

## STRATEGIC PRIORITIES

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

Strategic Priorities are characterized by the following basic criteria:

- Significant in Cost Impact - items exceeding \$1 million, particularly those that would require County General Purpose Revenue.
- Community Awareness – items that should be on everybody's radar screen, e.g. "at risk youth," urban runoff, health issues, etc.
- Outcomes – item should have measurable results so that the item can be evaluated from time to time on the basis of objective results.
- Personnel – item may impact current work activities and/or require new positions.
- Efficient – item achieves the desired results in a pragmatic and cost effective manner.
- Strategic – item may have a long range impact on County government and the community it serves.

The process of identifying Strategic Priorities involves the County's Department Heads, their staff, the County Executive Office and the Board of Supervisors. A total of 38 continuing and newly identified Strategic Priorities were presented at the SFP Department Head Meeting on November 2, 2006. Of the 38 Strategic Priorities submitted by departments, 33 requested Net County Cost (NCC) funding. During the meeting, Department Heads ranked/prioritized the 33 Strategic Priorities. The five remaining Strategic Priorities are funded without NCC and are recognized as issues to be brought to the Board's attention. Results of the ranking/prioritizing process conducted during the Department Head Meeting are reflected on the following pages. This process resulted in identification of the "Top 10" Strategic Priorities for presentation to the Board of Supervisors. While not all of the Strategic Priorities can be ranked into the Top 10, these priorities are brought forth as issues requiring the Board's focus and attention. Following the list of the Top 10 Strategic Priorities is a list of the remaining 28 Strategic Priorities in Program/Agency order.

As mentioned previously, the primary focus of the SFP is programs and resources funded from General Purpose revenues (Net County Cost); however, many of the Strategic Priorities can be funded from dedicated revenue sources (e.g., State and Federal grants). Based upon County Executive Office and department staff review to identify potential funding sources and strategies for implementation of the Top 10 Strategic Priorities, the following funding recommendations were approved by the Board:

Funding Recommendations for the Top 10 Strategic Priorities

1. Water Quality and Watershed Protection  
Recommend \$1.25 million NCC per year for five years for a total of \$6.25 million (continues the \$1 million allocated one-time in FY 06-07 and adds an additional \$250,000).
2. County Facilities Master Plan  
Recommend \$20 million in FY 07-08 and FY 08-09 for a total of \$40 million NCC to partially fund this Strategic Priority.
3. Information Technology Strategic Planning Tactical Goals  
Recommend \$2 million NCC per year beginning FY 08/09 through FY 11/12 for a total of \$8 million.
4. District Attorney High Tech Crime Unit Expansion  
Recommend deferral of funding until future Strategic Financial Plans. This Strategic Priority does not request NCC funding until FY 12-13, at which time \$4.8 million per year is requested. The District Attorney was allocated \$710,000 NCC per year in the 2005 Strategic Financial Plan for this Strategic Priority.
5. Tustin Family Campus  
Recommend \$6.5 million in FY 07-08 and \$7.8 million in FY 08-09 for a total of \$14.3 million NCC to fully fund the construction costs of this Strategic Priority request. The Social Services Agency has committed to funding the ongoing operating cost.
6. James A. Musick Facility Expansion  
Recommend \$2.4 million in FY 07-08 and \$13.6 million in FY 08-09 for a total of \$16 million NCC toward the cost of facility design. The balance of the request for these two fiscal years (\$16 million) will be funded by excess Public Safety Sales Tax monies rolled from Agency 060 to Fund 14B at year end. A \$60 million decrease to the General Fund Strategic Priority Reserve-Unallocated (current balance is \$102 million) is recommended for down payment on the debt financing of facility construction to help reduce the debt service payment amount. An additional \$10 million per year for the remaining three years of the plan is recommended for debt service payments on the construction of the facility. Total NCC allocation to this project over the five years is \$46 million. It is recommended that the Sheriff fund the ongoing operating cost.
7. Affordable Housing  
Recommend \$1.2 million NCC per year for five years for a total of \$6 million. An additional \$1 million is available in Fund 15B.
8. Healthy Eating and Physical Activity Program  
Recommend \$500,000 per year for five years for a total of \$2.5 million NCC, contingent upon a match of outside funds.

9. Forensic Science DNA Program (Sheriff)  
Recommend funding department's original request of \$6.3 million NCC over the five year plan period (FY 07-08 - \$1.5M; \$1.2M each of the following four years).
10. Adult Re-Entry Program  
Recommend no NCC funding; recommend department seek grant funding.

Funding Recommendations for Other Strategic Priorities

Recommend a \$20 million increase to reserves for funding of the Court 3-2-1-Basement project.

The recommendations above total \$149 million.

<b>2006 Strategic Priorities</b>			
<b><u>Department</u></b>			<b><u>Top 10 Strategic Priorities</u></b>
Watershed (034)	C	1	Water Quality and Watershed Protection
Capital Projects (036)	N	2	County Facilities Master Plan
Data Systems Dev (038)	N	3	Information Technology Strategic Planning Tactical Goals
District Attorney (026)	C	4	District Attorney High Tech Crime Unit Expansion
Social Services Agency (063)	C	5	Tustin Family Campus
Sheriff-Coroner (060)	C	6	James A. Musick Facility Expansion
Housing & Comm Svcs (15G)	C	7	Affordable Housing
Health Care Agency (042)	C	8	Healthy Eating and Physical Activity Program
Sheriff-Coroner (060)	N	9	Forensic Science DNA Program
Probation (057)	N	10	Adult Re-Entry Program
<b><u>Department</u></b>			<b><u>Other Strategic Priorities</u></b>
<b><i>Program I – Public Protection</i></b>			
District Attorney (026)	N	11	Task Force Review Aimed at Catching Killers, Rapists and Sex Offenders (TracKRS) Unit Expansion (No NCC Requested)
Emergency Management (032)	C	12	Loma Ridge Facility Expansion
Probation (057)	C	13	Juvenile Hall - New Facility
Probation (057)	N	14	New South County Field Services Office
Sheriff-Coroner (060)	C	15	Patrol Video Surveillance Replacement
Sheriff-Coroner (060)	C	16	Sheriff Facility Maintenance/Repair Plan
Sheriff-Coroner (060)	C	17	Theo Lacy Support Facilities
Sheriff-Coroner (060)	C	18	Jail Closed Circuit TV Video Systems
Sheriff-Coroner (060)	N	19	Computer-Aided Dispatch/Records Mgmt System & Mobile Systems Upgrade
Sheriff-Coroner (060)	C	20	New Substation & Increase Staff for South Operations
Sheriff-Coroner (060)	N	21	In Custody Rehabilitation Program
<b><i>Program II – Community Services</i></b>			
Community Services (012)	N	22	211 Operations
Community Services (012)	N	23	Community Multipurpose Service Center
Health Care Agency (042)	C	24	Enhanced Disease Surveillance
Health Care Agency (042)	C	25	Non-Contract Custody Patients
Social Services Agency (063)	C	26	Child Welfare Services
Social Services Agency (063)	N	27	North County Integrated Regional Services Center
Social Services Agency (063)	N	28	Adult Protective Services Caseload
Housing & Comm Svcs (15G)	N	29	Community Centers Funding
<b><i>Program III – Infrastructure &amp; Environmental Resources</i></b>			
Dana Point Harbor (108)	C	30	Dana Point Harbor Revitalization (No NCC Requested)

<u>Department</u>			<u>Other Strategic Priorities (continued)</u>
<i>Program IV – General Government Services</i>			
Assessor (002)	C	31	Assessor South County Public Service Center
Clerk-Recorder (059)	N	32	New North Orange County Branch Clerk-Recorder Office (No NCC Requested)
<i>Program V – Capital Improvements</i>			
Capital Projects (036)	N	33	Probation Facilities Master Plan
Capital Projects (036)	C	34	Central Justice Center Floor 3-2-1-Basement Rehabilitation
800 MHz CCCS (15L)	C	35	800 MHz Countywide Coordinated Communications System (CCCS) Upgrade
800 MHz CCCS (15L)	C	36	800 MHz Radio Replacement
<i>Program VII – Insurance, Reserves and Miscellaneous</i>			
Information Technology (289)	C	37	Replacement of IBM Mainframe (No NCC Requested)
Information Technology (289)	C	38	Replacement of OCTNET (Voice System) Switch (No NCC Requested)

**C = Continuing Strategic Priority**

**N = New Strategic Priority**