



Strategic Priorities Table of Contents

Introduction & Summary	129
American Rescue Plan Act of 2021 (ARPA)	135
Be Well Campus Expansion	141
Emergency Medical Services Operating Facility	146
Juvenile Corrections Campus.....	150
Pre-Trial Intervention Program.....	156
OC CARES	163
Community Assistance, Recovery and Empowerment (CARE) Court.....	168
Coordinated Reentry System.....	174
Enhance Inmate Programming Services.....	180
Expand Adult Specialty Courts	186
Expand Behavioral Health Law Enforcement Response Team	192
Housing for Justice Involved Youth and Transitional Age Youth	198
Housing for Transitional Aged Youth	204
Permanent Supportive and Affordable Housing Access.....	208
System of Care Data Integration for Care Coordination	214
Program I – Public Protection	
Body Worn Camera Workload Impact Mitigation.....	221
Brad Gates - Data Center UPS Upgrade.....	226
Central Men’s Jail – Official Visiting Booth Area Renovation.....	230
CMJ Recreation Yard Expansion and ADA Compliance	234
Emergency Operations Center Audio-Visual & Security System Upgrade.....	238



Strategic Priorities Table of Contents (continued)

Program I – Public Protection (continued)

Intake Release Center Air Handler Units Replacement..... 242
Jail Security Electronic Control Systems Upgrade/Replacement ... 246
James A. Musick Facility Expansion – Staffing 252
Loma Ridge Communications Redundancy 262
Orange County Jail Facilities ADA Compliance Upgrade..... 266
OCSD Facilities Capital Improvement Plan..... 270
Theo Lacy Facility – Security Block Wall..... 278
Theo Lacy Facility Additional Staffing 282

Program II – Community Services

Expand Environmental Health Division 289
Future of Public Health Initiative 294
Implement CDC Recommendations for Correctional Settings..... 300
Jail Based Competency Treatment 306
Master Plan for Aging 312

Program III – Infrastructure & Environmental Services

Expand Weights and Measures Program..... 319

Program IV – General Government Services

CAPS+ Financial/Procurement & Human Resources (HR)/Payroll
Software and Hardware Upgrade..... 325
County Facilities Master Plan 330

Program VII – Insurance, Reserves & Miscellaneous

Physical Identity Access Management (PIAM)..... 345



Strategic Priorities

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

Strategic Priorities submissions are characterized by the following basic criteria:

- **Significant in Cost Impact** – items at or exceeding \$1 million in any one year, particularly those that would require County General Purpose Revenue (Net County Cost)
- **Of Community Awareness** – items that have or may have significant community impact
- **Measurable Outcomes** – measurable results have been identified so items can be evaluated from time to time on the basis of objective results
- **Personnel Impact** – may impact current work activities and/or require new positions
- **Efficient** – achieves the desired results in a sensible and cost-effective manner
- **Strategic** – may have a long-range impact on County government and the community it serves

The process of identifying Strategic Priorities involves the County's Department Heads, their staff, the County Executive Office and the Board of Supervisors. Departments submitted 51 Strategic Priorities (Priorities) and it was determined that 16 more closely fit the definition of Emerging Initiatives. The remaining 35 Strategic Priorities represent a total Net County Cost (NCC) of \$589.6 million over the first five years with a first year NCC of \$82.7 million growing to an annual NCC of \$112.7 million by the fifth plan year. The aggregate ten-year cost of the Priorities is estimated to be \$1.1 billion. Of the 35 priorities, 24 represent continuing priorities and 11 represent newly identified priorities. All Priorities are standardized into a ten-point format designed to capture all significant and relevant factors considered when making funding recommendations.

The primary focus of the SFP is on programs and resources funded from General Purpose Revenues (NCC); however, some Strategic Priorities may be funded from dedicated revenue sources (e.g. State and Federal grants). The County Executive Office will work



with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of the priorities. At this time, no funding is recommended for implementation of Strategic Priorities. Any funding of Strategic Priorities will be recommended as part of the FY 2023-24 budget process due to increasing ongoing operating costs beyond General Purpose Revenue growth and the need to maintain department current levels of service to the community to the extent possible; however, funding of Strategic Priorities with one-time American Rescue Plan Act funds could be recommended as part of the FY 2022-23 mid-year budget process.

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

OC CARES

A description of the following emerging initiatives is included in the OC CARES Strategic Priorities introduction, after this summary:

- Mental Health and Substance Use Disorder Support Services for Juveniles
- Coordinated Assessment Process
- Coordinated Case Management Program
- Prevention and Early Intervention Programs for Youths

Sheriff-Coroner Department (OCSD)

- Expand Southeast Patrol Operations – Request for additional patrol deputies to meet future population growth in the unincorporated communities and the newly developed Rancho Mission Viejo.
- Hazardous Devices Squad (HDS) Expansion – Request for additional staffing and vehicles to address the increased volume of Bomb Squad related responses for explosives and hazardous materials related incidents and enhance the unit's ability to respond to critical incidents more efficiently.
- Replacement Incident Command Post – Request to replace OCSD's mobile incident command post, Samantha I (SAM I), which is over 20 years old, to ensure OCSD has access to critical technology when responding to incidents of civil unrest, protests, special events, and mutual aid requests.

OC Public Libraries

- New Library in the City of Laguna Niguel – Request for relocation of the current Laguna Niguel library and new facility space as part of the Laguna Niguel Town Center development.



- New Library in the City of Rancho Mission Viejo – Request for additional staffing, equipment and collection materials for a new library in the City of Rancho Mission Viejo. The developer of the Rancho Mission Viejo master plan will construct the new library.

Health Care Agency (HCA)

- Expand Emergency Medical Services – Request for additional staffing to address increased caseloads and patient care records, including data reporting, research, and adequate disaster preparedness.
- Mental Health and Recovery Services – Request for additional staffing to redesign the program structure to enhance efficiencies and align with State directives, including CalAIM, CARE Court, and forensics.
- Expand Public Health Infrastructure – Request for additional staffing to support public health critical infrastructure needs related to workforce, foundational capabilities, and to modernize public health data systems.

Social Services Agency

- Facility Improvements and Maintenance – Request for facility improvements and deferred maintenance projects to rehabilitate the Orangewood Children and Family Center and Santa Ana Regional Center.

OC Public Works

- South County Water Quality Improvement Plan – Request for additional resources to implement the South Orange County Water Quality Improvement Plan and achieve water pollutant load reductions. All municipalities, wastewater special districts, and stakeholders of South Orange County will fund this 30-year project. The National Pollutant Discharge Elimination System (NPDES) Storm Water Permit Implementation agreement governs contributions from each agency.

The following is a summary of the 2022 Strategic Priorities and the NCC request by program and department.

2022 STRATEGIC PRIORITIES

C/N	Department	Strategic Priority Title	10-Year NCC Request	5-Year NCC Request	ANNUAL NCC REQUEST	
					FY 23-24	FY 24-25
American Rescue Plan Act of 2021						
C	County Executive Office	Be Well Campus Expansion	0	0	0	0
C	County Executive Office	Emergency Medical Services Operating Facility	0	0	0	0
C	County Executive Office	Juvenile Corrections Campus	5,900,000	5,900,000	2,900,000	3,000,000
C	County Executive Office	Pre-Trial Intervention Program	10,050,098	5,056,958	1,030,980	1,022,406
American Rescue Plan Act of 2021 Subtotal			15,950,098	10,956,958	3,930,980	4,022,406
OC CARES						
N	County Executive Office	Community Assistance, Recovery and Empowerment (CARE) Court	0	0	0	0
C	County Executive Office	Coordinated Reentry System	0	0	0	0
C	County Executive Office	Enhance Inmate Programming Services	35,000,000	35,000,000	0	35,000,000
C	County Executive Office	Expand Adult Specialty Courts	11,100,153	5,239,298	703,091	1,095,932
C	County Executive Office	Expand Behavioral Health Law Enforcement Response Team	19,297,998	9,711,718	1,980,900	1,964,290
N	County Executive Office	Housing for Justice Involved Youth and Transitional Aged Youth	7,250,000	3,650,000	770,000	720,000
N	County Executive Office	Housing for Transitional Aged Youth	4,500,000	3,250,000	1,250,000	1,250,000
C	OC Community Resources	Permanent Supportive and Affordable Housing Access	TBD	TBD	TBD	TBD
C	Countywide IT Projects Non-General Fund	System of Care Data Integration for Care Coordination	0	0	0	0
OC CARES Subtotal			77,148,151	56,851,016	4,703,991	40,030,222
Program I - Public Protection						
C	Public Defender	Body Worn Camera Workload Impact Mitigation	40,624,286	19,007,436	1,875,137	4,273,162
N	Sheriff-Coroner	Brad Gates - Data Center UPS Upgrade	1,214,201	1,214,201	1,214,201	0
N	Sheriff-Coroner	Central Men's Jail – Official Visiting Booth Area Renovation	1,034,000	1,034,000	1,034,000	0
N	Sheriff-Coroner	Central Men's Jail – Recreation Yard Expansion and ADA Compliance	3,723,127	3,723,127	3,723,127	0
C	Sheriff-Coroner	Emergency Operations Center Audio-Visual & Security System Upgrades	4,133,043	2,988,428	1,571,793	729,866
C	Sheriff-Coroner	Intake Release Center Air Handler Units Replacement	9,851,888	9,851,888	2,462,972	2,462,972
C	Sheriff-Coroner	Jail Security Electronic Control Systems Upgrade/Replacement	28,500,000	15,800,000	0	4,500,000
C	Sheriff-Coroner	James A. Musick Facility Expansion – Staffing	696,588,865	326,147,458	38,479,649	67,912,192
N	Sheriff-Coroner	Loma Ridge Communications Redundancy	1,500,000	1,500,000	1,500,000	0
C	Sheriff-Coroner	Orange County Jail Facilities ADA Compliance Upgrade	7,212,610	7,212,610	959,070	1,415,780
C	Sheriff-Coroner	OCSD Facilities Capital Improvement Plan	69,904,726	36,328,527	0	7,808,860
N	Sheriff-Coroner	Theo Lacy Facility – Security Block Wall	1,525,000	1,525,000	1,525,000	0
C	Sheriff-Coroner	Theo Lacy Facility Additional Staffing	91,829,854	46,212,234	9,425,078	9,346,206
Program I Subtotal			957,641,600	472,544,909	63,770,027	98,449,038
Program II - Community Services						
C	Health Care Agency	Expand Environmental Health Division	0	0	0	0
N	Health Care Agency	Future of Public Health Initiative	0	0	0	0
N	Health Care Agency	Implement CDC Recommendations for Correctional Settings	38,484,474	17,985,461	2,022,568	3,785,752
C	Health Care Agency	Jail Based Competency Treatment	0	0	0	0
C	Social Services Agency	Master Plan for Aging	0	0	0	0
Program II Subtotal			38,484,474	17,985,461	2,022,568	3,785,752
Program III - Infrastructure & Environmental						
N	OC Public Works	Expand Weights and Measures Program	8,492,816	3,485,376	498,056	498,392
Program III Subtotal			8,492,816	3,485,376	498,056	498,392
Program IV - General Government Services						
C	CAPS Program	CAPS+ Financial/Procurement & Human Resources (HR)/Payroll Software and Hardware Upgrade	31,670,269	26,168,839	6,773,042	8,566,667
C	Real Estate Development Program	County Facilities Master Plan	0	0	0	0
Program IV Subtotal			31,670,269	26,168,839	6,773,042	8,566,667
Program VII - Insurance, Reserves & Miscellaneous						
C	OCIT Countywide Services	Physical Identity Access Management (PIAM)	1,644,000	1,644,000	998,000	438,000
Program VII Subtotal			1,644,000	1,644,000	998,000	438,000
Total NCC Request			1,131,031,408	589,636,559	82,696,664	155,790,477

Legend: C = Continuing Strategic Priority, N = New Strategic Priority

2022 STRATEGIC PRIORITIES

(COST LESS REVENUE OR OTHER SOURCES)				Strategic Priority Title	Department	C/N
FY 25-26	FY 26-27	FY 27-28	FY 28-29 to FY 32-33			
				American Rescue Plan Act of 2021		
0	0	0	0	Be Well Campus Expansion	County Executive Office	C
0	0	0	0	Emergency Medical Services Operating Facility	County Executive Office	C
0	0	0	0	Juvenile Corrections Campus	County Executive Office	C
1,007,010	997,934	998,628	4,993,140	Pre-Trial Intervention Program	County Executive Office	C
1,007,010	997,934	998,628	4,993,140	American Rescue Plan Act of 2021 Subtotal		
				OC CARES		
0	0	0	0	Community Assistance, Recovery and Empowerment (CARE) Court	County Executive Office	N
0	0	0	0	Coordinated Reentry System	County Executive Office	C
0	0	0	0	Enhance Inmate Programming Services	County Executive Office	C
1,134,052	1,134,052	1,172,171	5,860,855	Expand Adult Specialty Courts	County Executive Office	C
1,933,602	1,915,670	1,917,256	9,586,280	Expand Behavioral Health Law Enforcement Response Team	County Executive Office	C
720,000	720,000	720,000	3,600,000	Housing for Justice Involved Youth and Transitional Aged Youth	County Executive Office	N
250,000	250,000	250,000	1,250,000	Housing for Transitional Aged Youth	County Executive Office	N
TBD	TBD	TBD	TBD	Permanent Supportive and Affordable Housing Access	OC Community Resources	C
0	0	0	0	System of Care Data Integration for Care Coordination	Countywide IT Projects Non-General Fund	C
4,037,654	4,019,722	4,059,427	20,297,135	OC CARES Subtotal		
				Program I - Public Protection		
4,262,315	4,273,452	4,323,370	21,616,850	Body Worn Camera Workload Impact Mitigation	Public Defender	C
0	0	0	0	Brad Gates - Data Center UPS Upgrade	Sheriff-Coroner	N
0	0	0	0	Central Men's Jail – Official Visiting Booth Area Renovation	Sheriff-Coroner	N
0	0	0	0	Central Men's Jail – Recreation Yard Expansion and ADA Compliance	Sheriff-Coroner	N
228,923	228,923	228,923	1,144,615	Emergency Operations Center Audio-Visual & Security System Upgrades	Sheriff-Coroner	C
2,462,972	2,462,972	0	0	Intake Release Center Air Handler Units Replacement	Sheriff-Coroner	C
3,500,000	5,700,000	2,100,000	12,700,000	Jail Security Electronic Control Systems Upgrade/Replacement	Sheriff-Coroner	C
73,213,408	73,012,663	73,529,546	370,441,407	James A. Musick Facility Expansion – Staffing	Sheriff-Coroner	C
0	0	0	0	Loma Ridge Communications Redundancy	Sheriff-Coroner	N
1,488,000	1,547,520	1,802,240	0	Orange County Jail Facilities ADA Compliance Upgrade	Sheriff-Coroner	C
8,190,000	9,949,667	10,380,000	33,576,199	OCSD Facilities Capital Improvement Plan	Sheriff-Coroner	C
0	0	0	0	Theo Lacy Facility – Security Block Wall	Sheriff-Coroner	N
9,201,178	9,116,248	9,123,524	45,617,620	Theo Lacy Facility Additional Staffing	Sheriff-Coroner	C
102,546,796	106,291,445	101,487,603	485,096,691	Program I Subtotal		
				Program II - Community Services		
0	0	0	0	Expand Environmental Health Division	Health Care Agency	C
0	0	0	0	Future of Public Health Initiative	Health Care Agency	N
4,048,230	4,056,491	4,072,422	20,499,013	Implement CDC Recommendations for Correctional Settings	Health Care Agency	N
0	0	0	0	Jail Based Competency Treatment	Health Care Agency	C
0	0	0	0	Master Plan for Aging	Social Services Agency	C
4,048,230	4,056,491	4,072,422	20,499,013	Program II Subtotal		
				Program III - Infrastructure & Environmental		
495,912	991,528	1,001,488	5,007,440	Expand Weights and Measures Program	OC Public Works	N
495,912	991,528	1,001,488	5,007,440	Program III Subtotal		
				Program IV - General Government Services		
8,566,667	1,162,177	1,100,286	5,501,430	CAPS+ Financial/Procurement & Human Resources (HR)/Payroll Software and Hardware Upgrade	CAPS Program	C
0	0	0	0	County Facilities Master Plan	Real Estate Development Program	C
8,566,667	1,162,177	1,100,286	5,501,430	Program IV Subtotal		
				Program VII - Insurance, Reserves & Miscellaneous		
208,000	0	0	0	Physical Identity Access Management (PIAM)	OCIT Countywide Services	C
208,000	0	0	0	Program VII Subtotal		
120,910,269	117,519,297	112,719,854	541,394,849	Total NCC Request		

Legend: C = Continuing Strategic Priority, N = New Strategic Priority





American Rescue Plan Act of 2021

On March 11, 2021, President Biden signed the American Rescue Plan Act (ARPA) of 2021 (H.R. 1319) into law. The \$1.9 trillion package is intended to support communities in their recovery from the COVID-19 pandemic, address economic effects and lay the foundation for a strong fiscal recovery. The Coronavirus State and Local Fiscal Recovery Fund (SLFRF), under ARPA, allocates \$350 billion in funding to eligible state, local, territorial, and Tribal governments for COVID-19 pandemic response. It replaces lost revenue to strengthen support for vital public services and help retain jobs; supports immediate economic stabilization for households and businesses; and addresses public health and other economic challenges. The SLFRF provides substantial flexibility for each government to meet local needs. All funds must be obligated within the period between March 3, 2021 and December 31, 2024, and used to cover such obligations by December 31, 2026.

The County of Orange was allocated \$616.8 million in ARPA/SLFRF (ARPA) and the legislation requires the funds be distributed in two equal allotments. The first allotment of \$308.4 million was received on May 21, 2021. The second allotment of \$308.4 million was received on June 9, 2022.

The primary focus of the County is strategic allocation and use of the ARPA funds in response to the pandemic and promoting economic recovery with recognition of the need for prudent and sustainable planning. In its recovery plans, the County is committed to supporting the health and welfare of all Orange County residents. The County recovered its revenue losses from the COVID-19 pandemic, over \$596 million, in order to stabilize the County's budget to ensure its ability to continue providing high quality services to the community, sustaining countywide operations and initiatives, strengthening support for vital public services, restoring staff resources impacted by the pandemic, and addressing public health and other economic challenges.

Furthermore, the County recognizes the need for continued vaccination efforts, community testing and contact tracing and, most importantly, pandemic preparedness to effectively manage future public health emergencies. As such, the County is planning a new Orange County Emergency Medical Services Operating Facility using the ARPA funds.

Another project funded by ARPA, currently in the planning phase, is to build a second behavioral health campus in the El Toro area in the City of Irvine. The campus would provide easy access for law enforcement or other first responders and provide options for



the individuals encountered who are facing a mental health or substance use crisis diverting them to treatment services and away from jail. In addition, the campus would serve as an integrated support center that will provide linkages with complimentary community and social support services.

The County is also seeking to establish a new Juvenile Corrections Campus that would 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.

Planned allocation of ARPA funds will be revisited with each Strategic Financial Plan (SFP) and funds reallocated as priorities change. The following provides a brief summary of the County's APRA allocation based on US Treasury expenditure categories.

1. Public Health

Countywide Emergency Paid Sick Leave (One-time Funding)

This funding provides paid sick and paid family and medical leave for public employees to enable compliance with COVID-19 public health precautions.

Workers' Compensation (One-time Funding)

This funding provides prompt state-mandated benefits and quality medical care to injured County employees. The project allows the County to mitigate workers' compensations costs and accelerate the process of returning employees to work.

2. Revenue Replacement

Be Well Irvine Campus (One-time Funding)

This is a continuing Strategic Priority. The Be Well Irvine Campus is the second of three planned behavioral health campuses for the Health Care Agency. The first campus, located in the City of Orange, was implemented in April 2021 and included as a Strategic Priority in the SFP for the years 2016 to 2019.

Bridge Digital Divide-Tech Solutions for Seniors (One-time Funding)

This allocation will be used for 2,200 iPads with data plans, subscription for training and online classes and administrative oversight of technology support for older adults.



County Department's COVID-19 Public Health Response (One-time Funding)

The County's general COVID-19 Public Health response includes, but is not limited to, expenditures such as payroll costs for staff supporting the COVID-19 pandemic response; testing and tracing; personal protective equipment (PPE); sanitation supplies; disinfection/sanitation of public areas and offices; maintenance and improvement of telework capabilities for employees; public health facility costs; extension of the nutrition gap program; support of Affordable Housing/HomeKey programs; emergency shelter; Employee Health software system; and Jail Pharmacy reconfiguration for COVID-19 operations.

District Priorities/Projects (One-time Funding)

This funding is strategically allocated for specific Board of Supervisors directed uses with each District being allocated an equal amount of funding. To date, the following uses have been authorized:

- Housing assistance funds to aid residents including veterans experiencing or at-risk of homelessness.
- Higher education institutions and workforce development programs to include but not limited to, pre-apprenticeship programs for youth.
- Education and childcare grants for nonprofits and schools to include but not limited to facility upgrades to meet new COVID-19 safety requirements.
- Meal Gap programs from seniors, persons with disabilities and other individuals experiencing food insecurity.
- Economic support to arts-related small businesses and nonprofits.
- Small business and nonprofit incentive grants to promote sustainable practices.
- Local programs that educate and address hate related incidents.
- Local governments, school districts, nonprofits, hospitals, and healthcare programs to support mental and physical healthcare initiatives, infrastructure projects, and public safety equipment.
- Nonprofits supporting marine mammal rescue and rehabilitations.

As new uses are approved, details will be provided in future SFPs and/or Budget updates. In addition, new approved uses will be posted on the County's *ARPA/CARES Act Reports* website.

Economic Support to Arts-Related Small Business and Non-profits (One-time Funding)

This project allocated grants to support arts-related small business and non-profits designed to foster economic recovery.



Emergency Medical Services Operating Facility (One-time Funding)

This is a continuing Strategic Priority establishing an Orange County Emergency Medical Services Operating Facility at an identified property in the El Toro area of the City of Irvine. The facility would co-locate Emergency Medical Services, Disaster Management, the Public Health Laboratory, and program and support staff to facilitate collaboration during an incident response.

FY 2021-22 Restore Augmentations (Ongoing Costs with One-time Funding)

This allocated funds for Public Protection payroll costs under the ARPA provision of government services.

Juvenile Campus (One-time Funding)

This is a continuing Strategic Priority, to establish a new Juvenile Corrections Campus that would 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.

Meal Gap Program (One-time Funding)

This project provides meal programs for seniors, persons with disabilities and other individuals experiencing food insecurity resulting from the COVID-19 pandemic.

OC CARES/Coordinated Case Management/Homelessness (One-time Funding)

This project will provide funding to support specific activities aligned with the coordination of engagement and supportive services for individuals involved in the County's various systems of care. In addition, the funding will be used for full care coordination and services for individuals to address immediate and underlying issues and work towards self-sufficiency.

OC Human Relations Council (One-time Funding)

This funding will provide program services for the enhancement and expansion of anti-hate work in Orange County.

OCIT Projects: (1) Remote Workspace Delivery – Virtual Desktop Infrastructure and (2) Virtual Private Network (VPN) Solution Expansion (One-time Funding)

These projects will provide a safe and secure virtual workspace for all County employees, including a reliable, secure and maintainable remote work solution.



Housing and Landlord Incentives (One-time Funding)

In addition to the larger and ongoing housing efforts, the County is assisting with housing stability by providing landlord incentives of approximately \$5,000 per household for 500 units and match commitments for developing 200 units.

Restore Voluntary Incentive Program Deleted Positions (Ongoing Costs with One-time Funding)

This funding was used to restore 115 positions for various departments, originally deleted through the Voluntary Incentive Program to mitigate some of the County's economic impacts from the COVID-19 pandemic.

Supportive Services/Landlord Incentives Emergency Housing Vouchers (One-time Funding)

Funding for Emergency Housing Vouchers supportive services, for the term of July 27, 2021, through June 30, 2023.

The Illumination Foundation (One-time Funding)

This funding will provide temporary isolation shelter services to individuals and families experiencing homelessness in Orange County who are COVID-19 positive, symptomatic, or exposed.

Veterans Cemetery (One-time Funding)

This funding was allocated for site development of the Veterans portion of the Mountain Park Cemetery in the City of Anaheim.

As priorities change, the ARPA funding will continue to be strategically allocated for specific projects with details to be provided with future SFPs and/or Budget updates, as uses are approved. In addition, new approved uses will be posted on the *County's ARPA/CARES Act Reports* website.



ARPA Board of Supervisors Approved Uses

County of Orange ARPA Allocation	616,840,944
Public Health	AMOUNT (\$)
Countywide Emergency Paid Sick Leave	23,673,336
Workers' Compensation	4,685,735
Subtotal Public Health	28,359,071
Board Approved Use of Revenue Loss	AMOUNT (\$)
Meal Gap Program	10,000,000
Economic Support to Arts-Related and Non-profits	4,999,969
Departments 20-21 COVID-19 Response	8,968,846
FY 21-22 Restore Augmentations	39,905,210
Departments 21-22 COVID-19 Response	12,472,955
Departments 22-23 COVID-19 Response	12,929,350
Veterans Cemetery	20,000,000
Supportive Services/Landlord Incentives-Emergency Housing Vouchers	9,214,861
Bridge Digital Divide-Tech Solutions for Seniors	2,454,800
Restore Voluntary Incentive Program Deleted Positions	1,906,065
HCA EMS, AOC, Warehouse, Public Health Lab	79,375,000
Be Well 2	40,000,000
OCIT: Remote Workspace Delivery – Virtual Desktop Infrastructure	1,930,000
OCIT: Virtual Private Network (VPN) Solution Expansion	445,000
OC Hunger Alliance (Emergency food to address immediate needs and food & water storage equipment to aid in event of a disaster or emergency)	5,000,000
OC Human Relations Council (enhancement and expansion of anti-hate work)	1,372,000
The Illumination Foundation (Temporary isolation shelter services)	5,659,789
District Priorities/Projects (\$10M per District)	50,000,000
Future COVID-19 Response Contingency	15,000,000
Juvenile Campus	65,900,000
OC CARES/Housing (Match Requirements/Landlord Incentives/TAY Housing/Permanent Supportive Housing)	72,000,000
OC CARES/Coordinated Case Management/Homelessness	37,625,000
OC CARES/Coordinated Reentry/Pre-Trial Intervention/Programming Services	69,000,000
OC CARES/Capital & Deferred Maintenance Projects/ADA	22,323,028
Subtotal Board Approved Use of Revenue Loss	588,481,873
ARPA Funds Remaining to be Allocated	(0)



Be Well Campus Expansion

1. Program Area

Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

The County has the goal of establishing three behavioral health (Be Well) campuses, supporting the County's various Systems of Care with locations accessible to each respective Service Planning Area (SPA) and upholding the goals of each SPA. Each campus would provide easy access for law enforcement or other first responders and provide options for the individuals encountered who are facing a mental health or substance use crisis diverting them to treatment services and away from jail. Multiple services would be provided to meet specific community needs for mental health services and substance use treatment programs; be easily accessible for local law enforcement and residents seeking help in treating individuals experiencing a mental health or substance use crisis; and serve as an integrated support center that will provide linkages with complimentary community and social support services.

HCA established its first behavioral health campus, Be Well Orange, in the north SPA in the City of Orange, in April 2021 through a public-private partnership. The Be Well Orange campus provides services for juveniles and adults including crisis stabilization services, residential substance use treatment services, crisis residential treatment services and a sobering station with linkages to community and social support services. In addition, the Be Well Orange campus provides the first adolescent crisis stabilization unit and the first adult sobering station in the County.

A site in Irvine has been identified as the second location for the Be Well Irvine campus to be established through a public-private partnership. This is currently in the planning phase with implementation anticipated in the first quarter of 2023. Plans currently involve three phases to development. The first phase will serve children, adolescents and adults in providing a crisis stabilization unit, residential treatment services, and outpatient



Be Well Campus Expansion

services; additionally, there will be a second adult sobering station. The second phase will provide substance use and perinatal residential services for women and children and, outpatient services for children and youth, including their families. The third and final phase will include education and training, a community meeting and events center, youth and senior centers and interfaith shared use space.

The third campus has not yet entered the planning phase.

5. Personnel Impacts

Most services are anticipated to be contracted. For strategic planning purposes, 24 additional positions would be needed for the behavioral health clinic intensive outpatient services and traditional outpatient programs.

Classification	No. of Positions
Health Care Agency Positions:	
Behavioral Health Clinician II	13
Clinical Psychologist II	1
HCA Service Chief II	1
Mental Health Worker II	3
Office Specialist	4
Psychiatrist	2
Subtotal Health Care Agency Positions	24

6. Cost Impact

Be Well Irvine is currently in the pre-construction phase with costs approximated at \$86 million for phase 1. In FY 2022-23, it is estimated that \$9 million will be incurred associated with the demolition and soil management with remaining costs of \$77 million. There is also Phase 2 costs are still being developed and approximated at \$85.6 million, but are not included in this Strategic Priority. Costs for services will be based on the future services provided. Cost estimates have not been developed for the third phase of Be Well Irvine or the third location.

Once fully operational, ongoing costs are estimated at \$3 million per fiscal year for County staff time.



Be Well Campus Expansion

7. Funding Sources

An amount up to \$77 million has been identified with up to \$40 million allocated from revenue replacement funds received under the American Rescue Plan Act, \$20 million from Mental Health Services Act (MHSA) funds, \$10 million in California Health Facilities Finance Authority State Grant, \$2 million received as a federal earmark, and \$5 million received as a state earmark for the construction of the Be Well Irvine Campus. Funding is still to be determined for the later phases of Be Well Irvine, as well as the third location. HCA has applied for a \$62 million award from Department of Health Care Services, Behavioral Health Continuum Infrastructure Program Round 4 in hopes of obtaining support for Phase 2. MHSA funding is also being evaluated as a possible funding source for Phase 2. Funding is still to be determined for the third location.

Funding for the services provided will be determined when more information is known. The Funding Sources breakdown below is for Phase 1 only.

Funding Sources			
Federal	State	General Fund	Other
55%	45%	0%	0%

8. Stakeholders

Individuals experiencing a mental health or substance use crisis requiring immediate treatment services and their families, law enforcement and other first responders encountering individuals experiencing a mental health or substance abuse crisis, HCA, Sheriff-Coroner Department and Advocacy Groups.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s OC CARES initiative for the various Systems of Care.

10. Implementation Period if Funding Were Available

Once the planning process is completed, construction of the first phase of Be Well Irvine may begin in early 2023 with services implemented in FY 2024-25. If funding and resources were available, planning for the third Be Well campus could begin once a site has been confirmed.

Be Well Campus Expansion					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	0	3,036,528	3,021,062	3,019,784	3,049,760
Structures & Improvements	40,000,000	37,000,000	0	0	0
Total Cost	40,000,000	40,036,528	3,021,062	3,019,784	3,049,760
II. Non-General Fund Revenue					
Intergovernmental Revenues	40,000,000	5,036,528	3,021,062	3,019,784	3,049,760
Other Financing Sources	0	35,000,000	0	0	0
Total Revenue	40,000,000	40,036,528	3,021,062	3,019,784	3,049,760
III. General Fund Requirement					
	0	0	0	0	0
IV. Staffing					
Behavioral Health Clinician II	0	13	13	13	13
Clinical Psychologist II	0	1	1	1	1
HCA Service Chief I	0	1	1	1	1
Mental Health Worker II	0	3	3	3	3
Office Specialist	0	4	4	4	4
Psychiatrist	0	2	2	2	2
Total Positions Funded Per Fiscal Year	0	24	24	24	24

Be Well Campus Expansion					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
3,049,760	3,049,760	3,049,760	3,049,760	3,049,760	Salaries & Benefits
0	0	0	0	0	Structures & Improvements
3,049,760	3,049,760	3,049,760	3,049,760	3,049,760	Total Cost
					II. Non-General Fund Revenue
3,049,760	3,049,760	3,049,760	3,049,760	3,049,760	Intergovernmental Revenues
0	0	0	0	0	Other Financing Sources
3,049,760	3,049,760	3,049,760	3,049,760	3,049,760	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
13	13	13	13	13	Behavioral Health Clinician II
1	1	1	1	1	Clinical Psychologist II
1	1	1	1	1	HCA Service Chief I
3	3	3	3	3	Mental Health Worker II
4	4	4	4	4	Office Specialist
2	2	2	2	2	Psychiatrist
24	24	24	24	24	Total Positions Funded Per Fiscal Year



Emergency Medical Services Operating Facility

1. Program Area

Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

HCA's Medical Services Division has oversight and regulatory responsibilities for emergency medical services and disaster management which involves collaboration with fire departments, ambulance providers, hospitals, emergency departments and specialty centers. It also supports the operational area responding to disasters having a health or medical impact on the community and medical system. Additionally, the Public Health Laboratory, which provides testing for infectious and environmental diseases, is essential to the Medical Services Operations, specifically disaster management. Currently, these services and programs are located throughout the County with program support staff located separately as well.

The COVID-19 pandemic highlighted inefficiencies with the current model and identified the need for coordination across HCA's emergency medical services and disaster management functions. The Medical Services Division would benefit from additional, flexible space when supporting an emergency activation and increased storage for emergency supplies to address the needs of the whole County.

HCA is pursuing a solution to establish a new Orange County Emergency Medical Services Operating Facility at a property identified in the El Toro area in the City of Irvine. The facility would co-locate Emergency Medical Services, Disaster Management and the Public Health Laboratory and increase laboratory capacity and storage space for emergency medical equipment and supplies. Program and support staff would be co-located to facilitate collaboration during an incident response, ensuring efficient use of resources.



Emergency Medical Services Operating Facility

A contracted engineering firm is working with the County to ensure the plans incorporate the current and anticipated future needs of the programs.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

For strategic planning purposes, the total costs are estimated at \$78 million with the remaining estimated cost of \$66 million over three fiscal years. The project is currently in the planning phase.

7. Funding Sources

An amount up to \$75 million has been allocated from the revenue replacement funds received under the American Rescue Plan Act for construction, equipment, and other related costs. Approximately \$2.6 million in Epidemiology and Laboratory Capacity funding has also been identified.

Funding for the services provided will be determined when more information is known.

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

8. Stakeholders

Orange County residents utilizing emergency medical services, first responders, hospitals, jurisdictions employing the Public Health Laboratory services, HCA and Sheriff-Coroner Department.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary; however, it has been identified as a priority for HCA to ensure preparedness should an incident such as the COVID-19 pandemic occurs again.

10. Implementation Period if Funding Were Available

Once the planning process is completed, construction may begin in late FY 2022-23 or early FY 2023-24 with completion and occupancy anticipated in late FY 2024-25.

Emergency Medical Services Operating Facility					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	22,000,000	22,000,000	22,000,000	0	0
Total Cost	22,000,000	22,000,000	22,000,000	0	0
II. Non-General Fund Revenue					
Intergovernmental Revenues	22,000,000	22,000,000	22,000,000	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Emergency Medical Services Operating Facility					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Juvenile Corrections Campus

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

Probation Department

Health Care Agency (HCA)

OC Public Works (OCPW)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, previously identified in the 2021 Strategic Financial Plan and as an Emerging Initiative in the 2020 Strategic Financial Plan.

4. Description of Strategic Priority

The existing Juvenile Hall (JH) is one of three facilities used to house and provide programming and services to detained youth in Orange County and was first established in 1959 for an original capacity of 145 youth. Many of the original buildings are still in use today. Over the years, additional expansions have taken place on the campus to add housing units (1968, 1998, 2005); establish a dedicated Intake and Release Center (1992); and establish a second youth facility for up to 120 youth known as the Youth Leadership Academy (YLA) (2006). Projects completed prior to 1990 included housing for the youth in a corridor style setting which is not aligned with the current models and best practices employed in the YLA and newer constructed housing units. As such, although the capacity of JH is stated to be a 434 bed institution, many areas of the campus may not be utilized due to the configuration or maintenance needed.

In addition to JH and YLA, the Youth Guidance Center (YGC), which is located at a separate facility, provides a 125-bed facility and includes programming focused on substance use and transitional services. Overall, the three youth facilities have a capacity of 679 youth. However, the number of youth detained has continued to decline with a noted 40% decline between FY 2014-15 and FY 2019-20 (pre-COVID-19). The current population as of October 2022 is a total of 166 youth for all three facilities.

Given the historical and anticipated youth population, the age and utilization of the existing facilities, and recent changes to the juvenile justice system, this Strategic Priority seeks to establish a new Juvenile Corrections Campus that would make better use of the existing space to provide camp programming, education services, health and mental



Juvenile Corrections Campus

health services and housing for juvenile offenders and transitional aged youth, including those realigned from the State Correction System. A critical component of this plan includes relocating the YGC housing and its programming to the Juvenile Corrections Campus.

The new Juvenile Corrections Campus will be established to meet or exceed the requirements for a juvenile detention facility and to meet the needs of the current and future populations. An engineering firm has been engaged and is currently in the planning and design phase to establish a Youth Transition Center, new housing unit for the realigned juvenile population, and transitional housing. Additional areas of JH will be addressed in future phases.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time costs associated with the demolition and construction involved to establish the Juvenile Corrections Campus are under analysis and anticipated at \$72 million.

7. Funding Sources

An amount up to \$66.1 million has been identified with \$60 million allocated from revenue replacement funds received under the American Rescue Plan Act and \$6.1 million from SB 823 for the construction of new housing units. General Fund support of \$5.9 million is requested.

Funding Sources			
Federal	State	General Fund	Other
83%	9%	8%	0%

8. Stakeholders

Youth and Transitional Age Youth involved in the juvenile justice system and their families, Probation Department, HCA, Juvenile Courts, and Advocacy Groups.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s 2025 Vision for OC CARES, Justice through Prevention and Intervention.



Juvenile Corrections Campus

10. Implementation Period if Funding Were Available

This project is currently in the planning and design phase with construction anticipated to begin in FY 2023-24.



Juvenile Corrections Campus					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	36,000,000	36,000,000	0	0	0
Total Cost	36,000,000	36,000,000	0	0	0
II. Non-General Fund Revenue					
Intergovernmental Revenues	33,100,000	33,000,000	0	0	0
Total Revenue	33,100,000	33,000,000	0	0	0
III. General Fund Requirement	2,900,000	3,000,000	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Juvenile Corrections Campus					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	Intergovernmental Revenues
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Pre-Trial Intervention Program

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

OC District Attorney (OCDA)

Sheriff-Coroner Department (OCSD)

Public Defender

Health Care Agency (HCA)

Social Services Agency

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, previously identified in the 2021 Strategic Financial Plan under the title *Pre-Arrest Diversion Program*.

4. Description of Strategic Priority

In the criminal justice system, all felony and misdemeanor cases are heard in the criminal courtrooms. The cases for the individuals are likely initially discussed during the pre-trial stage with limited or no diversion programs or opportunities available before pre-trial proceedings, and often weeks, months or more after the charges were filed.

In working with the Courts, the point of arraignment has been identified as a critical point to provide intervention and diversion opportunities. Prior to the Arraignment Court process, defending attorneys would consult with health care professionals to determine if diversion options are appropriate. The defending attorneys would then consult with the the prosecuting attorneys to seek the best options for the individual which would include treatment programs or Specialty Courts, prior to being arraigned on the pending charges. Individuals would immediately be linked to and provided services at their time of need and engagement.

Currently, arraignments are occurring in several locations including the courthouses and space within the Central Jail facility (CJ1). Individuals who are arrested are processed by OCSD Custody Operations and placed into jail housing within 24 hours with many inmates transported and housed at the Theo Lacy Jail facility. To implement this program, one arraignment court would be established to serve as the main location for this program and would include additional space to allow for the needed assessments, coordination among counsel, and linkages to services. Currently, available space does not exist and



Pre-Trial Intervention Program

options need to be identified and explored, which may include the remodel of existing space or addition of modulars within and outside of the jail facilities.

With this program, the focus would shift from processing the individuals through the typical arraignment process to identifying those who would benefit from intervention and diversion and not only providing alternatives diverting them from the criminal justice system but also providing immediate placement into those treatment programs or other services.

5. Personnel Impacts

Additional staff and/or contracted services would be utilized to relocate an existing arraignment court and provide consultations with healthcare professionals. For strategic planning purposes, 21 additional positions would be needed (six OCSD positions, nine HCA positions and six Public Defender positions).

Classification	No. of Positions
Sheriff-Coroner Positions:	
Deputy Sheriff II	6
Subtotal Sheriff-Coroner Positions	6

Classification	No. of Positions
Health Care Agency Positions:	
Behavioral Health Clinician II	6
Clinical Psychologist I	2
HCA Service Chief II	1
Subtotal Health Care Agency Positions	9

Classification	No. of Positions
Public Defender Positions:	
Attorney III	2
Attorney Clerk II	1
Paralegal	1
Social Worker II	2
Subtotal Public Defender Positions	6
Grand Total Positions	21



Pre-Trial Intervention Program

6. Cost Impact

One-time estimated costs of \$8 million for facility modifications assume that existing space in the jails is utilized with additional space provided for meeting with the individuals and linkages to service providers. Estimated annual ongoing staffing costs range from \$2.9 million to \$2.8 million.

7. Funding Sources

The one-time costs for facility modifications would be funded through the American Rescue Plan Act. However, the staffing, consulting, and linkages to services may be funded by various state funding sources, such as Realignment or Mental Health Services Act (MHSA) and public safety services may be funded by Net County Cost. Departments are encouraged to seek funding opportunities as applicable.

Funding Sources			
Federal	State	General Fund	Other
36%	41%	23%	0%

8. Stakeholders

Individuals with behavioral health issues facing criminal charges, specifically those pending arraignment and housed in County jail facilities, OCSD, OCDA, Public Defender, and HCA.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s 2025 Vision for OC CARES, Justice through Prevention and Intervention.

10. Implementation Period if Funding Were Available

This program is currently in the planning phase and can begin implementation within six months if resources are identified.



Pre-Trial Intervention Program					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	2,861,128	2,854,400	2,830,436	2,821,582	2,840,922
Structures & Improvements	8,000,000	0	0	0	0
Total Cost	10,861,128	2,854,400	2,830,436	2,821,582	2,840,922
II. Non-General Fund Revenue					
Intergovernmental Revenues	9,830,148	1,831,994	1,823,426	1,823,648	1,842,294
Total Revenue	9,830,148	1,831,994	1,823,426	1,823,648	1,842,294
III. General Fund Requirement	1,030,980	1,022,406	1,007,010	997,934	998,628
IV. Staffing					
Attorney III	2	2	2	2	2
Attorney'S Clerk II	1	1	1	1	1
Behavioral Health Clinician II	6	6	6	6	6
Clinical Psychologist I	2	2	2	2	2
Deputy Sheriff II	6	6	6	6	6
HCA Service Chief II	1	1	1	1	1
Paralegal	1	1	1	1	1
Social Worker II	2	2	2	2	2
Total Positions Funded Per Fiscal Year	21	21	21	21	21

Pre-Trial Intervention Program					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
2,840,922	2,840,922	2,840,922	2,840,922	2,840,922	Salaries & Benefits
0	0	0	0	0	Structures & Improvements
2,840,922	2,840,922	2,840,922	2,840,922	2,840,922	Total Cost
					II. Non-General Fund Revenue
1,842,294	1,842,294	1,842,294	1,842,294	1,842,294	Intergovernmental Revenues
1,842,294	1,842,294	1,842,294	1,842,294	1,842,294	Total Revenue
					III. General Fund Requirement
998,628	998,628	998,628	998,628	998,628	
					IV. Staffing
2	2	2	2	2	Attorney III
1	1	1	1	1	Attorney'S Clerk II
6	6	6	6	6	Behavioral Health Clinician II
2	2	2	2	2	Clinical Psychologist I
6	6	6	6	6	Deputy Sheriff II
1	1	1	1	1	HCA Service Chief II
1	1	1	1	1	Paralegal
2	2	2	2	2	Social Worker II
21	21	21	21	21	Total Positions Funded Per Fiscal Year





OC CARES

The County of Orange has prioritized the coordination of programs and services focused on the needs of the adult and youth populations across departments and community providers to establish five County Systems of Care, referenced as OC CARES.

1. Behavioral Health
2. Healthcare
3. Community Corrections
4. Housing
5. Benefits and Support Services

The OC CARES system links the various systems of care in the County of Orange to provide full care coordination and services for individuals to address immediate and underlying issues and work towards self-sufficiency. This innovative approach was developed building on the County's efforts as part of the nationwide Stepping Up Initiative and locally developed Integrated Services Strategy. With Stepping Up, an overall strategy that focused on reducing the number of individuals with mental illness in custodial care was developed that required the integration of services from disparate County departments and community partners. This strategy was then expanded and used to create the Integrated Services – 2025 Vision (2025 Vision) implementation plan, which has been updated to serve OC CARES.

The 2025 Vision was adopted by the Board of Supervisors (Board) on October 22, 2019 and links the County criminal justice system and the systems of care to provide inmates and at-risk-individuals with the services they need to become self-determined and facilitate successful reentry into the community. The 2025 Vision is maintained quarterly to ensure the direction remains relevant with County goals and objectives.

The 2025 Vision includes the expansion or implementation of projects that may be considered Strategic Priorities or Emerging Initiatives for each System of Care. There is one project previously identified as an Emerging Initiative for which additional analysis of the requirements and costs have been completed and it no longer meets the criteria for an Emerging Initiative or Strategic Priority:

- Data Tracking Tool for the Courts:

This was first identified as a Strategic Priority in the 2019 Strategic Financial Plan (SFP) and then included as an Emerging Initiative in both the 2020 and 2021 SFP. The purpose of the project was to support the efforts involved with the Specialty Courts



for program success by tracking detailed participant information, specifically the data that intersects with OC CARES. Early plans included a County and Court partnership for the solution; however, the current direction is for a Court-provided solution and no longer meets the criteria for an Emerging Initiative or Strategic Priority.

The following provides a brief summary of the new and remaining Emerging Initiatives and Strategic Priorities identified for the County's Systems of Care.

1. Behavioral Health

Be Well Campus Expansion

This is a continuing Strategic Priority. The Be Well Irvine Campus is the second of three planned behavioral health campuses for the Health Care Agency and is included in the section for the American Rescue Plan Act projects.

Mental Health and Substance Use Disorder Support Services for Juveniles (Emerging)

This is a continuing Emerging Initiative, initially identified in the 2019 SFP. The project was identified by the Probation Department along with the Sheriff-Coroner Department to provide consistent mental health services and substance use treatments to support juveniles and transitional aged youth as they move through the community corrections system from prior to incarceration to release into the community.

Community Assistance, Recovery and Empowerment (CARE) Court

This is a new Strategic Priority to establish CARE Court to provide supervision of severely impaired individuals with untreated mental health and substance use disorders and the support and care they need which has caused them to experience homelessness or incarceration.

2. Healthcare

Coordinated Assessment Process (Emerging)

This is a continuing Emerging Initiative, initially identified in the 2021 SFP, to further streamline care coordination efforts by creating and implementing a coordinated assessment process for individuals entering the County's System of Care. Currently, there are multiple assessments taken for each program or service provided. This project would complement and create efficiencies with the care coordination process that will be managed by the County's System of Care Data Integration System.



Coordinated Case Management Program (Emerging)

This is a continuing Emerging Initiative, initially identified in the 2021 SFP, to best address the needs of individuals identified as high-utilizers within OC CARES. The program would coordinate and perform outreach and engagement services; ensure discharge plans are followed and appointments kept; provide referrals or resources as needed to encourage self-sufficiency; and provide overall support for the individual.

3. Community Corrections

Expand Behavioral Health Law Enforcement Response Team

This is a continuing Strategic Priority to expand the use of the Behavioral Health Response Team consisting of specialized Deputy Sheriffs and Behavioral Health Clinicians to support behavioral health related calls, provide diversion options, conduct outreach, and serve as a resource for the community. The expansion would include the additional patrol areas under the Sheriff-Coroner Department.

Pre-Trial Intervention Program

This is a continuing Strategic Priority, formerly titled *Pre-Arrest Diversion*, to establish diversion options for individuals post-arrest and prior to arraignment. The program would include assessments and consultations with behavioral health professionals that would be used by prosecuting and defending attorneys to determine if the individual would benefit from diversion into a treatment program with coordination from the Courts. This Strategic Priority is included in the section for the American Rescue Plan Act projects.

Expand Adult Specialty Courts

This continuing Strategic Priority seeks to expand the capacity of the Adult Specialty Courts to provide hyper-supervision and intensive programming and coordination of care between the Courts, County, and community providers to meet current and anticipated demands of identified offenders.

Enhance Inmate Programming Services

This is a continuing Strategic Priority involving the Sheriff-Coroner Department to develop a robust educational and vocational program including virtual and direct job trainings. The focus of this program is on inmates achieving the necessary skills and certifications, as applicable, for vocations that can be linked to jobs post-custody, thus increasing the chance of post-release success and self-sufficiency.



Coordinated Reentry System

This is a continuing Strategic Priority to establish a comprehensive reentry system accessible by all individuals released from County jails or state prison that includes a central reentry center, regional Reentry Community Resource Centers, a Workforce Reentry Center, mobile reentry services, transportation services and linkages to support services or programs with “warm hand-offs” at each point in the reintegration process.

Juvenile Corrections Campus

This is a continuing Strategic Priority to establish a comprehensive juvenile corrections campus that fully utilizes existing space to provide a new Youth Transition Center with camp programming, education services, health and mental health services, and housing for juvenile offenders and transitional aged youth, including those realigned from the State Correctional System. This Strategic Priority is included in the section for the American Rescue Plan Act projects.

4. Housing

Permanent Supportive and Affordable Housing Access

This is a continuing Strategic Priority involving multiple departments to create 2,700 subsidized housing units that combine affordable housing assistance with voluntary support services to address the needs of chronically homeless individuals. Given the commonality across the Systems of Care, an integrated approach in the implementation of these programs provides opportunities to leverage the services, funding, and data collection to more effectively and efficiently deliver these services.

Housing for Transitional Aged Youth (TAY)

This is a new Strategic Priority, previously included as an Emerging Initiative to establish transitional and permanent supportive housing and placement services for youths involved in the juvenile justice system that includes treatment and support services for substance use, mental health issues with little to no disruption to services received while in custody.

Housing for Justice Involved Youth and TAY

This is a new Strategic Priority to provide temporary and long-term housing for foster youth 13 years of age and older who have experienced child maltreatment and who also have a history or propensity for engaging in delinquent behaviors that put them at risk of involvement with the juvenile justice system. This program would provide safe and appropriate supportive housing in a manner that enhances accessibility to



treatment regardless of the youth's complexity of needs, such as homelessness, mental illness, substance use, gang affiliation, or Commercial Sexual Exploitation of Children involvement.

5. Benefits and Support Services

System of Care Data Integration for Care Coordination

This is a continuing Strategic Priority to further enhance the County's System of Care Data Integration System to include additional stakeholders and data relevant to OC CARES and allow access to information essential for care coordination to be utilized by those involved in the care plan to ensure the most efficient, effective and appropriate care and case management is provided to the individual, to help them become self-sufficient to the best of their abilities.

Prevention and Early Intervention Programs for Youths (Emerging)

This is a new Emerging Initiative to develop and implement new programs, resource centers and/or establish facilities through countywide partnerships geared toward providing supportive services, counseling and guidance for youth under the age of 12 in order to divert youth from engaging in alleged criminal activity, prevent their involvement with the juvenile justice systems, and promote public safety.



Community Assistance, Recovery and Empowerment (CARE) Court

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

Public Defender

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

With the passage of Senate Bill 1338 the Community Assistance, Recovery and Empowerment (CARE) Court was established, creating a new framework to provide severely impaired individuals with mental health and substance use disorders the support and care they need. It is aimed at helping those who are suffering from untreated mental health and substance use disorders leading to homelessness or incarceration.

CARE Court connects a person struggling with untreated mental illness, and often co-occurring substance use challenges, with a court-ordered Care Plan for up to 24 months. Each plan is managed by a care team within HCA and can include clinically prescribed, individualized interventions with several supportive services, medication, and a housing plan. The client-centered approach also includes the Public Defender to help individuals make self-directed care decisions in addition to their full clinical team. CARE Court is designed on the evidence that many people can stabilize, begin healing, and exit homelessness in less restrictive, community-based care settings. It's a long-term strategy to positively impact the individual in care and the community around them. The plan focuses on people on the schizophrenia spectrum and other psychotic disorders, who may also have substance use challenges, and who lack medical decision-making capacity and advances an upstream diversion from more restrictive conservatorships or incarceration.

The court-ordered response can be initiated by the family, Social Services, mental health providers, or first responders. Individuals exiting a short-term involuntary hospital hold or an arrest may be especially good candidates for CARE Court. The Care Plan can be ordered for up to 12 months, with periodic review hearings and subsequent renewal for up to an additional 12 months. Participants who do not successfully complete Care Plans



Community Assistance, Recovery and Empowerment (CARE) Court

may, consistent with existing law, be hospitalized or referred to conservatorship when medically necessary to ensure the individual's safety. Under certain circumstances, the termination of a Care Plan may create a presumption that the individual needs a higher level of care then provided by CARE Court.

5. Personnel Impacts

For strategic planning purposes, an additional 19 positions would be needed (11 HCA positions and eight Public Defender positions).

Classification	No. of Positions
Health Care Agency Positions:	
Behavioral Health Clinician II	3
Clinical Psychologist II	2
HCA Service Chief II	1
Mental Health Specialist	3
Senior IT Applications Developer	1
Staff Specialist	1
Subtotal Health Care Agency Positions	11

Classification	No. of Positions
Public Defender Positions:	
Attorney III	1
Attorney Clerk II	1
Deputy Attorney IV	2
Paralegal	1
Social Worker II	3
Subtotal Public Defender Positions	8
Grand Total Positions	19

6. Cost Impact

- FY 2023-24: \$5,244,725 ongoing, \$3,000,000 one-time
- FY 2024-25: \$4,652,172 ongoing
- FY 2025-26: \$4,642,689 ongoing
- FY 2026-27: \$4,681,607 ongoing
- FY 2027-28 through FY 2032-33: \$4,680,832 ongoing



Community Assistance, Recovery and Empowerment (CARE) Court

7. Funding Sources

The one-time startup costs of \$3 million are funded by CARE Act and ongoing costs for County staff time are funded by Mental Health Services Act.

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

8. Stakeholders

Individuals suffering from untreated mental health and substance use disorders leading to homelessness and incarceration, Public Defender, and HCA.

9. Mandated or Discretionary Program/Project?

Mandated: The implementation of CARE Court is mandated by the State of California.

10. Implementation Period if Funding Were Available

The County of Orange is part of the first cohort to implement CARE Court and is required to implement by October 1, 2023.



Community Assistance, Recovery and Empowerment (CARE) Court					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	2,833,392	2,837,034	2,824,352	2,825,334	2,854,560
Services & Supplies	5,411,333	1,815,138	1,818,337	1,856,273	1,826,263
Total Cost	8,244,725	4,652,172	4,642,689	4,681,607	4,680,823
II. Non-General Fund Revenue					
Intergovernmental Revenues	8,244,725	4,652,172	4,642,689	4,681,607	4,680,823
Total Revenue	8,244,725	4,652,172	4,642,689	4,681,607	4,680,823
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
Attorney III	1	1	1	1	1
Attorney Clerk II	1	1	1	1	1
Behavioral Health Clinician II	3	3	3	3	3
Clinical Psychologist II	2	2	2	2	2
Deputy Attorney IV	2	2	2	2	2
HCA Service Chief II	1	1	1	1	1
Mental Health Specialist	3	3	3	3	3
Paralegal	1	1	1	1	1
Social Worker II	3	3	3	3	3
Senior IT Applications Developer	1	1	1	1	1
Staff Specialist	1	1	1	1	1
Total Positions Funded Per Fiscal Year	19	19	19	19	19

Community Assistance, Recovery and Empowerment (CARE) Court					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
2,854,560	2,854,560	2,854,560	2,854,560	2,854,560	Salaries & Benefits
1,826,263	1,826,263	1,826,263	1,826,263	1,826,263	Services & Supplies
4,680,823	4,680,823	4,680,823	4,680,823	4,680,823	Total Cost
					II. Non-General Fund Revenue
4,680,823	4,680,823	4,680,823	4,680,823	4,680,823	Intergovernmental Revenues
4,680,823	4,680,823	4,680,823	4,680,823	4,680,823	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
1	1	1	1	1	Attorney III
1	1	1	1	1	Attorney Clerk II
3	3	3	3	3	Behavioral Health Clinician II
2	2	2	2	2	Clinical Psychologist II
2	2	2	2	2	Deputy Attorney IV
1	1	1	1	1	HCA Service Chief II
3	3	3	3	3	Mental Health Specialist
1	1	1	1	1	Paralegal
3	3	3	3	3	Social Worker II
1	1	1	1	1	Senior IT Applications Developer
1	1	1	1	1	Staff Specialist
19	19	19	19	19	Total Positions Funded Per Fiscal Year



Coordinated Reentry System

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

County Executive Office
Health Care Agency (HCA)
Sheriff-Coroner Department (OCSD)
Probation Department
OC Community Resources (OCCR)
Social Services Agency (SSA)

3. New or Continuing Strategic Priority

This is a continuing priority previously identified in the 2016 to 2021 Strategic Financial Plans under the current and former title, "Reentry Facility."

The FY 2022-23 budget includes \$26 million in appropriations and AB 109 funding to begin implementation of a coordinated reentry system for the County. A contracted engineering firm is analyzing existing County facilities to determine feasibility of use for a reentry facility based on desired programming. The first Reentry Community Resource Center is anticipated to open in Spring 2023.

4. Description of Strategic Priority

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

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



Coordinated Reentry System

center with residential services, transportation, mobile reentry services, resource centers in each service plan area and a hands-on training program.

- **Reentry Center:** A dedicated facility accessible by all individuals released from a County jail or from a State prison on County supervision. The concept is “Reentry upon Entry” whereby individuals are assessed upon intake to identify their needs, such as health, education, or basic needs and support, and to develop an individualized treatment or program addressing those needs and increase their ability to self-sustain upon release. Individuals in the County jail system would be educated, encouraged and expected to participate in the reentry programs and process prior to release.
- **Transportation:** After release, transportation to the Reentry Center, Reentry Community Resource Centers, and/or linked programs or services would be provided with a “warm hand-off” at each point in the process to mitigate disruption to the services or programming received while in-custody.
- **Mobile Reentry Services:** Mobile units would be deployed on a regular basis throughout the County to targeted areas to make the services more accessible for the community. Depending on the needs of the area, services may include probation check in, assistance with benefit enrollment, medication-assisted treatments (MAT), and linkages or referrals to supportive programs or services.
- **Reentry Community Resource Centers:** To encourage successful reintegration into the community and make reentry services easily accessible to all individuals involved in the criminal justice system, resource centers would be located in each service plan area. The resource centers would provide basic services to assist with essential needs, benefit programs and linkages or referrals to services or programs, as needed, specific to the demand of that service plan area.
- **Workforce Reentry Center:** One or more contracted organizations would be sought to establish a forward-facing retail or service-based business where justice-involved individuals would receive relevant hands-on job training that could lead to employment, similar to the model employed by Homeboy Industries reentry program in Los Angeles.

5. Personnel Impacts

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

6. Cost Impact

Implementation of the elements of the Coordinated Reentry System would be phased in based on length of time for completion of construction, renovations, or obtaining



Coordinated Reentry System

resources. Estimated costs for contracted services for vocational programs and contracted reentry services for the Reentry Center are estimated to range from \$2 million to \$7 million annually. Establishment of Resource Centers in each County service plan area and renovation of existing County property for dedicated facilities and potential workforce reentry center with retail/service space varies based on leased or county-owned property and renovations required. Mobile Reentry Services are estimated at approximately \$400 thousand in one-time costs, assuming the use of Sprinter Vans.

FY 2023-24: \$2,000,000 ongoing; \$13,000,000 one-time

FY 2024-25: \$3,000,000 ongoing; \$13,000,000 one-time

FY 2025-26 through FY 2032-33: \$7,000,000 ongoing

7. Funding Sources

2011 Public Safety Realignment
Workforce Innovation and Opportunity Act

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

8. Stakeholders

Individuals released from the County jail or state prison needing assistance with reintegrating back into the community and their families, Probation Department, HCA, OCCR and SSA.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s 2025 Vision for OC CARES, Justice through Prevention and Intervention.

10. Implementation Period if Funding Were Available

Facility modifications are anticipated to begin in FY 2022-23, using a phased approach to maintain current operations with completion estimated in 2025. Additional Reentry Resource Community Centers and the Workforce Reentry Center are in the process of identifying potential sites and may begin implementation in FY 2023-24 if funding and resources are identified, with full implementation anticipated by FY 2024-25.



Coordinated Reentry System					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Services & Supplies	2,000,000	3,000,000	7,000,000	7,000,000	7,000,000
Structures & Improvements	13,000,000	13,000,000	0	0	0
Total Cost	15,000,000	16,000,000	7,000,000	7,000,000	7,000,000
II. Non-General Fund Revenue					
Intergovernmental Revenues	15,000,000	16,000,000	7,000,000	7,000,000	7,000,000
Total Revenue	15,000,000	16,000,000	7,000,000	7,000,000	7,000,000
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Coordinated Reentry System					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	Services & Supplies
0	0	0	0	0	Structures & Improvements
7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	Total Cost
					II. Non-General Fund Revenue
7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	Intergovernmental Revenues
7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Enhance Inmate Programming Services

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

OC Community Resources (OCCR)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2019 through 2021 Strategic Financial Plans.

Proposed enhanced programming curriculum has been identified by OCSD's Inmate Services Division and 14 positions were added to facilitate full development and implementation. Virtual training programs have been implemented and an OC Workforce Solution program, formerly One-Stop Center, was established at the Theo Lacy Jail Facility (TLF).

4. Description of Strategic Priority

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

Existing programming and available data were analyzed and inmate needs assessed to develop a robust educational and vocational program which includes virtual and direct job trainings. The focus of this program is on inmates achieving the necessary skills and certifications, as applicable, for vocations that can be linked to jobs post-custody, thus increasing the chance of post-release success and self-sufficiency. This program would link to planned post custody workforce reentry programs being developed that may provide job training and employment in culinary arts, trade professions such as automotive, plumbing, welding, electrical, and in the service industry, such as silk screening or reprographics.



Enhance Inmate Programming Services

Other elements of this enhanced training would include the use of tablets as part of a comprehensive and integrated system to capture data and processes associated with the programs and a case management program focused on individuals identified as high-utilizers or high-needs within the County’s various Systems of Care. In addition, if the needs and demand for these programs exceed the current capacity, a dedicated training facility is also planned that can provide flexible space to accommodate a myriad of workforce trainings.

Priority would be given to programs anticipated to increase participation rates for the in-custody population and achieve sustained success post-custody as well as the availability of linkages to post custody programming.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

Estimated costs for the enhanced programming may include one-time costs for job-specific equipment to be used for training purposes and ongoing costs associated with contracted services. In addition, one-time costs of approximately \$40 million associated with the planned training center are included in the outer years.

FY 2023-24: \$500,000 ongoing: \$2,000,000 one-time
FY 2024-25: \$1,000,000 ongoing: \$40,000,000 one-time
FY 2025-26 through FY 2032-33: \$1,000,000 ongoing

7. Funding Sources

2011 Public Safety Realignment
Inmate Services Fund
General Fund

Funding Sources			
Federal	State	General Fund	Other
0%	10%	68%	22%

8. Stakeholders

Individuals in custody awaiting trial or other court actions, inmates serving sentences in the County jail system, OCSD, OCCR, Workforce Investment and Advocacy Groups.



Enhance Inmate Programming Services

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County's 2025 Vision for OC CARES, Justice through Prevention and Intervention.

10. Implementation Period if Funding Were Available

A programming plan has been created and is in the process of being implemented. Tablets are anticipated to begin a phased roll out in late FY 2022-23.



Enhance Inmate Programming Services					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Intangible Assets-Amortizable	2,000,000	0	0	0	0
Services & Supplies	500,000	1,000,000	1,000,000	1,000,000	1,000,000
Structures & Improvements	0	40,000,000	0	0	0
Total Cost	2,500,000	41,000,000	1,000,000	1,000,000	1,000,000
II. Non-General Fund Revenue					
Intergovernmental Revenues	250,000	4,100,000	100,000	100,000	100,000
Other Financing Sources	2,250,000	1,900,000	900,000	900,000	900,000
Total Revenue	2,500,000	6,000,000	1,000,000	1,000,000	1,000,000
III. General Fund Requirement					
	0	35,000,000	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Enhance Inmate Programming Services					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Intangible Assets-Amortizable
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Services & Supplies
0	0	0	0	0	Structures & Improvements
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Total Cost
					II. Non-General Fund Revenue
100,000	100,000	100,000	100,000	100,000	Intergovernmental Revenues
900,000	900,000	900,000	900,000	900,000	Other Financing Sources
1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Expand Adult Specialty Courts

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

OC District Attorney (OCDA)

Public Defender

Probation Department

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, previously identified in the 2016 to 2021 Strategic Financial Plans under the current title and within the Strategic Priority titled “Stepping Up Initiative.”

The Courts have developed a proposed phased model and is seeking data to support the planned expansion and addition of new specialty courts. State funding was allocated to the Courts dedicated for related facility needs.

4. Description of Strategic Priority

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

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

The Courts have proposed an initial phased approach to expand the Specialty Courts to include over eight new court programs and additional courtrooms, or proposed new Collaborative Court Justice Center. County departments are working with the Courts to determine the need for expansion of the Specialty Courts to meet the current and



Expand Adult Specialty Courts

anticipated demands for program participation. Efforts include further review of outcome data/statistics; identifying the number of offenders unable to participate due to capacity issues; analyzing and determining the type of court to expand and the priority order; analyzing and identifying programmatic needs; and determining physical location requirements to accommodate the expanded services.

5. Personnel Impacts

As the Specialty Courts expand, additional staffing may be needed and would be identified depending on the type of court and level of expansion.

6. Cost Impact

Estimated costs include one-time costs for facility expansion (100% Court/State responsibility) and ongoing costs for County staff time and/or contracted treatment services to support the Specialty Courts expansion (16% - 18% Net County Cost obligation) as follows:

- FY 2023-24: 4,345,134 ongoing
- FY 2024-25: 6,187,626 ongoing
- FY 2025-26: 6,396,167 ongoing
- FY 2026-27: 6,396,167 ongoing
- FY 2027-28 through FY 2032-33: 6,604,708 ongoing

7. Funding Sources

- OC Courts
- Mental Health Service Act
- 2011 Public Safety Realignment
- Net County Cost – 16% - 18% of ongoing costs

Funding Sources			
Federal	State	General Fund	Other
0%	84%	16%	0%

8. Stakeholders

Adult felony offenders with underlying mental illness or substance use issues recommended to the Adult Specialty Courts, OC Courts, OCDA, Public Defender, Probation Department, OCSD and HCA.



Expand Adult Specialty Courts

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County's 2025 Vision for OC CARES, Justice through Prevention and Intervention.

10. Implementation Period if Funding Were Available

Full implementation is anticipated by FY 2025-26, dependent on funding availability.



Expand Adult Specialty Courts					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	4,345,134	6,187,626	6,396,167	6,396,167	6,604,708
Total Cost	4,345,134	6,187,626	6,396,167	6,396,167	6,604,708
II. Non-General Fund Revenue					
Intergovernmental Revenues Category	3,642,043	5,091,694	5,262,115	5,262,115	5,432,537
Total Revenue	3,642,043	5,091,694	5,262,115	5,262,115	5,432,537
III. General Fund Requirement	703,091	1,095,932	1,134,052	1,134,052	1,172,171
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Expand Adult Specialty Courts					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
6,604,708	6,604,708	6,604,708	6,604,708	6,604,708	Salaries & Benefits
6,604,708	6,604,708	6,604,708	6,604,708	6,604,708	Total Cost
					II. Non-General Fund Revenue
5,432,537	5,432,537	5,432,537	5,432,537	5,432,537	Intergovernmental Revenues Category
5,432,537	5,432,537	5,432,537	5,432,537	5,432,537	Total Revenue
1,172,171	1,172,171	1,172,171	1,172,171	1,172,171	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Expand Behavioral Health Law Enforcement Response Team

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, previously identified in the 2021 Strategic Financial Plan.

The expansion of the Behavioral Health Response Team began in FY 2022-23 with the addition of three Deputy Sheriff II positions within the budget process.

4. Description of Strategic Priority

In 2020, OCSD established a Behavioral Health (BH) Bureau to better address the increasing number of behavioral health-related calls as well as related issues in their custody operations. This aligns with the County's efforts to achieve the 2025 Vision of OC CARES where the underlying causes of criminal behavior, such as mental illness or substance use, are addressed and the individual is diverted to treatment services rather than jail, if appropriate. Current estimates are that over 70% of the jail population has some form of a behavioral health issue.

A key component of the BH Bureau is the established BH Response Team comprised of specialized trained officers partnered with HCA BH professionals linked with clinical services co-located within the patrol units in multiple service areas. This model provides support to BH-related response calls which may be de-escalated to the point where an individual could be diverted to immediate treatment services rather than enter or re-enter the criminal justice system. The BH Response Team also provide follow up and assist the individual and their family members with accessing services. In addition, individuals known for frequent BH-related response calls would have increased outreach services and case management to address their underlying issues and break their involvement in the criminal justice system.

A pilot program was initiated in OCSD's South Patrol and was deemed to be a successful model. In FY 2022-23, three Deputy Sheriff IIs were added to the BH Bureau to allow for



Expand Behavioral Health Law Enforcement Response Team

the expansion of the North Patrol. The deputies work with HCA's Psychiatric Emergency Response Team (PERT) to respond to identified behavioral health related calls and perform outreach to those recently involved in crisis-related service calls.

HCA has also made additional Crisis Assessment Teams (CAT) and PERT available to assist law enforcement agencies as this model is further implemented. Expansion would include one Deputy Sheriff and one Behavioral Health Clinician per OCSD Patrol Area, per daily shift, and would utilize existing CAT and PERT resources. Expansion is planned to provide the resources needed to be able to have a dedicated unit for each OCSD Patrol Area. As each phase is implemented, data collected regarding the number and types of response calls, outcomes from the calls, and the outreach and case management provided is to be analyzed and modified to ensure best practices are employed.

5. Personnel Impacts

OCSD has identified the need to add nine Deputy Sheriff II positions to serve as the specialized patrol for the expansion.

HCA is currently ensuring sufficient CAT and PERT teams are in place and available for local law enforcement needs, including those identified with this Strategic Priority. Depending on the size of the service area being served, 10 additional Behavioral Health Clinician I's have been identified as needed for the department.

6. Cost Impact

FY 2023-24: \$3,005,878 ongoing; \$328,000 one-time

FY 2024-25: \$2,991,256 ongoing

FY 2025-26: \$2,957,232 ongoing

FY 2026-27: \$2,940,646 ongoing

FY 2027-28 through FY 2032-33: \$2,954,168 ongoing

7. Funding Sources

Funding for the outreach, case management, and BH support is anticipated to be funded by several state sources, including Mental Health Services Act (MHSA). Public safety services are currently anticipated to be funded by Net County Cost. However, the departments are strongly encouraged to seek funding opportunities as applicable.



Expand Behavioral Health Law Enforcement Response Team

Funding Sources			
Federal	State	General Fund	Other
0%	59%	41%	0%

8. Stakeholders

Individuals and their families experiencing a behavioral health crisis requiring law enforcement involvement, HCA, OCSD and Advocacy Groups.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s 2025 Vision for OC CARES, Justice through Prevention and Intervention.

10. Implementation Period if Funding Were Available

Continued expansion to North Patrol and Southeast is currently planned and pending available resources.



Expand Behavioral Health Law Enforcement Response Team					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Equipment	328,000	0	0	0	0
Salaries & Benefits	3,005,878	2,991,256	2,957,232	2,940,646	2,954,168
Total Cost	3,333,878	2,991,256	2,957,232	2,940,646	2,954,168
II. Non-General Fund Revenue					
Intergovernmental Revenues	1,352,978	1,026,966	1,023,630	1,024,976	1,036,912
Total Revenue	1,352,978	1,026,966	1,023,630	1,024,976	1,036,912
III. General Fund Requirement	1,980,900	1,964,290	1,933,602	1,915,670	1,917,256
IV. Staffing					
Behavioral Health Clinician I	10	10	10	10	10
Deputy Sheriff II	9	9	9	9	9
Total Positions Funded Per Fiscal Year	19	19	19	19	19

Expand Behavioral Health Law Enforcement Response Team					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Equipment
2,954,168	2,954,168	2,954,168	2,954,168	2,954,168	Salaries & Benefits
2,954,168	2,954,168	2,954,168	2,954,168	2,954,168	Total Cost
					II. Non-General Fund Revenue
1,036,912	1,036,912	1,036,912	1,036,912	1,036,912	Intergovernmental Revenues
1,036,912	1,036,912	1,036,912	1,036,912	1,036,912	Total Revenue
1,917,256	1,917,256	1,917,256	1,917,256	1,917,256	III. General Fund Requirement
					IV. Staffing
10	10	10	10	10	Behavioral Health Clinician I
9	9	9	9	9	Deputy Sheriff II
19	19	19	19	19	Total Positions Funded Per Fiscal Year



Housing for Justice Involved Youth and Transitional Aged Youth

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

Social Services Agency (SSA)

Probation Department

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

The County's Housing System of Care has limited options for both temporary (emergency) and long-term housing (placement) for foster youth 13 years of age and older, referred to as Crossover Youth. Crossover Youth are youth who have experienced child maltreatment and who also have a history or propensity for engaging in delinquent behaviors that put them at risk of, or lead to involvement with, the juvenile justice system. In certain instances, these Crossover Youth can fall under the jurisdiction of both Dependency (WIC § 300) and Wardship (WIC §§ 601 or 602). Youth exiting the juvenile correctional facilities also experience barriers to accessible housing. For example, a youth has completed their time in Juvenile Hall and there are conditions present which indicate it is unsafe for the youth to reside in their family's home, Orangewood Children & Family Center (OCFC) or another foster care placement setting. WIC § 16514 outlines additional factors that may limit the capacity of congregate care settings accessible to Crossover Youth.

In accordance with state law (WIC § 16501.1), whenever possible the County's preference is to secure housing for youth in the safest, least restrictive environment that is best suited to address the youth's individual needs. Youth who have pending criminal charges cannot be housed at OCFC due to Community Care Licensing regulations and to ensure the safety of children housed there who have been removed from their parents due to abuse and neglect. A concern also exists when housing low-level offenders with high-level offenders to ensure and maintain safety for all residents. Given that Crossover Youth requiring foster care placement typically experience co-occurring issues (e.g., homelessness, mental health challenges, incarceration, substance use vulnerabilities, gang affiliation, Commercial Sexual Exploitation of Children involvement, etc.), there is a need for a program to provide safe and appropriate supportive housing, in a manner that



Housing for Justice Involved Youth and Transitional Aged Youth

enhances accessibility to treatment regardless of the youth’s complexity of needs. Solutions include County contracted services that will provide beds in a variety of treatment settings across Orange County’s placement continuum or establishment of a County program to achieve the same objectives.

5. Personnel Impacts

Additional staff or contracted services and County resources will be utilized to provide the housing and supportive services. SSA and Probation Department will continue to evaluate staffing needs.

6. Cost Impact

It is estimated that throughout the year an average of three youth would be housed in a high-need environment (\$720,000/year), three would be housed in a short-term residential therapeutic program (STRTP) (\$1,440,000/year) and three would be housed in a shelter or respite environment in lieu of secure housing (\$720,000/year), with one-time start-up costs for contracted providers estimated at \$200,000.

- FY 2023-24: \$2,880,000 ongoing, \$ 200,000 one-time costs
- FY 2024-25: \$2,880,000
- FY 2025-26: \$2,880,000
- FY 2026-27: \$2,880,000
- FY 2027-28 through FY 2032-33: \$2,880,000

7. Funding Sources

A majority of youth and transitional aged youth clients identified in this initiative are eligible for Title IV-E funding, which is capped by statute, and/or state realignment funding. General Fund support is requested due to limited federal and state funding.

Funding Sources			
Federal	State	General Fund	Other
50%	25%	25%	0%

8. Stakeholders

Juveniles and transitional aged youth involved in foster care, OCFC and/or the corrections system, their families, Health Care Agency, SSA and Probation Department.



Housing for Justice Involved Youth and Transitional Aged Youth

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County's OC CARES initiative for the various Systems of Care.

10. Implementation Period if Funding Were Available

Implementation can begin as early as July 1, 2023, if funding and resources are identified.



Housing for Justice Involved Youth and Transitional Aged Youth					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Services & Supplies	3,080,000	2,880,000	2,880,000	2,880,000	2,880,000
Total Cost	3,080,000	2,880,000	2,880,000	2,880,000	2,880,000
II. Non-General Fund Revenue					
Intergovernmental Revenues	2,310,000	2,160,000	2,160,000	2,160,000	2,160,000
Total Revenue	2,310,000	2,160,000	2,160,000	2,160,000	2,160,000
III. General Fund Requirement	770,000	720,000	720,000	720,000	720,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Housing for Justice Involved Youth and Transitional Aged Youth					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	Services & Supplies
2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	Total Cost
					II. Non-General Fund Revenue
2,160,000	2,160,000	2,160,000	2,160,000	2,160,000	Intergovernmental Revenues
2,160,000	2,160,000	2,160,000	2,160,000	2,160,000	Total Revenue
720,000	720,000	720,000	720,000	720,000	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Housing for Transitional Aged Youth

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

Probation Department

Health Care Agency

Social Services Agency

OC Public Works

3. New or Continuing Strategic Priority

This is a new Strategic Priority, initially identified as an Emerging Initiative in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

Transitional aged youth (TAY) who are released from juvenile correctional facilities are often faced with limited options for housing and face significant challenges to continue with the programs and services received while detained. The need to establish transitional and permanent supportive housing and placement services for youths has been identified as a significant need, specifically to provide supportive services for substance use, mental health issues or those involved in the Commercial Sexual Exploitation of Children (CSEC) population.

The County seeks to establish a dedicated facility for post-custody housing of TAY individuals in the juvenile justice system that includes treatment and support services with little to no disruption to services received while in-custody. Housing would consist of transitional housing, CSEC housing, and high needs housing. Existing space on the current Juvenile Hall campus has been identified and can easily be fenced to establish the facility outside of the Juvenile Hall perimeter. The planned housing will offer independent living in a safe and welcoming environment to support the individuals as they move towards self-sufficiency.

Supportive services to be provided include furnished housing, on-site case management and support, education and employment assistance, development of independent living skills, relational wellness and counseling services, financial education and personal budgeting assistance, and after-care support. The housing will be provided to young adults ages 16-26 and youth previously under the jurisdiction of Orange County Juvenile



Housing for Transitional Aged Youth

Court, who have aged out of foster care placement, former probation-involved youth, and current non-minor dependents involved with California Child Welfare.

5. Personnel Impacts

Additional staff or contracted services will be utilized to provide the supportive services.

6. Cost Impact

FY 2023-24: \$2,500,000 ongoing, \$10,000,000 one-time

FY 2024-25: \$2,500,000 ongoing, \$10,000,000 one-time

FY 2025-26 through FY 2032-33: \$2,500,000 ongoing

7. Funding Sources

Funding for the project includes \$5 million from a State earmark with additional funding anticipated from state and federal grants and/or allocations. The County is working to identify funding opportunities as applicable.

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

8. Stakeholders

TAY involved in the juvenile justice system, their families, and the community.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s OC CARES initiative for the Housing System of Care.

10. Implementation Period if Funding Were Available

This project is currently in the planning stage with a contracted Architect & Engineering firm and construction anticipated to begin in FY 2023-24.

Housing for Transitional Aged Youth					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Services & Supplies	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Structures & Improvements	10,000,000	10,000,000	0	0	0
Total Cost	12,500,000	12,500,000	2,500,000	2,500,000	2,500,000
II. Non-General Fund Revenue					
Intergovernmental Revenues	11,250,000	11,250,000	2,250,000	2,250,000	2,250,000
Total Revenue	11,250,000	11,250,000	2,250,000	2,250,000	2,250,000
III. General Fund Requirement	1,250,000	1,250,000	250,000	250,000	250,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Housing for Transitional Aged Youth					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	Services & Supplies
0	0	0	0	0	Structures & Improvements
2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	Total Cost
					II. Non-General Fund Revenue
2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	Intergovernmental Revenues
2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	Total Revenue
					III. General Fund Requirement
250,000	250,000	250,000	250,000	250,000	
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Permanent Supportive and Affordable Housing Access

1. Program Area

Community Services

2. Involved Agencies and Departments

OC Community Resources

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, previously identified in the 2017 to 2021 Strategic Financial Plans.

In June 2018, the Board of Supervisors (Board) received the County's Housing Funding Strategy which identified the plan for producing 2,700 units of permanent supportive housing throughout Orange County. In March 2019, the Board approved the Joint Powers Authority Agreement for the establishment of the Orange County Housing Finance Trust (OCHFT) with the purpose of funding housing specifically designated to assisting the individuals and families experiencing homelessness, and individuals and families of low income within the County of Orange.

Of the 2,700 units of supportive housing identified, 874 units have been built, 1,008 units are under construction, and 520 units are in progress of funding. As of October 31, 2022, a combined total of 2,278 supportive and affordable housing units are in the current pipeline, which does not include 124 units completed/built when the County's Housing Funding Strategy was received and filed by the Board.

4. Description of Strategic Priority

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

With the addition of emergency shelter beds and other shelter and interim housing programs, the County has created a significant safety net to stabilize those experiencing a housing crisis, allow a path for many to transition to self-sufficiency and pursue



Permanent Supportive and Affordable Housing Access

permanent housing stability. However, due to an insufficient supply of permanent supportive housing and affordable housing, the length of stay in emergency and transitional shelters and interim housing can be prolonged. The overall effectiveness of the shelter programs is contingent upon development of permanent housing options; the goal of the System of Care is to reduce length of stay in emergency and transitional shelter and interim housing programs and ensure high retention rates in permanent housing programs and long-term housing stability.

Permanent supportive housing is subsidized housing that combines affordable housing assistance with voluntary support services to address the needs of those experiencing chronic homelessness. Supportive services are designed to ensure long-term housing stability, build independent living and tenancy skills, and provide an overall better quality of life by connecting individuals with community-based health care, social services, and employment resources. This type of housing with community integrated supportive services has proven effective for individuals who have experienced prolonged periods of homelessness and barriers to housing due to their disabling conditions and/or other challenges.

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

The COVID-19 pandemic highlighted the need for this Strategic Priority as many individuals and families face increased housing instability due to loss in employment and income. The COVID-19 pandemic has also provided opportunities to develop permanent supportive housing through various State initiatives, such as the Homekey Program.

The Homekey Program began as part of the State's response to serve individuals experiencing homelessness or at-risk of homelessness who were also at risk of serious illness from COVID-19. The Homekey Program provided the County \$20.6 million in funding during Round 1 to purchase two motels to increase the county's response to



Permanent Supportive and Affordable Housing Access

homelessness and the COVID-19 pandemic. These motels created 132 units of interim housing, have closed their construction loans and are transitioning into permanent supportive housing. The County was awarded \$34.5 million in Homekey Program Round 2 funding for three projects, two projects will create 109 units of permanent supportive housing or affordable housing, and one project will create 64 units of interim housing to convert to permanent housing.

The County is working on updating the Housing Funding Strategy with data from the 2022 Point in Time count and will address the costs and funding needs for the development of supportive housing for those experiencing homelessness. The update will also focus on mapping out the progress that has been made toward the housing production goal, identifying the current needs, as well as an analysis of federal, state, and local resources available to produce affordable and supportive housing.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

The County's 2018 Housing Funding Strategy identified a funding gap estimated at \$789 million, representing \$439 million in funding needed for capital expenses to develop the properties and \$350 million needed for rental and operating subsidies to ensure the supportive housing units are affordable to people with histories of homelessness.

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

7. Funding Sources

Funding is project-specific; however, potential funding sources identified may include the following:

- Community Development Block Grant
- HOME Investments Partnership Program
- HOME American Rescue Plan Act
- Coronavirus State and Local Fiscal Recovery Funds American Rescue Plan Act
- Housing Successor Agency
- Project-Based Housing Choice Vouchers



Permanent Supportive and Affordable Housing Access

Project-Based Mainstream Vouchers
Project-Based Veterans Affairs Supportive Housing (VASH) Vouchers
Housing and Urban Development (HUD) Continuum of Care
Orange County Housing Finance Trust
Various State Programs and Funding Sources, including Homekey, Multi-Family Housing Program, Veterans Housing and Homelessness Prevention Program, Mental Health Services Act (MHSA) and Permanent Local Housing Allocation

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

8. Stakeholders

Individuals and families experiencing homelessness or at-risk of homelessness who would benefit from the necessary support services and resources to become stably housed and achieve self-sufficiency in our community.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s OC CARES initiative for the Housing System of Care.

10. Implementation Period if Funding Were Available

The County’s 2018 Housing Funding Strategy outlines a plan to develop 2,700 units of supportive housing by 2025. However, implementation is contingent upon continued funding and identification of feasible projects eligible for funding. The County has an ongoing request for projects and is working with cities and developers to identify opportunities for potential projects and partnerships. This is an on-going initiative.

Permanent Supportive and Affordable Housing Access					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
To Be Determined	TBD	TBD	TBD	TBD	TBD
Total Cost	TBD	TBD	TBD	TBD	TBD
II. Non-General Fund Revenue					
To Be Determined	TBD	TBD	TBD	TBD	TBD
Total Revenue	TBD	TBD	TBD	TBD	TBD
III. General Fund Requirement	TBD	TBD	TBD	TBD	TBD
IV. Staffing					
To Be Determined	TBD	TBD	TBD	TBD	TBD
Total Positions Funded Per Fiscal Year	TBD	TBD	TBD	TBD	TBD

Permanent Supportive and Affordable Housing Access					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
TBD	TBD	TBD	TBD	TBD	To Be Determined
TBD	TBD	TBD	TBD	TBD	Total Cost
					II. Non-General Fund Revenue
TBD	TBD	TBD	TBD	TBD	To Be Determined
TBD	TBD	TBD	TBD	TBD	Total Revenue
TBD	TBD	TBD	TBD	TBD	III. General Fund Requirement
					IV. Staffing
TBD	TBD	TBD	TBD	TBD	To Be Determined
TBD	TBD	TBD	TBD	TBD	Total Positions Funded Per Fiscal Year



System of Care Data Integration for Care Coordination

1. Program Area

Public Protection, Community Services

2. Involved Agencies and Departments

County Executive Office
OC District Attorney (OCDA)
Health Care Agency (HCA)
OC Community Resources (OCCR)
Probation Department
Public Defender
Sheriff-Coroner Department (OCSD)
Social Services Agency (SSA)
CalOptima Health
Mind OC
Orange County Courts

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, previously identified in the 2016 to 2021 Strategic Financial Plans also referenced as *Data Sharing Platform for Care Coordination*.

Funding was identified for the first phase of this project which addressed the System of Care that included homelessness. The County contracted with IBM to develop the system platform in March 2020 which was implemented by December 2020. Phase 2 of the project incorporated the data from the public protection departments supporting the Community Correction System of Care and was implemented by June 30, 2021. In September 2022, the Office of Care Coordination (OCC) launched the Corrections Cohort Pilot under the Care Plus Program. The FY 2022-23 Budget includes \$3.0 million for development of the System of Care Data Integration for Care Coordination (SOCDIS) Aging Cohort.

4. Description of Strategic Priority

The County has defined and operates five different systems of care integrating services and programs across various departments to meet the needs of County residents. These systems include health care, behavioral health, community corrections, housing, and benefits and support services. For each system of care, there are several departments providing services and assistance to the specific population of that system. It has become



System of Care Data Integration for Care Coordination

apparent that there are certain individuals who often cross the systems of care or receive multiple services within one system of care; these individuals are identified as “high-utilizers” and considered the County’s most vulnerable residents.

Over the past three years, the County has developed a model for a data sharing platform to allow information sharing among service providers, County departments and external stakeholders related to individuals experiencing homelessness. The software solution is a coordinated data sharing platform that receives information from source databases or systems and includes an environment allowing queries and reporting, while protecting and restricting access to personal health information, as warranted. This allows staff across departments to access relevant information for coordination and delivery of services to best meet the needs of the individual.

In 2022, the Corrections cohort was added and will focus on high-utilizers of the Corrections System, specifically those returning to jail four or more times in one year. Unlike the Homeless cohort, participants must provide authorization to share their information to be enrolled in Care Plus. Implementation of the Corrections cohort brings additional reporting requirements, specifically monitoring trends on a monthly, quarterly and annual basis.

Future expansions of the data sharing platform may include the Master Plan for Aging (MPA) cohort and access for community partners, such as local law enforcement and community-based organizations. With multiple cohorts operating simultaneously, it will be imperative to track high-level trends by cohort and the efficacy and success of the interventions. The vision for the data platform is to fully integrate care coordination throughout all the identified County’s systems of care and eventually allow inclusion of contract service providers and partners outside the County.

The County has implemented a multi-disciplinary team approach to care coordination whereby the system is used to identify high-utilizers so the team can begin to address the individuals’ main issues which keep them cycling within the specific system of care. Identified with implementation is the need for enhancements to the system to create the needed reports and tracking tools to facilitate this process.

California Senate Bill (SB) 1342, which became law September 27, 2022, authorizes members of aging multi-disciplinary personnel teams to share confidential information for the purpose of expediting identification, assessment, and linkage of older adults to



System of Care Data Integration for Care Coordination

services. The County is conducting a county-wide healthy aging assessment to identify areas of greatest needs, barriers to accessing services, gaps in services and inequities faced by the aging population. Learnings from the assessment will be used to develop the MPA. Integral to the MPA are system enhancements to implement a SOCDIS Aging Cohort to facilitate multi-disciplinary personnel teams to coordinate care and address the needs of the aging population across the systems of care.

5. Personnel Impacts

The system is housed within OCC and additional staffing will be dependent on the enhancements needed and is currently unknown.

6. Cost Impact

One-time costs are estimated at \$2.0 million for continued development of SOCDIS to enhance the County’s data sharing platform to allow departments, service providers, and stakeholders to effectively and efficiently share information pertaining to high-utilizers across the systems of care.

7. Funding Sources

The Budget Act of 2021 (Section 174 of SB 170 (Chapter 240, Statutes of 2021), adding Section 19.56€(20) to the Budget Act) allocated \$2.0 million in State General Funds to the County for this initiative.

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

8. Stakeholders

Individuals engaged in one or more of the County’s Systems of Care, OCDA, HCA, OCCR, Probation Department, Public Defender, OCSD and SSA.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary but is a critical component in the County’s OC CARES initiative for the Housing System of Care.

10. Implementation Period if Funding Were Available

SOCDIS enhancements will implemented by FY 2023-24.



System of Care Data Integration for Care Coordination					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Services & Supplies	2,000,000	0	0	0	0
Total Cost	2,000,000	0	0	0	0
II. Non-General Fund Revenue					
Intergovernmental Revenues	2,000,000	0	0	0	0
Total Revenue	2,000,000	0	0	0	0
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

System of Care Data Integration for Care Coordination					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Services & Supplies
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	Intergovernmental Revenues
0	0	0	0	0	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year





Body Worn Camera Workload Impact Mitigation

1. Program Area

Public Protection

2. Involved Agencies and Departments

Public Defender (PD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2021 Strategic Financial Plan (SFP). Previous budget cycles and SFPs presented digital evidence workload impact mitigation as an expand augmentation, and in the FY 2022-23 budget process, 12 positions were added as part of the first phase to address the workload impact. Prior to FY 2022-23, eight positions were added for increased evidentiary and discovery requirements.

Positions and funding are requested in a phased-in approach over a three-year period, with first phase implemented. Before requesting the second phase of additional positions, PD will reevaluate staffing needs by measuring the impact of the newly approved positions towards mitigating the current workload.

4. Description of Strategic Priority

In FY 2017-18, the PD's Office, in coordination with the OC District Attorney (OCDA) and the Integrated Law and Justice Agency of Orange County partnered with Axon Enterprises to manage the digital evidence – primarily from Body Worn Cameras (BWC) – generated by Orange County's law enforcement agencies. During that same fiscal year, the Department received 1,608 hours of video footage from the District Attorney through Axon's platform known as Evidence.com.

As the number of law enforcement agencies using BWC technology grows, so too does the amount of footage the Department receives, resulting in significant increases to workload. PD has roughly 170 attorneys assigned to criminal proceedings involving BWC footage. Current projections of BWC footage transmitted through the Axon platform could result in each attorney spending more than 350 additional hours reviewing BWC footage in FY 2023-24 representing a 3,600% increase from FY 2017-18.

Current estimates to fully mitigate the projected workload impact entail the addition of 19 attorney positions. Typically, more serious cases result in more responding officers and,



Body Worn Camera Workload Impact Mitigation

therefore, generate more BWC footage; and because more serious cases are handled by senior, higher ranking attorneys, several attorney classifications are requested.

Although attorneys are most affected by the workload impact of BWC evidence, the department’s paralegals have seen increased workloads as well. Paralegals create, redact and edit BWC footage for presentation at trial and other contested hearings. Additionally, paralegals review and correct the transcripts prepared from BWC footage which are required by the California Rules of Court before footage can be played in court. An additional four paralegal positions are requested for the anticipated increase in workload.

5. Personnel Impacts

For strategic planning purposes, 23 additional positions would be needed over a span of two years to continue expanding the program established in FY 2017-18.

Classification	No. of Positions
Attorney III	11
Deputy Attorney IV	4
Paralegal	4
Senior Deputy Attorney	4
Total Positions	23

6. Cost Impact

Estimated annual ongoing staffing costs range from \$1.9 million in FY 2023-24 to \$4.3 million in FY 2024-25 and beyond.

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

Orange County residents, Department-represented clients, Justice Partner Agencies.



Body Worn Camera Workload Impact Mitigation

9. Mandated or Discretionary Program/Project?

Discretionary: Deputy Public Defenders are ethically required to review all evidence gathered by the prosecution in a criminal case as part of their representation of clients. Only after reviewing all evidence can they effectively direct investigation, make decisions regarding retaining expert witnesses, advise their clients regarding feasible defenses, identify viable pretrial motions, engage in meaningful settlement discussions and advise their clients regarding legal decisions. Although this is a discretionary project, the additional positions would provide the PD with resources needed to continue to comply with this requirement.

10. Implementation Period if Funding Were Available

Should ongoing funding become available, activities required to continue expanding this program can be initiated immediately and would occur over a two-year period.

Body Worn Camera Workload Impact Mitigation					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	1,861,178	4,241,352	4,230,586	4,241,640	4,291,186
Services & Supplies	13,959	31,810	31,729	31,812	32,184
Total Cost	1,875,137	4,273,162	4,262,315	4,273,452	4,323,370
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,875,137	4,273,162	4,262,315	4,273,452	4,323,370
IV. Staffing					
Attorney III	4	11	11	11	11
Deputy Attorney IV	2	4	4	4	4
Paralegal	2	4	4	4	4
Senior Deputy Attorney	2	4	4	4	4
Total Positions Funded Per Fiscal Year	10	23	23	23	23

Body Worn Camera Workload Impact Mitigation					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
4,291,186	4,291,186	4,291,186	4,291,186	4,291,186	Salaries & Benefits
32,184	32,184	32,184	32,184	32,184	Services & Supplies
4,323,370	4,323,370	4,323,370	4,323,370	4,323,370	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
4,323,370	4,323,370	4,323,370	4,323,370	4,323,370	III. General Fund Requirement
					IV. Staffing
11	11	11	11	11	Attorney III
4	4	4	4	4	Deputy Attorney IV
4	4	4	4	4	Paralegal
4	4	4	4	4	Senior Deputy Attorney
23	23	23	23	23	Total Positions Funded Per Fiscal Year



Brad Gates – Data Center UPS Upgrade

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

The OCSD’s Data Center, located in the Brad Gates building, houses the equipment and infrastructure necessary to support the OCSD’s computer systems. These systems are critical to public safety and are utilized by more than fifty local, state, and federal law enforcement agencies. The OCSD Data Center is protected by one 225KVA (kiloVoltAmps) Uninterrupted Power Supply (UPS) system that is 17 years old. This becomes a single point of failure should the UPS have electrical and/or mechanical issues. Installation of a second UPS provides an additional safety factor with redundancy to the existing system as well as additional power capacity to mitigate issues that may be caused by a power outage.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time costs for the Brad Gates – Data Center UPS Upgrade project are estimated at \$1.2 million.

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

OCSD, local, state, and federal law enforcement agencies.



Brad Gates – Data Center UPS Upgrade

9. Mandated or Discretionary Program/Project?

Discretionary project.

10. Implementation Period if Funding Were Available

FY 2023-24

Brad Gates – Data Center UPS Upgrade					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	1,214,201	0	0	0	0
Total Cost	1,214,201	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,214,201	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Brad Gates – Data Center UPS Upgrade					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Central Men’s Jail – Official Visiting Booth Area Renovation

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

Request to renovate the Official Visiting booth area to increase security at the Central Men’s Jail (CMJ). This project would update five existing booths and add six additional booths to include lockable windows dividing the inmates and attorneys, add ceiling-high glass and walls, and an electronic speaker system. In addition, existing lighting would be relocated to accommodate the new layout.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time costs for the CMJ – Official Visiting Booth Area renovation project are estimated at \$1.0 million.

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

OCSD employees, inmates, and attorneys.

9. Mandated or Discretionary Program/Project?

Discretionary project.



Central Men's Jail – Official Visiting Booth Area Renovation

10. Implementation Period if Funding Were Available

FY 2023-24

Central Men’s Jail – Official Visiting Booth Area Renovation					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	1,034,000	0	0	0	0
Total Cost	1,034,000	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,034,000	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Central Men's Jail – Official Visiting Booth Area Renovation					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Central Men’s Jail Recreation Yard Expansion and ADA Compliance

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

The inmates’ recreation yard is located on the Central Men’s Jail (CMJ) roof which currently consists of one large and one small caged area. This project will divide the larger caged area into four smaller caged recreation areas, each with security cameras, phones, sinks, and toilets. Additional improvements will include Americans with Disabilities Act (ADA) compliant bathrooms, phones, and tables, enhancing accessibility for disabled inmates. This project will also enable the CMJ to run multiple simultaneous recreation groups by dividing the larger group into smaller units enhancing both security and efficiency of inmate recreation rotations, while also making all recreation areas ADA compliant. This project aligns with the growing needs of the facility and ensure inmates with disabilities are provided equal access to programs and services.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time costs for CMJ – Roof Recreation Expansion and ADA Compliance are estimated at \$3.7 million.

7. Funding Sources

General Fund support is requested.

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



Central Men's Jail Recreation Yard Expansion and ADA Compliance

8. Stakeholders

County of Orange and jail inmates.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary, but modifications to ADA standards will ensure inmates with disabilities are provided equal access to programs and services.

10. Implementation Period if Funding Were Available

FY 2023-24

Central Men's Jail Recreation Yard Expansion and ADA Compliance					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	3,723,127	0	0	0	0
Total Cost	3,723,127	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	3,723,127	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Central Men's Jail Recreation Yard Expansion and ADA Compliance					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Emergency Operations Center Audio-Visual & Security System Upgrades

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

The audio-visual and security system upgrade to the Emergency Operations Center (EOC) located at Loma Ridge will allow for conversion of outdated analog technologies to digital technologies. The upgrades will provide a fully integrated system and permit timely display of real-time situational information during day-to-day and emergency operations and provide a secure facility for the EOC.

The audio-visual system upgrades will provide seamless integration of the wireless network to various systems and offer connectivity for smart boards, projectors, laptops, tablets, cell phones and other technologies for improved information sharing during emergency operations. Proposed upgrades include new digital equipment and infrastructure improvements. The current system is deteriorating due to obsolescence and it is difficult to find replacement parts which may result in delays in obtaining critical information for fast-breaking incidents and could impact first responders' ability to take action and make strategic operational decisions.

The upgrades to the security system will replace analog cameras with digital, 360 degree, pan/tilt/zoom and infrared technologies to provide safety and security for critical infrastructure and personnel. The project will also include face level and license plate reader cameras at the main entrance, remote accessibility of cameras and gate openers, and a digital recording system to maintain recordings in the event of potential criminal activity at this remote location.

5. Personnel Impacts

No additional staffing is requested.



Emergency Operations Center Audio-Visual & Security System Upgrades

6. Cost Impact

One-time equipment costs are estimated at \$2.3 million. The ongoing maintenance and support costs are estimated at \$229 thousand per year.

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

Orange County residents, County agencies and personnel, first responders and Federal and State employees.

The EOC provides emergency management and preparedness services to the unincorporated areas of Orange County and supports the efforts of the Orange County Operational Area (OA). There are over 100 jurisdictions in the OA encompassing all County departments and agencies, public and private organizations and the general population within the boundaries of Orange County.

9. Mandated or Discretionary Program/Project?

Discretionary project.

10. Implementation Period if Funding Were Available

FY 2023-24 through FY 2032-33

Emergency Operations Center Audio-Visual & Security System Upgrades					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Equipment	1,571,793	729,866	0	0	0
Services & Supplies	0	0	228,923	228,923	228,923
Total Cost	1,571,793	729,866	228,923	228,923	228,923
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,571,793	729,866	228,923	228,923	228,923
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Emergency Operations Center Audio-Visual & Security System Upgrades					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Equipment
228,923	228,923	228,923	228,923	228,923	Services & Supplies
228,923	228,923	228,923	228,923	228,923	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
228,923	228,923	228,923	228,923	228,923	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Intake Release Center Air Handler Units Replacement

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2021 Strategic Financial Plan. The FY 2022-23 budget includes \$2.5 million in funding and the project has a remaining estimated cost of \$9.9 million over four fiscal years.

4. Description of Strategic Priority

This project would replace all the current air-handler units in the Intake Release Center (IRC) which have exceeded their service life expectancy. Replacement of these units will ensure compliance with the provision to maintain a living environment in accordance with the heating, ventilating, and air-conditioning requirements of Parts 2 and 4, and the energy conservation requirements of Part 6, Title 24, California Code of Regulations (CCR).

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

The one-time remaining costs for the IRC Air Handler Units Replacement project is \$9.9 million:

FY 2023-24 \$2,462,972

FY 2024-25 \$2,462,972

FY 2025-26 \$2,462,972

FY 2026-27 \$2,462,972

7. Funding Sources

General Fund support is requested.



Intake Release Center Air Handler Units Replacement

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

8. Stakeholders

Orange County residents, federal and state governments, and local officials visiting OCSD facilities, inmates, as well as County employees working within the facilities.

9. Mandated or Discretionary Program/Project?

Discretionary: However, Title 24 of the CCR mandates heating, ventilating, and air-conditioning for inmates.

10. Implementation Period if Funding Were Available

FY 2023-24 through FY 2026-27

Intake Release Center Air Handler Units Replacement					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	2,462,972	2,462,972	2,462,972	2,462,972	0
Total Cost	2,462,972	2,462,972	2,462,972	2,462,972	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	2,462,972	2,462,972	2,462,972	2,462,972	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Intake Release Center Air Handler Units Replacement					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Jail Security Electronic Control System Upgrade/Replacement

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2014 to 2021 Strategic Financial Plans. The previously submitted Strategic Priority identified a total cost of \$35.7 million to complete the jail security electronic control system upgrade project.

This Strategic Priority is for a total revised project cost of \$38.5 million. The FY 2022-23 budget includes carryover funding totaling \$4.6 million and the project has a remaining estimated cost of \$33.1 million over eight fiscal years.

The revised jail security electronic control system upgrade project reflects required design services not included in prior year requests, including the Intake Release Center (IRC), Theo Lacy Facility (TLF), Central Men's and Women's Jails where there is currently an outdated mechanical manual system.

4. Description of Strategic Priority

This Strategic Priority addresses aging security electronic control systems that are operating in four of the five OCSD correctional institutions. The oldest of the systems is located at the IRC with 34 years of 24 hours per day, 7 days per week, 365 days per year, continuous operation. The security electronic control systems allow the Guard Station deputy/operator to control movement doors; provide door status indication; seamlessly connect all needed audio communication paths; as well as display relevant surveillance video, all of which forms one single control point for these systems. The facilities are divided into areas with each area having a Guard Station operated by a deputy/operator. Each Guard Station is controlled by its own discrete security electronic control system. When a security electronic control system fails, the corresponding area of that facility is rendered unusable until the system is restored.

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



Jail Security Electronic Control System Upgrade/Replacement

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

- IRC: One Main Control and eight Guard Stations
- TLF: Two Main Controls and 20 Guard Stations
- Central Men's Jail (CMJ): One Main Control and 10 Guard Stations
- Central Women's Jail (CWJ): One Main Control and five Guard Stations

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

The one-time remaining cost for the Jail Security Electronic Control System Upgrade project is \$33.1 million:

- FY 2023-24 \$4,600,000
- FY 2024-25 \$4,500,000
- FY 2025-26 \$3,500,000
- FY 2026-27 \$5,700,000
- FY 2027-28 \$2,100,000
- FY 2028-29 \$2,800,000
- FY 2029-30 \$5,700,000
- FY 2030-31 \$4,200,000

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

Orange County residents, federal and state governments, inmates, as well as County employees working within the jails.

9. Mandated or Discretionary Program/Project?

Discretionary project.



Jail Security Electronic Control System Upgrade/Replacement

10. Implementation Period if Funding Were Available

FY 2023-24 through FY 2030-31



Jail Security Electronic Control Systems Upgrade/Replacement					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	4,600,000	4,500,000	3,500,000	5,700,000	2,100,000
Total Cost	4,600,000	4,500,000	3,500,000	5,700,000	2,100,000
II. Non-General Fund Revenue					
Other Financing Sources	4,600,000	0	0	0	0
Total Revenue	4,600,000	0	0	0	0
III. General Fund Requirement	0	4,500,000	3,500,000	5,700,000	2,100,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Jail Security Electronic Control Systems Upgrade/Replacement					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
2,800,000	5,700,000	4,200,000	0	0	Structures & Improvements
2,800,000	5,700,000	4,200,000	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	Other Financing Sources
0	0	0	0	0	Total Revenue
2,800,000	5,700,000	4,200,000	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



James A. Musick Facility Expansion – Staffing

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2013 to 2021 Strategic Financial Plans. Positions and funding are requested beginning FY 2023-24.

The staffing request in this Strategic Priority has been revised to reflect changes in operational needs and a phased-in approach.

As of September 2022, the project is 73% complete with \$225.6 million expended. Claims totalling \$157.5 million have been submitted to the State, of which \$108.1 million has been reimbursed to date.

4. Description of Strategic Priority

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

A. Inmate Housing: Two inmate housing units with a total of approximately 512 beds are constructed in Phase 1 and two inmate rehabilitation, treatment and housing units with a total of approximately 384 beds are constructed in Phase 2. The housing units are designed for direct supervision of minimum and medium security inmates. Construction is not expected to impact the existing facilities.



James A. Musick Facility Expansion – Staffing

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

C. Warehouse/Maintenance Building: This includes office space, warehouse storage, and maintenance shops.

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

To aid counties with creating new jail beds, the State made funding available through Assembly Bill (AB) 900 Phase I and II programs. The County of Orange received a conditional award of \$100 million through AB 900 Phase II for new jail construction. In addition, Senate Bill (SB) 1022 authorizes state lease-revenue bond financing for the acquisition, design and construction of program and treatment space for adult local criminal justice facilities. In March 2014, the County of Orange received a conditional award of \$80 million through SB 1022 for new rehabilitation, treatment, and housing construction.

The County of Orange subsequently received project establishment through the State Public Works Board in March 2013 for Phase 1 and March 2014 for Phase 2 and the design of the first and second phase of the Musick expansion was approved by the Board and started shortly after its respective project establishment approval. In addition, on May 5, 2020 the Board approved the Musick Facility jail construction project. Existing staffing are available once the construction is completed; however, additional staffing may be needed.

5. Personnel Impacts

For strategic planning purposes, it is estimated that an additional 423 positions would be needed (293 Sheriff-Coroner positions and 130 Health Care Agency positions). The position needs are estimates and may change depending on the jail population at the time of occupancy.

Classification	No. of Positions
Sheriff-Coroner Positions:	
Administrative Manager I	1
Air Conditioning Mechanic	3
Chief Cook	1



James A. Musick Facility Expansion – Staffing

Classification	No. of Positions
Sheriff-Coroner Positions (continued):	
Communications Technician II	3
Deputy Sheriff I	116
Education Services Coordinator	1
Electrician	2
Facilities Contract Services Inspector	1
Facilities Mechanic	3
Information Technologist II	1
Lieutenant	2
Metalsmith	1
Office Specialist	2
Plumber	3
Secretary II	1
Sergeant	14
Sheriff's Correctional Services Assistant	80
Sheriff's Records Supervisor	7
Sheriff's Records Technician	17
Sheriff's Special Officer II	7
Senior Engineering Technician	1
Senior Head Cook	4
Senior Institutional Cook	8
Senior Professional Engineer/Architect	1
Senior Sheriff's Records Technician	10
Supervising Communications Technician	1
Telecommunications Engineer III	1
Warehouse Worker III	1
Subtotal Sheriff-Coroner Positions	293

Classification	No. of Positions
Health Care Agency Positions:	
Administrative Manager I	1
Behavioral Health Clinician II	15
Comprehensive Care Licensed Vocational Nurse	18
Comprehensive Care Nurse II	25
Comprehensive Care Nurse Practitioner II	6
Dental Assistant II	2



James A. Musick Facility Expansion – Staffing

Classification	No. of Positions
Health Care Agency Positions (continued):	
Dentist	2
HCA Service Chief II	4
Medical Assistant	11
Mental Health Specialist	10
Office Specialist	6
Office Supervisor C	2
Pharmacist	2
Pharmacy Technician	2
Physician II - Correctional	4
Psychiatrist	6
Senior Comprehensive Care Nurse	5
Staff Development Specialist	2
Staff Specialist	2
Store Clerk	2
Supervising Comprehensive Care Nurse	3
Subtotal Health Care Agency Positions	130
Grand Total Positions	423

6. Cost Impact

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

One-time costs: \$1.3 million (Start-up costs)

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from \$37.2 million in FY 2023-24 to \$75.6 million in FY 2032-33.

7. Funding Sources

Costs related to Phase 1 and Phase 2 design and construction of the James A. Musick Expansion are partially funded through AB 900 and SB 1022, respectively and will be reimbursed by the State of California within the limits of the approved award.

The Musick Expansion costs are estimated to be \$326.5 million with \$180.0 million being reimbursed by the State of California (AB 900 \$100 million and SB 1022 \$80 million) and \$146.5 million General Fund (NCC) contribution.



James A. Musick Facility Expansion – Staffing

General Fund support is requested for one-time start-up costs and ongoing operational costs.

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

8. Stakeholders

This is a public safety project for the residents of Orange County.

9. Mandated or Discretionary Program/Project?

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

10. Implementation Period if Funding Were Available

The construction of the facility is scheduled to achieve Substantial Completion / Certificate of Occupancy by spring 2023, and Final Completion anticipated by summer 2023. Full occupancy is anticipated within 90 days of Substantial Completion / Certificate of Occupancy date.



James A. Musick Facility Expansion – Staffing					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Sheriff-Coroner Cost					
Salaries & Benefits	28,794,130	46,546,926	46,062,282	45,839,186	46,084,914
Subtotal - Sheriff-Coroner Cost	28,794,130	46,546,926	46,062,282	45,839,186	46,084,914
Health Care Agency Cost					
Equipment	1,316,855	0	0	0	0
Other Charges	4,128	4,256	4,388	4,524	4,664
Salaries & Benefits	5,038,484	15,392,322	20,211,128	20,175,433	20,348,818
Services & Supplies	3,326,052	5,968,688	6,935,610	6,993,520	7,091,150
Subtotal - Health Care Agency Cost	9,685,519	21,365,266	27,151,126	27,173,477	27,444,632
Grand Total Cost	38,479,649	67,912,192	73,213,408	73,012,663	73,529,546
II. Non-General Fund Revenue					
No Sheriff-Coroner Revenue	0	0	0	0	0
No Health Care Agency Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	38,479,649	67,912,192	73,213,408	73,012,663	73,529,546
IV. Staffing					
Sheriff-Coroner Positions					
Administrative Manager I	1	1	1	1	1
Air Conditioning Mechanic	2	3	3	3	3
Chief Cook	1	1	1	1	1
Communications Technician II	3	3	3	3	3
Deputy Sheriff I	61	116	116	116	116
Education Services Coordinator	1	1	1	1	1
Electrician	2	2	2	2	2
Facilities Contract Services Inspector	1	1	1	1	1
Facilities Mechanic	3	3	3	3	3
Information Technologist II	1	1	1	1	1
Lieutenant	2	2	2	2	2
Metalsmith	1	1	1	1	1
Office Specialist	1	2	2	2	2
Plumber	2	3	3	3	3
Secretary II	1	1	1	1	1
Sergeant	9	14	14	14	14
Sheriff's Correctional Services Assistant	41	80	80	80	80
Sheriff's Records Supervisor	7	7	7	7	7
Sheriff's Records Technician	15	17	17	17	17
Sheriff's Special Officer II	7	7	7	7	7
Senior Engineering Technician	1	1	1	1	1
Senior Head Cook	4	4	4	4	4
Senior Institutional Cook	8	8	8	8	8
Senior Professional Engineer/Architect	1	1	1	1	1
Senior Sheriff's Records Technician	8	10	10	10	10

James A. Musick Facility Expansion – Staffing					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
					Sheriff-Coroner Cost
46,084,914	46,084,914	46,084,914	46,084,914	46,084,914	Salaries & Benefits
46,084,914	46,084,914	46,084,914	46,084,914	46,084,914	Subtotal - Sheriff-Coroner Cost
					Health Care Agency Cost
0	0	0	0	1,733,269	Equipment
4,809	4,958	5,112	5,270	5,433	Other Charges
20,349,423	20,350,046	20,350,689	20,351,352	20,352,035	Salaries & Benefits
7,158,316	7,227,496	7,298,750	7,372,142	7,447,737	Services & Supplies
27,512,548	27,582,500	27,654,551	27,728,764	29,538,474	Subtotal - Health Care Agency Cost
73,597,462	73,667,414	73,739,465	73,813,678	75,623,388	Grand Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Sheriff-Coroner Revenue
0	0	0	0	0	No Health Care Agency Revenue
0	0	0	0	0	Total Revenue
73,597,462	73,667,414	73,739,465	73,813,678	75,623,388	III. General Fund Requirement
					IV. Staffing
					Sheriff-Coroner Positions
1	1	1	1	1	Administrative Manager I
3	3	3	3	3	Air Conditioning Mechanic
1	1	1	1	1	Chief Cook
3	3	3	3	3	Communications Technician II
116	116	116	116	116	Deputy Sheriff I
1	1	1	1	1	Education Services Coordinator
2	2	2	2	2	Electrician
1	1	1	1	1	Facilities Contract Services Inspector
3	3	3	3	3	Facilities Mechanic
1	1	1	1	1	Information Technologist II
2	2	2	2	2	Lieutenant
1	1	1	1	1	Metalsmith
2	2	2	2	2	Office Specialist
3	3	3	3	3	Plumber
1	1	1	1	1	Secretary II
14	14	14	14	14	Sergeant
80	80	80	80	80	Sheriff's Correctional Services Assistant
7	7	7	7	7	Sheriff's Records Supervisor
17	17	17	17	17	Sheriff's Records Technician
7	7	7	7	7	Sheriff's Special Officer II
1	1	1	1	1	Senior Engineering Technician
4	4	4	4	4	Senior Head Cook
8	8	8	8	8	Senior Institutional Cook
1	1	1	1	1	Senior Professional Engineer/Architect
10	10	10	10	10	Senior Sheriff's Records Technician

James A. Musick Facility Expansion – Staffing					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
IV. Staffing (continued)					
Supervising Communications Technician	1	1	1	1	1
Telecommunications Engineer III	1	1	1	1	1
Warehouse Worker III	1	1	1	1	1
Subtotal Sheriff-Coroner Positions	187	293	293	293	293
Health Care Agency Positions					
Administrative Manager I	1	1	1	1	1
Behavioral Health Clinician II	6	15	15	15	15
Comprehensive Care Licensed Vocational Nurse	6	18	18	18	18
Comprehensive Care Nurse II	5	25	25	25	25
Comprehensive Care Nurse Practitioner II	6	6	6	6	6
Dental Assistant II	2	2	2	2	2
Dentist	2	2	2	2	2
HCA Service Chief II	4	4	4	4	4
Medical Assistant	6	11	11	11	11
Mental Health Specialist	4	10	10	10	10
Office Specialist	3	6	6	6	6
Office Supervisor C	2	2	2	2	2
Pharmacist	2	2	2	2	2
Pharmacy Technician	2	2	2	2	2
Physician II - Correctional	2	4	4	4	4
Psychiatrist	4	6	6	6	6
Senior Comprehensive Care Nurse	3	5	5	5	5
Staff Development Specialist	2	2	2	2	2
Staff Specialist	0	2	2	2	2
Store Clerk	1	2	2	2	2
Supervising Comprehensive Care Nurse	2	3	3	3	3
Subtotal Health Care Agency Positions	65	130	130	130	130
Grand Total Positions Funded Per Fiscal Year	252	423	423	423	423

Note: The position needs are estimates and may change depending on the jail population at the time of occupancy.

James A. Musick Facility Expansion – Staffing					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					IV. Staffing (continued)
1	1	1	1	1	Supervising Communications Technician
1	1	1	1	1	Telecommunications Engineer III
1	1	1	1	1	Warehouse Worker III
293	293	293	293	293	Subtotal Sheriff-Coroner Positions
					Health Care Agency Positions
1	1	1	1	1	Administrative Manager I
15	15	15	15	15	Behavioral Health Clinician II
18	18	18	18	18	Comprehensive Care Licensed Vocational Nurse
25	25	25	25	25	Comprehensive Care Nurse II
6	6	6	6	6	Comprehensive Care Nurse Practitioner II
2	2	2	2	2	Dental Assistant II
2	2	2	2	2	Dentist
4	4	4	4	4	HCA Service Chief II
11	11	11	11	11	Medical Assistant
10	10	10	10	10	Mental Health Specialist
6	6	6	6	6	Office Specialist
2	2	2	2	2	Office Supervisor C
2	2	2	2	2	Pharmacist
2	2	2	2	2	Pharmacy Technician
4	4	4	4	4	Physician II - Correctional
6	6	6	6	6	Psychiatrist
5	5	5	5	5	Senior Comprehensive Care Nurse
2	2	2	2	2	Staff Development Specialist
2	2	2	2	2	Staff Specialist
2	2	2	2	2	Store Clerk
3	3	3	3	3	Supervising Comprehensive Care Nurse
130	130	130	130	130	Subtotal Health Care Agency Positions
423	423	423	423	423	Grand Total Positions Funded Per Fiscal Year



Loma Ridge Communications Redundancy

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

This project is part of a continuity of government operations strategy in resiliency and recovery. The OCSD facility at Loma Ridge provides a variety of critical and essential services, both to the Department and the Operational Area. The facility houses the OCSD's 911-call center which is a public safety answering point and the first point of contact for over 800,000 residents seeking emergency services through 911 and business lines. This call center averages 1.2 million phone calls per year.

Additionally this facility houses the County and Operational Area Emergency Operations Center (EOC), which is a legally mandated function and serves as an intermediate coordination level between jurisdictions and the State.

The facility also houses critical components of the countywide 800 MHz coordinated communications system. These components are necessary for the successful functioning of the radio system relied upon by all police, fire, and public works agencies as well as other County and city services.

This project consists of implementing a communications redundancy to voice/landline and data lines that support the Loma Ridge facility (Emergency Communications Bureau [911-dispatch center, Control One] and the County's EOC). The majority of Loma Ridge's communications infrastructure is dependent upon above ground wires and a single AT&T facility. The current situation makes Loma Ridge vulnerable and could result in a loss of communications (voice and data) to and from the facility. In order to ensure continuity of communications, an alternate path needs to be installed.

5. Personnel Impacts

No additional staffing is required.



Loma Ridge Communications Redundancy

6. Cost Impact

One-time costs for the Loma Ridge Communications Redundancy project are estimated at \$1.5 million.

7. Funding Sources

General Fund support is requested to complete the construction of the Loma Ridge Communications Redundancy project. Previous funding approved for this project has been reallocated to the Loma Ridge Gate Replacement project. OCSD's Gate Replacement project will be completed together with OC Public Works' Loma Ridge Road Widening project prior to starting the Loma Ridge Communications Redundancy project.

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

8. Stakeholders

County of Orange and EOC personnel.

9. Mandated or Discretionary Program/Project?

Discretionary project.

10. Implementation Period if Funding Were Available

FY 2023-24

Loma Ridge Communications Redundancy					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	1,500,000	0	0	0	0
Total Cost	1,500,000	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,500,000	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Loma Ridge Communications Redundancy					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Orange County Jail Facilities ADA Compliance Upgrade

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2021 Strategic Financial Plan. This previously submitted Strategic Priority identified a total cost of \$9.7 million to complete the Orange County Jail (OCJ) Facilities Americans with Disabilities Act (ADA) Compliance Upgrade project. This project has a remaining estimated cost of \$7.2 million over five fiscal years.

4. Description of Strategic Priority

As part of the agreement between Disability Rights California (DRC) and the County of Orange, Sabot Consulting was selected as a neutral third-party expert to perform an accessibility survey of the OCJ facilities. This survey was an effort to identify accessibility barriers to housing and related elements used by inmates as defined by the 1991 Americans with Disabilities Act Accessibility Guidelines (ADAAG) and 2010 ADA standards. The field survey was performed on August 12 & 13, 2020. According to Sabot's preliminary report, some of the OCJ facilities could more closely comply with the ADA standards in providing access to all services, activities, and programs for inmates with disabilities by making upgrades to the physical plant. Sabot recommends that an effort to remove barriers be undertaken as soon as possible, especially where it can be demonstrated that the changes will significantly increase the level of accessibility for disabled inmates. Some barrier removal will require the services of a licensed architect and structural engineer and involve additional design and constructability study.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

The one-time remaining cost for the OCJ Facilities ADA Compliance Upgrade project is \$7.2 million:

FY 2023-24 \$959,070



Orange County Jail Facilities ADA Compliance Upgrade

FY 2024-25 \$1,415,780

FY 2025-26 \$1,488,000

FY 2026-27 \$1,547,520

FY 2027-28 \$1,802,240

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

County of Orange and jail inmates

9. Mandated or Discretionary Program/Project?

Discretionary project: Implementation of modifications for ADA compliance will ensure inmates with disabilities are provided equal access to programs and services.

10. Implementation Period if Funding Were Available

FY 2023-24 through FY 2027-28

Orange County Jail Facilities ADA Compliance Upgrade					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	959,070	1,415,780	1,488,000	1,547,520	1,802,240
Total Cost	959,070	1,415,780	1,488,000	1,547,520	1,802,240
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	959,070	1,415,780	1,488,000	1,547,520	1,802,240
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Orange County Jail Facilities ADA Compliance Upgrade					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



OCSD Facilities Capital Improvement Plan

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This Strategic Priority is a recurring annual request to fund building maintenance and improvements responsibilities that cannot be funded from the operating budget. Unfunded projects have been submitted and the project list updated each year beginning in 1997.

4. Description of Strategic Priority

The projects in priority order below, range from deferred maintenance projects to renewing critical structural and utilities components that are beyond their useful life expectancy, to rehabilitation of building life/safety systems that fully comply with regulatory requirements. Also included is the expansion of some existing facilities to meet the growing needs of the OCSD.

1. Retrofit Fire Detection/Alarm/Suppression Systems – The County jail facilities share common fire alarm design that has reached obsolescence. The existing system should be replaced with new detection devices and monitoring equipment to comply with all current fire/life safety regulations. The total project cost is estimated at \$8,000,000.
2. Theo Lacy Air Handlers Replacement (Housing Modules I and J) – The air handlers in the Housing Modules I and J of the Theo Lacy Facility have been in service for almost 33 years, have reached the end of their service life, and are beginning to deteriorate at a more rapid pace. This equipment provides conditioned air to areas of the facility to meet Title 15 requirements and keep up with the environmental demands of a 24-hour facility. As this equipment continues to age, the facility may experience more air quality issues including moisture, dirt, bacteria, and outside air particulates. The total project cost is estimated at \$2,000,000.
3. Establish a New or Alternate Emergency Operations Center (EOC) – Establishment of a new or alternate EOC in a centrally accessible location with flexible spacing uses would provide increased functionality and provide an alternate location should the



OCSD Facilities Capital Improvement Plan

primary site be unavailable or inaccessible (Loma Ridge EOC). The total project cost is estimated at \$21,568,860.

4. OCSD's Headquarters Renovations and Hazardous Material Abatement – The OCSD's Headquarters is more than 43 years old and requires modifications and improvements. The existing building's structural components would benefit from reinforcement to meet current seismic standards and a new elevator should be constructed to comply with the most recent Federal ADA requirements. Additionally, some materials used in the original construction of the building may need to be mitigated or abated. The total project cost is estimated at \$9,519,334.
5. Loma Ridge Communication Equipment Rooms HVAC Assessment – The HVAC system is unsatisfactory for maintaining consistently uniform room temperature for installed communication equipment operation. The total project cost is estimated at \$1,035,405.
6. OC Crime Lab – Renovate and Reconfigure the Forensic Areas – The OC Crime Lab is currently housed on floors six, seven and eight of the Brad Gates Building. While the total Crime Lab floor space is adequate, reconfiguration and reorientation of office and laboratory space would accommodate new priorities and facilitate efficient and functional services. For example, the redesign of the seventh-floor areas would address the growth in DNA services; the Controlled Substances area now exceeds the originally allocated space and should be relocated within the building; and the modular office areas on all three floors would benefit from a redesign to align staff with their assignments. Additionally, to ensure continued safe laboratory operations and personnel safety, the mechanical airflow and exhaust system should be examined. The total project cost is estimated at \$1,386,375.
7. Jail Hardening – The OCSD initiated a comprehensive review of all jail facilities to determine long-term jail hardening measures needed to improve and obtain a higher level of security. The identified areas for improvements include additional lighting fixtures to various internal and external areas of the jails; implementation of an RFID (Radio-frequency identification) inmate logging and tracking system; hardening of window and ventilation areas of the jails, new razor wire installations, fencing and secure door improvements; and replacement of windows using polycarbonate safety materials. The total project cost is estimated at \$2,143,237.



OCSD Facilities Capital Improvement Plan

8. Theo Lacy Air Handlers Replacement (Administrative Building) - The air handlers in the Administrative Building of the Theo Lacy Facility have been in service for almost 31 years, have reached the end of their service life, and are beginning to deteriorate at a more rapid pace. This equipment provides conditioned air to areas of the facility to meet Title 15 requirements and keep up with the environmental demands of a 24-hour facility. As this equipment continues to age, the facility may experience more air quality issues including moisture, dirt, bacteria, and outside air particulates. The total project cost is estimated at \$2,695,076.
9. Central Men's Jail – Freight Elevators Overhaul – Modernization of drive components for Elevators 1 and 2 at the Central Men's Jail would be optimal. The total project cost is estimated at \$2,632,160.
10. Central Men's Jail - Roof Replacement - The roof on the Central Men's Jail is at the end of its useful life and should be replaced. The total project cost is estimated at \$3,074,141.
11. Theo Lacy Air Handler Ducting Replacement (Administrative Building and Modules I & J) – The air handler ducting is at the end of its useful life and refurbishment or replacement is needed. The total project cost is estimated at \$3,000,000.
12. Intake Release Center (IRC) – Sally Port Concealment Solar Panels – Install solar panels in the parking lot of Sally port entrance to provide concealment from the Twin Tower parking lot and shade for deputies and officers transporting inmates to the IRC. The total project cost is estimated at \$1,200,000
13. Replace HVAC Units Using R-22 Refrigerant – R-22 refrigerant and components designed to operate with it are no longer manufactured. There are various facilities still operating R-22 AC units that need to be replaced with the new 410A refrigerant systems. The total project cost is estimated at \$1,081,500.
14. IRC – Replace Hot Water System Thermostatic Mixing Valve – The domestic water tempering valves are outdated and would benefit from replacement with a more suitable and up-to-date means of controlling the hot water temperature. The total project cost is estimated at \$2,500,000.



OCSD Facilities Capital Improvement Plan

15. Central Men's Jail Escalator Replacement – Modernization of drive components for the escalators in the Central Men's Jail would be optimal. The total project cost is estimated at \$6,677,454.

16. Loma Ridge Emergency Operations System Expansion – Increases in new functions and manpower requirements have caused a shortage of space within the existing building. A previous assessment study indicated an additional 2,640 square feet is needed to accommodate expanding present and future facility requirements. The total project cost is estimated at \$1,391,184.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

Estimated one-time project costs over ten years total \$69.9million:

- FY 2024-25 \$7,808,860
- FY 2025-26 \$8,190,000
- FY 2026-27 \$9,949,667
- FY 2027-28 \$10,380,000
- FY 2028-29 \$6,866,174
- FY 2029-30 \$5,483,201
- FY 2030-31 \$8,376,686
- FY 2031-32 \$4,781,500
- FY 2032-33 \$8,068,638

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

Orange County residents, federal and state governments, and local officials visiting OCSD facilities, inmates, as well as County employees working within the facilities.



OCSD Facilities Capital Improvement Plan

9. Mandated or Discretionary Program/Project?

Discretionary: These projects are discretionary, however, some of the requests include projects to continue meeting the overall mandate to maintain safe, healthy buildings and facilities under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and various environmental protection mandates. The CIP program also includes projects necessary to support the OCSD's public safety mission.

10. Implementation Period if Funding Were Available

The implementation period for these projects is within the fiscal years reflected in the CIP from FY 2024-25 through FY 2032-33, should funding be available. For some complex projects, design and construction span over several fiscal years in order to meet this requirement.



OCS D Facilities Capital Improvement Plan					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	0	7,808,860	8,190,000	9,949,667	10,380,000
Total Cost	0	7,808,860	8,190,000	9,949,667	10,380,000
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	0	7,808,860	8,190,000	9,949,667	10,380,000
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

OCSD Facilities Capital Improvement Plan					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
6,866,174	5,483,201	8,376,686	4,781,500	8,068,638	Structures & Improvements
6,866,174	5,483,201	8,376,686	4,781,500	8,068,638	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
					IV. Balance
6,866,174	5,483,201	8,376,686	4,781,500	8,068,638	IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Theo Lacy Facility – Security Block Wall

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

The Theo Lacy Facility (TLF) is a maximum-security facility located adjacent to the former OC Animal Shelter. With the Animal Shelter property vacant, the only barrier along the south and west perimeters of the TLF is a chain-link fence. To improve the security of the facility and make the Animal Shelter property more attractive for other uses, a properly built and maintained block wall would be needed. The original project to install a block wall was estimated to be under \$2.0 million and funding was approved in FY 2021-22 and FY 2022-23. However, the geotechnical report revealed the soil structure is not suitable to support a block wall, and additional methods are needed to make the structure viable for the long term, increasing the estimated cost of the project. This request is for additional funding to complete the TLF security block wall project.

5. Personnel Impacts

No additional staffing is required.

6. Cost Impact

One-time additional estimated cost is \$1.5 million, for a revised total project cost of \$3.3 million. Funding for this project was previously approved for \$1.8 million (\$300 thousand in FY 2021-22 and \$1.5 million in FY 2022-23).

7. Funding Sources

General Fund support is requested.

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



Theo Lacy Facility – Security Block Wall

8. Stakeholders

County of Orange, jail inmates, visitors to the facility, and City of Orange.

9. Mandated or Discretionary Program/Project?

Discretionary project.

10. Implementation Period if Funding Were Available

FY 2023-24

Theo Lacy Facility – Security Block Wall					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Structures & Improvements	1,525,000	0	0	0	0
Total Cost	1,525,000	0	0	0	0
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	1,525,000	0	0	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Theo Lacy Facility – Security Block Wall					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



Theo Lacy Facility Additional Staffing

1. Program Area

Public Protection

2. Involved Agencies and Departments

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority, previously identified in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

The County, along with OCSD and Health Care Agency (HCA) Correctional Health Services (CHS), are committed to implementation of the projects identified in the OC CARES 2025 Vision Report. One of the main objectives is to increase and enhance programming, treatment and services for those in-custody to better prepare them for post custody services or reentering the community upon release. Additionally, there is a commitment to ensuring inmates have continued access to medical and mental health care. This has been addressed as part of the OC CARES 2025 Vision and Sabot Consulting Report from August 7, 2020. There are also federal, state, and departmental policies guaranteeing inmates' access to care. These include the American with Disabilities Act, 28 CFR § 35.152, Unruh Civil Rights Act, and Title 15 of the California Code of Regulations (CCR).

In recent years, CHS added over 170 positions to enhance in-custody behavioral health treatment which was identified in previous Strategic Financial Plans. Additionally, the Theo Lacy Facility (TLF) implemented various new programs to address inmate mental health and provide enhanced reentry programs. The increased CHS staffing and new programs implementation creates a need for additional staffing to provide security and supervision when inmates receive treatment for medical and mental health services and transportation to hospitals for advanced treatment. There is also an increased need to provide general security for the medical office and security and supervision in the new specialty housing units.

CHS Staff Security (26 Deputy Sheriff Is):

In FY 2021-22, CHS completed their expansion of an additional 170 positions over a three year period with no corresponding increases to OCSD staffing at the Deputy level. The



Theo Lacy Facility Additional Staffing

additional 26 positions are requested to provide appropriate staffing levels in conjunction with the increased medical and mental health staffing. Deputies would be assigned to each of the eleven housing locations at TLF, which has a capacity of 3,430 inmates, to provide security where medical and mental health staff respond and provide care to inmates.

Medical Office Security (three Deputy Sheriff Is):

The additional deputies would enhance the safety and security of the medical office by ensuring adequate coverage of staff and inmates, providing additional safety checks and general security services to the medical providers working inside the medical office and providing escort services for inmates transferring from housing to medical offices for treatment.

Inmate Transportation and Emergency Room Treatment (eight Deputy Sheriff Is):

Inmates often require medical treatment that can't be provided by the CHS medical staff. Once it is determined that an inmate needs to be transported to a hospital, deputies are assigned to travel with the inmate in the ambulance. The number of deputies assigned to the inmate is based on the inmate's housing classification. As TLF is a maximum security jail complex, many inmates require two or more deputies in attendance any time the inmate moves outside of their normal housing assignment. The deputies ensure the safety of the medical staff during transportation and that the inmate does not attempt to escape from custody. The deputies escorting the inmate are reassigned from various other duties at TLF. Over the last three years, the number of inmates requiring transportation and treatment in the Emergency Room has increased.

New Specialized Housing Units and Programming (eight Deputy Sheriff Is):

TLF has implemented or is in the process of implementing, several new programs and specialty housing units. These include specialized housing units for the mentally ill, in-custody substance use treatment and enhanced reentry programs. These programs and specialized housing units include the Housing Unit for Military Veterans (HUMV), Transitional Aged Youth (TAY), Phoenix House, Cell Dog, and a Step-Down program. These programs and specialized housing units require additional inmate movement monitoring and positive interaction with law enforcement.

5. Personnel Impacts

For strategic planning purposes, 45 additional Deputy Sheriff I positions would be needed to enhance safety and security of the medical offices at TLF.



Theo Lacy Facility Additional Staffing

6. Cost Impact

Estimated ongoing staffing costs range from \$9.4 million in FY 2023-24 to \$9.1 million in FY 2032-33.

7. Funding Sources

General Fund support is requested.

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

8. Stakeholders

OCSD, HCA CHS, Advocacy Groups and Disability Right California (DRC).

9. Mandated or Discretionary Program/Project?

Discretionary: This project would help fulfill the County’s commitment to the 2025 Vision plan for inmates to successfully reenter society after their period in the correctional system has concluded and to provide inmates’ access to the most integrated and least restrictive setting possible. The additional staffing would ensure OCSD and CHS staff continue to operate in a safe and secure environment.

10. Implementation Period if Funding Were Available

FY 2023-24



Theo Lacy Facility Additional Staffing					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	9,425,078	9,346,206	9,201,178	9,116,248	9,123,524
Total Cost	9,425,078	9,346,206	9,201,178	9,116,248	9,123,524
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	9,425,078	9,346,206	9,201,178	9,116,248	9,123,524
IV. Staffing					
Deputy Sheriff I	45	45	45	45	45
Total Positions Funded Per Fiscal Year	45	45	45	45	45

Theo Lacy Facility Additional Staffing					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
9,123,524	9,123,524	9,123,524	9,123,524	9,123,524	Salaries & Benefits
9,123,524	9,123,524	9,123,524	9,123,524	9,123,524	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
					III. General Fund Requirement
9,123,524	9,123,524	9,123,524	9,123,524	9,123,524	
					IV. Staffing
45	45	45	45	45	Deputy Sheriff I
45	45	45	45	45	Total Positions Funded Per Fiscal Year





Expand Environmental Health Division

1. Program Area

Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This is a new Strategic Priority initially identified as an Emerging Initiative in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

The Environmental Health Division (EH) provides mandated regulatory oversight including permitting, inspection and enforcement activities for businesses and entities throughout the County. EH encompasses a wide variety of programs, each designed to monitor and protect the environment as well as protect public health and safety. Examples of these programs include food protection, foodborne illness prevention, public pool inspections, hazardous materials surveillance and mitigation oversight, medical waste management inspections, solid waste management oversight, water quality monitoring of oceans and beaches, childhood lead exposure prevention, underground and aboveground storage tank oversight, body art facility and practitioner oversight, and used oil recycling education.

Local land development, new construction, and new laws and regulations have steadily increased EH inventory and demand for inspections. The County benefits from sufficient inspection frequency and the opportunity to continue to ensure compliance with relevant health and safety codes, to reduce the number of unpermitted businesses, such as street food vendors, as well as to identify enforcement cases. This Strategic Priority would provide additional staffing to accommodate increased program needs, especially within the Food and Pool Safety program, to continue to conduct regular inspections and compliance enforcement to protect the environment as well as protect public health and safety in Orange County.

5. Personnel Impacts

For strategic planning purposes, 60 additional positions would be needed over a span of five years to expand the EH program.



Expand Environmental Health Division

Classification	No. of Positions
Administrative Manager I	1
Civil Engineer	1
Environmental Health Specialist III	36
Hazardous Materials Specialist III	6
Office Manager	1
Senior Environmental Health Aide	8
Staff Specialist	1
Supervising Environmental Health Specialist	5
Supervising Hazardous Materials Specialist	1
Total Positions	60

6. Cost Impact

Estimated costs include one-time operating expenses, such as equipment and office furniture, and ongoing costs for County staff time.

Fiscal Year	One-Time	Ongoing
2023-24	\$ 202,301	\$ 3,218,267
2024-25	\$ 205,513	\$ 5,545,662
2025-26	\$ 161,139	\$ 7,348,408
2026-27	\$ 88,601	\$ 9,048,545
2027-28	\$ 0	\$ 10,059,644
2028-29	\$ 0	\$ 10,049,780
2029-30	\$ 0	\$ 10,106,935
2030-31	\$ 0	\$ 10,165,940
2031-32	\$ 0	\$ 10,227,254
2032-33	\$ 0	\$ 10,290,336

7. Funding Sources

Costs related to this Strategic Priority would be funded from EH fees.

Funding for EH programs is attained through fees assessed in accordance with respective program laws and regulations to recover the costs of administering and enforcing the regulatory programs. EH regularly conducts fee studies and includes program costs, business inventories, anticipated program changes and actual staff activity time in the calculation of a regulatory program fee. EH fees are designed to recover the cost of regulating the community's environmental health, rather than being simply a fee for a specific government-provided service. In order to offset these added costs, an updated



Expand Environmental Health Division

fee study that includes additional inventory and staffing must be approved by the Board of Supervisors prior to implementation. In addition, EH is actively pursuing Center of Disease Control grant funding, which could partially offset these costs.

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

8. Stakeholders

The municipalities of Orange County, affected regulated businesses, non-governmental organizations, consumers, residents and visitors of Orange County, cities, corresponding industry organizations such as restaurant associations in Orange County, and local fire agencies.

9. Mandated or Discretionary Program/Project?

Mandated project: Environmental health programs are mandated by the State of California and delegated to local health or comprehensive environmental agencies. Environmental health programs administered under a local health agency are organized under the provisions of Chapter 3, Subchapter 1 (Section 1250 et seq.) of Title 17 of the California Code of Regulations.

10. Implementation Period if Funding Were Available

Full implementation is anticipated by FY 2027-28, dependent on Board of Supervisors approval of an updated fee study.

Expand Environmental Health Division					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Other Charges	181,704	187,155	243,499	250,804	258,328
Salaries & Benefits	2,276,690	4,471,238	6,055,858	7,498,194	8,289,396
Services & Supplies	962,174	1,092,782	1,210,190	1,388,148	1,511,920
Total Cost	3,420,568	5,751,175	7,509,547	9,137,146	10,059,644
II. Non-General Fund Revenue					
Charges For Services	3,420,568	5,751,175	7,509,547	9,137,146	10,059,644
Total Revenue	3,420,568	5,751,175	7,509,547	9,137,146	10,059,644
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
Administrative Manager I	1	1	1	1	1
Civil Engineer	1	1	1	1	1
Environmental Health Specialist III	8	16	24	32	36
Hazardous Materials Specialist III	2	3	4	5	6
Office Manager	0	1	1	1	1
Senior Environmental Health Aid	2	4	6	8	8
Staff Specialist	0	1	1	1	1
Supervising Environmental Health Specialist	2	4	5	5	5
Supervising Hazardous Materials Specialist	0	1	1	1	1
Total Positions Funded Per Fiscal Year	16	32	44	55	60

Expand Environmental Health Division					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
266,336	274,592	283,104	291,880	300,928	Other Charges
8,289,396	8,289,396	8,289,396	8,289,396	8,289,396	Salaries & Benefits
1,494,048	1,542,947	1,593,440	1,645,978	1,700,012	Services & Supplies
10,049,780	10,106,935	10,165,940	10,227,254	10,290,336	Total Cost
					II. Non-General Fund Revenue
10,049,780	10,106,935	10,165,940	10,227,254	10,290,336	Charges For Services
10,049,780	10,106,935	10,165,940	10,227,254	10,290,336	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
1	1	1	1	1	Administrative Manager I
1	1	1	1	1	Civil Engineer
36	36	36	36	36	Environmental Health Specialist III
6	6	6	6	6	Hazardous Materials Specialist III
1	1	1	1	1	Office Manager
8	8	8	8	8	Senior Environmental Health Aid
1	1	1	1	1	Staff Specialist
5	5	5	5	5	Supervising Environmental Health Specialist
1	1	1	1	1	Supervising Hazardous Materials Specialist
60	60	60	60	60	Total Positions Funded Per Fiscal Year



Future of Public Health Initiative

1. Program Area

Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

Starting in FY 2022-23, the California Budget Act of 2022 provides ongoing state general funds to California Department of Public Health (CDPH) for the Future of Public Health (FoPH) initiative to support the public health infrastructure at the state and local levels. The FoPH initiative aims at transforming and modernizing California to be able to handle public health emergencies. The COVID-19 pandemic highlighted the critical role of the public health systems, but also the understaffing, inadequate information technology systems, and lab capacity. As required by statute, at least 70% of the FoPH funding must be spent on expanding permanent public health workforce with the remaining funds, not to exceed 30%, to be used for supplies and minor equipment and other administrative purposes. The funds allocated to each Local Health Jurisdiction should only be used to supplement, rather than supplant.

To fulfill the County's public health mandates, prevent and control infectious diseases for nearly 3.2 million Orange County residents, Public Health Services will need to expand their workforce to provide services to the growing needs of individuals who are at highest risk among the population experiencing multiple vulnerabilities.

The Strategic Priority would provide additional staffing to accommodate increased public health needs and to continue to safeguard the health of our community by:

- Promoting healthy communities and healthy behavior
- Preventing the spread of disease
- Protecting against health hazards

5. Personnel Impacts

For strategic planning purposes, 20 additional positions would be needed in FY 2022-23:



Future of Public Health Initiative

Classification	No. of Positions
Administrative Manager I	5
Medical Assistant	3
Nurse Practitioner I	3
Public Health Nurse	6
Staff Assistant	3
Total Positions	20

6. Cost Impact

Estimated costs include one-time operating expenses, such as equipment and office furniture, and ongoing costs for County staff time.

Fiscal Year	One-Time	Ongoing
2023-24	\$ 183,330	\$ 3,745,938
2024-25	\$ 0	\$ 3,758,212
2025-26	\$ 0	\$ 3,751,946
2026-27	\$ 0	\$ 3,760,394
2027-28	\$ 206,340	\$ 3,805,774
2028-29	\$ 0	\$ 3,811,239
2029-30	\$ 0	\$ 3,816,864
2030-31	\$ 0	\$ 3,822,653
2031-32	\$ 232,237	\$ 3,828,610
2032-33	\$ 0	\$ 3,834,740

7. Funding Sources

All one-time and ongoing costs would be funded by CDPH.

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

8. Stakeholders

Orange County residents, County departments, CDPH, community based-organizations, community healthcare providers, hospitals and clinical laboratories and cities school districts



Future of Public Health Initiative

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary, but County public health prevention, protection, and promotion is mandated through California Health and Safety Code.

10. Implementation Period if Funding Were Available

This initiative can be implemented immediately.



Future of Public Health Initiative					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	2,958,962	2,965,084	2,955,756	2,958,476	2,991,610
Services & Supplies	970,306	793,128	796,190	801,918	1,020,504
Total Cost	3,929,268	3,758,212	3,751,946	3,760,394	4,012,114
II. Non-General Fund Revenue					
Intergovernmental Revenues	3,929,268	3,758,212	3,751,946	3,760,394	4,012,114
Total Revenue	3,929,268	3,758,212	3,751,946	3,760,394	4,012,114
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
Administrative Manager I	5	5	5	5	5
Medical Assistant	3	3	3	3	3
Nurse Practitioner I	3	3	3	3	3
Public Health Nurse	6	6	6	6	6
Staff Assistant	3	3	3	3	3
Total Positions Funded Per Fiscal Year	20	20	20	20	20

Future of Public Health Initiative					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
2,991,610	2,991,610	2,991,610	2,991,610	2,991,610	Salaries & Benefits
819,629	825,254	831,043	1,069,237	843,130	Services & Supplies
3,811,239	3,816,864	3,822,653	4,060,847	3,834,740	Total Cost
					II. Non-General Fund Revenue
3,811,239	3,816,864	3,822,653	4,060,847	3,834,740	Intergovernmental Revenues
3,811,239	3,816,864	3,822,653	4,060,847	3,834,740	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
5	5	5	5	5	Administrative Manager I
3	3	3	3	3	Medical Assistant
3	3	3	3	3	Nurse Practitioner I
6	6	6	6	6	Public Health Nurse
3	3	3	3	3	Staff Assistant
20	20	20	20	20	Total Positions Funded Per Fiscal Year



Implement CDC Recommendations for Correctional Settings

1. Program Area

Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

Correctional Health Services (CHS) provides 24/7 medical, mental health, dental, nursing and pharmaceutical services to all inmates in the County's adult correctional facilities. In April 2022, CDC released the *Recommendations for Correctional and Detention Settings* that focused on testing, vaccination, and treatment of human immunodeficiency viruses (HIV), hepatitis, tuberculosis (TB) and sexually transmitted infections (STIs).

The CDC guidelines and recommendations impact the health of the incarcerated individuals while detained and upon release. Implementation of the CDC recommendations for testing and treatment in County jails will help reduce the number of new infections by facilitating access to prevention, care, and treatment services. Furthermore, incarcerated individuals are disproportionately impacted by HIV and other STIs compared to the general population. Testing and treatment in the County jails is critical for addressing these infections among the incarcerated population who are at a higher risk of infection. CHS in collaboration with Public Health Services can provide these public health prevention and treatment services in the County jails to comply with the CDC guidance for healthcare provision in correctional settings.

Testing, vaccinating, and treating for COVID-19, HIV, viral hepatitis, TB and STIs in jails is considered a cost-effective public health strategy to protect the community. Improving the health of the incarcerated population, safeguards County employees working in these correctional facilities and their families, and the communities to which most incarcerated individuals return upon release.



Implement CDC Recommendations for Correctional Settings

5. Personnel Impacts

For strategic planning purposes, an initial estimate of six additional positions would be required, as it is anticipated that services will be delivered both by in-custody CHS staff and through vendors with expertise in this field. The following are estimates of associated staffing needs:

Classification	No. of Positions
Comprehensive Care Nurse II	1
Medical Assistant	4
Physician III – Correctional (Part Time)	1
Total Positions	6

6. Cost Impact

Estimated costs include ongoing costs for County staff time, testing, treatment and contract services.

Fiscal Year	Ongoing
2023-24	\$ 4,352,168
2024-25	\$ 6,187,570
2025-26	\$ 6,258,764
2026-27	\$ 6,335,551
2027-28	\$ 6,422,133
2028-29	\$ 6,503,730
2029-30	\$ 6,587,857
2030-31	\$ 6,674,592
2031-32	\$ 6,764,016
2032-33	\$ 6,856,212

7. Funding Sources

AIDS Drug Assistance Program
 Ending the HIV Epidemic Initiative Grant
 Net County Cost

Funding Sources			
Federal	State	General Fund	Other
1%	38%	61%	0%



Implement CDC Recommendations for Correctional Settings

8. Stakeholders

Individuals in County jails, Board of Supervisors, County Counsel, OCSD, District Attorney – Public Administrator, Public Defender, Probation, Courts, Disability Rights California, hospitals and community clinics and healthcare providers.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary, but adequate healthcare for inmates is mandated.

10. Implementation Period if Funding Were Available

The implementation period is approximately 6 months.



Implement CDC Recommendations for Correctional Settings					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	713,088	713,772	710,510	710,532	717,970
Services & Supplies	3,639,080	5,473,798	5,548,254	5,625,019	5,704,163
Total Cost	4,352,168	6,187,570	6,258,764	6,335,551	6,422,133
II. Non-General Fund Revenue					
Intergovernmental Revenues	2,329,600	2,401,818	2,210,534	2,279,060	2,349,711
Total Revenue	2,329,600	2,401,818	2,210,534	2,279,060	2,349,711
III. General Fund Requirement	2,022,568	3,785,752	4,048,230	4,056,491	4,072,422
IV. Staffing					
Comprehensive Care Nurse II	1	1	1	1	1
Medical Assistant	4	4	4	4	4
Physician III – Correctional	1	1	1	1	1
Total Positions Funded Per Fiscal Year	6	6	6	6	6

Implement CDC Recommendations for Correctional Settings					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
717,970	717,970	717,970	717,970	717,970	Salaries & Benefits
5,785,760	5,869,887	5,956,622	6,046,046	6,138,242	Services & Supplies
6,503,730	6,587,857	6,674,592	6,764,016	6,856,212	Total Cost
					II. Non-General Fund Revenue
2,422,552	2,497,651	2,575,078	2,654,906	2,737,208	Intergovernmental Revenues
2,422,552	2,497,651	2,575,078	2,654,906	2,737,208	Total Revenue
4,081,178	4,090,206	4,099,514	4,109,110	4,119,004	III. General Fund Requirement
					IV. Staffing
1	1	1	1	1	Comprehensive Care Nurse II
4	4	4	4	4	Medical Assistants
1	1	1	1	1	Physician III – Correctional
6	6	6	6	6	Total Positions Funded Per Fiscal Year



Jail Based Competency Treatment

1. Program Area

Community Services

2. Involved Agencies and Departments

Health Care Agency (HCA)

Sheriff-Coroner Department (OCSD)

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

HCA requests development and implementation of a Jail Based Competency Treatment program (JBCT) within the Orange County jails. The need for a JBCT in Orange County is driven primarily by historical, legislative, and financial factors.

Historically, criminal defendants in California who are found incompetent to stand trial (IST) are committed to the California Department of State Hospitals (DSH) or California Department of Developmental Services (DDS) to receive treatment services with the goals of restoring competency and allowing criminal proceedings to resume. According to the Stivetti Appellate Court Decision (Stephanie Stivetti et. al v. Stephanie Clendenin, Director of DSH, 6/15/21), instead of prompt admission to DSH or DDS, IST defendants often remain in County jails for extended periods of time while awaiting transfer. The appellate court imposed a 28-day constitutional outer limit for transfer to a DSH or DDS facility and commencement of IST jail based competency treatment. DSH incurs a substantial financial fine if they do not adhere to this limit.

In response to the Stivetti decision, the DSH is attempting to expand partnerships with counties, local Sheriff agencies and providers to meet the needs of IST individuals with serious mental illness involved in the criminal justice process. The Budget Act of 2021 allocated \$379.9 million to the DSH to support solutions for individuals deemed IST on felony charges in California. One of these solutions expands JBCT programs.

Orange County jails typically house between 40 and 55 IST defendants awaiting placement at DSH and only a small number of these defendants qualify for outpatient placement under the existing Orange County Conditional Release Program (CONREP).



Jail Based Competency Treatment

Orange County would benefit from a JBCT program to manage and treat these inmates. HCA is currently exploring a partnership with the DSH to implement a JBCT program providing competency treatment in the Orange County jails. DSH would fund 100% of the costs to administer a JBCT program in Orange County.

Implementing a JBCT in Orange County may mitigate future financial impacts to the County. Assembly Bill 133 (AB 133, Chapter 143), signed into law by Governor Newsom on July 27, 2021 and effective October 1, 2021, authorizes the DSH to charge counties a daily bed rate (\$699/day) for treatment of defendants committed to DSH as IST, who are not timely transported and returned to the committing county under specific statutory circumstances. AB 133, Chapter 143 also includes corresponding statutory changes to Welfare and Institutions Code section 17601 allowing DSH to collect reimbursement from counties. The ability to treat IST defendants locally may reduce future Orange County liability under AB 133.

Given the impact of IST’s on the Orange County jail system and the ability to leverage available state funding to create and implement a JBCT program in Orange County provides both legal and financial benefits and aligns with the County’s mission of delivering timely services to the community.

5. Personnel Impacts

For strategic planning purposes, an initial estimate of 12 additional positions would be required but staffing needs will be reevaluated pending further information from DSH. DSH provided a bed analysis for Orange County identifying a need for 21 to 23 beds. Although DSH has not yet identified the exact number of staff for a 21 to 23 bed unit, the following are estimates of associated staffing needs:

Classification	No. of Positions
Administrative Manager I	1
Behavioral Health Clinician II	5
Clinical Psychologist II	2
Deputy Sheriff II	2
Office Specialist	1
Psychiatrist	1
Total Positions	12



Jail Based Competency Treatment

6. Cost Impact

Estimated costs include one-time operating expenses and ongoing costs for County staff time.

Fiscal Year	One-Time	Ongoing
2023-24	\$ 20,000	\$ 4,355,824
2024-25	\$ 0	\$ 4,352,268
2025-26	\$ 0	\$ 4,335,768
2026-27	\$ 0	\$ 4,329,536
2027-28	\$ 0	\$ 4,344,758
2028-29	\$ 20,000	\$ 4,344,768
2029-30	\$ 0	\$ 4,344,768
2030-31	\$ 0	\$ 4,344,768
2031-32	\$ 0	\$ 4,344,768
2032-33	\$ 0	\$ 4,344,768

7. Funding Sources

Current indications from the DSH are that funding for this program will not require local matching dollars. DSH is proposing a Per Diem Daily Bed Rate of approximately \$420 per day per patient inmate, to include all costs such as medical treatment and medication, transportation, etc. with potential increased rates in the future. One-time implementation costs are allowable subject to a limit.

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

8. Stakeholders

Board of Supervisors, County Counsel, OCSD, OC District Attorney, Public Defender, Courts, DSH and the Community Program Director (CPD), pursuant to Penal Code 1605.

9. Mandated or Discretionary Program/Project?

Discretionary project.

10. Implementation Period if Funding Were Available

The implementation period is approximately 12 to 18 months.



Jail Based Competency Treatment					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Other Charges	2,225,017	2,225,017	2,225,017	2,225,017	2,225,017
Salaries & Benefits	2,106,852	2,103,296	2,086,796	2,080,564	2,095,796
Services & Supplies	43,955	23,955	23,955	23,955	23,955
Total Cost	4,375,824	4,352,268	4,335,768	4,329,536	4,344,768
II. Non-General Fund Revenue					
Intergovernmental Revenues	4,375,824	4,352,268	4,335,768	4,329,536	4,344,768
Total Revenue	4,375,824	4,352,268	4,335,768	4,329,536	4,344,768
III. General Fund Requirement					
	0	0	0	0	0
IV. Staffing					
Administrative Manager I	1	1	1	1	1
Behavioral Health Clinician II	5	5	5	5	5
Clinical Psychologist II	2	2	2	2	2
Deputy Sheriff II	2	2	2	2	2
Office Specialist	1	1	1	1	1
Psychiatrist	1	1	1	1	1
Total Positions Funded Per Fiscal Year	12	12	12	12	12

Jail Based Competency Treatment					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
2,225,017	2,225,017	2,225,017	2,225,017	2,225,017	Other Charges
2,095,796	2,095,796	2,095,796	2,095,796	2,095,796	Salaries & Benefits
43,955	23,955	23,955	23,955	23,955	Services & Supplies
4,364,768	4,344,768	4,344,768	4,344,768	4,344,768	Total Cost
					II. Non-General Fund Revenue
4,364,768	4,344,768	4,344,768	4,344,768	4,344,768	Intergovernmental Revenues
4,364,768	4,344,768	4,344,768	4,344,768	4,344,768	Total Revenue
					III. General Fund Requirement
0	0	0	0	0	
					IV. Staffing
1	1	1	1	1	Administrative Manager I
5	5	5	5	5	Behavioral Health Clinician II
2	2	2	2	2	Clinical Psychologist II
2	2	2	2	2	Deputy Sheriff II
1	1	1	1	1	Office Specialist
1	1	1	1	1	Psychiatrist
12	12	12	12	12	Total Positions Funded Per Fiscal Year



Master Plan for Aging

1. Program Area

Community Services

2. Involved Agencies and Departments

Social Services Agency (SSA)

County Executive Office (CEO)

Health Care Agency (HCA)

OC Community Resources (OCCR)

3. New or Continuing Strategic Priority

This is a new Strategic Priority, initially identified as an Emerging Initiative in the 2021 Strategic Financial Plan.

4. Description of Strategic Priority

California's Master Plan for Aging (MPA) was released in January 2021 and includes a person-centered, data driven, ten-year plan to prepare the State for coming demographic changes and continue California's leadership in aging, disability, and equity. The plan includes five overarching goals in the areas of Housing, Health, Inclusion, Caregiving, and Affordability, along with a Playbook to guide counties on how to approach developing their own plans. The purpose of the MPA is to provide counties with a framework to identify gaps in services and to establish programs to better meet the needs for the aging population. The MPA aligns with the County's overall vision of integrating services to ensure the health and safety of Orange County residents. With the senior population (ages 60+) expected to grow to 28% by 2030 in Orange County, there is a recognition of the need for broader and more integrated services to this demographic. COVID-19 also highlighted the vulnerability of this population and the service gaps within the scope of and continuity in services that the County provides.

SSA, HCA and OCCR have collaborated to build the foundational needs for Orange County. SSA is currently in the process of a Community Assessment of the County's Aging Population Request for Proposal. In addition, starting in FY 2023-24, OCCR, Office on Aging, will provide information support and resources to older adults and those with disabilities via a Call Center and HCA will lead a Public Health Nursing team who will provide home visitation, health needs assessment, care plan development, care coordination, and case management services for high risk older adults with complex needs.



Master Plan for Aging

5. Personnel Impacts

For strategic planning purposes, an additional 64 positions would be needed (55 SSA positions, one OCCR position and eight Health Care Agency positions).

Classification	No. of Positions
Social Services Agency Positions:	
Administrative Manager I	1
Office Technician	2
Social Services Supervisor I	7
Social Services Supervisor II	3
Social Worker II	42
Subtotal Social Services Agency Positions	55

Classification	No. of Positions
OC Community Resources Positions:	
Senior Citizens Representative II	1
Subtotal OC Community Resources Positions	1

Classification	No. of Positions
Health Care Agency Positions:	
Office Specialist	1
Public Health Nurse	6
Supervising Public Health Nurse	1
Subtotal Health Care Agency Positions	8
Grand Total Positions	64

6. Cost Impact

Estimated ongoing costs range from \$3.0 million in FY 2023-24 to \$7.2 million in FY 2032-33 for operating expenses and County staff time.

7. Funding Sources

Specific funding sources are not known at this time; however, the Governor has committed to providing funds to broaden MPA services. As more information becomes available, updates will be provided.



Master Plan for Aging

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

8. Stakeholders

Stakeholders include multiple County departments including SSA, HCA, CEO, OCCR, OC District Attorney and County’s senior population and community based-organizations.

9. Mandated or Discretionary Program/Project?

Discretionary: While the Master Plan for Aging framework is not mandated, components within the plan are and may become legislatively required. Many of the goals will require legislative action that the Governor and Legislature have indicated an interest in changing. The MPA allows broad discretion as to how counties and partners will implement. There are many active advocate groups, community-based partners and stakeholders that have already begun working on concepts within the MPA and have met with the Board of Supervisors.

10. Implementation Period if Funding Were Available

Full implementation spans over five years and is anticipated by FY 2027-28.



Master Plan for Aging					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	2,707,016	4,357,660	5,197,374	5,902,564	6,868,658
Services & Supplies	254,895	302,382	251,780	282,335	317,265
Total Cost	2,961,911	4,660,042	5,449,154	6,184,899	7,185,923
II. Non-General Fund Revenue					
Intergovernmental Revenues	2,961,911	4,660,042	5,449,154	6,184,899	7,185,923
Total Revenue	2,961,911	4,660,042	5,449,154	6,184,899	7,185,923
III. General Fund Requirement	0	0	0	0	0
IV. Staffing					
Administrative Manager I	0	0	1	1	1
Office Specialist	1	1	1	1	1
Office Technician	1	1	1	1	2
Public Health Nurse	6	6	6	6	6
Senior Citizens Representative II	1	1	1	1	1
Social Services Supervisor I	2	4	5	6	7
Social Services Supervisor II	0	2	2	2	3
Social Worker II	12	24	30	36	42
Supervising Public Health Nurse	1	1	1	1	1
Total Positions Funded Per Fiscal Year	24	40	48	55	64

Master Plan for Aging					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
6,868,658	6,868,658	6,868,658	6,868,658	6,868,658	Salaries & Benefits
317,265	317,265	317,265	317,265	317,265	Services & Supplies
7,185,923	7,185,923	7,185,923	7,185,923	7,185,923	Total Cost
					II. Non-General Fund Revenue
7,185,923	7,185,923	7,185,923	7,185,923	7,185,923	Intergovernmental Revenues
7,185,923	7,185,923	7,185,923	7,185,923	7,185,923	Total Revenue
0	0	0	0	0	III. General Fund Requirement
					IV. Staffing
1	1	1	1	1	Administrative Manager I
1	1	1	1	1	Office Specialist
2	2	2	2	2	Office Technician
6	6	6	6	6	Public Health Nurse
1	1	1	1	1	Senior Citizens Representative II
7	7	7	7	7	Social Services Supervisor I
3	3	3	3	3	Social Services Supervisor II
42	42	42	42	42	Social Worker II
1	1	1	1	1	Supervising Public Health Nurse
64	64	64	64	64	Total Positions Funded Per Fiscal Year





Expand Weights and Measures Program

1. Program Area

Infrastructure & Environmental Resources

2. Involved Agencies and Departments

OC Public Works (OCPW)

3. New or Continuing Strategic Priority

This is a new Strategic Priority.

4. Description of Strategic Priority

The County of Orange Agricultural Commissioner/Sealer of Weights & Measures (W&M) Program is required to inspect commercial devices to ensure consumers receive the full weight, volume, count, or other measurement of purchased commodities, as mandated under the California Business and Professions Code and based on a frequency by device type established under the California Code of Regulations. Each year, the W&M Program registers 4,635 locations with 177,888 devices in the County and under a standard inspection frequency is required to test 44,232 devices annually.

In 1991, the W&M Program received state authorization to operate under a Variable Frequency of Inspections plan (VFI). The VFI plan authorizes the County to reduce the frequency of inspections for computing/counter scales and retail motor fuel devices to once every two years instead of the standard annual inspection. The VFI adjusts the total number of devices required to be inspected each year from 44,232 to 31,030 (approximately 30% reduction). For calendar year 2020, the W&M Program inspected 23,196 of the 31,030 devices due for inspection (75% or 52% inspection completion rate with/without VFI, respectively). For calendar year 2021, the W&M Program inspected 22,912 devices (74% or 52% inspection compliance rate with/without VFI, respectively).

On April 28, 2021, Title 4CCR, Section 4071 and Section 4073 were amended to require justification and findings to support VFI plans. Furthermore, VFI plans are not approved for more than five years. All alternative plans approved by the Secretary of Agriculture prior to July 1, 2021, including Orange County's current VFI plan, will expire on July 1, 2026. Once the alternative plan expires, all device inspection frequencies will revert to those established in Title 4CCR, Section 4070.



Expand Weights and Measures Program

OCPW will complete a detailed workload, staffing and funding analysis no later than December 2024, to determine if the request for an alternative VFI plan past July 1, 2026 can be justified under the amended requirements or if staffing levels will need to be increased to meet a standard inspection frequency plan.

An additional eight Agricultural/Standards Inspectors are requested: four in FY 2023-24 to allow the W&M Program to work towards 100% or 74% inspection completion rate with/without VFI, respectively and four in FY 2026-27 to meet a standard inspection frequency plan, if an alternative VFI plan is not approved by the Secretary of Food and Agriculture.

5. Personnel Impacts

For strategic planning purposes, eight additional Agricultural/Standards Inspector positions would be needed over a span of four years to expand the W&M Program.

6. Cost Impact

Estimated annual ongoing staffing costs range from \$500 thousand to \$1 million in General Fund (NCC).

7. Funding Sources

General Fund support is requested. The total costs of providing these services exceed the collection of annual registration fees, which are capped by statute, therefore requiring General Fund subsidy to meet full cost recovery of the services.

OCPW and Legislative Affairs will pursue a change in statue, if possible. In addition, the California Agricultural Commissioners and Sealers Association is currently conducting a statewide analysis to identify possible solutions for a full cost recovery legislative proposal.

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

8. Stakeholders

Orange County residents, visitors, and businesses.



Expand Weights and Measures Program

9. Mandated or Discretionary Program/Project?

Mandated: This program is mandated to meet service levels for inspecting commercial devices under Division 5, Chapter 2, Section 12212 of the California Business and Professions Code and based on a frequency established under Title 4, Division 9, Chapter 3, Article 1 of the California Code of Regulations.

10. Implementation Period if Funding Were Available

Should ongoing funding become available, expansion of the W&M Program can be initiated immediately and would occur over a four-year period.

Expand Weights and Measures Program					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Salaries & Benefits	498,056	498,392	495,912	991,528	1,001,488
Total Cost	498,056	498,392	495,912	991,528	1,001,488
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	498,056	498,392	495,912	991,528	1,001,488
IV. Staffing					
Agricultural/Standards Inspector	4	4	4	8	8
Total Positions Funded Per Fiscal Year	4	4	4	8	8

Expand Weights and Measures Program					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
1,001,488	1,001,488	1,001,488	1,001,488	1,001,488	Salaries & Benefits
1,001,488	1,001,488	1,001,488	1,001,488	1,001,488	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
					III. General Fund Requirement
1,001,488	1,001,488	1,001,488	1,001,488	1,001,488	
					IV. Staffing
8	8	8	8	8	Agricultural/Standards Inspector
8	8	8	8	8	Total Positions Funded Per Fiscal Year





**CAPS+ Financial/Procurement & Human Resources (HR)/Payroll
Software and Hardware Upgrade**

1. Program Area

General Government Services

2. Involved Agencies and Departments

Auditor-Controller

County Executive Office (CEO)

3. New or Continuing Strategic Priority

This Strategic Priority was originally identified in the 2013 Strategic Financial Plan (SFP) and, in each SFP since then, time frames and projections are updated to reflect the most current available information. This Strategic Priority includes software and hardware upgrades.

4. Description of Strategic Priority

The County's financial, procurement, human resources, and payroll information systems, collectively known as the County-wide Accounting and Personnel System+ (CAPS+), is a vital component of the County's infrastructure. CAPS+ is a sophisticated system requiring a regular maintenance program to keep it abreast of system improvements and IT environment changes.

The CAPS+ Financial/Procurement system maintains the County's financial records and generates financial statements, collects costs for federal and state billings, procures goods and services, and issues vendor payments. The CAPS+ HR/Payroll system is used in administering personnel records, tracking all personnel information and managing and paying over 16,500 employees on a bi-weekly basis.

The core of CAPS+ is licensed to the County by CGI Technologies and Solutions, Inc. (CGI). CGI releases periodic updates to the software, offering new functionality with each release. In order to receive patches to the CAPS+ system, the County must stay within two major releases of the current software version offered. Staying current with the changing technology would enable the County to take advantage of improvements made in the software, ensure the latest security measures are in place, and allow all associated systems and departments the ability to be compatible with the latest Internet browser version.



CAPS+ Financial/Procurement & Human Resources (HR)/Payroll Software and Hardware Upgrade

The County upgraded the CAPS+ Financial/Procurement system to version 3.10 in October 2016 and the CAPS+ HR/Payroll System to version 3.11 in May 2017. CGI intends to combine the two systems into one with the next release. As such, funding is requested to update or replace the CAPS+ system in FY 2023-24 and FY 2030-31.

Currently, the County uses three servers (IBM AIX P8) for CAPS production, user acceptance testing and a disaster recovery platform. The equipment is seven years old and, according to the manufacturer, the life cycle of the servers is between five and seven years. As such, the servers will need replacement in FY 2023-24.

5. Personnel Impacts

No additional staffing is required at this time; however, staffing needs will be evaluated upon project approval and during the development and implementation periods. County departments will be engaged to perform functional testing and acceptance of the upgraded solution.

6. Cost Impact

Currently, this project is pending an in-depth analysis and the request for proposal process, but the one-time costs are estimated at \$19.1 million for the upgrade or replacement of the CAPS+ system. The ongoing cost for license and maintenance support is estimated at \$2.4 million annually and will be partially offset by an estimated \$1.3 million in current CAPS+ system costs.

7. Funding Sources

Funding for this project would be 100% General Fund. However, approximately 24% of the cost is recoverable from non-General Fund sources through the County-wide Cost Allocation Plan.

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

8. Stakeholders

The primary stakeholders of the CAPS+ processes include County personnel; vendors conducting business with the County; special districts; school districts receiving property



**CAPS+ Financial/Procurement & Human Resources (HR)/Payroll
Software and Hardware Upgrade**

tax allocations, OC Courts, and, other governmental entities receiving payments from the County.

9. Mandated or Discretionary Program/Project?

Discretionary: This project is discretionary; however, replacement or upgrade of the current CAPS+ system software could mitigate the risks of operating on an unsupported version. Also, if the CAPS+ hardware is refreshed on a regular schedule, critical CAPS+ processes could avoid interruption of service.

10. Implementation Period if Funding Were Available

The estimated implementation period is three and a half to five years. Phase I will include vendor identification and selection, contract development and negotiation and is anticipated to be completed within 10 to 12 months. Phase II will include the implementation of a new Software as a Service (SaaS) solution and is anticipated to be completed within 36 to 48 months.

CAPS+ Financial/Procurement & Human Resources (HR)/Payroll Software and Hardware Upgrade					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Equipment	606,375	0	0	0	0
Intangible Assets-Amortizable	6,166,667	6,166,667	6,166,667	0	0
Services & Supplies	0	2,400,000	2,400,000	1,162,177	1,100,286
Total Cost	6,773,042	8,566,667	8,566,667	1,162,177	1,100,286
II. Non-General Fund Revenue					
No Revenue	0	0	0	0	0
Total Revenue	0	0	0	0	0
III. General Fund Requirement	6,773,042	8,566,667	8,566,667	1,162,177	1,100,286
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

CAPS+ Financial/Procurement & Human Resources (HR)/Payroll Software and Hardware Upgrade					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Equipment
0	0	0	0	0	Intangible Assets-Amortizable
1,100,286	1,100,286	1,100,286	1,100,286	1,100,286	Services & Supplies
1,100,286	1,100,286	1,100,286	1,100,286	1,100,286	Total Cost
					II. Non-General Fund Revenue
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
1,100,286	1,100,286	1,100,286	1,100,286	1,100,286	III. General Fund Requirement
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



County Facilities Master Plan

1. Program Area

General Government Services

2. Involved Agencies and Departments

County Executive Office (CEO)

Health Care Agency (HCA)

OC Public Works (OCPW)

Sheriff-Coroner Department (OCSD)

OC Flood Control District (OCFCD)

3. New or Continuing Strategic Priority

This Strategic Priority is a recurring annual update to the prior year's Strategic Financial Plan.

4. Description of Strategic Priority

I. In Progress Real Estate Projects:

a. Laguna Niguel Parcel (Former South County Justice Center):

The former South County Justice Center property is an approximate 28-acre site located in the City of Laguna Niguel and bordered on three sides by Alicia Parkway, Crown Valley Parkway, and Pacific Island Drive. The site occupants include the County (22 acres), the OC Fire Authority (1.5 acres), and the City of Laguna Niguel (4.1 acres). The County-owned 28-acre property includes a County Vehicle Maintenance Yard, the former South County Justice Center, undeveloped land, and an Orange County Public Library branch.

One of the continuing initiatives approved by the Board of Supervisors (Board) is to analyze potential uses and sources that may be developed from the former courthouse complex in Laguna Niguel. Since 2014, the County has worked to engage a qualified master developer to enter into a long-term ground lease for a portion of the 22-acre site. The County released a Request for Proposal (RFP) on February 21, 2018 and began negotiations with the primary respondent, Laguna Niguel Town Center Partners (LNTCP), on November 1, 2018.

On June 4, 2019, the Board approved an option and lease agreement for the site with LNTCP. The approved option agreement consists of a one-year option term during which



County Facilities Master Plan

LNTCP will work on entitlements for the project with the City of Laguna Niguel and perform necessary due diligence on the property. Due to the COVID-19 pandemic, and per Board delegated authority, a Tolling Agreement was executed with LNTCP, which extends the option period for the pendency of the State of Emergency due to the pandemic. As part of the proposal, LNTCP requested to relocate the Laguna Niguel Library at its cost. The approved lease agreement, which will be executed if LNTCP fulfills the conditions in the option, provides for a 79-year term and allows development of approximately 200,000 square feet of commercial space and 275 residential rental units.

On June 24, 2022, the City of Laguna Niguel approved LNTCP's project and Environmental Impact Report (EIR). Construction is anticipated to begin in late 2023 and conclude in 2027.

This Strategic Priority includes \$4.7 million in development-related costs, of which \$3 million is the one-time relocation cost of the County Vehicle Maintenance Yard offset by \$3.5 million in revenue from the development of the site for FY 2023-24 through FY 2032-33. The \$3 million one-time relocation cost of the County Vehicle Maintenance Yard would address ongoing repair and maintenance of the OCSD's patrol fleet for the South County contract cities. CEO Real Estate and OCPW are currently assessing the feasibility of relocating the County Vehicle Maintenance Yard to property owned by the County at the former Marine Corps Air Station (MCAS) El Toro. The \$4.7 million in staffing and moving costs is offset by \$3.5 million revenue from site development beginning in FY 2025-26, resulting in a Net County Cost (NCC) of \$1.2 million for FY 2023-24 through FY 2032-33.

b. El Toro Parcels (100 Acres and West Alton):

The County owns, or will own, two parcels at the former MCAS El Toro, one approximately 108 acres along Marine Way (100AP) and one approximately 32 acres along West Alton Parkway (WAP). The 100AP is located between the Orange County Great Park and the Orange County Transportation Authority Metrolink railroad tracks and will be bound by the planned realignment of Marine Way to the north, the existing Ridge Road and Interstate 5 Freeway to the west, the Southern California Regional Rail Authority/Metrolink rail line to the south, and two warehouse buildings to the east, which are not part of the parcel.

Since 2011, the County has pursued viable development options, which to date have not proven successful. The County continues to engage with the City of Irvine and other stakeholders regarding long-term planning for the properties. In addition to various interim



County Facilities Master Plan

uses on the 100AP and WAP, the eastern 40 acres of the 100AP is currently being planned for County public uses including the Be Well Irvine Campus, a County warehouse and a new HCA public health and emergency response facility.

On June 23, 2020, the Board approved an interim 5-year ground lease with OC Storage, LLC, for a 20-acre site to provide vehicle storage at the 100AP. The lease revenue is currently \$72,855 and will increase to \$158,333 per month effective January 2023.

This Strategic Priority includes \$8.6 million in expenses offset by \$17.1 million in revenue, comprised of \$10.1 million of El Toro Improvement Fund (15T) implementation revenue, \$0.6 million License Fee revenue, and \$6.4 million of Ground Lease revenue, resulting in an anticipated net \$8.5 million in revenue available to the County General Fund during FY 2023-24 through FY 2032-33.

c. Civic Center Strategic Facilities Plan Phase I (County Administration South) and Phase II (County Administration North):

This Strategic Priority excludes Civic Center Strategic Facilities Plan (CCSFP) Phase I & Phase II revenue, debt service, and other costs as forecasts of these components are included in the County Administration South (CAS) user departments budgets. The following information provides costs and funding related to the new CAS and County Administration North (CAN) buildings.

On April 25, 2017, the Board approved the CCSFP, consisting of four development phases. Phase 1 and 2 projects are as follows:

- Phase 1 – County Administration South (CAS)
Demolition of the old Building 16, and development of a 250,000 square foot replacement building with a freestanding conference and events center successfully completed with a ribbon cutting ceremony on August 28, 2019. CAS is home to a Customer Service Center providing a centralized location for the public to access County services. County departments now occupying the building include OCPW, OC Waste & Recycling, Treasurer-Tax Collector, Clerk-Recorder, and OC Community Resources Administration. General Fund Revenue offset and Non-General Fund departments occupying CAS fund approximately 76% of the \$10 million debt service cost in the form of lease payments. The remaining 24% is funded from a combination of waste importation revenue from OC Waste & Recycling and NCC.

- Phase 2 – County Administration North (CAN)



County Facilities Master Plan

On September 25, 2018 and October 16, 2018 (2nd reading), the Board approved CAN as Phase 2 of the CCSFP, including demolition of existing Buildings 11, 12, and 14, and construction of surface parking and perimeter fence installation. The plan replaces Buildings 11, 12, and 14 with a 250,000 square foot sister building to CAS that houses the occupants of the Hall of Administration (HOA), a number of HCA staff and other CEO staff (Risk Management, Real Estate and Procurement). The CAN debt service cost will be funded approximately 54% by Non-General Funds in the form of lease payments. The remaining 46% is funded from a combination of waste importation revenue from OC Waste & Recycling and NCC. The CAN user departments' Strategic Financial Plan base request includes \$12.9 million annually for CAN debt service payments. WDA revenue is sufficient to cover Phase 2 CCSFP expenses for the next four years including:

- 1) CCSFP Phase 2 CAN debt service beginning in FY 2022-23;
- 2) Moving costs
- 3) Fencing costs
- 4) HOA Demolition costs, etc.

Demolition of Buildings 11, 12 and 14 is complete. Construction of the CAN facility began in Spring 2020 and in August 2022 occupants moved into the facility. On September 13, 2022, the Board approved an amendment to the Development Agreement and \$16.1 million Guarantee Maximum Price with Griffin Structures, Inc., for the demolition of former HOA, Building 10, and construction of a surface parking lot. The demolition and the surface parking lot project will be completed in FY 2023-24.

Phase 3 and 4 projects are discretionary and still in the early planning stages. A Request for Interest for the development of property related to these phases was released with statements of interest due by July 12, 2021. CEO Real Estate reviewed responses to the RFI and an RFP is anticipated to be released soliciting interest in a public-private partnership in the development of property associated with these phases, which will occur after CCSFP Phase 3 and 4 scopes are updated. It is anticipated that this effort will commence in early 2023.

d. Fruit Street Assessment, County Operations Center Plan:

This Strategic Priority excludes funding needs for Fruit Street and the County Operations Center. The Fruit Street Complex is an approximate twelve-acre collection of County-owned properties (Fruit Street Property) located near the intersection of Santa Ana Blvd and the Interstate 5 Freeway (I-5) and bounded on the east by the Santa Ana Regional



County Facilities Master Plan

Transportation Center (SARTC). OCPW occupies the Fruit Street Property, including Fleet Management Services. The complex of buildings on this site consists of approximately 111,024 square feet (sf) of space some of which was originally built in 1929. The total gross square footage, including storage space is 165,000 sf. Building uses include Construction and Architecture & Engineering (32,092 sf), Transportation Vehicle Repair (36,728 sf) and Facilities Operations (42,228 sf). Because of the facility age and condition efforts have been made over the years to relocate the existing users to other sites in the County and/or build out the empty space at the south side of the Construction and Architecture & Engineering site for some of the current Fruit Street users. The Construction and Architecture & Engineering site and south empty lot are not impacted by the Transit Oriented Development.

The Fruit Street Property has tremendous potential value as a Transit Oriented Development given its adjacency to the SARTC, but the County would need to relocate existing occupants to alternate facilities. Various sites are currently being studied, including consolidation of maintenance operations at the 100 Acre Parcel in Irvine and relocation of the Materials Lab to an existing warehouse-type facility. The City of Santa Ana (City) would like the County's future development to integrate into the SARTC.

The Fruit Street Property is located in the City's Transit Village District Center, which includes substantial development for residential units. There is no funding or revenue included in this Strategic Priority for the Fruit Street Property project.

e. Ninety-Five Acre Industrial Development Opportunity in Chino (Prado Dam Mountains):

The OCFCD owns approximately 95 acres of vacant real property at the southeast corner of Mountain and Bickmore in the City of Chino (City). The property was originally acquired by OCFCD as required by the Army Corps of Engineers for furtherance of the Santa Ana River Mainstem Project. The property represents an opportunity to create a dependable, long-term revenue stream by establishing a ground lease and developing a state-of-the-art logistics center. The Board approved an Option Agreement with Majestic Realty on October 25, 2016, which included a form ground lease for the property. On September 11, 2018, the Board approved an amendment to the Option Agreement providing an additional three years for Majestic to process entitlements for this project. The Option Agreement was further amended, Second Amendment on December 13, 2021, and on May 19, 2022, to provide additional time for Majestic to process its entitlements. The Option is set to expire on December 20, 2022.



County Facilities Master Plan

Majestic is processing a development application with the City and the required entitlements were approved by the City Council on June 15, 2021. On June 29, 2022, the County received a United States Army Corps of Engineers – South Pacific Los Angeles (USACE) Permission for the Section 408 Activity; however, the permission disallows the building of any structure within the existing 1941 flowage easement areas, affecting the ability to build one of the two proposed buildings. Majestic is planning on submitting a letter of reconsideration to USACE, to obtain approval for the project.

This Strategic Priority includes \$0.5 million in staffing expenses and \$34.2 million in revenue used for \$12.1 million in revenue sharing with OC Flood, resulting in an anticipated net \$21.6 million available to the County General Fund during FY 2023-24 through FY 2032-33. Revenue generated from this project would be shared between OCFCD and the County at a rate of 35% and 65%, respectively. OCFCD and CEO Real Estate will enter into a Cooperative Agreement when the project is closer to completion.

f. The Crossroads at Washington, Santa Ana, CA

On February 25, 2020, the Board approved an Option Agreement with Washington Santa Ana Housing, L.P., a subsidiary of The Related Companies of California, LLC (Related), along with a 65-year ground lease term. The Crossroads at Washington will be an 86-unit affordable housing development at 1126 and 1146 E. Washington Avenue in the City of Santa Ana (City), to be built over a 16-month term. In addition, as approved in the Option Agreement, Related will design, construct, operate and manage The Crossroads at Washington property. Also approved was a Joint Powers Agreement between the County and the City Housing Authority to facilitate tenants-in-common ownership for the joint development of the County-owned and Housing Authority-owned property. Finally, the Board approved a Memorandum of Agreement between the County and the City to provide an agreement for the transfer of Regional Housing Needs Assessment allocation shares between the County and the City. Along with these agreements, the Board approved a loan commitment to a limited partnership between Related and A Community of Friends (co-developer and lead service provider) in an amount not to exceed \$2,280,701. On July 25, 2022, Related signed the ground lease. Under the ground lease, Related will pay capitalized ground rent payments for the County site, estimated at \$2,341,864, with 3% simple interest, from residual receipts after the repayment of the OC Community Resources loan. Existing appropriations will be used for the issuance of the Certificate of Occupancy. The loan will be 100% funded with HOME Investment Partnership Act in OC Housing Fund 15G and/or Housing Asset Fund 170. The 43 project-based Housing Choice Vouchers available to recipients is 100% funded by Department



County Facilities Master Plan

of Housing and Urban Development (HUD) and included in OC Housing Authority Fund 15F base budget. This Strategic Priority includes an anticipated \$0.1 million in staffing and consultant expenses and \$0 in revenue, resulting in an anticipated \$0.1 million NCC for FY 2023-24 through FY 2032-33.

g. HCA 17th Street Clinic, Santa Ana, CA

On September 20, 2021, CEO Real Estate solicited an RFP from qualified and experienced development teams interested in entering into a public-private partnership with the County, to plan, design, entitle, finance, construct, operate, manage and maintain a mixed-use development, including a new County Health Care Facility and other potential uses determined by the successful proposer, on 9.3 acres of County owned land located at 1725 West 17th Street, Santa Ana (Property).

For the Public Facility Development, the County seeks construction of a new state-of-the-art, efficient and cost-effective HCA Clinic that could provide the programmatic and operational infrastructure necessary for HCA to deliver public health services to its clients and patients.

The County also seeks development of any remaining property, outside the reduced development footprint of a new HCA Clinic.

Responses to the RFP were due in November 2021 and proposals were reviewed and ranked. On August 9, 2022, the successful respondent was recommended to the Board for approval to enter into an option and lease agreement for the development of the Property. The County continues to negotiate with the successful proposer, 17th Street Partners and plans to return to the Board with an option and lease agreement in early 2023. There is no funding or revenue included in this Strategic Priority for the 17th Street Clinic project.

h. Fleet Facilities Needs Assessment

A draft Fleet Needs Assessment was completed in FY 2021-22 by Mercury Associates, Inc. (Mercury) developing space requirements for the County's fleet management and maintenance and repair operations for two future fleet facility options:

- Option 1 would replace the outdated, undersized and poorly configured Fruit Street maintenance complex and consolidate it with South County Shop operations at a new location.



County Facilities Master Plan

- Option 2 proposes developing a centralized fleet management and maintenance and repair facility replacing the Fruit Street Shop, South County Shop and the Civic Center Garage.

OCPW and CEO Real Estate are working to holistically centralize Fleet and Facility Operations in a central location. CEO Real Estate continues to actively monitor the real estate market for any new sale or lease listings of automotive dealerships that may meet Fleet's needs, as well as analyze and assess the opportunity for consolidation at the County Operations Center. There is no funding or revenue included in this Strategic Priority for the Fleet Facilities needs assessment project.

i. 909 Main Street Building

The building located at 909 Main Street, Santa Ana, is approximately 110,612 square feet and is currently occupied by Probation, and staffing related to community courts, including OCSA and OC District Attorney personnel. The building is a former Buffum's Department store building listed on the City of Santa Ana's Register of Historical Properties for its architectural design. Many of the systems in the building are reaching the end of their useful life and the historical designation complicates upgrades to and renovation of the building. The Board-approved CCSFP identifies the building for sale due to its age and historic designation. Prior to sale of the property, alternate space will need to be located for Probation and the court staff. CEO Real Estate advocates reviewing options for relocating the facilities as part of the upcoming CCSFP update. There is no funding or revenue included in this Strategic Priority for the 909 Main Street facility projects.

j. El Toro Parcel

In 2020, CEO Real Estate received Board approval for an option and ground lease agreement with Mind OC for the entitlement, construction, operation, management and maintenance of the Be Well Irvine Campus at 7780, 7800, 7850, 7880, 7900, and 8010 Marine Way, Irvine, on approximately 22 acres of the County's property. Be Well Irvine would expand and enhance Orange County's shared system of behavioral health care and support by providing a second location for residents of Orange County to access countywide behavioral health and substance use disorder and other related services. The option agreement has an initial option term of two years and an option price of \$1. The option term may be extended two times with prior written approval from the Chief Real Estate Officer. Each extended option period would have a maximum term of two years, for a total of four additional years. The first two-year extension was approved in September 2022. Mind OC intends to begin Phase 1 of the development in late 2022.



County Facilities Master Plan

with demolition and grading. The Be Well Irvine capital improvement project will be funded from American Rescue Plan Act revenue replacement and other state funding. There is no funding or revenue included in this Strategic Priority for the El Toro Parcel projects.

II. Completed Real Estate Projects:

a. Gothard Landfill Huntington Beach, CA

As a result of the Ground Lease Agreement with Huntington Beach Jeep Chrysler, this Strategic Priority includes \$0.4 million in staffing and sage scrub mitigation expenses offset by \$2.4 million in revenue. The Strategic Priority also includes a \$1.2 million repayment to OC Waste & Recycling resulting in \$0.8 million available to the County General Fund during FY 2023-24 through FY 2032-33.

b. Long-Term Lease of OC Flood Control District (OCFCD) Property at 1100 Bristol Street, Costa Mesa:

Due to the 21-year ground lease between the OCFCD and Ganahl Lumber Company, this Strategic Priority includes \$0.2 million in staffing expenses offset by \$6.6 million in revenue and \$2.3 million in revenue sharing with OC Flood, resulting in an anticipated net \$4.1 million available to the County General Fund during FY 2023-24 through FY 2032-33.

c. Coyote Canyon Development Opportunity in Newport Beach, CA

Based on the 75-year lease agreement with Tait Development, LLC, this Strategic Priority includes \$0.2 million in staffing expenses offset by \$2.7 million in revenue and \$0.9 million in revenue sharing with OC Waste & Recycling, resulting in an anticipated net \$1.6 million available to the County General Fund during FY 2023-24 through FY 2032-33.

d. Green River Golf Course

As a result of the 20-year lease with Course Co., this Strategic Priority includes \$0.1 million in staffing and consultant expenses offset by \$1.0 million in revenue and, \$0.3 million in revenue sharing with OC Flood, resulting in an anticipated \$0.6 million available to the County General Fund during FY 2023-24 through FY 2032-33.

e. Greenspot Property Sale:

The OC Flood Control District (OCFCD) owned approximately 1,658 acres of vacant real property (Greenspot Property) in the southeastern-most portion of the City of Highland, south of the San Bernardino National Forest; east of the Santa Ana River and Greenspot



County Facilities Master Plan

Road; and north of Mill Creek and State Highway 38. The Greenspot Property was originally acquired by OCFCD as a borrow site in conjunction with the construction of the Seven Oaks Dam as part of the Santa Ana River Project, but the property is no longer used for the dam construction. After efforts to develop the Greenspot Property for residential uses were unsuccessful the property was sold at public auction to the San Bernardino Valley Water District, with the sale closing in February of 2022.

On June 22, 2021, the Board adopted a resolution declaring OCFCD’s intent to sell the Greenspot Property. On September 8, 2021 the County of Orange accepted a bid for \$31,815,000 from the San Bernardino Municipal Valley Water District. On February 17, 2022 the sale of the Greenspot property to the San Bernardino Municipal Valley Water District closed. The State of California will receive 70% of the proceeds net of expenses, Orange County and OCFCD will receive 17.70%, San Bernardino County will receive 7.03% and Riverside County will receive 5.27%. Orange County and OCFCD are expected to split evenly their share of the net proceeds. Orange County’s 50% portion of net sale proceeds are estimated at \$3,106,016.

5. Personnel Impacts

These projects will be managed by existing staff and consultants hired for specific projects.

6. Cost Impact

The following \$14.9 million in costs are for staff and consultant time and materials and do not include offsetting revenues.

Fiscal Year	Costs (in millions)
2023-24	\$ 5.4
2024-25	2.4
2025-26	2.4
2026-27	2.4
2027-28	0.4
2028-29	0.4
2029-30	0.3
2030-31	0.4
2031-32	0.4
2032-33	0.4
Total	\$14.9



County Facilities Master Plan

7. Funding Sources

The following \$67.5 million gross revenue included in the Strategic Priority stems from various real estate initiatives. Some Facilities Master Plan projects propose requests for General Funds, but each project will be discussed separately with the CEO and the Board for possible alternate funding.

Fiscal Year	Gross Revenue (in millions)
2023-24	\$ 11.1
2024-25	10.9
2025-26	6.0
2026-27	5.2
2027-28	4.9
2028-29	5.1
2029-30	5.7
2030-31	5.9
2031-32	6.2
2032-33	6.5
Total	\$67.5

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

8. Stakeholders

Residents and leadership of the City of Santa Ana, the City of Laguna Niguel, the City of Irvine, the City of Highland and the City of Chino in San Bernardino County (Greenspot and Prado), residents served by HCA, OCPW, CEO and other County agencies and departments.

9. Mandated or Discretionary Program/Project?

Discretionary: All projects are discretionary and would be implemented as directed by the Board.

10. Implementation Period if Funding Were Available

This is a continuing Strategic Priority since 2006 based on prior Board directives and is updated annually to reflect input from Board members and CEO Executives.



County Facilities Master Plan

This Strategic Priority is projected to provide \$52.6 million in net revenue, of which \$36.0 million will be distributed to the County General Fund to address one-time capital investments and other obligations in the ten-year plan and may provide net revenue contributions to the General Fund as follows:

Fiscal Year	Net Revenue (in millions)
2023-24	\$ 4.1
2024-25	7.1
2025-26	2.1
2026-27	1.2
2027-28	2.9
2028-29	3.2
2029-30	3.6
2030-31	3.8
2031-32	3.9
2032-33	4.1
Total	\$ 36.0

These amounts are the net General Fund contributions after deducting \$16.8 million for FY 2023-24 through FY 2032-33 revenue sharing with OC Flood (\$14.7 million) and OC Waste & Recycling (\$2.1 million).

In addition to these projects, the County has aging infrastructure, such as its central jail and Probation facilities that may require substantial infrastructure investments in the future. The County will use its Computerized Maintenance Management System (CMMS), in the identification of pending capital and deferred maintenance projects and infrastructure needs for all County facilities.

County Facilities Master Plan					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Services & Supplies	5,425,471	2,408,749	2,404,962	2,415,050	425,389
Total Cost	5,425,471	2,408,749	2,404,962	2,415,050	425,389
II. Non-General Fund Revenue					
Other Financing Sources	11,074,751	10,921,184	6,018,230	5,152,122	4,850,481
Total Revenue	11,074,751	10,921,184	6,018,230	5,152,122	4,850,481
III. Reserves					
Reserves	5,649,280	8,512,435	3,613,268	2,737,072	4,425,092
Total Reserves Inc/(Dec)	5,649,280	8,512,435	3,613,268	2,737,072	4,425,092
IV. Balance					
	0	0	0	0	0
V. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

County Facilities Master Plan					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
346,110	339,504	347,952	356,611	365,486	Services & Supplies
346,110	346,110	347,952	356,611	365,486	Total Cost
					II. Non-General Fund Revenue
5,122,445	5,706,714	5,924,145	6,203,742	6,486,540	Other Financing Sources
5,122,445	5,706,714	5,924,145	6,203,742	6,486,540	Total Revenue
					III. Reserves
4,776,335	5,367,210	5,576,193	5,847,131	6,121,054	Reserves
4,776,335	5,367,210	5,576,193	5,847,131	6,121,054	Total Reserves Inc/(Dec)
0	0	0	0	0	IV. Balance
					V. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year





Physical Identity Access Management (PIAM)

1. Program Area

Insurance, Reserves & Miscellaneous

2. Involved Agencies and Departments

This Strategic Priority encompasses all County departments.

3. New or Continuing Strategic Priority

This is a continuing Strategic Priority previously identified in the 2019 to 2021 Strategic Financial Plans.

4. Description of Strategic Priority

Currently, badge access managers use five separate request systems and manually manage 25,000 badge identities across six disparate access systems: OC Information Technology (OCIT) building access, Sheriff-Coroner Department (OCSA) building access, OC Public Works (OCPW) Parking, OCPW Fleet Fuel, OCIT Secure Printing and OC Parks Parking system for employees. Physical Identity Access Management (PIAM) systems were developed to automate current manual practices that have resulted in former employees, contractors and visitors having active badges with unauthorized access to County assets as reported in the Auditor-Controller's 2018 Audit Findings, Audit No. 1748-A (Reference 1644-F1) – Information Technology Audit. PIAM is a policy-driven workflow system that automates badge access management by interfacing with Microsoft Identity Manager (MIM) and existing badge systems to provide a central portal for provisioning and de-provisioning, reporting and auditing badge access to County assets (legal evidence rooms, crime labs, Central Utility Facility, OC Data Center, technology systems, Registrar of Voters ballot areas, Elected Offices, facility entrances, office suites, money vaults, parking garages, and vehicle fuel pumps). Key benefits of PIAM include: reduced operating costs through automation of manual processes; increased control by centrally managing County-issued identities across disparate badge systems; reduced delays in on- and off-boarding identities and access to the badge system; and minimized risks associated with manual enforcement of policies related to access provisioning and de-provisioning.

5. Personnel Impacts

No additional staffing is required.



Physical Identity Access Management (PIAM)

6. Cost Impact

One-time cost for software, server builds, professional services, and project management is \$1.4 million.

Ongoing annual maintenance (software and two Virtual Servers) is \$208 thousand.

7. Funding Sources

OCIT requests \$1.6 million in General Fund (NCC) for one-time project development costs during FY 2023-24 through FY 2024-25 and the FY 2025-26 annual cost. The remaining ongoing annual cost of \$208 thousand beginning FY 2026-27 will be included in OCIT's Budget and billed back to departments through Badge Access pass-through rates.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	53%	47%

8. Stakeholders

The County Executive Office provides project budget review and directs countywide Identity Management compliance policies for agencies to follow. The system owners include OCIT, OCPW, OCSD and OC Community Resources. All agency Directors or designees (Administration and Building managers) are participant stakeholders. John Wayne Airport (JWA) is implementing a similar Identity Management System and can offer expertise and guidance. OCIT is unable to use the JWA's aviation solution for Identity Management due to different security restrictions, architecture, interface and workflows. In addition, the JWA system cannot be segmented to support the County's badge environment.

9. Mandated or Discretionary Program/Project?

Discretionary project.

10. Implementation Period if Funding Were Available

OCIT anticipates issuing a Request for Proposal in FY 2023-24. If funding is identified, the project would then be presented to the Board of Supervisors for approval. If funding is identified in FY 2023-24, information gathering, functional design, workflow policies development, system baseline installation, user access testing and training could occur in FY 2024-25. Under this scenario, PIAM production deployment (Go Live) could take place in FY 2025-26.



Physical Identity Access Management (PIAM)					
	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
I. Cost					
Equipment	980,000	420,000	0	0	0
Services & Supplies	18,000	18,000	208,000	208,000	208,000
Total Cost	998,000	438,000	208,000	208,000	208,000
II. Non-General Fund Revenue					
Charges For Services	0	0	0	208,000	208,000
Total Revenue	0	0	0	208,000	208,000
III. General Fund Requirement	998,000	438,000	208,000	0	0
IV. Staffing					
No Positions	0	0	0	0	0
Total Positions Funded Per Fiscal Year	0	0	0	0	0

Physical Identity Access Management (PIAM)					
FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	
					I. Cost
0	0	0	0	0	Equipment
208,000	208,000	208,000	208,000	208,000	Services & Supplies
208,000	208,000	208,000	208,000	208,000	Total Cost
					II. Non-General Fund Revenue
208,000	208,000	208,000	208,000	208,000	Charges For Services
208,000	208,000	208,000	208,000	208,000	Total Revenue
0	0	0	0	0	IV. Balance
					IV. Staffing
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year

