1.3	1.3	1.3	Motor Vehicle License Fees
25.4	25.9	26.3	26.6	Property Tax Administration
2.7	2.7	2.7	2.7	Franchises and Rents
16.3	16.5	16.7	16.9	Interest (1.34%, 1.34%, 1.34%, 1.34%, 1.34%)
1.5	1.5	1.5	1.5	Miscellaneous
923.6	***949.8***	***977.4***	***1,001.7***	***Subtotal - GPR before Transfers In***
6.0	6.0	6.0	6.0	Transfers In
10.0	10.0	10.0	10.0	Use of OCERS
939.6	**965.8**	**993.4**	**1,017.6**	**Total GPR (excluding FBU/Use of Reserves)**
				Planned Use of Reserves
0.0	0.0	0.0	0.0	Catastrophic Event Contingencies (9741)
0.0	0.0	0.0	0.0	Reserve for Maintenance & Construction (9743)
0.0	0.0	0.0	0.0	Reserve for Capital Projects (9744)
0.0	0.0	0.0	0.0	Reserve for Budget Stabilization (9745)
0.0	**0.0**	**0.0**	**0.0**	**Total Planned Use of Reserves**
939.6	**965.8**	**993.4**	**1,017.6**	**GRAND TOTAL - SOURCES**
				Planned Increases to Reserves
0.0	0.0	0.0	0.0	Reserve for Capital Projects (9744)
8.6	11.8	9.5	11.6	Reserve for Budget Stabilization (9745)
8.6	**11.8**	**9.5**	**11.6**	**Total Planned Increases to Reserves**
				USES ($ Millions)
830.5	**829.9**	**833.5**	**830.0**	**NCC Limits [0%, 0%, 0%, 0%, 0%]**
121.2	135.0	141.4	161.5	Restore Level of Service Requests
960.3	**976.7**	**984.4**	**1,003.2**	**NCC Limits Plus Reserve Increases and Restore Level of Service**
(20.7)	(10.9)	8.9	14.5	Variance Including Restore Requests
(31.7)	(42.7)	(33.8)	(19.3)	Cumulative Variance
6.0	6.7	7.6	7.6	Expand Level of Service Requests
86.4	94.3	86.5	92.2	Strategic Priority Requests
213.7	**236.1**	**235.5**	**261.3**	**Total Restore, Expand & Strategic Priority Requests**

Financial Plans, Policies, and Oversight

Introduction

The County implemented a number of financial plans, policies and oversight tools to strengthen its internal controls in the wake of the bankruptcy filing in 1994. These tools continue to be refined and are embedded in the County's robust financial management processes. The following provides a brief description of these tools.

Plans

Board of Supervisors Long-Term Strategic Priorities

In 2012 and reaffirmed in 2015, the Board of Supervisors (Board) adopted long-term strategic priorities. These priorities are included in the annual budget adopted by the Board each year. These provide a framework and serve as the basis for budget recommendations. The three long-term priorities include: Stabilize the Budget, Prepare for Contingencies, and Address and Fund Agency Infrastructure.

Strategic Financial Plan (SFP)

In 1997, the County initiated an annual strategic financial planning process that includes a five-year revenue and expense forecast as well as identification of strategic priorities and emerging initiatives. This process provides a framework for testing budget assumptions and aligning available resources with operating requirements. In testing assumptions, the SFP serves as the basis for the development of the upcoming fiscal year budget. Additionally, the SFP includes capital and information technology (IT) project proposals facilitating early evaluation of project viability and economic feasibility. Finally, a ten-year forecast for Strategic Priorities is used in the SFP to assess the County's ability to fund new programs, initiatives, and priorities requiring more than one million dollars in any one year of the plan.

Capital Improvement Plan

The County and its departments develop the following capital improvement plans:

- Strategic Financial Plan – The SFP Capital Improvement Plan is developed each year with a five-year projection of capital needs for projects requiring general funds and for department-funded projects. Projects requiring general funds are reported in a summary format and Department-funded projects, reported with brief detail, typically include Sheriff, Social Services Agency, County Tidelands – Newport Bay, OC Dana Point Harbor, OC Public Libraries, OC Parks, OC Road, OC Flood, OC Waste & Recycling, John Wayne Airport, and OC Information Technology.

- OC Public Works develops a Seven-Year Capital Improvement Program (CIP) for OC Road and OC Flood projects in preparation of the upcoming fiscal year's budget. Inclusion of a project in the CIP indicates the County's plan to develop and construct the project. However, implementation is always subject to funding and resource availability. The plan is presented to the Board of Supervisors for approval.

- OC Parks submitted the first Strategic Plan (Plan) to the Board of Supervisors in 2007 to define its mission, vision and values in addition to evaluating issues of open space stewardship, capital and maintenance funding, and identification of the department's core function. In January 2017, the Board approved a consultant contract to assist OC Parks with development of an updated Plan to build on the existing Plan and to refine the vision, mission and values as well as identify long-term strategic goals. The revised Plan was approved by the Board of Supervisors on December 4, 2018.

Information Technology Plan

The County compiles a five-year Information Technology (IT) Plan of significant IT projects as part of the SFP. The projects include both those requesting General Funds from Data Systems Development Projects Budget Control 038, as well as proposed projects funded by non-General Fund sources. This document is updated annually with the SFP to reflect the changing needs and fiscal outlook of the County.

Policies

In addition to the following formal policies, the County exercises a "No Backfill" policy with regard to programs funded by specific grants or by the state or federal government sources. These programs are sized to the level of funding available unless a Maintenance of Effort requirement exists.

Budget Development Policies

The Annual Budget includes a description of budget policies and guidelines used by all departments in developing their budgets. Chief among the requirements is consistency with the Strategic Financial Plan as well as uniform projections of salaries and benefits.

Debt Management Policy

The County's Debt Management Policy provides guidance for the issuance of bonds and other forms of indebtedness to finance capital improvements, acquire equipment, improve cash flow, and meet other identified needs. The Board of Supervisors approved the initial Debt Management Policy on December 6, 2016, as included in the 2016 Strategic Financial Plan, and approved the most recent amendments to the policy on June 4, 2019. Each year, the Strategic Financial Plan includes the most recent approved policy.

Funding Allocation Policy and Process (FAPP) for Distributing Federal Housing and Community Development Funds

The FAPP outlines the methods used by the Urban County Program to distribute federal and local funds to applicants that request funding for housing and community development activities benefitting low and moderate-income communities and individuals. The FAPP is approved by the Board of Supervisors on an annual basis.

Information Technology Governance Policy

Central to the IT Policy is a governance structure that includes CEO advisory committees representing end users, technology experts, and department heads. The governance policy addresses IT issues impacting the public, staff, and investments. IT investments in excess of $150,000 annually are subject to review through the IT governance process. The policy fosters quality, innovative, fiscally responsible, and secure IT solutions that support the County's business needs as a whole, now and into the future.

Investment Policy Statement

Each calendar year, the Board of Supervisors approves an Investment Policy Statement and delegation of authority, which authorizes the Treasurer-Tax Collector to invest public funds for the year.

Reserves Policy

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

Position Policy

The Position Policy, established in 2016, provides guidance to departments seeking to add new positions, fill vacancies, as well as establishes conditions under which aged positions will be deleted. In addition, the Board of Supervisors approved a vacant position policy effective July 1, 2018 to establish a standard protocol for managing vacant positions not filled within a reasonable period of time. Positions vacant for more than twelve months, or eighteen months in the case of public protection positions, are automatically deleted.

Oversight

Audit Oversight Committee

In 1995, the Board of Supervisors established the Audit Oversight Committee (AOC) as an advisory committee to the Board of Supervisors on issues related to the County's Internal Audit function and the County's external audit coverage including financial statements and federal and state audits. The AOC assists the Board in ensuring the independence of the Internal Audit functions, reviews and recommends approval of the Internal Audit Department's Annual Audit Plan, reviews internal audit reports, and guarantees that corrective action is taken on audit findings.

Public Financing Advisory Committee

The Public Financing Advisory Committee (PFAC) was established in 1996 by the Board of Supervisors. The purview of PFAC includes review and approval or denial of all proposed public financings, and selection of financing professionals engaged in public financings. No proposed public financing or financing professional is considered by the Board of Supervisors without the express written recommendation by PFAC.

Treasury Oversight Committee

The Board of Supervisors established the Treasury Oversight Committee (TOC) in 1995. The TOC reviews and monitors the annual investment policy prepared by the Treasurer, ensures an annual audit is conducted to determine the Treasurer's compliance with the Investment Policy Statement, submits an annual report to the Board regarding the Treasurer's compliance with governing laws and policies, and investigates any identified irregularities in the Treasurer's operations.

Reserves Policy

Obligated Fund Balances and Reserves Available to the General Fund

Introduction

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

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

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

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

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

- Fund Balance Assigned for Contingencies - This reserve was established through the Strategic Financial Plan process for the purpose and use of covering unanticipated and severe economic downturns, major emergencies, or catastrophes that cannot be covered with existing appropriations. The current target for this reserve is 15% of ongoing annual General Purpose Revenues.

- Fund Balance Assigned for Capital Projects - This reserve was established through the Strategic Financial Plan process for the purpose and use of funding future capital projects, including information technology projects. Funds are withdrawn from this reserve and appropriated in the fiscal year in which the projects are expected to be encumbered or expended.

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

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

- Fund Balance Assigned for Budget Stabilization - This reserve, established through the quarterly budget report process, ensures prudent reserve levels that are maintained and replenished on a regular basis. The current year target, based on the GFOA's best practice, is set at two months (approximately 17%) of General Fund operating revenues as budgeted in FY 2019-20.

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

- Reserve-like Funds - The reserve held by the Orange County Employees Retirement System (OCERS) on behalf of the County and established with the proceeds of the 1994 Pension Obligation Bonds is an example of a reserve-like fund. The purpose and use of this account includes the offset of County retirement expenses and reducing the County's share of the retirement system unfunded liability. Use of this account to offset the County's retirement expenses may free up existing or future General Fund resources for other purposes.

- Department Type Reserves – These are restricted reserves set aside in non-General Funds for specific purposes. Department type reserves are limited to the purpose and use for which the non-General Fund was established.

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

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

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

Reserve Targets and Descriptions

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

In implementing the GFOA's best practice, the County elected to establish a funding target based upon two months of General Fund operating revenues to lessen current and future risks such as revenue shortfalls and unexpected expenditures. As such, the current year target is set at two months (approximately 17%) of General Fund operating revenues as budgeted in FY 2019-20 as follows:

General Fund Budgeted Revenues FY 2019-20	$3,678,513,352
Less: Non-Operating & One-Time Items	(490,656,801)
Net FY 2018-19 Operating Revenues	3,187,856,551
Target - 2 Months General Fund Operating Revenues	$ 531,309,425

The following table summarizes the current reserves by classification. When compared to the overall target, total General Fund reserves are $191,529,119 above target, but projected to fall 18% to $156,583,326 by the end of the current fiscal year. Moreover, due to strategic and prudent allocation of one-time funding and sources, the Budget Stabilization Reserve for FY 2019-20 is anticipated to meet the GFOA recommended target of $531,309,425. Going forward, as General Fund budgeted revenues are expected to increase over the five years of the Plan, the goal is to increase the Budget Stabilization Reserve in each year to maintain the GFOA recommended target. Increases to maintain the target could be achieved by allocation of General Purpose Revenue growth, allocation of one-time funding and sources, re-allocation of specific-use reserve balances, or any combination of the three. The 2019 SFP assumes use of General Purpose Revenue growth each year to meet the target amount.

	Balance at 6/30/2019	Projected Change	Projected Balance at 6/30/2020
Budget Stabilization Reserve			
Reserve for Budget Stabilization [Goal = $531.3M]	508,554,912	22,754,513	531,309,425
Budget Stabilization Reserve Target	**$ 508,554,912**		**$ 531,309,425**
Stabilization Reserve Over/(Under) Target	$ -		$ -
Specific-Use Reserve Classification			
Catastrophic Event Contingencies [Goal = 15% of GPR = $128M]	$ 65,000,000	$ -	$ 65,000,000
Reserve for Capital and IT Projects	84,928,915	(32,784,355)	52,144,560
Reserve for Maintenance & Construction	11,600,204	(2,161,438)	9,438,766
Teeter Loss Reserve	30,000,000	-	30,000,000
Subtotal - General Fund (GF) Specific-Use Reserves	***$ 191,529,119***	***$ (34,945,793)***	***$ 156,583,326***
Grand Total - General Fund (GF) Total Reserves	**$ 700,084,031**	**$ (12,191,280)**	**$ 687,892,751**

An alternate approach used by some credit rating agencies is to evaluate the County's available fund balance as a ratio of the General Fund's assigned and unassigned fund balances (from the County's Comprehensive Annual Financial Report [CAFR]) as a percentage of total expenditures. A threshold of 15% of expenditures or greater is considered strong. On a Generally Accepted Accounting Principles (GAAP) basis, the County's percentage in FY 2017-18 was 14% of expenditures and the preliminary percentage for FY 2018-19 is 12%. The County prepays its pension contribution and reports the prepaid amount as Nonspendable Fund Balance rather than Unassigned Fund Balance in the CAFR as required by Governmental Accounting Standards Board (GASB) Statement Number 54. However, if the prepaid costs for General Fund short term Taxable Pension Obligation Bonds (POB) were to be considered as available, which they are, the percentages change to 25% and 24% for fiscal years 2017-18 and 2018-19 (preliminary), respectively. The following table demonstrates the available fund balance for FYs 2017-18 and 2018-19 (preliminary):

Amounts in thousands

	2017-18 CAFR [1]	2017-18 CAFR [2]	2018-19 Prelim CAFR [1]	2018-19 Prelim CAFR [2]
Fund Balance				
Non-Spendable	378,418	5,245	396,541	1,995
Non-Spendable-POB		373,173		394,546
Restricted	31,815	31,815	49,989	49,989
Assigned	179,119	179,119	147,686	147,686
Unassigned	219,426	219,426	196,517	196,517
Total Fund Balances	808,778	808,778	790,733	790,733
General Fund Expenditures	3,181,763	3,181,763	3,297,168	3,297,168
Calculated %	14%	25%	12%	24%

[1] Fund balance amounts in CAFR are calculated by Auditor-Controller based on Generally Accepted Accounting Principles (GAAP)

[2] Calculated % assumes that the non-spendable fund balance associated with the County's short term Taxable Pension Obligation Bonds (POB) is available to the General Fund.

General Fund Obligated Fund Balances

Obligated Fund Balances are formal reserves and currently include Fund Balance Assigned for Contingencies, Fund Balance Assigned for Operations, Fund Balance Assigned for Capital Projects, Fund Balance Assigned for Maintenance and Construction, Fund Balance Assigned for Teeter Loss Reserve and Fund Balance Assigned for Budget Stabilization. The reserves defined in the following pages are General Fund Obligated Fund Balances that are neither restricted nor committed as defined by Governmental Accounting Standards Board (GASB) Fund Balance Reporting policy.

Contingencies

Target	15% of ongoing annual General Purpose Revenues (excluding FBA, transfers & other one-time revenue) or, currently, $127,575,297
Projected Balance @ June 30, 2020	$65,000,000 (7.6% of ongoing General Purpose Revenues)
Variance from target	$62,575,297 below target

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

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

Contingencies	
Fund Number	100
Authority	Government Code Section 29085
When established	Budget Adoption
Budgeted	Schedule 3 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year (Government Code Section 29130)
Expiration Date	Ongoing
Interest Earnings	Credited to General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve.

Assigned for Capital Projects

Target	$50,000,000
Projected Balance @ June 30, 2020	$52,144,560
Variance from target	$2,144,560 above target

Draws from the Capital Project reserve are anticipated in FY 2020-21 based on known requests from departments during the 2019 SFP development process; however, those projects have yet to be submitted for approval by the Board. Planned uses of capital projects reserves in FY 2020-21, without replenishment, will result in an estimated balance at June 30, 2021 of $37,547,909, which is $12,452,091 below target. The $2.1 million to repay OC Waste and Recycling (OCWR) for costs associated with construction of the new Animal Care Center will be repaid by participating cities and added back to reserves.

The following table provides specific details of the capital projects reserve:

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

Reserve for Capital Projects (continued)	
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve; however, additional contributions to the reserve will be recommended from fund balance and allocated through a First Quarter Budget Report.

Assigned for Maintenance and Construction

Projected Balance @ June 30, 2020	$9,438,766

The following table provides specific details of the maintenance and construction projects reserve:

Reserve for Maintenance and Construction	
Fund Number	100
Authority	Approved Quarterly Budget Report
When established	November 17, 2015
Budgeted	Schedule 4 of the County Budget
Board approval required	4/5 vote to change amount during the year or to appropriate and make available for use during the year
Expiration Date	Upon completion of designated projects
Interest Earnings	Credited to the General Fund
Plan for reducing the variance	This Strategic Financial Plan recommends no change to this reserve.

Assigned for Teeter Loss Reserve

Target	Varies with fluctuations in delinquent secured taxes and assessments, but use could include the following: possible transfer back to Fund 656 in the event of an economic downturn; pay down notes; future cash financing of Teeter plan
Projected Balance @ June 30, 2020	$30,000,000

The following table provides specific details of the Teeter Loss reserve:

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

Assigned for Budget Stabilization Reserve

Target	$531,309,425
Projected Balance @ June 30, 2020	$531,309,425
Variance from target	Target Met

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

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

Appropriated Reserve-type Funds

Miscellaneous Contingency Reserve & Annual Leave Payouts

These appropriations are maintained in the Budget Control 004 Miscellaneous Fund budget within the County General Fund. The purpose and use of the appropriations is to provide additional appropriations to General Fund Departments through the end of the fiscal year for budgetary shortfalls, unanticipated one-time expenditures, emergencies, and opportunities. The appropriations are typically distributed during the quarterly budget report process and require a 4/5 Board of Supervisors vote for transfers of these funds per Government Code Section 29125(a)(2). The FY 2019-20 beginning balance is $19,939,811 with an additional $1,000,000 earmarked by the Board on November 23, 2010 to establish funding for unanticipated annual leave payouts impacting small departments (approximately 100 employees or less). Five to ten million dollars is typically budgeted each year; but the FY 2019-20 balance of $19.9 million includes potential funding for renovation of the Yale Shelter. Future Strategic Financial Plans may recommend changes to the current balance as funds are needed or become available.

Actions taken during the November 19, 2019 Board meeting resulted in a reduction to the contingency appropriations of approximately $2.2 million to fund the Property Tax System modernization and additional staffing costs for the Office of Care Coordination organizational change.

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

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

Reserve Type Funds - OCERS Retirement Investment Account

The balance of this account at June 30, 2019 was $143,646,635. The assets held in the Investment Account are invested with the OCERS portfolio. As such, the balance in the account will change based on the performance of the investment assets and any draws from the account.

Projected Balance @ June 30, 2020	$153,701,899 including projected net investment earnings/<losses> and draws

Please see the following table for specific details of the OCERS Investment Account:

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

Debt Management Policy

Introduction

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

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

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

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

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

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

Acceptable Uses of Debt

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

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

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

Prohibited Uses of Debt

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

Types of Financing Instruments

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

Direct Debt Obligations

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

1. General Obligation Bonds

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

2. Lease Revenue Bonds or Certificates of Participation

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

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

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

Rather than establish a specific limit on lease-backed debt, the County has a limit on long term General Fund debt obligations. Annual principal and interest payments on long term General Fund debt obligations will not exceed 4% of general fund revenue. The appropriate level of General Fund appropriation debt should also be considered in the development of the County's Annual Strategic Financial Plan and Annual Budget process.

Revenue and other Special Fund Obligations

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

- Revenue Bonds and Certificates of Participation

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

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

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

Interim Financing

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

1. Tax and Revenue Anticipation Notes

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

   The County may issue TRANs if necessary to meet General Fund cashflow needs in the upcoming fiscal year, which consist primarily of salaries and benefits, in anticipation of the receipt of property taxes and other revenues later in the fiscal year. The cashflow needs are determined by projections prepared by Auditor-Controller and CEO that require an estimate of a cashflow deficit during the fiscal year. The County's municipal advisor is required to review and concur with the County's cashflow projections if a TRANs is to be considered. As property tax payments and other revenues are received, they are used in part to repay the TRANs.

2. Prepayment of Annual Employer Pension Contribution

   The County may receive notification from OCERS that the Board of Retirement approved a discount in the amount due if paid early. Typically, the payment must be received by mid-January to fund the next fiscal year's annual employer contribution to OCERS, a period of no longer than eighteen months. The County prepares an analysis, to determine the budget savings achieved from the OCERS discount, to evaluate whether to recommend financing the prepayment. While these borrowings are essentially a cashflow financing such as TRANs, they are structured as a short-term pension obligation bond to allow the obligation to extend beyond the fiscal year in which it is issued.

3. Teeter Financing

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

4. Interfund Borrowing

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

Conduit Financings

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

1. Community Facilities and Assessment Districts

   Community Facilities Districts (CFD) and 1913/1915 Act Assessment Districts (AD) are typically developer initiated, whereby the developer seeks a public financing mechanism to fund public infrastructure. Special taxes or assessments may be levied upon properties within a district to pay for facilities. The conditions for the

County's approval of these financings are contained in a separate set of policies. Further information on formation of CFDs and ADs is available in the Orange County Public Finance Program Policy Statement and Application Information Package as amended September 12, 2000 and as amended May 18, 2004. This policy is posted on the County's website.

2. Multi-Family Housing Revenue Bonds

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

3. Public-Private Partnership (P3)

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

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

Tax Increment Financing

Tax increment financing is a tool that allows municipalities to promote economic development by earmarking tax revenues from increases in assessed value within a designated tax increment financing district. Redevelopment Agencies, a frequently used tool of the past, were dissolved by the California legislature as of February 12, 2012.

1. Enhanced Infrastructure Financing District

   On September 24, 2014, the governor approved Senate Bill 628, which authorized the formation of an Enhanced Infrastructure Financing District (EIFD). An EIFD is a limited tax increment financing district created after the dissolution of redevelopment agencies in 2012.

   An EIFD would allow two or more governmental entities to agree to secure a portion of property tax revenue for the construction of infrastructure and other capital needs. A key difference between EIFDs and former redevelopment agencies is, that the tax increment given to the new district excludes all property taxes associated with school districts.

   No new taxes are created by establishing an EIFD. The County's participation in any such district is voluntary and would require Board approval. The conditions for the County's participation in an EIFD are contained in a separate EIFD participation policy.

Debt Structure

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

1. Term of Debt

   In general, debt will be structured to distribute the payments for the asset over its useful life so that benefits closely match costs for current and future residents. Notwithstanding this policy goal, the early payment of principal (referred to as the "rapidity of debt repayment") is considered a credit strength by the rating agencies, as it creates future debt capacity. The County will consider such accelerated retirement when there is the capacity to accommodate such payments. Debt should not exceed the useful life of the improvement that it finances.

2. Debt Service Structure

   To the extent practical, bonds will be amortized on a level repayment schedule. Alternate schedules can be considered when appropriate. For example, escalating debt service may be considered if it better matches forecasted available revenues;

any such escalation of debt service should be modest, to provide a margin of safety if revenue growth should underperform expectations. Deferral of the amortization of principal can be considered in order to wrap outstanding debt and create total level debt service. Extreme deferral of debt service (such as with capital appreciation bonds, which defer both interest and principal) should be avoided.

3. Optional Prepayment

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

4. Capitalized Interest

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

5. Debt Service Reserve Fund

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

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

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

6. Credit Enhancement

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

7. Variable Rate Debt

To maintain a predictable debt service burden, the County will give preference to debt that carries a fixed interest rate. An alternative to the use of fixed rate debt is variable rate debt. It may be appropriate to issue long-term variable rate debt to diversify the County’s debt portfolio, reduce interest costs, provide interim funding for capital projects or improve the match of the County’s assets (such as cash in the Treasury invested in shorter-term securities) to debt liabilities.

8. Use of Derivatives

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

Method of Sale

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

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

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

Refunding of Indebtedness

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

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

- Advance Refunding - The refunding bonds are issued more than 90 days prior to the date upon which the refunded bonds will be redeemed, and the refunding bond proceeds placed in an escrow that is sufficient to pay interest and principal until the call date. Municipal bonds may only be advanced refunded once over the life of a bond issuance. The Tax cuts and Jobs Act, enacted December 22, 2017 essentially eliminated advanced refunding for municipal bonds issued after 2017 by making interest on advanced refunding bonds taxable. Interest on current refunding bonds remains tax-exempt eligible.

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

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

Debt Management Practices

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

1. Arbitrage

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

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

2. Administration of Bond Proceeds

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

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

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

3. Investment of Bond Proceeds

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

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

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

5. Disclosure on County's Website

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

6. Compliance with Other Bond Covenants

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

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

Rating Agency Relations and Annual or Ongoing Surveillance

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

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

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

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

Financing Professionals

Process and Selection of Professionals

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

PFAC is responsible for reviewing all proposed County financings and financing professionals recommended by Public Finance. PFAC will approve, modify, or deny the proposed recommendation. The BOS will ratify or disapprove the selection made by PFAC. Further information on PFAC is included in the Third Amended and Restated County of Orange Board of Supervisors Policies and Procedures approved by the BOS on May 19, 2009 and posted on the County's website.
The Board of Supervisors shall be responsible for the selection of Financing Professionals engaged to assist in a public financing. Financial Professionals shall include Municipal Advisor(s), Underwriters, Bond Counsel, Disclosure Counsel, and any other paid professional utilized in connection with a proposed financing. The procurement of financial professionals shall be conducted according to procedures delineated in the County's Contract Policy Manual.

Selection and Compensation

The Public Finance Director shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement a debt issuance.
The identification of municipal advisor, underwriter, bond counsel and disclosure counsel shall be done through a Request for Qualifications (RFQ) process to create a pool of professionals in each of the stated categories. For each new financing, a Request for Proposal (RFP) shall be completed for municipal advisor, underwriter, bond counsel and

disclosure counsel, as appropriate. The RFQ and RFP shall be in accordance with the County Procurement rules. The selection of the professional from each category and financing shall be first approved by PFAC and then ratified by the BOS.

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

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

1. Municipal Advisor (previously known as Financial Advisor)

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

2. Bond Counsel

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

3. Disclosure Counsel

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

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

4. Underwriter

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

5. Other Service Providers

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

Conclusion

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

Five-Year Capital Improvement Plan

Introduction

The proposed five-year Capital Improvement Plan (CIP) for Fiscal Years 2020-21 through 2024-25 is the County's compilation of significant projects funded by the General Fund in Capital Projects, Budget Control 036. This document is updated annually to reflect the changing needs and the fiscal outlook of the County.

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

The five-year CIP provides information about capital projects requiring County General Fund support in excess of $150,000 per project. The CIP is not a budget document, but rather a planning tool to be used in conjunction with the budget development process for FY 2020-21 through FY 2024-25 and the County Facilities Master Plan.

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

General Fund

As of September 30, 2019, appropriations in Capital Projects Budget Control 036, total $116.2 million for FY 2019-20 projects. Of this total, funding of $29.9 million comes from NCC and funding of $19.9 million stems from planned reserve draws. The FY 2019-20 First Quarter Budget Report increases appropriations by $6.5 million for a grand total of $122.7 million, for FY 2019-20 projects. The five-year capital projects costs summarized in this SFP total $192.4 million, including the Capital Improvement Plan, previously approved Strategic Priorities, and maintenance projects.

These projects (and any subsequently identified) will be evaluated for funding during the FY 2020-21 annual budget process. Project needs and related costs will be reviewed again during the next Strategic Financial Planning cycle that will begin in August 2020.

General Fund Capital Projects - Budget Control 036

Description	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast	SFP Total Forecast
Capital Projects - Appropriations						
Countywide Capital Projects - OC Public Works (OCPW)						
County Operations Center	4,912,382	5,388,094	633,333	0	0	10,933,809
Fruit Street Complex	119,153	204,915	0	0	0	324,068
Hutton Towers (Gates & Osborne Buildings)	3,001,456	1,421,832	901,232	0	0	5,324,520
1770 Broadway	0	366,299	3,282,213	0	0	3,648,512
Manchester Office Building	215,865	2,411,926	66,964	1,641,802	1,941,786	6,278,343
909 N. Main	665,021	0	0	0	0	665,021
Orangewood Children and Family Center (OCFC)	1,090,909	646,811	0	0	0	1,737,720
Other OCPW Projects for various facilities	1,275,958	729,560	1,148,232	500,000	500,000	4,153,750
Countywide Capital Projects Subtotal	11,280,744	11,169,437	6,031,974	2,141,802	2,441,786	33,065,743
Health Care Agency (HCA) Capital Projects						
HCA General	931,715	892,669	0	0	0	1,824,384
HCA 401 Tustin	177,533	499,257	0	0	0	676,790
HCA Lab	0	0	0	68,363	313,753	382,116
Health Care Agency Capital Projects Subtotal	1,109,248	1,391,926	0	68,363	313,753	2,883,290
Transfers to:						
Sheriff Deferred Maintenance (Fund 14Q)	3,388,606	2,778,611	2,641,683	2,668,100	2,694,781	14,171,781
Probation Capital Projects (Fund 104)	397,498	402,426	1,000,000	1,000,000	1,000,000	3,799,924
Probation - Gates Building Debt Service	2,602,502	2,597,574	0	0	0	5,200,076
Capital Projects Reserves (Fund 15D)	4,823,438	3,609,524	0	0	0	8,432,962
Transfer to Fund 279 - OCWR (Loan Repayment)	1,740,250	1,740,250	1,740,250	0	0	5,220,750
Transfers Subtotal	12,952,294	11,128,385	5,381,933	3,668,100	3,694,781	36,825,493
Capital Projects:						
Other Deferred Maintenance Projects & Contingencies	1,910,144	5,854,530	4,294,734	12,599,255	11,072,376	35,731,039
Capital Project Needs Funded by Departments	1,584,987	4,664,360	7,653,146	119,405	0	14,021,898
Civic Center Master Plan (CCMP) - Phase II (CAN)	1,097,076	3,226,953	12,920,250	12,920,250	12,920,250	43,084,779
Civic Center Master Plan (CCMP) - Phase III	0	0	13,000,000	0	0	13,000,000
OC Animal Shelter OCWR Loan Repayment	4,656,881	0	0	0	0	4,656,881
800 MHz Capital Projects	150,000	0	0	0	0	150,000
Central Utilitiy Facility (CUF) Projects (BC 040)	2,357,900	2,722,905	1,548,599	1,313,035	1,015,395	8,957,834
Capital Projects Subtotal	11,756,988	16,468,748	39,416,729	26,951,945	25,008,021	119,602,431
Total Appropriations	**37,099,274**	**40,158,496**	**50,830,636**	**32,830,210**	**31,458,341**	**192,376,957**
Revenue Sources						
Department Funding & Other	1,584,987	4,664,360	7,653,146	119,405	0	14,021,898
Civic Center Master Plan (CCMP) - CAS Savings	2,805,000	2,945,000	3,090,000	1,160,000	0	10,000,000
Civic Center Master Plan (CCMP) - CAN	0	0	4,460,036	4,460,036	4,460,036	13,380,108
801 Lease Cost Savings transfer from DA to 036	894,437	894,437	894,437	894,437	894,437	4,472,185
Transfer in from Fund 15D - HCA Projects	1,109,248	1,391,926	0	68,363	313,753	2,883,290
Transfer in from Utilities 040 - CUF Projects	2,357,900	2,722,905	1,548,599	1,313,035	1,015,395	8,957,834
Transfer in from Fund 15L - 800 MHz Projects	150,000	0	0	0	0	150,000
Transfer in from Capital Projects Reserves/15D	0	0	8,432,962			8,432,962
Transfer in from Fund 289 - OCDC Loan Repayment	0	2,848,851	0	0	0	2,848,851
OCWR Importation Revenue (295)	7,595,490	7,653,047	7,713,486	7,776,964	7,736,750	38,475,737
OC Animal Shelter Repayments from Cities	2,467,538	0	0	0	0	2,467,538
Total Revenue	**18,964,600**	**23,120,526**	**33,792,666**	**15,792,240**	**14,420,371**	**106,090,403**
Total NCC Request	**18,134,674**	**17,037,970**	**17,037,970**	**17,037,970**	**17,037,970**	**86,286,554**
Capital Projects Agency 036 NCC Limits	18,134,674	17,037,970	17,037,970	17,037,970	17,037,970	86,286,554

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

Department Funded and Non-General Funds

This CIP includes capital improvement needs for the County's balanced funds including: OC Road, OC Flood, OC Parks, John Wayne Airport, OC Waste & Recycling, OC Libraries, and others. These special funds do not require General Fund support. The five-year CIP for non-General Funds totals $1.1 billion.

County departments that directly fund capital projects from dedicated revenue sources (e.g., John Wayne Airport and OC Waste and Recycling) are included in the CIP to provide a more complete picture of all County capital projects.

Criminal Justice Facilities - Fund 104 receives revenue from General Fund Capital Projects, Budget Control 036; and Court fines, fees, and penalties revenue set-aside for the Probation Department. As of September 30, 2019, appropriations in Criminal Justice Facilities Fund 104 total $17.1 million for FY 2019-20 projects. The FY 2019-20 First Quarter Budget Report increases appropriations an additional $4.5 million, for a grand total of $21.6 million for FY 2019-20 projects. The Probation Reserve Balance with County General Fund was $11.6 million and is projected to decrease to approximately $2.0 million by the end of FY 2021-22. The projection assumes a $2.2 million draw in FY 2019-20 for design, a $6.9 million draw in FY 2020-21 and a $591 thousand draw in FY 2021-22 for construction of a new 2-story classroom building at the Youth Guidance Center.

Countywide Capital Projects Non-General Fund - Fund 15D receives transfers of unspent General Funds for various multi-year capital projects that are then carried over and re-budgeted in subsequent years. As of September 30, 2019, appropriations in the Countywide Capital Projects Non-General Fund 15D total $56.7 million for FY 2019-20 projects. The FY 2019-20 First Quarter Budget Report includes additional appropriations of $20.0 million, for a grand total of $76.7 million for FY 2019-20 projects.

The five-year capital projects in Fund 15D include a total of $55.3 million pass-through revenue and appropriations for OC Waste & Recycling Net Importation Revenue Sharing ($38.5 million) and carryover funding.

Specific project details are provided by fund in the following pages. Project funding comes from local, state, and federal sources. These projects (and those subsequently identified) will be evaluated for funding during the FY 2020-21 annual budget process.

Public Protection **Fund: 14Q**

14Q - Sheriff-Coroner Construction & Facility Development

Project ID #	Theo Lacy Facility Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ18	Barracks A-E Walkway Improvements	0	0	358,424	0	0
PZ01	F & G Barracks Showers and Restroom Renovations	656,250		0	0	0
PZ21	Replace Air Conditioning Duct Work	0	0	1,050,000	0	0
PZ23	Replace Building A Roof	0	0	0	257,346	0
PZ22	Replace Building C Roof	0	0	0	257,346	0
PZ25	Replace Central Plant Bldg. A Roof	0	0	0	257,346	0
PZ07	Replace Central Plant Boilers	0	364,962	0	0	0
PZ28	Replace Escalators	0	0	0	243,308	0
PZ10	Replace Hot Water Storage Tank	0	42,579	0	0	0
	Total Expense:	**656,250**	**407,541**	**1,408,424**	**1,015,346**	**0**
	Total Revenue:	**656,250**	**407,541**	**1,408,424**	**1,015,346**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	100%	0%	100%

Due to the age of the Theo Lacy facility, various renovations, repairs and replacements are needed to ensure safety and reduce ongoing maintenance costs.

Project ID #	Intake Release Center Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ27	Replace Air Conditioning Hydronic System	0	0	0	364,962	0
PZ05	Replace Carousel and Stations	364,962	0	0	0	0
PZ30	Replace Facility Roof	0	0	0	409,413	0
PZ24	Reseal Isolation Joints	0	0	0	243,308	0
	Total Expense:	**364,962**	**0**	**0**	**1,017,683**	**0**
	Total Revenue:	**364,962**	**0**	**0**	**1,017,683**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	100%	0%	100%

Due to the age of the Intake Release Center facility, the carousel and stations, air conditioning hydronic system, and roof require replacement. The isolation joints on the exterior façade walls and windows need to be resealed.

Public Protection **Fund: 14Q**

14Q - Sheriff-Coroner Construction & Facility Development

Project ID #	Sheriff Headquarters Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ26	Building Roof Repairs	0	0	0	85,391	0
PZ02	Electrical System Renovation	640,432	0	0	0	0
PZ12	Replace Elevator	0	364,500	0	0	0
	Total Expense:	**640,432**	**364,500**	**0**	**85,391**	**0**
	Total Revenue:	**640,432**	**364,500**	**0**	**85,391**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	100%	0%	100%

The electrical system and elevator at the Sheriff's Headquarters have exceeded the normal life expectancies and require replacement. The roof needs resealing, reflective coating and repairs to extend its usefulness.

Project ID #	James A. Musick Facility Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ04	Replace Laundry Washer Extractor	1,034,059	0	0	0	0
	Total Expense:	**1,034,059**	**0**	**0**	**0**	**0**
	Total Revenue:	**1,034,059**	**0**	**0**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	100%	0%	100%

The laundry washer extractor at the James A. Musick Facility has reached the end of its useful life and needs replacement.

Project ID #	Central Men's Jail Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ33	Replace Elevator	0	0	0	0	300,000
PZ20	Replace Escalators	0	0	1,050,000	0	0
PZ16	Replace Exhaust Ducting System	0	234,063	0	0	0
PZ09	Replace Freight Elevators	0	600,000	0	0	0
	Total Expense:	**0**	**834,063**	**1,050,000**	**0**	**300,000**
	Total Revenue:	**0**	**834,063**	**1,050,000**	**0**	**300,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	100%	0%	100%

Due to the age of the Central Men's Jail facility, replacements of the elevators, escalators, and exhaust ducting system are needed.

Public Protection **Fund: 14Q**

14Q - Sheriff-Coroner Construction & Facility Development

Project ID #	Coroner's Facility Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ11	Repair Training Facility Carport Roof	0	35,200	0	0	0
PZ29	Replace Training Facility Roof	0	0	0	286,589	0
PZ32	Replace Elevator	0	0	0	0	300,000
	Total Expense:	**0**	**35,200**	**0**	**286,589**	**300,000**
	Total Revenue:	**0**	**35,200**	**0**	**286,589**	**300,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	100%	0%	100%
Due to the age of the Coroner's Training facility, repair and replacement of the carport and facility roofs and elevator are needed.						

Project ID #	Various Facilities Roof Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ31	Katella Academy Building Roof	0	0	0	233,950	0
PZ15	Loma Ridge Roof Maintenance	0	229,900	0	0	0
	Roof Replacements at Various Facilities	692,903	907,407	183,259	29,141	2,094,781
	Total Expense:	**692,903**	**1,137,307**	**183,259**	**263,091**	**2,094,781**
	Total Revenue:	**692,903**	**1,137,307**	**183,259**	**263,091**	**2,094,781**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	100%	0%	100%
Roofs at various OCSD facilities have reached, or will reach, the end of expected useful life within the next five years and need to be repaired or replaced to prevent water leaks and to provide a safe and secure environment.						

Total Budget Control: 14Q - Sheriff-Coroner Construction & Facility Development					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	3,388,606	2,778,611	2,641,683	2,668,100	2,694,781
Funding from Capital Projects (036):	3,388,606	2,778,611	2,641,683	2,668,100	2,694,781
Balance*:	0	0	0	0	0

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

Community Services **Fund: 119**

119 - OC Public Libraries - Capital

Project ID #	Library Branches Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ04	Aliso Viejo Refurbishment & Roof Replacement	0	1,332,662	0	0	1,513,224
PZ03	Branch Refurbishments - Multiple Branches	1,786,297	2,530,000	1,585,499	458,413	410,000
PZ06	Fountain Valley Library Refurbishment	0	800,000	300,000	0	0
PZ01	HVAC Refurbishments / Replacement - Multiple Branches	0	158,400	0	525,000	0
PZ05	La Habra Library Refurbishment	0	800,000	350,000	0	0
PZ02	Laguna Beach Library Refurbishment	1,350,000	0	0	0	0
PZ05	Seal Beach Library Refurbishment	1,496,030	0	0	0	0
	Total Expense:	**4,632,327**	**5,621,062**	**2,235,499**	**983,413**	**1,923,224**
	Total Revenue:	**4,632,327**	**5,621,062**	**2,235,499**	**983,413**	**1,923,224**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

A facilities study conducted in the Fall of 2018 highlighted the need for Heating, Ventilation and Air Conditioning (HVAC) unit replacements for several branches. The study also identified specific projects and refurbishments needed at various branch locations for the purpose of increasing efficiency and ensuring a safe environment while meeting the needs of the community.

Total Budget Control: 119 - OC Public Libraries - Capital

Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	4,632,327	5,621,062	2,235,499	983,413	1,923,224
Total Funding:	4,632,327	5,621,062	2,235,499	983,413	1,923,224
Balance*:	0	0	0	0	0

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

Community Services **Fund: 406**

406 - OC Parks Capital

Project ID #	Various OC Parks Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ01	ADA Compliance Capital Projects	400,000	400,000	400,000	400,000	400,000
PZ03	Coastal Engineering Capital Projects	450,000	450,000	450,000	450,000	450,000
PZ04	Civil Engineering Capital Projects	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
PZ05	Historic Restorations	225,000	225,000	225,000	225,000	225,000
PZ06	Irrigation Improvements	375,000	375,000	375,000	375,000	375,000
PZ07	Mechanical/Electrical/Plumbing Capital Projects	100,000	100,000	100,000	100,000	100,000
PZ08	Park Buildouts/Development Projects	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
PZ09	Playground Capital Projects	325,000	325,000	325,000	325,000	325,000
PZ10	Roof Capital Projects	200,000	200,000	200,000	200,000	200,000
PZ11	Structural Capital Projects	900,000	900,000	900,000	900,000	900,000
PZ12	Tenant Improvements - Park Facilities	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000
PZ13	Utility Capital Projects	485,000	485,000	485,000	485,000	485,000
PZ14	Window Capital Projects	15,000	15,000	15,000	15,000	15,000
	Total Expense:	**10,750,000**	**10,750,000**	**10,750,000**	**10,750,000**	**10,750,000**
	Total Reserves:	**0**	**8,246,534**	**8,180,782**	**8,160,583**	**6,600,768**
	Total Revenue:	**10,750,000**	**2,503,466**	**2,569,218**	**2,589,417**	**4,149,232**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

As a result of OC Parks' recently completed Facilities Condition Assessment, OC Parks has identified modifications, repairs, replacements and restorations that are needed at the various regional parks, wilderness parks, beaches, and historical sites. OC Parks is also working toward implementation of park-specific General Development/Resource Management Plans, which describe improvements to be made at each park. The plans include improvements such as new restrooms, picnic shelters, trails, interpretive facilities and exhibits for park visitors to enjoy.

Community Services **Fund: 406**

406 - OC Parks Capital

Project ID #	Bikeways Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ02	Bikeways Capital Projects	1,240,000	1,240,000	1,240,000	1,240,000	1,240,000
	Total Expense:	**1,240,000**	**1,240,000**	**1,240,000**	**1,240,000**	**1,240,000**
	Total Revenue:	**1,240,000**	**1,240,000**	**1,240,000**	**1,240,000**	**1,240,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

OC Parks, in partnership with OC Public Works (OCPW), is working to improve bikeways and trails throughout Orange County. Parks and OCPW continue to work toward a funding agreement that will define roles, responsibilities and revenues to bring various projects, such as the OC Bike Loop, to fruition.

Project ID #	Santa Ana River Parkway Bikeway Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P901	Santa Ana River Parkway Bikeway Extension	0	4,750,000	9,750,000	500,000	0
	Total Expense:	**0**	**4,750,000**	**9,750,000**	**500,000**	**0**
	Total Revenue:	**0**	**4,750,000**	**9,750,000**	**500,000**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		100%	0%	0%	0%	100%

Starting in 2006, the County of Orange joined with the Counties of Riverside and San Bernardino to secure $45 million in Proposition 84 funds to expand the Santa Ana River Class I (off-road, paved) Bikeway and the often parallel Santa Ana River Riding and Hiking (dirt) trail along the Santa Ana River from the base of the mountains to the ocean. The goal of the Parkway project is to construct and connect the trail and bikeway (in a continuous manner) along the entire length of the river, including the gap between the Green River Golf Club and Prado Dam known as the "Pinchpoint". Proposition 84 funds (including the Santa Ana River project portion) are administered by the State Coastal Conservancy.

Total Budget Control: 406 - OC Parks Capital					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	11,990,000	16,740,000	21,740,000	12,490,000	11,990,000
Total Funding:	11,990,000	16,740,000	21,740,000	12,490,000	11,990,000
Balance*:	0	0	0	0	0

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

Community Services | **Fund: 459**

459 - North Tustin Landscape & Lighting Assessment District

Project ID #	North Tustin Lighting and Landscape District Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P520	Crawford Canyon Park	500,000	0	0	0	0
	Total Expense:	**500,000**	**0**	**0**	**0**	**0**
	Total Reserves:	**391,183**	**0**	**0**	**0**	**0**
	Total Revenue:	**108,817**	**0**	**0**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

OC Parks has acquired property in North Tustin to build a community park with Fund 459 revenue. Public workshops were recently held to get input from the surrounding community. This project will provide for the design and build-out of the community park including public restrooms and infrastructure such as playgrounds and picnic shelters.

Total Budget Control: 459 - North Tustin Landscape & Lighting Assessment District					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	500,000	0	0	0	0
Total Funding:	500,000	0	0	0	0
Balance*:	0	0	0	0	0

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

Community Services **Fund: 100**

063 - Social Services Agency

Project ID #	Orangewood Children and Family Center (OCFC) Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P448	Replace Cottage Building Roofs	636,805	866,975	0	0	0
	Total Expense:	**636,805**	**866,975**	**0**	**0**	**0**
	Total Revenue:	**636,805**	**866,975**	**0**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%
The cottage building roofs are experiencing age-related issues and are beyond economic repair.						

Project ID #	Children Services Headquarters (Eckhoff) Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P446	Replace HVAC Ducting System	500,000	0	0	0	0
	Total Expense:	**500,000**	**0**	**0**	**0**	**0**
	Total Revenue:	**500,000**	**0**	**0**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%
The existing ducts at the Eckhoff building are approaching the end of expected useful life. Removal and replacement of the existing HVAC ducting systems will improve air flow.						

Total Budget Control: 063 - Social Services Agency					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	1,136,805	866,975	0	0	0
Total Funding:	1,136,805	866,975	0	0	0
Balance*:	0	0	0	0	0

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

Infrastructure & Environmental Resources **Fund: 174**

174 - OC Road - Capital Improvement

Project ID #	Bridge Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PR05	Coast Highway Bikeway and Pedestrian Bridge at Capistrano Beach	5,563,750	0	0	0	0
LZ12 PZ12	Meads Avenue Bridge and Amapola Avenue Bridge Replacements	0	0	159,413	152,288	4,137,451
PR91	Modjeska Canyon Road Bridge Replacement	25,000	1,309,504	40,000	0	0
PR96 PR97 PR98	Silverado Canyon Road Bridge Replacements	1,369,612	3,155,689	131,215	0	0
P01R	Trabuco Canyon Bridge Replacement	80,000	48,500	6,231,800	180,000	0
	Total Expense:	**7,038,362**	**4,513,693**	**6,562,428**	**332,288**	**4,137,451**
	Total Revenue:	**7,038,362**	**4,513,693**	**6,562,428**	**332,288**	**4,137,451**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	48%	0%	52%	100%

Bridge projects include construction of a new bridge with elevators and stairs at Capistrano Beach and replacement of bridges at Meads Avenue and Amapola Avenue, Modjeska Canyon Road, Silverado Canyon Road and Trabuco Canyon.

Project ID #	Bikeway Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
LM01 PM06	OC Loop Carbon Creek Channel Bikeway Gap Closure	315,000	7,598,625	30,000	0	0
PM09 PM10 PM12	OC Loop Coyote Creek Bikeway	415,000	5,005,000	715,000	7,448,612	6,751,707
PM07	Peters Canyon Bikeway Extension	540,000	350,000	18,010,050	435,000	
	Total Expense:	**1,270,000**	**12,953,625**	**18,755,050**	**7,883,612**	**6,751,707**
	Total Revenue:	**1,270,000**	**12,953,625**	**18,755,050**	**7,883,612**	**6,751,707**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		33%	6%	0%	60%	100%

The bikeway projects consist of paving approximately 6.5 miles of Class I (off-road) bikeways throughout the County.

Infrastructure & Environmental Resources **Fund: 174**

174 - OC Road - Capital Improvement

Project ID #	Road, Drainage, and Other Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PM01	Antonio Parkway and Crown Valley Parkway Intersection Improvements	40,000	1,025,000	0	0	0
LR21 PR79	Brea Boulevard/Brea Canyon Road	11,500,000	10,000,000	6,840,000	7,350,000	2,000,000
P04R	Brea Canyon Road at Tonner Canyon Road	5,000	105,000	11,380,000	0	0
PM02	Crawford Canyon Road Sidewalk Extension	1,755,500	0	0	0	0
LZ85 PR85	El Toro Road Reclassification Study and Widening Project	0	225,000	525,000	2,735,000	10,775,000
PR48	Gilbert Street Improvements at Railroad Crossing	66,375	715,000	0	0	0
PR50	La Pata Avenue Gap Closure / Widening Project	100,000	100,000	0	0	0
PR11	Laguna Canyon Road - Segment 4, Phases II to IV	6,000,000	0	0	0	0
PM18	Loma Ridge Road Widening Project	1,000,000	7,500,000	0	0	0
LZ15 PZ15 PR73	Modjeska Grade Road, Road and Drainage Improvements	0	256,400	199,450	231,604	8,968,931
P07R	Santiago Canyon Road Passing Lanes	0	0	343,150	7,655,250	338,350
PR02	Trabuco Creek Road Stabilization	6,757,500	0	0	0	0
L000	Undesignated Land	500,000	500,000	500,000	500,000	500,000
	Total Expense:	**27,724,375**	**20,426,400**	**19,787,600**	**18,471,854**	**22,582,281**
	Total Revenue:	**27,724,375**	**20,426,400**	**19,787,600**	**18,471,854**	**22,582,281**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	48%	0%	52%	100%

The road, drainage and other projects consist of adding and widening lanes, extending sidewalks, constructing medians, reconstructing existing dirt roadways, and installing new storm drain systems.

Infrastructure & Environmental Resources **Fund: 174**

174 - OC Road - Capital Improvement

Project ID #	Annual Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PR22	ADA (Americans with Disabilities Act) Upgrades	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
PZ08	Sidewalk Gap Closure	649,000	649,000	649,000	649,000	649,000
PZ09	Traffic Management Center Fiber Optic Expansion	1,784,406	1,784,406	1,784,406	1,784,406	1,784,406
PZ05	Traffic Operational Enhancements	650,000	650,000	650,000	650,000	650,000
PR04	Traffic Signal Upgrades - Various Locations	1,374,145	1,364,134	1,364,134	1,364,134	1,364,134
	Total Expense:	**5,487,551**	**5,477,540**	**5,477,540**	**5,477,540**	**5,477,540**
	Total Revenue:	**5,487,551**	**5,477,540**	**5,477,540**	**5,477,540**	**5,477,540**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		100%	0%	0%	0%	100%

These projects include replacing existing traffic signal hardware, upgrades and improvements to curb ramps, sidewalks, and driveways, constructing new sidewalks, and expanding fiber optics network components. The projects are needed to enhance safety and mobility and to comply with ADA standards.

Total Budget Control: 174 - OC Road - Capital Improvement					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	41,520,288	43,371,258	50,582,618	32,165,294	38,948,979
Total Funding:	41,520,288	43,371,258	50,582,618	32,165,294	38,948,979
Balance*:	0	0	0	0	0

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

Infrastructure & Environmental Resources **Fund: 281**

281 - Airport Construction Fund

Project ID #	Airport Terminal Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P443	Repair Terminal Roof and Replace Expansion Joints	700,000	500,000	0	0	0
PZ08	Terminal A & B Airside Curtain Wall Replacement	0	1,000,000	0	0	0
PZ09	Terminal One-Way Security Portal	0	0	500,000	0	0
P442	Terminals A and B Inbound Baggage System Improvements	800,000	400,000	0	0	0
	Total Expense:	**1,500,000**	**1,900,000**	**500,000**	**0**	**0**
	Total Revenue:	**1,500,000**	**1,900,000**	**500,000**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

Airport terminal projects include replacements and repairs at the airport terminals that are expected to result in operational and maintenance cost savings and enhanced guest experience.

Project ID #	Airport Facility Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P430	366 Building Roof Rehabilitation	0	150,000	0	0	0
P433	BEDS Facility Improvements	0	200,000	1,000,000		0
P439	Building 3160 Reception Area Security Improvements	0	550,000	0	0	0
P428	Exterior Lighting Improvements	3,500,000	2,000,000	0	0	0
P440	Facility Accessibility Improvements	1,250,000	1,250,000	0	0	0
P429	Main Street Parking Lot Restroom Renovation	0	300,000	0	0	0
	Total Expense:	**4,750,000**	**4,450,000**	**1,000,000**	**0**	**0**
	Total Revenue:	**4,750,000**	**4,450,000**	**1,000,000**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

Airport facility projects include replacements, renovations and improvements at the airport facilities that should result in operational and maintenance cost savings, efficient space utilization, Americans with Disability Act (ADA) compliance, and security enhancements.

Infrastructure & Environmental Resources **Fund: 281**

281 - Airport Construction Fund

Project ID #	Various Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P409	Airport Operations Center	2,617,000				
P404	Airport Power Generation and Distribution Upgrades	16,000,000				
P423	Airport-wide Building Automation System	500,000				
PZ03	Camera Replacement and Upgrades		3,250,000	3,250,000	3,250,000	
P101	Project Management/Construction Management	6,148,992	5,500,000	5,500,000	5,500,000	5,500,000
PZ10	Stormwater Runoff Protection and Erosion Control		1,000,000			
PZ01	Stormwater Runoff Collection and Treatment			2,000,000	1,000,000	
P107	Testing and Inspection	750,000	750,000	750,000	750,000	750,000
P444	Transportation Network Companies (TNC) Access Improvement	200,000				
	Total Expense:	**26,215,992**	**10,500,000**	**11,500,000**	**10,500,000**	**6,250,000**
	Total Revenue:	**26,215,992**	**10,500,000**	**11,500,000**	**10,500,000**	**6,250,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

The various projects include upgrading, retrofitting and improving areas throughout the airport property that should: improve the operational and ergonomic layout of the dispatch center; create a safer and more efficient upper roadway system; protect against stormwater runoff; and develop a space that is serviceable and upgradeable for future use. The projects should also result in operational and maintenance cost savings and enhanced airport safety and security.

Project ID #	Electric Vehicle (EV) Charging Infrastructure Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ04	Employee Parking Lots				6,600,000	
PZ06	Parking Structure A1					7,000,000
PZ07	Parking Structure A2					7,000,000
PZ05	Parking Structure B2				7,000,000	
	Total Expense:	**0**	**0**	**0**	**13,600,000**	**14,000,000**
	Total Revenue:	**0**	**0**	**0**	**13,600,000**	**14,000,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

The EV projects will provide solar power-generated electricity to meet electric vehicle charging demands for airport employees within the employee Parking Lots and for guests parking vehicles in Lots A and B.

Infrastructure & Environmental Resources — **Fund: 281**

281 - Airport Construction Fund

Project ID #	Federal Funded Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P415	Airfield Lighting and Signage Improvements	3,650,000	0	0	0	0
PZ02	Airport Perimeter Security Improvements				1,500,000	4,000,000
P424	Taxiways A - D - E Reconstruction	1,500,000	15,500,000	15,000,000	0	0
P436	Terminal Apron Improvements	0	0	1,500,000	1,500,000	1,500,000
	Total Expense:	**5,150,000**	**15,500,000**	**16,500,000**	**3,000,000**	**5,500,000**
	Total Revenue:	**5,150,000**	**15,500,000**	**16,500,000**	**3,000,000**	**5,500,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	30%	0%	70%	100%

The Federal-funded projects include upgrading airfield lighting to meet Federal Aviation Administration (FAA) lighting standards, realigning and improving the taxiways, improving runway safety, and enhancing the security of the airfield and airport. A portion of the projects will receive Federal funding.

Total Budget Control: 281 - Airport Construction Fund

Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	37,615,992	32,350,000	29,500,000	27,100,000	25,750,000
Total Funding:	37,615,992	32,350,000	29,500,000	27,100,000	25,750,000
Balance*:	0	0	0	0	0

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

Infrastructure & Environmental Resources **Fund: 273**

273 - OCWR Capital Project Fund

Project ID #	Olinda Alpha Landfill Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P768	Administration Building Remodel/ Replacement	0	0	2,400,000	0	0
P753	Gas Header Upgrade Phase I	900,000	0	0	0	0
PZ01	Gas Header Upgrade Phase II	0	900,000	0	0	0
P565	Main Access Road Extension	0	540,000	0	0	0
P719	North Perimeter Drainage Channel Improvements	0	0	2,400,000	0	0
	Total Expense:	**900,000**	**1,440,000**	**4,800,000**	**0**	**0**
	Total Revenue:	**900,000**	**1,440,000**	**4,800,000**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

Due to the increase in refuse elevation at the Olinda Alpha Landfill there is a need to extend and rehabilitate the main access road, extend the existing drainage channel around the north end of the landfill, and extend and upgrade the main landfill gas header line around the landfill. In addition, the existing Olinda Alpha Lnadfill Administration Building requires remodeling or replacement to realign facility needs with staffing changes.

Project ID #	Frank R. Bowerman Landfill Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P755	Industrial General Permit (IGP) Storm Water System Installation	635,000				
P738	Phase VIII-A1 Groundwater Protection and Stockpile	22,200,000	0	0	0	0
PZ02	Phase VIII-A2 Groundwater Protection and Stockpile	0	400,000	16,600,000	5,600,000	0
P765	Water Pump and Tank System Installation	0	130,000	2,490,000	0	0
	Total Expense:	**22,835,000**	**530,000**	**19,090,000**	**5,600,000**	**0**
	Total Revenue:	**22,835,000**	**530,000**	**19,090,000**	**5,600,000**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

Development of Phase VIII-A will expand the disposal area of the Frank R. Bowerman Landfill, providing approximately 20 million cubic yards of capacity. This expansion requires improvements to the storm water collection system per the Industrial General Permit (IGP), and installing a water pump and tank system will provide moveable water tanks to better service operations at the landfill.

Infrastructure & Environmental Resources **Fund: 273**

273 - OCWR Capital Project Fund

Project ID #	Prima Deshecha Landfill Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ06	Fee Booth Reconfiguration Project	0	0	0	1,040,000	5,380,000
PZ08	Flare Installation	2,850,000	0	0	0	0
P764	Hydrogen Sulfide Treatment System	0	0	0	0	150,000
P732	Zone 4 Phase A Mass Excavation and Groundwater Protection	100,000	31,150,000	22,500,000	12,000,000	0
	Total Expense:	**2,950,000**	**31,150,000**	**22,500,000**	**13,040,000**	**5,530,000**
	Total Revenue:	**2,950,000**	**31,150,000**	**22,500,000**	**13,040,000**	**5,530,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

Reconfiguring the fee booths and adding lanes will accommodate the anticipated increase in landfill traffic. The sulfide treatment system and the flare installation projects are needed to meet new regulatory standards and provide sufficient capacity to serve the remainder of the expected life of the site. Development of Zone 4 will expand the disposal area of the Prima Deshecha Landfill.

Project ID #	Organics Management Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ05	Bee Canyon Digester	0	0	0	0	4,000,000
PZ04	Bee Canyon Greenery - Phase II	0	50,000	4,220,000	0	0
P777	Capistrano Greenery	2,200,000	0	0	0	0
PZ12	Resource Recovery Facility	0	0	0	0	20,000,000
PZ09	Source Separated Organics (SSO) Processing Facility	0	0	0	500,000	5,700,000
PZ13	Valencia Greenery	0	0	4,834,332	0	0
	Total Expense:	**2,200,000**	**50,000**	**9,054,332**	**500,000**	**29,700,000**
	Total Revenue:	**2,200,000**	**50,000**	**9,054,332**	**500,000**	**29,700,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

OCWR plans to implement various technologies for processing organic materials such as composting, and organics digester and a source-separated organics facility to ensure the County's compliance with new State legislation and regulations for reducing greenhouse gases.

Infrastructure & Environmental Resources **Fund: 273**

273 - OCWR Capital Project Fund

Project ID #	Renewable Energy Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ11	Compressed Natural Gas (CNG) Project	0	3,000,000	8,000,000	2,000,000	0
PZ07	Renewable Natural Gas (RNG) Project	3,000,000	15,000,000	20,000,000	10,000,000	0
P772	Re-Power and Solar System	0	1,000,000	0	0	0
	Total Expense:	**3,000,000**	**19,000,000**	**28,000,000**	**12,000,000**	**0**
	Total Revenue:	**3,000,000**	**19,000,000**	**28,000,000**	**12,000,000**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

OCWR is pursuing various solutions for capitalizing on landfill gas and converting it into energy including development of Compressed Natural Gas (CNG) and Renewable Natural Gas (RNG) systems.

Total Budget Control: 273 - OCWR Capital Project Fund					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	31,885,000	52,170,000	83,444,332	31,140,000	35,230,000
Total Funding:	31,885,000	52,170,000	83,444,332	31,140,000	35,230,000
Balance*:	0	0	0	0	0

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

Infrastructure & Environmental Resources **Fund: 400**

400 - OC Flood

Project ID #	Flood Channel Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
LF07 PF01 PF66	East Garden Grove Wintersburg Channel (PZ10, PZ11, PZ12)	49,995,545	15,835,620	29,844,778	32,709,705	37,150,795
P02F	Huntington Beach Channel	5,953,500	0	0	0	0
P05F	Laguna Canyon Channel	5,500,000	0	0	0	0
PF03 PF41	Fullerton Creek Channel	15,005,000	0	343,500	208,500	286,200
PF73	Santa Ana Delhi Channel	696,420	22,458,220	0	0	0
PF80 PF81	Carbon Creek Channel	900,000	32,695,000	35,455,000	0	0
PZ02	Houston Storm Channel	0	0	173,625	101,250	3,290,250
PZ06	Westminster Channel	0	0	0	0	593,438
PZ17 PZ18 PZ19	San Juan Creek Channel	0	791,250	2,251,500	34,277,925	22,301,150
	Total Expense:	**78,050,465**	**71,780,090**	**68,068,403**	**67,297,380**	**63,621,833**
	Total Revenue:	**78,050,465**	**71,780,090**	**68,068,403**	**67,297,380**	**63,621,833**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

The flood channel projects include improvements needed for flood channels to withstand a 25-year storm or a 100-year storm event, improvements to segments that are hydraulically deficient, reconstruction of existing trapezoidal channels to rectangular channels, construction of additional capacity, and replacement of existing corroded sheet piles.

Project ID #	Other Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PF82	Cooperative Agency Projects	71,625	71,625	71,625	71,625	71,625
PF70	Mitigation Bank at Green River Golf Course	405,000	0	0	0	0
	Total Expense:	**476,625**	**71,625**	**71,625**	**71,625**	**71,625**
	Total Revenue:	**476,625**	**71,625**	**71,625**	**71,625**	**71,625**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

The Cooperative Agency Projects are those generally led by other agencies, with the County primarily contributing construction costs, within the County unincorporated area or County right-of-way. An In-Lieu Fee Program is being established at Green River Golf Course to create approximately 33 acres of wetland and riparian habitat and provide compensatory mitigation for unavoidable impacts to wetlands and aquatic resources.

Infrastructure & Environmental Resources **Fund: 400**

400 - OC Flood

Project ID #	Bikeway Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PZ21	Avenida Pico Class I Bikeway	0	192,500	164,000	179,500	2,329,000
PF79	Borrego Wash Class I Bikeway	0	0	202,563	169,750	183,313
PZ22	Paularino Channel, Fairview Road to Bristol Street Bikeway	0	0	173,625	145,500	157,125
PF76	Santa Ana Gardens Channel (50% Federal Funding)	30,000	174,300	2,396,290	0	0
PZ23	Segunda Deshecha Canada Channel Bikeway	0	0	115,500	98,400	107,700
	Total Expense:	**30,000**	**366,800**	**3,051,978**	**593,150**	**2,777,138**
	Total Revenue:	**30,000**	**366,800**	**3,051,978**	**593,150**	**2,777,138**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	19%	0%	81%	100%

Bikeway projects include the construction of Class I (off-road) bikeways throughout the County.

Total Budget Control: 400 - OC Flood					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	78,557,090	72,218,515	71,192,006	67,962,155	66,470,596
Total Funding:	78,557,090	72,218,515	71,192,006	67,962,155	66,470,596
Balance*:	0	0	0	0	0

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

Capital Improvements **Fund: 104**

104 - Criminal Justice Facilities - ACO

Project ID #	Juvenile Hall - Gym/Visitation Center	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
PE13	Juvenile Hall - Gym/Visitation Center	13,342,571	0	0	0	0
	Total Expense:	**13,342,571**	**0**	**0**	**0**	**0**
	Total Reserves:	**338,951**	**0**	**0**	**0**	**0**
	Total Revenue:	**13,003,620**	**0**	**0**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		75%	0%	0%	25%	100%

The Probation Department is constructing a Multipurpose Rehabilitation Center at the Juvenile Hall and Youth Leadership Academy campus, consisting of a new visitation facility, program space and a gymnasium.

Project ID #	Probation Facilities	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P104	Capital Improvement Plan	2,149,962	3,023,973	1,680,479	2,545,086	2,029,290
	Total Expense:	**2,149,962**	**3,023,973**	**1,680,479**	**2,545,086**	**2,029,290**
	Total Reserves:	**972,464**	**1,831,247**	**0**	**483,886**	**0**
	Total Revenue:	**780,000**	**790,300**	**680,479**	**1,061,200**	**1,029,290**
	Funding from Capital Projects (036):	**397,498**	**402,426**	**1,000,000**	**1,000,000**	**1,000,000**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

Probation Department funded capital projects for various facilities including Juvenile Hall, Youth Leadership Academy, Joplin Youth Center and Youth Guidance Center. Fund 104 receives an annual contribution from the County General Fund Capital Projects.

Total Budget Control: 104 - Criminal Justice Facilities - ACO

Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	15,492,533	3,023,973	1,680,479	2,545,086	2,029,290
Department Funded:	15,095,035	2,621,547	680,479	1,545,086	1,029,290
Funding from Capital Projects (036):	397,498	402,426	1,000,000	1,000,000	1,000,000
Total Funding:	15,492,533	3,023,973	1,680,479	2,545,086	2,029,290
Balance*:	0	0	0	0	0

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

Insurance, Reserves & Miscellaneous **Fund: 289**

289 - OCIT Countywide Services

Project ID #	OC Data Center (OCDC) Projects	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast
P649	OCDC Computer Room Air Handler	250,000	0	0	0	0
P648	OCDC MeeFog Humidification System Upgrade	434,545	0	0	0	0
PZ01	OCDC Power Distribution Unit Refresh		0	400,000	0	0
P651	OCDC Roof Replacement		1,350,000	0	0	0
	Total Expense:	**684,545**	**1,350,000**	**400,000**	**0**	**0**
	Total Revenue:	**684,545**	**1,350,000**	**400,000**	**0**	**0**
	Balance:	**0**	**0**	**0**	**0**	**0**
	Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
		0%	0%	0%	100%	100%

The Data Center is an essential facility that hosts County's Enterprise computer network equipment. Several projects are planned in the next three years to ensure the data center continues to provide a secure and updated facility. Projects include replacement of the roof lining, electric power distribution replacements, and replacement of the computer room air handler and MeeFog Humidification System to ensure a controlled and redundant cooling environment to protect the network and servers.

Total Budget Control: 289 - OCIT Countywide Services					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Total Expense:	684,545	1,350,000	400,000	0	0
Total Funding:	684,545	1,350,000	400,000	0	0
Balance*:	0	0	0	0	0

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

Countywide Summary - Capital Projects	FY 19-20 Forecast	FY 20-21 Forecast	FY 21-22 Forecast	FY 22-23 Forecast	FY 23-24-23 Forecast	2019 SFP Forecast
Department Funded General Fund Capital Projects						
Department Funded General Fund Expense Total	1,136,805	866,975	0	0	0	2,003,780
Department Funded General Fund Revenue Total	1,136,805	866,975	0	0	0	2,003,780
Non-General Fund Capital Projects						
Non-General Fund Expense Total	226,266,381	229,623,419	263,416,617	177,054,048	185,036,870	1,081,397,335
Funding from Capital Projects (036):	3,786,104	3,181,037	3,641,683	3,668,100	3,694,781	17,971,705
Non-General Fund Revenue	222,480,277	226,442,382	259,774,934	173,385,948	181,342,089	1,063,425,630
Non-General Fund Revenue Total	226,266,381	229,623,419	263,416,617	177,054,048	185,036,870	1,081,397,335
County Expense Total	**227,403,186**	**230,490,394**	**263,416,617**	**177,054,048**	**185,036,870**	**1,083,401,115**
County Revenue Total	**227,403,186**	**230,490,394**	**263,416,617**	**177,054,048**	**185,036,870**	**1,083,401,115**
County Balance	0	0	0	0	0	0

Five-Year Information Technology Plan

Introduction

The proposed five-year Information Technology (IT) Plan for Fiscal Years 2020-21 through 2024-25 is the County's compilation of significant IT projects. The projects include both those requesting General Funds from Data Systems Development Projects, Budget Control 038, as well as those proposing funding from non-General Fund sources. This document is updated annually to reflect the changing needs and fiscal outlook of the County.

Departments were requested to identify planned IT projects costing more than $150,000 over the five-year financial planning period. Identification of projects in the IT Plan allows each request to be reviewed and five-year funding requirements to be assessed. IT projects exceeding $1,000,000 in a single year and requiring General Funds will continue to be reported in the Strategic Priority section of the SFP.

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

The IT plan is not a budget document, but rather a planning tool to be used in conjunction with the budget development process for FY 2020-21 through FY 2024-25. The reported IT projects (and those subsequently identified) will be evaluated for funding during the FY 2020-21 annual budget development process. Project needs and related costs will be reviewed again during the next SFP cycle which will begin in August 2020.

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

General Fund

As of September 30, 2019, appropriations in Data Systems Development Projects, Budget Control 038, total $7.6 million for FY 2019-20 IT projects. Of this total, $4.0 million comes from NCC and $3.6 million stems from transfers in for multi-year project re-budgets. The FY 2019-20 First Quarter Budget Report will add another $3.4 million in appropriations for a grand total of $11.3 million for FY 2019-20 projects. The total five-year net project costs for IT projects summarized in this SFP are $8.8 million, excluding General Fund Strategic Priorities requested by OCIT Countywide Services and Departments.

INFORMATION TECHNOLOGY (IT) PROJECT PROPOSAL SUMMARY

C/N	IT Project Title	5-Year Cost Funded by Dept	5-Year NCC Request	ANNUAL NCC REQUEST (COST LESS REVENUES OR OTHER SOURCES)				
				FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Program I - Public Protection								
026 - District Attorney								
N	Electronic Discovery System	0	1,100,000	300,000	200,000	200,000	200,000	200,000
N	Cloud Migration	0	3,340,000	550,000	600,000	660,000	730,000	800,000
058 - Public Defender								
	PD & DA Courtroom	715,991	0	135,400	139,192	143,089	147,096	151,214
	Program I Subtotal	**715,991**	**4,440,000**	**985,400**	**939,192**	**1,003,089**	**1,077,096**	**1,151,214**
Program IV - General Government Services								
054 - Human Resource Services								
N	Cornerstone OnDemand (Eureka) - Engage Module	470,000	0	0	0	0	0	0
	Program IV Subtotal	**470,000**	**0**	**0**	**0**	**0**	**0**	**0**
Program V - Capital Improvements								
038 - Data Systems Development Projects								
N	County SD-WAN Core	180,000	671,000	671,000	0	0	0	0
N	Network Test Lab	200,000	375,000	375,000	0	0	0	0
N	Application Security Tool	240,000	600,000	600,000	0	0	0	0
N	Automated Patching Tool	180,000	450,000	450,000	0	0	0	0
N	Identity & Badge Data	0	150,000	150,000	0	0	0	0
N	Identity Management	0	250,000	250,000	0	0	0	0
N	AI - Network Traffic Analysis	190,000	475,000	475,000	0	0	0	0
N	Network Segmentation and Network Access Control	0	375,000	375,000	0	0	0	0
N	Self-Service Password Reset using MIM	0	200,000	200,000	0	0	0	0
N	Cloud Security Controls	100,000	250,000	250,000	0	0	0	0
N	E-Discovery Tool	80,000	200,000	200,000	0	0	0	0
N	Computerized Maintenance Management System (CMMS)	0	396,683	396,683	0	0	0	0
	Program V Subtotal	**1,170,000**	**4,392,683**	**4,392,683**	**0**	**0**	**0**	**0**
	Total NCC Request	**0**	**8,832,683**	**5,378,083**	**939,192**	**1,003,089**	**1,077,096**	**1,151,214**

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

Program: **Public Protection** Fund: **100**
Budget Control: **026 - District Attorney**

IT Project Description:			**Unit Number: 026IZ01**		**PB Req: 5285**
Electronic Discovery System					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	300,000	200,000	200,000	200,000	200,000
NCC:	**300,000**	**200,000**	**200,000**	**200,000**	**200,000**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
The District Attorney (DA) proposes replacing the current manual discovery process with an automated solution. An electronic discovery system would allow the DA attorneys to share discoverable items in an efficient and timely manner with appropriate parties. In addition, an automated process may reduce the need for physical storage space.

Program: **Public Protection** Fund: **100**
Budget Control: **026 - District Attorney**

IT Project Description:			**Unit Number: 026IZ02**		**PB Req: 5287**
Cloud Migration					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	550,000	600,000	660,000	730,000	800,000
NCC:	**550,000**	**600,000**	**660,000**	**730,000**	**800,000**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
The District Attorney (DA) proposes migration to a hybrid on-premise and cloud-based infrastructure solution to provide business continuity and disaster recovery so that the core functionality of the DA's Office remains available at all times. Cloud migration would provide high availability, redundancy, and disaster recovery. A new cloud-based infrastructure solution could improve overall effectiveness in criminal investigations and filing of in-custody and out-of-custody complaints.

Total Budget Control: 026 - District Attorney					
Sources and Uses	**FY 19-20**	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**
Total Expense:	850,000	800,000	860,000	930,000	1,000,000
NCC*:	**850,000**	**800,000**	**860,000**	**930,000**	**1,000,000**

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

Program: **Public Protection** Fund: **100**
Budget Control: **058 - Public Defender**

IT Project Description:			**Unit Number: Multiple Units**		**PB Req: 6000**
Public Defender & District Attorney Courtroom Modernization					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	135,400	139,192	143,089	147,096	151,214
NCC:	**135,400**	**139,192**	**143,089**	**147,096**	**151,214**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
Public Defender (PD) and District Attorney (DA), are Law and Justice Agencies (L&JAs) continuing the process of upgrading wireless network access in each of the courtrooms. The request for this project is a joint submission of both departments with PD taking the lead and DA concurring. As part of this upgrade, L&JA’s are increasing the bandwidth on the core network to handle the additional capacity. The L&JA’s are using more mobile device technology, including tablets and cell phones, which relies heavily on wireless networks. Also the new CAT6 network cables at the counsel tables in the arraignment courtrooms will provide faster speeds and increased reliability. It would also provide the ability to have VoIP phones at each of the counsel tables. The first phase of the project includes installing new wireless equipment in each of the courtrooms and pulling new CAT6a network cables to the counsel tables inside of the arraignment courtrooms. The second phase of the project will include adding additional Wireless Access Points inside each courtroom. Other agencies that may benefit indirectly from this project could include the Courts, Sheriff, Social Services Agency, and County Counsel, among others.

Total Budget Control: 058 - Public Defender					
Sources and Uses	**FY 19-20**	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**
Total Expense:	135,400	139,192	143,089	147,096	151,214
NCC*:	**135,400**	**139,192**	**143,089**	**147,096**	**151,214**

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

Program: **General Government Services** Fund: **100**
Budget Control: **054 - Human Resource Services**

IT Project Description:			**Unit Number: 054IZ01**		**PB Req: 6110**
Cornerstone OnDemand (Eureka) - Engage Module					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	110,000	90,000	90,000	90,000	90,000
Revenue:	110,000	90,000	90,000	90,000	90,000
NCC:	**0**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	0%	100%	100%

Proposal:
Human Resources proposes contracting for a third module to the Eureka learning and development resource to measure employee engagement and satisfaction throughout the County. The data provided by this module would enhance data-driven, human capital decisions and could support talent retention and employee performance. Additionally, data provided by the "Engage" module could serve as a critical measure for Recruitment Services to understand the fit and success of new hires. Subsequently, the data may be used to guide decisions related to recruitment and hiring processes. The module could provide access to research-based engagement tools to measure employee engagement, satisfaction, and commitment, which are all key drivers of retention and performance. Additionally, Engage would provide the County with the ability to implement and administer a new hire survey as part of a new onboarding process

Total Budget Control: 054 - Human Resource Services					
Sources and Uses	**FY 19-20**	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**
Total Expense:	110,000	90,000	90,000	90,000	90,000
Total Funding:	110,000	90,000	90,000	90,000	90,000
NCC*:	**0**	**0**	**0**	**0**	**0**

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

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ01**		**PB Req: 5550**
County SD-WAN Core Implementation					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	671,000	45,000	45,000	45,000	45,000
Revenue:	0	45,000	45,000	45,000	45,000
NCC:	**671,000**	0	0	0	0
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	%	100%

Proposal:

This project, requested by OC Information Technology (OCIT), proposes building a new County Wide Area Network (WAN) core with new Software Defined (SD)-WAN technology to prepare for the annual scheduled County network devices refresh. The majority of Data Systems sites are Class 3 sites with a single circuit. When a circuit is down, work may slow down or come to a stop until the circuit issue is resolved. With the local Internet services provisioned at remote sites, OCIT can allow some trusted Internet traffic like Office 365 to go through local Internet links which may reduce the need to upgrade Internet Link links at OC Data Center and the County Administration South Building. The project could be completed in FY 2020-21 should funding be available. The implementation cost of $671,000 would be requested from NCC in FY 2020-21 and OCIT Countywide Services, Fund 289, would charge $45,000 annual ongoing costs to users beginning in FY 2021-22.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ02**		**PB Req: 5554**
Network Test Lab Environment					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	375,000	50,000	50,000	50,000	50,000
Revenue:	0	50,000	50,000	50,000	50,000
NCC:	**375,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:

A lab environment is requested by OCIT for testing configurations, patches and upgrades before applying to the production environment. This may assist with keeping network devices updated with current software and patches, improve network reliability, and reduce outages. OCIT would build a network lab with the same model and type of routers, switches and firewalls currently implemented on the County network. Because the patches, upgrades and solutions would be suitably tested before deployment, OCIT may be able to provide even more reliable services to County departments. The project could be completed in FY 2020-21 if funding were available. The implementation cost of $375,000 would be requested from NCC in FY 2020-21 and OCIT Countywide Services, Fund 289, would charge $50,000 annual ongoing costs to users beginning in FY 2021-22.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ03**		**PB Req: 5558**
Application Security Tool					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	600,000	0	0	120,000	120,000
Revenue:	0	0	0	120,000	120,000
NCC:	**600,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
The County website, OCGov.com is a business application used by external entities and the public for various reasons. OCIT requests a proposed application security tool to increase protection against web application exploitation by scanning the code and addressing possible vulnerabilities. OCIT proposes to implement a tool and provide a mechanism to identify potential flaws in the County's applications code design. The project could be completed in FY 2022-23 if funding were available. Implementation cost of $600,000 would be requested from NCC in FY 2020-21 and OCIT, Fund 289, would charge $120,000 annual ongoing costs to users beginning in FY 2023-24.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ04**		**PB Req: 5561**
Automated Patching Tool					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	450,000	0	0	90,000	90,000
Revenue:	0	0	0	90,000	90,000
NCC:	**450,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
Vulnerability management is a process requiring ongoing remediation of identified risks. OCIT requests a project to compare commercially available automated patching solutions and implement the most suitable tool based on a set of criteria for identifing vulnerability management and patching. The project could be completed in FY 2022-23 if funding were available. Implementation cost of $450,000 would be requested from NCC in FY 2020-21 and OCIT, Fund 289, would charge $90,000 ongoing annual costs to users beginning in FY 2023-24.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description: Identity & Badge Data Integration			**Unit Number: 038IZ05**		**PB Req: 5581**
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	150,000	0	0	0	0
NCC:	**150,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
OCIT requests a proposal to Implement an Identity and Badge Data Integration project that would improve the flow between digital identities and the badge access system, enhance security and increase efficiencies while providing physical access to County facilities. The project would provide data integration between digital identity management and physical access management. The project could be completed in FY 2020-21 if funding were available. Implementation cost of $150,000 would be requested from NCC in FY 2020-21.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description: Identity Management Workflows			**Unit Number: 038IZ06**		**PB Req: 5583**
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	250,000	0	0	0	0
NCC:	**250,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
The County's Identity Managment solution, implemented in FY 2019-20, for identity governance and administration (IGA) automates basic user-provisioning and de-provisioning. OCIT requests a project for an Identity Management solution that could provide workflows and self-service features for employees and managers necessary for efficient and accurate employee onboarding, offboarding, and maintenance of personnel changes affecting digital identities. This project would review and analyze the current Human Resource Services (HRS) processes for managing HR action requests related to personnel changes and integrate the changes with user-provisioning or de-provisioning actions. The project would also enhance the workflow for management of contingent worker data. In addition, the project would include self-service features allowing authorized users to update personnel information such as preferred name, working title and work location. The project could be completed in FY 2020-21 if funding were available. Implementation cost of $250,000 would be requested from NCC in FY 2020-21.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ07**		**PB Req: 5586**
Artificial Intelligence (AI) - Network Traffic Analysis					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	475,000	0	0	95,000	95,000
Revenue:	0	0	0	95,000	95,000
NCC:	**475,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
A proposed Artificial Intelligence (AI) Network Traffic Analysis project, requested by OCIT, would allow protection of the County network by utilizing the latest available technology. The project could be completed in FY 2022-23 if funding were available. Implementation cost of $475,000 would be requested from NCC in FY 2020-21 and OCIT, Fund 289, would charge $95,000 annual ongoing costs to users beginning in FY 2023-24.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ08**		**PB Req: 5591**
Network Segmentation and Network Access Control					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	375,000	0	0	0	0
NCC:	**375,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
OCIT requests a proposed Network Segmentation and Network Access Control project that would safeguard access to the County network and prevent data exfiltration and unintended data loss. The project would establish network segmentation to prevent unauthorized users from accessing the network and enhance the ability to contain malware. The project could be completed in FY 2020-21 if funding were available. Implementation cost of $375,000 would be requested from NCC in FY 2020-21.

Program: **Capital Improvements** Fund: **100**

Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ09**		**PB Req: 5593**
Self-Service Password Reset (SSPR) Using Microsoft Identity Manager (MIM)					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	200,000	0	0	0	0
NCC:	**200,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:

The Self-Service Password Reset (SSPR) project, requested by OCIT, would enable an on-demand self-service model for Active Directory (AD) password resets. Users would be able to reset the password that enables access to the County network, email, Office 365 (including Skype for Business, OneDrive for Business, and Teams), OC Expediter, or any other system integrated with the current Single Sign-On (SSO) solution. This project would minimize the need for IT Service Desk support and provide the ability to reset passwords at any time. The OCIT solution would utilize Azure Self-Service Password Reset (SSPR) with password write-back and Microsoft Identity Manager (MIM). The project could be completed in FY 2020-21 if funding were available. Implementation cost of $200,000 would be requested from NCC in FY 2020-21.

Program: **Capital Improvements** Fund: **100**

Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ10**		**PB Req: 5595**
Cloud Security Controls					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	250,000	0	0	50,000	50,000
Revenue:	0	0	0	50,000	50,000
NCC:	**250,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:

The proposed Cloud Security Controls project, requested by OCIT, would provide necessary measures to protect County applications and data stored in the cloud environment. OCIT's solution would implement effective authentication and authorization processes to safeguard the applications and data. The project could be completed in FY 2022-23 if funding were available. Implementation cost of $250,000 would be requested from NCC in FY 2020-21 and OCIT, Fund 289, would charge $50,000 annual ongoing costs to users beginning in FY 2023-24.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IZ11**		**PB Req: 5596**
E-Discovery Tool					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	200,000	0	0	40,000	40,000
Revenue:	0	0	0	40,000	40,000
NCC:	**200,000**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	100%

Proposal:
County departments, including Human Resource Services and County Counsel, have expressed a need for electronic discovery (e-discovery) information. OCIT's proposed solution would be designed to enhance the accuracy of searches of electronically stored information. The project could be completed in FY 2022-23 if funding were available. Implementation cost of $200,000 would be requested from NCC in FY 2020-21 and OCIT, Fund 289, would charge $40,000 annual ongoing costs to users beginning in FY 2023-24.

Program: **Capital Improvements** Fund: **100**
Budget Control: **038 - Data Systems Development Projects**

IT Project Description:			**Unit Number: 038IH08**		**PB Req: 6187**
Computerized Maintenance Management System (CMMS)					
Sources and Uses	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
Expense:	396,683	0	0	0	0
NCC:	**396,683**	**0**	**0**	**0**	**0**
Funding Source:	**State**	**Federal**	**General Fund**	**Other**	**Total**
	0%	0%	100%	0%	0%

Proposal:
Funding for the Computerized Maintenance Management System (CMMS) project began in FY 2017-18 and this request from OCIT is for the third and final year of system development and implementation. The requested funding for this project will complete the CMMS, an asset management strategy. This enterprise business solution provides building managers, customer tenants, finance departments and all stakeholders with transparency and controls. This system will provide data analytics capability for further analysis and business insight to support decision-making processes. The plan is for project completion in FY 2020-21, with funding of $396,683 requested from NCC.

Total Budget Control: 038 - Data Systems Development Projects					
Sources and Uses	**FY 19-20**	**FY 20-21**	**FY 21-22**	**FY 22-23**	**FY 23-24**
Total Expense:	4,392,683	0	0	0	0
NCC*:	**4,392,683**	**0**	**0**	**0**	**0**

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

Strategic Priorities Table of Contents

Strategic Priorities Table of Contents (continued)

Strategic Priorities

One of the primary functions of the Strategic Financial Plan (SFP) is identification of major programmatic- and infrastructure-related initiatives which are not currently addressed in the baseline operations of the County's departments, or which have high community awareness. These initiatives are referred to as Strategic Priorities and may include existing programs, new programs, program expansion, innovative partnerships with the community, new facilities, and major technology enhancements. As a companion to Strategic Priorities, the County Executive Office developed a new sub-category, referred to as Emerging Initiatives, for requests that require additional information and analysis related to scope, timing, or funding requirements before being presented as Strategic Priorities.

Strategic Priorities submissions are characterized by the following basic criteria:

- **Significant in Cost Impact** - items exceeding $1 million in any one year, particularly those that would require County General Purpose Revenue (Net County Cost)
- **Of Community Awareness** – items that have or may have significant community impact
- **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
- **Efficien**t – 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. Departments submitted 49 Strategic Priorities (Priorities) and it was determined that 14 more closely fit the definition of Emerging Initiatives. The remaining 35 Strategic Priorities represent a total net cost of $425.4 million over the first five years with a first year net cost of $65.8 million growing to an annual net cost of $92.2 million by the fifth plan year. The aggregate ten-year cost of the Priorities is estimated to be $845.6 million. Of the 35 priorities, 26 represent continuing priorities and nine represent newly identified priorities. All Priorities are standardized into a ten-point format designed to capture all significant and relevant factors needed to make funding decisions.

The primary focus of the SFP is on programs and resources funded from General Purpose Revenues (NCC); however, some Strategic Priorities may be funded from dedicated revenue sources (e.g. State and Federal grants). The County Executive Office will work with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of the priorities. At this time, no funding is recommended for implementation of Strategic Priorities. Any funding of Strategic Priorities will be deferred to the FY 2020-21 budget process due to increasing ongoing operating costs beyond General Purpose Revenue growth and the need to maintain department current levels of service to the community to the extent possible.

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

Integrated Services

A more complete description of the following emerging initiatives is included in the Integrated Services introduction:

- Mental Health and Substance Use Disorder Support Services for Juveniles
- Housing for Transitional Aged Youth
- Data Sharing for Care Coordination of High Utilizing Juvenile and Transitional Age Youth Offenders

District Attorney

- Digital Records Management Project – Request for additional staffing and contract services to transition to and maintain a paperless environment for archival records storage.

Sheriff-Coroner

- New and Alternate Emergency Operations Center – Request for additional equipment and facility space to establish a new County Emergency Operations Center and to maintain the current facility as an alternate location.
- Emergency Operation Center (EOC) Utility Undergrounding – Request for additional funding to install underground services (e.g. power, telecommunications) from Loma Ridge Road to Santiago Community College.
- Enterprise Content Management Program – Request for additional staffing, IT equipment and software for a records management system to organize and retain electronically stored information.

OC Public Libraries

- New Library in the City of Laguna Niguel – Request for relocation of the current Laguna Niguel library and new facility space as part of the Laguna Niguel Town Center development.
- New Library in the City of Rancho Mission Viejo – Request for additional staffing, equipment and collection materials for a new library in the City of Rancho Mission Viejo. The developer of the Rancho Mission Viejo master plan will construct the new library.

OC Public Works

- South County Water Quality Improvement Plan – Request for additional resources to implement the South Orange County Water Quality Improvement Plan and achieve water pollutant load reductions. All municipalities, wastewater special districts, and stakeholders of South Orange County will fund this 30-year project. The National Pollutant Discharge Elimination System (NPDES) Storm Water Permit Implementation agreement governs contributions from each agency.
- Fruit Street Relocation – Request for relocation, renovation or rebuilding of the Fruit Street Complex. A feasibility study is in process due to the railroad underpass project on Santa Ana Boulevard and development of the surrounding area by the City of Santa Ana.
- US Army Corps of Engineers Westminster Watershed Study and Implementation – OC Flood Control District will share costs as a local sponsor to reduce flood risk within the largest floodplain in Orange County. The study and implementation is pending Congressional funding approval.
- Santiago Creek Project – Request for improvements to Santiago Creek, which runs through the cities of Orange, Santa Ana and Villa Park that will provide flood protection for citizens living near the creek.

Auditor-Controller/CAPS Program

- CAPS+ Financial/Procurement, Human Resources/Payroll Replacement – Request for needs assessment, third-party analysis, request for proposal development and vendor selection, and Enterprise Resource Planning (ERP) system development and implementation supporting the potential replacement of the current County-wide Accounting and Personnel System (CAPS+).

A summary of the 2019 Strategic Priorities and the NCC request by program and department follows this page.

2019 STRATEGIC PRIORITIES

C/N	Department	Strategic Priority Title	10-Year NCC Request	5-Year NCC Request	ANNUAL NCC REQUEST FY 20-21	FY 21-22
	Integrated Services					
C	County Executive Office (017)	Public Awareness of Mental Health and Substance Abuse	0	0	0	0
C	County Executive Office (017)	Behavioral Health Services Campus	19,339,840	14,722,012	11,400,000	800,000
N	County Executive Office (017)	Data Tracking Tool for Specialty Court Programs	0	0	0	0
C	County Executive Office (017)	Expand Specialty Courts	6,710,780	3,355,390	671,078	671,078
C	County Executive Office (017)	Enhancing In-Custody Behavioral Health	124,230,398	55,549,022	7,302,297	10,365,839
N	County Executive Office (017)	Enhance Inmate Programming Services	7,898,857	5,157,747	3,042,715	507,850
C	County Executive Office (017)	Coordinated Reentry System	17,341,479	15,990,859	923,709	8,262,183
C	County Executive Office (017)	Data Sharing Platform for Care Coordination	14,605,226	8,798,536	4,466,568	996,642
C	County Executive Office (017)	Permanent Supportive/Affordable Housing Access	0	0	0	0
		Integrated Services Subtotal	**190,126,580**	**103,573,566**	**27,806,367**	**21,603,592**
	Program I - Public Protection					
N	District Attorney (026)	Case Management System	7,216,000	4,416,000	2,176,000	560,000
N	District Attorney (026)	Conviction Integrity Unit	12,086,200	5,698,060	1,002,794	1,075,860
N	District Attorney (026)	Post-Conviction Litigation Unit	33,949,128	15,996,288	2,815,628	3,019,294
N	District Attorney (026)	Recidivism Reduction Unit	9,217,858	4,338,598	762,982	818,486
N	District Attorney (026)	AB 109 Task Force	19,332,540	9,026,500	1,599,464	1,713,110
C	Probation (057)	Youth Guidance Center - Classroom Facility	8,067,734	7,692,734	6,876,344	591,390
C	Sheriff-Coroner (060)	James A. Musick Facility Expansion - Phase 1 Staffing	328,374,535	135,663,385	0	21,189,751
C	Sheriff-Coroner (060)	James A. Musick Facility Expansion - Phase 2 Staffing	122,625,332	50,639,432	0	7,882,258
C	Sheriff-Coroner (060)	Sheriff-Coroner Jail Hardening	1,032,885	1,032,885	1,032,885	0
C	Sheriff-Coroner (060)	Katella Range Renovation	3,675,000	3,675,000	3,675,000	0
C	Sheriff-Coroner (060)	Inmate Transportation Buses	3,075,187	2,390,187	1,020,187	0
C	Sheriff-Coroner (060)	Closed Circuit Television (CCTV) for the Jails	4,307,500	4,307,500	4,307,500	0
C	Sheriff-Coroner (060)	Body Worn Cameras	7,919,907	3,999,817	824,057	768,515
C	Sheriff-Coroner (060)	Sheriff-Coroner Facilities Capital Improvement Plan	35,784,958	27,333,512	2,163,525	4,457,544
C	Sheriff-Coroner (060)	Sheriff-Coroner Facilities Maintenance Repair Plan	25,265,911	13,561,645	1,504,897	5,301,466
C	Sheriff-Coroner (060)	Jail Security Electronic Control Systems Upgrade/Replacement	9,898,895	9,898,895	3,492,562	3,056,308
		Program I Subtotal	**631,829,570**	**299,670,438**	**33,253,825**	**50,433,982**
	Program II - Community Services					
C	Health Care Agency (042)	Psychiatric Crisis Stabilization and Support Services	0	0	0	0
C	Social Services Agency (063)	California Statewide Automated Welfare System (CalSAWS) Migration	1,950,854	1,300,224	271,313	515,545
N	OC Public Libraries (120)	New Library in the City of Laguna Woods	0	0	0	0
C	OC Public Libraries (120)	New Library in the City of Irvine	0	0	0	0
		Program II Subtotal	**1,950,854**	**1,300,224**	**271,313**	**515,545**
	Program IV - General Government Services					
C	CAPS Program (014)	CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade	19,427,500	12,050,000	0	12,050,000
C	CAPS Program (014)	County Employee Timekeeping System	7,915,089	5,405,589	3,204,915	694,974
C	CAPS Program (014)	County Employee Reimbursement	1,252,860	1,252,860	1,252,860	0
C	Real Estate Development Program (135)	County Facilities Master Plan	0	0	0	0
		Program IV Subtotal	**28,595,449**	**18,708,449**	**4,457,775**	**12,744,974**
	Program V - Capital Improvements					
C	Capital Projects (036)	HCA 17th Street Campus Master Plan	0	0	0	0
		Program V Subtotal	**0**	**0**	**0**	**0**
	Program VII - Insurance, Reserves & Miscellaneous					
N	OCIT Countywide Services (289)	Physical Identity Access Management (PIAM)	2,138,364	2,138,364	50,000	1,143,866
		Program VII Subtotal	**2,138,364**	**2,138,364**	**50,000**	**1,143,866**
		Total NCC Request	**854,640,817**	**425,391,041**	**65,839,280**	**86,441,959**

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

2019 STRATEGIC PRIORITIES

(COST LESS REVENUE OR OTHER SOURCES)						
FY 22-23	**FY 23-24**	**FY 24-25**	**FY 25-26 to FY 26-27**	**Strategic Priority Title**	**Department**	**C/N**
0	0	0	0	Public Awareness of Mental Health and Substance Abuse	County Executive Office (017)	**C**
820,000	840,500	861,512	4,617,828	Behavioral Health Services Campus	County Executive Office (017)	**C**
0	0	0	0	Data Tracking Tool for Specialty Court	County Executive Office (017)	**N**
671,078	671,078	671,078	3,355,390	Expand Specialty Courts	County Executive Office (017)	**C**
12,012,740	12,644,192	13,223,954	68,681,376	Enhancing In-Custody Behavioral Health	County Executive Office (017)	**C**
522,207	536,753	548,222	2,741,110	Enhance Inmate Programming Services	County Executive Office (017)	**N**
6,199,427	335,416	270,124	1,350,620	Coordinated Reentry System	County Executive Office (017)	**C**
1,057,674	1,116,314	1,161,338	5,806,690	Data Sharing Platform for Care Coordination	County Executive Office (017)	**C**
0	0	0	0	Permanent Supportive/Affordable Housing Access	County Executive Office (017)	**C**
21,283,126	**16,144,253**	**16,736,228**	**86,553,014**	**Program I Subtotal**		
				Program I - Public Protection		
560,000	560,000	560,000	2,800,000	Case Management System	District Attorney (026)	**N**
1,139,210	1,202,568	1,277,628	6,388,140	Conviction Integrity Unit	District Attorney (026)	**N**
3,197,214	3,373,584	3,590,568	17,952,840	Post-Conviction Litigation Unit	District Attorney (026)	**N**
866,664	914,614	975,852	4,879,260	Recidivism Reduction Unit	District Attorney (026)	**N**
1,807,902	1,893,792	2,012,232	10,306,040	AB 109 Task Force	District Attorney (026)	**N**
75,000	75,000	75,000	375,000	Youth Guidance Center - Classroom Facility	Probation (057)	**C**
37,903,102	38,028,302	38,542,230	192,711,150	James A. Musick Facility Expansion - Phase 1 Staffing	Sheriff-Coroner (060)	**C**
14,155,488	14,204,506	14,397,180	71,985,900	James A. Musick Facility Expansion - Phase 2 Staffing	Sheriff-Coroner (060)	**C**
0	0	0	0	Sheriff-Coroner Jail Hardening	Sheriff-Coroner (060)	**C**
0	0	0	0	Katella Range Renovation	Sheriff-Coroner (060)	**C**
1,370,000	0	0	685,000	Inmate Transportation Buses	Sheriff-Coroner (060)	**C**
0	0	0	0	Closed Circuit Television (CCTV) for the Jails	Sheriff-Coroner (060)	**C**
847,869	775,358	784,018	3,920,090	Body Worn Cameras	Sheriff-Coroner (060)	**C**
4,039,697	6,693,599	9,979,147	8,451,446	Sheriff-Coroner Facilities Capital Improvement Plan	Sheriff-Coroner (060)	**C**
2,408,567	1,669,599	2,677,116	11,704,266	Sheriff-Coroner Facilities Maintenance Repair Plan	Sheriff-Coroner (060)	**C**
3,350,025	0	0	0	Jail Security Electronic Control Systems Upgrade/Replacement	Sheriff-Coroner (060)	**C**
71,720,738	**69,390,922**	**74,870,971**	**332,159,132**	**Program I Subtotal**		
				Program II - Community Services		
0	0	0	0	Psychiatric Crisis Stabilization and Support Services	Health Care Agency (042)	**C**
255,832	127,517	130,017	650,630	California Statewide Automated Welfare System (CalSAWS) Migration	Social Services Agency (063)	**C**
0	0	0	0	New Library in the City of Laguna Woods	OC Public Libraries (120)	**N**
0	0	0	0	New Library in the City of Irvine	OC Public Libraries (120)	**C**
255,832	**127,517**	**130,017**	**650,630**	**Program II Subtotal**		
				Program IV - General Government Services		
0	0	0	7,377,500	CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade	CAPS Program (014)	**C**
501,900	501,900	501,900	2,509,500	County Employee Timekeeping System	CAPS Program (014)	**C**
0	0	0	0	County Employee Reimbursement	CAPS Program (014)	**C**
0	0	0	0	County Facilities Master Plan	Real Estate Development Program (135)	**C**
501,900	**501,900**	**501,900**	**9,887,000**	**Program IV Subtotal**		
				Program V - Capital Improvements		
0	0	0	0	HCA 17th Street Campus Master Plan	Capital Projects (036)	**C**
0	**0**	**0**	**0**	**Program V Subtotal**		
				Program VII - Insurance, Reserves & Miscellaneous		
586,198	358,300	0	0	Physical Identity Access Management (PIAM)	OCIT Countywide Services (289)	**N**
586,198	**358,300**	**0**	**0**	**Program VII Subtotal**		
94,347,794	**86,522,892**	**92,239,116**	**429,249,776**	**Total NCC Request**		

Integrated Services

Integrated Services is a concept resulting from the County's involvement with the nationwide Stepping Up Initiative. In May 2015, the Board of Supervisors adopted a Resolution to demonstrate the County's commitment to reducing the number of people with mental illness in County jails. The formation of various committees of stakeholders enabled identification and mapping of resources in accordance with the Substance Abuse and Mental Health Services Administration's (SAMHSA) Intercept Model for Diversion. In December 2017, the County issued its Stepping Up Report summarizing the committee's findings and recommendations and outlined the Integrated Services Strategy.

The Integrated Services Strategy (Strategy) is a collaborative success strategy focused on implementing enhanced care coordination for high utilizers of the County's Community Corrections System. The Strategy aims to address the underlying issues of an individual that leads them to require services throughout the County's various Systems of Care including health care, behavioral health, community corrections, housing, and/or benefits and support services.

In October 2019, the County issued a comprehensive report that took the Integrated Services Strategy and outlined the 2025 Vision for the Community Corrections System. The 2025 Vision included action items and outcome measures identified for full implementation and aligned them with the five pillars of service included in the Community Corrections System: Prevention, Courts, In-Custody, Reentry, and Juvenile/Transitional Age Youth.

The 2025 Vision outlined several priorities for each pillar of service. However, not all priorities identified in the Vision meet the criteria to be included as Strategic Priorities in the County's Strategic Financial Plan as they are less than the $1 million threshold or are considered Emerging Initiatives that are pending scope, timing or funding requirements. The following provides a brief summary of the Emerging Initiatives and Strategic Priorities identified in the 2025 Vision and included in the County's 2019 Strategic Financial Plan.

I. Prevention

Public Awareness of Mental Health and Substance Abuse

This initiative, led by the Health Care Agency, creates a comprehensive public awareness campaign whereby all County and community partners, providers, and the general public understand the signs and symptoms of mental illness and/or substance abuse issues, know how to interact with individuals experiencing these conditions and can connect an individual to County or community services. In addition, establishment of a single phone number and web portal would provide access to available resources for mental health crises or for individuals who are mentally ill and experiencing homelessness.

Behavioral Health Services Campus

This continuing priority, submitted by the Health Care Agency, identifies creation of a hub of co-located behavioral health services in a campus-like setting. Anticipated services include a Crisis Stabilization Unit; a sobering station to which law enforcement could bring severely intoxicated individuals rather than taking them to jail; detoxification services to initiate recovery from substance use disorders; outpatient mental health and substance use disorder treatment; and crisis residential services.

II. Courts

Data Tracking Tool for Specialty Court Programs

This initiative under the County Executive Office seeks to develop a tool for tracking data and individuals moving through the Specialty Court process and using the data to evaluate program effectiveness.

Expand Specialty Courts

This initiative under the County Executive Office seeks to expand the capacity of the Adult and Juvenile Specialty Courts to provide hyper-supervision and intensive programming and coordination of care between the Courts, County, and community providers to meet current and anticipated demands of identified offenders.

III. In-Custody

Enhancing In-Custody Behavioral Health Treatment

This continuing strategic priority involves the Health Care Agency and Sheriff-Coroner Department. The priority addresses the facility modifications and staffing needed to provide early identification of individuals with mental health needs and increase dedicated mental health beds to provide suitable care and treatment to this increasing population in the jails.

Inmate Programming Services

This replaces a prior year's strategic priority titled *Recidivism Reduction Community Reintegration.* The Sheriff-Coroner's Department seeks creation of comprehensive programming that would address criminogenic and behavioral issues through a network of support services aimed at reducing the risk to recidivate and increasing the chance of post-release employment and ability to secure housing.

IV. Reentry

Coordinated Reentry System

This continuing strategic priority involves multiple departments in establishing a comprehensive reentry system accessible by all individuals released from county jails or state prison to include transportation and linkages to support services or programs with “warm hand-offs” at each point in the reintegration process.

V. Juvenile / Transitional Age Youth

Mental Health and Substance Use Disorder Support Services for Juveniles

This is an emerging initiative identified by the Probation and Sheriff-Coroner’s Departments for consistent mental health services and substance use treatment to support juveniles and transitional age youth as they move through the community corrections system from the point prior to incarceration to release into the community.

Housing for Transitional Aged Youth

This is an emerging initiative identified by the Probation and Sheriff-Coroner’s Departments to establish transitional and permanent supportive housing and placement services for youths involved in the community corrections system to ensure adequate treatment for substance abuse, mental health issues. This initiative would also assist youth involved in the Commercial Sexual Exploit of Children population.

Data Sharing for Care Coordination of High Utilizing Juvenile and Transitional Age Youth Offenders

This is an emerging initiative identified by the Health Care Agency for a data sharing platform and business process for effective coordination of care for high utilizers of the County’s Juvenile Justice System to target curative resources and minimize harm to the individual or others.

In addition to the priorities included in the 2025 Vision, the County identified the following initiatives that would require collaboration across departments involved in various Systems of Care.

Data Sharing Platform for Care Coordination

This continuing priority proposes the creation of a data-sharing platform across multiple departments involved in care coordination for individuals. The platform would provide access to information essential for ensuring that an individual receives the most efficient, effective and suitable care and case management, helping them become self-sufficient to the best of their abilities.

Access to Permanent Supportive/Affordable Housing

This continuing priority involves multiple departments and proposes creation of subsidized housing, combining affordable housing assistance with voluntary support services to address the needs of chronically homeless individuals. Given that commonality exists across the Systems of Care, an integrated approach to implementation of these programs would provide opportunities to leverage the services, funding and data collection and more effectively and efficiently deliver these services.

Public Awareness of Mental Health and Substance Abuse

1. **Program Area**
Community Services

2. **Involved Agencies and Departments**
Health Care Agency

3. **New or Continuing Strategic Priority**
This continuing priority is an update to the Strategic Priority titled "*Stepping Up Initiative*" previously identified in the 2016, 2017 and 2018 Strategic Financial Plans.

Progress continues with completion of the initial inventory of crisis-related services and opening campaign efforts were launched in October 2019 with an existing county partner.

4. **Description of Strategic Priority**
The Health Care Agency seeks to increase the community's understanding and awareness of mental illness and substance abuse issues and the availability and accessibility of supportive services through an integrated and comprehensive public information campaign. The campaign would be targeted to ensure all County and community partners, providers and the general public understand the signs or symptoms of mental illness and substance abuse issues and know how to interact with individuals who are experiencing a mental illness or substance use episode. The campaign would also identify available County and/or community resources and, ultimately, have a single phone number for resource access during a behavioral health crisis as well as a dedicated web portal or link to resources.

This would be accomplished through a public-private collaboration involving a coordination of services and outreach partners, such as hospitals, faith-based organizations, health providers, school districts and cities by:

- Maintaining a comprehensive listing of crisis-related resources available throughout the County and ensure barriers to access those services are removed;
- Designing and coordinating a countywide public awareness campaign aligned with current State, Federal, and partner messaging and appropriate outlets to educate the public on the signs of mental illness and substance abuse, how to interact with individuals experiencing mental illness or substance abuse, and how to access supportive treatment and services;

Public Awareness of Mental Health and Substance Abuse

- Establishing collaborative partnerships with applicable partners involved at various points of engagement in the Community Corrections System of Care to assist with messaging and coordination efforts;
- Providing information and training on the resources available for a behavioral health crisis throughout the County and target to reach residents notwithstanding cultural or language barriers; and
- Establishing routine informational meetings with partners to ensure efforts are aligned, issues are addressed proactively and countywide efforts are supported.

Aligning County, community and other partners to provide a uniform approach in messaging and the availability and accessibility of services would result in an increased understanding of mental illness and substance abuse and diversion from the criminal justice system into supportive services.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

Estimated costs include initial one-time costs to start up campaign efforts of $350 thousand and ongoing costs of approximately $165 thousand annually.

7. Funding Sources

Mental Health Services Act
Mental Health Realignment
Substance Abuse Prevention and Treatment Block Grant

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

8. Stakeholders

Adults and juveniles experiencing mental illness or substance abuse issues; third party assistance resources needed for health or safety reasons; and local and community partners engaging with, responding to, or treating individuals with mental illness and/or substance abuse issues; and the families of individuals with mental illness and/or substance abuse issues.

Public Awareness of Mental Health and Substance Abuse

9. **Mandated or Discretionary Program/Project?**
   Although this has been identified as a Countywide Priority, the program itself is discretionary.

10. **Implementation Period if Funding Were Available**
    This Strategic Priority is in progress with full implementation anticipated by FY 2023-24.

Public Awareness of Mental Health and Substance Abuse					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	350,000	165,000	165,000	165,000	165,000
Total Cost	**350,000**	**165,000**	**165,000**	**165,000**	**165,000**
II. General Fund Revenue					
Intergovernmental Revenues	350,000	165,000	165,000	165,000	165,000
Total Revenue	**350,000**	**165,000**	**165,000**	**165,000**	**165,000**
III. General Fund Requirement	**0**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Public Awareness of Mental Health and Substance Abuse					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
165,000	165,000	165,000	165,000	165,000	Services & Supplies
165,000	**165,000**	**165,000**	**165,000**	**165,000**	**Total Cost**
					II. General Fund Revenue
165,000	165,000	165,000	165,000	165,000	Intergovernmental Revenues
165,000	**165,000**	**165,000**	**165,000**	**165,000**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Behavioral Health Services Campus

1. **Program Area**
   Community Services

2. **Involved Agencies and Departments**
   Health Care Agency

3. **New or Continuing Strategic Priority**
   This is a continuing Strategic Priority previously identified in the 2016, 2017 and 2018 Strategic Financial Plans. The County purchased a site in the City of Orange in March 2018 for the first behavioral health services campus. The campus is currently in the construction phase, with anticipated completion in FY 2020-21. Additional locations and sites are in the process of being identified and the County will continue to work with public and private partners to explore how and where to develop new campuses.

4. **Description of Strategic Priority**
   The Health Care Agency is in the process of establishing a behavioral health campus through a public-private partnership to provide co-located services and meet specific community needs for mental health and substance abuse treatment programs. The intent is for the campus(es) to be easily accessible to local law enforcement and residents when seeking help in treating individuals experiencing a mental health or substance use crisis.

   The Health Care Agency seeks to build a network of behavioral health campuses to support the mental health system of care and be centrally located throughout the County to serve the County's various Systems of Care and the goals of each respective Service Planning Area. Each campus would provide easy access for law enforcement or other first responders to divert individuals encountered that are facing a mental health or substance use crisis to treatment services and away from jail. Services identified include a triage unit, psychiatric intake and referral, substance use disorder intake and referral, withdrawal management, transitional residential services, residential treatment services, and an integrated support center that will provide linkages with complimentary community and social support services.

5. **Personnel Impacts**
   Services are anticipated to be contracted with no additional staffing required.

Behavioral Health Services Campus

6. **Cost Impact**

Costs include one-time construction costs of $11.4 million with ongoing service costs ranging from $6.0 million to $9.5 million annually.

7. **Funding Sources**

Mental Health Services Act
Private Insurance Revenue
Medi-Cal Revenue
Federal Drug Medi-Cal
Substance Use Prevention and Treatment Block Grant
Net County Cost

Funding Sources			
Federal	**State**	**General Fund**	**Other**
10%	80%	10%	0%

8. **Stakeholders**

Individuals experiencing a mental health or substance abuse crisis and their families
Law enforcement and other first responders encountering individuals experiencing a mental health or substance abuse crisis

9. **Mandated or Discretionary Program/Project?**

Although this has been identified as a Countywide Priority, the program itself is discretionary.

10. **Implementation Period if Funding Were Available**

The first behavioral health campus is anticipated to be completed in FY 2020-21. Progress toward additional campuses will be dependent on site availability and funding.

Behavioral Health Services Campus					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	6,000,000	8,000,000	8,200,000	8,405,000	8,615,125
Structures & Improvements	11,400,000	0	0	0	0
Total Cost	**17,400,000**	**8,000,000**	**8,200,000**	**8,405,000**	**8,615,125**
II. General Fund Revenue					
Charges For Services	600,000	800,000	820,000	840,500	861,513
Intergovernmental Revenues	300,000	400,000	410,000	420,250	430,756
Other Financing Sources	5,100,000	6,000,000	6,150,000	6,303,750	6,461,344
Total Revenue	**6,000,000**	**7,200,000**	**7,380,000**	**7,564,500**	**7,753,613**
III. General Fund Requirement	**11,400,000**	**800,000**	**820,000**	**840,500**	**861,512**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Behavioral Health Services Campus					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
8,830,503	9,051,266	9,277,547	9,509,486	9,509,486	Services & Supplies
0	0	0	0	0	Structures & Improvements
8,830,503	**9,051,266**	**9,277,547**	**9,509,486**	**9,509,486**	**Total Cost**
					II. General Fund Revenue
883,050	905,127	927,755	950,949	950,949	Charges For Services
441,525	452,563	463,877	475,474	475,474	Intergovernmental Revenues
6,622,877	6,788,450	6,958,160	7,132,115	7,132,115	Other Financing Sources
7,947,452	**8,146,140**	**8,349,792**	**8,558,538**	**8,558,538**	**Total Revenue**
883,051	**905,126**	**927,755**	**950,948**	**950,948**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Data Tracking Tool for Specialty Court Programs

1. **Program Area**
   Public Protection, Community Services

2. **Involved Agencies and Departments**
   County departments in collaboration with OC Courts

3. **New or Continuing Strategic Priority**
   This is a new Strategic Priority.

4. **Description of Strategic Priority**
   Stakeholders who participate in the Specialty Court process have an efficient working relationship and a shared purpose to meet the program's objectives. To determine if diversion to the Specialty Court Program and the treatment provided is effective, this identified initiative would develop an agreed-upon definition of successful program outcomes, identify relevant data points and standards, and collect and report data through a common data collection tool.

   A need has been identified to develop and implement a tool for use by OC Courts and the County departments to track individuals and the associated data as progress occurs through the Specialty Court programs. Measurements of success would include elements relevant to the individual, such as ability to secure housing or employment. Additional measurements may focus on public safety and community success with examples including, but not limited to, restitution paid, fewer number of court appearances, or fewer days in jail.

   This initiative would determine and develop documented best practices, measurable relevant data, and effective care coordination across all stakeholders. All involved in the process would be able to access and use evidence-based data in measuring the success and effectiveness of treatment programs and the effect on recidivism. The ultimate goal is to reduce the number of individuals with mental illness, Substance Use Disorder needs, or co-occurring disorders entering, or returning to, the County's jail system by diversion into programs that are more suitable for addressing the individual's needs.

5. **Personnel Impacts**
   No additional staffing would be required.

Data Tracking Tool for Specialty Court Programs

6. **Cost Impact**

Estimated costs include one-time costs of $3 million for the the development of the tracking tool and $500 thousand in ongoing maintenance costs. As the primary purpose of the Data Tracking Tool is to measure the success of the Specialty Court programs, the development of the tool is anticipated to be done by the Courts and shared with the applicable County departments.

7. **Funding Sources**

Mental Health Service Act
2011 Public Safety Realignment
OC Courts

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

8. **Stakeholders**

Individuals in the felony or misdemeanor court process with underlying mental illness or substance use issues who would benefit from court-ordered treatment or services
OC Courts
District Attorney
Public Defender
Probation
Sheriff-Coroner
Health Care Agency
Local Law Enforcement

9. **Mandated or Discretionary Program/Project?**

Although this has been identified as a Countywide Priority, the program itself is discretionary and considered a Court responsibility.

10. **Implementation Period if Funding Were Available**

A working group has been established to address the need for common definitions of success and identify the relevant data to be collected. Efforts to obtain a third party solution would begin in FY 2020-21 and is dependent on available funding.

Data Tracking Tool for Specialty Court Programs					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	1,400,000	1,600,000	500,000	500,000	500,000
Total Cost	**1,400,000**	**1,600,000**	**500,000**	**500,000**	**500,000**
II. General Fund Revenue					
Intergovernmental Revenues	1,260,000	1,440,000	450,000	450,000	450,000
Other Financing Sources	140,000	160,000	50,000	50,000	50,000
Total Revenue	**1,400,000**	**1,600,000**	**500,000**	**500,000**	**500,000**
III. General Fund Requirement	**0**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Data Tracking Tool for Specialty Court Programs					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
500,000	500,000	500,000	500,000	500,000	Services & Supplies
500,000	**500,000**	**500,000**	**500,000**	**500,000**	**Total Cost**
					II. General Fund Revenue
450,000	450,000	450,000	450,000	450,000	Intergovernmental Revenues
50,000	50,000	50,000	50,000	50,000	Other Financing Sources
500,000	**500,000**	**500,000**	**500,000**	**500,000**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Expand Specialty Courts

1. **Program Area**
Public Protection, Community Services

2. **Involved Agencies and Departments**
Health Care Agency
District Attorney's Office
Public Defender's Office
Probation Department
Sheriff-Coroner Department

3. **New or Continuing Strategic Priority**
This is a continuing priority previously identified in the 2016, 2017 and 2018 Strategic Financial Plans within the Strategic Priority titled "*Stepping Up Initiative*."

A working group consisting of representatives from key stakeholder departments was established in November 2019 to begin gathering and analyzing the data in an effort to determine how to proceed.

4. **Description of Strategic Priority**
The Specialty Court Programs combine judicial supervision with rehabilitative services aimed at addressing mental health and/or substance abuse issues that may have lead to criminal behavior. The goal is to help the individual become productive and self-sustaining, to the best of their ability, in the community.

The model for the Adult and Juvenile Specialty Courts is a post-arrest point of diversion that includes hyper-supervision and intensive programming with the possibility of immediate sanctions for non-compliance. The diversion is incentive-based whereby the charges against the offender are reduced or removed upon successful completion of the program. Current statistics show that offenders participating in the Specialty Court program demonstrate lower recidivism rates, have fewer hospitalizations, and succeed in the community.

County departments seek to determine if expanding the use of Specialty Courts for adults and juveniles is needed to meet the current and anticipated demands for program participation. Efforts include further review of outcome data/statistics; identifying the number of offenders unable to participate due to capacity issues; analyzing and

Expand Specialty Courts

determining the type of court to expand and the priority order; analyzing and identifying programmatic needs; and determining physical location requirements to accommodate the expanded services.

5. **Personnel Impacts**
As the courts expand, additional staffing may be needed and would be identified depending on the type of court and level of expansion.

6. **Cost Impact**
Estimated costs include one-time costs for facility expansion (Court/State responsibility) and ongoing costs for County staff time or contracted treatment services as follows:

FY 2020-21: $5,000,000 one-time; $3,580,650 ongoing
FY 2021-22: $4,000,000 one-time; $3,580,650 ongoing
FY 2022-23 through FY 2029-30: $0 one-time; $3,580,650 ongoing

7. **Funding Sources**
OC Courts
Mental Health Service Act
2011 Public Safety Realignment
Net County Cost – 20% of ongoing costs

Funding Sources			
Federal	**State**	**General Fund**	**Other**
0%	80%	20%	0%

8. **Stakeholders**
Adult felony offenders with underlying mental illness or substance use issues recommended to the Adult Specialty Court
OC Courts
District Attorney's Office
Public Defender's Office
Probation Department
Sheriff-Coroner Department
Health Care Agency

Expand Specialty Courts

9. Mandated or Discretionary Program/Project?

Although this has been identified as a Countywide Priority, the program itself is discretionary.

10. Implementation Period if Funding Were Available

Full implementation is anticipated by FY 2023-24, dependent on funding availability.

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Expand Specialty Courts					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	3,580,650	3,580,650	3,580,650	3,580,650	3,580,650
Structures & Improvements	5,000,000	4,000,000	0	0	0
Total Cost	**8,580,650**	**7,580,650**	**3,580,650**	**3,580,650**	**3,580,650**
II. General Fund Revenue					
Intergovernmental Revenues	5,773,053	4,773,053	773,053	773,053	773,053
Other Financing Sources	2,136,519	2,136,519	2,136,519	2,136,519	2,136,519
Total Revenue	**7,909,572**	**6,909,572**	**2,909,572**	**2,909,572**	**2,909,572**
III. General Fund Requirement	**671,078**	**671,078**	**671,078**	**671,078**	**671,078**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Expand Specialty Courts					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
3,580,650	3,580,650	3,580,650	3,580,650	3,580,650	Services & Supplies
0	0	0	0	0	Structures & Improvements
3,580,650	**3,580,650**	**3,580,650**	**3,580,650**	**3,580,650**	**Total Cost**
					II. General Fund Revenue
773,053	773,053	773,053	773,053	773,053	Intergovernmental Revenues
2,136,519	2,136,519	2,136,519	2,136,519	2,136,519	Other Financing Sources
2,909,572	**2,909,572**	**2,909,572**	**2,909,572**	**2,909,572**	**Total Revenue**
671,078	**671,078**	**671,078**	**671,078**	**671,078**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Enhancing In-Custody Behavioral Health Treatment

1. **Program Area**
Public Protection, Community Services

2. **Involved Agencies and Departments**
Sheriff-Coroner
Health Care Agency

3. **New or Continuing Strategic Priority**
This is a continuing Strategic Priority previously identified in the 2018 Strategic Financial Plan.

During the FY 2019-20 budget process, jail facility space was identified to expand the capacity for a behavioral health treatment area and $9.2 million was allocated for facility modifications to the Intake Release Center. The design phase is completed and construction is on target for completion in June 2020. In addition, the FY 2019-20 budget includes an additional 123 positions and $16.9 million funding requested by Health Care Agency for correctional health services in the jails.

4. **Description of Strategic Priority**
The issue of mental illness in the criminal justice system continues to be a nationwide problem with an estimated 20% to 25% of inmates diagnosed with a mental illness. In Orange County, the current estimate is closer to 30% with over 1,900 inmates in the County's Jail system with a mental health diagnosis ranging from mild, requiring general mental health services, to severe, which requires inpatient psychiatric care.

The California Code of Regulations (CCR) Titles 9 and 15, requires the Orange County Sheriff's Department (OCSD) and Health Care Agency (HCA) to provide inmates with medical and mental health care services while in custody. More intensive treatment at an inpatient (hospital) level of care in a Lanterman-Petris-Short (LPS) designated facility is required if the inmate exhibits a danger to self, danger to others, and/or grave disability secondary to a mental illness. This population requires a higher level of mental health services including crisis stabilization, counseling, medication management, discharge planning, acute psychiatric inpatient care (hospitalization), and emergency psychiatric medications.

Enhancing In-Custody Behavioral Health Treatment

This priority would establish a comprehensive in-custody behavioral health program to identify individuals upon intake who require specialized services and assign them to dedicated housing in the jails where they could receive advanced specific programming. An individualized treatment plan would be established to follow through the incarceration period and a personalized discharge plan developed to link to post-custody treatment and services. The following priorities require development and resources to employ the comprehensive approach needed for addressing mental illness in the jails:

Facility:

Currently, seriously mentally ill male inmates are housed and receive treatment in a designated area in the Intake Release Facility. This space provides accommodation for a maximum of 10 LPS inmates, limited observation, and no permanently dedicated area for female LPS inmates. Enhanced dedicated space in the Intake Release Center has been identified to better serve the growing mentally ill population in the County jails by providing areas for LPS dedicated care, psychiatric observation, and step down mental health services for both male and female inmates. In addition, facility enhancements would allow for continuous observation of those held in the designated areas and facilitate required safety checks. Treatment space should be easily accessible to minimize issues with the movement of inmates.

Treatment Services:

Inmates with mental illness, but not designated as LPS, are housed with the general population with limited proximity to treatment options. Acute inpatient psychiatric services for the adult in-custody population would include psychiatric evaluation, medication management including involuntary medication administration as permitted by law, nursing assessment, crisis intervention, counseling, education, and provision of resources and referrals. Mandated group therapies would be offered multiple times per day to meet mandate requirements. Inmates would receive timely and appropriate treatment which may help in reducing recidivism.

HCA Correctional Health Staffing:

The ratio of correctional health care staff to inmates increases with the severity of mental illness. Based on current assessments, and to meet the needs of the current population as the jail is structured today, HCA Correctional Staff could need up to 54 additional positions.

Enhancing In-Custody Behavioral Health Treatment

OCSD Jail Security Staffing:
Inmates who have been diagnosed with severe mental illness require additional monitoring and extra jail security staff to transport them to appointments or other facilities. The movement of inmates for mandated treatments or group therapy sessions is a primary and challenging concern of jail security staff. In many cases, the number of inmates that can be moved at one time is limited to ensure safety of the individuals, other inmates, and county staff. In addition, safety checks are mandated every 15 minutes. Based on the current jail population and an analysis of correctional health needs, OCSD could require an additional 26 Deputy Sheriff Is to provide monitoring and movement of inmates needing care and treatment. Once facility needs are addressed, staffing levels would be reassessed to ensure sufficient ratios to maintain safety.

5. Personnel Impacts

In addition to the 123 HCA positions added in the FY 2019-20 budget, the following are projected position classifications and counts to increase the capacity of mental health services in the jails:

Classification	No. of Positions
HCA Correctional Health Positions:	
Behavioral Health Clinician II	10
Clinical Psychologist II	2
Community Mental Health Psychiatrist	2
Comprehenisve Care Nurse II	36
Medical Assistant	2
Mental Health Specialist	2
Subtotal HCA Correctional Health Positions	**54**
OCSD Jail Security Positions:	
Deputy Sheriff I	**26**
Grand Total Positions	**80**

6. Cost Impact

Anticipated costs include $6.5 million in FY 2020-21 to complete the modifications of the Intake and Release Center to accommodate the enhanced mental health treatment space

Enhancing In-Custody Behavioral Health Treatment

and increased staffing costs beginning in FY 2021-22 which range from $10.4 million to $13.8 million in General Fund (NCC).

FY 2020-21: $6,480,000 one-time; $834,298 ongoing
FY 2021-22: $0 one-time; $10,365,841 ongoing
FY 2022-23: $0 one-time; $12,012,742 ongoing
FY 2023-24: $0 one-time; $12,463,037 ongoing
FY 2024-25: $0 one-time; $13,223,961 ongoing

7. **Funding Sources**

The majority of the funding is anticipated to be General Fund, however, each area will be analyzed to identify and utilize all available funding sources.

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

8. **Stakeholders**

Individuals in the County jail facilities identified with a mental illness and meeting the criteria for specialized mental health treatment services
Health Care Agency
Sheriff-Coroner
Advocacy Groups

9. **Mandated or Discretionary Program/Project?**

This project is discretionary; however, providing adequate healthcare for inmates is mandated per California Code of Regulations (Title 15, Division 1, Chapter 1, Subchapter 4, Article 11), Penal Code, Part 3, Section 4015 and California Government Code Section 29602.

10. **Implementation Period if Funding Were Available**

Facility modifications for this priority are in progress with targeted construction completion by June 2020. HCA is in the process of recruiting and hiring the additional 123 positions approved in the FY 2019-20 budget for correctional health services. Full implementation is anticipated in FY 2021-22

Enhancing In-Custody Behavioral Health Treatment					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	834,297	10,365,839	12,012,740	12,644,192	13,223,954
Structures & Improvements	6,468,000	0	0	0	0
Total Cost	**7,302,297**	**10,365,839**	**12,012,740**	**12,644,192**	**13,223,954**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**7,302,297**	**10,365,839**	**12,012,740**	**12,644,192**	**13,223,954**
IV. Staffing					
Behavioral Health Clinician II	5	10	10	10	10
Clinical Psychologist II	1	2	2	2	2
Community Mental Health Psychiatrist	1	2	2	2	2
Comprehensive Care Nurse II	19	36	36	36	36
Medical Assistant	1	2	2	2	2
Mental Health Specialist	1	2	2	2	2
Deputy Sheriff I	0	26	26	26	26
Total Positions Funded Per Fiscal Year	**28**	**80**	**80**	**80**	**80**

Enhancing In-Custody Behavioral Health Treatment					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
13,463,216	13,711,186	13,835,658	13,835,658	13,835,658	Salaries & Benefits
0	0	0	0	0	Structures & Improvements
13,463,216	**13,711,186**	**13,835,658**	**13,835,658**	**13,835,658**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
13,463,216	**13,711,186**	**13,835,658**	**13,835,658**	**13,835,658**	**III. General Fund Requirement**
					IV. Staffing
10	10	10	10	10	Behavioral Health Clinician II
2	2	2	2	2	Clinical Psychologist II
2	2	2	2	2	Community Mental Health Psychiatrist
36	36	36	36	36	Comprehensive Care Nurse II
2	2	2	2	2	Medical Assistant
2	2	2	2	2	Mental Health Specialist
26	26	26	26	26	Deputy Sheriff I
80	**80**	**80**	**80**	**80**	**Total Positions Funded Per Fiscal Year**

Enhance Inmate Programming Services

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Sheriff-Coroner Department

3. **New or Continuing Strategic Priority**
   This is a new Strategic Priority.

4. **Description of Strategic Priority**
   California Code of Regulations Title 15 mandates in-custody correctional programming to assist incarcerated individuals rehabilitate and transition back into the community. The County cannot prevent all individuals released from returning to custody, but seeks to design a more comprehensive programming curriculum to address criminogenic and behavioral issues, low participation rates, and data collection and analysis measuring the success of programs offered.

   The priority would begin by analyzing existing programs, available data, and inmate needs to develop a comprehensive platform that addresses criminogenic and behavioral issues through a network of support services aimed at reducing the risk to recidivate and increasing the chance of post-release employment along with the ability to secure housing. This would be implemented through customized incentive-based programs focused on the inmates' need to stabilize and reinforce ideas or concepts learned.

   Other elements of this enhancement could include development of a comprehensive and integrated system to capture data and processes associated with the programs and a case management program focused on individuals identified as high-utilizers of the County's various Systems of Care or other target groups as needed. There would also be a significant effort to develop an educational and vocational program focused on assisting minimum security inmates to achieve certification in vocations that can be linked to jobs post-custody.

   Priority would be given to programs anticipated to increase participation rates for the in-custody population, achieve sustained success post-custody, and demonstrate a lower rate of return to custody, based on data collection and analysis.

Enhance Inmate Programming Services

5. **Personnel Impacts**
Enhanced programming has identified the need for up to three case managers estimated as the Social Worker I level. However, it is uncertain if the positions would be needed or the services contracted.

6. **Cost Impact**
Estimated costs include one-time costs of $3.2 million to develop and implement an integrated tracking system and ongoing costs of approximately $600 thousand per year for case management and vocational programs.

7. **Funding Sources**
2011 Public Safety Realignment
Net County Cost

Funding Sources			
Federal	**State**	**General Fund**	**Other**
0%	10%	90%	0%

8. **Stakeholders**
Individuals in custody awaiting trial or other court actions
Inmates serving sentences in the County jail system
Sheriff-Coroner Department

9. **Mandated or Discretionary Program/Project?**
Although this has been identified as a Countywide priority, the project itself is discretionary.

10. **Implementation Period if Funding Were Available**
This priority is in the planning and development phase and could be implemented in FY 2020-21 if funding were to become available.

Enhance Inmate Programming Services					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	180,795	264,278	280,230	296,392	309,136
Services & Supplies	3,200,000	300,000	300,000	300,000	300,000
Total Cost	**3,380,795**	**564,278**	**580,230**	**596,392**	**609,136**
II. General Fund Revenue					
Intergovernmental Revenues	338,080	56,428	58,023	59,639	60,914
Total Revenue	**338,080**	**56,428**	**58,023**	**59,639**	**60,914**
III. General Fund Requirement	**3,042,715**	**507,850**	**522,207**	**536,753**	**548,222**
IV. Staffing					
Social Worker I	3	3	3	3	3
Total Positions Funded Per Fiscal Year	**3**	**3**	**3**	**3**	**3**

Enhance Inmate Programming Services					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
309,136	309,136	309,136	309,136	309,136	Salaries & Benefits
300,000	300,000	300,000	300,000	300,000	Services & Supplies
609,136	**609,136**	**609,136**	**609,136**	**609,136**	**Total Cost**
					II. General Fund Revenue
60,914	60,914	60,914	60,914	60,914	Intergovernmental Revenues
60,914	**60,914**	**60,914**	**60,914**	**60,914**	**Total Revenue**
548,222	**548,222**	**548,222**	**548,222**	**548,222**	**III. General Fund Requirement**
					IV. Staffing
3	3	3	3	3	Social Worker I
3	**3**	**3**	**3**	**3**	**Total Positions Funded Per Fiscal Year**

Coordinated Reentry System

1. **Program Area**
   Public Protection, Community Services

2. **Involved Agencies and Departments**
   County Executive Office
   Health Care Agency
   Sheriff-Coroner Department
   Probation Department

3. **New or Continuing Strategic Priority**
   This continuing priority is an update to the Strategic Priority titled "*Reentry Facility*" previously identified in the 2016, 2017 and 2018 Strategic Financial Plans.

   County and community services were identified, and a working group established in September 2019, to ascertain and coordinate the services to ensure individuals with mental illness, substance use issues, co-occurring disorders, or those with no behavioral health issues have support services to best fit their needs upon release.

4. **Description of Strategic Priority**
   Returning to the community from jail is a complex transition for most offenders, as well as their families and the community. It is known that the first 72 hours after an individual returns to the community from any length of incarceration is a critical factor in the individual's likelihood to reoffend. Those released often struggle with substance abuse, lack of adequate education and job skills, limited housing options, and mental health issues. These challenges are significant contributors to higher recidivism rates and related victimizations.

   The County Departments and partners working with this population recognize the challenges and the obstacles faced by individuals upon release and the importance of in-reach, outreach, and engagement in the process. Failure to successfully link individuals with needed services can be detrimental to positive reintegration and increases the probability of the individual reoffending and cycling back through the criminal justice system.

   Limited reentry services currently exist for individuals with mental illness and/or substance abuse disorders. This Strategic Priority would provide a comprehensive reentry system

Coordinated Reentry System

accessible by all individuals released from a County jail or from a State prison on County supervision. The concept is “Re-entry upon Entry” whereby individuals are assessed upon intake to identify their needs, such as health, education, or basic needs and support, and develop an individualized treatment or program to address those needs and increase their ability to self-sustain upon release. Individuals in the County jail system would be educated, encouraged and expected to participate in the reentry programs and process prior to release. After release, transportation and linkages would be arranged with a “warm hand-off” at each point in the process to mitigate disruption to the services or programming received while in-custody.

County-provided services would be coordinated with community resources and leveraged to maximize the range and variety of services offered while addressing the unique needs of individuals being released. Services would include case management, peer support, recovery services, life and job skills training, transportation, legal aid, and connections to and provisions for temporary housing.

5. Personnel Impacts

Services are anticipated to be contracted with no additional staffing required.

6. Cost Impact

Estimated costs for contracted services for vocational programs and contracted reentry services are estimated at $7 million annually. Additionally, renovation of existing County property for potential job training with retail space is estimated at $14 million over a two year period.

7. Funding Sources

2011 Public Safety Realignment
Workforce Innovation and Opportunity Act
Various grants or allocations
Net County Cost

Funding Sources			
Federal	**State**	**General Fund**	**Other**
38%	42%	20%	0%

Coordinated Reentry System

8. Stakeholders

Individuals released from the County jail or state prison requiring County Supervision and needing assistance with reintegrating back into the community
Probation

9. Mandated or Discretionary Program/Project?

Although this has been identified as a countywide priority, the project itself is discretionary.

10. Implementation Period if Funding Were Available

Limited implementation may begin in FY 2019-20 and incrementally increase based on needs and funding with full implementation anticipated by FY 2024-25.

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Coordinated Reentry System					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	7,000,000	7,000,000	7,000,000	7,200,000	7,200,000
Structures & Improvements	0	8,000,000	6,000,000	0	0
Total Cost	**7,000,000**	**15,000,000**	**13,000,000**	**7,200,000**	**7,200,000**
II. General Fund Revenue					
Intergovernmental Revenues	6,076,291	6,737,817	6,800,573	6,864,584	6,929,876
Total Revenue	**6,076,291**	**6,737,817**	**6,800,573**	**6,864,584**	**6,929,876**
III. General Fund Requirement	**923,709**	**8,262,183**	**6,199,427**	**335,416**	**270,124**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Coordinated Reentry System					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	Services & Supplies
0	0	0	0	0	Structures & Improvements
7,200,000	**7,200,000**	**7,200,000**	**7,200,000**	**7,200,000**	**Total Cost**
					II. General Fund Revenue
6,929,876	6,929,876	6,929,876	6,929,876	6,929,876	Intergovernmental Revenues
6,929,876	**6,929,876**	**6,929,876**	**6,929,876**	**6,929,876**	**Total Revenue**
270,124	**270,124**	**270,124**	**270,124**	**270,124**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Data Sharing Platform for Care Coordination

1. **Program Area**
   Public Protection, Community Services

2. **Involved Agencies and Departments**
   County Executive Office
   District Attorney
   Health Care Agency
   OC Community Resources
   Probation Department
   Public Defender
   Sheriff-Coroner Department
   Social Services Agency

3. **New or Continuing Strategic Priority**
   This continuing priority is an update to the Strategic Priority titled "*Data Collection and Analysis*" previously identified in the 2016, 2017 and 2018 Strategic Financial Plans.

   Contracted services and Whole Person Care funds were used to map processes across the involved departments and identify potential vendors to develop the system platform. It is anticipated that a vendor will be identified and an agreement will be in place in early 2020.

4. **Description of Strategic Priority**
   The County has defined and operates five different Systems of Care integrating services and programs across various departments to meet the needs of County residents. These systems include health care, behavioral health, community corrections, housing, and benefits and support services. For each System of Care, there are several departments providing services and assistance to the specific population of that system. In addition, individuals often cross the Systems of Care with those participating in three or more systems identified as "high-utilizers."

   Each department maintains its own data-gathering and reporting system and is responsible for the maintenance and integrity of the information. To most effectively and efficiently coordinate the care and treatment of the individuals in the System of Care, the County seeks a platform that would allow a seamless information flow between all involved departments or providers. The vision is a software solution providing a

Data Sharing Platform for Care Coordination

coordinated data sharing platform. The solution should be accessible to all stakeholders, operationally proven, innovative, scalable, and sustainable.

The solution will receive information from a source database or system and include an environment allowing queries and reporting, while protecting and restricting access to personal health information, as warranted. This will allow staff across departments to access relevant information for coordination and delivery of services to best meet the needs of the individual.

The current focus of the data sharing platform is coordination of services centered around homelessness and is already in progress. Once the first phase of the project is completed, the next step will continue with coordination of care and services centered around community corrections. Eventually, all the Systems of Care would be incorporated. The approach and model is based on successful systems currently in place in other counties including collaboration on best practices and lessons learned during their development and implementation processes. This has provided a solid vision of functionality requirements of the data sharing platform and anticipated costs as additional systems are added.

5. Personnel Impacts

The system would be housed with the Health Care Agency and would require dedicated staff, estimated at up to 10 Information Technologist IIs, to maintain the system on a daily basis.

6. Cost Impact

Estimated costs include a one-time system cost of $5.0 million and ongoing staff costs ranging from $1.2 million to $1.4 million annually. This excludes the $3.8 million in Whole Person Care monies currently being used for Phase I.

7. Funding Sources

Mental Health Services Act
Net County Cost

Funding Sources			
Federal	**State**	**General Fund**	**Other**
0%	20%	80%	0%

Data Sharing Platform for Care Coordination

8. Stakeholders

Individuals engaged in one or more of the County's Systems of Care
District Attorney's Office
Health Care Agency
OC Community Resources
Probation Department
Public Defender's Office
Sheriff-Coroner Department
Social Services Agency

9. Mandated or Discretionary Program/Project?

Although this has been identified as a countywide priority, the project itself is discretionary.

10. Implementation Period if Funding Were Available

Implementation of the first phase is anticipated in FY 2021-22 with full implementation by FY 2024-25 should resources and funding be available.

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Data Sharing Platform for Care Coordination					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	583,210	1,245,803	1,322,092	1,395,392	1,451,672
Services & Supplies	5,000,000	0	0	0	0
Total Cost	**5,583,210**	**1,245,803**	**1,322,092**	**1,395,392**	**1,451,672**
II. General Fund Revenue					
Other Financing Sources	1,116,642	249,161	264,418	279,078	290,334
Total Revenue	**1,116,642**	**249,161**	**264,418**	**279,078**	**290,334**
III. General Fund Requirement	**4,466,568**	**996,642**	**1,057,674**	**1,116,314**	**1,161,338**
IV. Staffing					
Information Technologist II	5	10	10	10	10
Total Positions Funded Per Fiscal Year	**5**	**10**	**10**	**10**	**10**

Data Sharing Platform for Care Coordination					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
1,451,672	1,451,672	1,451,672	1,451,672	1,451,672	Salaries & Benefits
0	0	0	0	0	Services & Supplies
1,451,672	**1,451,672**	**1,451,672**	**1,451,672**	**1,451,672**	**Total Cost**
					II. General Fund Revenue
290,334	290,334	290,334	290,334	290,334	Other Financing Sources
290,334	**290,334**	**290,334**	**290,334**	**290,334**	**Total Revenue**
1,161,338	**1,161,338**	**1,161,338**	**1,161,338**	**1,161,338**	**III. General Fund Requirement**
					IV. Staffing
10	10	10	10	10	Information Technologist II
10	**10**	**10**	**10**	**10**	**Total Positions Funded Per Fiscal Year**

Permanent Supportive/Affordable Housing Access

1. **Program Area**
   Community Services

2. **Involved Agencies and Departments**
   County Executive Office
   Health Care Agency
   OC Community Resources
   OC Public Works
   Social Services Agency

3. **New or Continuing Strategic Priority**
   This is a continuing priority previously identified in the 2017 and 2018 Strategic Financial Plans.

   In June 2018, the Board received the County's Housing Funding Strategy which identified the plan for producing 2,700 units of supportive housing throughout Orange County. The Board also approved the Mental Health Services Act $70.5 million Permanent Supportive Housing Spending Plan which was in addition to a previously appoved $25 million for development of supportive housing.

   In March 2019, the Board approved the Joint Powers Authority Agreement for the establishment of the Orange County Housing Finance Trust (OCHFT) with the purpose of funding housing specifically assisting the homeless population and individuals and families of low income within the County of Orange.

   In June 2019, the Board directed up to $5 million to be used to fund the Orange County Housing Finance Trust. Meetings of the OCHFT Board began in July 2019 and are aligning efforts with the County's Housing Funding Strategy.

   To date, of the $95.5 million identified in MHSA funds for housing, $65 million has been assigned to the State's Special Needs Housing Program for use for approved projects and the County been working with developers to identify eligible projects for funding. Of the 2,700 units of supportive housing identified, 24 units have been built, 280 units are under construction, and funding is in progress for another 575 units.

Permanent Supportive/Affordable Housing Access

4. Description of Strategic Priority

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

With the addition of emergency shelter beds and other shelter programs, the County of Orange has created a significant safety net to stabilize those experiencing a housing crisis and allow a path for many to transition to self-sufficiency. However, due to an insufficient supply of permanent supportive housing and affordable housing, the length of stay in emergency and transitional shelters can be prolonged. The overall effectiveness of the emergency shelter programs is contingent upon development of permanent housing options; the goal of the System of Care is to reduce length of stay in emergency and transitional shelter programs and ensure high retention rates in permanent housing programs.

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

This Strategic Priority continues to focus on the creation of housing needed for Orange County residents of all income levels. In June 2018, the Board filed the Housing Funding Strategy, which established the goal to develop 2,700 units of permanent supportive housing throughout Orange County. In addition, the Commission to End Homelessness was established in 2018 to work in collaboration with County and city governments, the business sector, philanthropic organizations, community organizations, health care, public safety and other interested stakeholders to promote an effective response to homelessness within Orange County. In March 2019, the Board approved the Joint Powers Authority Agreement which established the OCHFT. To date, 24 of the targeted

Permanent Supportive/Affordable Housing Access

2,700 units have been built, 280 are under construction, and funding is in progress for another 575 units.

5. **Personnel Impacts**
No additional staffing is required.

6. **Cost Impact**
The Housing Funding Strategy identified a funding gap estimated at $789 million, representing $439 million in funding needed for capital expenses to develop the properties, in addition to $350 million in rental and operating subsidies to ensure the supportive housing units are affordable to people with histories of homelessness.

This Strategic Priority continues to evolve and multiple unknown variables remain regarding potential opportunities, including the type of housing, location and number of units, that hinder calculation of accurate estimated costs at this time. Preliminary funding sources have been identified and will be utilized as eligible projects emerge.

7. **Funding Sources**
Funding is project-specific; however, potential funding sources identified may include the following:
Community Development Block Grant
HOME Investments Partnership Program
Housing Successor Agency
Project-Based Housing Choice Vouchers
Project-Based Veterans Affairs Supportive Housing (VASH) vouchers
Mental Health Services Act (MHSA)
Various State Programs (Multi-Family Housing Program, Veterans Housing and Homelessness Prevention Program, No Place Like Home, etc.)
Whole Person Care
HUD Continuum of Care
Permanent Local Housing Allocation (SB 2 Year 2)
Orange County Housing Finance Trust

Funding Sources			
Federal	**State**	**General Fund**	**Other**
20%	70%	0%	10%

Permanent Supportive/Affordable Housing Access

8. Stakeholders

Individuals experiencing homelessness or at-risk of homelessness who would benefit from the necessary support services and resources to become self-sufficient

9. Mandated or Discretionary Program/Project?

Although this has been identified as a countywide priority, the project itself is discretionary.

10. Implementation Period if Funding Were Available

The Housing Funding Strategy outlines a plan to develop 2,700 units of supportive housing over seven years from FY 2018-19. However, implementation is contingent upon continued identification of feasible projects eligible for funding. The County has an ongoing request for projects and is working with cities and developers to identify opportunities for potential projects and partnerships. This is an on-going initiative with an identified seven-year target of FY 2025-26.

Permanent Supportive / Affordable Housing Access					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	192,825,000	210,575,000	140,258,150	134,207,485	137,562,725
Other Charges	57,272,727	57,272,727	54,727,273	49,636,364	49,636,364
Total Cost	**250,097,727**	**267,847,727**	**194,985,423**	**183,843,849**	**187,199,089**
II. General Fund Revenue					
Intergovernmental Revenues	119,675,000	107,175,000	111,075,000	102,175,000	101,075,000
Source(s) To Be Determined	130,422,727	160,672,727	83,910,423	81,668,849	86,124,089
Total Revenue	**250,097,727**	**267,847,727**	**194,985,423**	**183,843,849**	**187,199,089**
III. General Fund Requirement	**0**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Permanent Supportive / Affordable Housing Access					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
141,001,635	113,070,005	0	0	0	Services & Supplies
49,636,364	31,818,182	0	0	0	Other Charges
190,637,999	**144,888,187**	**0**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
81,925,000	6,800,000	0	0	0	Intergovernmental Revenues
108,712,999	138,088,187				Source(s) To Be Determined
190,637,999	**144,888,187**	**0**	**0**	**0**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Case Management System

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   District Attorney (OCDA)

3. **New or Continuing Strategic Priority**
   This is a new Strategic Priority.

4. **Description of Strategic Priority**
   The District Attorney's office files approximately 60,000 cases per year using an internally developed Case Management System (CMS). The current CMS is nearing the end of its useful life expectancy. In addition, an outage to the current CMS system could slow or hinder the ability to file and process cases submitted for prosecution, impacting the mission of the OCDA to enhance public safety and welfare and to protect and respect crime victims.

   This Strategic Priority requests replacement of the current CMS with a new system which would provide: new features and functions; improved reliability; and a more user friendly, stable, resilient, and modern system. The new CMS would provide redundancy, allow business continuity; and an anticipated 99.99% availability, which may be achieved by being built on a current architecture.

5. **Personnel Impacts**
   No additional personnel would be required.

6. **Cost Impact**
   One-time costs are estimated at $2,176,000 in FY 2020-21 for the Case Management system. Once project is fully implemented, ongoing costs are estimated at $560,000 per fiscal year for licensing costs.

7. **Funding Sources**
   General Fund support is requested.

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

Case Management System

8. **Stakeholders**
Orange County citizens, law enforcement agencies, and Orange County Superior Court

9. **Mandated or Discretionary Program/Project?**
This project is discretionary.

10. **Implementation Period if Funding Were Available**
FY 2020-21

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Case Management System					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	2,176,000	560,000	560,000	560,000	560,000
Total Cost	**2,176,000**	**560,000**	**560,000**	**560,000**	**560,000**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**2,176,000**	**560,000**	**560,000**	**560,000**	**560,000**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Case Management System					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
560,000	560,000	560,000	560,000	560,000	Services & Supplies
560,000	**560,000**	**560,000**	**560,000**	**560,000**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
560,000	**560,000**	**560,000**	**560,000**	**560,000**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Conviction Integrity Unit

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   District Attorney (OCDA)

3. **New or Continuing Strategic Priority**
   This is a new Strategic Priority to expand the current Conviction Integrity Unit (CIU). During the FY 2019-20 budget process, three positions and ongoing funding of $409,104 were allocated for the CIU.

4. **Description of Strategic Priority**
   In 2015, an independent panel, Informant Polices & Practices Evaluation Committee (IPPEC), conducted a thorough review and assessment of the OCDA's existing policies and practices regarding the use of jailhouse informants. Following a six month evaluation, the IPPEC made a number of crucial recommendations to the OCDA regarding the use of jailhouse informants and to ensure that the OCDA’s policies, practices and interactions with law enforcement partners are lawful.

   One of the recommendations was for the OCDA to establish a CIU. Beginning FY 2019-20 the CIU was established; however, expanding the unit may improve the OCDA's ability to detect and remedy police and prosecutor mistakes earlier in the judicial process and prevent wrongful convictions. In addition, it could ensure adequate and appropriate staffing to comply with statutory and regulatory requirements, increase efficiency of crime prosecutions, and ensure that those with information regarding improper investigations and prosecutions have a mechanism to lodge claims. Expansion of the CIU is a critical and important step in fulfilling the mission of the office and would signal to the public that the OCDA is open to learning about and remedying mishandled cases. It could also provide a neutral group of prosecutors whose job is not simply to defend convictions, but to critically examine whether they were lawfully obtained.

Conviction Integrity Unit

5. **Personnel Impacts**
For strategic planning purposes, an estimated six additional positions would be needed once the project is fully implemented.

Classification	FY 2020-21
Paralegal	2
Senior Deputy Attorney	4
Total Positions	**6**

6. **Cost Impact**
Once fully implemented, estimated ongoing costs range from $1.0 million to $1.3 million per year.

7. **Funding Sources**
General Fund support is requested.

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

8. **Stakeholders**
Orange County citizens and law enforcement agencies

9. **Mandated or Discretionary Program/Project?**
This project is discretionary; however, expanding the CIU was one of the recommendations from the IPPEC.

10. **Implementation Period if Funding Were Available**
Should funding become available, activities required to implement this proposed Strategic Priority can be initiated immediately. Full implementation can be accomplished within the first year of program approval and funding.

Conviction Integrity Unit					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	1,002,794	1,075,860	1,139,210	1,202,568	1,277,628
Total Cost	**1,002,794**	**1,075,860**	**1,139,210**	**1,202,568**	**1,277,628**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**1,002,794**	**1,075,860**	**1,139,210**	**1,202,568**	**1,277,628**
IV. Staffing					
Paralegal	2	2	2	2	2
Senior Deputy Attorney	4	4	4	4	4
Total Positions Funded Per Fiscal Year	**6**	**6**	**6**	**6**	**6**

Conviction Integrity Unit

FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
1,277,628	1,277,628	1,277,628	1,277,628	1,277,628	Salaries & Benefits
1,277,628	**1,277,628**	**1,277,628**	**1,277,628**	**1,277,628**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
1,277,628	**1,277,628**	**1,277,628**	**1,277,628**	**1,277,628**	**III. General Fund Requirement**
					IV. Staffing
2	2	2	2	2	Paralegal
4	4	4	4	4	Senior Deputy Attorney
6	**6**	**6**	**6**	**6**	**Total Positions Funded Per Fiscal Year**

Post-Conviction Litigation Unit

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   District Attorney (OCDA)

3. **New or Continuing Strategic Priority**
   This is a new Strategic Priority.

   In FY 2019-20, four positions were added and ongoing funding of $440,861 was allocated for the Post-Conviction Litigation Unit.

4. **Description of Strategic Priority**
   As a result of a series of recent legislative enactments, the OCDA has become responsible for a new and broad class of post-conviction litigations that did not exist before. These legislative changes include, but are not limited to, the enactment of Senate Bill (SB) 1437, Penal Code section 1473.7, Assembly Bill (AB) 2867, AB 1987, AB 1812, Proposition (Prop) 66, and a variety of other legislative enactments.

   SB 1437, which was enacted by the Legislature and became effective January 1, 2019, made substantial changes to the law governing homicide liability under the felony murder and natural and probable consequences doctrine. Among other changes, the law established a petition and resentencing procedure for certain defendants convicted of murder at any time in history prior to January 1, 2019. At a hearing, the People are obligated to prove a defendant's ineligibility beyond a reasonable doubt, the highest standard of proof recognized by law. Each petition requires an in-depth analysis of investigatory and adjudicatory records, research and briefing, and, in some instances requiring further investigation and the presentation of evidence and argument at hearing.

   AB 1987, which was enacted by the Legislature and became effective January 1, 2019, significantly expanded the People's responsibility to provide post-conviction discovery to defendants pursuing writs of habeas corpus or motions to vacate a judgment.

   Penal Code section 1170(d)(1) provides the California Department of Corrections and Rehabilitation (CDCR) with the ability to request the court to recall and resentence inmates, at any time, at the recommendation of the Secretary of CDCR or The Board of Parole

Post-Conviction Litigation Unit

Hearings. The Orange County Superior Court is already receiving petitions pursuant to Penal Code section 1170(d)(1) which could burden the OCDA with significant additional responsibilities in the adjudication of those petitions.

Prop 66, the Death Penalty Procedures Initiative shifts the significant responsibility of habeas litigation in capital cases from the California Supreme Court to the California Superior Courts. The OCDA will bear a new, significant and continuing responsibility with regard to this habeas litigation. The evidence and records of conviction in capital cases are expanding the scope of investigation, preparation and litigation. Briefing and evidentiary hearings are also complex, time consuming and require highly experienced prosecutors.

In addition to the aforementioned legislative changes, several other mandates such as Penal Code 3051, Prop 47 and Prop 57, create additional, newly created obligations to engage in post-conviction proceeding through research, briefing, and hearings in both the context of hearings to establish mitigating factors of youth and those in opposition to parole. Additional resources are required to meet the demands of new mandates and legislative changes, to enhance public safety and welfare.

5. Personnel Impacts

For strategic planning puposes, an estimated seventeen additional positions would be needed once the project is fully implemented.

Classification	FY 2020-21
Deputy District Attorney III	3
Deputy District Attorney IV	9
Paralegal	3
Senior Deputy Attorney	2
Total Positions	**17**

6. Cost Impact

Once fully implemented, estimated ongoing costs range from $2.8 million to $3.6 million per year.

Post-Conviction Litigation Unit

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

Orange County citizens and law enforcement agencies

9. Mandated or Discretionary Program/Project?

The District Attorney represents the People of the State of California in the criminal justice system and prosecutes violations of law occurring in the County as mandated by Section 26500 of the Government Code. Although this is a discretionary project, the Post-Conviction Litigation Unit would provide District Attorney with resources to meet the demands of newly enacted bills.

10. Implementation Period if Funding Were Available

Should funding become available, activities required to implement this proposed Strategic Priority can be initiated immediately. Full implementation can be accomplished within the first year of program approval and funding.

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Post-Conviction Litigation Unit					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	2,815,628	3,019,294	3,197,214	3,373,584	3,590,568
Total Cost	**2,815,628**	**3,019,294**	**3,197,214**	**3,373,584**	**3,590,568**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**2,815,628**	**3,019,294**	**3,197,214**	**3,373,584**	**3,590,568**
IV. Staffing					
Attorney III	3	3	3	3	3
Deputy Attorney IV	9	9	9	9	9
Paralegal	3	3	3	3	3
Senior Deputy Attorney	2	2	2	2	2
Total Positions Funded Per Fiscal Year	**17**	**17**	**17**	**17**	**17**

Post-Conviction Litigation Unit					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
3,590,568	3,590,568	3,590,568	3,590,568	3,590,568	Salaries & Benefits
3,590,568	**3,590,568**	**3,590,568**	**3,590,568**	**3,590,568**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
3,590,568	**3,590,568**	**3,590,568**	**3,590,568**	**3,590,568**	**III. General Fund Requirement**
					IV. Staffing
3	3	3	3	3	Attorney III
9	9	9	9	9	Deputy Attorney IV
3	3	3	3	3	Paralegal
2	2	2	2	2	Senior Deputy Attorney
17	**17**	**17**	**17**	**17**	**Total Positions Funded Per Fiscal Year**

Recidivism Reduction Unit

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   District Attorney (OCDA)

3. **New or Continuing Strategic Priority**
   This is a new Strategic Priority to expand the current Recidivism Reduction Unit. During the FY 2019-20 budget process, two positions and ongoing funding of $306,498 were allocated for this unit.

4. **Description of Strategic Priority**
   Assembly Bill (AB) 1810 was signed by the governor on June 27, 2018 and took effect immediately. AB 1810 made numerous statutory changes, foremost among them was the addition of Penal Code sections 1001.35 and 1001.36. This new legislation created a diversion program for defendants who commit crimes because of a mental disorder. The Orange County Superior Court is now empowered to grant pretrial diversion to mental health treatment rather than incarceration for any offense, felony or misdemeanor, at any time between the filing of a complaint and adjudication.

   PC 1001.36(b) establishes six criteria that must be met for diversion to be granted. It is the responsibility of individual prosecutors to ensure the court complies with the statutory requirements. Since the enactment of AB1810, OCDA now has a statutorily mandated obligation to evaluate and respond to requests for relief under Penal Code sec.1001.36(b). To coordinate these efforts, OCDA requests an expansion of the Recidivism Reduction Unit which is staffed with existing employees currently dedicated to similar subject matter tasks, and request additional staffing to further the statutorily mandated goal of proper evaluation, classification and handling of cases involving issues of mental illness. The proper treatment of these types of cases requires a more holistic approach and coordination of the criminal justice system with other County resources.

Recidivism Reduction Unit

5. Personnel Impacts

For strategic planning purposes, an estimated four additional positions would be needed once the project is fully implemented.

Classification	FY 2020-21
Deputy District Attorney III	1
Deputy District Attorney IV	1
Senior Deputy Attorney	2
Total Positions	**4**

6. Cost Impact

Once fully implemented, estimated ongoing costs range from $763 thousand to $1 million per year.

7. Funding Sources

General Fundsupport is requested.

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

8. Stakeholders

Orange County citizens and law enforcement agencies

9. Mandated or Discretionary Program/Project?

The District Attorney represents the People of the State of California in the criminal justice system and prosecutes violations of law occurring in the County as mandated by Government Code Section 26500. Although this is a discretionary project, a Recidivism Reduction Unit would provide the District Attorney with resources to ensure adequate and appropriate staffing to comply with statutory and regulatory requirements.

10. Implementation Period if Funding Were Available

Should funding become available, activities required to implement this proposed Strategic Priority can be initiated immediately. Full implementation can be accomplished within the first year of program approval and funding.

Recidivism Reduction Unit					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	762,982	818,486	866,664	914,614	975,852
Total Cost	**762,982**	**818,486**	**866,664**	**914,614**	**975,852**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**762,982**	**818,486**	**866,664**	**914,614**	**975,852**
IV. Staffing					
Attorney III	1	1	1	1	1
Deputy Attorney IV	1	1	1	1	1
Senior Deputy Attorney	2	2	2	2	2
Total Positions Funded Per Fiscal Year	**4**	**4**	**4**	**4**	**4**

Recidivism Reduction Unit					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
975,852	975,852	975,852	975,852	975,852	Salaries & Benefits
975,852	**975,852**	**975,852**	**975,852**	**975,852**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
975,852	**975,852**	**975,852**	**975,852**	**975,852**	**III. General Fund Requirement**
					IV. Staffing
1	1	1	1	1	Attorney III
1	1	1	1	1	Deputy Attorney IV
2	2	2	2	2	Senior Deputy Attorney
4	**4**	**4**	**4**	**4**	**Total Positions Funded Per Fiscal Year**

AB 109 Task Force

1. **Program Area**
Public Protection

2. **Involved Agencies and Departments**
District Attorney (OCDA)

3. **New or Continuing Strategic Priority**
This is a new Strategic Priority to expand the AB 109 Task Force. In the FY 2019-20 First Quarter Budget Report, three Limited-Term positions and one-time AB 109 funding of $310,422 were allocated for the AB 109 Task Force.

4. **Description of Strategic Priority**
California voters passed Assembly Bill (AB) 109 in 2011, known as the Public Safety Realignment Act (Realignment), which went into effect on October 2, 2011. AB 109 brought significant changes to the criminal justice system resulting in an increased workload. Consistently over the last couple of years, OCDA has filed in excess of 4,000 probation violation petitions on approximately 2,000 defendants on Post Release Community Supervision and Mandatory Supervision. This same population generated in excess of 2,000 new criminal law violations committed by 1,200 defendants. In an effort to reduce criminal activity by individuals released in Orange County through Realignment, the OCDA formed an AB 109 Task Force in July 2019 to work with other county law enforcement agencies. The primary mission of the Task Force is to reduce the number of arrest warrants and the potential ongoing criminal activity by individuals released under AB 109. This Strategic Priority requests additional resources for the Task Force.

Mandatory Supervision (MS)
- Since 2012, 5,082 defendants have been sentenced to MS in Orange County and 3,571 have had subsequent violations;
- Between 2012 and 2018, MS violators were responsible for 15,000 new cases;
- Between 2012 and 2018, MS probationers were responsible for 12 homicides and 12 attempt homicides;
- Based on conviction, rates of recidivism are 35% at one year post-release, and 79% at three years.

AB 109 Task Force

Post Release Community Supervision (PRCS)

- Since 2012, 4,244 defendants have had PRCS violations in Orange County;
- Between 2012 and 2018, PRCS violators were responsible for 9,700 new cases;
- Between 2012 and 2018, PRCS violators were responsible for five homicides and 12 attempted homicides;
- PRCS violators' recidivism rates are 13% at one year post-release, and 55% at three years.

5. Personnel Impacts

For strategic planning purposes, an estimated nine additional positions would be needed once the project is fully implemented.

Classification	FY 2020-21
District Attorney Investigator	8
Investigative Assistant	1
Total Positions	**9**

6. Cost Impact

Once fully implemented, estimated ongoing costs range from $1.6 million to $2.1 million per year.

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

Orange County citizens and law enforcement agencies

9. Mandated or Discretionary Program/Project?

The District Attorney represents the People of the State of California as part of the criminal justice system and prosecutes violations of law occurring in the County as mandated by Section 26500 of the Government Code. Although this is a discretionary project, an AB

AB 109 Task Force

109 Task Force would provide the District Attorney with resources to reduce violent and non-violent crimes committed by those released to MS or PRCS.

10. Implementation Period if Funding Were Available

Should funding become available, activities required to implement this proposed Strategic Priority can be initiated immediately. Full implementation can be accomplished within the first year of program approval and funding.

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AB 109 Task Force					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	1,599,464	1,713,110	1,807,902	1,893,792	2,012,232
Total Cost	**1,599,464**	**1,713,110**	**1,807,902**	**1,893,792**	**2,012,232**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**1,599,464**	**1,713,110**	**1,807,902**	**1,893,792**	**2,012,232**
IV. Staffing					
District Attorney Investigator	8	8	8	8	8
Investigative Assistant	1	1	1	1	1
Total Positions Funded Per Fiscal Year	**9**	**9**	**9**	**9**	**9**

AB 109 Task Force					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
2,061,208	2,061,208	2,061,208	2,061,208	2,061,208	Salaries & Benefits
2,061,208	**2,061,208**	**2,061,208**	**2,061,208**	**2,061,208**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
2,061,208	**2,061,208**	**2,061,208**	**2,061,208**	**2,061,208**	**III. General Fund Requirement**
					IV. Staffing
8	8	8	8	8	District Attorney Investigator
1	1	1	1	1	Investigative Assistant
9	**9**	**9**	**9**	**9**	**Total Positions Funded Per Fiscal Year**

Youth Guidance Center - Classroom Facility

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Probation Department - Youth Guidance Center

3. **New or Continuing Strategic Priority**
   This is a continuing Strategic Priority, initially identified in the 2015 Strategic Financial Plan. This previously submitted Strategic Priority identified a total cost of $9,629,172 to complete the classroom facility.

   Funding of $2,161,438 was allocated in FY 2019-20 for facility design. The project has a remaining estimated cost of $7,467,734.

4. **Description of Strategic Priority**
   This Strategic Priority consists of the demolition of nine modular buildings at the Probation Department's Youth Guidance Center (YGC) encompassing classrooms, offices, and restrooms (approximately 7,400 square feet) and existing elevated decks and ramps around the buildings. Construction would consist of a new two-story classroom building (approximately 23,150 square feet) that would include nine classrooms, a library, six office rooms, four restrooms, a janitorial room, storage rooms, and a mechanical, electrical and plumbing support facilities room. The project would also include outdoor lighting, utilities, site improvements, landscaping, and irrigation along with an elevated walkway connecting to an existing dorm building. The total proposed site area is approximately 32,914 square feet.

   Demolition and new construction is requested as the existing modular buildings are past their useful life, and require increased maintenance and repairs. Replacing the existing modular buildings would allow additional space for services such as Drug and Alcohol counseling, educational and vocational programming, and required educational classes, to be provided to YGC youth well into the future. Furthermore, it would improve effectiveness of staff and youth that utilize or work within the facility, providing needed office and programing space and up-to-date safety accommodations.

5. **Personnel Impacts**
   No additional personnel would be required.

Youth Guidance Center - Classroom Facility

6. Cost Impact

Estimated one-time costs are detailed as follows:

Fiscal Year 2019-20: $2,161,438 (Funded)
Fiscal Year 2020-21: $6,876,344
Fiscal Year 2021-22: $ 591,390

Description	**Estimated Cost**
Design Fee	$ 716,197
Design Contingency	575,637
Cal Green Tier 1	126,640
Construction Management(CAPM)	472,690
Inspection	250,526
OCPW/A&E Management	344,056
Permits	134,182
Legal	54,478
CEQA	36,536
Construction Cost	5,756,373
Construction Contingency	458,532
Construction Escalation @ 4%/yr.	703,325
Total Project Budget	**$ 9,629,172**

Ongoing maintenance and operating costs for the new facility are estimated at $110,000 per fiscal year, offset by an anticipated $35,000 from the reallocation of Probation resources currently expended on the existing structures.

Youth Guidance Center - Classroom Facility

7. **Funding Sources**
General Fund support is requested, however the primary funding source for this project is anticipated to be Probation's Capital Project reserve funds.

Discussions at the State level have suggested that potential building funds may become available over the next few years. However, at this time, there is no known legislative action for State-sponsored funding that may be used for this project.

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

8. **Stakeholders**
Orange County juveniles and their families, justice system partners, and State, Federal and local officials

9. **Mandated or Discretionary Program/Project?**
This project is discretionary.

10. **Implementation Period if Funding Were Available**
The implementation period spans over three years with design expected to be completed in FY 2019-20 and construction planned for FYs 2020-21 and 2021-22.

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Youth Guidance Center - Classroom Facility					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	0	0	75,000	75,000	75,000
Structures & Improvements	6,876,344	591,390	0	0	0
Total Cost	**6,876,344**	**591,390**	**75,000**	**75,000**	**75,000**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**6,876,344**	**591,390**	**75,000**	**75,000**	**75,000**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Youth Guidance Center - Classroom Facility					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
75,000	75,000	75,000	75,000	75,000	Services & Supplies
0	0	0	0	0	Structures & Improvements
75,000	**75,000**	**75,000**	**75,000**	**75,000**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
75,000	**75,000**	**75,000**	**75,000**	**75,000**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

James A. Musick Facility Expansion - Phase 1 Staffing

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Sheriff-Coroner Department (OCSD) and Health Care Agency (HCA)

3. **New or Continuing Strategic Priority**
   This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2021-22.

4. **Description of Strategic Priority**
   Anticipating a future need for additional jail beds, the Sheriff's Department completed an Environmental Impact Report (EIR) 564 in 1998, which allowed the Musick Facility to expand from its existing 1,256 beds to 7,584 beds. A Supplemental to EIR 564 (SEIR #564), which updates the previously certified EIR 564, has been completed and certified by the Board of Supervisors. The Master Plan for the expansion of Musick is also complete and has been adopted by the Board of Supervisors. Included in the Master Plan is a strategy to phase-in construction of new beds as the need for more beds occurs and as funding becomes available. For strategic planning purposes, it is assumed that the Phase 1 of the design and construction includes the following:

   A. Inmate Housing: Two inmate housing units with a total of approximately 512 beds are constructed in Phase 1. The housing units are designed for direct supervision of minimum and medium security inmates. Construction is not expected to impact the existing facilities.

   B. Administrative and Support Space: This includes office space, locker rooms, storage, health care services, video visitation, inmate reception, etc.

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

   To aid counties with creating new jail beds, the State made funding available through Assembly Bill (AB) 900 Phase I and II programs. The County of Orange received a conditional award of $100 million through AB 900 Phase II for new jail construction. The County of Orange subsequently received project establishment through the State Public

James A. Musick Facility Expansion - Phase 1 Staffing

Works Board in March 2013 and the design of the first phase of the Musick expansion was approved by the Board of Supervisors and started shortly thereafter. Existing staffing are available once the construction is completed; however, additional staffing may be needed as well.

5. Personnel Impacts

For strategic planning purposes, it is estimated that an additional 260 positions would be needed (230 Sheriff-Coroner positions and 30 Health Care Agency positions).

Classification	FY 2021-22
Sheriff-Coroner Positions:	
Accounting Technician	1
Air Conditioning Mechanic	2
Captain	1
Chief Cook	1
Communications Technician II	1
Correctional Programs Technician	4
Correctional Services Technician	31
Deputy Sheriff I	90
Electrician	1
Facilities Contract Services Inspector	1
Facilities Mechanic	2
Lieutenant	1
Metalsmith	1
Office Specialist	2
Plumber	2
Secretary II	1
Senior Correctional Services Technician	1
Senior Head Cook	4
Senior Institutional Cook	9
Senior Office Supervisor C/D	1
Senior Sheriff’s Records Technician	9
Sergeant	9
Sheriff’s Correctional Service Assistant	24
Sheriff’s Facility Maintenance Specialist II	2
Sheriff’s Records Supervisor	7
Sheriff’s Records Technician	13
Sheriff’s Special Officer II	6
Warehouse Worker II	2
Warehouse Worker III	1
Subtotal Sheriff-Coroner Positions	**230**

James A. Musick Facility Expansion - Phase 1 Staffing

Classification	FY 2021-22
Health Care Agency Positions:	
Comprehensive Care Licensed Vocational Nurse	3
Comprehensive Care Nurse II	8
Comprehensive Care Nurse Practitioner II	1
Dental Assistant II	1
Dentist	1
HCA Service Chief II	1
Marriage Family Therapist II	2
Medical Assistant	2
Mental Health Specialist	1
Office Specialist	1
Pharmacist	1
Pharmacy Technician	1
Physician II - Correctional	1
Senior Comprehensive Care Nurse	5
Supervising Comprehensive Care Nurse	1
Subtotal Health Care Agency Positions	**30**
Grand Total Positions	**260**

6. **Cost Impact**

The following are cost estimates or Strategic Financial Plan purposes only.

One-time Costs: $2,313,105 (Start-up costs)

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from $21.2 million in FY 2021-22 to $38.5 million in FY 2029-30 for staffing and services and supplies.

7. **Funding Sources**

Phase 1 design and construction of the James A. Musick Expansion is funded through Assembly Bill (AB) 900. General fund support is requested for one-time start-up and ongoing operational costs.

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

James A. Musick Facility Expansion - Phase 1 Staffing

8. Stakeholders

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

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding Were Available

Design of Phase 1 began in April 2013 and construction of Phase 1 could be completed by 2022. Full occupancy is anticipated within 90 days of construction completion.

James A. Musick Facility Expansion - Phase 1 Staffing					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Salaries & Benefits	0	21,189,751	37,903,102	38,028,302	38,542,230
Total Cost	**0**	**21,189,751**	**37,903,102**	**38,028,302**	**38,542,230**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**0**	**21,189,751**	**37,903,102**	**38,028,302**	**38,542,230**
IV. Staffing					
Accounting Technician	0	1	1	1	1
Air Conditioning Mechanic	0	2	2	2	2
Captain	0	1	1	1	1
Chief Cook	0	1	1	1	1
Communications Technician II	0	1	1	1	1
Comprehensive Care LVN	0	3	3	3	3
Comprehensive Care Nurse II	0	8	8	8	8
Comprehensive Nurse Practitioner II	0	1	1	1	1
Correctional Programs Technician	0	4	4	4	4
Correctional Services Technician	0	31	31	31	31
Dental Assistant II	0	1	1	1	1
Dentist	0	1	1	1	1
Deputy Sheriff I	0	90	90	90	90
Electrician	0	1	1	1	1
Facilities Contract Services Inspector	0	1	1	1	1
Facilities Mechanic	0	2	2	2	2
HCA Service Chief II	0	1	1	1	1
Lieutenant	0	1	1	1	1
Marriage Family Therapist II	0	2	2	2	2
Medical Assistant	0	2	2	2	2
Mental Health Specialist	0	1	1	1	1
Metalsmith	0	1	1	1	1
Office Specialist	0	3	3	3	3
Pharmacist	0	1	1	1	1
Pharmacy Technician	0	1	1	1	1
Physician II - Correctional	0	1	1	1	1
Plumber	0	2	2	2	2
Secretary II	0	1	1	1	1
Senior Comprehensive Care Nurse	0	5	5	5	5
Senior Correctional Services Technician	0	1	1	1	1
Senior Head Cook	0	4	4	4	4
Senior Institutional Cook	0	9	9	9	9
Senior Office Supervisor C/D	0	1	1	1	1
Senior Sheriff's Records Technician	0	9	9	9	9
Sergeant	0	9	9	9	9

James A. Musick Facility Expansion - Phase 1 Staffing					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
38,542,230	38,542,230	38,542,230	38,542,230	38,542,230	Salaries & Benefits
38,542,230	**38,542,230**	**38,542,230**	**38,542,230**	**38,542,230**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
38,542,230	**38,542,230**	**38,542,230**	**38,542,230**	**38,542,230**	**III. General Fund Requirement**
					IV. Staffing
1	1	1	1	1	Accounting Technician
2	2	2	2	2	Air Conditioning Mechanic
1	1	1	1	1	Captain
1	1	1	1	1	Chief Cook
1	1	1	1	1	Communications Technician II
3	3	3	3	3	Comprehensive Care LVN
8	8	8	8	8	Comprehensive Care Nurse II
1	1	1	1	1	Comprehensive Nurse Practitioner II
4	4	4	4	4	Correctional Programs Technician
31	31	31	31	31	Correctional Services Technician
1	1	1	1	1	Dental Assistant II
1	1	1	1	1	Dentist
90	90	90	90	90	Deputy Sheriff I
1	1	1	1	1	Electrician
1	1	1	1	1	Facilities Contract Services Inspector
2	2	2	2	2	Facilities Mechanic
1	1	1	1	1	HCA Service Chief II
1	1	1	1	1	Lieutenant
2	2	2	2	2	Marriage Family Therapist II
2	2	2	2	2	Medical Assistant
1	1	1	1	1	Mental Health Specialist
1	1	1	1	1	Metalsmith
3	3	3	3	3	Office Specialist
1	1	1	1	1	Pharmacist
1	1	1	1	1	Pharmacy Technician
1	1	1	1	1	Physician II - Correctional
2	2	2	2	2	Plumber
1	1	1	1	1	Secretary II
5	5	5	5	5	Senior Comp Care Nurse
1	1	1	1	1	Senior Correctional Services Technician
4	4	4	4	4	Senior Head Cook
9	9	9	9	9	Senior Institutional Cook
1	1	1	1	1	Senior Office Supervisor C/D
9	9	9	9	9	Senior Sheriff's Records Technician
9	9	9	9	9	Sergeant

James A. Musick Facility Expansion - Phase 1 Staffing

	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
IV. Staffing (continued)					
Sheriff's Correctional Services Assistant	0	24	24	24	24
Sheriff's Facility Maintenance Specialist II	0	2	2	2	2
Sheriff's Records Supervisor	0	7	7	7	7
Sheriff's Records Technician	0	13	13	13	13
Sheriff's Special Officer II	0	6	6	6	6
Supervising Comprehensive Care Nurse	0	1	1	1	1
Warehouse Worker II	0	2	2	2	2
Warehouse Worker III	0	1	1	1	1
Total Positions Funded Per Fiscal Year	**0**	**260**	**260**	**260**	**260**

James A. Musick Facility Expansion - Phase 1 Staffing					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					IV. Staffing (continued)
24	24	24	24	24	Sheriff's Correctional Services Assistant
2	2	2	2	2	Sheriff's Facility Maintenance Specialist II
7	7	7	7	7	Sheriff's Records Supervisor
13	13	13	13	13	Sheriff's Records Technician
6	6	6	6	6	Sheriff's Special Officer II
1	1	1	1	1	Supervising Comprehensive Care Nurse
2	2	2	2	2	Warehouse Worker II
1	1	1	1	1	Warehouse Worker III
260	**260**	**260**	**260**	**260**	**Total Positions Funded Per Fiscal Year**

James A. Musick Facility Expansion - Phase 2 Staffing

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Sheriff-Coroner Department (OCSD) and Health Care Agency (HCA)

3. **New or Continuing Strategic Priority**
   This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2021-22.

4. **Description of Strategic Priority**
   Anticipating a future need for additional jail beds; OCSD completed Environmental Impact Report (EIR) 564 in 1998, which allowed the existing Musick Facility to expand from its existing 1,256 beds to 7,584 beds. A Supplement to EIR 564 (SEIR#564), which updates the previously certified EIR 564, has been completed and certified by the Board of Supervisors. The Master Plan for the Musick expansion is also complete and has been adopted by the Board of Supervisors. Included in the Master Plan is a strategy to phase-in construction of new beds as the need for more beds occurs and as funding becomes available. For strategic planning purposes, it is assumed that the Phase 2 of the design and construction includes the following:

   A. Inmate Housing: Two inmate rehabilitation, treatment, and housing units with a total of approximately 384 beds are constructed in Phase 2. The housing units are designed for direct supervision of minimum and medium security inmates. Construction is not expected to impact the existing facilities.

   B. Warehouse/Maintenance Building: This includes office space, warehouse storage, maintenance shops, etc.

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

   Senate Bill 1022 (SB 1022) authorizes state lease-revenue bond financing for the acquisition, design and construction of program and treatment space for adult local criminal justice facilities. In March 2014, the County of Orange received a conditional award of $80 million through SB 1022 for new rehabilitation, treatment, and housing

James A. Musick Facility Expansion - Phase 2 Staffing

construction. The County of Orange subsequently received project establishment through the State Public Works Board in March 2014 and the design of the second phase at Musick was approved by the Board of Supervisors and began shortly thereafter. Existing staffing are available once the construction is completed; however, additional staffing may be needed as well.

5. Personnel Impacts

For strategic planning purposes, it is estimated that an additional 104 positions would be needed (84 Sheriff-Coroner positions and 20 Health Care Agency positions).

Classification	FY 2021-22
Sheriff-Coroner Positions:	
Administrative Manager I	1
Air Conditioning Mechanic	1
Communications Technician II	1
Correctional Programs Technician	5
Correctional Services Technician	14
Deputy Sheriff I	32
Facilities Mechanic	1
Plumber	1
Senior Head Cook	1
Senior Institutional Cook	2
Senior Sheriff's Records Technician	1
Sheriff Correctional Services Assistant	16
Sheriff's Records Supervisor	2
Sheriff's Records Technician	4
Warehouse Worker II	2
Subtotal Sheriff-Coroner Positions	**84**
Health Care Agency Positions:	
Community Mental Health Psychiatrist	1
Comprehensive Care Licensed Vocational Nurse	2
Comprehensive Care Nurse II	4
Dental Assistant II	1
Dentist	1
HCA Service Chief II	1
Marriage Family Therapist II	5
Medical Assistant	1
Mental Health Specialist	1
Nurse Practitioner II	1

James A. Musick Facility Expansion - Phase 2 Staffing

Classification	FY 2021-22
Health Care Agency Positions (continued):	
Office Specialist	1
Program Evaluation Specialist, HCA	1
Subtotal Health Care Agency Positions	**20**
Grand Total Positions	**104**

6. **Cost Impact**

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

One-time Costs: $251 thousand (Start-up costs)

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from $7.9 million in FY 2021-22 to $14.4 million in FY 2029-30 for staffing and services and supplies.

7. **Funding Sources**

Phase 2 design and construction of the James A. Musick expansion is funded through Senate Bill 1022. General Funds are requested for one-time start-up and ongoing operational costs.

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

8. **Stakeholders**

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

9. **Mandated or Discretionary Program/Project?**

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

10. **Implementation Period if Funding Were Available**

Phase 2 design began in January 2015 and Phase 2 construction could be completed by the first half of 2022. Full occupancy is anticipated within 90 days of construction completion.

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James A. Musick Facility Expansion - Phase 2 Staffing					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Salaries & Benefits	0	7,882,258	14,155,488	14,204,506	14,397,180
Total Cost	**0**	**7,882,258**	**14,155,488**	**14,204,506**	**14,397,180**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**0**	**7,882,258**	**14,155,488**	**14,204,506**	**14,397,180**
IV. Staffing					
Administrative Manager I	0	1	1	1	1
Air Conditioning Mechanic	0	1	1	1	1
Communications Technician II	0	1	1	1	1
Community Mental Health Psychiatrist	0	1	1	1	1
Comprehensive Care LVN	0	2	2	2	2
Comprehensive Care Nurse II	0	4	4	4	4
Correctional Programs Technician	0	5	5	5	5
Correctional Services Technician	0	14	14	14	14
Dental Assistant II	0	1	1	1	1
Dentist	0	1	1	1	1
Deputy Sheriff I	0	32	32	32	32
Facilities Mechanic	0	1	1	1	1
HCA Service Chief II	0	1	1	1	1
Health Program Specialist	0	1	1	1	1
Marriage Family Therapist II	0	5	5	5	5
Medical Assistant	0	1	1	1	1
Mental Health Specialist	0	1	1	1	1
Nurse Practitioner II	0	1	1	1	1
Office Specialist	0	1	1	1	1
Plumber	0	1	1	1	1
Senior Head Cook	0	1	1	1	1
Senior Institutional Cook	0	2	2	2	2
Senior Sheriff's Records Technician	0	1	1	1	1
Sheriff's Correctional Services Assistant	0	16	16	16	16
Sheriff's Records Supervisor	0	2	2	2	2
Sheriff's Records Technician	0	4	4	4	4
Warehouse Worker II	0	2	2	2	2
Total Positions Funded Per Fiscal Year	**0**	**104**	**104**	**104**	**104**

James A. Musick Facility Expansion - Phase 2 Staffing					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
14,397,180	14,397,180	14,397,180	14,397,180	14,397,180	Salaries & Benefits
14,397,180	**14,397,180**	**14,397,180**	**14,397,180**	**14,397,180**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
14,397,180	**14,397,180**	**14,397,180**	**14,397,180**	**14,397,180**	**III. General Fund Requirement**
					IV. Staffing
1	1	1	1	1	Administrative Manager I
1	1	1	1	1	Air Conditioning Mechanic
1	1	1	1	1	Communications Technician II
1	1	1	1	1	Community Mental Health Psychiatrist
2	2	2	2	2	Comprehensive Care LVN
4	4	4	4	4	Comprehensive Care Nurse II
5	5	5	5	5	Correctional Programs Technician
14	14	14	14	14	Correctional Services Technician
1	1	1	1	1	Dental Assistant II
1	1	1	1	1	Dentist
32	32	32	32	32	Deputy Sheriff I
1	1	1	1	1	Facilities Mechanic
1	1	1	1	1	HCA Service Chief II
1	1	1	1	1	Health Program Specialist
5	5	5	5	5	Marriage Family Therapist II
1	1	1	1	1	Medical Assistant
1	1	1	1	1	Mental Health Specialist
1	1	1	1	1	Nurse Practitioner II
1	1	1	1	1	Office Specialist
1	1	1	1	1	Plumber
1	1	1	1	1	Senior Head Cook
2	2	2	2	2	Senior Institutional Cook
1	1	1	1	1	Senior Sheriff's Records Technician
16	16	16	16	16	Sheriff's Correctional Services Assistant
2	2	2	2	2	Sheriff's Records Supervisor
4	4	4	4	4	Sheriff's Records Technician
2	2	2	2	2	Warehouse Worker II
104	**104**	**104**	**104**	**104**	**Total Positions Funded Per Fiscal Year**

Jail Security Electronic Control Systems Upgrade/Replacement

1. **Program Area**
Public Protection

2. **Involved Agencies and Departments**
Sheriff-Coroner Department (OCSD)

3. **New or Continuing Strategic Priority**
This is a continuing Strategic Priority, initially submitted with the 2014 Strategic Financial Plan. This previously submitted Strategic Priority idenfitied a total cost of $14,024,222 to complete the jail security electronic control system upgrade project.

This Strategic Priority is for a total revised project cost of $14,988,924. The project has a remaining estimated cost of $9,898,895 over three fiscal years.

Funding allocated in prior years included:
FY 2018-19 $1,781,500
FY 2019-20 $3,308,529

4. **Description of Strategic Priority**
This Strategic Priority addresses aging security electronic control systems that are operating in four of the five OCSD correctional institutions. The oldest of the systems is located at the Intake Release Center (IRC) with 31 years of 24 hours per day, 7 days per week, 365 days per year, continuous operation. The security electronic control systems allow the Guard Station deputy/operator to control movement doors; provide door status indication; seamlessly connect all needed audio communication paths; as well as display relevant surveillance video, all of which forms one single control point for these systems. The facilities are divided into areas with each area having a Guard Station operated by a deputy/operator. Each Guard Station is controlled by its own discrete security electronic control system. When a security electronic control system fails, the corresponding area of that facility is rendered unusable until the system is restored.

Major operating components, such as programmable logic controllers (PLC) used in some facilities, are no longer available for purchase and the current inventory is depleting without any source for replenishment.

Jail Security Electronic Control Systems Upgrade/Replacement

This Strategic Priority provides for the replacement of the following systems within the facilities, listed in order of highest priority:

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

5. Personnel Impacts
No additional staffing is required.

6. Cost Impact
One-time remaining costs for the jail security electronic control system upgrade project are $9,898,895:
FY 2020-21 $3,492,562
FY 2021-22 $3,056,308
FY 2022-23 $3,350,025

7. Funding Sources
General Fund support is requested.

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

8. Stakeholders
Orange County citizens, federal and state governments, inmates, detainees, as well as County employees working within the jails may be impacted.

9. Mandated or Discretionary Program/Project?
This project is discretionary.

10. Implementation Period if Funding Were Available
FY 2020-21 through FY 2022-23

Jail Security Electronic Control Systems Upgrade/Replacement					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Structures & Improvements	3,492,562	3,056,308	3,350,025	0	0
Total Cost	**3,492,562**	**3,056,308**	**3,350,025**	**0**	**0**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**3,492,562**	**3,056,308**	**3,350,025**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Jail Security Electronic Control Systems Upgrade/Replacement					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	**0**	**0**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Sheriff-Coroner Jail Hardening

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Sheriff-Coroner Department (OCSD)

3. **New or Continuing Strategic Priority**
   This is a continuing Strategic Priority, initially submitted with the 2017 Strategic Financial Plan. This previously submitted Strategic Priority identified a total cost of $2,276,920 to complete the jail hardening project. The project has a one-year remaining estimated cost of $1,032,885.

   Funding allocated in prior years included:
   FY 2018-19 $ 211,150
   FY 2019-20 $1,032,885

   Design and engineering work is 85% complete with use of funds allocated in FY 2018-19 and FY 2019-20.

4. **Description of Strategic Priority**
   The Sheriff's Department initiated a comprehensive review of all jail facilities to determine long-term jail hardening measures needed to improve and obtain a higher level of security. A committee was established and tasked with assessing the jail facilities. The committee identified the following areas for improvement:

   - Installation of 216 additional lighting fixtures to various internal and external areas of the jails;
   - Implementation of an RFID (Radio-frequency identification) inmate logging and tracking system;
     Hardening of 241 window and ventilation areas of the jails, new razor wire installations, fencing and secure door improvements; and
   - Replacement of 468 windows using polycarbonate safety materials.

5. **Personnel Impacts**
   No additional staffing is required.

Sheriff-Coroner Jail Hardening

6. **Cost Impact**
One-time remaining costs for the Jail Hardening project are estimated at $1,032,885.

7. **Funding Sources**
General Fund support is requested.

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

8. **Stakeholders**
This is a public safety project benefitting all residents in Orange County.

9. **Mandated or Discretionary Program/Project?**
This project is discretionary.

10. **Implementation Period if Funding Were Available**
The implementation period spans over three fiscal years with design completed in FY 2018-19 and construction planned for FY 2019-20 and FY2020-21.

Sheriff-Coroner Jail Hardening					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Structures & Improvements	1,032,885	0	0	0	0
Total Cost	**1,032,885**	**0**	**0**	**0**	**0**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**1,032,885**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Sheriff-Coroner Jail Hardening					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	**0**	**0**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Katella Range Renovation

1. **Program Area**
Public Protection

2. **Involved Agencies and Departments**
Sheriff-Coroner Department (OCSD)

3. **New or Continuing Strategic Priority**
This is a continuing Strategic Priority, initially submitted with the 2017 Strategic Finacial Plan. This previously submitted Strategic Priority identified a total cost of $7.9 million to complete the Katella Range renovation project.

This Strategic Priority is for a total revised project cost of $8.4 million. The project has a remaining estimated cost of $3.7 million over one fiscal year.

Funding allocated in prior years included:
FY 2018-19 $ 500,000
FY 2019-20 $4,200,000

Design and engineering work is approximately 85% complete.

4. **Description of Strategic Priority**
The existing Katella Range Facility, located at 1900 West Katella Avenue in the City of Orange, is approximately 22 years old. The construction of this 30-lane range and its surrounding structure which includes a range store lobby, an armory and additional classrooms, was completed in 1997. The facility was developed and built as a replacement for a previous outdoor range. At the time of construction, the current range was designed to satisfy the needs of a then much smaller Orange County Sheriff's Department.

Today, the Katella Range is used on an almost daily basis and serves as a Regional Firearms Training Center for up to 60 law enforcement agencies throughout Southern California. Every month, the range is utilized by approximately 2,400 County and outside agency personnel. Annually, this facility provides training and qualifications for an estimated 28,800 law enforcement personnel as well as over 360 recruits from the Sheriff’s Basic Academy.

Katella Range Renovation

Having been built over 22 years ago, the range and its original equipment have exceeded their useful life spans. Maintenance personnel find it difficult to aquire replacement parts to keep the range functioning on a full-time basis as the configuration is obsolete.

Maintenance on the targeting system is requested on an almost daily basis and the system works between 50 to 75 percent capacity due to frequent electrical and mechanical issues. Delays from the frequent need for maintenance and repairs can cause a loss of training and qualification time for visiting deputies and officers.

In May of 2016, a request for a new targeting system was submitted. Soon after the request was made, approximately $560 thousand was allocated for the purchase of a new targeting system. In early 2017, at the beginning stages of the project, due to Sheriff's Department budget constraints, the purchase of a new system was halted.

The Katella Range facility remains operational in its current state; however, the Sheriff's Department is evaluating two options: remodeling the existing building or demolishing it and building a new facility. Given the current state of the range's targeting system, the age of the building housing the range, and to avoid unplanned closure, it is requested that both the range and building, at a minimum, be remodeled. The remodeled building would include live fire ranges, office space, space for a range store, locker rooms and restrooms, equipment and ammunition storage areas, classrooms and an armory. The remodel would also provide for the conversion of the current outdoor range into a complete indoor range. Converting to an indoor range would allow for the installation of a targeting system upgrade and a new ventilation system which meets the need of providing a safe, functional training range for the use of the Sheriff's Department and regional law enforcement personnel.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

Estimated one-time remaining costs for the Katella Range renovation project are $3.7 million.

Ongoing costs for building maintenance, HVAC system maintenance and repairs, bullet trap cleaning, target system maintenance and repairs, and the biannual cleaning of the

Katella Range Renovation

range are not included in this estimate as these costs are unknown at this time. However, ongoing costs would be offset by the fees charged to various entities utilizing the facility.

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

This Strategic Priority would impact the County's Law Enforcement Community.

9. Mandated or Discretionary Program/Project?

This project is discretionary.

10. Implementation Period if Funding Were Available

The implementation period spans over three fiscal years with design completed in FY 2018-19 and construction planned for FY 2019-20 and FY 2020-21.

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Katella Range Renovation					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Structures & Improvements	3,675,000	0	0	0	0
Total Cost	**3,675,000**	**0**	**0**	**0**	**0**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**3,675,000**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Katella Range Renovation					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	**0**	**0**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Closed Circuit Television (CCTV) for the Jails

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Sheriff-Coroner Department (OCSD)

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

   This Strategic Priority is for a revised five phase CCTV jail upgrade project for a total updated project cost of $14,548,490. The project has a remaining estimated cost of $4,307,500 over one fiscal year. This cost includes electrical, HVAC or building modifications that may be required and all hardware, software, and digital cameras for recording and retaining video footage, as mandated by California Government Code.

   Funding was allocated for phases one and two of this project in prior years included:
   FY 2015-16 $2,240,990
   FY 2016-17 $2,000,000
   FY 2017-18 $2,000,000
   FY 2018-19 $2,000,000
   FY 2019-20 $2,000,000

4. **Description of Strategic Priority**
   Improvements to the CCTV have been completed at the Theo Lacy Facility at Barracks F, G, and H. The project is intended to improve coverage, reliability, and quality of video captured in key areas of the jail facilities. Video is used to support critical incident reviews by the OCSD 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

Closed Circuit Television (CCTV) for the Jails

tool to improve training, evaluate scenarios, investigate problems, and isolate events in complex jail settings. This tool supports the health and safety of inmates and staff in the jail facilities.

This Strategic Priority Request allows for the conversion of all analog technology to digital Internet Protocol (IP) cameras and supporting digital recording equipment in the Theo Lacy Facility and the Central Jail Complex (Central Men's Jail, Central Women's Jail, and Intake Release Center). Expansion of the system allows additional areas to be monitored and recorded to improve safety and security in the jail facilities. This expansion will also include the installation of additional CCTV camera systems (1,111 units), including thermal imagining devices and extends coverage throughout the jails and along the perimeters. This system allows staff to monitor and record inmates in areas that are not visible from the guard stations and are not currently recorded. This digital technology provides for a better quality video image and also saves time in the retrieval of recorded footage.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time remaining costs for the CCTV project are $4,307,500 and no longer include James A. Musick Facility CCTV improvements, due to temporary closure of that facility.

7. Funding Sources

General Fund support is requested for this project.

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

8. Stakeholders

Orange County citizens, federal and state governments, inmates, detainees, as well as County employees working within the jails may be impacted.

9. Mandated or Discretionary Program/Project?

Per California Government Code Section 26202.6, recordings of routine video monitoring may not be destroyed by the OCSD until after a period of one year. Video camera

Closed Circuit Television (CCTV) for the Jails

coverage, video file recording, and retention capability at the Sheriff's facilities are in the process of being substantially improved as part of a comprehensive risk management plan. A majority of the present system of video recording is an obsolete analog system for which no replacement recording tapes can be obtained. Review and access of specific recorded files on the analog systems is time consuming and lacks sufficient quality.

10. Implementation Period if Funding Were Available

FY 2020-21

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Closed Circuit Television (CCTV) for the Jails					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Structures & Improvements	4,307,500	0	0	0	0
Total Cost	**4,307,500**	**0**	**0**	**0**	**0**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**4,307,500**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Closed Circuit Television (CCTV) for the Jails					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	**0**	**0**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Inmate Transportation Buses

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Sheriff-Coroner Department (OCSD)

3. **New or Continuing Strategic Priority**
   This is a continuing Strategic Priority, initially identified with the 2015 Strategic Financial Plan. Replacement of four Inmate Transportation Buses was approved by the Board of Supervisors in FY 2015-16. In addition, two buses are scheduled to be replaced in FY 2019-20, with the remaning five buses to be replaced in the next seven fiscal years.

   Funding allocated in prior years included:
   FY 2019-20 $1,370,000

4. **Description of Strategic Priority**
   The Sheriff-Coroner, on behalf of the Sheriff's Transportation Bureau for the Intake Release Center, requests replacement of five Class M3 Inmate Transportation Buses (unit #s 6012, 6014, 6054, 6055, and 6069) over the course of the next seven fiscal years. The existing inmate transportation buses either have exceeded or are approaching the end of the useful life expectancy. Due to long-term retention of the vehicles, issues are occurring with aging mechanical parts, limited replacement part availability, and general age progression.

   The buses requested for replacement range from model years 1994 to 2008, with mileage ranging from 304 thousand to 558 thousand, and would be replaced with newer, less polluting diesel models deemed suitable by the South Coast Air Quality Management District. A reduction of emissions within densely populated Orange County would contribute to state and local efforts of reducing environmental impact. Inmate transportation buses are categorically exempt from California emissions standards, and the California Air Resource Board's Public Fleet and Utility regulations, as defined by California Vehicle Code Sections 27156.2, 165, and 1797.4 in the California Health and Safety Code. The buses are equipped with red lights and sirens and are driven by uniformed deputies in the course of their daily duties. Replacement of the vehicles would ensure reliable and safe transportation of inmates and deputies to the courts, hospitals, state prisons, and inmate work assignments. All new buses purchased will be included in

Inmate Transportation Buses

the County's fleet process with depreciation applied and used for subsequent replacements.

5. **Personnel Impacts**
No additional personnel will be required.

6. **Cost Impact**
Estimated one-time costs to replace five Inmate Transportation Buses over seven fiscal years total $3,075,187.

7. **Funding Sources**
General Fund support is requested. No additional funding sources have been identified at this time.

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

8. **Stakeholders**
The buses requested for replacement would be replaced with newer, less polluting diesel models deemed suitable by the South Coast Air Quality Management District. This voluntary reduction of emissions would contribute to state and local efforts of reducing environmental impacts in Orange County.

9. **Mandated or Discretionary Program/Project?**
This project is discretionary.

10. **Implementation Period if Funding Were Available**
The implementation period for this project would be from FY 2020-21 through FY 2026-27, with two buses being replaced in FY 2020-21, two in FY 2022-23, and one in FY 2026-27.

Inmate Transportation Buses					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Equipment	1,020,187	0	1,370,000	0	0
Total Cost	**1,020,187**	**0**	**1,370,000**	**0**	**0**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**1,020,187**	**0**	**1,370,000**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Inmate Transportation Buses					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	685,000	0	0	0	Equipment
0	**685,000**	**0**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
0	**685,000**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Sheriff-Coroner Facilities Capital Improvement Plan

1. Program Area
Public Protection

2. Involved Agencies and Departments
Sheriff-Coroner Department (OCSD)

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

4. Description of Strategic Priority
Projects range from deferred maintenance projects to renewing critical structural and utilities components that are beyond their useful life expectancy, to rehabilitation of building life/safety systems that fully comply with regulatory requirements. Also included is the expansion of some existing facilities to meet the growing needs of the Department.

1. Intake Release Center (IRC) Air Handlers - Design and replace 21 air handler units at the IRC. The original air handlers have met their life expectancy. Replacement would prevent water and moisture leaks into and throughout the units' housing during rain and wind shear, and alse prevent further and gradual deterioration and corrosion, as well as additional damage and pooled water in personnel workspace. Total project cost is estimated at $5,706,750.

2. Theo Lacy Replace Air Handlers - The air handlers in the I and J mods (Administrative Building) of the Theo Lacy Facility have been in service for almost 30 years, have reached the end of their service life, and are beginning to deteriorate at a more rapid pace. This equipment provides conditioned air to areas of the facility to meet Title 15 requirements and keep up with the environmental demands of a 24-hour facility. As this equipment continues to age, the facility may experience more air quality issues including moisture, dirt, bacteria, and outside air particulates. Total project cost is estimated at $2,515,569.

3. Increased Security Measures for Sheriff's Headquarters - In May 2017, the Orange County Intelligence Assessment Center (OCIAC) - Critical Infrastructure Protection (CIP) Team completed its Vulnerability Assessment and Mitigation Report on the Sheriff's Headquarters building. According to the report, OCIAC strongly encouraged Sheriff's Headquarters to improve several areas of the

Sheriff-Coroner Facilities Capital Improvement Plan

building. This project would address the top two areas identified in the OCIAC-CIP report: vehicle and pedestrian access control points at the below ground parking area and stand-off space with easily accessible large open areas surrounding the headquarters building. Total project cost is estimated at $2,100,000, with $150,000 approved for design in FY 2019-20.

4. Renovate and Reconfigure the Forensic Areas (OC Crime Lab) - The OC Crime Lab is currently housed on the sixth, seventh, and eighth floors of the Brad Gates Building. While the total Crime Lab floor space is adequate, reconfiguration and reorientation of office and laboratory space is necessary to accommodate new priorities and facilitate efficient and functional services. For example, the growth in DNA services requires redesign of the seventh floor areas; the Controlled Substances area now exceeds the originally allocated space and should be relocated within the building; and the modular office areas on all three floors need to be redesigned to align staff with their assignments. Additionally, to ensure safe laboratory operations and personnel safety, the mechanical airflow and exhaust system should be examined. Total project cost is estimated at $1,286,726.

5. Hazardous Materials Mitigation - Determine the existence of any hazardous materials at the Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters and mitigate as required. Total project cost is estimated at $1,519,221.

6. Retrofit Central Jail Complex/Sheriff's Headquarters Fire Alarm/Suppression Systems - Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters all share a common fire alarm design that has reached obsolescence. The existing system should be replaced with new detection devices and monitoring equipment to comply with all current fire/life safety regulations. Total project cost is estimated at $2,975,846.

7. Jail Hardening Long Term (Red Team projects) - The creativity, planning, collaboration, strategy, and methods related to bringing illegal contraband into jail and secured facilities has evolved. Therefore, the Red Team projects consist of building alterations and improvements in jail facilities that better secure them and enhance the Sheriff Department's security measures. The total cost of these projects is estimated at $8,000,000.

8. Sheriff's Headquarters Renovations and Hazardous Material Abatement – The Sheriff's Headquarters is over 40 years old and requires modifications and improvements; the existing building's structural components require reinforcement to meet upgraded seismic standards and a new elevator needs to

Sheriff-Coroner Facilities Capital Improvement Plan

be constructed to comply with upgraded Federal ADA requirements. Additionally, some materials used in the original construction of the building may need to be mitigated or abated. Total project cost is estimated at $9,170,842.

9. Expansion of the Emergency Operations System at Loma Ridge - Increases in new functions and manpower requirements have caused a shortage of space within the existing building. A previous assessment study indicated an additional 2,640 square feet is needed to accommodate expanding present and future facility requirements. Total project cost is estimated at $1,340,254.

10. Upgrade and Add a Redundant Uninterrupted Power Supply (UPS) System at Brad Gates Building - The Sheriff's Data Center, located in the Brad Gates Building, houses the equipment and infrastructure necessary to support the Sheriff's computer systems. The systems are utilized by more than fifty local, State, and Federal law enforcement agencies to support public safety. The Data Center is protected by one 225KVA (kiloVoltAmps) UPS system that is 14 years old. This could become a single point of breakdown should the UPS have electrical and/or mechanical issues. Installation of a second UPS provides an additional safety factor with redundancy to the existing system and additional power to mitigate issues that may be caused by a power failure. Total project cost is estimated at $1,169,750.

5. Personnel Impacts

No additional staffing is required for the projects noted.

6. Cost Impact

Estimated one-time project costs over five years total $27,333,512:

FY 2020-21 $2,163,525
FY 2021-22 $4,457,544
FY 2022-23 $4,039,697
FY 2023-24 $6,693,599
FY 2024-25 $9,979,147

7. Funding Sources

General Fund support is requested.

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

Sheriff-Coroner Facilities Capital Improvement Plan

8. Stakeholders
Orange County citizens, federal and state governments, and local officials visiting Sheriff-Coroner facilities, inmates, detainees, as well as County employees working within the facilities may be impacted.

9. Mandated or Discretionary Program/Project?
The requests include projects to meet the overall mandate to maintain safe, healthy buildings and facilities under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and various environmental protection mandates. The Capital Improvement Plan program also includes projects necessary to support the Sheriff-Coroner's public safety mission.

10. Implementation Period if Funding Were Available
The implementation period for these projects is within the fiscal years reflected in the 5-Year Capital Improvement Program Plan from FY 2020-21 through FY 2024-25, should funding be available. For some complex projects, design and construction spans over two fiscal years in order to meet this requirement.

Sheriff-Coroner Facilities Capital Improvement Plan					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Structures & Improvements	2,163,525	4,457,544	4,039,697	6,693,599	9,979,147
Total Cost	**2,163,525**	**4,457,544**	**4,039,697**	**6,693,599**	**9,979,147**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**2,163,525**	**4,457,544**	**4,039,697**	**6,693,599**	**9,979,147**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Sheriff-Coroner Facilities Capital Improvement Plan

FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
8,451,446	0	0	0	0	Structures & Improvements
8,451,446	**0**	**0**	**0**	**0**	**Total Cost**
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
8,451,446	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Body Worn Cameras

1. **Program Area**
Public Protection

2. **Involved Agencies and Departments**
Sheriff-Coroner Department (OCSD)

3. **New or Continuing Strategic Priority**
This is a continuing Strategic Priority, initially submitted with the 2017 Strategic Financial Plan.

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

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

Body Worn Cameras

A review and evaluation of other law enforcement agencies' policies was performed to determine best practices; assist in establishing department policies and facilitate the selection of a best product; and properly preserve evidence. The proposed L-3 BWC devices are compatible with both the existing server infrastructure and the L-3 Digital Evidence Management System (DEMS) software and would complement the existing L-3 in-car Patrol Video System (PVS). The Department has been testing the technology for several years and currently two business models are available: on-site storage and vendor-provided off-site storage. The OCSD is currently evaluating both options and would pursue the option that best fits departmental needs.

Ahead of the BWC project, the department would establish the Media Analysis Unit (MAU) to lead the design and implementation of the new BWC solution as well as the equipment deployment to patrol deputies. The unit would also be responsible for the support and maintenance of existing media systems currently in use such as the PVS, handheld cameras, the Genetec fixed-camera surveillance system and PUMA audio recorders. The MAU would provide OCSD with a uniform approach to all current and future media systems, ensure configuration in accordance with state and federal mandates; identify ways to minimize cost; and introduce efficiencies by leveraging infrastructure and solutions across multiple systems.

5. Personnel Impacts

For strategic planning purposes, an estimated additional thirteen positions would be needed to fully implement the project.

Classification	FY 2020-21
Administrative Manager II	1
Information Technologist II	3
IT Application Developer II	1
IT Network Engineer II	1
IT Systems Technician II	1
Senior Information Technologist	1
Sergeant	2
Staff Specialist	2
Video Producer	1
Total Positions	**13**

Body Worn Cameras

6. **Cost Impact**

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

One time costs are estimated at $500,000 for the body worn cameras, additional hard drive storage, network switches and installation.

Once the project is fully implemented, ongoing costs range from $2.5 million to $2.6 million per year for staffing and software licenses.

7. **Funding Sources**

Charges for services revenue would fund 70% of the cost with the remaining 30% funded by requested General Fund support.

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

8. **Stakeholders**

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

9. **Mandated or Discretionary Program/Project?**

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

10. **Implementation Period if Funding Were Available**

The implementation period of this project would be FY 2020-21.

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Body Worn Cameras					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Equipment	250,000	0	250,000	0	0
Salaries & Benefits	1,996,858	2,061,718	2,076,230	2,084,526	2,113,392
Services & Supplies	500,000	500,000	500,000	500,000	500,000
Total Cost	**2,746,858**	**2,561,718**	**2,826,230**	**2,584,526**	**2,613,392**
II. General Fund Revenue					
Charges For Services	1,922,801	1,793,203	1,978,361	1,809,168	1,829,374
Total Revenue	**1,922,801**	**1,793,203**	**1,978,361**	**1,809,168**	**1,829,374**
III. General Fund Requirement	**824,057**	**768,515**	**847,869**	**775,358**	**784,018**
IV. Staffing					
Administrative Manager II	1	1	1	1	1
Audiovisual Specialist	1	1	1	1	1
Information Technologist II	3	3	3	3	3
IT Applications Developer II	1	1	1	1	1
IT Network Engineer II	1	1	1	1	1
IT Systems Technician II	1	1	1	1	1
Sergeant	2	2	2	2	2
Senior Information Technologist	1	1	1	1	1
Staff Specialist	2	2	2	2	2
Total Positions Funded Per Fiscal Year	**13**	**13**	**13**	**13**	**13**

Body Worn Cameras					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Equipment
2,113,392	2,113,392	2,113,392	2,113,392	2,113,392	Salaries & Benefits
500,000	500,000	500,000	500,000	500,000	Services & Supplies
2,613,392	**2,613,392**	**2,613,392**	**2,613,392**	**2,613,392**	**Total Cost**
					II. General Fund Revenue
1,829,374	1,829,374	1,829,374	1,829,374	1,829,374	Charges For Services
1,829,374	**1,829,374**	**1,829,374**	**1,829,374**	**1,829,374**	**Total Revenue**
784,018	**784,018**	**784,018**	**784,018**	**784,018**	**III. General Fund Requirement**
					IV. Staffing
1	1	1	1	1	Administrative Manager II
1	1	1	1	1	Audiovisual Specialist
3	3	3	3	3	Information Technologist II
1	1	1	1	1	IT Applications Developer II
1	1	1	1	1	IT Network Engineer II
1	1	1	1	1	IT Systems Technician II
2	2	2	2	2	Sergeant
1	1	1	1	1	Senior Information Technologist
2	2	2	2	2	Staff Specialist
13	**13**	**13**	**13**	**13**	**Total Positions Funded Per Fiscal Year**

Sheriff-Coroner Facilities Maintenance Repair Plan

1. **Program Area**
   Public Protection

2. **Involved Agencies and Departments**
   Sheriff-Coroner Department (OCSD)

3. **New or Continuing Strategic Priority**
   This is a continuing Strategic Priority, initially identified as an Emerging Initiative in the 2017 Strategic Financial Plan.

4. **Description of Strategic Priority**
   Many of the Sheriff-Coroner facilities are aging and require repair or replacement of system components that have reached the end of their useful life. For example, the Central Men's Jail, Central Women's Jail, Sheriff's Headquarters Building, jail buildings at the Theo Lacy Facility and the James A. Musick Facility were built in the 1960s. Examples of projects for which funding would be requested include roofs, air conditioning systems, plumbing systems, electrical systems, and operating equipment. Funding for maintenance and repair projects through the annual budget process has not been able to keep pace with the needs of aging facilities.

   The maintenance, repair, or replacement of crucial facility components would enhance compliance with regulatory requirements, ensure safe and secure facilities, avoid the costs and operational impacts of addressing building component breakdown and unplanned shutdowns of facilities, and extend the useful life expectancy of County facilities.

5. **Personnel Impacts**
   No additional personnel would be required.

6. **Cost Impact**
   One-time project costs are projected over five years at a total of $13,561,645.

Sheriff-Coroner Facilities Maintenance Repair Plan

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

Orange County citizens, federal and state governments, local officials visiting Sheriff-Coroner facilities, inmates, detainees, as well as County employees working within the facilities may be impacted.

9. Mandated or Discretionary Program/Project?

The program includes projects to meet the overall mandate of maintaining safe, healthy buildings and facilities under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and various environmental protection mandates.

10. Implementation Period if Funding Were Available

The implementation period varies according to the complexity of the individual projects. For some complex projects, design and construction could span two fiscal years.

Sheriff-Coroner Facilities Maintenance Repair Plan					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Structures & Improvements	1,504,897	5,301,466	2,408,567	1,669,599	2,677,116
Total Cost	**1,504,897**	**5,301,466**	**2,408,567**	**1,669,599**	**2,677,116**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**1,504,897**	**5,301,466**	**2,408,567**	**1,669,599**	**2,677,116**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Sheriff-Coroner Facilities Maintenance Repair Plan

FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
752,665	5,504,472	2,007,756	1,806,981	1,632,392	Structures & Improvements
752,665	**5,504,472**	**2,007,756**	**1,806,981**	**1,632,392**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
752,665	**5,504,472**	**2,007,756**	**1,806,981**	**1,632,392**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Psychiatric Crisis Stabilization and Support Services

1. **Program Area**
   Community Services

2. **Involved Agencies and Departments**
   Health Care Agency (HCA)

3. **New or Continuing Strategic Priority**
   This Strategic Priority was initially identified in the 2015 Strategic Financial Plan. The need continues to exist as there have been challenges locating sites for these programs; thus, no additional Crisis Stabilization Units (CSU) have been opened.

   HCA released a Solicitation of Interest (SOI) in May 2019 and several statements of interest were received and deemed responsive. One provider, approved by the Board of Supervisors on February 14, 2017, continues extensive efforts to identify and site a location. A second provider, approved by the Board of Supervisors on March 26, 2019, received approval of a modified conditional use permit from the City of Costa Mesa to add a CSU to a current campus and anticipates opening the CSU in early 2020. Two other providers remain in various stages of the negotiation process, and one of the two providers has identified a location.

   In addition, the creation of a campus of co-located behavioral health services was identified as a Strategic Priority in the 2016 Strategic Financial Plan to address a community need for urgent and emergent behavioral health care in Orange County. Through the Board of Supervisors' leadership on December 5, 2017 and February 27, 2018, the County of Orange purchased an office building in Orange to use as the centralized campus. Following construction, the Behavioral Health Service Campus will support a Lanterman-Petris-Short (LPS)-designated CSU for adults and adolescents.

   The current FY 2019-20 Budget includes $10,609,446 ($850,000 one-time; $9,759,446 ongoing) to accommodate the CSU contract and site location costs described above. Funding is comprised of Federal Financial Participation Medi-Cal (40%), California Health Facilities Financing Authority (CHFFA) (13%), and Mental Health Services Act/Prop 63 (47%).

Psychiatric Crisis Stabilization and Support Services

4. **Description of Strategic Priority**

The issue of wait times is a long standing concern of hospital providers but has resurfaced more intensely as times for adults waiting for CSU or inpatient psychiatric services significantly escalated subsequent to the implementation of the Affordable Care Act in 2014. Community stakeholders have specifically identified an additional facility as a critical component required to address the lengthy wait times.

Staff at the County's CSU report strained communications with emergency department (ED) staff frustrated by patient placement delays. The Centralized Assessment Team (CAT) which provides emergency mental health evaluations in the community, also often reports experiencing challenges in hospital emergency rooms. Currently, clients are brought in to the ED for medical clearance, which is required prior to acceptance into an Inpatient Psychiatric Unit. CAT staff report extensive "wall time" (the time spent in the hallway) waiting for psychiatric clients to be admitted into the emergency room. Emergency room staff advise that presenting psychiatric patients must wait their turn.

Through ongoing collaboration with the community, other counties, and the Hospital Association of Southern California (HASC), the Agency has been working on a public-private partnership to address the increased demand for service and has committed to looking at all alternatives. With the support of the Board of Supervisors, an Ad Hoc Committee, consisting of representatives from HASC, law enforcement and HCA, was formed and held its first meeting in October 2015, with the goal of reviewing and making recommendations on psychiatric emergency services. This Strategic Priority is a result of that committee's recommended possible solutions, including the addition of another CSU and/or additional Inpatient Psychiatric beds. HCA is actively working to implement the recommendations to add CSUs throughout the County.

In addition a new coalition, now known as Be Well OC, has been formed with participation from many of the same stakeholders. Be Well OC has clearly identified that additional crisis services, and specifically additional CSUs, are needed in the County. The CSU is an outpatient service that operates on a 24/7 basis with the length of stay less than 23 hours per State regulations. Services would include psychiatric evaluation, medication services, nursing assessment, basic medical assessment and treatment, crisis intervention, obtaining collateral history, counseling, education, and provisions of resources and referrals.

Psychiatric Crisis Stabilization and Support Services

Efforts to secure additional contracts for inpatient psychiatric beds with a local hospital(s) continue. It is anticipated that very high bed rates would need to be offered to incentivize a hospital to participate due to the fact that multiple invitations have already been extended to the hospitals with little success thus far. All indications are that serving Medi-Cal beneficiaries is not part of the business model for the Orange County hospitals except the four existing contract providers. Unfortunately, the bed capacity of the current contracted providers cannot keep pace with demand at this point. Notably, the Hospital Association reports the national average of psychiatric beds to population is 1:2250. California's ratio is 1:5675, and Orange County's ratio is 1:8250.

Additional emergency psychiatric services are critical to both the health and the safety of the community. By increasing the number of crisis stabilization units in the County, access to timely psychiatric emergency services would be significantly improved and lengthy wait times would be reduced or eliminated. Hospitals holding psychiatric clients pending an open bed would have additional options for transferring patients. This may reduce or eliminate emergency room diversion time which delays care for persons with potentially life threatening conditions. CAT and law enforcement officers would have an additional LPS facility to which they could bring persons needing emergency psychiatric evaluation and treatment. Law enforcement officers who wait with clients brought into emergency rooms for psychiatric emergencies, would be able to leave emergency rooms and return to patrol sooner. Most importantly, more clients would receive timely and suitable treatment. This may reduce the risk of adverse outcomes occurring in emergency rooms due to lack of properly trained behavioral health clinicians and the over-stimulating, non-therapeutic environment of an emergency room.

5. Personnel Impacts

No additional county staff have been identified at this point.

6. Cost Impact

FY 2020-21 - $21,028,230 ongoing
FY 2021-22 - $21,553,936 ongoing
FY 2022-23 - $22,092,784 ongoing
FY 2023-24 - $22,645,104 ongoing
FY 2024-25 - $23,211,231 ongoing
FY 2025-26 - $23,791,512 ongoing
FY 2026-27 - $24,386,300 ongoing
FY 2027-28 - $24,995,957 ongoing

Psychiatric Crisis Stabilization and Support Services

FY 2028-29 - $25,620,856 ongoing
FY 2029-30 - $26,261,378 ongoing

7. **Funding Sources**
Federal Financial Participation Medi-Cal (46%), and Mental Health Services Act/Prop 63 (54%).

Funding Sources			
Federal	**State**	**General Fund**	**Other**
46%	54%	0%	0%

8. **Stakeholders**
The Orange County Coalition on Behavioral Health
Hospital Association of Southern California
Hospitals
Orange County Chief of Police & Sheriff's Association
Law Enforcement
National Alliance of Mental Illness - Orange County

9. **Mandated or Discretionary Program/Project?**
This project is discretionary.

10. **Implementation Period if Funding Were Available**
For the proposed new sites, construction and renovation timelines will be determined largely by city building departments, planning, zoning and plan check approval processes. It is anticipated that design, engineering and plan check would take six months, construction 12 months, and physical plant renovations 18 months. Construction of the Behavioral Health Service Campus in Orange is targeted for completion in FY 2020-21.

The services would be contracted out and subject to procurement process timelines which is estimated to be six to nine months. Respective licensure and certifications would also need to be addressed. In addition, the facility would need to become designated to receive and treat persons on Welfare & Institutions Code 5150 involuntary detentions. These items are typically addressed during the startup period. Service delivery would begin after the startup period, which is estimated to be three to five months.

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Psychiatric Crisis Stabilization and Support Services					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Services & Supplies	21,028,230	21,553,936	22,092,784	22,645,104	23,211,231
Total Cost	**21,028,230**	**21,553,936**	**22,092,784**	**22,645,104**	**23,211,231**
II. General Fund Revenue					
Charges For Services	9,672,986	9,914,810	10,162,681	10,416,748	10,677,166
Other Financing Sources	11,355,244	11,639,126	11,930,103	12,228,356	12,534,065
Total Revenue	**21,028,230**	**21,553,936**	**22,092,784**	**22,645,104**	**23,211,231**
III. General Fund Requirement	**0**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

Psychiatric Crisis Stabilization and Support Services					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
23,791,514	24,386,300	24,995,957	25,620,856	26,261,378	Services & Supplies
23,791,514	**24,386,300**	**24,995,957**	**25,620,856**	**26,261,378**	**Total Cost**
					II. General Fund Revenue
10,944,096	11,217,698	11,498,140	11,785,594	12,080,234	Charges For Services
12,847,418	13,168,602	13,497,817	13,835,262	14,181,144	Other Financing Sources
23,791,514	**24,386,300**	**24,995,957**	**25,620,856**	**26,261,378**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

California Statewide Automated Welfare System (CalSAWS) Migration

1. **Program Area**
   Community Services

2. **Involved Agencies and Departments**
   Social Services Agency (SSA) - Administrative

3. **New or Continuing Strategic Priority**
   This is a continuing Strategic Priority providing updates to the Strategic Priority submitted in the 2018 Strategic Financial Plan.

4. **Description of Strategic Priority**
   Over the next several years, SSA will undergo a major transition for its eligibility determination system as a result of a directive from the federal government that all 58 California counties utilize the same eligibility determination system. The transition to CalSAWS is a major overhaul of the most important application within the department. The system maintains records and calculates eligibility for clients across multiple programs and issues benefits for approximately 850,000 individuals within the county. The complexity of this transition is further magnified by the fact that the entire state is transitioning to one system. Counties will not only implement a system transition, but also review and modify long-developed business processes to accommodate the statewide system. The level of risk for this project and the scope of responsibilities is high. Allocation of additional resources could minimize the risk of a poor transition which could impact client eligibility and benefits.

   As a result of the federal directive and Assembly Bill 16 (ABX1 16), the State has been working to consolidate the existing three consortia systems and functionalities into one single system: California Statewide Automated Welfare System (CalSAWS). This consolidation will leverage existing investments in technology rather than building a new system. SSA will continue to utilize the existing CalWIN system until January 2023 when the CalSAWS system is projected to be operational. SSA is currently one of an 18-member county consortium currently using CalWIN. The two other eligibility determination systems include Los Angeles County Leader Replacement System (LRS) and Consortium-IV (C-IV) which includes the remaining 39 counties.

   As the CalSAWS project progresses, significant changes are being made to the project assessment, planning, and pre-implementation phase through:

California Statewide Automated Welfare System (CalSAWS) Migration

- Agency participation on various statewide committees;
- Implementation of Agency workgroups;
- Agency evaluation of operational and programmatic changes;
- Review of project resource needs, including:
  - Four Administrative Manager positions assigned to the project in FY 2018-19;
  - Eleven additional positions requested in the FY 2019-20 1st Quarter Budget Report to be designated as Regional Committee Members representing Region 5 in 32 joint CalSAWS Design committees; and
  - Nine positions potentially requested in the FY 2019-20 2nd Quarter Budget Report to be assigned to a training unit to ensure successful implementation

The CalSAWS project will also require the thorough evaluation, incorporation and transition of various ancillary systems within the CalSAWS core. Some of the systems include: imaging, collections, task management, lobby management and a call center. Currently, these are independent modules and applications outside of CalWIN with different contractors, business processes and system requirements.

Four significant areas of this system migration initiative remain and are as follows:

1. Design, Development, and Implementation includes activities prior to the actual cutover, including workgroups at both the State and regional levels; assisting with the design, build and testing of modules and functionality; determining feasibility of ancillary modules within the core, testing interfaces and mapping data across systems for conversion.

2. Training and Policy Evaluation and Development relates to the development of training modules and materials; coordination and training for approximately 3,000 eligibility professionals, clerical support staff, program integrity staff, accounting staff, and systems support and imaging vendors within a 60-day period; development of resource guides, reference materials; and business process review and modification to fit within the CalSAWS environment.

3. Data System Conversion, Migration and Interface includes data purification for all active cases as well as six years of closed cases per the Department of Health Care Services (DHCS) retention policy; data conversion for ancillary systems such as the collections, imaging and task management applications; conversion development for both the core system as well as new ancillary systems incorporated into the core; preservation of legacy data on all systems; user acceptance testing and end user

California Statewide Automated Welfare System (CalSAWS) Migration

testing; and development and testing of reports, databases, interfaces and Application Programming Interfaces (API).

4. Implementation Rollout and Post Go-Live Support. Go-Live is currently expected to occur in late July 2022 at which time CalWIN will switch over to CalSAWS. During this process, all staff will work in the new environment with substantial technical assistance and support from all members of the proposed CalSAWS team. This will also include the conversion and transfer of data from CalWIN to CalSAWS. Depending on the failure rate (estimated to be up to 20% due to challenges with data mapping between two different systems), CalSAWS resources will be leveraged along with existing staff to manually convert and authorize eligibility for cases in order to minimize client impacts. During Post Go-Live, analysis will determine what level of support is required to wind down the project into regular operations and maintenance mode. This may require some level of support for gaps identified such as training, resource guides and business processes. During this phase, there will also be a transition and development of a new Systems Support Team to provide ongoing programmatic and application support.

Successful transitioning will ensure that SSA is able to deliver services and determine eligibility, ensure program integrity, accurately claim reimbursement and maintain a high level of customer service to the nearly one in four residents of Orange County receiving Medi-Cal, CalFresh (food stamps), California Work Opportunity and Responsibility to Kids (CalWORKs), General Relief, and Foster Care services and benefits. It will also better leverage technology of the new and ancillary systems and data to offer counties a more robust and accessible reporting system with the ability to monitor real time program participation. This, in turn, will assist local county welfare departments with improving efficiencies, enhancing the customer experience and service accountability. CalSAWS will also result in the reduction or elimination of duplicative efforts as well as reduce maintenance and operations costs by moving from three separate state systems into one.

As part of the CalSAWS planning, procurement, transition, and ongoing maintenance activities, SSA will utilize existing staff as well as some limited-term positions to successfully manage the complex process of this system migration.

5. Personnel Impacts

Phase 1, Pre-Design Leadership occurred in FY 2018-19 and assigned three Adminstrative Manager Is and one Administrative Manager II ongoing.

California Statewide Automated Welfare System (CalSAWS) Migration

Phase 2, Design, Development and Implementation Team, planned for FY 2019-20, includes requests in the First Quarter Budget Report for nine Social Service Supervisor Is and two Staff Specialists ongoing and four limited-term positions (2 Social Service Supervisor Is and two Social Service Supervisor IIs).

Phase 3, Training and Policy Evaluation and Development Team, planned for FY 2019-20, proposes a request in the Second Quarter Budget Report for nine limited-term positions (eight Social Service Supervisor Is and one Social Service Supervisor II).

Phase 4, Data System Conversion, Migration and Interface Testing, planned for FY 2020-21, proposes a request for 29 limited-term positions (25 Social Service Supervisor Is and four Social Service Supervisor IIs).

Phase 5, Implementation Rollout Team, planned for FY 2021-22, proposes a request for 26 limited-term positions (22 Social Service Supervisor Is and four Social Service Supervisor IIs).

A need for **Post Go-Live Support** is anticipated, and 14 of the 26 positions proposed for Phase 5 would continue through January 2023 including 12 Social Service Supervisor Is and two Social Service Supervisor IIs.

6. Cost Impact

Project funding is 95% State and 5% General Fund (NCC) detailed as follows:

One-Time Costs:			
Fiscal Year	**State Funding**	**General Fund**	**Total Cost**
2020-21	$ 3,268,982	$ 172,052	$ 3,441,034
2021-22	7,860,391	413,705	8,274,096
2022-23	2,749,675	144,720	2,894,395
Total	**$ 13,879,049**	**$ 730,476**	**$ 14,609,525**

California Statewide Automated Welfare System (CalSAWS) Migration

Ongoing Costs:			
Fiscal Year	**State Funding**	**General Fund**	**Total Cost**
2020-21	$ 1,885,959	$ 99,261	$ 1,985,220
2021-22	1,934,970	101,840	2,036,810
2022-23	2,111,148	111,112	2,222,260
2023-24	2,422,821	127,518	2,550,339
2024-25	2,470,367	130,017	2,600,384
2025-26	2,472,396	130,126	2,602,522
2026-27	2,472,396	130,126	2,602,522
2027-28	2,472,396	130,126	2,602,522
2028-29	2,472,396	130,126	2,602,522
2029-30	2,472,396	130,126	2,602,522
Total	**$ 23,187,245**	**$ 1,220,378**	**$ 24,407,623**

Total project cost over the ten years is $39,017,148 with State funding of $37,066,294 and NCC funding of $1,950,854.

7. Funding Sources

Project funding is 95% State and 5% General Fund (NCC)

Funding Sources			
Federal	**State**	**General Fund**	**Other**
0%	95%	5%	0%

8. Stakeholders

Orange County residents receiving Medi-Cal, CalFresh, CalWORKs, General Relief, and Foster Care services

9. Mandated or Discretionary Program/Project?

This project is mandated by the United States Department of Health and Human Services and the Department of Agriculture as a condition of continued federal funding and under California Welfare & Institutions Code 10823 (WIC 10823). Additionally on September 20, 2011, Assembly Bill 16 (ABX1 16) set forth the C-IV, CalWIN migration to the CalSAWS as state law, which resulted in a 58-county consortium.

10. Implementation Period if Funding Were Available

FY 2020-21 through FY 2022-23

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California Statewide Automated Welfare System (CalSAWS) Migration					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Salaries & Benefits	4,773,808	10,159,314	4,932,546	2,098,452	2,150,820
Services & Supplies	652,446	151,592	184,109	451,887	449,564
Total Cost	**5,426,254**	**10,310,906**	**5,116,655**	**2,550,339**	**2,600,384**
II. General Fund Revenue					
Intergovernmental Revenues	5,154,941	9,795,361	4,860,823	2,422,822	2,470,367
Total Revenue	**5,154,941**	**9,795,361**	**4,860,823**	**2,422,822**	**2,470,367**
III. General Fund Requirement	**271,313**	**515,545**	**255,832**	**127,517**	**130,017**
IV. Staffing					
Administrative Manager I	3	3	3	3	3
Administrative Manager II	1	1	1	1	1
Social Services Supervisor I	42	64	9	9	9
Social Services Supervisor II	5	9	0	0	0
Staff Specialist	2	2	2	2	2
Total Positions Funded Per Fiscal Year	**53**	**79**	**15**	**15**	**15**

California Statewide Automated Welfare System (CalSAWS) Migration					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
2,150,822	2,150,822	2,150,822	2,150,822	2,150,822	Salaries & Benefits
451,700	451,700	451,700	451,700	451,700	Services & Supplies
2,602,522	**2,602,522**	**2,602,522**	**2,602,522**	**2,602,522**	**Total Cost**
					II. General Fund Revenue
2,472,396	2,472,396	2,472,396	2,472,396	2,472,396	Intergovernmental Revenues
2,472,396	**2,472,396**	**2,472,396**	**2,472,396**	**2,472,396**	**Total Revenue**
130,126	**130,126**	**130,126**	**130,126**	**130,126**	**III. General Fund Requirement**
					IV. Staffing
3	3	3	3	3	Administrative Manager I
1	1	1	1	1	Administrative Manager II
9	9	9	9	9	Social Services Supervisor I
0	0	0	0	0	Social Services Supervisor II
2	2	2	2	2	Staff Specialist
15	**15**	**15**	**15**	**15**	**Total Positions Funded Per Fiscal Year**

New Library in the City of Irvine

1. **Program Area**
Community Services

2. **Involved Agencies and Departments**
OC Community Resources (OCCR)
    - OC Public Libraries (OCPL)
    - OC Parks

OC Information Technology (OCIT)

3. **New or Continuing Strategic Priority**
This is a continuing Strategic Priority.

4. **Description of Strategic Priority**
Irvine library branches in the OCPL system are the busiest in terms of the frequency of patron visits and usage. Heritage Park Library has the highest circulation of all the County's branches, with almost one million items (999,371) circulated during Fiscal Year 2018-19. During the same period, attendance at all libraries was over a half-million (504,778), averaging over 42,000 visits each month. Library staff presented more than 893 programs, classroom visits, and outreach events, all of which are widely attended by library patrons.

The current facilities require frequent modification to meet information services demands and these needs are projected to further increase with growth in the surrounding area. As such, funds have been set aside for the construction of a new library to meet the demands of this growing community. The City of Irvine plans to use the funds OCPL set aside to build a new library in Irvine which would serve the community by providing resources and programs meeting the educational and entertainment needs of the residents and aligning with the mission and vision of OCCR and OCPL.

5. **Personnel Impacts**
OCPL projects an additional 21 positions would be needed to operate the new library facility, which is based on the current staffing levels at a comparable branch. Staffing to adequately serve the community would include one full-time Librarian IV, one full-time Librarian II, three full-time Librarian Is, one full-time Senior Library Assistant, five full- time and one part-time Library Assistant II, and five full-time and four part time Library Assistant I positions.

New Library in the City of Irvine

6. Cost Impact

Estimated costs include the one-time acquisition of a facility and ongoing salary and benefit and operating expenses.

FY 2021-22: $20,000,000 New Construction: $3,400,000 One-time Start-up
FY 2022-23: $ 3,143,000
FY 2023-24: $ 3,329,000
FY 2024-25: $ 3,446,000
FY 2025-26: $ 3,450,000
FY 2026-27: $ 3,455,000
FY 2027-28: $ 3,459,000
FY 2028-29: $ 3,464,000

7. Funding Sources

OCPL anticipates that the cost of building a new library and one-time start-up costs would be funded by reserves from the Irvine Library set-aside. The source of this revenue is outlined in provisions adopted in the 2012 Memorandum of Understanding (MOU) between the the County of Orange, a political subdivision of the State of California, and the Orange County Public Libraries (OCPL), a County Free Library organized pursuant to the provisions of Government Code Section 26150, herein collectively referred to as "County" and the City of Irvine. The provisions limit the annual general property tax contribution from the City of Irvine to OCPL to a maximum of 2% growth each year with FY 2011-12 as the base year. The MOU mandated the creation of a set-aside account for annual property tax growth beyond the 2% cap to be used exclusively for OCPL services in the City of Irvine. Based on the formula adopted in the MOU in 2012, the amount set aside for the fund in FY 2019-20 is $4,504,463 which brings the total to $16,811,882 to date. By 2020-21, the total is projected to be $21,814,509.

All one-time and ongoing operating costs would be funded from City of Irvine property taxes.

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

New Library in the City of Irvine

8. Stakeholders

The City of Irvine, City of Irvine Library patrons, and OCCR/OCPL are the primary stakeholders in this project.

9. Mandated or Discretionary Program/Project?

This project is discretionary.

10. Implementation Period if Funding Were Available

The implementation period for this project is contingent on the Irvine set-aside reserve balance reaching $20,000,000 to fund the initial phase of the new library which is currently estimated to be FY 2020-21. The County would partner with the City of Irvine to identify the location and construct the new facility.

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New Library in the City of Irvine					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Equipment	0	50,000	0	0	0
Salaries & Benefits	0	0	1,453,534	1,555,344	1,625,458
Services & Supplies	0	23,350,000	1,689,576	1,774,351	1,821,023
Total Cost	**0**	**23,400,000**	**3,143,110**	**3,329,695**	**3,446,481**
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. Reserves					
Reserves		(23,400,000)	(3,143,110)	(3,329,695)	(3,446,481)
Total Reserves Inc/(Dec)	**0**	**(23,400,000)**	**(3,143,110)**	**(3,329,695)**	**(3,446,481)**
IV. Balance	**0**	**0**	**0**	**0**	**0**
V. Staffing					
Librarian I	0	0	3	3	3
Librarian II	0	0	1	1	1
Librarian IV	0	0	1	1	1
Library Assistant I	0	0	9	9	9
Library Assistant II	0	0	6	6	6
Senior Library Assistant	0	0	1	1	1
Total Positions Funded Per Fiscal Year	**0**	**0**	**21**	**21**	**21**

New Library in the City of Irvine

FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
0	0	0	0	0	Equipment
1,625,458	1,625,458	1,625,458	1,625,458	1,625,458	Salaries & Benefits
1,825,436	1,829,894	1,834,396	1,838,943	1,843,535	Services & Supplies
3,450,894	**3,455,352**	**3,459,854**	**3,464,401**	**3,468,993**	**Total Cost**
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
					III. Reserves
(3,450,894)	(3,455,352)	(3,459,854)	(3,464,401)	(3,468,993)	Reserves
(3,450,894)	**(3,455,352)**	**(3,459,854)**	**(3,464,401)**	**(3,468,993)**	**Total Reserves Inc/(Dec)**
0	**0**	**0**	**0**	**0**	**IV. Balance**
					V. Staffing
3	3	3	3	3	Librarian I
1	1	1	1	1	Librarian II
1	1	1	1	1	Librarian IV
9	9	9	9	9	Library Assistant I
6	6	6	6	6	Library Assistant II
1	1	1	1	1	Senior Library Assistant
21	**21**	**21**	**21**	**21**	**Total Positions Funded Per Fiscal Year**

New Library in the City of Laguna Woods

1. **Program Area**
   Community Services

2. **Involved Agencies and Departments**
   OC Community Resources (OCCR)
   - OC Public Libraries (OCPL)
   - OC Parks

   OC Public Works (OCPW)
   OC Information Technology (OCIT)

3. **New or Continuing Strategic Priority**
   This is a new Strategic Priority.

4. **Description of Strategic Priority**
   In Spring 2019, OC Public Libraries (OCPL) was informed by the City of Laguna Woods of the intention to construct a new, stand-alone library in the City. The plan is to fund construction costs with a combination of grant and City funding. The planned facility would be approximately 1,800 square feet, located adjacent to the current City Hall, and expand operating hours to 44 hours per week. The current facility is a kiosk with approximately 500 square feet of City Hall space dedicated to the library, is open 32.5 hours per week and utilizes one Librarian I.

   A larger stand-alone library would serve the community by providing additional resources and programs to meet the educational and entertainment needs of the residents, which aligns with the mission and vision of OCCR and OCPL. Under the plan, the current library facility would would be reclaimed by Laguna Woods City Hall for their use.

5. **Personnel Impacts**
   OCPL proposes an additional four positions to operate and program the larger, stand-alone facility, including one full-time Librarian II, one full-time and one part-time Library Assistant II and one part-time Library Assistant I.

6. **Cost Impact**
   Additional estimated costs include one-time start up costs for furniture, equipment, and initial collection and materials as well as ongoing operating costs including salaries and benefits and services and supplies.

New Library in the City of Laguna Woods

FY 2020-21: $534 thousand one-time start-up; $254 thousand ongoing
FY 2021-22: $440 thousand ongoing
FY 2022-23: $460 thousand ongoing
FY 2023-24: $481 thousand ongoing
FY 2024-25: $499 thousand ongoing
FY 2025-26: $499 thousand ongoing
FY 2026-27: $499 thousand ongoing
FY 2027-28: $499 thousand ongoing
FY 2028-29: $499 thousand ongoing
FY 2029-30: $499 thousand ongoing

7. Funding Sources

Grant and City funding from the City of Laguna Woods would be used to construct the facility. One-time purchases and ongoing operating costs would be funded from Property Tax revenues.

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

8. Stakeholders

The City of Laguna Woods, Laguna Woods patrons and OCCR/OCPL are the primary stakeholders in this project.

9. Mandated or Discretionary Program/Project?

This project is discretionary; and is in the design concept stage, with an estimated opening of January 2021. In discussion phase only, no MOU as of September 2019.

10. Implementation Period if Funding Were Available

Estimated to be FY 2020-21

New Library in the City of Laguna Woods					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Equipment	31,043	0	0	0	0
Salaries & Benefits	93,576	213,814	227,480	241,382	252,696
Services & Supplies	663,052	226,129	232,676	239,354	246,165
Total Cost	**787,671**	**439,943**	**460,156**	**480,736**	**498,861**
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. Reserves					
Reserves	(787,671)	(439,943)	(460,156)	(480,736)	(498,861)
Total Reserves Inc/(Dec)	**(787,671)**	**(439,943)**	**(460,156)**	**(480,736)**	**(498,861)**
IV. Balance	**0**	**0**	**0**	**0**	**0**
V. Staffing					
Librarian II	1	1	1	1	1
Library Assistant I	1	1	1	1	1
Library Assistant II	2	2	2	2	2
Total Positions Funded Per Fiscal Year	**4**	**4**	**4**	**4**	**4**

New Library in the City of Laguna Woods					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Equipment
252,696	252,696	252,696	252,696	252,696	Salaries & Benefits
246,165	246,165	246,165	246,165	246,165	Services & Supplies
498,861	**498,861**	**498,861**	**498,861**	**498,861**	**Total Cost**
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
					III. Reserves
(498,861)	(498,861)	(498,861)	(498,861)	(498,861)	Reserves
(498,861)	**(498,861)**	**(498,861)**	**(498,861)**	**(498,861)**	**Total Reserves Inc/(Dec)**
0	**0**	**0**	**0**	**0**	**IV. Balance**
					V. Staffing
1	1	1	1	1	Librarian II
1	1	1	1	1	Library Assistant I
2	2	2	2	2	Library Assistant II
4	**4**	**4**	**4**	**4**	**Total Positions Funded Per Fiscal Year**

CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade

1. **Program Area**
   General Government Services

2. **Involved Agencies and Departments**
   Auditor-Controller, County Executive Office

3. **New or Continuing Strategic Priority**
   This Strategic Priority was previously identified in the 2015, 2016, 2017 and 2018 Strategic Financial Plans. This Strategic Priority includes software and hardware upgrades.

4. **Description of Strategic Priority**
   The County's financial, procurement, human resources, and payroll information systems, collectively known as the County-wide Accounting and Personnel System+ (CAPS+), is a vital component of the County's infrastructure. CAPS+ is a sophisticated system requiring a regular maintenance program to keep it abreast of system improvements and IT environment changes.

   The CAPS+ Financial/Procurement system maintains the County's financial records and generates financial statements, collects costs for federal and state billings, procures goods and services, and issues vendor payments. The CAPS+ Human Resources/Payroll system is used in administering personnel records, tracking all personnel information and managing and paying over 18,000 employees on a bi-weekly basis.

   The core of CAPS+ is licensed to the County by CGI Technologies and Solutions, Inc. (CGI). CGI releases periodic updates to the software, offering new functionality with each release. In order to receive patches to the CAPS+ system, the County must stay within two major releases of the current software version offered. Staying current with the changing technology would enable the County to take advantage of improvements made in the software, ensure the latest security measures are in place, and allow all associated systems and departments the ability to be compatible with the latest Internet browser version.

CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade

The County upgraded the CAPS+ Financial/Procurement system to version 3.10 in October 2016 and the CAPS+ HR/Payroll System to version 3.11 in May 2017. CGI intends to combine the two systems into one with the next release. As such, funding is requested to update to the most current version releases in FY 2021-22 and FY 2025-26. Part of this maintenance program focuses on the system's hardware which was upgraded in FY 2014-15, expanded in FY 2015-16 and may require a refresh in FYs 2021-22 and 2027-28.

Currently, the County uses three servers (IBM AIX P9) for CAPS production, user acceptance testing and a disaster recovery platform. The equipment is five years old and, according to the manufacturer, the life cycle of the servers is between five and seven years. As such, the servers may need replacement in FY 2021-22 and again in FY 2027-28 at an estimated cost of $500,000 each time.

5. Personnel Impacts

No additional personnel are required, but County departments would be engaged to perform functional testing and acceptance of the upgraded solution.

6. Cost Impact

Currently, this project is pending a vendor cost proposal, but the one-time costs are estimated at $12.1 million for the FY 2021-22 upgrade to a newer version release and for IT equipment refresh; $6.9 million for the FY 2025-26 upgrade to the next version release; and $500,000 for an IT equipment upgrade in FY 2027-28. The ongoing cost for license and maintenance support would remain at the current level.

7. Funding Sources

Funding for this project would be 100% General Fund. However, approximately 24% of the cost is recoverable from non-General Fund sources through the Countywide Cost Allocation Plan (CWCAP).

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

CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade

8. **Stakeholders**
The primary stakeholders of the CAPS+ processes include County personnel, vendors conducting business with the County, special districts, school districts receiving property tax allocations, and other governmental entities receiving payments from the County.

9. **Mandated or Discretionary Program/Project?**
This project is discretionary; however, maintenance and upgrade of the current CAPS+ system software could mitigate the risks of operating on an unsupported version. Also, if the CAPS+ hardware is refreshed on a regular schedule, critical CAPS+ processes could avoid interruption of service.

10. **Implementation Period if Funding Were Available**
The project timeline is estimated to be one year.

CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Equipment	0	500,000	0	0	0
Intangible Assets-Amortizable	0	11,550,000	0	0	0
Total Cost	**0**	**12,050,000**	**0**	**0**	**0**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**0**	**12,050,000**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade

FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
0	0	500,000	0	0	Equipment
6,877,500	0	0	0	0	Intangible Assets-Amortizable
6,877,500	**0**	**500,000**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
6,877,500	**0**	**500,000**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

County Employee Timekeeping System

1. **Program Area**
   General Government Services

2. **Involved Agencies and Departments**
   Auditor-Controller

3. **New or Continuing Strategic Priority**
   This previously identified Strategic Priority was titled *"CAPS+ Time & Attendance, Employee and Management Self Service"* in the 2018 Strategic Financial Plan. Auditor-Controller performed an in-depth analysis and identified an alternative to address the County's timekeeping and payroll business needs. The estimated one-time implementation costs and ongoing maintenance and support would be $3,523,464 and $501,900, respectively, representing a 164% increase in estimated costs over ten years from the prior year estimates.

4. **Description of Strategic Priority**
   To align with the County's Mission Statement and Business Vision of using leading-edge innovative technology, the Auditor-Controller proposes implementation of a new Timekeeping system expected to increase accuracy and productivity. The system would increase efficiency by enabling employees and managers the ability and access to perform time reporting anywhere at any time. Additionally, this Software as a Service (SAS) solution, may eliminate the need for a disaster recovery solution. The County currently uses the proprietary IntelliTime Virtual Timecard Interface (VTI) system. The current vendor is unable to make requested upgrades without a change order and, when the current maintenance contract expires, the County would have to pay to maintain the current services.

   This system would benefit all 21 County agencies and five Special Districts by incorporating Memorandum of Understanding (MOU) requirements, labor laws, pay codes and business rules to validate timekeeping data and ensure employees are accurately compensated.

   Since 2017, the County has manually processed an average of 30,000 countywide payroll exceptions each year. The new Timekeeping system would automate many of the current manual verification processes and improve the current process of identifying and resolving exceptions. This may result in increased productivity, accuracy and compliance

County Employee Timekeeping System

with statutory and contractual requirements. Further, it would provide a scheduling component for safety personnel and the ability to easily incorporate changes in MOU requirements.

5. Personnel Impacts

No additional personnel are required. County departments would be engaged to perform functional and acceptance testing of the upgraded solution.

6. Cost Impact

One-time cost is estimated to be $3,523,464. The range of annual ongoing maintenance and support cost is estimated to be $250,950 in FY 2020-21 and $501,900 in FYs 2021-22 through 2029-30.

7. Funding Sources

Funding for this project would be 100% General Fund. However, approximately 24% of the cost may be recoverable from non-General Fund sources through the County-wide Cost Allocation Plan.

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

8. Stakeholders

All County departments and approximately 18,000 County of Orange employees.

9. Mandated or Discretionary Program/Project?

This project is discretionary. However, this solution is highly desirable as it may increase efficiency of the County's timekeeping and payroll process and facilitate adherence to legal and auditing requirements. The existing system requires dedicated resources to perform manual review and overtime calculations to ensure accuracy.

Additionally, the OC Sheriff's Department currently utilizes an in-house solution, although efforts are underway to transition the department to VTI. Implementation of the new timekeeping system would provide the Sheriff and Probation departments the added benefit of a scheduling module that could accomodate the unique needs for scheduling safety personnel.

County Employee Timekeeping System

10. Implementation Period if Funding Were Available

The project timeline is estimated to be 24 months.

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County Employee Timekeeping System					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Intangible Assets-Amortizable	2,928,240	0	0	0	0
Services & Supplies	276,675	694,974	501,900	501,900	501,900
Total Cost	**3,204,915**	**694,974**	**501,900**	**501,900**	**501,900**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**3,204,915**	**694,974**	**501,900**	**501,900**	**501,900**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

County Employee Timekeeping System					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Intangible Assets-Amortizable
501,900	501,900	501,900	501,900	501,900	Services & Supplies
501,900	**501,900**	**501,900**	**501,900**	**501,900**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
501,900	**501,900**	**501,900**	**501,900**	**501,900**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

County Employee Reimbursement

1. **Program Area**
General Government Services

2. **Involved Agencies and Departments**
Auditor-Controller, Sheriff-Coroner, OC Public Works, Child Support Services, OC Community Resources, Probation, Social Services Agency

3. **New or Continuing Strategic Priority**
This Strategic Priority is an update to the prior year 2018 SFP Strategic Priority titled "*County Employee Reimbursement/Petty Cash System*." Based on additional analysis, the estimated one-time implementation cost would increase by $252,860 or 25.3%. This would be offset by ongoing cost savings of $250,000 for license and maintenance costs as the County would own the system at the completion of the project.

4. **Description of Strategic Priority**
The County has an immediate and vital need for a long-term solution related to processing County employee reimbursements including mileage and expense claims, travel expenses, lodging, meals, and educational and professional reimbursements in accordance with the guidelines defined in the County of Orange Memorandums of Understanding (MOU).

The current online mileage and expense claim application, which supports mileage and parking reimbursements, was developed in 2007. The application uses obsolete technology that is unsupported and not fully functional with current internet browsers. Currently, only seven County departments (Auditor-Controller, Child Support Services, Health Care Agency, OC Community Resources, OC Public Works, Probation and Social Services Agency) use the application, while the remaining County departments submit paper reimbursement requests.

Recent adoption of MOUs with various labor bargaining units is anticipated to substantially increase the volume of educational and professional reimbursement claims. The proposed solution would have the flexibility to incorporate new or modified MOU guidelines without a complete rewrite of business rules. It would utilize current technology to handle workflow, user authentication, and integration with the County's Enterprise Resource Planning (ERP) and Electronic Report Management and Imaging (ERMI) systems. This Countywide solution would replace both paper reimbursement requests

County Employee Reimbursement

and the current obsolete system, eliminate manual processing for claims and petty cash reimbursements, improve customer service and increase efficiency and effectiveness.

5. **Personnel Impacts**
No additional personnel are required, but County departments would be engaged to perform functional testing and acceptance testing of the new solution.

6. **Cost Impact**
The estimated one-time cost would be $1,252,860 with no ongoing license or maintenance support costs as the County would own the system at project completion.

7. **Funding Sources**
Funding for this project would be 100% General Fund. However, approximately 24% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan.

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

8. **Stakeholders**
The primary beneficiaries of this solution would be all County Departments and the approximately 8,000 County of Orange employees submitting more than 30,000 reimbursement claims per year.

9. **Mandated or Discretionary Program/Project?**
This project is discretionary. However, the current system is vulnerable and may stop functioning at any time. If this were to occur, departments would be required to manually process paper reimbursement claims resulting in longer processing timeframes.

This solution would allow the County to have one standardized reimbursement program that would integrate with the County's ERP system and ensure that all reimbursement guidelines are met. The new online solution would utilize current technology with security and workflow capabilities which would eliminate the need for data entry of paper reimbursement forms.

County Employee Reimbursement

10. Implementation Period if Funding Were Available

The estimate implementation period is 28 months from start of project.

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County Employee Reimbursement					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Intangible Assets-Amortizable	1,252,860	0	0	0	0
Total Cost	**1,252,860**	**0**	**0**	**0**	**0**
II. General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**1,252,860**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

County Employee Reimbursement					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Intangible Assets-Amortizable
0	**0**	**0**	**0**	**0**	**Total Cost**
					II. General Fund Revenue
0	0	0	0	0	No Revenue
0	**0**	**0**	**0**	**0**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

County Facilities Master Plan

1. **Program Area**
General Government Services

2. **Involved Agencies and Departments**
County Executive Office (CEO), Health Care Agency (HCA), OC Public Works (OCPW), Sheriff-Coroner Department (OCSD), and OC Flood Control District (OCFCD)

3. **New or Continuing Strategic Priority**
This Strategic Priority is an update to the prior year 2018 SFP Strategic Priority.

4. **Description of Strategic Priority**
Current Real Estate Projects:

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

One of the continuing initiatives approved by the Board is to analyze potential uses and sources that may be developed from the former courthouse complex in Laguna Niguel. Since 2014, the County has worked to engage a qualified master developer to enter into a long-term ground lease for a portion of the 22-acre site. The County released a Request for Proposal (RFP) on February 21, 2018 and began negotiations with the primary respondent, Laguna Niguel Town Center Partners (LNTCP), on November 1, 2018.

On June 4, 2019 the Board approved an option and lease agreement for the site with LNTCP. The approved option agreement consists of a one-year option term during which LNTCP will work on entitlements for the project with the City of Laguna Niguel and perform necessary due diligence on the property. As part of the proposal, LNTCP requested to relocate the Laguna Niguel Library at its cost. The approved lease agreement, which will be executed if LNTCP fulfills the conditions in the option, provides for a 79-year term and allows development of approximately 200,000 square feet of commercial space and 275

County Facilities Master Plan

residential rental units. It is anticipated that the total payments to the County over the term of the lease would be approximately $196 million.

This Strategic Priority includes $1.7 million in development-related costs, $3 million one-time relocation cost of the County Vehicle Maintenance Yard offset by $3 million in revenue from the development of the site for FY 2020-21 through FY 2029-30. The $3 million one-time relocation cost of the County Vehicle Maintenance Yard would address ongoing repair and maintenance of the OC Sheriff's patrol fleet for the South County contract cities. The garage would work in conjunction with the new OC Sheriff's Substation in Lake Forest.

The majority of the $3 million revenue from site development would begin in FY 2024-25. An offset to the projected revenue of $4.7 million in staffing and relocation costs results in an anticipated net $1.7 million negative cash flow for the County General Fund during FY 2020-21 through FY 2029-30.

b. El Toro Parcels (100 Acres and Alton):
The County owns, or will own, two parcels at the former MCAS El Toro, one of approximately 108 acres along Marine Way (100AP) and one of approximately 32 acres along West Alton (WAP). The 100AP is located between the Orange County Great Park Master Plan and the Orange County Transportation Authority Metrolink railroad tracks and will be bound by the planned realignment of Marine Way to the north, the existing Perimeter Road and Interstate 5 Freeway to the west, the Southern California Regional Rail Authority/Metrolink rail line to the south, and two warehouse buildings to the east, which are not part of the parcel.

Since 2011, the County has pursued viable development options, engaged a Disposition and Development Agreement with Lowe Enterprises Inc. (Lowe) to act as the master developer, initiated the entitlement process for the properties, and allowed for subsequent phases of horizontal and vertical development and leasing of the subject properties. The Board approved Final Program EIR No. 620 for the 100AP on November 14, 2017, and approved Final EIR No. 621 on June 5, 2018 for the WAP. The City of Irvine, Laguna Greenbelt, Heritage Fields, and City of Laguna Beach subsequently filed complaints against the County related to the 100AP; and the City of Irvine, Heritage Fields, and City of Laguna Beach filed complaints related to the WAP.

County Facilities Master Plan

As of October 31, 2018, $6.5 million was expensed against the Disposition and Development Agreement with Lowe Enterprises Inc. The 100AP and WAP master planning, development plans, and final program environmental impact reports are complete. The Board of Supervisors approved the development plans, and the mitigation monitoring and reporting plans for 100AP and WAP in November 2017 and June 2018, respectively. The County is currently responding to legal challenges from the City of Irvine, Heritage Fields El Toro, City of Laguna Beach, etc.

This Strategic Priority includes $60.3 million in revenue from the El Toro 100 Acres parcel and $48.2 million in revenue from the WAP parcel for a total projected $108.6 million revenue from both parcels. The El Toro 100 Acres parcel includes $23.8 million of El Toro Improvement Fund (15T) implementation revenue (previously under litigation, but now settled) and $36.5 million of Ground Lease revenue. The WAP parcel revenue is from Ground Lease proceeds. The total revenue is offset by $15.1 million in expenses for the El Toro 100 Acres parcel and $1.4 million expenses for WAP parcel, totalling $16.6 million expense from both parcels, resulting in an anticipated net $92.0 million revenue available to the County General Fund during FY 2020-21 through FY 2029-30.

c. Civic Center Strategic Facilities Plan Phase I (County Administration South) and Phase II (County Administration North):

This Strategic Priority excludes Civic Center Strategic Facilities Plan (CCSFP) Phase I & Phase II revenue, debt service, and other costs as forecasts of those components are included in the Capital Projects (036) and Countywide Capital Projects Non-General Fund (15D) budgets. The following information provides costs and funding related to the new County Administration South (CAS) and County Administration North (CAN) buildings.

On April 25, 2017, the Board approved the Civic Center Strategic Facilities Plan (CCSFP), consisting of four development phases. Phase 1 and 2 projects are as follows:

- Phase 1 – County Administration South (CAS)
  Demolition of the old Building 16 and development of a 250,000 square foot replacement building, with a freestanding conference and events center successfully completed with a ribbon cutting ceremony on August 28, 2019. CAS is home to a Customer Service Center providing a centralized location for the public to access County services. County departments now occupying the building include OC Public Works, OC Waste & Recycling, Treasurer-Tax Collector, Clerk-Recorder, CEO Real Estate, CEO Risk Management, and OC Community Resources Administration. The Capital Projects (Budget Control 036) Strategic

County Facilities Master Plan

Financial Plan base request includes $10 million annually for CAS debt service payments beginning in FY 2020-21. Non-General Fund departments occupying CAS will fund approximately 76% of the debt service cost in the form of lease payments. The new CAS building will initially receive no Net County Cost allocation due to the availability of revenue from the OC Waste & Recycling Waste Disposal Agreement (WDA) approved by the Board on September 22, 2015 (WDA ends 6/30/2025).

- Phase 2 – County Administration North (CAN)
  On September 25, 2018 and October 16, 2018 (2nd reading), the Board approved CAN as Phase 2 of the CCSFP, including demolition of existing Buildings 11, 12, and 14, the Building 12 parking lot, and perimeter fencing installation. The plan replaces Buildings 11, 12, and 14 with a 250,000 square foot sister building to CAS that would house the occupants of the Hall of Administration, and some Health Care Agency staff. The Countywide Capital Project Non-General Fund (15D) Strategic Financial Plan base request includes $12.9 million for ongoing debt service for CAN beginning in FY 2022-23. Non-General Fund departments occupying CAN will fund approximately 35% of the debt service cost. WDA revenue is sufficient to cover Phase 2 CCSFP expenses for the next eight years including:
    1) CCSFP Phase 2 CAN debt service beginning in FY 2022-23;
    2) Osborne Building and other building space reconfiguration costs related to the CCSFP;
    3) CCSFP Phase 2 design costs; and
    4) Moving costs, etc.

  Based on the construction schedule, demolition of existing Buildings 11, 12 and 14 began in October 2019, so that construction of the CAN facility may commence. It is currently anticipated that construction of CAN will begin in Spring 2020 and be completed by August 2022.

Phase 3 and 4 projects are still in early planning stages.

d. Fruit Street Assessment, Operations Center Plan:
The City of Santa Ana is completing California Environmental Quality Act (CEQA) and National Environmental Protection Act (NEPA) work for the City's proposed Santa Ana Boulevard underpass of the railroad at the County's Fruit Street property. Funding may be needed for Fruit Street relocation and County Operation Center studies if funding to

County Facilities Master Plan

construct the Santa Ana Boulevard underpass is identified by the City. A feasibility study was launched to ascertain the viability of relocation, renovation or rebuilding of the aging facilities at Fruit Street complex including: OC Public Works Operations & Maintenance, Material Lab, Facilities Operations, and Transportation Garage. OC Fleet may be significantly impacted by underpass construction and need to move from Fruit Street to an alternate location. If the County is required to relocate from the Fruit Street location, the compensation should be offered for the value of the site and relocation costs. This Strategic Priority item does not currently include funding for this project.

e. Greenspot - Highland Entitlement Acquisition:
The OC Flood Control District (OCFCD) owns approximately 1,658 acres of vacant real property (Greenspot Property) in the southeastern-most portion of the City of Highland, south of the San Bernardino National Forest; east of the Santa Ana River and Greenspot Road; and north of Mill Creek and State Highway 38. The Greenspot Property was originally acquired by the OCFCD as a borrow site in conjunction with the construction of the Seven Oaks Dam as part of the Santa Ana River Project, soil from these sites was used for the construction but the land is no longer needed for the construction.

On November 9, 2010, the Board of Supervisors approved a contract with Lewis Planned Communities (Lewis) as the developer to assist with the entitlement of the Greenspot Property. Per this agreement, the Greenspot Property is currently being entitled as a master planned community of approximately 3,632 residential units and 51,840 square feet of commercial use. The agreement includes compensation to Lewis to receive approval of the project and the possible direct sale of the property to Lewis. City Council approval of the project occurred in July 2016. Ensuing California Environmental Quality Act (CEQA) litigation ensued, and was adversely decided against the County, which helped eliminate an existing voter referendum. Following the adverse ruling, the Highland city council rescinded the project approvals in response to a Project entitlements challenge. CEO Real Estate is working with the City of Highland, Lewis Planned Communities and its consultants to address and correct the identified deficiencies in the CEQA documentation for the project. OCFCD/CEO Real Estate, Lewis, the city and the CEQA consultants will meet to develop a scope, budget and schedule, as well as next steps in addressing the court ruling and potentially reapproving the Project. CEO Real Estate is also analyzing outside proposals for property acquisition property, pursuing further property evaluation, and exploring alternative property disposition options. Once a solution is identified and agreed upon, the matter will be brought before the Board for consideration and direction.

County Facilities Master Plan

This project includes entitlement-related costs funded by revenues generated by site development and is included in the OC Flood base budget. This Strategic Priority includes $29.4 million in revenue, offset by $2.0 million in staffing costs, $18.2 million in revenue sharing with other municipalities, and $4.9 million in revenue sharing with Flood, resulting in an anticipated net $4.2 million available to the County General Fund during FY 2020-21 through FY 2029-30.

f. Long-Term Lease of Orange County Flood Control District (OCFCD) Property at 1100 Bristol Street, Costa Mesa:
The OCFCD owns approximately 6 acres of vacant real property in the City of Costa Mesa. A 21-year ground lease between the OCFCD and Ganahl Lumber Company (Ganahl) was entered into on October 24, 2016. Ganahl has constructed a new store on the site. Revenue from the 21-year lease will be over $12 million, which includes the Option prices, the construction period rent, and operational period rent for the primary term. Should Ganahl choose to exercise the option to extend the primary lease term, additional revenue for each extension term would be a minimum of $5 million for each seven-year extension term, for a total of over $56 million for 63 years including all six extension terms (not including potential rent increases) and the initial period.

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

This Strategic Priority includes $6.1 million in revenue, offset by $0.2 million in staffing expenses and $2.1 million in revenue sharing with OCFCD, resulting in an anticipated net $3.8 million available to the County General Fund during FY 2020-2021 through FY 2029-2030.

g. Ninety-Five Acre Industrial Development Opportunity in Chino (Prado Dam Mountains):
OC Flood Control District (OCFCD) owns approximately 95 acres of vacant real property at the southeast corner of Mountain and Bickmore in the City of Chino (City). The property was originally acquired by the OCFCD as required by the Army Corps of Engineers for furtherance of the Santa Ana River Mainstem Project. The property represents an opportunity to create a dependable, long-term revenue stream by establishing a ground lease and developing as a state-of-the-art logistics center.

County Facilities Master Plan

The Board of Supervisors (Board) approved an Option Agreement with Majestic Realty on October 25, 2016, which included a form ground lease for the property. The 65-year ground lease could generate approximately $628 million in revenue to OCFCD and the County. On September 11, 2018, the Board approved an amendment to the Option Agreement providing an additional three years for Majestic to process entitlements for this project. Majestic is preparing a development application with the City and participating in multiple Design Review Committee (DRC) meetings, the most recent of which was held on April 3, 2019. Draft conditions of approval have been received from the City, and negotiated with City staff; monthly meetings are held with the City Manager and Community Development Director; and County staff are coordinating efforts to help improve Army Corps processing times for the project. A meeting with Army Corps officials was held on July 30, 2019 at Congresswoman Torre's office in Ontario with Orange County Chairwoman Bartlett, Congresswoman Grace Napolitano, and San Bernardino County Chairman Curt Hagman also in attendance. A follow-up meeting is being coordinated to discuss issues germane to the County.

This Strategic Priority includes $18.5 million in revenue, offset by $0.5 million in staffing expenses and $6 million in revenue sharing with OCFCD, resulting in an anticipated net $11.5 million available to the County General Fund during FY 2020-21 through FY 2029-30.

h. Atwood Mercy Housing Development Opportunity in Placentia:
The OCFCD owns approximately 2.34 acres of vacant property at Orangethorpe and Lakewood by the Atwood Channel in the City of Placentia. CEO Real Estate launched a competitive Request for Proposal in November 2015 and the Board approved an Option Agreement with Mercy Housing, along with a long-term ground lease. The lease with Mercy Housing commenced on December 19, 2018, and construction of a veteran's housing project on the property is underway.

This Strategic Priority includes $463 thousand in staffing expenses with no offsetting revenue, resulting in an anticipated $463 thousand cost to Flood Fund 400 during FY 2020-21 through FY 2029-30.

i. Be Well OC Hub Located at 265 South Anita Drive in the City of Orange:
The Orange County Health Care Agency (HCA) 2016 Strategic Financial Plan identified creation of a campus-like setting for co-location of behavioral health services as a

County Facilities Master Plan

strategic priority. In order to meet this need, HCA collaborated with Orange County CEO Real Estate to purchase a building for a behavioral campus at 265 Anita Drive in the City of Orange (Anita Building). The 2.1 acre property hosted a wood frame two-story office building circa 1985 which has been removed to facilitate construction of a modern, purpose-built, health care building. This Strategic Priority does not incorporate funding for the Be Well OC Behavioral Health Services campus as the related funding for FY 2020-21 is part of an expand augmentation submitted by HCA.

The HCA program planning process for the Anita Building evolved in parallel with the public-private co- creation of the Be Well OC Blueprint. Within that context, an opportunity emerged for a public-private partnership, between HCA and Mind OC (a not-for-profit organization affiliated with Be Well OC), to design and develop a de novo 60,000 square foot building, for the purpose of providing mental health and substance use disorder (SUD) services for all Orange County residents regardless of ability to pay. In addition to a number of shared services that would benefit all individuals utilizing the campus (e.g., eligibility workers, housing navigators, referral and linkage staff), the principle programs at the campus will include SUD Intake and Referral, a Crisis Stabilization Unit, a Crisis Residential Unit, withdrawal management, co-occurring residential treatment, and SUD residential treatment.

On January 29, 2019, the Board of Supervisors (Board) approved an agreement with Mind OC to design and construct the Be Well OC Behavioral Health Services campus and approved use of $16.6 million in Mental Health Services Act (MHSA) funding. On June 11, 2019, the Board approved an amendment to the Mind OC contract to increase funding by $11.4 million for the total $28 million cost of the design and construction project. The $11.4 million cash advance is provided by Cal Optima for future services (deferred revenue) from Health Care Agency at the Be Well OC Wellness Hub. During the initial years of operation, Health Care Agency will provide services at the new facility offset by reductions in deferred revenue from Cal Optima. The $11.4 million will be appropriated in the FY 2020-21 budget process to allow construction cost recording and reduce the prepaid expense, Health Care Agency is expected to absorb the $11.4 million within their budget.

j. Gothard Landfill Huntington Beach, CA

The County owns approximately 11.5 acres of land located in the City of Huntington Beach which is part of the former 33-acre Gothard Street Landfill that closed in June 1962. On March 18, 2018, CEO Real Estate released an RFP for an Option and Master Lease

County Facilities Master Plan

for use of the site. In response, the County received two proposals, one from Huntington Beach Jeep Chrysler (HBJC) and another which was nonresponsive. HBJC is a car dealership that has conducted business in the City of Huntington Beach for the past 34 years. A majority of their business is generated through internet sales that focuses on selling a higher volume of cars.

On June 4, 2019 the Board approved an Option and Lease Agreement with HBJC. The Agreement has an option term of nine months with a one-time cost of $35,000. The Ground Lease has a primary term of 10 years and provides that if no default occurs, the Ground Lease will automatically renew for an additional 10 years. Thereafter, HBJC would have the option to extend the Ground Lease for up to two additional, 10-year consecutive terms. HBJC will pay the County $21,000 per month for an annual rent payment of $252,000. Rent revenue will be split between OC Waste & Recycling (OCWR) and the County. The nine month option term began on June 6, 2019 and HBJC cannot exercise their option to lease until all conditions of the Option Agreement are met.

This Strategic Priority includes $571 thousand in revenue, offset by $796 thousand in staffing and sage scrub mitigation expenses resulting in an anticipated $225 thousand net cost to OCWR during FY 2020-21 through FY 2029-30. Initial years, OCWR will pay for all expenses and receive reimbursement first when revenue is generated, the net revenue after OCWR reimbursement will be distributed between County General Fund (65%) and OCWR (35%).

k. Coyote Canyon Development Opportunity in Newport Beach, CA

Orange County owns approximately 361 acres at a former landfill site in Newport Beach. CEO Real Estate launched a competitive Request for Proposal process in 2016 to convert the site into a revenue-generating golf-course.

Negotiations with Tait Development, LLC commenced at the beginning of October 2018. Since that time, Tait has engaged in verifying the environmental viability of the site for the proposed project, and reviewing the proposed option and lease agreements. Tait submitted a final project proposal and an updated option and lease agreement on April 22, 2019 and subsequent negotiations related to the lease and option agreements concluded on August 23, 2019. The Board of Supervisors approved the option and lease agreement on October 8, 2019 and authorized the Chief Real Estate Officer to sign a

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four-year option agreement on a 75-year lease. The lease has the potential to bring in over $52 million in revenue to the County over its term.

This Strategic Priority includes $1.9 million in revenue, offset by $1.2 million in staffing expenses and $0.2 million revenue sharing with OC Waste & Recycling, resulting in an anticipated net $0.5 million available to the County General Fund during FY 2020-21 through FY 2029-30.

I. Green River Golf Course

Orange County owns approximately 412 acres of improved land in Chino Hills. CEO Real Estate launched a competitive Request for Proposal process in 2018 to solicit proposals from various developers. The existing operator, CourseCo, was selected as the primary respondent and negotiations are currently underway to enter into a long-term ground lease with CourseCo. Anticipated conclusion of negotiations is December 2019.

This Strategic Priority includes $2 million in revenue, offset by $2.2 million in staffing and consultant expenses resulting in an anticipated $0.2 million net cost to OC Flood during FY 2020-21 through FY 2029-30.

5. Personnel Impacts

These projects will be managed by existing staff and consultants hired for specific projects.

6. Cost Impact

The following $28.6 million costs are for staff and consultant time and materials and do not include offsetting revenues.

Fiscal Year	Costs (in millions)
2020-21	$ 8.6
2021-22	4.6
2022-23	3.6
2023-24	2.4
2024-25	1.6
2025-26	1.7
2026-27	1.7
2027-28	1.4

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Fiscal Year	Costs (in millions)
2028-29	1.5
2029-30	1.5
Total	**$ 28.6**

7. Funding Sources

The following $170.1 million gross revenue included in the Strategic Priority stems from various real estate initiatives. Some Facilities Master Plan projects propose requests for General Funds, but each project will be discussed separately with the CEO and the Board for possible alternate funding.

Fiscal Year	Gross Revenue (in millions)
2020-21	$ 3.8
2021-22	6.7
2022-23	27.8
2023-24	11.4
2024-25	12.8
2025-26	23.3
2026-27	21.8
2027-28	20.8
2028-29	20.6
2029-30	21.1
Total	**$ 170.1**

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

County Facilities Master Plan

8. Stakeholders

Residents and leadership of the City of Santa Ana, the City of Laguna Niguel, the City of Newport Beach and the Cities of Highland and Chino in San Bernardino County (Greenspot and Prado), citizens served by the Health Care Agency, other County Departments and citizens served by OC Public Works, and the County Executive Office

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding Were Available

This is a continuing Strategic Priority since 2006 based on prior Board directives and is updated annually to reflect input from Board members and CEO Executives.

This Strategic Priority is projected to provide $110.9 million to the County General Fund to address one-time capital investments and other obligations in the ten-year plan and may provide net revenue contributions or Net County Cost as follows:

Fiscal Year	Net Source/(Use) (in millions)
2020-21	($ 4.1)
2021-22	2.6
2022-23	9.7
2023-24	8.5
2024-25	10.7
2025-26	14.2
2026-27	15.6
2027-28	17.9
2028-29	17.7
2029-30	18.1
Total	**$ 110.9**

These amounts are the net General Fund NCC or contributions after considering $30.6 million for FY 2020-21 through FY 2029-30 revenue sharing with: OC Flood - $12.3 million, and State and other counties - $18.2 million for the Greenspot project.

County Facilities Master Plan

Various capital projects in the 2019 Strategic Financial Plan - Strategic Priorities require more than $110 million in infrastructure investments. It is critical that the County continue revenue initiatives identified in the Facilities Master Plan and generate revenue to address ongoing and one-time infrastructure needs for various County facilities.

Strategic Priorities submitted this year requiring more than $100 million in infrastructure investment from the County include the Sheriff-Coroner Alternate Emergency Operations Center and the Sheriff-Coroner Capital Improvement and Maintenance Repair plans.

In addition, there are many capital and deferred maintenance projects not included as strategic priorities. There is aging infrastructure related to the jails, and Probation and other County facilities, which may require substantial infrastructure investments. The County is currently developing the Computerized Maintenance and Management System (CMMS), which would assist in the identification of pending capital and deferred maintenance projects and infrastructure needs for all County facilities.

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County Facilities Master Plan					
	FY 20-21	**FY 21-22**	**FY 22-23**	**FY 23-24**	**FY 24-25**
I. Cost					
Other Charges	0	0	9,774,144	0	0
Other Financing Uses	0	0	4,746,348	404,272	549,431
Services & Supplies	8,627,309	4,566,243	3,615,929	2,422,431	1,618,231
Total Cost	**8,627,309**	**4,566,243**	**18,136,421**	**2,826,703**	**2,167,662**
II. Non-General Fund Revenue					
Charges For Services	656,892	518,508	0	0	0
Other Financing Sources	3,846,668	6,709,290	27,800,414	11,361,746	12,821,881
Total Revenue	**4,503,560**	**7,227,798**	**27,800,414**	**11,361,746**	**12,821,881**
III. Reserves					
Reserves	(4,123,749)	2,661,555	9,663,993	8,535,043	10,654,219
Total Reserves Inc/(Dec)	**(4,123,749)**	**2,661,555**	**9,663,993**	**8,535,043**	**10,654,219**
IV. Balance	**0**	**0**	**0**	**0**	**0**
V. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

County Facilities Master Plan					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
5,277,986	3,186,778	0	0	0	Other Charges
2,170,973	1,271,297	1,490,308	1,412,304	1,450,474	Other Financing Uses
1,658,295	1,699,353	1,428,473	1,463,769	1,499,940	Services & Supplies
9,107,254	**6,157,428**	**2,918,781**	**2,876,073**	**2,950,414**	**Total Cost**
					II. Non-General Fund Revenue
0	0	0	0	0	Charges For Services
23,269,285	21,785,274	20,843,344	20,569,512	21,062,190	Other Financing Sources
23,269,285	**21,785,274**	**20,843,344**	**20,569,512**	**21,062,190**	**Total Revenue**
					III. Reserves
14,162,031	15,627,846	17,924,563	17,693,439	18,111,776	Reserves
14,162,031	**15,627,846**	**17,924,563**	**17,693,439**	**18,111,776**	**Total Reserves**
0	**0**	**0**	**0**	**0**	**IV. Balance**
					V. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

COUNTY OF ORANGE CALIFORNIA

HCA 17th Street Campus Master Plan

1. **Program Area**
Capital Improvements

2. **Involved Agencies and Departments**
Health Care Agency (HCA)

3. **New or Continuing Strategic Priority**
This is a continuing Strategic Priority originally proposed in the 2018 Strategic Financial Plan in the Community Services program area.

4. **Description of Strategic Priority**
The 17th Street Clinic project site is located at 1725 West 17th Street, in the City of Santa Ana. The overall project site contains several low-rise buildings and surface parking areas. The building under review is 91,560 square feet and encompasses one permanent building and several modular structures on the overall project site. Parking lots are located to the north of the main building and to the south at the main entry from West 17th Street.

The 17th Street Clinic (Clinic) building is used to provide core public health services and programs necessary to protect the health and safety of Orange County residents and visitors. Services include mandated public health activities such as surveillance of communicable diseases, interventions to control outbreaks and spread of disease, and planning and preparedness activities to protect health and well-being in the event of a pandemic or other public health emergency. The Clinic also provides disease prevention and control clinical services, such as immunizations, tuberculosis treatment, HIV care, and sexually transmitted disease testing, treatment, and control activities. Additionally, the facility houses programming for pregnant women, infants, children, adolescents, senior adults and others to promote better health outcomes. Maintaining these core public health services at this location is highly desirable. Co-located on this property is the Public Health Laboratory (PHL), which plays a critical role in protecting public safety through communicable disease testing, including agents of bioterrorism. Co-location is important as the clinical and disease control programs rely upon the services of the PHL. Additionally, HCA prefers to remain at the current location based on: 1) clients and patients served; 2) ease of accessibility by public transportation; 3) central location in the County; and 4) disease rates and other public health outcomes in the County.

HCA 17th Street Campus Master Plan

The building has one main level above grade with no subterranean level, except for the northwest section of the building that has four partial levels (two of which are below grade). One hydraulic elevator serves the northwest corner of the building. The building was constructed in several phases and its interior was renovated numerous times. The original building most likely dates to the 1950s or earlier. There were two major structural expansions in 1958-59 and 1962. A partial floor was added post-1962. There have been a number of interior renovations and major equipment replacements over the years.

The condition of the systems reviewed, including structural, architectural, roofing, Heating Ventilation and Air Conditioning, plumbing, and electrical, varies from fair to poor and a number of systems have or will reach their expected useful life in the near future. The building systems are experiencing failures in various locations and the overall systems range from moderate to poor in terms of overall reliability and serviceability. The camera survey of the below grade waste and sewer lines indicate they are at the end of their useful life and may need replacement in the very near future. The effort to maintain, repair, and replace entire systems has increased and is generally cost prohibitive given that the entire systems must be replaced while the building maintains operational status. The overall structural system could require retrofitting to bring up to new building code and modern seismic standards. The exterior walls and interior finishes vary, but are considered to be in poor condition and the building is not watertight. Replacement of the existing structures would best ensure the continued health and safety of clients served and County staff working at this facility.

Construction of the new building may be at the existing parking area & demolished temporary structure areas, which would allow for continuity of existing operations. There are two temporary structures on the site that would be demolished in order to construct the new building. A portion of the parking lot would also be used for the new site. After construction is complete and the 17th Street Clinic is moved into the new location, the old building would be demolished and converted into a parking lot.

5. Personnel Impacts

No additional staffing would be required.

6. Cost Impact

The total cost to replace the existing clinic with an 84,000 square foot building is estimated at $31.5 million and assumes no relocation of the 17th Street Clinic during the new building construction. The FY 2019-20 Budget includes $2 million in appropriations using

HCA 17th Street Campus Master Plan

available monies set-aside by HCA in FY 2018-19 ($13.9 million) from cancellation of various 17th Street Clinic projects. The County Executive Office and Health Care Agency are working collaboratively to consider further available funding options for the remaining $29.5 million cost to complete the project.

7. **Funding Sources**

HCA and the County Executive Office will collaborate to identify funding for this project that could include Public-Private- Partnership (P3) funding; use of monies set aside from cancelled projects; other eligible funding sources; or some combination of funding sources.

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

8. **Stakeholders**

Health Care Agency
Orange County Health Improvement Partnership
Orange County HIV Planning Council
CalOptima
CHOC
California Department of Public Health

9. **Mandated or Discretionary Program/Project?**

This project is discretionary.

10. **Implementation Period if Funding Were Available**

Funding of $2 million was approved for design work in FY 2019-20. The County Executive Office, Health Care Agency, and OC Public Works will work with vendors to prepare 17th Street Clinic programing documents, construction drawings, plan checks, and a project design. The programing document will help the County explore the possibility of a P3 funding option for this facility. If a P3 funding option is not feasible and other funding becomes available, construction could begin in FY 2020-21 to construct the replacement facility. Construction is estimated to take approximately 18 months.

HCA 17th Street Campus Master Plan					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Structures & Improvements	29,500,000	0	0	0	0
Total Cost	**29,500,000**	**0**	**0**	**0**	**0**
II. Non-General Fund Revenue					
Other Financing Sources	29,500,000	0	0	0	0
Total Revenue	**29,500,000**	**0**	**0**	**0**	**0**
III. General Fund Requirement	**0**	**0**	**0**	**0**	**0**
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	**0**	**0**	**0**	**0**	**0**

HCA 17th Street Campus Master Plan					
FY 25-26	**FY 26-27**	**FY 27-28**	**FY 28-29**	**FY 29-30**	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	**0**	**0**	**0**	**0**	**Total Cost**
					II. Non-General Fund Revenue
0	0	0	0	0	Other Financing Sources
0	**0**	**0**	**0**	**0**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
0	0	0	0	0	No Positions
0	**0**	**0**	**0**	**0**	**Total Positions Funded Per Fiscal Year**

Physical Identity Access Management (PIAM)

1. **Program Area**
Insurance, Reserves & Miscellaneous

2. **Involved Agencies and Departments**
This Strategic Priority encompasses all County departments.

3. **New or Continuing Strategic Priority**
This is a new Strategic Priority.

4. **Description of Strategic Priority**
Currently, badge access managers use five separate request systems and manually manage 25,000 badge identities across six disparate access systems: OCIT building access, OC Sheriff's Department building access, OC Public Works (OCPW) Parking, OCPW Fleet Fuel, OCIT Secure Printing and OC Parks Parking system for employees. Physical Identity Access Management (PIAM) systems were developed to automate current manual practices that have resulted in former employees, contractors and visitors having active badges with unauthorized access to County assets as reported in the Auditor- Controller's 2018 Audit Findings, Audit No. 1748-A (Reference 1644-F1) - Information Technology Audit. PIAM is a policy-driven workflow system that automates badge access management by interfacing with Microsoft Identity Manager (MIM) and existing badge systems to provide a central portal for provisioning and de-provisioning, reporting and auditing badge access to County assets (legal evidence rooms, crime labs, Central Utility Facility, OC Data Center, technology systems, Registrar of Voters ballot areas, Elected Offices, facility entrances, office suites, money vaults, parking garages, and vehicle fuel pumps). Key benefits of PIAM include: reduced operating costs through automation of manual processes; increased control by centrally managing County-issued identities across disparate badge systems; reduced delays in on- and off-boarding identities and access to the badge system; and minimized risks associated with manual enforcement of policies related to access provisioning and de-provisioning.

5. **Personnel Impacts**
OCIT is experiencing a shortage of available resources to support the day-to-day badge operations. The current staff job classifications in the badge office are not at a level to manage a project of this size, therefore the program would require one Administrative Manager I to collaborate on project requirements with Departments and oversee

Physical Identity Access Management (PIAM)

operations post-implementation. Funding for the position is requested in the second year (FY 2021-22) when installation of the software and server would be deployed.

6. **Cost Impact**
One-time cost for software, server builds, professional services, and project management is $1.4 million
Ongoing annual maintenance (software and two Virtual Servers) is $208 thousand
Ongoing staffing costs are $150 thousand to $154 thousand per year

7. **Funding Sources**
OCIT requests $2.1 million in General Fund (NCC) during the first four years of implementation, 50% of the entire project. The remaining $2.2 million, 50% of the project cost, will be included in OC Information Technology's (OCIT) Budget and billed back to Departments through Badge Access pass-through rates.

Funding Sources			
Federal	**State**	**General Fund**	**Other**
0%	0%	50%	50%

8. **Stakeholders**
The County Executive Office provides project budget review and directs countywide Identity Management compliance policies for agencies to follow. The system owners include OCIT, OCPW, OCSD and OC Community Resources (OCCR). All agency Directors or designees (Administration and Building managers) are participant stakeholders. John Wayne Airport is implementing a similar Identity Management System and can offer expertise and guidance.

9. **Mandated or Discretionary Program/Project?**
The project is discretionary.

10. **Implementation Period if Funding Were Available**
OCIT anticipates issuing a Request for Proposal in FY 2020-21. If funding is identified, the project would then be presented to the Board of Supervisors for approval. If funding is identified in FY 2020-21, information gathering, functional design, workflow policies development, system baseline installation, user access testing and training could occur in FY 2021-22. Under this scenario, PIAM production deployment (Go Live) could take place in FY 2022-23.

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Physical Identity Access Management (PIAM)					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
I. Cost					
Equipment	0	980,000	420,000	0	0
Salaries & Benefits	0	145,866	148,198	150,300	153,734
Services & Supplies	50,000	18,000	18,000	208,000	208,000
Total Cost	**50,000**	**1,143,866**	**586,198**	**358,300**	**361,734**
II. Non-General Fund Revenue					
Charges For Services	0	0	0	0	361,734
Total Revenue	**0**	**0**	**0**	**0**	**361,734**
III. General Fund Requirement	**50,000**	**1,143,866**	**586,198**	**358,300**	**0**
IV. Staffing					
Administrative Manager I	0	1	1	1	1
Total Positions Funded Per Fiscal Year	**0**	**1**	**1**	**1**	**1**

Physical Identity Access Management (PIAM)

FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					I. Cost
0	0	0	0	0	Equipment
153,734	153,734	153,734	153,734	153,734	Salaries & Benefits
208,000	208,000	208,000	208,000	208,000	Services & Supplies
361,734	**361,734**	**361,734**	**361,734**	**361,734**	**Total Cost**
					II. Non-General Fund Revenue
361,734	361,734	361,734	361,734	361,734	Charges For Services
361,734	**361,734**	**361,734**	**361,734**	**361,734**	**Total Revenue**
0	**0**	**0**	**0**	**0**	**III. General Fund Requirement**
					IV. Staffing
1	1	1	1	1	Administrative Manager I
1	**1**	**1**	**1**	**1**	**Total Positions Funded Per Fiscal Year**

Our Community.
Our Commitment.

COUNTY OF ORANGE

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