

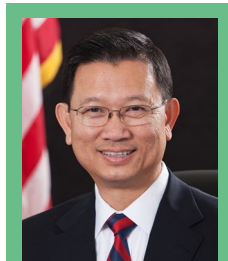
BOARD OF SUPERVISORS



Doug Chaffee
Chairman
Supervisor
Fourth District



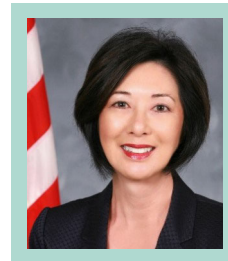
Donald Wagner
Vice Chairman
Supervisor
Third District



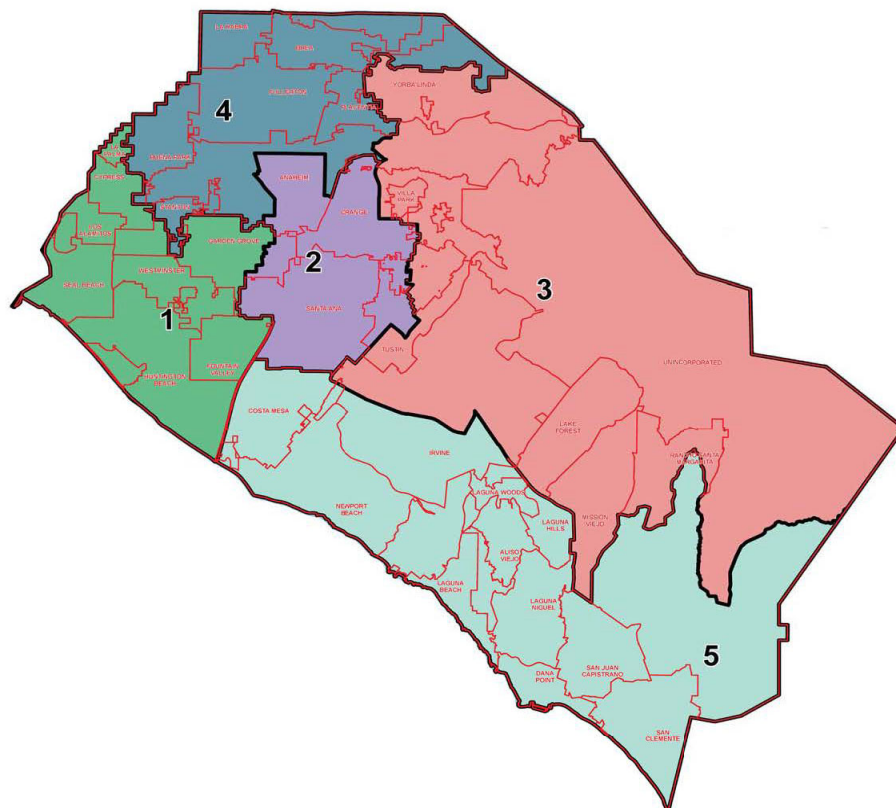
Andrew Do
Supervisor
First District



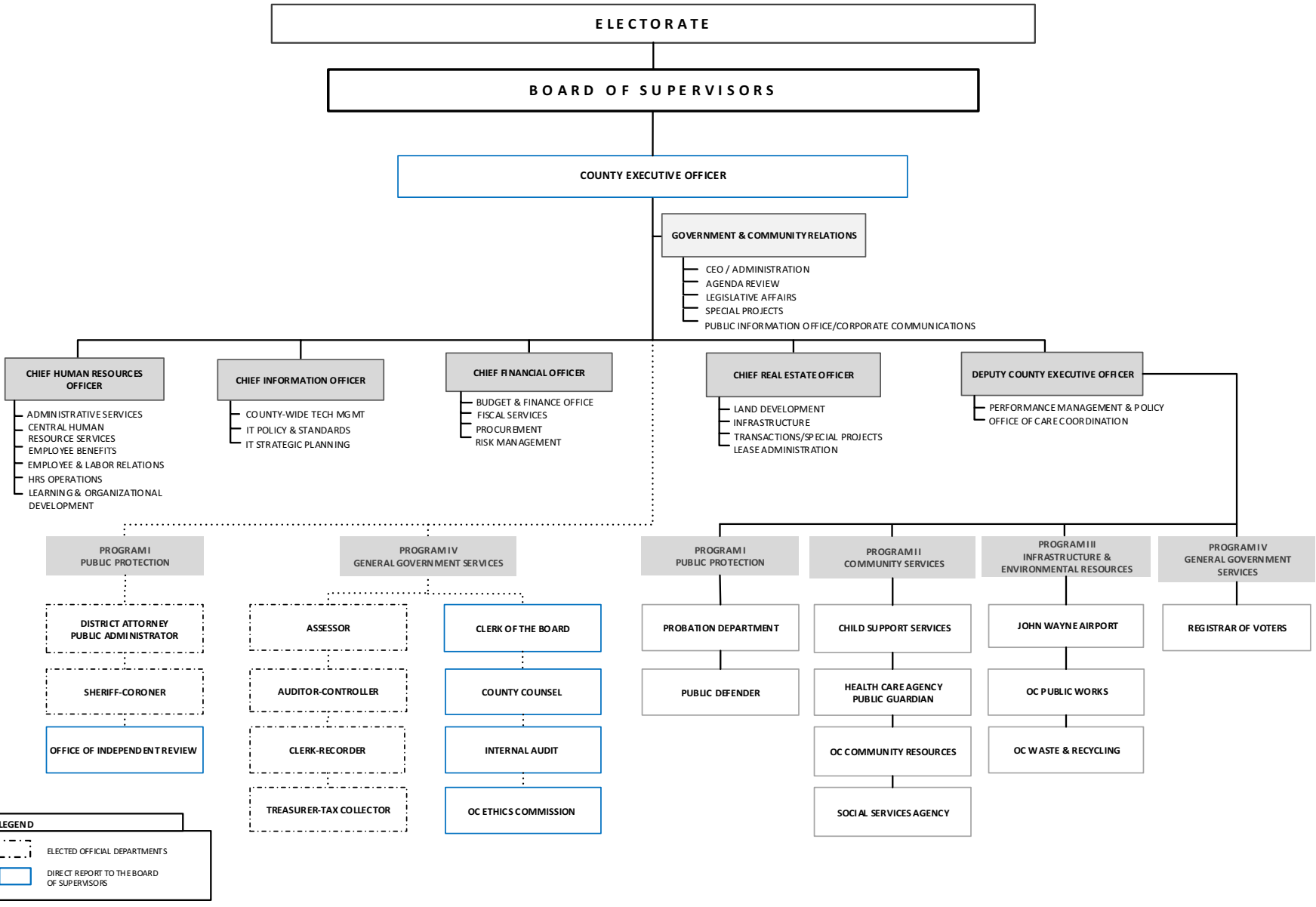
Katrina Foley
Supervisor
Second District



Lisa Bartlett
Supervisor
Fifth District



ORGANIZATIONAL CHART



LEGEND

- ELECTED OFFICIAL DEPARTMENTS
- DIRECT REPORT TO THE BOARD OF SUPERVISORS





County of Orange

County Executive Office

May 25, 2022

To: Chairman Doug Chaffee, Supervisor, Fourth District
Members, Board of Supervisors

From: Frank Kim, County Executive Officer

Subject: Fiscal Year 2022-23 Recommended Budget



On behalf of the County of Orange Executive Office, I am pleased to present the Fiscal Year (FY) 2022-23 Recommended Budget, a balanced budget that reflects a responsible allocation of resources and an ongoing commitment to long-term fiscal strength.

For more than two years now, significant County time and resources have been dedicated to the COVID-19 response after the World Health Organization declared it a pandemic in March 2020. The County used federal CARES (Coronavirus Aid, Relief, and Economic Security) Act funding in its public health response and to support small businesses, restaurants, hospitals, cities, community clinics, skilled nursing facilities, childcare facilities and food banks. The County is now leveraging American Rescue Plan Act (ARPA) funding for programs and projects that serve the community and facilitate the County's recovery to pre-pandemic conditions. As the COVID-19 pandemic subsides, the County remains committed to moving forward on many initiatives benefiting the community it serves.

American Rescue Plan Act of 2021

The County received the first tranche of \$308.4 million in ARPA funding in FY 2020-21 and anticipates the second tranche of the same amount before the end of the current fiscal year. ARPA funding was used to continue the County's response to the pandemic and strategically planned to place the County in a better position with regard to future public health emergencies. The following highlights several of these projects.

- **Meal Gap Program**

A meal gap program was developed to support seniors, persons with disabilities and other individuals experiencing food insecurity resulting from the pandemic to protect the health and well-being of these vulnerable populations.

- **Economic Support to Arts-Related Small Business and Non-profits**

A grant program was created to support arts-related small business and non-profits in their recovery plans, mitigate the financial hardship due to the pandemic and stimulate economic growth across the County.

- **Emergency Medical Services Operating Facility**

The County is establishing a new Orange County Emergency Medical Services Operating Facility on County-owned land in the city of Irvine that will co-locate emergency medical services with disaster management services and the public health laboratory. This model will support continued response efforts, and, most importantly, pandemic preparedness to effectively manage future public health emergencies.



- **Be Well South Campus**

Currently in the planning phase, this new facility is a second behavioral health campus on County-owned land in the city of Irvine and will provide a myriad of mental health services for the County's adults, children and families. The campus will also serve as an integrated support center by providing linkages with related community and social support services.

- **Housing**

In addition to the larger and ongoing housing efforts detailed in the following section, the County is assisting with housing stability by providing landlord incentives for 500 units and match commitments for developing 200 units.

- **Juvenile Corrections Campus**

To improve existing space and relocate the Youth Guidance Center, the County will construct a new Youth Transition Center on the Juvenile Corrections Campus for programming, education services, health and mental health services and housing for juvenile offenders and transitional aged youth.

Continuing Projects

The following list describes several ongoing essential initiatives and projects included in the FY 2022-23 Budget, including projects for the County's Systems of Care and infrastructure.

- **OC CARES**

OC CARES links five systems of care in the County of Orange (Behavioral Health, Healthcare, Community Corrections, Housing and Benefits and Support Services) to provide full care coordination and services for individuals to address immediate and underlying issues and work towards self-sufficiency.

- **Behavioral Health**

In January 2021, the County opened the doors to the first Be Well behavioral health campus at Anita Drive in Orange. As mentioned above, a second South County campus is in the planning stages. In addition, the Probation and Sheriff-Coroner Departments have initiatives to provide enhanced mental health and substance use services to juveniles and transitional age youth moving through the community corrections system.

- **Healthcare**

Multi-disciplinary teams consisting of stakeholder departments will manage the care coordination of high-utilizers of the County's assistance and homeless services as well as the community corrections system of care. Building on this model are initiatives that include expanding the coordination of services to perform outreach to high-utilizers, ensuring clients follow discharge plans, providing referrals to encourage self-sufficiency and offering overall support to the individual. An additional project seeks to utilize the County's System of Care Data Integration System to streamline various assessments completed in the determination of clients' needs.

- **Community Corrections**

The County continues to assess plans addressing inmate programming services and a comprehensive reentry system for individuals released from County jails or state prison. New proposals include expanding the Sheriff-Coroner's Mental Health Response Team by working with the Health Care Agency to add more mental health clinicians to assist with calls for service with a mental health nexus, and providing new service programs for individuals pending arraignment that would benefit from mental health or substance use treatments.

- **Housing**

In June 2018, the Board of Supervisors accepted the Housing Funding Strategy with the goal of developing 2,700 units of permanent supportive housing in all areas of the County. To date, 680 affordable and supportive units are built, 816 units are under construction or closing on their construction loan and 772 units are in progress of funding. A total of 2,144 units are in the current pipeline, not including the 124 units already built when the Strategy was filed. Under consideration during update of the housing strategy, are addressing the housing needs for individuals reentering the community upon release from custody; combining affordable housing assistance

with voluntary support services to address the needs of chronically homeless individuals; and establishing transitional and permanent supportive housing as well as placement services for youths experiencing challenges on the path to a successful adulthood.

- **Benefits and Support Services**

The County continues working to remove barriers and enabling access to assistance programs such as Cal Fresh or Medi-Cal for individuals upon release from custody. Enhancements are planned for the Data Sharing Platform for Care Coordination to include data relevant to OC CARES to ensure the most efficient, effective and appropriate care and case management from all involved in an individual's care plan.

- **Master Plan for Aging**

The Governor's January 2021 Master Plan for Aging includes five distinct goals for counties to achieve as California prepares for a projected increase in the number of California residents age 60 years and older. An intradepartmental team consisting of OC Community Resources, Social Services Agency, Health Care Agency, and the County Executive Office are engaging in a joint effort to improve the quality of service delivery to this population.

- **Capital and Infrastructure Improvements**

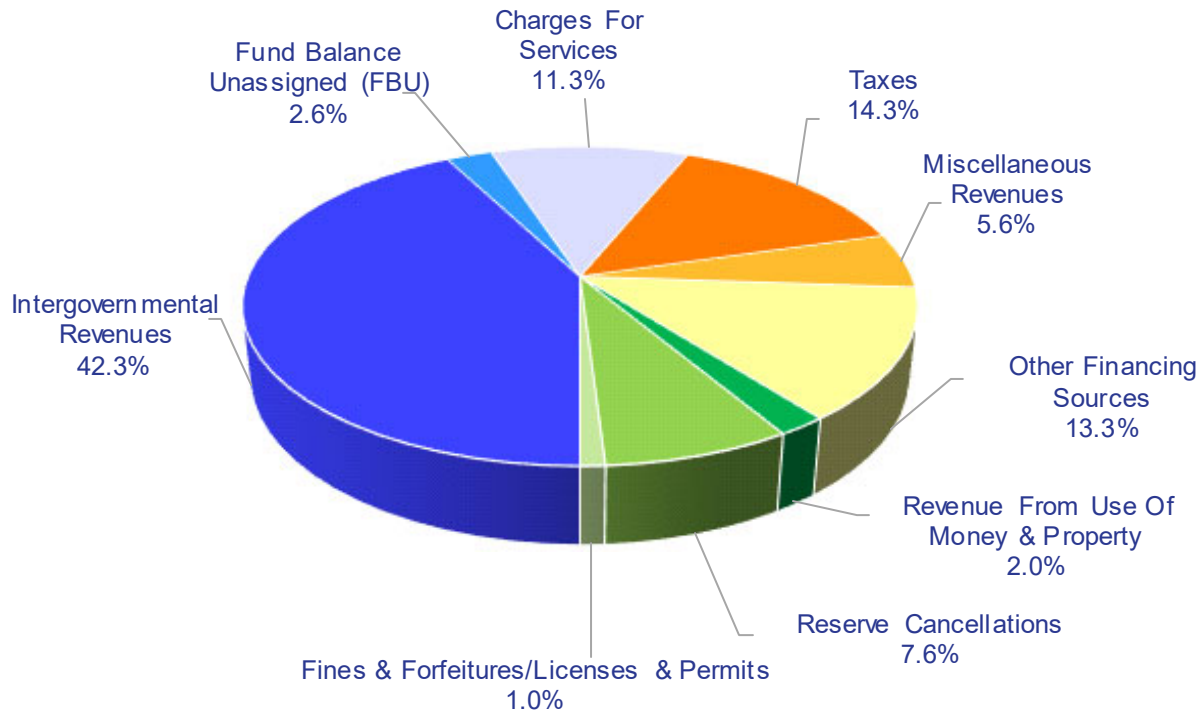
Construction of the County Administration North building is scheduled to be completed in summer 2022. This project is a major step in addressing the Civic Center Facilities Strategic Plan, an initiative with goals to better manage long-term occupancy and maintenance costs; improve service delivery to the community, space usage and departmental adjacencies; and address the aging portfolio of County facilities. The County is also actively exploring options for development projects that will use County assets to generate ongoing revenue streams.

The combined efforts of the Board of Supervisors and County employees toward conscientious and sensible fiscal management will enable the County to overcome new challenges as they arise, while continuing to fulfill the County's mission to make Orange County “a safe, healthy, and fulfilling place to live, work, and play”

FY 2022-23 RECOMMENDED BUDGET AT A GLANCE

Total County Revenues by Source

FY 2022-23 Total = \$8.8 Billion



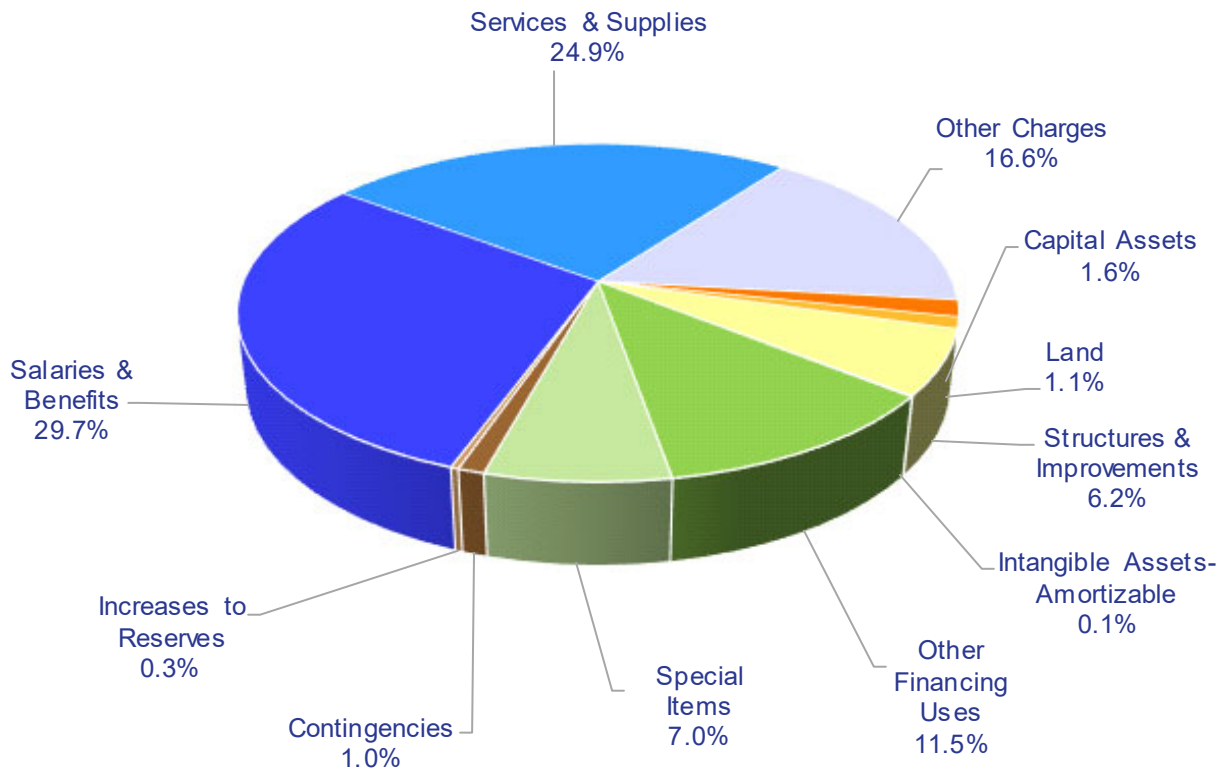
County Revenue Source (in Million Dollars)

Source	FY 2020-21	FY 2021-22	FY 2022-23	Change from FY 2021-22 Budget	
	Actual	Modified Budget	Recommended Budget	Amount	Percent
Intergovernmental Revenues	\$ 3,241.0	\$ 3,226.5	\$ 3,714.5	\$ 488.0	15.1%
Fund Balance Unassigned (FBU)	0	209.8	232.1	22.3	10.6%
Charges For Services	898.8	922.3	992.6	70.3	7.6%
Taxes	1,185.0	1,200.5	1,258.5	58.0	4.8%
Miscellaneous Revenues	446.7	507.9	495.0	(12.9)	(2.5%)
Other Financing Sources	949.5	1,056.0	1,171.3	115.3	10.9%
Revenue From Use Of Money & Property	190.4	166.3	172.7	6.4	3.8%
Reserve Cancellations	208.9	864.5	671.9	(192.6)	(22.3%)
Fines & Forfeitures/License & Permits	85.0	74	84.7	10.7	14.5%
Total	\$ 7,205.3	\$ 8,227.8	\$ 8,793.3	\$ 565.5	6.9%



Total County Appropriations by Use

FY 2022-23 Total = \$8.8 Billion



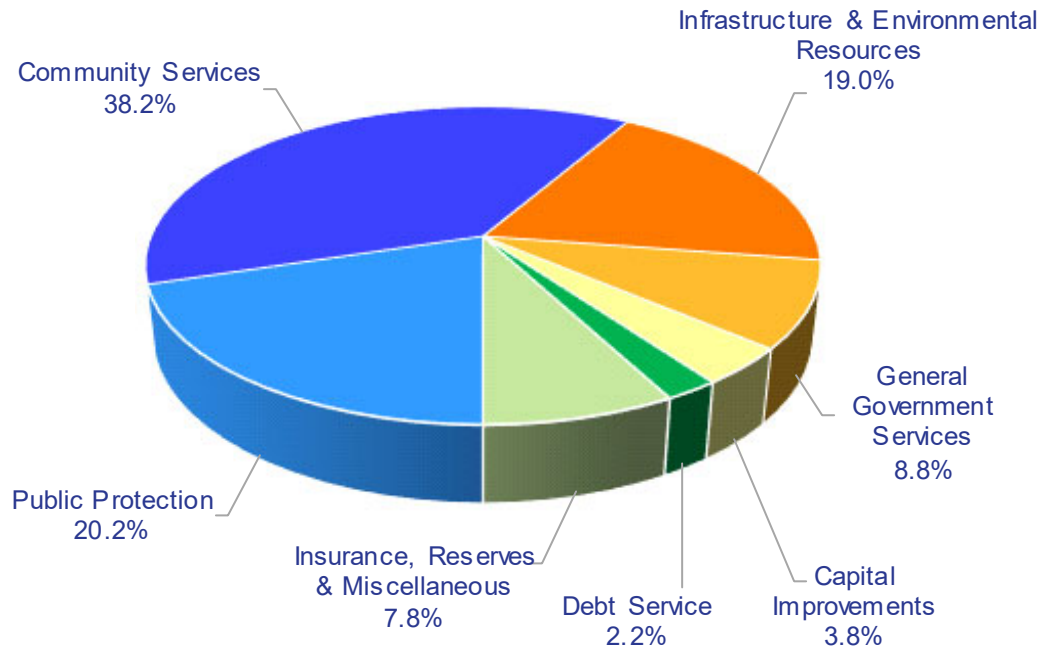
County Appropriations (in Million Dollars)

Use	FY 2020-21	FY 2021-22	FY 2022-23	Change from FY 2021-22 Budget	
	Actual	Modified Budget	Recommended Budget	Amount	Percent
Salaries & Benefits	\$ 2,378.2	\$ 2,586.3	\$ 2,671.1	\$ 84.8	3.3%
Services & Supplies	2,081.3	2,034.0	2,244.1	210.1	10.3%
Other Charges	1,167.6	1,343.8	1,491.6	147.8	11.0%
Capital Assets	94.7	144.0	143.7	(0.3)	(0.2%)
Land	34.4	97.8	94.7	(3.1)	(3.2%)
Structures & Improvements	198.6	673.9	562.7	(111.2)	(16.5%)
Intangible Assets-Amortizable	6.1	14.0	6.2	(7.8)	(55.7%)
Other Financing Uses	895.7	971.3	1,040.7	69.4	7.1%
Special Items	0	487.5	633.8	146.3	30.0%
Contingencies	0	31.7	92.9	61.2	193.1%
Increases to Reserves	525.7	42.0	29.5	(12.5)	(29.8%)
Intrafund Transfers*	(170.2)	(199.1)	(217.7)	(18.6)	(9.3%)
Totals	\$ 7,212.1	\$ 8,227.2	\$ 8,793.3	\$ 566.1	6.9%

NOTE: Intrafund transfers represent expenses recovered from one fund budget to another fund budget within the County General Fund and are not included in the pie chart for total County Appropriations by Use.

Total County Appropriations by Program

FY 2022-23 Total = \$8.8 Billion



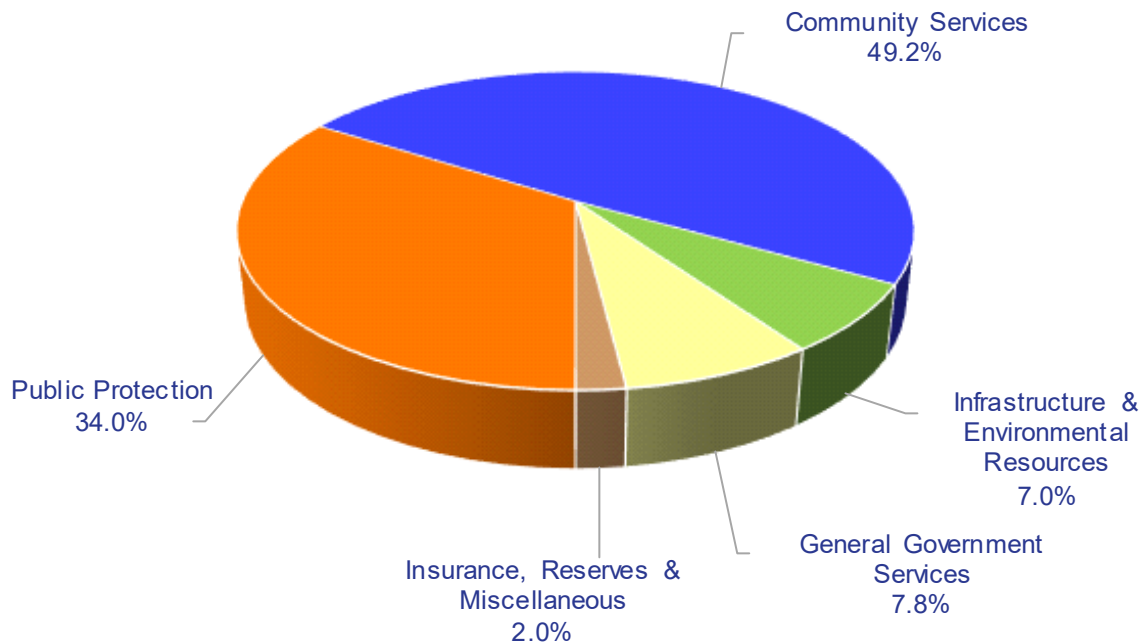
County Program Appropriations (in Million Dollars)

Program	Program Name	FY 2020-21	FY 2021-22	FY 2022-23	Change from FY 2021-22 Budget	
		Actual	Modified Budget	Recommended Budget	Amount	Percent
I	Public Protection	\$ 1,604.7	\$ 1,870.4	\$ 1,765.2	\$ (105.2)	(5.6%)
II	Community Services	3,207.5	3,269.9	3,363.2	93.3	2.9%
III	Infrastructure & Environmental Resources	1,021.2	1,512.1	1,673.0	160.9	10.6%
IV	General Government Services	231.3	441.5	770.8	329.3	74.6%
V	Capital Improvements	259.0	321.4	334.5	13.1	4.1%
VI	Debt Service	171.3	193.5	196.5	3.0	1.6%
VII	Insurance, Reserves & Miscellaneous	717.1	618.4	690.1	71.7	11.6%
Totals		\$ 7,212.1	\$ 8,227.2	\$ 8,793.3	\$ 566.1	6.9%



Authorized Positions by Program

FY 2022-23 Total = 18,178



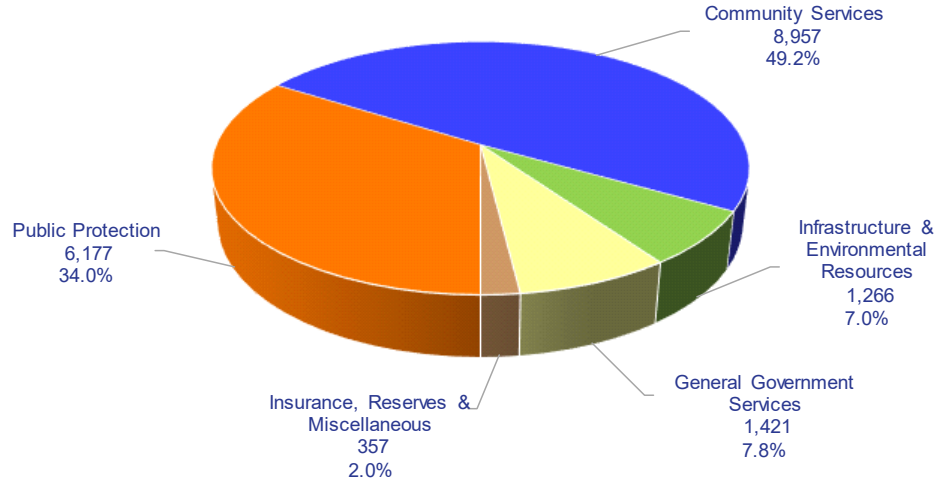
Authorized Program Positions

Program	Program Name ^a	FY 2020-21	FY 2021-22	FY 2022-23	Change from FY 2021-22 Budget	
		Actual	Modified Budget	Recommended Budget	Amount	Percent
I	Public Protection	6,357	6,394	6,177	(217)	(3.4%)
II	Community Services	8,584	8,969	8,957	(12)	(0.1%)
III	Infrastructure & Environmental Resources	1,242	1,265	1,266	1	0.1%
IV	General Government Services	1,345	1,428	1,421	(7)	(0.5%)
VII	Insurance, Reserves & Miscellaneous	359	362	357	(5)	(1.4%)
Totals		17,887	18,418	18,178	(240)	(1.3%)

NOTE: Programs V and VI do not have any authorized positions.

Authorized Positions by Program and Budget Control

FY 2022-23 Total = 18,178



Program I Public Protection	
County Automated Fingerprint Identification	14
District Attorney - Public Administrator	844
Inmate Welfare Fund	28
Jail Commissary	36
Office of Independent Review	4
Probation	1,074
Public Administrator	17
Public Defender	387
Sheriff-Coroner	3,773
Total	6,177

Program II Community Services	
Child Support Services	392
HCA Public Guardian	36
Health Care Agency	2,908
OC Animal Care	128
OC Community Resources	134
OC Housing	13
OC Parks CSA26	349
OC Public Libraries	399
Orange County Housing Authority (OCHA)	120
Social Services Agency	4,478
Total	8,957

Program III Infrastructure & Environmental	
Airport - Operating	119
Building & Safety General Fund	48
OC Flood	258
OC Public Works	333
OC Road	161
OC Waste & Recycling Enterprise	284
OC Watersheds	42
Parking Facilities	3
Utilities	18
Total	1,266

Program IV General Government Services	
Assessor	263
Auditor-Controller	415
Board of Supervisors - 1st District	10
Board of Supervisors - 2nd District	10
Board of Supervisors - 3rd District	10
Board of Supervisors - 4th District	10
Board of Supervisors - 5th District	10
CEO Real Estate	31
Clerk of the Board	26
Clerk-Recorder	110
County Counsel	97
County Executive Office	107
Human Resource Services	186
Internal Audit	12
OC Campaign Finance and Ethics Commission	2
Registrar of Voters	49
Treasurer-Tax Collector	73
Total	1,421

Program VII Insurance, Reserves & Miscellaneous	
Employee Benefits	20
OC Fleet Services	76
OCIT Countywide Services	74
OCIT Shared Services	133
Property & Casualty Risk ISF	13
Reprographics ISF	18
Workers' Compensation ISF	23
Total	357

NOTE: Programs V and VI do not have any authorized positions.

ORANGE COUNTY PROFILE

Orange County Profile

Founded	August 1, 1889
Size	799 square miles
Coastline	42 miles
Highest Elevation	5,689 feet (Santiago Peak)
Incorporated Cities	34

Real Gross Domestic Product	
2020	220,845,026
2019	231,036,264
2018	226,110,295
2017	220,075,102
2016	211,288,031

Source: U.S. Bureau of Economic Analysis

Orange County’s Gross Domestic Product ranks third in the State, behind Los Angeles (first) and Santa Clara (second) counties.

Population	
2021	3,161,681
2020	3,184,513
2019	3,191,365
2018	3,193,464
2017	3,188,158

Source: State of California, Department of Finance, E-2. California County Population Estimates and Components of Change by Year — July 1, 2010–2021, December 2021

Orange County is the third most populous county in California and the sixth most populous in the United States.

	Homeless Population		
	Sheltered	Unsheltered	Total
2022	2,661	3,057	5,718
2019	2,899	3,961	6,860
2017	2,208	2,584	4,792

Source: Point-in-Time Count

The U.S. Department of Housing and Urban Development (HUD) requires that all Continuum of Care jurisdictions conduct a biennial unsheltered count and an annual sheltered count of all individuals experiencing homelessness on a single point in time during the last ten days of January.

Form of Government

The County functions under a Charter adopted in 2002, including subsequent amendments. A five-member Board of Supervisors governs the County. Each elected member serves a four-year term, with a maximum of two terms, and the Board annually elects a Chair and Vice Chair. The supervisors represent districts that are each approximately equal in population.

County Mission and Vision Statements

The County is committed to providing Orange County residents with the highest quality programs and services. Supporting the County’s mission is a set of vision statements for business and cultural values:

Mission	
<i>Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services.</i>	
Vision Statement for Business Values	Vision Statement for Cultural Values
We strive to be a high quality model governmental agency that delivers services to the community in ways that demonstrate: <ul style="list-style-type: none"> Excellence Provide responsive and timely services Leadership Leverage available resources as we partner with regional businesses and other governmental agencies Stewardship Seek cost-effective and efficient methods Innovation Use leading-edge, innovative technology 	We commit to creating a positive, service-oriented culture which: <ul style="list-style-type: none"> Attracts and retains the best and the brightest Fosters a spirit of collaboration and partnership internally and externally Supports creativity, innovation, and responsiveness Demonstrates a “can-do” attitude in accomplishing timely results Creates a fun, fulfilling and rewarding working environment Models the following core values in everything we do: Respect - Integrity - Caring - Trust - Excellence



ECONOMIC ENVIRONMENT

Economic Indicators

Key factors that influence the local Orange County economy include the unemployment rate, job growth, inflation, incomes, housing market, and taxable sales. The County consistently monitors how well the local economy performs relative to (a) surrounding counties, the State, and the Nation and (b) its own historical trends. While the economy has generally recovered from the COVID-19 pandemic, the

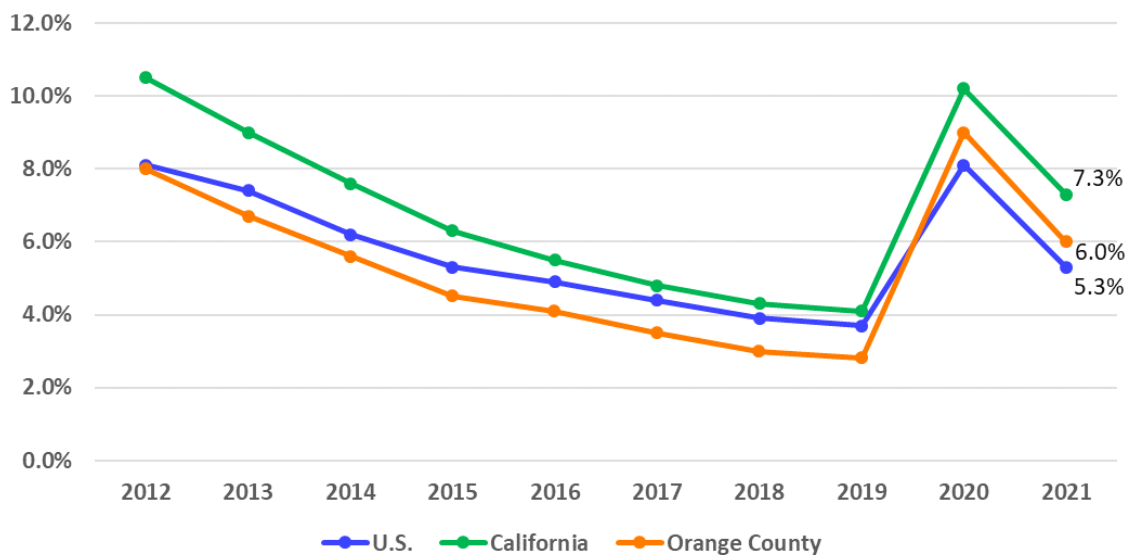
March 2022 UCLA Anderson Forecast indicates that the Russia-Ukraine War may hamper economic growth and exacerbate inflationary trends. In terms of historical trends, current and projected activity suggests that economic growth at the local level will generally follow national and state trends. This section provides trend data for various indicators that summarize the current and projected economic outlook for Orange County.

ORANGE COUNTY HISTORICAL EMPLOYMENT STATISTICS

Year	Total Labor Force	Number of Employed	Percent Unemployment
2021	1,553,897	1,461,154	6.0%
2020	1,561,462	1,420,678	9.0%
2019	1,615,978	1,570,049	2.8%
2018	1,615,863	1,567,723	3.0%
2017	1,605,787	1,549,003	3.5%

Source: State of California Employment Development Department; Annual average for the calendar year.

**HISTORICAL UNEMPLOYMENT RATES
U.S., CALIFORNIA AND ORANGE COUNTY**



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics, State of California Employment Development Department; Annual average for the calendar year.

COMPARATIVE UNEMPLOYMENT RATES

County	Percent Unemployment (as of March)
Los Angeles	4.9%
San Bernardino	4.3%
Riverside	4.3%
San Diego	3.4%
Ventura	3.5%
Orange	3.1%

Source: State of California Employment Development Department; March 2022

ORANGE COUNTY EMPLOYMENT STATISTICS

Labor Force Sector	Number of Jobs Change Year-Over-Year (as of March)	Percent Change Year-Over-Year (as of March)
Non-Farm Employment	91,700	6.0%
Leisure & Hospitality	61,800	41.1%
Educational & Health Services	8,600	3.7%
Government	6,400	4.1%
Other Services	6,200	13.8%

Source: State of California Employment Development Department, Labor Market Information Division, April 15, 2022

ORANGE COUNTY HISTORICAL JOB GROWTH

Year	Percent Payroll Employment
2022 Forecast	3.7%
2021	3.1%
2020	(8.5%)
2019	1.3%
2018	2.0%
2017	2.1%

Source: UCLA Anderson Forecast, Orange County 2022

Prior to the pandemic, Orange County's unemployment rate remained below that of the Nation and the State. In 2021, the County's unemployment rate was below state but above national levels. In March 2022, Orange County had the lowest unemployment rate among all surrounding Southern California counties, the State (4.2%), and the Nation (3.8%). Year-over-year employment trends are positive across all labor force sectors except for the financial activities sector. The April 2022 UCLA Anderson Forecast for Orange County projects that the 2.7% increase in the labor force will trail after job growth of 3.7%, suggesting that many Orange County workers will be residents of Los Angeles, Riverside, or San Diego Counties. Furthermore, the County's level of unemployment rate indicates a fully employed labor market, and a complete recovery of the workforce that was diminished by the pandemic is anticipated by mid-2023.

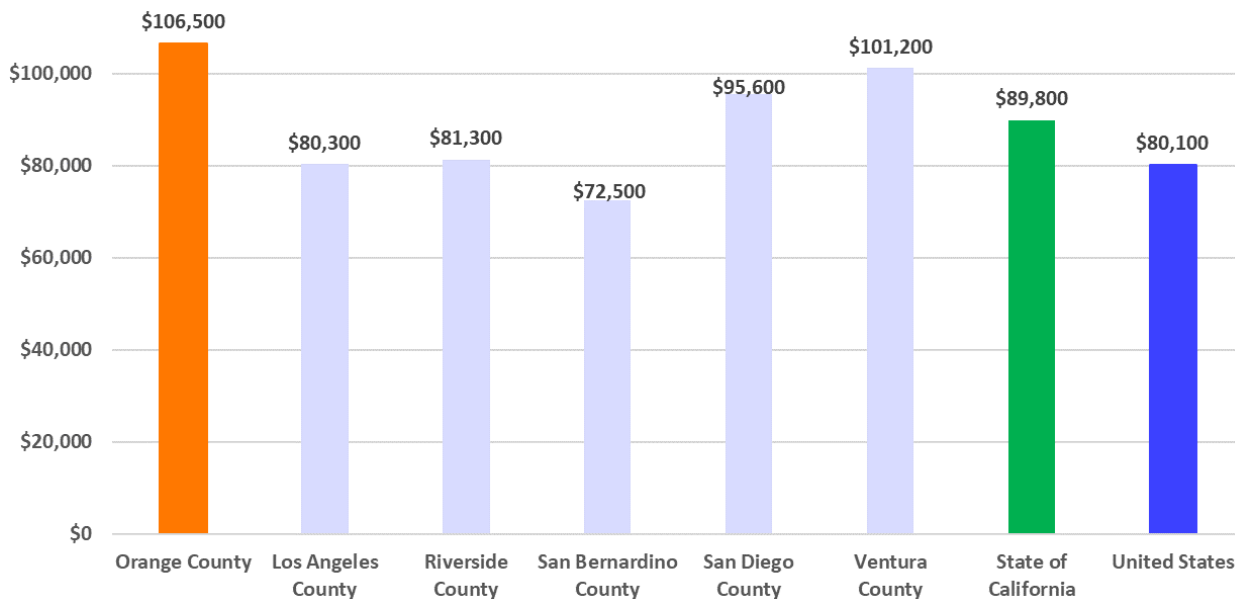
CONSUMER PRICE INDEX

Year	Orange County	California	United States
2022 Forecast	3.1%	3.0%	2.3%
2021 Forecast	4.7%	4.9%	5.2%
2020	2.0%	2.3%	2.3%
2019	2.5%	2.3%	1.6%
2018	3.4%	3.4%	2.1%
2017	3.5%	3.3%	2.3%

Source: Bureau of Labor Statistics, California Department of Finance

Inflation, as measured by the Consumer Price Index (CPI), is forecasted at 4.7% in FY 2021-22 for Orange County, which is lower than both the state and national levels of 4.9% and 5.2%, respectively. Orange County's CPI is expected to decrease to 3.1% in FY 2022-23, which is higher than both the state and national levels of 3% and 2.3%, respectively.

MEDIAN FAMILY INCOME



Source: U.S. Census Bureau, 2020 American Community Survey 5-Year Estimates

The U.S. Census 2020 American Community Survey estimated Orange County's median family income at \$106,500, the highest of surrounding Southern California counties and substantially higher than those of the State and Nation.

The April 2022 UCLA Anderson Forecast for Orange County indicates that the monthly mortgage payment for a median-priced home amounted to \$3,648 by December 2021, which is more than 40% of an average family's income. In fourth quarter of 2021, only 17% of households could afford a median-priced home in Orange County. Chapman University (December 2021) projects a 2.6% decrease in housing affordability from an index of 71.5 in 2021 to 69.6 in 2022.

HOUSING COMPARISON

County	Median Home Price			Sales	
	March 2021	March 2022	Percent Change	Year-Over-Year	Percent Change
Orange	\$1,025,000	\$1,305,000	27.3%		(19.4%)
Los Angeles	\$689,440	\$781,050	13.3%		(5.8%)
Riverside	\$535,000	\$620,000	15.9%		(9.5%)
San Bernardino	\$412,000	\$475,000	15.3%		(5.7%)
San Diego	\$800,000	\$950,000	18.8%		(2.2%)
Ventura	\$770,750	\$914,000	18.6%		(6.2%)

Source: California Association of Realtors

Orange County had the highest median home price and the greatest year-over-year decrease in home sales in the Southern California region in March 2022. Chapman University projects housing depreciation of approximately 4% by year-end due to forecasted increases in mortgage rates.

ORANGE COUNTY ANNUAL TAXABLE SALES

Calendar Year	Taxable Sales (Billions)	Percent Change
2022 Forecast	\$87.1	11.6%
2021	\$78.1	22.3%
2020	\$63.8	(8.4%)
2019	\$69.7	3.3%
2018	\$67.5	3.6%
2017	\$65.1	3.3%

Sources: California Department of Tax and Fee Administration for 2017-2021; Chapman University Economic & Business Review, December 2021 for 2022 Taxable Sales Forecast

Chapman University forecasts taxable sales of \$87.1 billion in 2022, an increase of 11.6% from 2021, for Orange County, which is slightly higher than the estimated 11.3% growth for the State in 2022.

State Legislation and Budget

On May 13, 2022, the Governor released the FY 2022-23 May Revision budget, a spending plan totaling \$300.7 billion, of which \$227.4 billion is General Fund. The budget focuses on fighting COVID-19 with science, combating climate change, confronting homelessness, addressing the cost of living, and keeping streets safe. The budget includes a \$97.5 billion surplus, of which proposed is \$18.1 billion one-time for direct relief to state residents, \$37 billion one-time for infrastructure (including \$20 billion from the Governor's January budget proposal), and the remaining to state constitutional requirements for school funding and budget reserves.

Proposals related to counties include: \$1.3 billion for responses to COVID-19; \$2 billion for homeless behavioral health bridge housing and encampment cleanup; \$200 million for local public health infrastructure; \$1.2 billion for forest and wildfire resilience; \$247 million for wildfire helicopters, engines, and extra fire crews for surge capacity; \$2 billion for affordable housing; \$571 million for felony incompetent to stand trial solutions; \$1.6 billion for drought relief, including \$75 million for payments to impacted farmers; \$8 billion for the state's energy system; and funding for various infrastructure proposals for the state's middle-mile broadband network, interim housing investments, Project Homekey, and Active Transportation Program.

The County is reviewing the Governor's May Revision budget for changes and will continue to monitor state budget updates and prepare contingency plans to address any possible adverse funding impacts.

BUDGET PLANNING & DEVELOPMENT PROCESS

Strategic Financial Plan

The County's budget process begins with the County's Strategic Financial Plan (SFP), 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. The SFP process provides a framework for testing budget assumptions and aligning available resources with operating requirements, implementing new programs and facilities, and serving as the foundation for the development of the upcoming fiscal year budget. Additionally, the SFP includes capital and information technology project proposals facilitating early evaluation of project viability and economic feasibility. This framework enables the Board to make annual funding decisions within the context of a comprehensive, long-term perspective. The SFP emphasizes that the County must ensure its resources and programs are aligned with countywide strategic priorities and values.

Strategic Priorities

BOARD-APPROVED

In 2012 and reaffirmed in 2015, the Board of Supervisors (Board) adopted long-term strategic priorities. These provide a framework and serve as the basis for budget recommendations, and include:

- **Stabilize the Budget:** The County shall adopt a balanced budget, which is defined as a budget where planned expenses do not exceed the amount of revenue or funding available, in accordance with State law. The budget will realistically reflect the funds available to County departments and programs and how those funds will be spent.
- **Prepare for Contingencies:** The County shall prepare a budget with sufficient reserves to cover unanticipated and severe economic downturns, major emergencies, or catastrophes that cannot be covered with existing appropriations.
- **Address and Fund Agency Infrastructure:** The County shall prepare a budget that provides the proper funding for agency infrastructure to ensure

that high quality services are delivered to the community. The budget will assess the best use of county general and special funds (e.g. OC Road, OC Flood, OC Parks) in developing capital assets while maintaining long-term financial stability.

STRATEGIC FINANCIAL PLAN

A ten-year forecast for Strategic Priorities is used in the SFP to assess the County's ability to fund new programs, 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 SFP.

Capital Projects

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. The SFP provides goals for developing capital assets while maintaining long-term financial stability. The SFP provides information about capital projects requiring general fund support in excess of \$150,000 per project. Funding for non-general fund department projects comes from local, state and federal sources. Ongoing costs for these projects are included in the departments' operating budgets. As projects are included in a planning tool, and not a budget document, they (and any subsequently identified) are evaluated for funding during the budget development process. 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.

CAPITAL IMPROVEMENT PROGRAM

OC Public Works in collaboration with OC Community Resources, develops a Seven-Year Capital Improvement Program (CIP) for OC Road, OC Flood, OC Parks and OC Public Libraries 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 CIP is presented to the Board of Supervisors for approval each year.

Public/Private Partnership projects funded by private developers are not included.

OPERATING IMPACTS

The development and implementation of capital projects are sometimes accompanied by ongoing operating costs. While many of the projects included in the CIP are rehabilitation projects that do not increase the agency's infrastructure inventory and, therefore, have no appreciable impact on ongoing maintenance and operations costs, some projects can have an impact. Operating funds are budgeted when the project is completed and the improvement becomes a usable asset.

Budget Process

The County's budget process begins in the fall of each year with the SFP, which is presented to the Board in December or the following January. In January, the County Budget Office prepares budget policies and detailed instructions for County departments including a calendar establishing completion dates for key events in the budgeting process.

County departments prepare budget requests which are submitted in early March to the County Budget Office. Meetings are held with the department head or financial manager, the County Executive Officer (CEO), and Budget Office staff to discuss the requests. The County Budget Office reviews and analyzes department budget requests and makes recommendations to the CEO. The Budget Office, in coordination with the County Auditor-Controller's Office, also establishes the level of non-departmental, County-wide revenues that are projected to be available to the County. The budget is compiled, balanced, and reviewed with the Chief Financial Officer and CEO. Upon completion of the review, a Recommended Budget is published.

In May, the County Budget Office plans and conducts briefing sessions for the County Board of Supervisors' staff members and individual briefings with Board members. In early June during the Public Budget Hearings, the CEO presents the budget, and the Board casts straw votes and provides direction. Subsequently, in late June, the Board adopts the budget on a simple majority vote. The adopted budget becomes the spending plan and spending limit for County departments.

In summary, the recommended budget serves as the County's baseline budget, and excludes restore and expand augmentations; these augmentations are included under separate cover in the Budget Augmentation Requests document. Board-approved augmentations are reflected in the annual budget.

BUDGET CALENDAR

December/January	County 5-Year Strategic Financial Plan is issued and establishes the budget framework
Early January	Budget policies, instructions, and development calendar are provided to County departments
Early March	County departments submit budget and augmentation requests to the County Budget Office
Mid March	Budget review sessions are held with County departments and the County Executive Office
Mid May	Recommended Budget documents released to the Board and Public and briefing sessions held with Board staff
Early June	Public Budget Hearings
Late June	Board adopts Budget

BUDGET MODIFICATIONS

CEO and department budget staff monitor actual revenues and expenses during the year and report to the Board periodically. Changes increasing budget appropriations may be submitted in the September Budget Update, Mid-Year Budget Report, April Budget Update, and Year-End Budget Report for Board approval and require a 4/5 vote. Changes may include increases or decreases to appropriations or positions or both, to reflect new assumptions or address unforeseen events and technical adjustments to reconcile to final state or federal budgets.

FY 2022-23 Budget Planning & Development Process Overview

On December 14, 2021, the Board received the County's 2021 SFP. The SFP tested an assumption of zero General Fund Unassigned Fund Balance and modest General Purpose Revenue growth. The SFP included assumptions of 0% growth in departmental Net County Cost (NCC) limits for all five years (FY 2022-23 through FY 2026-27). After factoring in the NCC limit growth and adjusting for any one-time items, departments identified a 5-year cumulative budget gap of \$36 million, including a reduction of \$107 million to meet the FY 2022-23 NCC limits. Actual proposed reductions in the FY 2022-23 budget to meet NCC limits total \$54.1 million, all of which is recommended for restoration.

The following section provides various long-range financial plan components that served as the basis for the development of the FY 2022-23 budget.

This budget serves as a realistic plan of resources available to carry out the County's core businesses and priorities. It is consistent with the County's mission statement and the 2021 SFP. It follows the CEO budget policy guidelines, meets many of the departmental augmentation requests, incorporates impacts of the State budget proposals known at this time, addresses important capital needs, and provides adequate reserves.

In context of the County's policies and guidelines, departments prepared FY 2021-22 projected expenses and revenues and requests for FY 2022-23. The County Budget Office reviewed the requests, met and discussed the requests with the departments, and prepared recommendations for the CEO. The CEO's final recommendations are presented to the Board of Supervisors and the public during public budget hearings. Operating and capital budgets are prepared in this single process and presented together in this budget book.

This County budget document is also available on-line at: <https://cfo.ocgov.com/>

Additional financial information including the OpenOC data tool, SFP, and budget reports can be found at: <http://ocgov.com/about/openoc/>

2021 Strategic Financial Plan Summary - Forecasted Sources and Uses

Forecasted Sources & Uses (\$ Millions)	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
	Projected	Forecast	Forecast	Forecast	Forecast	Forecast
SOURCES						
Fund Balance Unassigned (FBU)	0.0	0.0	0.0	0.0	0.0	0.0
General Purpose Revenues (GPR) [1]						
Property Taxes (3.5%, 3.3%, 3.3%, 3.3%, 3.3%)	888.6	919.7	949.9	981.1	1,013.4	1,046.8
Sales & Other Taxes (1.4%, 3.0%, 2.9%, 2.6%, 2.4%)	12.4	12.6	13.0	13.3	13.7	14.0
Motor Vehicle License Fees	2.0	2.0	2.0	2.0	2.0	2.0
Property Tax Administration	23.4	22.2	22.7	23.6	24.0	24.5
Franchises and Rents	2.7	2.7	2.7	2.7	2.7	2.7
Interest (0.3%, 0.3%, 0.3%, 0.3%, 0.3%)	5.7	5.7	5.7	5.7	5.8	5.8
Miscellaneous	2.2	1.7	1.7	1.7	1.7	1.7
Subtotal - GPR before Transfers In	936.9	966.6	997.6	1,030.1	1,063.2	1,097.4
Transfers In	0.0	6.0	6.0	6.0	6.0	6.0
Use of OCERS [2]	0.0	10.0	10.0	10.0	10.0	10.0
Deferred FEMA Revenue [4]	68.5	0.0	0.0	0.0	0.0	0.0
Total GPR (excluding FBU/Use of Reserves)	1,005.4	982.6	1,013.6	1,046.1	1,079.2	1,113.4
Planned Use of Reserves						
Catastrophic Event Contingencies (9741)	25.2	0.0	0.0	0.0	0.0	0.0
Reserve for Maintenance & Construction (9743)	1.1	0.0	0.0	0.0	0.0	0.0
Reserve for Capital Projects (9744)	0.0	0.0	0.0	0.0	0.0	0.0
Reserve for Budget Stabilization (9745)	14.6	0.0	0.0	0.0	0.0	0.0
Total Planned Use of Reserves	40.9	0.0	0.0	0.0	0.0	0.0
GRAND TOTAL - SOURCES	1,046.4	982.6	1,013.6	1,046.1	1,079.2	1,113.4
Planned Increases to Reserves						
Assigned Reserve (9740)	0.0	0.0	0.0	0.0	0.0	0.0
Catastrophic Event Contingencies (9741)	65.0	0.0				
Reserve for Capital Projects (9744) [3]	2.6	0.0	0.0	0.0	0.0	0.0
Reserve for Budget Stabilization (9745) [4]	54.8	13.8	12.0	15.6	11.8	13.3
Total Planned Increases to Reserves	122.3	13.8	12.0	15.6	11.8	13.3
USES						
NCC Limits [0%, 0%, 0%, 0%, 0%]	924.1	911.3	913.5	911.2	915.3	912.0
Restore Level of Service Requests		107.2	120.7	137.5	136.1	139.3
Total of NCC Limits, Reserve Increases & Restore Requests		1,032.3	1,046.2	1,064.4	1,063.2	1,064.7
Variance Including Restore Requests		(49.7)	(32.6)	(18.3)	16	48.8
Cumulative Variance		(49.7)	(82.3)	(100.7)	(84.7)	(35.9)
Expand Level of Service Requests		2.5	2.6	8.4	8.9	9.5
Strategic Priority Requests		101.5	121.1	124.3	114.5	113.0
Total Restore, Expand & Strategic Priority Requests		211.1	244.4	270.2	259.4	261.9

Notes: Totals may not foot due to rounding. [1] Beginning in FY 2022-23, up to \$4.4 million in additional revenue may be available due to various real estate initiatives. [2] FY 2021-22 includes use of \$21.1 million in OCERS reserves, budgeted in Miscellaneous Fund, Budget Control 004 rather than with the General Purpose Revenue. [3] Annual repayment from participating cities for the Animal Care Center is projected at \$2.5 million per year, through FY 2025-26, and will be used to replenish the General Fund Capital projects reserve. [4] The Budget Stabilization Reserve for FY 2021-22 is projected to increase due to planned reserve replenishment from anticipated receipt of unbudgeted deferred Federal Emergency Management Agency (FEMA) revenues.

2021 SFP Capital Improvement Plan - General Fund

Description	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
CAPITAL PROJECTS - APPROPRIATIONS						
Countywide Capital Projects - OC Public Works (OCPW)						
County Operations Center	2,800,000	3,480,000	2,500,000	0	0	8,780,000
Fruit Street Complex	350,000	0	0	0	0	350,000
Hutton Towers (Gates & Osborne Buildings)	2,412,000	1,897,000	992,000	4,466,000	992,000	10,759,000
1770 Broadway	0	0	0	150,000	3,375,000	3,525,000
Manchester Office Building	2,465,000	2,204,000	80,000	381,000	1,862,000	6,992,000
909 N. Main	15,000	0	0	0	0	15,000
Other OCPW Projects for various facilities	800,000	1,075,000	2,800,000	800,000	800,000	6,275,000
Countywide Capital Projects Subtotal	8,842,000	8,656,000	6,372,000	5,797,000	7,029,000	36,696,000
Health Care Agency (HCA) Capital Projects						
HCA General	75,000	325,000	1,114,000	221,400	763,000	2,498,400
HCA 401 Tustin	0	250,000	0	0	0	250,000
HCA Clinic	14,598,375	0	0	0	0	14,598,375
Health Care Agency Capital Projects Subtotal	14,673,375	575,000	1,114,000	221,400	763,000	17,346,775
Transfers to:						
Sheriff Deferred Maintenance (Fund 14Q)	2,641,683	2,668,100	2,694,781	2,721,729	2,748,946	13,475,239
Sheriff Musick Facility Expansion (Fund 14Q)	50,973,933	13,447,346	0	0	0	64,421,279
Probation Capital Projects (Fund 104)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Transfers Subtotal	56,615,616	19,115,446	5,694,781	5,721,729	5,748,946	92,896,518
Capital Projects						
Juvenile Corrections Campus	6,696,539	0	0	0	0	6,696,539
Other Deferred Maintenance, Projects & Contingencies	10,487,997	10,865,453	13,090,318	8,343,833	7,291,020	50,078,621
Civic Center Master Plan (CCMP) - Phase III	13,000,000	0	0	0	0	13,000,000
800 MHz Capital Projects	850,000	0	0	0	0	850,000
Central Utility Facility (CUF) Bond Repayment	0	0	0	34,655,000	0	34,655,000
CUF Projects (BC 040)	315,000	827,351	417,500	450,000	235,000	2,244,851
Capital Projects Subtotal	31,349,536	11,692,804	13,507,818	43,448,833	7,526,020	107,525,011
Total Appropriations	111,480,527	40,039,250	26,688,599	55,188,962	21,066,966	254,464,304

2021 SFP Capital Improvement Plan - General Fund

Description	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
REVENUE SOURCES						
Transfer in from Utilities BC 040 - CUF Projects	315,000	827,351	417,500	450,000	235,000	2,244,851
Transfer in from Utilities BC 040 - CUF Reserves	2,047,688	2,047,688	2,047,688	2,047,688	2,047,688	10,238,440
Transfer in from Fund 15L - 800 MHz Projects	850,000	0	0	0	0	850,000
OCWR Importation Revenue (Fund 295)	7,267,409	7,485,282	7,452,828	6,883,285	7,089,689	36,178,493
Transfer in from BC 100 - Probation Reserves	6,696,539	0	0	0	0	6,696,539
Transfer in from BC 100 - CUF Bond Repayment	5,000,000	5,000,000	5,000,000	0	0	15,000,000
Total Budget Control 036 NCC Funding	12,979,277	12,979,277	12,979,277	12,979,277	12,979,277	64,896,385
Total Revenue	35,155,913	28,339,598	27,897,293	22,360,250	22,351,654	136,104,708
Beginning Fund Balance Reserves - 15D-9744	132,914,713	56,590,099	44,890,447	46,099,141	13,270,429	132,914,713
Closing Fund Balance Reserves - 15D-9744	56,590,099	44,890,447	46,099,141	13,270,429	14,555,117	14,555,117
Capital Projects Department 036 NCC Limits	12,979,277	12,979,277	12,979,277	12,979,277	12,979,277	64,896,385

2021 SFP Capital Improvement Plan - Department Funded and Non-General Funds

Descriptions	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
Sheriff-Coroner Construction & Facility Development						
Theo Lacy Facility Projects						
Inmate Loop Expansion	0	0	900,000	0	0	900,000
Inmate Programs Building Roof	0	0	0	659,529	0	659,529
Replace Central Plant Boiler	1,023,583	0	0	0	0	1,023,583
Barracks A-E Walkway Replacement	0	0	615,181	0	0	615,181
Building A (Mod M, N, O) Roof	0	0	0	0	257,346	257,346
Building C (Mod K/L) Roof	0	0	0	0	257,346	257,346
Central Plant (Building A) Roof	0	0	0	0	245,590	245,590
Mod I/J Roof	0	0	0	1,362,200	0	1,362,200
Administration Building Roof	0	1,270,300	0	0	0	1,270,300
Intake Release Center Projects						
Replace Carousel and Stations	900,000	0	0	0	0	900,000
Reseal Isolation Joints	0	0	0	0	243,308	243,308
Sheriff Headquarters Projects						
Elevator	0	0	364,500	0	0	364,500
Tenant Improvement	0	0	0	0	516,496	516,496
Video System Upgrade	0	0	0	0	500,000	500,000
Central Jail Center Projects						
Central Men's Jail Attorney/Bonds Door ADA Compliance	0	0	350,000	0	0	350,000
Central Women's Jail Roof	0	1,397,800	0	0	0	1,397,800
Central Women's Jail Attorney/Bonds Booth Renovation	0	0	235,200	0	0	235,200
Other Facilities Projects						
Aliso Viejo - Building Piping Replacement	718,100	0	0	0	0	718,100
Coroner Facility Remodel/Upgrade Public Lobby	0	0	0	0	250,000	250,000
Fuller Street Warehouse Secured Storage Area	0	0	0	0	208,000	208,000
Loma Ridge Facility Roof Maintenance	0	0	229,900	0	0	229,900
Multiple Facilities - Emergency Panic Alarms in Kitchens	0	0	0	0	270,860	270,860
Research & Development Facility Planning Office Remodel	0	0	0	700,000	0	700,000
Social Services Agency						
Orangewood Children and Family Center (OCFC) Projects						
Replace HVAC Units	900,000	0	0	0	0	900,000
Kitchen Remodel	1,750,000	0	0	0	0	1,750,000
Children Services Headquarters Project - Eckhoff Remodel	5,780,000	0	0	0	0	5,780,000
Santa Ana Regional Center - Replace HVAC Unit	0	0	0	2,000,000	2,000,000	4,000,000
Airport Projects						
Airport Terminal Projects						
Facility Accessibility Improvements	1,800,000	2,000,000	2,000,000	2,000,000	2,000,000	9,800,000
Repair Terminal Roof and Replace Expansion Joints	5,000,000	0	0	0	0	5,000,000
Elevator & Escalator Replacement & Rehabilitation	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Grease Interceptor Replacement & Improvements	5,000,000	5,000,000	0	0	0	10,000,000

2021 SFP Capital Improvement Plan - Department Funded and Non-General Funds

Descriptions	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
Baggage System Improvements	5,000,000	0	0	0	0	5,000,000
Refurbish Flooring	0	0	0	0	2,500,000	2,500,000
Concessions Infrastructure	8,000,000	0	0	0	0	8,000,000
Concessions Receiving & Screening Area	0	0	5,000,000	7,500,000	5,000,000	17,500,000
Plumbing Infrastructure Replacement	500,000	1,250,000	1,250,000	0	0	3,000,000
Replace Baggage Handling System (BHS)	500,000	1,000,000	1,000,000	2,000,000	5,000,000	9,500,000
Video Wall	3,500,000	1,500,000	0	0	0	5,000,000
Airport Facility Projects						
Daisy Chain Minimum Point of Entry (MPOE) Power	150,000	0	0	0	0	150,000
Exterior Lighting Improvements	3,000,000	2,700,000	0	0	0	5,700,000
Ground Transportation Center Roof Replacement	1,250,000	0	0	0	0	1,250,000
HVAC Upgrade	0	0	250,000	370,000	0	620,000
Stormwater Projects						
Oil Water Separator & Drainage Line Assessment & Repair	300,000	700,000	0	0	0	1,000,000
No Exposure Certification (NEC) Projects	1,500,000	1,500,000	2,000,000	1,000,000	0	6,000,000
Runoff Collection & Treatment	300,000	3,500,000	12,000,000	9,200,000	0	25,000,000
Runoff Protection & Erosion Control	0	0	0	2,500,000	2,500,000	5,000,000
Various Projects						
Airport Power Generation and Distribution Upgrades	3,600,000	14,000,000	15,000,000	11,400,000	0	44,000,000
Biffy Dump Redesign	0	0	200,000	300,000	0	500,000
Common Use Passenger Processing System Replacement	10,000,000	0	0	0	0	10,000,000
Gates Water Hose Replacement & IntelliFlush Installation	100,000	650,000	0	0	0	750,000
Irrigation Improvements	0	100,000	500,000	0	0	600,000
New Cooking-Grease Storage	100,000	0	0	0	0	100,000
North Laydown Area	0	0	0	0	300,000	300,000
Parking Access Revenue Control System Replacement	1,000,000	4,000,000	0	0	0	5,000,000
Project Management/Construction Management	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Maintenance Laydown Yard	400,000	2,400,000	0	0	0	2,800,000
Federal Funded Projects						
Airfield Perimeter Security Improvements	0	1,000,000	9,000,000	0	0	10,000,000
Airfield Runway 2L/20R Rehabilitation	0	0	0	0	1,500,000	1,500,000
EV Charging Infrastructure	1,000,000	2,000,000	600,000	6,000,000	6,000,000	15,600,000
General Aviation Infrastructure Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Taxiways A - D - E Reconstruction	1,750,000	20,000,000	10,000,000	0	0	31,750,000
Terminal Apron Improvements	0	0	1,000,000	10,000,000	5,000,000	16,000,000
Testing & Inspection	500,000	500,000	500,000	500,000	500,000	2,500,000
OCWR Capital Projects						
Olinda Alpha Landfill Projects						
Administration Building Replacement/Remodel	2,400,000	0	0	0	0	2,400,000
Main Access Road Extension	0	540,000	0	0	0	540,000
North Perimeter Drainage Channel Extension	2,400,000	0	0	0	0	2,400,000

2021 SFP Capital Improvement Plan - Department Funded and Non-General Funds

Descriptions	FY 22-23 Forecast	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
Phase II Landfill Gas Header Upgrade	2,400,000	0	0	0	0	2,400,000
Frank R. Bowerman (FRB) Landfill Projects						
East Drainage Remediation	10,000,000	0	0	0	0	10,000,000
Fixed Digital Message Board	250,000	0	0	0	0	250,000
Gas Flare Station Probe Expansion	750,000	0	0	0	0	750,000
Gas Flare Station Upgrade Demo Flares 1 & 2 & Replace	0	0	8,500,000	0	0	8,500,000
Gas Flare Station Upgrade Flare 6 with H2S Treatment	4,700,000	0	0	0	0	4,700,000
Phase VIII-A1 Groundwater Protection and Stockpile	30,000,000	5,000,000	0	0	0	35,000,000
Phase VIII-A2 Groundwater Protection and Stockpile	0	0	400,000	18,000,000	6,000,000	24,400,000
Sewer Line and Water Treatment System	1,000,000	0	0	0	0	1,000,000
Prima Deshecha Landfill Projects						
Fee Booth Relocation and Entrance Improvements	3,400,000	0	0	0	0	3,400,000
Fixed Digital Message Board	200,000	0	0	0	0	200,000
Flare Removal and Installation	4,500,000	0	0	0	0	4,500,000
Infrastructure Phase I Project	5,000,000	0	0	0	0	5,000,000
Infrastructure Phase IB Project	200,000	0	0	0	0	200,000
Infrastructure Phase II Project	1,000,000	8,000,000	0	0	0	9,000,000
Pump House Rehabilitation	400,000	0	0	0	0	400,000
Renewable Natural Gas Project	0	0	0	0	3,450,000	3,450,000
Re-Power	200,000	0	0	0	0	200,000
Resource Recovery Facility	0	0	5,000,000	0	0	5,000,000
Zone 4 Phase A Main Gas Line	0	0	0	0	250,000	250,000
Zone 4 Phase A Mass Excavation and Ground Water Protection	25,000,000	33,000,000	10,500,000	0	0	68,500,000
Organics Management Projects						
Phase I - FRB Covered Aerated Static Pile (CASP)	0	2,000,000	0	0	0	2,000,000
Phase II - FRB Source Separated Organics (SSO)	800,000	8,000,000	0	0	0	8,800,000
Phase I-A - Bee Canyon Greenery Extension	5,000,000	0	0	0	0	5,000,000
Phase III - Bee Canyon Digester	0	0	0	0	12,000,000	12,000,000
Phase I - Prima CASP	0	0	0	0	5,000,000	5,000,000
Phase II - Prima SSO	0	0	2,500,000	5,000,000	17,500,000	25,000,000
Probation Facilities - Capital Improvement Plan	3,436,528	4,197,913	4,801,927	10,513,909	1,801,000	24,751,277
Dana Point Harbor - Drystack Storage Contribution	0	0	0	0	12,000,000	12,000,000
OCIT Countywide Services - OC Data Center (OCDC) Projects						
OCDC Earthquake/Seismic Conversion	3,000,000	0	0	0	0	3,000,000
OCDC Roof Replacement	2,000,000	0	0	0	0	2,000,000
KVA Generator Project	2,250,000	0	0	0	0	2,250,000
Metal-Enclosed Switchgear and Circuit Breaker Rebuild/ Recertify & Bus Bar Cleaning	0	165,000	0	0	0	165,000
TOTAL COSTS - 2021 SFP CIP	292,088,738	172,410,263	126,385,307	151,194,600	119,116,912	861,195,820

NOTE: Totals may not foot due to rounding.

OCPW Capital Improvement Program

Descriptions	FY 22-23 Budget	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
Road						
ADA (Americans with Disabilities Act) Upgrades	0	0	500,000	500,000	500,000	1,500,000
ADA Upgrades - Anaheim Island Area Phase 2	620,000	1,905,000	175,000	0	0	2,700,000
ADA Upgrades - Midway City	199,012	15,000	0	0	0	214,012
ADA Upgrades - Northeast Tustin	1,276,000	0	0	0	0	1,276,000
Antonio Parkway and Crown Valley Parkway Intersection Improvements	1,995,500	160,000	0	0	0	2,155,500
Antonio Parkway Gateway Improvements	0	375,000	1,465,000	0	0	1,840,000
Barrett Lane Drainage and Sidewalk Improvement	2,204,000	0	0	0	0	2,204,000
Brea Boulevard Bridge Replacement and Corridor Enhancement	0	360,000	4,520,000	40,665,000	29,260,000	74,805,000
Brea Boulevard Corridor Improvement	0	0	0	0	180,000	180,000
Coast Highway Bikeway and Pedestrian Bridge at Capistrano Beach	290,000	4,480,000	10,000	0	0	4,780,000
Crawford Canyon Road Sidewalk Extension	1,182,500	3,175,000	0	0	0	4,357,500
El Toro Road Corridor Improvements	137,000	1,635,000	1,828,000	1,322,000	11,686,000	16,608,000
Gilbert Street Improvements at Railroad Crossing (Phase 2)	2,602,700	240,000	0	0	0	2,842,700
Guardrail Projects (Annual)	0	33,000	33,000	33,000	33,000	132,000
Guardrail Project - Silverado Canyon Road	724,000	4,177,000	0	0	0	4,901,000
Kellogg Drive Sidewalk Rehabilitation	170,000	0	0	0	0	170,000
Loma Ridge Road Widening	993,018	30,000	0	0	0	1,023,018
Los Patrones Parkway Extension	345,000	0	0	0	0	345,000
Modjeska Canyon Road Bridge Replacement	315,800	2,705,000	52,000	0	0	3,072,800
Modjeska Grade Road, Road and Drainage Improvements	1,201,000	1,032,000	11,013,000	0	0	13,246,000
Newport Avenue Roadway Improvements	0	0	0	0	884,000	884,000
Panorama Heights Drainage and Road Improvements	1,067,000	1,002,800	17,839,000	0	0	19,908,800
Santa Clara Avenue, Prospect Avenue and Yorba Street Drainage and Sidewalk Improvements	408,750	4,400,000	5,000	0	0	4,813,750
Santiago Canyon Road Corridor Improvements	560,000	1,392,500	557,500	25,118,500	0	27,628,500
Santiago Creek Island Improvements	750,000	557,000	2,582,000	0	0	3,889,000
Sidewalk Gap Closure (Annual)		534,500	534,500	534,500	534,500	2,138,000
Silverado Canyon Road Bridge Replacement	10,457,200	3,000,000	12,000	0	0	13,469,200
Street Drainage Improvements (Annual)	0	0	0	0	6,739,293	6,739,293
Trabuco Canyon Bridge Replacement	7,090,000	2,880,000	25,000	0	0	9,995,000
Trabuco Creek Road Stabilization	855,000	7,445,000	2,200,000	30,000	0	10,530,000
Traffic Management Center Fiber Optic Expansion	1,714,500	285,000	0	0	0	1,999,500
Traffic Signal Upgrades (Annual)	0	658,000	658,000	658,000	658,000	2,632,000
Traffic Signal Upgrades (Annual) - Esperanza Rd at Fairlynn Blvd	727,000	0	0	0	0	727,000
Total Costs - Road CIP	37,884,980	42,476,800	44,009,000	68,861,000	50,474,793	243,706,573

OCPW Capital Improvement Program

Descriptions	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
Flood Control						
Carbon Creek Channel	0	0	0	0	735,000	735,000
East Garden Grove-Wintersburg Channel	5,094,000	34,749,000	65,957,500	60,485,000	4,119,000	170,404,500
East Garden Grove-Wintersburg Channel Bridges, Warner Springdale Edwards	21,553,000	20,000	0	0	0	21,573,000
Fullerton Creek Channel	0	0	0	0	751,000	751,000
Huntington Beach and Talbert Channels Rehabilitation Project	2,090,000	270,000	0	0	0	2,360,000
Laguna Canyon Channel Replacement	1,100,000	0	0	0	0	1,100,000
Ocean View Channel Segments Improvements	1,550,000	0	0	0	0	1,550,000
San Juan Creek Channel	0	0	0	0	2,673,000	2,673,000
Santa Ana-Delhi Channel	8,121,000	26,166,000	8,740,000	85,000	0	43,112,000
Total Costs - Flood Control CIP	39,508,000	61,205,000	74,697,500	60,570,000	8,278,000	244,258,500
Bikeways						
OC Loop Segment D Carbon Canyon Bikeway	9,385,000	1,352,000	145,000	0	0	10,882,000
OC Loop Segment O Coyote Creek Bikeway	605,000	5,790,000	385,000	0	0	6,780,000
OC Loop Segment P Coyote Creek Bikeway	655,000	385,000	21,387,000	1,470,000	0	23,897,000
OC Loop Segment Q Coyote Creek Bikeway	940,000	775,000	330,000	21,387,000	1,475,000	24,907,000
Peters Canyon Bikeway Extension	615,000	7,360,000	0	0	0	7,975,000
Santa Ana Gardens Channel Bikeway Extension Phases 2-4	2,822,000	80,000	0	0	0	2,902,000
Santa Ana River Parkway Extension	40,000	15,227,000	55,000	0	0	15,322,000
Total Costs - Bikeways CIP	15,062,000	30,969,000	22,302,000	22,857,000	1,475,000	92,665,000

OCCR Capital Improvement Program

Descriptions	FY 22-23 Budget	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
OC Parks Horizontal						
Aliso Beach - Storm Drain - Replacement	200,000	0	0	0	0	200,000
Aliso and Wood Canyons Wilderness Park						
Aliso Creek Wildlife Habitat Enhancement Structure Repair	0	0	0	430,000	20,000	450,000
New Exterior Interpretive Exhibits and Trail	376,800	0	0	0	0	376,800
Aliso Creek Bikeway Ped Cross & Slope Repairs	1,130,000	0	0	0	0	1,130,000
Arden-Modjeska House - Diversion of Storm Water & Debris Maintenance	0	0	62,000	220,000	0	282,000
Carbon Canyon Regional Park - Storm Drain - Reroute	0	0	0	0	4,515,000	4,515,000
Crawford Canyon Park Development	2,895,000	0	0	0	0	2,895,000
Dana Point Harbor - Bluff Rockfall Protection & Maintenance	5,229,654	0	0	0	0	5,229,654
Harriett Weider Regional Park - Playground - Renovation	45,000	705,000	0	0	0	750,000
Heritage Hill Historical Park - Retaining Wall - Replacement	2,489,800	0	0	0	0	2,489,800
Irvine Ranch Open Space - Hicks Haul Road						
Bridge Retrofit	502,007	0	0	0	0	502,007
Corrugated Metal Pipe #14, 15, & 21 Replacement	380,000	1,820,000	120,000	0	0	2,320,000
Irvine Regional Park - Playgrounds #2 - Redesign	0	0	0	40,000	590,000	630,000
John Cooper - Site Work and Drainage Improvements	0	0	175,400	1,520,000	0	1,695,400
Laguna Niguel Regional Park- Irrigation Infrastructure - Replacement	0	0	3,050,000	0	0	3,050,000
Mile Square Regional Park						
Golf Course to Park Conversion Phase I	12,500,000	0	0	0	0	12,500,000
Golf Course to Park Conversion Phase II	2,280,000	10,330,000	5,320,000	5,220,000	0	23,150,000
O'Neill Regional Park - Waterline - Replacement	500,000	0	4,800,000	0	0	5,300,000
Peters Canyon Regional Park - New Restroom Lower Reservoir	0	1,830,000	0	0	0	1,830,000
Peters Canyon Regional Park - Storm Drain Erosion Repairs	0	0	71,000	329,000	0	400,000
Salt Creek Beach - Niguel Shores - Revetment Repairs	320,000	0	0	0	0	320,000
Talbert Regional Park - Master Plan Trail Improvements	257,400	806,500	0	0	0	1,063,900
Ted Craig Regional Park						
New Bike Park Facility	1,324,000	0	0	0	0	1,324,000
North Loftis Creek Arizona Crossing - Repairs	0	0	505,000	0	0	505,000
Phases 1 & 2 Irrigation Infrastructure - Replacement	0	0	0	860,000	4,370,000	5,230,000
Lake Edge Repairs & Dredging	2,425,000	0	0	0	0	2,425,000
Replace Playground Equipment & New Shade Structures	0	90,000	780,000	0	0	870,000
Sidewalk Replacement	45,000	380,000	0	0	0	425,000
William Mason Regional Park						
Front Entry Roadway Redesign and Repair	148,000	0	0	0	0	148,000
Sand Canyon Wash Vegetation & Silt Removal	1,290,000	0	0	0	0	1,290,000
Yorba Regional Park - Playgrounds - Replace Equipment & New Shade Structures	0	90,000	890,000	0	0	980,000
Total Costs - OC Parks Horizontal CIP	34,337,661	16,051,500	15,773,400	8,619,000	9,495,000	84,276,561

OCCR Capital Improvement Program

Descriptions	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	Total
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
OC Parks Vertical						
Arden - Modjeska House - Opid Guest House, Parking Lot and Stone House 2nd Floor Renovation	1,600,000	0	0	0	0	1,600,000
Carbon Canyon Regional Park - Restroom #3 Replacement	30,000	0	0	0	0	30,000
Dana Point Harbor - Gazebo & Fencing - Restoration	322,500	0	0	0	0	322,500
Irvine Ranch Open Space - Augustine Maintenance Yard - New Electrical Connection	387,500	0	0	0	0	387,500
Irvine Regional Park - Site Lighting - Replacement	1,512,760	0	0	0	0	1,512,760
John Cooper Archeology/Paleontology Center - New Temp Trailer for Heavy Equipment Operations	520,000	0	0	0	0	520,000
Laguna Niguel Regional Park - Restrooms #8- Replacement	735,000	0	0	0	0	735,000
Mile Square Regional Park - Maintenance Building Remodel	825,000	0	0	0	0	825,000
Old County Courthouse - Roof & Skylight - Replacement	0	0	475,000	2,250,000	0	2,725,000
Old County Courthouse - Phase III HVAC & Exhaust Systems 2nd Floor & Lobby - Replacement	964,750	0	0	0	0	964,750
Old County Courthouse - Phase IV HVAC & Exhaust Systems 3rd Floor & Lobby - Replacement	0	0	140,250	841,500	0	981,750
Saddleback Gateway - Building A & B - Roof Replacement	0	560,000	0	0	0	560,000
Salt Creek Beach - Parking Lot Lighting Replacement and Electrical Repairs	274,785	1,295,500	0	0	0	1,570,285
Ted Craig Regional Park - Restroom #8 - Replacement	25,000	0	0	0	0	25,000
Ted Craig Regional Park - Restrooms #2, 5, 7 Replacement	0	0	2,250,000	0	0	2,250,000
Tri City Regional Park - Restrooms #1 & 2 - Replacement	735,000	0	0	0	0	735,000
Yorba Regional Park - Restrooms #2, 3, 4, 6 - Replacement	100,000	0	0	0	0	100,000
Yorba Regional Park - Replace Umbrella Shade Shelters	75,000	0	0	0	0	75,000
Total Costs - OC Parks Vertical CIP	8,107,295	1,855,500	2,865,250	3,091,500	0	15,919,545
OC Libraries Horizontal - AC Overlay & Slurry Seal						
Aliso Viejo Library - Parking Lot	0	114,125	0	0	0	114,125
Dana Point Library - Parking Lot	0	0	0	0	19,250	19,250
Foothill Ranch Library	0	220,000	0	0	0	220,000
Irvine Katie Wheeler Library	0	0	0	0	40,650	40,650
Irvine University Park Library - Parking Lot	0	0	20,625	0	0	20,625
La Palma Library- Parking Lot	0	41,250	0	0	0	41,250
Laguna Beach Library - Parking Lot	0	34,375	0	0	0	34,375
Library of the Canyons	0	48,125		0	0	48,125
Los Alamitos-Rossmoor Library - Parking Lot	41,250	0	0	0	0	41,250
Stanton Library	0	0	0	82,500	0	82,500
Total Costs - OC Libraries Horizontal CIP	41,250	457,875	20,625	82,500	59,900	662,150



OCCR Capital Improvement Program

Descriptions	FY 22-23 Budget	FY 23-24 Forecast	FY 24-25 Forecast	FY 25-26 Forecast	FY 26-27 Forecast	Total Forecast
OC Libraries Vertical						
Aliso Viejo Library - Tenant Enhancements	457,000	3,398,000	0	0	0	3,855,000
Dana Point Library - Tenant Enhancements	3,552,675	0	0	0	0	3,552,675
Dana Point Library - Roof & Skylight - Replacement	0	0	0	0	427,250	427,250
Foothill Ranch Library - HVAC Replacement	53,000	337,500	0	0	0	390,500
Fountain Valley Library - Tenant Enhancements & HVAC Replacement	0	0	0	220,000	1,160,000	1,380,000
Garden Grove Regional Library - Tenant Enhancements	0	0	0	0	475,000	475,000
Irvine - Construction of New Library Facility	0	0	960,000	24,250,000	0	25,210,000
Irvine Katie Wheeler Library - Interior Lighting & HVAC	0	0	0	89,100	460,000	549,100
Irvine University Park - Tenant Enhancements and HVAC Replacement	0	363,000	3,060,000	0	0	3,423,000
La Habra Library - Tenant Enhancements, HVAC and Roof Replacement	0	0	0	0	293,000	293,000
Laguna Beach Library - Tenant Enhancements	0	0	245,000	2,035,000	0	2,280,000
Los Alamitos/Rossmoor - Tenant Enhancements, HVAC and Roof Replacement	3,000,000	0	0	0	0	3,000,000
OC Public Libraries Headquarters Roof Replacement	0	0	2,120,000	0	0	2,120,000
Stanton Library - HVAC Replacement	0	0	50,000	373,000	0	423,000
Westminster Library - Roof Replacement	0	0	0	0	747,750	747,750
Total Costs - OC Libraries Vertical CIP	7,062,675	4,098,500	6,435,000	26,967,100	3,563,000	48,126,275

Capital Improvement Plan - Operating Impacts

The following table provides anticipated operating impacts of significant capital projects over the next five years. Operating impacts related to the James A. Musick Jail Facility Expansion project are under development and, hence, not included in the table below.

Capital Improvement Plan - Operating Impacts						
Project	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	Total
All Funds						
840 North Eckhoff Street Office & Americans with Disabilities Act Modifications	82,691	82,691	82,691	82,691	82,691	413,455
Airport Power Generation & Distribution Upgrades	0	200,000	200,000	200,000	200,000	800,000
Barrett Lane Drainage and Sidewalk Improvement	0	79,900	79,900	79,900	79,900	319,600
East Garden Grove-Wintersburg Channel Bridges	0	187,330	187,330	187,330	187,330	749,320
East Garden Grove-Wintersburg Channel Bridges - Warner Avenue Bridge	0	0	0	315,000	315,000	630,000
Electric Vehicle Charging Infrastructure - Main Street & T-Lot	100,000	100,000	100,000	100,000	100,000	500,000
Fee Booth Replacement	115,000	115,000	115,000	115,000	115,000	575,000
Frank R. Bowerman Landfill Sewer Line and Water Treatment System	15,500	76,000	81,000	91,000	91,000	354,500
Gilbert Street Improvements at Railroad Crossing (Phase 2)	0	29,200	29,200	29,200	29,200	116,800
North Tustin - Crawford Canyon Park Development	0	60,000	61,860	63,778	65,755	251,393
OC Loop Segment D Carbon Canyon Bikeway	0	109,800	109,800	109,800	109,800	439,200
Organics Phase IA - Bee Canyon Greenery Extension	150,000	152,400	154,872	157,418	160,041	774,731
Organics Phase I - Oliinda Alpha Landfill Covered Aerated Static Pile	370,500	522,900	540,372	559,418	619,691	2,612,881
Prima Infrastructure Phase I	5,000	10,000	10,000	10,000	10,000	45,000
Prima Infrastructure Phase IB Project	500	6,000	11,000	11,000	11,000	39,500
Prima Zone 4 Phase A Mass Excavation and Ground Water Protection	0	0	5,000	10,000	10,000	25,000
Santa Ana Delhi	0	0	0	312,000	312,000	624,000
Santa Ana Gardens Channel Bikeway	0	50,000	50,000	50,000	50,000	200,000
Silverado Canyon Road Bridget Replacement	0	109,300	109,300	109,300	109,300	437,200
Terminal Grease Interceptor Remove & Replacement	50,000	50,000	50,000	50,000	50,000	250,000
Trabuco Canyon Bridge Replacement	0	72,500	72,500	72,500	72,500	290,000

Major Capital Projects	
Project	Note
County Administration North Building	The County will begin lease payments when the building is completed and occupied in FY 2022-23. Ongoing operating costs are projected to impact the County's non-general fund and general fund at approximately 76% and 24%, respectively, and will be budgeted accordingly.
Dana Point Harbor Revitalization	The Dana Point Harbor Revitalization Plan includes a public private partnership (P3) project. Construction related to the Dana Point Harbor Revitalization project is anticipated to be completed in 2026. The project does not require County General Funds.



FY 2022-23 RECOMMENDED BUDGET HIGHLIGHTS & ASSUMPTIONS

Budget Highlights

- Consistent with long-term strategic priorities and the SFP, the budget is balanced.
- The base budget includes 0% growth in NCC for General Fund departments. Increases to NCC occur with augmentations.
- The total County budget is \$8.8 billion, of which \$4.8 billion is the General Fund budget.
- Budgeted General Purpose Revenues total \$975.3 million, \$48.7 million more than the FY 2021-22 Adopted Budget of \$926.6 million, due primarily to a \$44.6 million projected increase in property tax revenues.
- Revenue assumptions reflect moderate levels of growth including 3.4% growth in General Fund net property tax revenues over the current year-end revenue estimate.
- The FY 2022-23 budget for the one-half cent Public Safety Sales Tax (Proposition 172) revenue of \$417.4 million (80% Sheriff - \$333.9 million; 20% District Attorney - \$83.5 million) is a 6% (\$23.7 million) increase when compared to the FY 2021-22 projection of \$393.7 million.
- The Statewide allocation of AB 109 (2011 Public Safety Realignment) revenue is budgeted with an increase of approximately \$27.2 million (or 29.0%) combined in base and growth revenue for Orange County when compared to the FY 2021-22 budget.
- The State's funding for Trial Court Security continues to be insufficient to cover the costs for the Sheriff to provide the same level of security to the Court. The County provided a total of \$15.7 million one-time funds from FY 2019-20 to FY 2020-21 to close the gap. The funding gaps in FYs 2021-22 and 2022-23 are projected at \$16.8 million and \$10.5 million, respectively. CEO Budget continues to work on a solution with the California State Association of Counties and encourage the Sheriff and Court to collaborate on long-term solutions to align service levels with State funding.

When compared to the FY 2021-22 Adopted Budget, the FY 2022-23 Recommended Budget reflects an increase of \$1 billion (13.1%) and a net increase of 178 positions. The budget increase is primarily associated with funding for the County's response to the COVID-19 public health emergency and essential service needs of vulnerable populations and human services programs. The position increase is due primarily to reinstatements of positions previously deleted during the FY 2020-21 budget process.

Total Financing Sources

The County budget includes a wide variety of financing sources. Key revenue sources include intergovernmental revenues, taxes, charges for services, miscellaneous revenues, and other financing sources, which comprise approximately 90% of the County's total funding for the FY 2022-23 Recommended Budget.

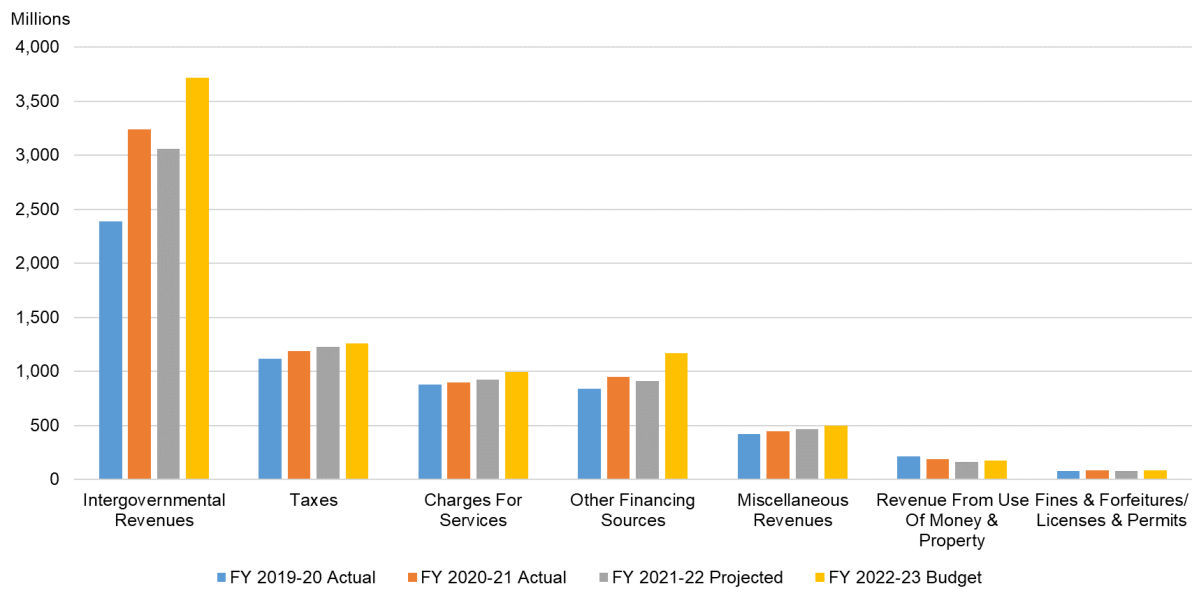
Financing sources, including reserve cancellations and Fund Balance Unassigned, for the FY 2022-23 Recommended Budget total \$8.8 billion, an increase of \$1 billion, or 13.1%, from the FY 2021-22 Adopted Budget. Revenue sources total \$7.9 billion, an increase of \$1 billion, or 15.2%, from the FY 2021-22 Adopted Budget.

Financing Sources (in millions)

Source Name	FY 22-23 Budget	Percent of Total
Intergovernmental Revenues	\$ 3,714.5	42.3%
Fund Balance Unassigned (FBU)	232.1	2.6%
Charges For Services	992.6	11.3%
Taxes	1,258.5	14.3%
Miscellaneous Revenues	495.0	5.6%
Other Financing Sources	1,171.3	13.3%
Revenue From Use Of Money & Property	172.7	2.0%
Reserve Cancellations	671.9	7.6%
Fines & Forfeitures/Licenses & Permits	84.7	1.0%
Total	\$ 8,793.3	100.0%

County Revenue Sources

**Total County Revenues by Source
FY 2019-20 to FY 2022-23**



KEY REVENUE TRENDS AND ASSUMPTIONS

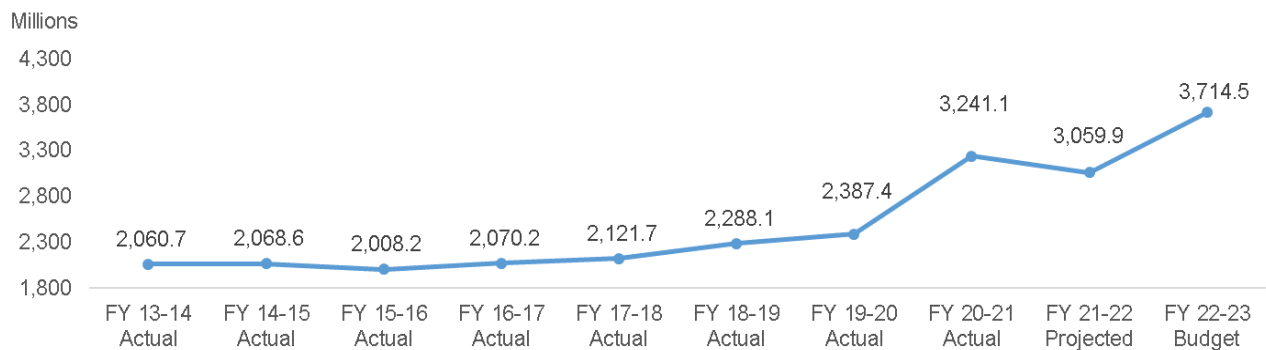
Revenue Sources (in millions)

Source Name	FY 19-20 Actual	FY 20-21 Actual	FY 21-22 Projected	FY 22-23 Budget
Intergovernmental Revenues	\$ 2,387.4	\$ 3,241.1	\$ 3,059.9	\$ 3,714.5
Taxes	1,119.7	1,185.0	1,224.4	1,258.5
Charges For Services	877.3	898.8	923.1	992.6
Other Financing Sources	840.4	970.7	908.2	1,171.3
Miscellaneous Revenues	422.9	446.7	463.8	495.0
Revenue From Use Of Money & Property	213.8	190.4	164.7	172.7
Fines & Forfeitures/Licenses & Permits	78.9	85.0	79.2	84.7
Total	\$ 5,940.4	\$ 7,017.7	\$ 6,823.4	\$ 7,889.3

Revenue projections are developed using various tools and techniques, including institutional forecasts, national, state, and local economic indicators, trend analysis, and outside consultants.

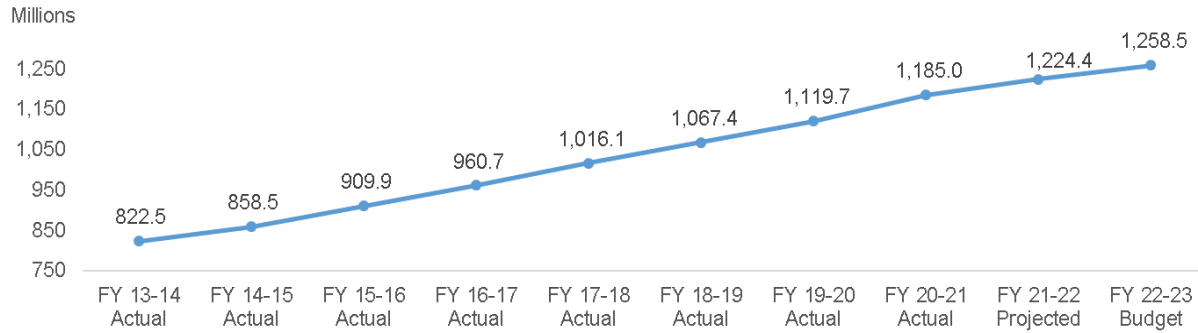
Intergovernmental revenues are monies obtained from federal, state, and local governments and can include grants for use in performing specific functions, shared taxes, and contingent loans and advances. State and federal sources are estimated by departments based on established funding allocation formulas, caseload projections, and the latest state and federal budget information. Intergovernmental revenues are budgeted at \$3.7 billion in FY 2022-23, higher than FY 2021-22 projections by \$654.6 million, or 21.4%. The increase is mainly attributable to funding from the U.S. Treasury for the County's response to the COVID-19 public health emergency, Prop 172, state funding for public assistance administration and realignment, and federal funding for public assistance administration, public assistance programs, construction, and other programs and services. Based on current revenue trends, Prop 172 revenue allocated to District Attorney and Sheriff-Coroner is projected at \$417.4 million and 1991 and 2011 realignment revenue is estimated to total \$764.2 million in FY 2022-23.

Intergovernmental Revenue History



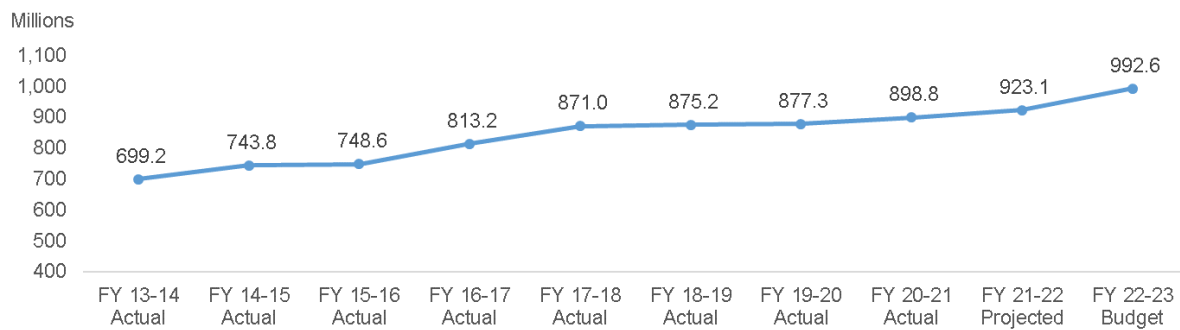
Tax revenues consist of property tax, sales and use tax, Mello-Roos taxes for Community Facilities Districts, and other tax revenues. Property tax revenues comprise 87.6% of total tax revenues and are calculated based on a percent of the assessed value of real property. Tax revenues are budgeted at \$1.3 billion in FY 2022-23, higher than FY 2021-22 projections by \$34 million, or 2.8%. The 2021-22 Local Assessment Roll of Values increased by 3.5% and reflected taxable property values as of January 2021. The FY 2022-23 property tax revenue is estimated to increase by 3.2% over FY 2021-22 projections.

Tax Revenue History



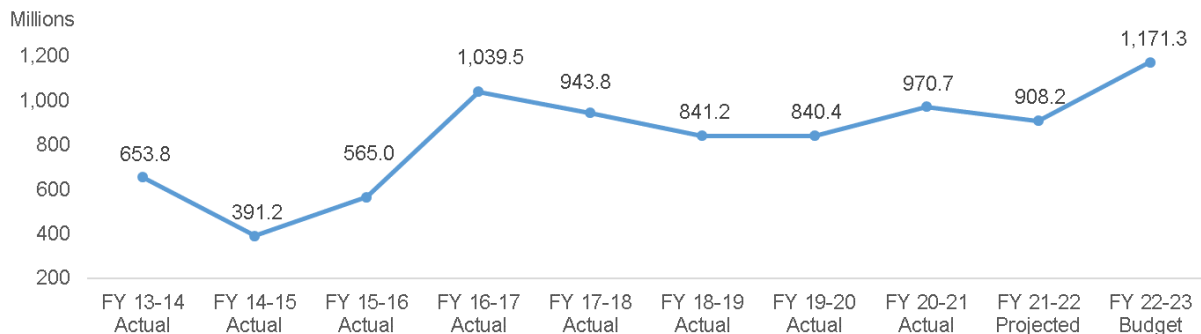
Charges for services include revenues received for contract law enforcement services and county-provided services, such as mental health, institutional care, health, road and street, and sanitation. Fees and charges recover the cost of services provided and ensure that services continue in the future. Charges for services are budgeted at \$992.6 million in FY 2022-23, higher than FY 2021-22 projections by \$69.5 million, or 7.5%, due primarily to revenue increases for contract law enforcement, road and street, sanitation, and other services.

Charges for Services History



Other financing sources consist of transfers between county funds and long-term debt proceeds, both of which can vary significantly annually depending on departmental funding needs, particularly related to capital projects and debt service. Other financing sources are budgeted at \$1.2 billion in FY 2022-23, higher than FY 2021-22 projections by \$263.1 million, or 29%. The increase is attributable primarily to revenue transfers from the Countywide Capital Projects Non-General Fund to Capital Projects for the Emergency Medical Services Operating Facility project and the Mental Health Services Act Fund to Health Care Agency for behavioral and mental health services and programs; the increase is also attributable to debt service related to Teeter Series A and Airport Revenue Refunding Bonds, Series 2019.

Other Financing Sources History



Major Expense Assumptions

Assumptions for various categories of expenses include:

- Labor costs are centrally calculated based on approved positions and vacancy factors. One to two step merit increases are assumed for eligible employees. Actual merit awards are based on the employee's performance evaluation.
- Base building increases in appropriations for salaries are built into departmental budgets consistent with negotiated salary increases within current memorandum of understandings (MOU) approved by the Board of Supervisors. FY 2022-23 salaries are projected to increase by 6.54%. In addition to negotiated salary increases, the projected increase in FY 2022-23 salaries is also a result of an increase in the total number of budgeted positions for FY 2022-23.
- As reflected in the Orange County Employees Retirement System's (OCERS) December 31, 2020 actuarial valuation, FY 2022-23 retirement contribution rates will increase for General employees (Rate Groups 1 & 2) due to the change in demographic assumptions that structure rates of retirement as a function of age and years of service, which resulted in higher assumed rates of retirement for legacy plan members with over 30 years of service. In contrast, FY 2022-23 retirement contribution rates will decrease for Safety

employees (Rate Groups 6 & 7) due to the adoption of public benefit-weighted mortality tables, which illustrated higher rates of mortality for Safety members. Overall, the County's FY 2022-23 aggregate retirement contribution rate increased slightly to 41.14% from 41.09% in FY 2021-22, which had the minor impact of increasing FY 2022-23 budgeted retirement costs.

FY 2022-23 budgeted retirement costs are expected to increase from FY 2021-22 Budget by approximately 6.57% primarily due to negotiated salary increases and the increase in the number of FY 2022-23 budgeted positions.

- FY 2022-23 projected health insurance rates were budgeted 5.14% to 14.65% higher than FY 2021-22 fiscal year rates, depending on health plan. As a result of the budgeted increase in health rates, FY 2022-23 budgeted health insurance costs are expected to increase by an average of approximately 7.52%.
- As reflected in the bi-annual valuation dated June 30, 2021, FY 2022-23 retiree medical contribution rates are projected to decrease. FY 2022-23 retiree medical contribution rates were budgeted from 0.20% to 3.30% depending on bargaining group. Despite the general decrease in retiree medical contribution

rates, FY 2022-23 budgeted retiree medical costs are expected to increase by 2.53% over FY 2021-22 Budget due to negotiated salary increases and the increase in the number of FY 2022-23 budgeted positions.

- Services and supplies are budgeted at the same level as the prior fiscal year and only increased to the extent necessary to support operational and SFP goals.

Specific Program Highlights

This section provides highlights of base budgets and augmentations for county budget programs and departments. Due to increasing costs that continue to outpace growth in sources, some departments were required to propose reductions in the budget to meet NCC limits. Departments requested full or partial restoration, and work diligently to manage their budgets to consistently maintain programs and minimize impacts on services.

PUBLIC PROTECTION

- **District Attorney - Public Administrator**
District Attorney - Public Administrator proposed \$139 thousand and two positions in reductions, all of which are recommended for restoration ongoing to sustain core-mandated functions related to resident decedent estate affairs.
- **Public Defender**
The Public Defender proposed \$9.8 million and 58 positions in reductions, all of which are recommended for restoration (\$6 million ongoing, \$3.8 million one-time) to support staffing for provision of mandated representation services.

Moreover, the Public Defender requested expand augmentations totaling \$3 million appropriations and funding and 15 positions, all of which are recommended ongoing for increased body-worn camera digital evidentiary and discovery requirements and increased workload demands (\$2.5 million appropriations and funding and 12 positions) and a Conviction Integrity Unit (\$495 thousand appropriations and funding and three positions).
- **Sheriff-Coroner**
Sheriff-Coroner proposed \$39.9 million and 130 positions in reductions, all of which are recommended

(\$23.9 million ongoing, \$16 million one-time) to maintain mandated functions of departmental operations.

Furthermore, Sheriff-Coroner requested expand augmentations totaling \$3.8 million appropriations, \$1.7 million funding and 20 positions, of which \$3.2 million appropriations, \$1.2 million funding (\$1 million ongoing, \$144 thousand one-time) and 14 positions are recommended for: the Behavioral Health Bureau and five related vehicles and equipment (\$1 million one-time appropriations and two limited-term positions, \$700 thousand ongoing appropriations and three positions); one vehicle and related equipment (\$144 thousand one-time appropriations and funding); the Coroner Division (\$899 thousand ongoing appropriations and funding and six positions); the Records Division (\$515 thousand ongoing appropriations, \$155 thousand funding and three positions).

COMMUNITY SERVICES

- **OC Community Resources**
OC Community Resources requested expand augmentations totaling \$1.4 million appropriations, \$608 thousand funding and seven positions, all of which are recommended ongoing for: the Office on Aging Service (\$768 thousand appropriations, \$38 thousand funding and six positions); the Custodian of Records (\$36 thousand appropriations and one position); and the Housing Funding Strategy (\$570 thousand appropriations and funding).
- **OC Animal Care**
OC Animal Care requested \$675 thousand appropriations in an expand augmentation, all of which is recommended one-time for purchase of nine replacement vehicles.
- **OC Parks CSA26**
OC Parks CSA26 requested \$298 thousand and five positions in an expand augmentation, all of which are recommended ongoing to maintain additional acreage and amenities at Mile Square Park.
- **Health Care Agency**
Health Care Agency requested \$9.7 million appropriations and 47 positions in an expand augmentation, all of which are recommended ongoing to implement the Street Medicine Program.

■ **Social Services Agency**

Social Services Agency requested \$1.8 million appropriations and 10 positions in an expand augmentation, all of which are recommended ongoing to enhance child welfare emergency response services.

INFRASTRUCTURE & ENVIRONMENTAL RESOURCES

■ **OC Public Works**

OC Public Works proposed \$224 thousand in reductions, all of which is recommended for restoration ongoing to ensure timely infrastructure projects and safe functional facilities.

OC Public Works also requested expand augmentations totaling \$2 million appropriations and 17 positions, all of which are recommended ongoing for: custodial services (\$33 thousand appropriations and six positions); the Weights and Measures Program (\$212 thousand appropriations and two positions); and John Wayne Airport improvements (\$1.7 million appropriations and nine positions).

■ **Utilities**

Utilities requested expand augmentations totaling \$264 thousand appropriations and two positions, all of which are recommended ongoing for the Central Utility Facility (\$129 thousand appropriations and one position) and the County's Energy Program (\$135 thousand appropriations and one position).

■ **OC Road**

OC Road requested \$394 thousand appropriations and four positions in an expand augmentation, all of which are recommended ongoing for roadway operations and maintenance.

GENERAL GOVERNMENT SERVICES

■ **Assessor**

Assessor proposed \$2 million and 19 positions in reductions, all of which are recommended for restoration ongoing to meet the current and projected level of service required for tax rolls.

■ **Auditor-Controller**

Auditor-Controller requested expand augmentations totaling \$114 thousand and seven positions, all of which are recommended ongoing for accounting services for John Wayne Airport (\$114 thousand and one position), Office of Care Coordination (four positions), and Social Services Agency (two positions).

■ **County Counsel**

County Counsel proposed \$777 thousand and three positions in reductions, all of which are recommended for restoration ongoing to sustain core mandated functions.

Additionally, County Counsel requested expand augmentations totaling \$703 thousand and funding and two positions, all of which are recommended for: external legal counsel services (\$450,000 one-time appropriations and funding); and legal counsel services to Health Care Agency, Public Guardian (one position) and Human Resource Services (\$253 thousand one-time appropriations and funding and one limited-term position).

■ **Treasurer-Tax Collector**

Treasurer-Tax Collector proposed \$1.1 million and six positions in reductions, all of which are recommended for restoration ongoing to sustain core mandated functions.

■ **Internal Audit**

Internal Audit proposed \$116 thousand and one position in reductions, all of which are recommended for restoration ongoing to meet audit services workload demands and core audit responsibilities.

Internal Audit also requested \$253 thousand appropriations and funding and two positions in an expand augmentation, all of which are recommended to address the increased audit workload.

DEBT

The budget includes all debt obligation payments. Budgets displayed in Program VI include amounts for annual payments on the County's debt financing of the Central Utility Facility and debt financing of infrastructure improvements in the County's Assessment Districts and Community Facilities Districts. This program also includes the debt associated with the County's Teeter program. Debt related to the specific operations of John Wayne Airport is included in Program III where the operational budgets for that department are also found. Based on the County's SFP and at current funding levels, the County is able to fulfill these debt obligations and sustain current and future services and operations.

DEBT LIMIT

The amount of the general obligation bonded indebtedness the County can incur is limited under California State Law to 1.25% of the equalized assessment property tax roll.

Legal Debt Margin as a Percentage of Debt Limit Calculation for FY 2021-22

(\$ amounts in thousands)

Assessed Value	\$ 689,088,931
Legal Debt Limit (1.25% of total assessed value)	8,613,612
Net Debt Applicable to Limit	0
Legal Debt Margin	\$ 8,613,612
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit	0%

Source: County of Orange Auditor-Controller

FY 2022-23 Debt Service General Fund

2016 CUF Lease Revenue Bonds	
Maturity (Fiscal Year)	2035-36
Debt Outstanding as of 6/30/22	44,425,000
FY 2022-23 Debt Service: Principal	
Interest	2,221,250
Total	4,486,250
Debt Outstanding as of 6/30/23	
	42,160,000

Note: The table above excludes Civic Center Master Plan - Phases I and II Bonds as the bonds are not County-issued debt. As a tenant of County Administration South (Civic Center Master Plan Phase I), the County began base rental payments in FY 2020-21. The County will become a tenant of County Administration North (Civic Center Master Plan Phase II) in FY 2022-23, at which time the County will begin base rental payments.

PLEDGED REVENUE

Coverage for South Orange County Public Financing Authority Central Utility Facility Lease Revenue Bonds, Series 2016 (in thousands)			
Fiscal Year Ending June 30	2021	2020	2019
Pledged Revenue	4,338	4,427	4,550
Debt Service			
Principal	2,054	1,975	1,900
Interest	2,433	2,511	2,587
Total Debt Service	4,487	4,486	4,487
Coverage	0.97	0.99	1.01

Source: County of Orange Auditor-Controller Comprehensive Annual Financial Report

BOND RATINGS & PURPOSE

TYPE OF BOND	Fitch Insured/ Underlying	Moody's Insured/ Underlying	S&P Insured/ Underlying	Purpose
2016 CUF Lease Revenue Bonds	not rated/not rated	not rated/not rated	not rated/AA	acquisition, construction and installation of certain capital improvements for the County's Central Utility Facility located at 525 North Flower Street in Santa Ana, California

Source: County of Orange Budget & Finance Office

CASH FLOW MANAGEMENT

The County issued short-term taxable Pension Obligation Bonds to prepay, at a discount, a portion of the County's FY 2022-23 pension obligation, resulting in a net cost avoidance of approximately \$30.3 million. The bonds were issued in January 2022 in the amount of \$521.8 million at rates ranging from 0.550% to 0.678%. The bonds will be paid off on April 28, 2023.



BUDGET & FISCAL POLICIES

Basis of Budgeting

The County's budget and its accounting system are based on the modified accrual system. The fiscal year begins on July 1. Revenues are budgeted as they are expected to be received or as they are applicable to the fiscal year. Consistent with generally accepted accounting principles, revenues are recognized when they are measurable and available. The County's availability criterion is 60 days after the end of the fiscal year.

Expenses are budgeted at an amount sufficient for 12 months if ongoing, and as needed in either partial or full amounts for one-time items. In each fund, expenses and increases to obligated fund balances must be balanced with available financing.

Budget Development Policies

The following budget policies and guidelines are used by all County departments as a starting point for budget development:

Consistency with Strategic Financial Plan: Base operating budget requests shall be consistent with the priorities and operational plans contained in the 2021 SFP. Department heads are responsible for using this planning process along with program outcome indicators to evaluate current programs and redirect existing resources as needed for greater efficiency, to reduce costs and minimize the requests for additional resources. A certification regarding the evaluation of existing resources is required as part of the department's budget request submittal.

Salaries & Employee Benefits: The Salary and Benefits Forecasting System (SBFS) in the County's budget system, Performance Budgeting (PB), calculates the regular salary and employee benefits base budgets centrally. Salaries and employee benefits are reduced to account for vacant positions based on the average monthly percentage of vacant positions calculated on a dollar-weighted basis for calendar year 2021.

For extra-help positions, departments are responsible for budgeting salaries and employee benefits in accordance with Memorandum of Understanding requirements.

Services & Supplies: Services and supplies are budgeted using realistic amounts based on prior year actual expenditures and historical trends to the extent the appropriations are necessary to support operational needs.

Program Revenue and Grants: Program revenues (e.g. State and Federal programs revenues) are to be used to offset the department's proportional share of operating costs to the full extent of the program regulations. Local matching funds should normally be at the legal minimum so that the General Fund subsidy (backfill) is minimized. Program revenues are to be used for caseload growth.

One-time revenues shall be limited for use on non-recurring items such as start-up costs, program or reserve stabilization, and capital expenses.

New revenue sources pending legislation or grant approval are not included in the base budget request. They will be considered during the September Budget Update or Mid-Year Budget Report processes (e.g. when legislation is passed or grants are awarded).

Net County Cost (NCC): NCC limits are based on the FY 2021-22 budget, adjusted for one-time items and annualization of approved ongoing augmentations. The FY 2022-23 budget policy includes 0% growth in the limits consistent with the 2021 SFP.

Fund Balance: Fund balance is defined as the difference between assets and liabilities in a governmental fund. Fund balance may be obligated (reserved) for a specific purpose or may be unreserved and available for any purpose of the fund in which it is reported. Unreserved fund balance in a capital projects fund may be used to fund capital projects. Unreserved fund balance in the General Fund may be used for any purpose.

Obligated Fund Balances, Net Position, and Contingencies: The County General Fund currently includes obligated fund balances (reserves) and appropriations for contingencies. These obligated fund balances protect County-mandated programs and services from temporary revenue

shortfalls and provide for unpredicted, sudden, or unavoidable one-time expenditures. Certain departments and non-General Funds have other obligated fund balances, or net position (similar to retained earnings), dedicated to specific programs and uses.

Balanced Budget: The General Fund requirements will be balanced to available resources. Budgets for funds outside the General Fund are balanced to Available Financing without General Fund subsidy unless previously approved by the Board or CEO. Available Financing shall be determined by realistic estimates of budget year revenues and any planned changes to obligated fund balances.

Augmentations (requests for new or restored resources): All augmentation requests require outcome indicators (performance measures) that outline the department's intended outcome(s) resulting from the additional resources. Department heads must certify that all potential alternatives for redirecting existing resources have been examined and that lower priority items have been reduced or eliminated in order to make current resources available.

Program Budgets Outside the General Fund: It is the department head's responsibility to ensure that the proposed use of program funds is consistent with available financing, legal restrictions on funds, and the County's strategic priorities; and has been coordinated with the appropriate stakeholders external to the County.

A Citizen's Guide to Reading the Budget Document

This document includes information that provides readers with a greater understanding of each department's mission, organizational structure, and performance results as a narrative context for the budget amounts. The introduction section of Volume I contains several charts and tables that provide an overview of issues affecting the budget, sources and uses of funds, and budgeted positions. Subsequent sections present each department and fund in the following County's seven program areas:

1. Public Protection
2. Community Services
3. Infrastructure and Environmental Resources
4. General Government Services
5. Capital Improvements
6. Debt Service
7. Insurance, Reserves and Miscellaneous

The presentation for each department within each program area includes:

An **Operational Summary** including:

- Mission
- Budget at a Glance
- Strategic Goals
- Key Outcome Indicators (Performance Measures)
- Key Accomplishments of the prior year

An **Organizational Summary** including:

- Organization Chart
- Description of each major activity
- Ten-year staffing trend chart with highlights of staffing changes

A FY 2022-23 **Budget Summary** including:

- Department's plan for support of the County's strategic priorities
- Changes included in the base budget
- Budget augmentations and related performance plans
- Recap of the department budget
- Highlights of key budget trends
- A matrix of the budget units under the department's control

Volume II contains additional budget detail. Department's budget information are listed by ascending budget control. Readers looking for more detailed budget information for a specific department can also use the Index in Volume II.

FUND STRUCTURE

County funds can be divided into three major categories: governmental, proprietary, and fiduciary. Only governmental and proprietary funds are included in the County's budget.

The County maintains several individual governmental funds organized according to their type: General Fund, as well as Special Revenue, Debt Service, Capital Projects, and Permanent Funds.

- The general fund is a government's basic operating fund and accounts for everything not accounted for in another fund.
- Special revenue funds account for specific revenue sources that are limited to uses for a particular purpose.
- Debt service funds account for the repayment of debt.
- Capital projects funds account for the construction, rehabilitation, and acquisition of capital assets, such as buildings, equipment, and roads.
- Permanent funds account for resources that cannot be expended, but must be held in perpetuity.

The County maintains two different types of proprietary funds: Enterprise Funds and Internal Service Funds. Enterprise Funds are used to report the same functions presented as business-type activities. The County uses enterprise funds to account for its Airport, Waste Management, and Compressed Natural Gas activities. Internal Service Funds are used to accumulate and allocate costs internally among the County's various functions such as insurance, transportation, publishing, and information technology.

General Fund	
Alternate Defense	Data Systems Development Projects
American Rescue Plan Act	District Attorney - Public Administrator
Assessor	Employee Benefits
Auditor-Controller	Grand Jury
Board of Supervisors - 1st District	Health Care Agency
Board of Supervisors - 2nd District	Health Care Agency - Public Guardian
Board of Supervisors - 3rd District	Human Resource Services
Board of Supervisors - 4th District	IBM Mainframe
Board of Supervisors - 5th District	Internal Audit
Building & Safety General Fund	Juvenile Justice Commission
Capital Acquisition Financing	Miscellaneous
Capital Projects	OC Animal Care
CAPS Program	OC Campaign Finance and Ethics Commission
CEO Real Estate	OC Community Resources
Child Support Services	OC Public Works
Clerk of the Board	OC Watersheds
Clerk-Recorder	OCIT Shared Services
County Counsel	Office of Independent Review
County Executive Office	Prepaid Pension Obligation
County General Fund Level Transactions	Pretrial Services
	Probation

General Fund (continued)

- Property Tax System Centralized O & M Support
- Public Administrator
- Public Defender
- Registrar of Voters
- Sheriff-Coroner
- Social Services Agency
- Treasurer-Tax Collector
- Trial Courts
- Utilities

Special Revenue

- Air Quality Improvement
- Assessor Property Characteristics Revenue
- Bioterrorism Center for Disease Control Fund
- Building and Safety
- CAL - ID Operational Costs
- CAL - ID System Costs
- CalHome Program Reuse Fund
- Care Coordination Fund
- CEO Single Family Housing
- Child Support Program Development
- Clerk-Recorder Operating Reserve Fund
- Clerk-Recorder Special Revenue Fund
- County Automated Fingerprint Identification
- County Service Area #13 - La Mirada
- County Service Area #22 - East Yorba Linda
- County Tidelands - Newport Bay
- Delta Special Revenue
- Dispute Resolution Program
- District Attorney's Supplemental Law Enforcement Services
- Domestic Violence Program
- El Toro Improvement Fund
- Emergency Medical Services
- Excess Public Safety Sales Tax
- Facilities Development and Maintenance Fund
- Foothill Circulation Phasing Plan
- HCA Interest Bearing Purpose Restricted Revenue
- HCA Purpose Restricted Revenues
- HCA Realignment
- Housing Asset Fund
- In-Home Supportive Services Public Authority
- Inmate Welfare Fund
- Jail Commissary
- Medi-Cal Administrative Activities/Targeted Case Management
- Mental Health Services Act

- Mental Health Services Act (MHSA) Housing Fund
- Motor Vehicle Theft Task Force
- N. Tustin Landscape & Lighting Assessment District
- Narcotic Forfeiture and Seizure
- OC Animal Care Donations
- OC Animal Shelter Construction Fund
- OC Dana Point Harbor
- OC Flood
- OC Flood - Capital
- OC Flood - Capital Improvement Projects
- OC Housing
- OC Housing Authority - Operating Reserves
- OC Parks Capital
- OC Parks CSA 26
- OC Public Libraries
- OC Public Libraries - Capital
- OC Road
- OC Road - Capital Improvement Projects
- OC Tobacco Settlement Fund
- Orange County Housing Authority (OCHA)
- Orange County Jail Fund
- Parking Facilities
- Proposition 64 - Consumer Protection
- Proposition 69 - DNA Identification Fund
- Real Estate Development Program
- Real Estate Prosecution Fund
- Regional Narcotics Suppression Program - Other
- Remittance Processing Equipment Replacement
- Santa Ana Regional Center Lease Conveyance
- Sheriff-Coroner Replacement & Maintenance Fund (SCRAM)
- Sheriff Narcotics Program - CALMMET - Treasury
- Sheriff Narcotics Program - Department of Justice
- Sheriff Narcotics Program - Other
- Sheriff's Court Operations - Special Collections
- Sheriff's Substations Fee Program
- Sheriff's Supplemental Law Enforcement Services
- South County Roadway Improvement Program (SCRIP)
- Special Assessment-Top of The World Improvement
- SSA Donations and Fees
- SSA Wraparound
- State Criminal Alien Assistance Program (SCAAP)
- Strategic Priority Affordable Housing
- Survey Monument Preservation
- Traffic Violator Fund
- Ward Welfare
- Workforce Investment Act



Debt Service

AD 01-1 Group 3 Debt Service
 Assessment District 01-1 Ziani Project Debt Service
 Assessment District 92-1 Newport Ridge Debt Service
 CFD 00-1 (Series A of 2000) Ladera Debt Service
 CFD 01-1 Ladera Debt Service
 CFD 2003-1 Ladera Debt Service
 CFD 2004-1 Ladera Debt Service
 CFD 2015-1 RMV (Village of Esencia) Debt Service
 CFD 2016-1 RMV (Village Of Esencia) Debt Service
 CFD 2017-1 RMV (Village Of Esencia) Debt Service
 CFD 2017-1 RMV (Village Of Esencia) IA Number 2 Debt Service
 CFD 99-1 Series A of 1999 Ladera Debt Service
 Coto de Caza CFD 87-8 Debt Service
 Foothill Ranch CFD 87-4 Debt Service
 Golden Lantern Reassessment District 94-1 Debt Service
 Irvine Coast Assessment District 88-1 Debt Service
 Ladera CFD 2002-01 Debt Service
 Mission Viejo CFD 87-3 (A) Debt Service
 Newport Coast AD 01-1 Conversion #1 Debt Service
 Newport Coast AD 01-1 Group 2 Debt Service
 Newport Coast AD 01-1 Group 4 Conversion Debt Service
 Pension Obligation Bonds Debt Service
 Rancho Santa Margarita CFD 86-1 (Series 1988) Debt Service
 Rancho Santa Margarita CFD 87-5(A) Debt Service
 Rancho Santa Margarita CFD 87-5B Debt Service
 Rancho Santa Margarita CFD 87-5C Debt Service
 Rancho Santa Margarita CFD 87-5D (A) Debt Service
 Rancho Santa Margarita CFD 87-5E (A of 1993) Debt Service
 Teeter Series A Debt Service Fund

Capital Projects

2017-1 RMV (Village of Esencia) Construction
 800 MHz Countywide Coordinated Communications System (CCCS)
 CFD 2016-1 RMV (Village Of Esencia) Construction
 Countywide Capital Projects Non-General Fund
 Countywide IT Projects Non-General Fund
 Criminal Justice Facilities - Accumulative Capital Outlay
 Sheriff-Coroner Construction & Facility Development

Enterprise

Airport - Operating Enterprise
 Airport Construction Fund
 Airport Debt Service Fund
 Compressed Natural Gas Enterprise Fund
 OC Waste & Recycling Enterprise

OCWR - Brea/Olinda Landfill Escrow
 OCWR Capital Project Fund
 OCWR Corrective Action Escrow
 OCWR - Environmental Reserve
 OCWR - FRB/Bee Canyon Landfill Escrow
 OCWR Importation Revenue Sharing
 OCWR - Landfill Postclosure Maintenance
 OCWR - Prima Deshecha Landfill Escrow

Internal Service

Insured Health Plans ISF
 Life Insurance ISF
 OC Fleet Services
 OCIT Countywide Services
 Property & Casualty Risk ISF
 Reprographics ISF
 Self-Insured Benefits ISF
 Self-Insured PPO Health Plans ISF
 Unemployment ISF
 Wellness Program ISF
 Workers' Compensation ISF

Permanent Fund

Limestone Regional Park Mitigation Endowment

AWARDS & RECOGNITIONS FY 2021-22

The County of Orange is hard at work throughout each year, providing services to Orange County's more than 3 million residents. The County's mission is to make Orange County a "safe, healthy and fulfilling place to live, work and play, today and for generations to come, by providing outstanding, cost-effective regional public services," and the following is a look at the recognition the County received during FY 2021-22 for those efforts.

California State Association of Counties (CSAC)

The CSAC annual awards program honors the most innovative programs developed and implemented by California counties each year. In 2021, the County of Orange took home two awards:

- **Hitched at Honda Center (Clerk-Recorder):** The Clerk-Recorder Department partnered with Honda Center in Anaheim to continue marriage services utilizing box office booths. This program won an Innovation Award.
- **World Class Organic Waste Management Infrastructure (OC Waste & Recycling):** This three-site, commercial-scale organic waste management and composting program aims to collectively provide the infrastructure to recycle organic materials for reuse. This program won a Challenge Award.

National Association of Counties (NACo)

The County received 16 Achievement Awards from the National Association of Counties (NACo), which recognizes government programs for their innovation and efficiency:

- **Adoption by Appointment: Making Safe and Speedy Pet Adoptions a Priority (OC Animal Care):** A new system provides adopters with over 400 appointments per week and individualized attention to relieve stress on animals, better match pets with adopters, and improve in-shelter safety.
- **AB 939 Regional Recycling and Waste Reduction Grant Program (OC Waste & Recycling):** This program educated more than 10,000 students, collected nearly 180,000,000 pounds of organic material and recovered 21,202,909 pounds of edible food.
- **OC Department of Education Curriculum-Based Outreach Program (OC Waste & Recycling):** This partnership program between OC Waste & Recycling (OCWR) and the Orange County Department of Edu-

cation brings state-mandated waste diversion education to classrooms by providing teachers with standards-based tools.

- **Prima Deshecha Landfill Zone 4 Habitat Mitigation (OC Waste & Recycling):** OCWR works with local, state and federal agencies to ensure habitats near the Prima Deshecha Landfill are properly mitigated or protected while the future Zone 4 expansion of the landfill will continue its services. OCWR has successfully focused its efforts on approximately 257 acres.
- **OC Links Behavioral Health Services Line (Health Care Agency):** The OC Links program is a single access phone line redesigned to expand access and assistance to residents needing behavioral health services. Since implementation of the redesign in January 2021, OC Links has handled over 13,816 cases, of which 3,556 resulted in immediate crisis team dispatches.
- **OCHCA and MindOC Collaboration: Be Well Campus (Health Care Agency):** The Be Well Orange Campus opened in 2021 and provides an integrated model for mental health and substance use disorder services.
- **Bridging the Digital Divide for Older Adults (Office on Aging):** This program aims to reduce isolation and increase access to virtual services for older adults by providing eligible applicants with an iPad for individual use and related onboarding support and online training classes.
- **Settlement Conference (Child Support Services):** This program is a collaborative partnership between the Child Support Services' establishment teams, attorneys, and customers. 53% of cases currently result in an agreement within an average of 84 days between case opening and order establishment. This expedites order establishment by 93 days and prevents over half of the participants from going to court.

- **Veterans Transportation Program (Veterans Service Office):** This program provides Uber cards to validated veterans to minimize transportation barriers to Veterans Affairs' (VA) appointments, housing assistance, appointments with mental health providers, and job interviews.
- **Welcoming Afghan Refugees to Orange County with Open Arms and Open Hearts (Social Services Agency):** In collaboration with many agencies, more than 500 Afghan arrivals, representing 207 families with 198 children and 326 adults, have been enrolled in public assistance benefits through Social Services Agency's cooperative actions.
- **The Housing Authority - Remote Video Inspection Process (OC Housing Authority):** This process was implemented as an option to conduct Housing Quality Standards inspections remotely.
- **Libraries Poet Laureate Program (OC Public Libraries):** This program created one county Youth Poet Laureate and one county Adult Poet Laureate to inspire residents via the positive impact of poetry created by local writers.
- **Public Libraries Backpacks and Book Bundles (OC Public Libraries):** OC Public Libraries staff curate a collection of titles, resources, and sometimes toys and activities and package them in an easy-to-use way for patrons to check out. The bundles support a variety of needs and goals. Mental health kits tackle the social stigma of mental illness; Kindergarten Readiness backpacks enhance parent and caregiver interactions with toddlers and preschoolers as well as support state standards for kindergarten readiness; and staff book kits and binge ready books backpacks inspire a love of reading and learning.
- **Public Libraries Virtual Programs and Digital Content (OC Public Libraries):** The virtual program series offers children, teens, and adults educational, informative, and entertaining activities.
- **Aliso and Wood Canyons Wilderness Park Visitor Center (OC Parks):** OC Parks opened a visitor center at the main entrance of Aliso and Wood Canyons Wilderness Park to educate visitors about the park's role in preserving natural and habitat spaces in an urbanized county. The center also provides meeting space, restrooms and park offices.
- **Parks Wildland Fire Resource Advisor Program (OC Parks):** This program focuses on determining sensitive resources in county parks so that fire agencies can preserve parklands and curtail damage during and after wildfires.

Government Finance Officers Association of the United States and Canada (GFOA)

- A Distinguished Budget Presentation Award was given to the County of Orange for its FY 2021-22 Annual Budget document prepared by the County Executive Office. The Distinguished Budget Presentation Award is the highest form of recognition for excellence in state and local government budget reporting.