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### Strategic Priorities

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

Strategic Priorities submissions are characterized by the following basic criteria:

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



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

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

### Integrated Services

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

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

### District Attorney

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

### Sheriff-Coroner

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



### OC Public Libraries

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

### OC Public Works

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

### Auditor-Controller/CAPS Program

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

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

## 2019 STRATEGIC PRIORITIES

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

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

## 2019 STRATEGIC PRIORITIES

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







### **Integrated Services**

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

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

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

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

#### **I. Prevention**

##### **Public Awareness of Mental Health and Substance Abuse**

This initiative, led by the Health Care Agency, creates a comprehensive public awareness campaign whereby all County and community partners, providers, and the general public understand the signs and symptoms of mental illness and/or substance abuse issues, know how to interact with individuals experiencing these conditions and can connect an individual to County or community services. In addition, establishment



of a single phone number and web portal would provide access to available resources for mental health crises or for individuals who are mentally ill and experiencing homelessness.

### Behavioral Health Services Campus

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

## II. Courts

### Data Tracking Tool for Specialty Court Programs

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

### Expand Specialty Courts

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

## III. In-Custody

### Enhancing In-Custody Behavioral Health Treatment

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

### Inmate Programming Services

This replaces a prior year's strategic priority titled *Recidivism Reduction Community Reintegration*. The Sheriff-Coroner's Department seeks creation of comprehensive programming that would address criminogenic and behavioral issues through a



network of support services aimed at reducing the risk to recidivate and increasing the chance of post-release employment and ability to secure housing.

### **IV. Reentry**

#### Coordinated Reentry System

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

### **V. Juvenile / Transitional Age Youth**

#### Mental Health and Substance Use Disorder Support Services for Juveniles

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

#### Housing for Transitional Aged Youth

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

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

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

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

#### Data Sharing Platform for Care Coordination

This continuing priority proposes the creation of a data-sharing platform across multiple departments involved in care coordination for individuals. The platform would



provide access to information essential for ensuring that an individual receives the most efficient, effective and suitable care and case management, helping them become self-sufficient to the best of their abilities.

### Access to Permanent Supportive/Affordable Housing

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



### Public Awareness of Mental Health and Substance Abuse

#### 1. Program Area

Community Services

#### 2. Involved Agencies and Departments

Health Care Agency

#### 3. New or Continuing Strategic Priority

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

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

#### 4. Description of Strategic Priority

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

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

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

**Public Awareness of Mental Health and Substance Abuse**

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

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

**5. Personnel Impacts**

No additional staffing is required.

**6. Cost Impact**

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

**7. Funding Sources**

Mental Health Services Act

Mental Health Realignment

Substance Abuse Prevention and Treatment Block Grant

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

**8. Stakeholders**

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



**Public Awareness of Mental Health and Substance Abuse**

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

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

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

This Strategic Priority is in progress with full implementation anticipated by FY 2023-24.

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



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



## **Behavioral Health Services Campus**

### **1. Program Area**

Community Services

### **2. Involved Agencies and Departments**

Health Care Agency

### **3. New or Continuing Strategic Priority**

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

### **4. Description of Strategic Priority**

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

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

### **5. Personnel Impacts**

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

**Behavioral Health Services Campus****6. Cost Impact**

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

**7. Funding Sources**

Mental Health Services Act

Private Insurance Revenue

Medi-Cal Revenue

Federal Drug Medi-Cal

Substance Use Prevention and Treatment Block Grant

Net County Cost

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

**8. Stakeholders**

Individuals experiencing a mental health or substance abuse crisis and their families

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

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

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

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

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

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

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



## **Data Tracking Tool for Specialty Court Programs**

**1. Program Area**

Public Protection, Community Services

**2. Involved Agencies and Departments**

County departments in collaboration with OC Courts

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

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

**5. Personnel Impacts**

No additional staffing would be required.

**Data Tracking Tool for Specialty Court Programs****6. Cost Impact**

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

**7. Funding Sources**

Mental Health Service Act

2011 Public Safety Realignment

OC Courts

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

**8. Stakeholders**

Individuals in the felony or misdemeanor court process with underlying mental illness or substance use issues who would benefit from court-ordered treatment or services

OC Courts

District Attorney

Public Defender

Probation

Sheriff-Coroner

Health Care Agency

Local Law Enforcement

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

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

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

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

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



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



## **Expand Specialty Courts**

### **1. Program Area**

Public Protection, Community Services

### **2. Involved Agencies and Departments**

Health Care Agency  
District Attorney's Office  
Public Defender's Office  
Probation Department  
Sheriff-Coroner Department

### **3. New or Continuing Strategic Priority**

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

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

### **4. Description of Strategic Priority**

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

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

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



## **Expand Specialty Courts**

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

### **5. Personnel Impacts**

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

### **6. Cost Impact**

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

FY 2020-21: \$5,000,000 one-time; \$3,580,650 ongoing

FY 2021-22: \$4,000,000 one-time; \$3,580,650 ongoing

FY 2022-23 through FY 2029-30: \$0 one-time; \$3,580,650 ongoing

### **7. Funding Sources**

OC Courts

Mental Health Service Act

2011 Public Safety Realignment

Net County Cost – 20% of ongoing costs

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	80%	20%	0%

### **8. Stakeholders**

Adult felony offenders with underlying mental illness or substance use issues recommended to the Adult Specialty Court

OC Courts

District Attorney's Office

Public Defender's Office

Probation Department

Sheriff-Coroner Department

Health Care Agency



## **Expand Specialty Courts**

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

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

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

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

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

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



## **Enhancing In-Custody Behavioral Health Treatment**

### **1. Program Area**

Public Protection, Community Services

### **2. Involved Agencies and Departments**

Sheriff-Coroner

Health Care Agency

### **3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority previously identified in the 2018 Strategic Financial Plan.

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

### **4. Description of Strategic Priority**

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

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





## **Enhancing In-Custody Behavioral Health Treatment**

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

### **Facility:**

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

### **Treatment Services:**

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

### **HCA Correctional Health Staffing:**

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



## **Enhancing In-Custody Behavioral Health Treatment**

### OCSD Jail Security Staffing:

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

### **5. Personnel Impacts**

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

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

### **6. Cost Impact**

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

**Enhancing In-Custody Behavioral Health Treatment**

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

FY 2020-21: \$6,480,000 one-time; \$834,298 ongoing

FY 2021-22: \$0 one-time; \$10,365,841 ongoing

FY 2022-23: \$0 one-time; \$12,012,742 ongoing

FY 2023-24: \$0 one-time; \$12,463,037 ongoing

FY 2024-25: \$0 one-time; \$13,223,961 ongoing

**7. Funding Sources**

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

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

**8. Stakeholders**

Individuals in the County jail facilities identified with a mental illness and meeting the criteria for specialized mental health treatment services

Health Care Agency

Sheriff-Coroner

Advocacy Groups

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

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

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

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

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

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



## **Enhance Inmate Programming Services**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

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

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

**Enhance Inmate Programming Services****5. Personnel Impacts**

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

**6. Cost Impact**

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

**7. Funding Sources**

2011 Public Safety Realignment  
Net County Cost

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

**8. Stakeholders**

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

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

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

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

This priority is in the planning and development phase and could be implemented in FY 2020-21 if funding were to become available.

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



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



## **Coordinated Reentry System**

**1. Program Area**

Public Protection, Community Services

**2. Involved Agencies and Departments**

County Executive Office

Health Care Agency

Sheriff-Coroner Department

Probation Department

**3. New or Continuing Strategic Priority**

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

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

**4. Description of Strategic Priority**

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

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

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



## **Coordinated Reentry System**

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

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

### **5. Personnel Impacts**

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

### **6. Cost Impact**

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

### **7. Funding Sources**

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

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
38%	42%	20%	0%



## **Coordinated Reentry System**

### **8. Stakeholders**

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

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

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

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

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

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

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



## **Data Sharing Platform for Care Coordination**

### **1. Program Area**

Public Protection, Community Services

### **2. Involved Agencies and Departments**

County Executive Office  
District Attorney  
Health Care Agency  
OC Community Resources  
Probation Department  
Public Defender  
Sheriff-Coroner Department  
Social Services Agency

### **3. New or Continuing Strategic Priority**

This continuing priority is an update to the Strategic Priority titled “*Data Collection and Analysis*” previously identified in the 2016, 2017 and 2018 Strategic Financial Plans.

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

### **4. Description of Strategic Priority**

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

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





### **Data Sharing Platform for Care Coordination**

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

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

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

#### **5. Personnel Impacts**

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

#### **6. Cost Impact**

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

#### **7. Funding Sources**

Mental Health Services Act  
Net County Cost

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	20%	80%	0%



## **Data Sharing Platform for Care Coordination**

### **8. Stakeholders**

Individuals engaged in one or more of the County's Systems of Care

District Attorney's Office

Health Care Agency

OC Community Resources

Probation Department

Public Defender's Office

Sheriff-Coroner Department

Social Services Agency

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

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

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

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

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

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



## **Permanent Supportive/Affordable Housing Access**

### **1. Program Area**

Community Services

### **2. Involved Agencies and Departments**

County Executive Office  
Health Care Agency  
OC Community Resources  
OC Public Works  
Social Services Agency

### **3. New or Continuing Strategic Priority**

This is a continuing priority previously identified in the 2017 and 2018 Strategic Financial Plans.

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

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

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

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



## **Permanent Supportive/Affordable Housing Access**

### **4. Description of Strategic Priority**

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

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

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

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



### **Permanent Supportive/Affordable Housing Access**

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

#### **5. Personnel Impacts**

No additional staffing is required.

#### **6. Cost Impact**

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

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

#### **7. Funding Sources**

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

Community Development Block Grant

HOME Investments Partnership Program

Housing Successor Agency

Project-Based Housing Choice Vouchers

Project-Based Veterans Affairs Supportive Housing (VASH) vouchers

Mental Health Services Act (MHSA)

Various State Programs (Multi-Family Housing Program, Veterans Housing and Homelessness Prevention Program, No Place Like Home, etc.)

Whole Person Care

HUD Continuum of Care

Permanent Local Housing Allocation (SB 2 Year 2)

Orange County Housing Finance Trust

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
20%	70%	0%	10%





**Permanent Supportive/Affordable Housing Access**

**8. Stakeholders**

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

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

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

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

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

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

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





## Case Management System

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

District Attorney (OCDA)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

**5. Personnel Impacts**

No additional personnel would be required.

**6. Cost Impact**

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

**7. Funding Sources**

General Fund support is requested.

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



## **Case Management System**

**8. Stakeholders**

Orange County citizens, law enforcement agencies, and Orange County Superior Court

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

This project is discretionary.

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

FY 2020-21

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



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



## **Conviction Integrity Unit**

### **1. Program Area**

Public Protection

### **2. Involved Agencies and Departments**

District Attorney (OCDA)

### **3. New or Continuing Strategic Priority**

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

### **4. Description of Strategic Priority**

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

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



## **Conviction Integrity Unit**

### **5. Personnel Impacts**

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

<b>Classification</b>	<b>FY 2020-21</b>
Paralegal	2
Senior Deputy Attorney	4
<b>Total Positions</b>	<b>6</b>

### **6. Cost Impact**

Once fully implemented, estimated ongoing costs range from \$1.0 million to \$1.3 million per year.

### **7. Funding Sources**

General Fund support is requested.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

### **8. Stakeholders**

Orange County citizens and law enforcement agencies

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

This project is discretionary; however, expanding the CIU was one of the recommendations from the IPPEC.

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

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

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

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



## **Post-Conviction Litigation Unit**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

District Attorney (OCDA)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

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

**4. Description of Strategic Priority**

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

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

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

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



## **Post-Conviction Litigation Unit**

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

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

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

### **5. Personnel Impacts**

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

<b>Classification</b>	<b>FY 2020-21</b>
Deputy District Attorney III	3
Deputy District Attorney IV	9
Paralegal	3
Senior Deputy Attorney	2
<b>Total Positions</b>	<b>17</b>

### **6. Cost Impact**

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



## **Post-Conviction Litigation Unit**

### **7. Funding Sources**

General Fund support is requested.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

### **8. Stakeholders**

Orange County citizens and law enforcement agencies

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

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

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

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



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

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



## **Recidivism Reduction Unit**

### **1. Program Area**

Public Protection

### **2. Involved Agencies and Departments**

District Attorney (OCDA)

### **3. New or Continuing Strategic Priority**

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

### **4. Description of Strategic Priority**

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

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

**Recidivism Reduction Unit****5. Personnel Impacts**

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

<b>Classification</b>	<b>FY 2020-21</b>
Deputy District Attorney III	1
Deputy District Attorney IV	1
Senior Deputy Attorney	2
<b>Total Positions</b>	<b>4</b>

**6. Cost Impact**

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

**7. Funding Sources**

General Funds support is requested.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

**8. Stakeholders**

Orange County citizens and law enforcement agencies

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

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

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

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

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

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



### **AB 109 Task Force**

#### **1. Program Area**

Public Protection

#### **2. Involved Agencies and Departments**

District Attorney (OCDA)

#### **3. New or Continuing Strategic Priority**

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

#### **4. Description of Strategic Priority**

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

##### **Mandatory Supervision (MS)**

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



**AB 109 Task Force****Post Release Community Supervision (PRCS)**

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

**5. Personnel Impacts**

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

<b>Classification</b>	<b>FY 2020-21</b>
District Attorney Investigator	8
Investigative Assistant	1
<b>Total Positions</b>	<b>9</b>

**6. Cost Impact**

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

**7. Funding Sources**

General Fund support is requested.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

**8. Stakeholders**

Orange County citizens and law enforcement agencies

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

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



### **AB 109 Task Force**

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

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

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

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

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



## **Youth Guidance Center - Classroom Facility**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Probation Department - Youth Guidance Center

**3. New or Continuing Strategic Priority**

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

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

**4. Description of Strategic Priority**

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

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

**5. Personnel Impacts**

No additional personnel would be required.

**Youth Guidance Center - Classroom Facility****6. Cost Impact**

Estimated one-time costs are detailed as follows:

Fiscal Year 2019-20: \$2,161,438 (Funded)

Fiscal Year 2020-21: \$6,876,344

Fiscal Year 2021-22: \$ 591,390

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

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

**Youth Guidance Center - Classroom Facility****7. Funding Sources**

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

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

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

**8. Stakeholders**

Orange County juveniles and their families, justice system partners, and State, Federal and local officials

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

This project is discretionary.

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

The implementation period spans over three years with design expected to be completed in FY 2019-20 and construction planned for FYs 2020-21 and 2021-22.



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

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



**James A. Musick Facility Expansion - Phase 1 Staffing**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD) and Health Care Agency (HCA)

**3. New or Continuing Strategic Priority**

This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2021-22.

**4. Description of Strategic Priority**

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

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

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

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

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

**James A. Musick Facility Expansion - Phase 1 Staffing**

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

**5. Personnel Impacts**

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

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



**James A. Musick Facility Expansion - Phase 1 Staffing**

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

**6. Cost Impact**

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

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

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

**7. Funding Sources**

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

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%



**James A. Musick Facility Expansion - Phase 1 Staffing**

**8. Stakeholders**

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

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

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

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

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

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



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

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

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



**James A. Musick Facility Expansion - Phase 2 Staffing**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD) and Health Care Agency (HCA)

**3. New or Continuing Strategic Priority**

This Strategic Priority was previously identified. Positions and funding are requested beginning FY 2021-22.

**4. Description of Strategic Priority**

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

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

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

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

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

**James A. Musick Facility Expansion - Phase 2 Staffing**

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

**5. Personnel Impacts**

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

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

**James A. Musick Facility Expansion - Phase 2 Staffing**

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

**6. Cost Impact**

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

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

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

**7. Funding Sources**

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

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

**8. Stakeholders**

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

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

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

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

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

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



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



## **Jail Security Electronic Control Systems Upgrade/Replacement**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

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

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

Funding allocated in prior years included:

FY 2018-19 \$1,781,500

FY 2019-20 \$3,308,529

**4. Description of Strategic Priority**

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

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



## **Jail Security Electronic Control Systems Upgrade/Replacement**

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

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

### **5. Personnel Impacts**

No additional staffing is required.

### **6. Cost Impact**

One-time remaining costs for the jail security electronic control system upgrade project are \$9,898,895:

FY 2020-21 \$3,492,562

FY 2021-22 \$3,056,308

FY 2022-23 \$3,350,025

### **7. Funding Sources**

General Fund support is requested.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

### **8. Stakeholders**

Orange County citizens, federal and state governments, inmates, detainees, as well as County employees working within the jails may be impacted.

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

This project is discretionary.

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

FY 2020-21 through FY 2022-23

Jail Security Electronic Control Systems Upgrade/Replacement					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Structures & Improvements	3,492,562	3,056,308	3,350,025	0	0
<b>Total Cost</b>	<b>3,492,562</b>	<b>3,056,308</b>	<b>3,350,025</b>	<b>0</b>	<b>0</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>3,492,562</b>	<b>3,056,308</b>	<b>3,350,025</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Jail Security Electronic Control Systems Upgrade/Replacement					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
0	0	0	0	0	<b>Total Revenue</b>
0	0	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	<b>Total Positions Funded Per Fiscal Year</b>



## **Sheriff-Coroner Jail Hardening**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority, initially submitted with the 2017 Strategic Financial Plan. This previously submitted Strategic Priority identified a total cost of \$2,276,920 to complete the jail hardening project. The project has a one-year remaining estimated cost of \$1,032,885.

Funding allocated in prior years included:

FY 2018-19 \$ 211,150

FY 2019-20 \$1,032,885

Design and engineering work is 85% complete with use of funds allocated in FY 2018-19 and FY 2019-20.

**4. Description of Strategic Priority**

The Sheriff's Department initiated a comprehensive review of all jail facilities to determine long-term jail hardening measures needed to improve and obtain a higher level of security. A committee was established and tasked with assessing the jail facilities. The committee identified the following areas for improvement:

- Installation of 216 additional lighting fixtures to various internal and external areas of the jails;
- Implementation of an RFID (Radio-frequency identification) inmate logging and tracking system;  
Hardening of 241 window and ventilation areas of the jails, new razor wire installations, fencing and secure door improvements; and
- Replacement of 468 windows using polycarbonate safety materials.

**5. Personnel Impacts**

No additional staffing is required.



## **Sheriff-Coroner Jail Hardening**

### **6. Cost Impact**

One-time remaining costs for the Jail Hardening project are estimated at \$1,032,885.

### **7. Funding Sources**

General Fund support is requested.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

### **8. Stakeholders**

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

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

This project is discretionary.

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

The implementation period spans over three fiscal years with design completed in FY 2018-19 and construction planned for FY 2019-20 and FY2020-21.

Sheriff-Coroner Jail Hardening					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Structures & Improvements	1,032,885	0	0	0	0
<b>Total Cost</b>	<b>1,032,885</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>1,032,885</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Sheriff-Coroner Jail Hardening					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
0	0	0	0	0	<b>Total Revenue</b>
0	0	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	<b>Total Positions Funded Per Fiscal Year</b>



## **Katella Range Renovation**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority, initially submitted with the 2017 Strategic Financial Plan. This previously submitted Strategic Priority identified a total cost of \$7.9 million to complete the Katella Range renovation project.

This Strategic Priority is for a total revised project cost of \$8.4 million. The project has a remaining estimated cost of \$3.7 million over one fiscal year.

Funding allocated in prior years included:

FY 2018-19 \$ 500,000

FY 2019-20 \$4,200,000

Design and engineering work is approximately 85% complete.

**4. Description of Strategic Priority**

The existing Katella Range Facility, located at 1900 West Katella Avenue in the City of Orange, is approximately 22 years old. The construction of this 30-lane range and its surrounding structure which includes a range store lobby, an armory and additional classrooms, was completed in 1997. The facility was developed and built as a replacement for a previous outdoor range. At the time of construction, the current range was designed to satisfy the needs of a then much smaller Orange County Sheriff's Department.

Today, the Katella Range is used on an almost daily basis and serves as a Regional Firearms Training Center for up to 60 law enforcement agencies throughout Southern California. Every month, the range is utilized by approximately 2,400 County and outside agency personnel. Annually, this facility provides training and qualifications for an estimated 28,800 law enforcement personnel as well as over 360 recruits from the Sheriff's Basic Academy.



## **Katella Range Renovation**

Having been built over 22 years ago, the range and its original equipment have exceeded their useful life spans. Maintenance personnel find it difficult to acquire replacement parts to keep the range functioning on a full-time basis as the configuration is obsolete.

Maintenance on the targeting system is requested on an almost daily basis and the system works between 50 to 75 percent capacity due to frequent electrical and mechanical issues. Delays from the frequent need for maintenance and repairs can cause a loss of training and qualification time for visiting deputies and officers.

In May of 2016, a request for a new targeting system was submitted. Soon after the request was made, approximately \$560 thousand was allocated for the purchase of a new targeting system. In early 2017, at the beginning stages of the project, due to Sheriff's Department budget constraints, the purchase of a new system was halted.

The Katella Range facility remains operational in its current state; however, the Sheriff's Department is evaluating two options: remodeling the existing building or demolishing it and building a new facility. Given the current state of the range's targeting system, the age of the building housing the range, and to avoid unplanned closure, it is requested that both the range and building, at a minimum, be remodeled. The remodeled building would include live fire ranges, office space, space for a range store, locker rooms and restrooms, equipment and ammunition storage areas, classrooms and an armory. The remodel would also provide for the conversion of the current outdoor range into a complete indoor range. Converting to an indoor range would allow for the installation of a targeting system upgrade and a new ventilation system which meets the need of providing a safe, functional training range for the use of the Sheriff's Department and regional law enforcement personnel.

### **5. Personnel Impacts**

No additional staffing is required.

### **6. Cost Impact**

Estimated one-time remaining costs for the Katella Range renovation project are \$3.7 million.

Ongoing costs for building maintenance, HVAC system maintenance and repairs, bullet trap cleaning, target system maintenance and repairs, and the biannual cleaning of the



### **Katella Range Renovation**

range are not included in this estimate as these costs are unknown at this time. However, ongoing costs would be offset by the fees charged to various entities utilizing the facility.

#### **7. Funding Sources**

General Fund support is requested.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

#### **8. Stakeholders**

This Strategic Priority would impact the County's Law Enforcement Community.

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

This project is discretionary.

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

The implementation period spans over three fiscal years with design completed in FY 2018-19 and construction planned for FY 2019-20 and FY 2020-21.

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Katella Range Renovation					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Structures & Improvements	3,675,000	0	0	0	0
<b>Total Cost</b>	<b>3,675,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>3,675,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Katella Range Renovation					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
0	0	0	0	0	<b>Total Revenue</b>
0	0	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	<b>Total Positions Funded Per Fiscal Year</b>



## **Closed Circuit Television (CCTV) for the Jails**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This previously submitted Strategic Priority identified a total cost of \$10,938,406 to complete the Closed Circuit Television (CCTV) jail security upgrade project. In FY 2007-08, the Board of Supervisors approved an emergency declaration for CCTV improvements at the Theo Lacy Facility in the amount of \$370,000. Funding of \$490,000 was subsequently approved to address other critical areas at the Theo Lacy Facility and Intake Release Center in FY 2011-12. This phase converted analog tape back-up systems to digital recording systems, addressed infrastructure requirements for electrical and heating, ventilation and air condition (HVAC) systems and added cameras at inmate intensive areas of the jails.

This Strategic Priority is for a revised five phase CCTV jail upgrade project for a total updated project cost of \$14,548,490. The project has a remaining estimated cost of \$4,307,500 over one fiscal year. This cost includes electrical, HVAC or building modifications that may be required and all hardware, software, and digital cameras for recording and retaining video footage, as mandated by California Government Code.

Funding was allocated for phases one and two of this project in prior years included:

FY 2015-16 \$2,240,990

FY 2016-17 \$2,000,000

FY 2017-18 \$2,000,000

FY 2018-19 \$2,000,000

FY 2019-20 \$2,000,000

**4. Description of Strategic Priority**

Improvements to the CCTV have been completed at the Theo Lacy Facility at Barracks F, G, and H. The project is intended to improve coverage, reliability, and quality of video captured in key areas of the jail facilities. Video is used to support critical incident reviews by the OCSD and provides necessary video footage used in risk management for and by the County. A sophisticated CCTV system in the jails is an important risk management





## **Closed Circuit Television (CCTV) for the Jails**

tool to improve training, evaluate scenarios, investigate problems, and isolate events in complex jail settings. This tool supports the health and safety of inmates and staff in the jail facilities.

This Strategic Priority Request allows for the conversion of all analog technology to digital Internet Protocol (IP) cameras and supporting digital recording equipment in the Theo Lacy Facility and the Central Jail Complex (Central Men's Jail, Central Women's Jail, and Intake Release Center). Expansion of the system allows additional areas to be monitored and recorded to improve safety and security in the jail facilities. This expansion will also include the installation of additional CCTV camera systems (1,111 units), including thermal imaging devices and extends coverage throughout the jails and along the perimeters. This system allows staff to monitor and record inmates in areas that are not visible from the guard stations and are not currently recorded. This digital technology provides for a better quality video image and also saves time in the retrieval of recorded footage.

### **5. Personnel Impacts**

No additional staffing is required.

### **6. Cost Impact**

One-time remaining costs for the CCTV project are \$4,307,500 and no longer include James A. Musick Facility CCTV improvements, due to temporary closure of that facility.

### **7. Funding Sources**

General Fund support is requested for this project.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

### **8. Stakeholders**

Orange County citizens, federal and state governments, inmates, detainees, as well as County employees working within the jails may be impacted.

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

Per California Government Code Section 26202.6, recordings of routine video monitoring may not be destroyed by the OCSD until after a period of one year. Video camera



### **Closed Circuit Television (CCTV) for the Jails**

coverage, video file recording, and retention capability at the Sheriff's facilities are in the process of being substantially improved as part of a comprehensive risk management plan. A majority of the present system of video recording is an obsolete analog system for which no replacement recording tapes can be obtained. Review and access of specific recorded files on the analog systems is time consuming and lacks sufficient quality.

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

FY 2020-21

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Closed Circuit Television (CCTV) for the Jails					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Structures & Improvements	4,307,500	0	0	0	0
<b>Total Cost</b>	<b>4,307,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>4,307,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Closed Circuit Television (CCTV) for the Jails					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
0	0	0	0	0	<b>Total Revenue</b>
0	0	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	<b>Total Positions Funded Per Fiscal Year</b>



### Inmate Transportation Buses

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority, initially identified with the 2015 Strategic Financial Plan. Replacement of four Inmate Transportation Buses was approved by the Board of Supervisors in FY 2015-16. In addition, two buses are scheduled to be replaced in FY 2019-20, with the remaining five buses to be replaced in the next seven fiscal years.

Funding allocated in prior years included:

FY 2019-20 \$1,370,000

**4. Description of Strategic Priority**

The Sheriff-Coroner, on behalf of the Sheriff's Transportation Bureau for the Intake Release Center, requests replacement of five Class M3 Inmate Transportation Buses (unit #s 6012, 6014, 6054, 6055, and 6069) over the course of the next seven fiscal years. The existing inmate transportation buses either have exceeded or are approaching the end of the useful life expectancy. Due to long-term retention of the vehicles, issues are occurring with aging mechanical parts, limited replacement part availability, and general age progression.

The buses requested for replacement range from model years 1994 to 2008, with mileage ranging from 304 thousand to 558 thousand, and would be replaced with newer, less polluting diesel models deemed suitable by the South Coast Air Quality Management District. A reduction of emissions within densely populated Orange County would contribute to state and local efforts of reducing environmental impact. Inmate transportation buses are categorically exempt from California emissions standards, and the California Air Resource Board's Public Fleet and Utility regulations, as defined by California Vehicle Code Sections 27156.2, 165, and 1797.4 in the California Health and Safety Code. The buses are equipped with red lights and sirens and are driven by uniformed deputies in the course of their daily duties. Replacement of the vehicles would ensure reliable and safe transportation of inmates and deputies to the courts, hospitals, state prisons, and inmate work assignments. All new buses purchased will be included in



### **Inmate Transportation Buses**

the County's fleet process with depreciation applied and used for subsequent replacements.

**5. Personnel Impacts**

No additional personnel will be required.

**6. Cost Impact**

Estimated one-time costs to replace five Inmate Transportation Buses over seven fiscal years total \$3,075,187.

**7. Funding Sources**

General Fund support is requested. No additional funding sources have been identified at this time.

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

**8. Stakeholders**

The buses requested for replacement would be replaced with newer, less polluting diesel models deemed suitable by the South Coast Air Quality Management District. This voluntary reduction of emissions would contribute to state and local efforts of reducing environmental impacts in Orange County.

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

This project is discretionary.

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

The implementation period for this project would be from FY 2020-21 through FY 2026-27, with two buses being replaced in FY 2020-21, two in FY 2022-23, and one in FY 2026-27.

Inmate Transportation Buses					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Equipment	1,020,187	0	1,370,000	0	0
<b>Total Cost</b>	<b>1,020,187</b>	<b>0</b>	<b>1,370,000</b>	<b>0</b>	<b>0</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>1,020,187</b>	<b>0</b>	<b>1,370,000</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Inmate Transportation Buses					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	685,000	0	0	0	Equipment
0	685,000	0	0	0	Total Cost
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
0	0	0	0	0	Total Revenue
0	685,000	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	Total Positions Funded Per Fiscal Year



## **Sheriff-Coroner Facilities Capital Improvement Plan**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

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

**4. Description of Strategic Priority**

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

1. Intake Release Center (IRC) Air Handlers - Design and replace 21 air handler units at the IRC. The original air handlers have met their life expectancy. Replacement would prevent water and moisture leaks into and throughout the units' housing during rain and wind shear, and also prevent further and gradual deterioration and corrosion, as well as additional damage and pooled water in personnel workspace. Total project cost is estimated at \$5,706,750.
2. Theo Lacy Replace Air Handlers - The air handlers in the I and J mods (Administrative Building) of the Theo Lacy Facility have been in service for almost 30 years, have reached the end of their service life, and are beginning to deteriorate at a more rapid pace. This equipment provides conditioned air to areas of the facility to meet Title 15 requirements and keep up with the environmental demands of a 24-hour facility. As this equipment continues to age, the facility may experience more air quality issues including moisture, dirt, bacteria, and outside air particulates. Total project cost is estimated at \$2,515,569.
3. Increased Security Measures for Sheriff's Headquarters - In May 2017, the Orange County Intelligence Assessment Center (OCIAAC) - Critical Infrastructure Protection (CIP) Team completed its Vulnerability Assessment and Mitigation Report on the Sheriff's Headquarters building. According to the report, OCIAAC strongly encouraged Sheriff's Headquarters to improve several areas of the



### **Sheriff-Coroner Facilities Capital Improvement Plan**

building. This project would address the top two areas identified in the OCIAC-CIP report: vehicle and pedestrian access control points at the below ground parking area and stand-off space with easily accessible large open areas surrounding the headquarters building. Total project cost is estimated at \$2,100,000, with \$150,000 approved for design in FY 2019-20.

4. **Renovate and Reconfigure the Forensic Areas (OC Crime Lab)** - The OC Crime Lab is currently housed on the sixth, seventh, and eighth floors of the Brad Gates Building. While the total Crime Lab floor space is adequate, reconfiguration and reorientation of office and laboratory space is necessary to accommodate new priorities and facilitate efficient and functional services. For example, the growth in DNA services requires redesign of the seventh floor areas; the Controlled Substances area now exceeds the originally allocated space and should be relocated within the building; and the modular office areas on all three floors need to be redesigned to align staff with their assignments. Additionally, to ensure safe laboratory operations and personnel safety, the mechanical airflow and exhaust system should be examined. Total project cost is estimated at \$1,286,726.
5. **Hazardous Materials Mitigation** - Determine the existence of any hazardous materials at the Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters and mitigate as required. Total project cost is estimated at \$1,519,221.
6. **Retrofit Central Jail Complex/Sheriff's Headquarters Fire Alarm/Suppression Systems** - Central Men's Jail, Central Women's Jail, and Sheriff's Headquarters all share a common fire alarm design that has reached obsolescence. The existing system should be replaced with new detection devices and monitoring equipment to comply with all current fire/life safety regulations. Total project cost is estimated at \$2,975,846.
7. **Jail Hardening Long Term (Red Team projects)** - The creativity, planning, collaboration, strategy, and methods related to bringing illegal contraband into jail and secured facilities has evolved. Therefore, the Red Team projects consist of building alterations and improvements in jail facilities that better secure them and enhance the Sheriff Department's security measures. The total cost of these projects is estimated at \$8,000,000.
8. **Sheriff's Headquarters Renovations and Hazardous Material Abatement** – The Sheriff's Headquarters is over 40 years old and requires modifications and improvements; the existing building's structural components require reinforcement to meet upgraded seismic standards and a new elevator needs to

**Sheriff-Coroner Facilities Capital Improvement Plan**

be constructed to comply with upgraded Federal ADA requirements. Additionally, some materials used in the original construction of the building may need to be mitigated or abated. Total project cost is estimated at \$9,170,842.

9. Expansion of the Emergency Operations System at Loma Ridge - Increases in new functions and manpower requirements have caused a shortage of space within the existing building. A previous assessment study indicated an additional 2,640 square feet is needed to accommodate expanding present and future facility requirements. Total project cost is estimated at \$1,340,254.
10. Upgrade and Add a Redundant Uninterrupted Power Supply (UPS) System at Brad Gates Building - The Sheriff's Data Center, located in the Brad Gates Building, houses the equipment and infrastructure necessary to support the Sheriff's computer systems. The systems are utilized by more than fifty local, State, and Federal law enforcement agencies to support public safety. The Data Center is protected by one 225KVA (kiloVoltAmps) UPS system that is 14 years old. This could become a single point of breakdown should the UPS have electrical and/or mechanical issues. Installation of a second UPS provides an additional safety factor with redundancy to the existing system and additional power to mitigate issues that may be caused by a power failure. Total project cost is estimated at \$1,169,750.

**5. Personnel Impacts**

No additional staffing is required for the projects noted.

**6. Cost Impact**

Estimated one-time project costs over five years total \$27,333,512:

FY 2020-21 \$2,163,525  
FY 2021-22 \$4,457,544  
FY 2022-23 \$4,039,697  
FY 2023-24 \$6,693,599  
FY 2024-25 \$9,979,147

**7. Funding Sources**

General Fund support is requested.

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



## **Sheriff-Coroner Facilities Capital Improvement Plan**

### **8. Stakeholders**

Orange County citizens, federal and state governments, and local officials visiting Sheriff-Coroner facilities, inmates, detainees, as well as County employees working within the facilities may be impacted.

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

The requests include projects to meet the overall mandate to maintain safe, healthy buildings and facilities under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and various environmental protection mandates. The Capital Improvement Plan program also includes projects necessary to support the Sheriff-Coroner's public safety mission.

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

The implementation period for these projects is within the fiscal years reflected in the 5-Year Capital Improvement Program Plan from FY 2020-21 through FY 2024-25, should funding be available. For some complex projects, design and construction spans over two fiscal years in order to meet this requirement.

Sheriff-Coroner Facilities Capital Improvement Plan					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Structures & Improvements	2,163,525	4,457,544	4,039,697	6,693,599	9,979,147
<b>Total Cost</b>	<b>2,163,525</b>	<b>4,457,544</b>	<b>4,039,697</b>	<b>6,693,599</b>	<b>9,979,147</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>2,163,525</b>	<b>4,457,544</b>	<b>4,039,697</b>	<b>6,693,599</b>	<b>9,979,147</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Sheriff-Coroner Facilities Capital Improvement Plan					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
8,451,446	0	0	0	0	Structures & Improvements
8,451,446	0	0	0	0	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
0	0	0	0	0	No Revenue
0	0	0	0	0	<b>Total Revenue</b>
8,451,446	0	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	<b>Total Positions Funded Per Fiscal Year</b>



## **Body Worn Cameras**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority, initially submitted with the 2017 Strategic Financial Plan.

**4. Description of Strategic Priority**

The body worn camera (BWC) project would provide OCSD Patrol the ability to record video and audio using wearable video devices. The BWC is worn on the uniform and activated by the deputy to record video and audio from the deputy's perspective. OCSD is working closely with the Integrated Law and Justice Agency of Orange County (ILJAOC) to develop a comprehensive countywide or regional approach to digital evidence management. The goal is to not only identify and implement a reliable BWC system but also create a method to manage all digital evidence whether it be video, audio, reports, booking information, photos, etc. This system would also streamline the sharing of digital evidence information through the entire Justice system. This is a countywide initiative with multiple agencies participating including the District Attorney, the Public Defender, the Courts, and all other OC Law Enforcement Agencies.

This initiative would:

- Assist in and complement the performance of the deputy's duties and help the Department meet its goal of efficiently and effectively serving the community.
- Provide transparency with video that shows an accurate, unbiased account of the incident being recorded
- Improve accountability
- Streamline information sharing with the District Attorney
- Improve community relations and media perceptions
- Reduce exposure to liability
- Aid with criminal prosecution and case resolution
- Decrease unnecessary investigations
- Enhance deputy performance and professionalism
- Enhance officer safety
- Enhance new recruit and in-service training (post-incident video review)





## **Body Worn Cameras**

A review and evaluation of other law enforcement agencies' policies was performed to determine best practices; assist in establishing department policies and facilitate the selection of a best product; and properly preserve evidence. The proposed L-3 BWC devices are compatible with both the existing server infrastructure and the L-3 Digital Evidence Management System (DEMS) software and would complement the existing L-3 in-car Patrol Video System (PVS). The Department has been testing the technology for several years and currently two business models are available: on-site storage and vendor-provided off-site storage. The OCSD is currently evaluating both options and would pursue the option that best fits departmental needs.

Ahead of the BWC project, the department would establish the Media Analysis Unit (MAU) to lead the design and implementation of the new BWC solution as well as the equipment deployment to patrol deputies. The unit would also be responsible for the support and maintenance of existing media systems currently in use such as the PVS, handheld cameras, the Genetec fixed-camera surveillance system and PUMA audio recorders. The MAU would provide OCSD with a uniform approach to all current and future media systems, ensure configuration in accordance with state and federal mandates; identify ways to minimize cost; and introduce efficiencies by leveraging infrastructure and solutions across multiple systems.

### **5. Personnel Impacts**

For strategic planning purposes, an estimated additional thirteen positions would be needed to fully implement the project.

<b>Classification</b>	<b>FY 2020-21</b>
Administrative Manager II	1
Information Technologist II	3
IT Application Developer II	1
IT Network Engineer II	1
IT Systems Technician II	1
Senior Information Technologist	1
Sergeant	2
Staff Specialist	2
Video Producer	1
<b>Total Positions</b>	<b>13</b>



## **Body Worn Cameras**

### **6. Cost Impact**

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

One time costs are estimated at \$500,000 for the body worn cameras, additional hard drive storage, network switches and installation.

Once the project is fully implemented, ongoing costs range from \$2.5 million to \$2.6 million per year for staffing and software licenses.

### **7. Funding Sources**

Charges for services revenue would fund 70% of the cost with the remaining 30% funded by requested General Fund support.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	30%	70%

### **8. Stakeholders**

This is a countywide initiative with multiple participating agencies including: the District Attorney, the Public Defender, the Courts, and all other OC Law Enforcement Agencies.

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

This project is discretionary; however, the BWC is one component of a comprehensive digital evidence and risk management program.

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

The implementation period of this project would be FY 2020-21.

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Body Worn Cameras					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Equipment	250,000	0	250,000	0	0
Salaries & Benefits	1,996,858	2,061,718	2,076,230	2,084,526	2,113,392
Services & Supplies	500,000	500,000	500,000	500,000	500,000
<b>Total Cost</b>	<b>2,746,858</b>	<b>2,561,718</b>	<b>2,826,230</b>	<b>2,584,526</b>	<b>2,613,392</b>
<b>II. General Fund Revenue</b>					
Charges For Services	1,922,801	1,793,203	1,978,361	1,809,168	1,829,374
<b>Total Revenue</b>	<b>1,922,801</b>	<b>1,793,203</b>	<b>1,978,361</b>	<b>1,809,168</b>	<b>1,829,374</b>
<b>III. General Fund Requirement</b>	<b>824,057</b>	<b>768,515</b>	<b>847,869</b>	<b>775,358</b>	<b>784,018</b>
<b>IV. Staffing</b>					
Administrative Manager II	1	1	1	1	1
Audiovisual Specialist	1	1	1	1	1
Information Technologist II	3	3	3	3	3
IT Applications Developer II	1	1	1	1	1
IT Network Engineer II	1	1	1	1	1
IT Systems Technician II	1	1	1	1	1
Sergeant	2	2	2	2	2
Senior Information Technologist	1	1	1	1	1
Staff Specialist	2	2	2	2	2
<b>Total Positions Funded Per Fiscal Year</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

Body Worn Cameras					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
2,113,392	2,113,392	2,113,392	2,113,392	2,113,392	Salaries & Benefits
500,000	500,000	500,000	500,000	500,000	Services & Supplies
<b>2,613,392</b>	<b>2,613,392</b>	<b>2,613,392</b>	<b>2,613,392</b>	<b>2,613,392</b>	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
1,829,374	1,829,374	1,829,374	1,829,374	1,829,374	Charges For Services
<b>1,829,374</b>	<b>1,829,374</b>	<b>1,829,374</b>	<b>1,829,374</b>	<b>1,829,374</b>	<b>Total Revenue</b>
<b>784,018</b>	<b>784,018</b>	<b>784,018</b>	<b>784,018</b>	<b>784,018</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
1	1	1	1	1	Administrative Manager II
1	1	1	1	1	Audiovisual Specialist
3	3	3	3	3	Information Technologist II
1	1	1	1	1	IT Applications Developer II
1	1	1	1	1	IT Network Engineer II
1	1	1	1	1	IT Systems Technician II
2	2	2	2	2	Sergeant
1	1	1	1	1	Senior Information Technologist
2	2	2	2	2	Staff Specialist
<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **Sheriff-Coroner Facilities Maintenance Repair Plan**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority, initially identified as an Emerging Initiative in the 2017 Strategic Financial Plan.

**4. Description of Strategic Priority**

Many of the Sheriff-Coroner facilities are aging and require repair or replacement of system components that have reached the end of their useful life. For example, the Central Men's Jail, Central Women's Jail, Sheriff's Headquarters Building, jail buildings at the Theo Lacy Facility and the James A. Musick Facility were built in the 1960s. Examples of projects for which funding would be requested include roofs, air conditioning systems, plumbing systems, electrical systems, and operating equipment. Funding for maintenance and repair projects through the annual budget process has not been able to keep pace with the needs of aging facilities.

The maintenance, repair, or replacement of crucial facility components would enhance compliance with regulatory requirements, ensure safe and secure facilities, avoid the costs and operational impacts of addressing building component breakdown and unplanned shutdowns of facilities, and extend the useful life expectancy of County facilities.

**5. Personnel Impacts**

No additional personnel would be required.

**6. Cost Impact**

One-time project costs are projected over five years at a total of \$13,561,645.

**Sheriff-Coroner Facilities Maintenance Repair Plan****7. Funding Sources**

General Fund support is requested.

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

**8. Stakeholders**

Orange County citizens, federal and state governments, local officials visiting Sheriff-Coroner facilities, inmates, detainees, as well as County employees working within the facilities may be impacted.

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

The program includes projects to meet the overall mandate of maintaining safe, healthy buildings and facilities under the California Health and Safety Code, Titles 15 and 24, California State Fire Code, and various environmental protection mandates.

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

The implementation period varies according to the complexity of the individual projects. For some complex projects, design and construction could span two fiscal years.

Sheriff-Coroner Facilities Maintenance Repair Plan					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Structures & Improvements	1,504,897	5,301,466	2,408,567	1,669,599	2,677,116
<b>Total Cost</b>	<b>1,504,897</b>	<b>5,301,466</b>	<b>2,408,567</b>	<b>1,669,599</b>	<b>2,677,116</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>1,504,897</b>	<b>5,301,466</b>	<b>2,408,567</b>	<b>1,669,599</b>	<b>2,677,116</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Sheriff-Coroner Facilities Maintenance Repair Plan					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
752,665	5,504,472	2,007,756	1,806,981	1,632,392	Structures & Improvements
<b>752,665</b>	<b>5,504,472</b>	<b>2,007,756</b>	<b>1,806,981</b>	<b>1,632,392</b>	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Revenue</b>
<b>752,665</b>	<b>5,504,472</b>	<b>2,007,756</b>	<b>1,806,981</b>	<b>1,632,392</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Positions Funded Per Fiscal Year</b>





## **Psychiatric Crisis Stabilization and Support Services**

### **1. Program Area**

Community Services

### **2. Involved Agencies and Departments**

Health Care Agency (HCA)

### **3. New or Continuing Strategic Priority**

This Strategic Priority was initially identified in the 2015 Strategic Financial Plan. The need continues to exist as there have been challenges locating sites for these programs; thus, no additional Crisis Stabilization Units (CSU) have been opened.

HCA released a Solicitation of Interest (SOI) in May 2019 and several statements of interest were received and deemed responsive. One provider, approved by the Board of Supervisors on February 14, 2017, continues extensive efforts to identify and site a location. A second provider, approved by the Board of Supervisors on March 26, 2019, received approval of a modified conditional use permit from the City of Costa Mesa to add a CSU to a current campus and anticipates opening the CSU in early 2020. Two other providers remain in various stages of the negotiation process, and one of the two providers has identified a location.

In addition, the creation of a campus of co-located behavioral health services was identified as a Strategic Priority in the 2016 Strategic Financial Plan to address a community need for urgent and emergent behavioral health care in Orange County. Through the Board of Supervisors' leadership on December 5, 2017 and February 27, 2018, the County of Orange purchased an office building in Orange to use as the centralized campus. Following construction, the Behavioral Health Service Campus will support a Lanterman-Petris-Short (LPS)-designated CSU for adults and adolescents.

The current FY 2019-20 Budget includes \$10,609,446 (\$850,000 one-time; \$9,759,446 ongoing) to accommodate the CSU contract and site location costs described above. Funding is comprised of Federal Financial Participation Medi-Cal (40%), California Health Facilities Financing Authority (CHFFA) (13%), and Mental Health Services Act/Prop 63 (47%).



## **Psychiatric Crisis Stabilization and Support Services**

### **4. Description of Strategic Priority**

The issue of wait times is a long standing concern of hospital providers but has resurfaced more intensely as times for adults waiting for CSU or inpatient psychiatric services significantly escalated subsequent to the implementation of the Affordable Care Act in 2014. Community stakeholders have specifically identified an additional facility as a critical component required to address the lengthy wait times.

Staff at the County's CSU report strained communications with emergency department (ED) staff frustrated by patient placement delays. The Centralized Assessment Team (CAT) which provides emergency mental health evaluations in the community, also often reports experiencing challenges in hospital emergency rooms. Currently, clients are brought in to the ED for medical clearance, which is required prior to acceptance into an Inpatient Psychiatric Unit. CAT staff report extensive "wall time" (the time spent in the hallway) waiting for psychiatric clients to be admitted into the emergency room. Emergency room staff advise that presenting psychiatric patients must wait their turn.

Through ongoing collaboration with the community, other counties, and the Hospital Association of Southern California (HASC), the Agency has been working on a public-private partnership to address the increased demand for service and has committed to looking at all alternatives. With the support of the Board of Supervisors, an Ad Hoc Committee, consisting of representatives from HASC, law enforcement and HCA, was formed and held its first meeting in October 2015, with the goal of reviewing and making recommendations on psychiatric emergency services. This Strategic Priority is a result of that committee's recommended possible solutions, including the addition of another CSU and/or additional Inpatient Psychiatric beds. HCA is actively working to implement the recommendations to add CSUs throughout the County.

In addition a new coalition, now known as Be Well OC, has been formed with participation from many of the same stakeholders. Be Well OC has clearly identified that additional crisis services, and specifically additional CSUs, are needed in the County. The CSU is an outpatient service that operates on a 24/7 basis with the length of stay less than 23 hours per State regulations. Services would include psychiatric evaluation, medication services, nursing assessment, basic medical assessment and treatment, crisis intervention, obtaining collateral history, counseling, education, and provisions of resources and referrals.



## **Psychiatric Crisis Stabilization and Support Services**

Efforts to secure additional contracts for inpatient psychiatric beds with a local hospital(s) continue. It is anticipated that very high bed rates would need to be offered to incentivize a hospital to participate due to the fact that multiple invitations have already been extended to the hospitals with little success thus far. All indications are that serving Medi-Cal beneficiaries is not part of the business model for the Orange County hospitals except the four existing contract providers. Unfortunately, the bed capacity of the current contracted providers cannot keep pace with demand at this point. Notably, the Hospital Association reports the national average of psychiatric beds to population is 1:2250. California's ratio is 1:5675, and Orange County's ratio is 1:8250.

Additional emergency psychiatric services are critical to both the health and the safety of the community. By increasing the number of crisis stabilization units in the County, access to timely psychiatric emergency services would be significantly improved and lengthy wait times would be reduced or eliminated. Hospitals holding psychiatric clients pending an open bed would have additional options for transferring patients. This may reduce or eliminate emergency room diversion time which delays care for persons with potentially life threatening conditions. CAT and law enforcement officers would have an additional LPS facility to which they could bring persons needing emergency psychiatric evaluation and treatment. Law enforcement officers who wait with clients brought into emergency rooms for psychiatric emergencies, would be able to leave emergency rooms and return to patrol sooner. Most importantly, more clients would receive timely and suitable treatment. This may reduce the risk of adverse outcomes occurring in emergency rooms due to lack of properly trained behavioral health clinicians and the over-stimulating, non-therapeutic environment of an emergency room.

### **5. Personnel Impacts**

No additional county staff have been identified at this point.

### **6. Cost Impact**

FY 2020-21 - \$21,028,230 ongoing  
FY 2021-22 - \$21,553,936 ongoing  
FY 2022-23 - \$22,092,784 ongoing  
FY 2023-24 - \$22,645,104 ongoing  
FY 2024-25 - \$23,211,231 ongoing  
FY 2025-26 - \$23,791,512 ongoing  
FY 2026-27 - \$24,386,300 ongoing  
FY 2027-28 - \$24,995,957 ongoing

**Psychiatric Crisis Stabilization and Support Services**

FY 2028-29 - \$25,620,856 ongoing

FY 2029-30 - \$26,261,378 ongoing

**7. Funding Sources**

Federal Financial Participation Medi-Cal (46%), and Mental Health Services Act/Prop 63 (54%).

Funding Sources			
Federal	State	General Fund	Other
46%	54%	0%	0%

**8. Stakeholders**

The Orange County Coalition on Behavioral Health  
Hospital Association of Southern California  
Hospitals  
Orange County Chief of Police & Sheriff's Association  
Law Enforcement  
National Alliance of Mental Illness - Orange County

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

This project is discretionary.

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

For the proposed new sites, construction and renovation timelines will be determined largely by city building departments, planning, zoning and plan check approval processes. It is anticipated that design, engineering and plan check would take six months, construction 12 months, and physical plant renovations 18 months. Construction of the Behavioral Health Service Campus in Orange is targeted for completion in FY 2020-21.

The services would be contracted out and subject to procurement process timelines which is estimated to be six to nine months. Respective licensure and certifications would also need to be addressed. In addition, the facility would need to become designated to receive and treat persons on Welfare & Institutions Code 5150 involuntary detentions. These items are typically addressed during the startup period. Service delivery would begin after the startup period, which is estimated to be three to five months.

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Psychiatric Crisis Stabilization and Support Services					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Services & Supplies	21,028,230	21,553,936	22,092,784	22,645,104	23,211,231
<b>Total Cost</b>	<b>21,028,230</b>	<b>21,553,936</b>	<b>22,092,784</b>	<b>22,645,104</b>	<b>23,211,231</b>
<b>II. General Fund Revenue</b>					
Charges For Services	9,672,986	9,914,810	10,162,681	10,416,748	10,677,166
Other Financing Sources	11,355,244	11,639,126	11,930,103	12,228,356	12,534,065
<b>Total Revenue</b>	<b>21,028,230</b>	<b>21,553,936</b>	<b>22,092,784</b>	<b>22,645,104</b>	<b>23,211,231</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Psychiatric Crisis Stabilization and Support Services					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
23,791,514	24,386,300	24,995,957	25,620,856	26,261,378	Services & Supplies
<b>23,791,514</b>	<b>24,386,300</b>	<b>24,995,957</b>	<b>25,620,856</b>	<b>26,261,378</b>	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
10,944,096	11,217,698	11,498,140	11,785,594	12,080,234	Charges For Services
12,847,418	13,168,602	13,497,817	13,835,262	14,181,144	Other Financing Sources
<b>23,791,514</b>	<b>24,386,300</b>	<b>24,995,957</b>	<b>25,620,856</b>	<b>26,261,378</b>	<b>Total Revenue</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Positions Funded Per Fiscal Year</b>



### **California Statewide Automated Welfare System (CalSAWS) Migration**

**1. Program Area**

Community Services

**2. Involved Agencies and Departments**

Social Services Agency (SSA) - Administrative

**3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority providing updates to the Strategic Priority submitted in the 2018 Strategic Financial Plan.

**4. Description of Strategic Priority**

Over the next several years, SSA will undergo a major transition for its eligibility determination system as a result of a directive from the federal government that all 58 California counties utilize the same eligibility determination system. The transition to CalSAWS is a major overhaul of the most important application within the department. The system maintains records and calculates eligibility for clients across multiple programs and issues benefits for approximately 850,000 individuals within the county. The complexity of this transition is further magnified by the fact that the entire state is transitioning to one system. Counties will not only implement a system transition, but also review and modify long-developed business processes to accommodate the statewide system. The level of risk for this project and the scope of responsibilities is high. Allocation of additional resources could minimize the risk of a poor transition which could impact client eligibility and benefits.

As a result of the federal directive and Assembly Bill 16 (ABX1 16), the State has been working to consolidate the existing three consortia systems and functionalities into one single system: California Statewide Automated Welfare System (CalSAWS). This consolidation will leverage existing investments in technology rather than building a new system. SSA will continue to utilize the existing CalWIN system until January 2023 when the CalSAWS system is projected to be operational. SSA is currently one of an 18-member county consortium currently using CalWIN. The two other eligibility determination systems include Los Angeles County Leader Replacement System (LRS) and Consortium-IV (C-IV) which includes the remaining 39 counties.

As the CalSAWS project progresses, significant changes are being made to the project assessment, planning, and pre-implementation phase through:



### California Statewide Automated Welfare System (CalSAWS) Migration

- Agency participation on various statewide committees;
- Implementation of Agency workgroups;
- Agency evaluation of operational and programmatic changes;
- Review of project resource needs, including:
  - Four Administrative Manager positions assigned to the project in FY 2018-19;
  - Eleven additional positions requested in the FY 2019-20 1st Quarter Budget Report to be designated as Regional Committee Members representing Region 5 in 32 joint CalSAWS Design committees; and
  - Nine positions potentially requested in the FY 2019-20 2nd Quarter Budget Report to be assigned to a training unit to ensure successful implementation

The CalSAWS project will also require the thorough evaluation, incorporation and transition of various ancillary systems within the CalSAWS core. Some of the systems include: imaging, collections, task management, lobby management and a call center. Currently, these are independent modules and applications outside of CalWIN with different contractors, business processes and system requirements.

Four significant areas of this system migration initiative remain and are as follows:

1. Design, Development, and Implementation includes activities prior to the actual cutover, including workgroups at both the State and regional levels; assisting with the design, build and testing of modules and functionality; determining feasibility of ancillary modules within the core, testing interfaces and mapping data across systems for conversion.
2. Training and Policy Evaluation and Development relates to the development of training modules and materials; coordination and training for approximately 3,000 eligibility professionals, clerical support staff, program integrity staff, accounting staff, and systems support and imaging vendors within a 60-day period; development of resource guides, reference materials; and business process review and modification to fit within the CalSAWS environment.
3. Data System Conversion, Migration and Interface includes data purification for all active cases as well as six years of closed cases per the Department of Health Care Services (DHCS) retention policy; data conversion for ancillary systems such as the collections, imaging and task management applications; conversion development for both the core system as well as new ancillary systems incorporated into the core; preservation of legacy data on all systems; user acceptance testing and end user



### California Statewide Automated Welfare System (CalSAWS) Migration

testing; and development and testing of reports, databases, interfaces and Application Programming Interfaces (API).

4. Implementation Rollout and Post Go-Live Support. Go-Live is currently expected to occur in late July 2022 at which time CalWIN will switch over to CalSAWS. During this process, all staff will work in the new environment with substantial technical assistance and support from all members of the proposed CalSAWS team. This will also include the conversion and transfer of data from CalWIN to CalSAWS. Depending on the failure rate (estimated to be up to 20% due to challenges with data mapping between two different systems), CalSAWS resources will be leveraged along with existing staff to manually convert and authorize eligibility for cases in order to minimize client impacts. During Post Go-Live, analysis will determine what level of support is required to wind down the project into regular operations and maintenance mode. This may require some level of support for gaps identified such as training, resource guides and business processes. During this phase, there will also be a transition and development of a new Systems Support Team to provide ongoing programmatic and application support.

Successful transitioning will ensure that SSA is able to deliver services and determine eligibility, ensure program integrity, accurately claim reimbursement and maintain a high level of customer service to the nearly one in four residents of Orange County receiving Medi-Cal, CalFresh (food stamps), California Work Opportunity and Responsibility to Kids (CalWORKs), General Relief, and Foster Care services and benefits. It will also better leverage technology of the new and ancillary systems and data to offer counties a more robust and accessible reporting system with the ability to monitor real time program participation. This, in turn, will assist local county welfare departments with improving efficiencies, enhancing the customer experience and service accountability. CalSAWS will also result in the reduction or elimination of duplicative efforts as well as reduce maintenance and operations costs by moving from three separate state systems into one.

As part of the CalSAWS planning, procurement, transition, and ongoing maintenance activities, SSA will utilize existing staff as well as some limited-term positions to successfully manage the complex process of this system migration.

### 5. Personnel Impacts

**Phase 1**, Pre-Design Leadership occurred in FY 2018-19 and assigned three Administrative Manager Is and one Administrative Manager II ongoing.

**California Statewide Automated Welfare System (CalSAWS) Migration**

**Phase 2**, Design, Development and Implementation Team, planned for FY 2019-20, includes requests in the First Quarter Budget Report for nine Social Service Supervisor Is and two Staff Specialists ongoing and four limited-term positions (2 Social Service Supervisor Is and two Social Service Supervisor IIs).

**Phase 3**, Training and Policy Evaluation and Development Team, planned for FY 2019-20, proposes a request in the Second Quarter Budget Report for nine limited-term positions (eight Social Service Supervisor Is and one Social Service Supervisor II).

**Phase 4**, Data System Conversion, Migration and Interface Testing, planned for FY 2020-21, proposes a request for 29 limited-term positions (25 Social Service Supervisor Is and four Social Service Supervisor IIs).

**Phase 5**, Implementation Rollout Team, planned for FY 2021-22, proposes a request for 26 limited-term positions (22 Social Service Supervisor Is and four Social Service Supervisor IIs).

A need for **Post Go-Live Support** is anticipated, and 14 of the 26 positions proposed for Phase 5 would continue through January 2023 including 12 Social Service Supervisor Is and two Social Service Supervisor IIs.

**6. Cost Impact**

Project funding is 95% State and 5% General Fund (NCC) detailed as follows:

<b>One-Time Costs:</b>			
<b>Fiscal Year</b>	<b>State Funding</b>	<b>General Fund</b>	<b>Total Cost</b>
2020-21	\$ 3,268,982	\$ 172,052	\$ 3,441,034
2021-22	7,860,391	413,705	8,274,096
2022-23	2,749,675	144,720	2,894,395
<b>Total</b>	<b>\$ 13,879,049</b>	<b>\$ 730,476</b>	<b>\$ 14,609,525</b>

**California Statewide Automated Welfare System (CalSAWS) Migration**

<b>Ongoing Costs:</b>			
<b>Fiscal Year</b>	<b>State Funding</b>	<b>General Fund</b>	<b>Total Cost</b>
2020-21	\$ 1,885,959	\$ 99,261	\$ 1,985,220
2021-22	1,934,970	101,840	2,036,810
2022-23	2,111,148	111,112	2,222,260
2023-24	2,422,821	127,518	2,550,339
2024-25	2,470,367	130,017	2,600,384
2025-26	2,472,396	130,126	2,602,522
2026-27	2,472,396	130,126	2,602,522
2027-28	2,472,396	130,126	2,602,522
2028-29	2,472,396	130,126	2,602,522
2029-30	2,472,396	130,126	2,602,522
<b>Total</b>	<b>\$ 23,187,245</b>	<b>\$ 1,220,378</b>	<b>\$ 24,407,623</b>

Total project cost over the ten years is \$39,017,148 with State funding of \$37,066,294 and NCC funding of \$1,950,854.

**7. Funding Sources**

Project funding is 95% State and 5% General Fund (NCC)

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	95%	5%	0%

**8. Stakeholders**

Orange County residents receiving Medi-Cal, CalFresh, CalWORKs, General Relief, and Foster Care services

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

This project is mandated by the United States Department of Health and Human Services and the Department of Agriculture as a condition of continued federal funding and under California Welfare & Institutions Code 10823 (WIC 10823). Additionally on September 20, 2011, Assembly Bill 16 (ABX1 16) set forth the C-IV, CalWIN migration to the CalSAWS as state law, which resulted in a 58-county consortium.

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

FY 2020-21 through FY 2022-23

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California Statewide Automated Welfare System (CalSAWS) Migration					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Salaries & Benefits	4,773,808	10,159,314	4,932,546	2,098,452	2,150,820
Services & Supplies	652,446	151,592	184,109	451,887	449,564
<b>Total Cost</b>	<b>5,426,254</b>	<b>10,310,906</b>	<b>5,116,655</b>	<b>2,550,339</b>	<b>2,600,384</b>
<b>II. General Fund Revenue</b>					
Intergovernmental Revenues	5,154,941	9,795,361	4,860,823	2,422,822	2,470,367
<b>Total Revenue</b>	<b>5,154,941</b>	<b>9,795,361</b>	<b>4,860,823</b>	<b>2,422,822</b>	<b>2,470,367</b>
<b>III. General Fund Requirement</b>	<b>271,313</b>	<b>515,545</b>	<b>255,832</b>	<b>127,517</b>	<b>130,017</b>
<b>IV. Staffing</b>					
Administrative Manager I	3	3	3	3	3
Administrative Manager II	1	1	1	1	1
Social Services Supervisor I	42	64	9	9	9
Social Services Supervisor II	5	9	0	0	0
Staff Specialist	2	2	2	2	2
<b>Total Positions Funded Per Fiscal Year</b>	<b>53</b>	<b>79</b>	<b>15</b>	<b>15</b>	<b>15</b>



California Statewide Automated Welfare System (CalSAWS) Migration					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
2,150,822	2,150,822	2,150,822	2,150,822	2,150,822	Salaries & Benefits
451,700	451,700	451,700	451,700	451,700	Services & Supplies
<b>2,602,522</b>	<b>2,602,522</b>	<b>2,602,522</b>	<b>2,602,522</b>	<b>2,602,522</b>	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
2,472,396	2,472,396	2,472,396	2,472,396	2,472,396	Intergovernmental Revenues
<b>2,472,396</b>	<b>2,472,396</b>	<b>2,472,396</b>	<b>2,472,396</b>	<b>2,472,396</b>	<b>Total Revenue</b>
<b>130,126</b>	<b>130,126</b>	<b>130,126</b>	<b>130,126</b>	<b>130,126</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
3	3	3	3	3	Administrative Manager I
1	1	1	1	1	Administrative Manager II
9	9	9	9	9	Social Services Supervisor I
0	0	0	0	0	Social Services Supervisor II
2	2	2	2	2	Staff Specialist
<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **New Library in the City of Irvine**

**1. Program Area**

Community Services

**2. Involved Agencies and Departments**

OC Community Resources (OCCR)

- OC Public Libraries (OCPL)
- OC Parks

OC Information Technology (OCIT)

**3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority.

**4. Description of Strategic Priority**

Irvine library branches in the OCPL system are the busiest in terms of the frequency of patron visits and usage. Heritage Park Library has the highest circulation of all the County's branches, with almost one million items (999,371) circulated during Fiscal Year 2018-19. During the same period, attendance at all libraries was over a half-million (504,778), averaging over 42,000 visits each month. Library staff presented more than 893 programs, classroom visits, and outreach events, all of which are widely attended by library patrons.

The current facilities require frequent modification to meet information services demands and these needs are projected to further increase with growth in the surrounding area. As such, funds have been set aside for the construction of a new library to meet the demands of this growing community. The City of Irvine plans to use the funds OCPL set aside to build a new library in Irvine which would serve the community by providing resources and programs meeting the educational and entertainment needs of the residents and aligning with the mission and vision of OCCR and OCPL.

**5. Personnel Impacts**

OCPL projects an additional 21 positions would be needed to operate the new library facility, which is based on the current staffing levels at a comparable branch. Staffing to adequately serve the community would include one full-time Librarian IV, one full-time Librarian II, three full-time Librarian Is, one full-time Senior Library Assistant, five full-time and one part-time Library Assistant II, and five full-time and four part time Library Assistant I positions.



## **New Library in the City of Irvine**

### **6. Cost Impact**

Estimated costs include the one-time acquisition of a facility and ongoing salary and benefit and operating expenses.

FY 2021-22: \$20,000,000 New Construction: \$3,400,000 One-time Start-up

FY 2022-23: \$ 3,143,000

FY 2023-24: \$ 3,329,000

FY 2024-25: \$ 3,446,000

FY 2025-26: \$ 3,450,000

FY 2026-27: \$ 3,455,000

FY 2027-28: \$ 3,459,000

FY 2028-29: \$ 3,464,000

### **7. Funding Sources**

OCPL anticipates that the cost of building a new library and one-time start-up costs would be funded by reserves from the Irvine Library set-aside. The source of this revenue is outlined in provisions adopted in the 2012 Memorandum of Understanding (MOU) between the the County of Orange, a political subdivision of the State of California, and the Orange County Public Libraries (OCPL), a County Free Library organized pursuant to the provisions of Government Code Section 26150, herein collectively referred to as "County" and the City of Irvine. The provisions limit the annual general property tax contribution from the City of Irvine to OCPL to a maximum of 2% growth each year with FY 2011-12 as the base year. The MOU mandated the creation of a set-aside account for annual property tax growth beyond the 2% cap to be used exclusively for OCPL services in the City of Irvine. Based on the formula adopted in the MOU in 2012, the amount set aside for the fund in FY 2019-20 is \$4,504,463 which brings the total to \$16,811,882 to date. By 2020-21, the total is projected to be \$21,814,509.

All one-time and ongoing operating costs would be funded from City of Irvine property taxes.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	0%	100%



## **New Library in the City of Irvine**

### **8. Stakeholders**

The City of Irvine, City of Irvine Library patrons, and OCCR/OCPL are the primary stakeholders in this project.

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

This project is discretionary.

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

The implementation period for this project is contingent on the Irvine set-aside reserve balance reaching \$20,000,000 to fund the initial phase of the new library which is currently estimated to be FY 2020-21. The County would partner with the City of Irvine to identify the location and construct the new facility.

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New Library in the City of Irvine					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Equipment	0	50,000	0	0	0
Salaries & Benefits	0	0	1,453,534	1,555,344	1,625,458
Services & Supplies	0	23,350,000	1,689,576	1,774,351	1,821,023
<b>Total Cost</b>	<b>0</b>	<b>23,400,000</b>	<b>3,143,110</b>	<b>3,329,695</b>	<b>3,446,481</b>
<b>II. Non-General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. Reserves</b>					
Reserves		(23,400,000)	(3,143,110)	(3,329,695)	(3,446,481)
<b>Total Reserves Inc/(Dec)</b>	<b>0</b>	<b>(23,400,000)</b>	<b>(3,143,110)</b>	<b>(3,329,695)</b>	<b>(3,446,481)</b>
<b>IV. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>V. Staffing</b>					
Librarian I	0	0	3	3	3
Librarian II	0	0	1	1	1
Librarian IV	0	0	1	1	1
Library Assistant I	0	0	9	9	9
Library Assistant II	0	0	6	6	6
Senior Library Assistant	0	0	1	1	1
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>21</b>

New Library in the City of Irvine					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
1,625,458	1,625,458	1,625,458	1,625,458	1,625,458	Salaries & Benefits
1,825,436	1,829,894	1,834,396	1,838,943	1,843,535	Services & Supplies
<b>3,450,894</b>	<b>3,455,352</b>	<b>3,459,854</b>	<b>3,464,401</b>	<b>3,468,993</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
0	0	0	0	0	No Revenue
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Revenue</b>
					<b>III. Reserves</b>
(3,450,894)	(3,455,352)	(3,459,854)	(3,464,401)	(3,468,993)	Reserves
<b>(3,450,894)</b>	<b>(3,455,352)</b>	<b>(3,459,854)</b>	<b>(3,464,401)</b>	<b>(3,468,993)</b>	<b>Total Reserves Inc/(Dec)</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>IV. Balance</b>
					<b>V. Staffing</b>
3	3	3	3	3	Librarian I
1	1	1	1	1	Librarian II
1	1	1	1	1	Librarian IV
9	9	9	9	9	Library Assistant I
6	6	6	6	6	Library Assistant II
1	1	1	1	1	Senior Library Assistant
<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **New Library in the City of Laguna Woods**

### **1. Program Area**

Community Services

### **2. Involved Agencies and Departments**

OC Community Resources (OCCR)

- OC Public Libraries (OCPL)
- OC Parks

OC Public Works (OCPW)

OC Information Technology (OCIT)

### **3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

### **4. Description of Strategic Priority**

In Spring 2019, OC Public Libraries (OCPL) was informed by the City of Laguna Woods of the intention to construct a new, stand-alone library in the City. The plan is to fund construction costs with a combination of grant and City funding. The planned facility would be approximately 1,800 square feet, located adjacent to the current City Hall, and expand operating hours to 44 hours per week. The current facility is a kiosk with approximately 500 square feet of City Hall space dedicated to the library, is open 32.5 hours per week and utilizes one Librarian I.

A larger stand-alone library would serve the community by providing additional resources and programs to meet the educational and entertainment needs of the residents, which aligns with the mission and vision of OCCR and OCPL. Under the plan, the current library facility would be reclaimed by Laguna Woods City Hall for their use.

### **5. Personnel Impacts**

OCPL proposes an additional four positions to operate and program the larger, stand-alone facility, including one full-time Librarian II, one full-time and one part-time Library Assistant II and one part-time Library Assistant I.

### **6. Cost Impact**

Additional estimated costs include one-time start up costs for furniture, equipment, and initial collection and materials as well as ongoing operating costs including salaries and benefits and services and supplies.



**New Library in the City of Laguna Woods**

FY 2020-21: \$534 thousand one-time start-up; \$254 thousand ongoing  
FY 2021-22: \$440 thousand ongoing  
FY 2022-23: \$460 thousand ongoing  
FY 2023-24: \$481 thousand ongoing  
FY 2024-25: \$499 thousand ongoing  
FY 2025-26: \$499 thousand ongoing  
FY 2026-27: \$499 thousand ongoing  
FY 2027-28: \$499 thousand ongoing  
FY 2028-29: \$499 thousand ongoing  
FY 2029-30: \$499 thousand ongoing

**7. Funding Sources**

Grant and City funding from the City of Laguna Woods would be used to construct the facility. One-time purchases and ongoing operating costs would be funded from Property Tax revenues.

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

**8. Stakeholders**

The City of Laguna Woods, Laguna Woods patrons and OCCR/OCPL are the primary stakeholders in this project.

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

This project is discretionary; and is in the design concept stage, with an estimated opening of January 2021. In discussion phase only, no MOU as of September 2019.

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

Estimated to be FY 2020-21

New Library in the City of Laguna Woods					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Equipment	31,043	0	0	0	0
Salaries & Benefits	93,576	213,814	227,480	241,382	252,696
Services & Supplies	663,052	226,129	232,676	239,354	246,165
<b>Total Cost</b>	<b>787,671</b>	<b>439,943</b>	<b>460,156</b>	<b>480,736</b>	<b>498,861</b>
<b>II. Non-General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. Reserves</b>					
Reserves	(787,671)	(439,943)	(460,156)	(480,736)	(498,861)
<b>Total Reserves Inc/(Dec)</b>	<b>(787,671)</b>	<b>(439,943)</b>	<b>(460,156)</b>	<b>(480,736)</b>	<b>(498,861)</b>
<b>IV. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>V. Staffing</b>					
Librarian II	1	1	1	1	1
Library Assistant I	1	1	1	1	1
Library Assistant II	2	2	2	2	2
<b>Total Positions Funded Per Fiscal Year</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

New Library in the City of Laguna Woods					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
252,696	252,696	252,696	252,696	252,696	Salaries & Benefits
246,165	246,165	246,165	246,165	246,165	Services & Supplies
<b>498,861</b>	<b>498,861</b>	<b>498,861</b>	<b>498,861</b>	<b>498,861</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
0	0	0	0	0	No Revenue
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Revenue</b>
					<b>III. Reserves</b>
(498,861)	(498,861)	(498,861)	(498,861)	(498,861)	Reserves
<b>(498,861)</b>	<b>(498,861)</b>	<b>(498,861)</b>	<b>(498,861)</b>	<b>(498,861)</b>	<b>Total Reserves Inc/(Dec)</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>IV. Balance</b>
					<b>V. Staffing</b>
1	1	1	1	1	Librarian II
1	1	1	1	1	Library Assistant I
2	2	2	2	2	Library Assistant II
<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>Total Positions Funded Per Fiscal Year</b>





### **CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade**

#### **1. Program Area**

General Government Services

#### **2. Involved Agencies and Departments**

Auditor-Controller, County Executive Office

#### **3. New or Continuing Strategic Priority**

This Strategic Priority was previously identified in the 2015, 2016, 2017 and 2018 Strategic Financial Plans. This Strategic Priority includes software and hardware upgrades.

#### **4. Description of Strategic Priority**

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

The CAPS+ Financial/Procurement system maintains the County's financial records and generates financial statements, collects costs for federal and state billings, procures goods and services, and issues vendor payments. The CAPS+ Human Resources/Payroll system is used in administering personnel records, tracking all personnel information and managing and paying over 18,000 employees on a bi-weekly basis.

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



## **CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade**

The County upgraded the CAPS+ Financial/Procurement system to version 3.10 in October 2016 and the CAPS+ HR/Payroll System to version 3.11 in May 2017. CGI intends to combine the two systems into one with the next release. As such, funding is requested to update to the most current version releases in FY 2021-22 and FY 2025-26. Part of this maintenance program focuses on the system's hardware which was upgraded in FY 2014-15, expanded in FY 2015-16 and may require a refresh in FYs 2021-22 and 2027-28.

Currently, the County uses three servers (IBM AIX P9) for CAPS production, user acceptance testing and a disaster recovery platform. The equipment is five years old and, according to the manufacturer, the life cycle of the servers is between five and seven years. As such, the servers may need replacement in FY 2021-22 and again in FY 2027-28 at an estimated cost of \$500,000 each time.

### **5. Personnel Impacts**

No additional personnel are required, but County departments would be engaged to perform functional testing and acceptance of the upgraded solution.

### **6. Cost Impact**

Currently, this project is pending a vendor cost proposal, but the one-time costs are estimated at \$12.1 million for the FY 2021-22 upgrade to a newer version release and for IT equipment refresh; \$6.9 million for the FY 2025-26 upgrade to the next version release; and \$500,000 for an IT equipment upgrade in FY 2027-28. The ongoing cost for license and maintenance support would remain at the current level.

### **7. Funding Sources**

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

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%



**CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade**

**8. Stakeholders**

The primary stakeholders of the CAPS+ processes include County personnel, vendors conducting business with the County, special districts, school districts receiving property tax allocations, and other governmental entities receiving payments from the County.

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

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

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

The project timeline is estimated to be one year.

<b>CAPS+ Financial/Procurement &amp; HR/Payroll Software and Hardware Upgrade</b>					
	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>
<b>I. Cost</b>					
Equipment	0	500,000	0	0	0
Intangible Assets-Amortizable	0	11,550,000	0	0	0
<b>Total Cost</b>	<b>0</b>	<b>12,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>12,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	500,000	0	0	Equipment
6,877,500	0	0	0	0	Intangible Assets-Amortizable
<b>6,877,500</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Revenue</b>
<b>6,877,500</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **County Employee Timekeeping System**

**1. Program Area**

General Government Services

**2. Involved Agencies and Departments**

Auditor-Controller

**3. New or Continuing Strategic Priority**

This previously identified Strategic Priority was titled "*CAPS+ Time & Attendance, Employee and Management Self Service*" in the 2018 Strategic Financial Plan. Auditor-Controller performed an in-depth analysis and identified an alternative to address the County's timekeeping and payroll business needs. The estimated one-time implementation costs and ongoing maintenance and support would be \$3,523,464 and \$501,900, respectively, representing a 164% increase in estimated costs over ten years from the prior year estimates.

**4. Description of Strategic Priority**

To align with the County's Mission Statement and Business Vision of using leading-edge innovative technology, the Auditor-Controller proposes implementation of a new Timekeeping system expected to increase accuracy and productivity. The system would increase efficiency by enabling employees and managers the ability and access to perform time reporting anywhere at any time. Additionally, this Software as a Service (SAS) solution, may eliminate the need for a disaster recovery solution. The County currently uses the proprietary IntelliTime Virtual Timecard Interface (VTI) system. The current vendor is unable to make requested upgrades without a change order and, when the current maintenance contract expires, the County would have to pay to maintain the current services.

This system would benefit all 21 County agencies and five Special Districts by incorporating Memorandum of Understanding (MOU) requirements, labor laws, pay codes and business rules to validate timekeeping data and ensure employees are accurately compensated.

Since 2017, the County has manually processed an average of 30,000 countywide payroll exceptions each year. The new Timekeeping system would automate many of the current manual verification processes and improve the current process of identifying and resolving exceptions. This may result in increased productivity, accuracy and compliance



## **County Employee Timekeeping System**

with statutory and contractual requirements. Further, it would provide a scheduling component for safety personnel and the ability to easily incorporate changes in MOU requirements.

### **5. Personnel Impacts**

No additional personnel are required. County departments would be engaged to perform functional and acceptance testing of the upgraded solution.

### **6. Cost Impact**

One-time cost is estimated to be \$3,523,464. The range of annual ongoing maintenance and support cost is estimated to be \$250,950 in FY 2020-21 and \$501,900 in FYs 2021-22 through 2029-30.

### **7. Funding Sources**

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

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

### **8. Stakeholders**

All County departments and approximately 18,000 County of Orange employees.

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

This project is discretionary. However, this solution is highly desirable as it may increase efficiency of the County's timekeeping and payroll process and facilitate adherence to legal and auditing requirements. The existing system requires dedicated resources to perform manual review and overtime calculations to ensure accuracy.

Additionally, the OC Sheriff's Department currently utilizes an in-house solution, although efforts are underway to transition the department to VTI. Implementation of the new timekeeping system would provide the Sheriff and Probation departments the added benefit of a scheduling module that could accommodate the unique needs for scheduling safety personnel.



## **County Employee Timekeeping System**

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

The project timeline is estimated to be 24 months.

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County Employee Timekeeping System					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Intangible Assets-Amortizable	2,928,240	0	0	0	0
Services & Supplies	276,675	694,974	501,900	501,900	501,900
<b>Total Cost</b>	<b>3,204,915</b>	<b>694,974</b>	<b>501,900</b>	<b>501,900</b>	<b>501,900</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>3,204,915</b>	<b>694,974</b>	<b>501,900</b>	<b>501,900</b>	<b>501,900</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

County Employee Timekeeping System					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Intangible Assets-Amortizable
501,900	501,900	501,900	501,900	501,900	Services & Supplies
<b>501,900</b>	<b>501,900</b>	<b>501,900</b>	<b>501,900</b>	<b>501,900</b>	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Revenue</b>
<b>501,900</b>	<b>501,900</b>	<b>501,900</b>	<b>501,900</b>	<b>501,900</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **County Employee Reimbursement**

### **1. Program Area**

General Government Services

### **2. Involved Agencies and Departments**

Auditor-Controller, Sheriff-Coroner, OC Public Works, Child Support Services, OC Community Resources, Probation, Social Services Agency

### **3. New or Continuing Strategic Priority**

This Strategic Priority is an update to the prior year 2018 SFP Strategic Priority titled "*County Employee Reimbursement/Petty Cash System*." Based on additional analysis, the estimated one-time implementation cost would increase by \$252,860 or 25.3%. This would be offset by ongoing cost savings of \$250,000 for license and maintenance costs as the County would own the system at the completion of the project.

### **4. Description of Strategic Priority**

The County has an immediate and vital need for a long-term solution related to processing County employee reimbursements including mileage and expense claims, travel expenses, lodging, meals, and educational and professional reimbursements in accordance with the guidelines defined in the County of Orange Memorandums of Understanding (MOU).

The current online mileage and expense claim application, which supports mileage and parking reimbursements, was developed in 2007. The application uses obsolete technology that is unsupported and not fully functional with current internet browsers. Currently, only seven County departments (Auditor-Controller, Child Support Services, Health Care Agency, OC Community Resources, OC Public Works, Probation and Social Services Agency) use the application, while the remaining County departments submit paper reimbursement requests.

Recent adoption of MOUs with various labor bargaining units is anticipated to substantially increase the volume of educational and professional reimbursement claims. The proposed solution would have the flexibility to incorporate new or modified MOU guidelines without a complete rewrite of business rules. It would utilize current technology to handle workflow, user authentication, and integration with the County's Enterprise Resource Planning (ERP) and Electronic Report Management and Imaging (ERMI) systems. This Countywide solution would replace both paper reimbursement requests





## **County Employee Reimbursement**

and the current obsolete system, eliminate manual processing for claims and petty cash reimbursements, improve customer service and increase efficiency and effectiveness.

### **5. Personnel Impacts**

No additional personnel are required, but County departments would be engaged to perform functional testing and acceptance testing of the new solution.

### **6. Cost Impact**

The estimated one-time cost would be \$1,252,860 with no ongoing license or maintenance support costs as the County would own the system at project completion.

### **7. Funding Sources**

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

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	100%	0%

### **8. Stakeholders**

The primary beneficiaries of this solution would be all County Departments and the approximately 8,000 County of Orange employees submitting more than 30,000 reimbursement claims per year.

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

This project is discretionary. However, the current system is vulnerable and may stop functioning at any time. If this were to occur, departments would be required to manually process paper reimbursement claims resulting in longer processing timeframes.

This solution would allow the County to have one standardized reimbursement program that would integrate with the County's ERP system and ensure that all reimbursement guidelines are met. The new online solution would utilize current technology with security and workflow capabilities which would eliminate the need for data entry of paper reimbursement forms.



## **County Employee Reimbursement**

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

The estimate implementation period is 28 months from start of project.

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County Employee Reimbursement					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Intangible Assets-Amortizable	1,252,860	0	0	0	0
<b>Total Cost</b>	<b>1,252,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. General Fund Revenue</b>					
No Revenue	0	0	0	0	0
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>1,252,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

County Employee Reimbursement					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Intangible Assets-Amortizable
0	0	0	0	0	<b>Total Cost</b>
					<b>II. General Fund Revenue</b>
0	0	0	0	0	No Revenue
0	0	0	0	0	<b>Total Revenue</b>
0	0	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	<b>Total Positions Funded Per Fiscal Year</b>



## **County Facilities Master Plan**

**1. Program Area**

General Government Services

**2. Involved Agencies and Departments**

County Executive Office (CEO), Health Care Agency (HCA), OC Public Works (OCPW), Sheriff-Coroner Department (OCSD), and OC Flood Control District (OCFCD)

**3. New or Continuing Strategic Priority**

This Strategic Priority is an update to the prior year 2018 SFP Strategic Priority.

**4. Description of Strategic Priority**

Current Real Estate Projects:

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

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

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

On June 4, 2019 the Board approved an option and lease agreement for the site with LNTCP. The approved option agreement consists of a one-year option term during which LNTCP will work on entitlements for the project with the City of Laguna Niguel and perform necessary due diligence on the property. As part of the proposal, LNTCP requested to relocate the Laguna Niguel Library at its cost. The approved lease agreement, which will be executed if LNTCP fulfills the conditions in the option, provides for a 79-year term and allows development of approximately 200,000 square feet of commercial space and 275



## **County Facilities Master Plan**

residential rental units. It is anticipated that the total payments to the County over the term of the lease would be approximately \$196 million.

This Strategic Priority includes \$1.7 million in development-related costs, \$3 million one-time relocation cost of the County Vehicle Maintenance Yard offset by \$3 million in revenue from the development of the site for FY 2020-21 through FY 2029-30. The \$3 million one-time relocation cost of the County Vehicle Maintenance Yard would address ongoing repair and maintenance of the OC Sheriff's patrol fleet for the South County contract cities. The garage would work in conjunction with the new OC Sheriff's Substation in Lake Forest.

The majority of the \$3 million revenue from site development would begin in FY 2024-25. An offset to the projected revenue of \$4.7 million in staffing and relocation costs results in an anticipated net \$1.7 million negative cash flow for the County General Fund during FY 2020-21 through FY 2029-30.

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

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

Since 2011, the County has pursued viable development options, engaged a Disposition and Development Agreement with Lowe Enterprises Inc. (Lowe) to act as the master developer, initiated the entitlement process for the properties, and allowed for subsequent phases of horizontal and vertical development and leasing of the subject properties. The Board approved Final Program EIR No. 620 for the 100AP on November 14, 2017, and approved Final EIR No. 621 on June 5, 2018 for the WAP. The City of Irvine, Laguna Greenbelt, Heritage Fields, and City of Laguna Beach subsequently filed complaints against the County related to the 100AP; and the City of Irvine, Heritage Fields, and City of Laguna Beach filed complaints related to the WAP.



## **County Facilities Master Plan**

As of October 31, 2018, \$6.5 million was expensed against the Disposition and Development Agreement with Lowe Enterprises Inc. The 100AP and WAP master planning, development plans, and final program environmental impact reports are complete. The Board of Supervisors approved the development plans, and the mitigation monitoring and reporting plans for 100AP and WAP in November 2017 and June 2018, respectively. The County is currently responding to legal challenges from the City of Irvine, Heritage Fields El Toro, City of Laguna Beach, etc.

This Strategic Priority includes \$60.3 million in revenue from the El Toro 100 Acres parcel and \$48.2 million in revenue from the WAP parcel for a total projected \$108.6 million revenue from both parcels. The El Toro 100 Acres parcel includes \$23.8 million of El Toro Improvement Fund (15T) implementation revenue (previously under litigation, but now settled) and \$36.5 million of Ground Lease revenue. The WAP parcel revenue is from Ground Lease proceeds. The total revenue is offset by \$15.1 million in expenses for the El Toro 100 Acres parcel and \$1.4 million expenses for WAP parcel, totalling \$16.6 million expense from both parcels, resulting in an anticipated net \$92.0 million revenue available to the County General Fund during FY 2020-21 through FY 2029-30.

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

This Strategic Priority excludes Civic Center Strategic Facilities Plan (CCSFP) Phase I & Phase II revenue, debt service, and other costs as forecasts of those components are included in the Capital Projects (036) and Countywide Capital Projects Non-General Fund (15D) budgets. The following information provides costs and funding related to the new County Administration South (CAS) and County Administration North (CAN) buildings.

On April 25, 2017, the Board approved the Civic Center Strategic Facilities Plan (CCSFP), consisting of four development phases. Phase 1 and 2 projects are as follows:

- **Phase 1 – County Administration South (CAS)**

Demolition of the old Building 16 and development of a 250,000 square foot replacement building, with a freestanding conference and events center successfully completed with a ribbon cutting ceremony on August 28, 2019. CAS is home to a Customer Service Center providing a centralized location for the public to access County services. County departments now occupying the building include OC Public Works, OC Waste & Recycling, Treasurer-Tax Collector, Clerk-Recorder, CEO Real Estate, CEO Risk Management, and OC Community Resources Administration. The Capital Projects (Budget Control 036) Strategic





## **County Facilities Master Plan**

Financial Plan base request includes \$10 million annually for CAS debt service payments beginning in FY 2020-21. Non-General Fund departments occupying CAS will fund approximately 76% of the debt service cost in the form of lease payments. The new CAS building will initially receive no Net County Cost allocation due to the availability of revenue from the OC Waste & Recycling Waste Disposal Agreement (WDA) approved by the Board on September 22, 2015 (WDA ends 6/30/2025).

- **Phase 2 – County Administration North (CAN)**

On September 25, 2018 and October 16, 2018 (2nd reading), the Board approved CAN as Phase 2 of the CCSFP, including demolition of existing Buildings 11, 12, and 14, the Building 12 parking lot, and perimeter fencing installation. The plan replaces Buildings 11, 12, and 14 with a 250,000 square foot sister building to CAS that would house the occupants of the Hall of Administration, and some Health Care Agency staff. The Countywide Capital Project Non-General Fund (15D) Strategic Financial Plan base request includes \$12.9 million for ongoing debt service for CAN beginning in FY 2022-23. Non-General Fund departments occupying CAN will fund approximately 35% of the debt service cost. WDA revenue is sufficient to cover Phase 2 CCSFP expenses for the next eight years including:

- 1) CCSFP Phase 2 CAN debt service beginning in FY 2022-23;
- 2) Osborne Building and other building space reconfiguration costs related to the CCSFP;
- 3) CCSFP Phase 2 design costs; and
- 4) Moving costs, etc.

Based on the construction schedule, demolition of existing Buildings 11, 12 and 14 began in October 2019, so that construction of the CAN facility may commence. It is currently anticipated that construction of CAN will begin in Spring 2020 and be completed by August 2022.

Phase 3 and 4 projects are still in early planning stages.

### **d. Fruit Street Assessment, Operations Center Plan:**

The City of Santa Ana is completing California Environmental Quality Act (CEQA) and National Environmental Protection Act (NEPA) work for the City's proposed Santa Ana Boulevard underpass of the railroad at the County's Fruit Street property. Funding may be needed for Fruit Street relocation and County Operation Center studies if funding to



## **County Facilities Master Plan**

construct the Santa Ana Boulevard underpass is identified by the City. A feasibility study was launched to ascertain the viability of relocation, renovation or rebuilding of the aging facilities at Fruit Street complex including: OC Public Works Operations & Maintenance, Material Lab, Facilities Operations, and Transportation Garage. OC Fleet may be significantly impacted by underpass construction and need to move from Fruit Street to an alternate location. If the County is required to relocate from the Fruit Street location, the compensation should be offered for the value of the site and relocation costs. This Strategic Priority item does not currently include funding for this project.

### **e. Greenspot - Highland Entitlement Acquisition:**

The OC Flood Control District (OCFCD) owns approximately 1,658 acres of vacant real property (Greenspot Property) in the southeastern-most portion of the City of Highland, south of the San Bernardino National Forest; east of the Santa Ana River and Greenspot Road; and north of Mill Creek and State Highway 38. The Greenspot Property was originally acquired by the OCFCD as a borrow site in conjunction with the construction of the Seven Oaks Dam as part of the Santa Ana River Project, soil from these sites was used for the construction but the land is no longer needed for the construction.

On November 9, 2010, the Board of Supervisors approved a contract with Lewis Planned Communities (Lewis) as the developer to assist with the entitlement of the Greenspot Property. Per this agreement, the Greenspot Property is currently being entitled as a master planned community of approximately 3,632 residential units and 51,840 square feet of commercial use. The agreement includes compensation to Lewis to receive approval of the project and the possible direct sale of the property to Lewis. City Council approval of the project occurred in July 2016. Ensuing California Environmental Quality Act (CEQA) litigation ensued, and was adversely decided against the County, which helped eliminate an existing voter referendum. Following the adverse ruling, the Highland city council rescinded the project approvals in response to a Project entitlements challenge. CEO Real Estate is working with the City of Highland, Lewis Planned Communities and its consultants to address and correct the identified deficiencies in the CEQA documentation for the project. OCFCD/CEO Real Estate, Lewis, the city and the CEQA consultants will meet to develop a scope, budget and schedule, as well as next steps in addressing the court ruling and potentially reapproving the Project. CEO Real Estate is also analyzing outside proposals for property acquisition property, pursuing further property evaluation, and exploring alternative property disposition options. Once a solution is identified and agreed upon, the matter will be brought before the Board for consideration and direction.



## **County Facilities Master Plan**

This project includes entitlement-related costs funded by revenues generated by site development and is included in the OC Flood base budget. This Strategic Priority includes \$29.4 million in revenue, offset by \$2.0 million in staffing costs, \$18.2 million in revenue sharing with other municipalities, and \$4.9 million in revenue sharing with Flood, resulting in an anticipated net \$4.2 million available to the County General Fund during FY 2020-21 through FY 2029-30.

### **f. Long-Term Lease of Orange County Flood Control District (OCFCD) Property at 1100 Bristol Street, Costa Mesa:**

The OCFCD owns approximately 6 acres of vacant real property in the City of Costa Mesa. A 21-year ground lease between the OCFCD and Ganahl Lumber Company (Ganahl) was entered into on October 24, 2016. Ganahl has constructed a new store on the site. Revenue from the 21-year lease will be over \$12 million, which includes the Option prices, the construction period rent, and operational period rent for the primary term. Should Ganahl choose to exercise the option to extend the primary lease term, additional revenue for each extension term would be a minimum of \$5 million for each seven-year extension term, for a total of over \$56 million for 63 years including all six extension terms (not including potential rent increases) and the initial period.

Revenue generated from leasing this site would be shared between the OCFCD and the County at a rate of 35 percent and 65 percent, respectively. A Cooperative Agreement between the OCFCD and CEO Real Estate was entered into on June 30, 2014.

This Strategic Priority includes \$6.1 million in revenue, offset by \$0.2 million in staffing expenses and \$2.1 million in revenue sharing with OCFCD, resulting in an anticipated net \$3.8 million available to the County General Fund during FY 2020-2021 through FY 2029-2030.

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

OC Flood Control District (OCFCD) owns approximately 95 acres of vacant real property at the southeast corner of Mountain and Bickmore in the City of Chino (City). The property was originally acquired by the OCFCD as required by the Army Corps of Engineers for furtherance of the Santa Ana River Mainstem Project. The property represents an opportunity to create a dependable, long-term revenue stream by establishing a ground lease and developing as a state-of-the-art logistics center.



## **County Facilities Master Plan**

The Board of Supervisors (Board) approved an Option Agreement with Majestic Realty on October 25, 2016, which included a form ground lease for the property. The 65-year ground lease could generate approximately \$628 million in revenue to OCFCD and the County. On September 11, 2018, the Board approved an amendment to the Option Agreement providing an additional three years for Majestic to process entitlements for this project. Majestic is preparing a development application with the City and participating in multiple Design Review Committee (DRC) meetings, the most recent of which was held on April 3, 2019. Draft conditions of approval have been received from the City, and negotiated with City staff; monthly meetings are held with the City Manager and Community Development Director; and County staff are coordinating efforts to help improve Army Corps processing times for the project. A meeting with Army Corps officials was held on July 30, 2019 at Congresswoman Torre's office in Ontario with Orange County Chairwoman Bartlett, Congresswoman Grace Napolitano, and San Bernardino County Chairman Curt Hagman also in attendance. A follow-up meeting is being coordinated to discuss issues germane to the County.

This Strategic Priority includes \$18.5 million in revenue, offset by \$0.5 million in staffing expenses and \$6 million in revenue sharing with OCFCD, resulting in an anticipated net \$11.5 million available to the County General Fund during FY 2020-21 through FY 2029-30.

### **h. Atwood Mercy Housing Development Opportunity in Placentia:**

The OCFCD owns approximately 2.34 acres of vacant property at Orangethorpe and Lakewood by the Atwood Channel in the City of Placentia. CEO Real Estate launched a competitive Request for Proposal in November 2015 and the Board approved an Option Agreement with Mercy Housing, along with a long-term ground lease. The lease with Mercy Housing commenced on December 19, 2018, and construction of a veteran's housing project on the property is underway.

This Strategic Priority includes \$463 thousand in staffing expenses with no offsetting revenue, resulting in an anticipated \$463 thousand cost to Flood Fund 400 during FY 2020-21 through FY 2029-30.

### **i. Be Well OC Hub Located at 265 South Anita Drive in the City of Orange:**

The Orange County Health Care Agency (HCA) 2016 Strategic Financial Plan identified creation of a campus-like setting for co-location of behavioral health services as a



## **County Facilities Master Plan**

strategic priority. In order to meet this need, HCA collaborated with Orange County CEO Real Estate to purchase a building for a behavioral campus at 265 Anita Drive in the City of Orange (Anita Building). The 2.1 acre property hosted a wood frame two-story office building circa 1985 which has been removed to facilitate construction of a modern, purpose-built, health care building. This Strategic Priority does not incorporate funding for the Be Well OC Behavioral Health Services campus as the related funding for FY 2020-21 is part of an expand augmentation submitted by HCA.

The HCA program planning process for the Anita Building evolved in parallel with the public-private co-creation of the Be Well OC Blueprint. Within that context, an opportunity emerged for a public-private partnership, between HCA and Mind OC (a not-for-profit organization affiliated with Be Well OC), to design and develop a de novo 60,000 square foot building, for the purpose of providing mental health and substance use disorder (SUD) services for all Orange County residents regardless of ability to pay. In addition to a number of shared services that would benefit all individuals utilizing the campus (e.g., eligibility workers, housing navigators, referral and linkage staff), the principle programs at the campus will include SUD Intake and Referral, a Crisis Stabilization Unit, a Crisis Residential Unit, withdrawal management, co-occurring residential treatment, and SUD residential treatment.

On January 29, 2019, the Board of Supervisors (Board) approved an agreement with Mind OC to design and construct the Be Well OC Behavioral Health Services campus and approved use of \$16.6 million in Mental Health Services Act (MHSA) funding. On June 11, 2019, the Board approved an amendment to the Mind OC contract to increase funding by \$11.4 million for the total \$28 million cost of the design and construction project. The \$11.4 million cash advance is provided by Cal Optima for future services (deferred revenue) from Health Care Agency at the Be Well OC Wellness Hub. During the initial years of operation, Health Care Agency will provide services at the new facility offset by reductions in deferred revenue from Cal Optima. The \$11.4 million will be appropriated in the FY 2020-21 budget process to allow construction cost recording and reduce the prepaid expense, Health Care Agency is expected to absorb the \$11.4 million within their budget.

### **j. Gothard Landfill Huntington Beach, CA**

The County owns approximately 11.5 acres of land located in the City of Huntington Beach which is part of the former 33-acre Gothard Street Landfill that closed in June 1962. On March 18, 2018, CEO Real Estate released an RFP for an Option and Master Lease



## **County Facilities Master Plan**

for use of the site. In response, the County received two proposals, one from Huntington Beach Jeep Chrysler (HBJC) and another which was nonresponsive. HBJC is a car dealership that has conducted business in the City of Huntington Beach for the past 34 years. A majority of their business is generated through internet sales that focuses on selling a higher volume of cars.

On June 4, 2019 the Board approved an Option and Lease Agreement with HBJC. The Agreement has an option term of nine months with a one-time cost of \$35,000. The Ground Lease has a primary term of 10 years and provides that if no default occurs, the Ground Lease will automatically renew for an additional 10 years. Thereafter, HBJC would have the option to extend the Ground Lease for up to two additional, 10-year consecutive terms. HBJC will pay the County \$21,000 per month for an annual rent payment of \$252,000. Rent revenue will be split between OC Waste & Recycling (OCWR) and the County. The nine month option term began on June 6, 2019 and HBJC cannot exercise their option to lease until all conditions of the Option Agreement are met.

This Strategic Priority includes \$571 thousand in revenue, offset by \$796 thousand in staffing and sage scrub mitigation expenses resulting in an anticipated \$225 thousand net cost to OCWR during FY 2020-21 through FY 2029-30. Initial years, OCWR will pay for all expenses and receive reimbursement first when revenue is generated, the net revenue after OCWR reimbursement will be distributed between County General Fund (65%) and OCWR (35%).

### **k. Coyote Canyon Development Opportunity in Newport Beach, CA**

Orange County owns approximately 361 acres at a former landfill site in Newport Beach. CEO Real Estate launched a competitive Request for Proposal process in 2016 to convert the site into a revenue-generating golf-course.

Negotiations with Tait Development, LLC commenced at the beginning of October 2018. Since that time, Tait has engaged in verifying the environmental viability of the site for the proposed project, and reviewing the proposed option and lease agreements. Tait submitted a final project proposal and an updated option and lease agreement on April 22, 2019 and subsequent negotiations related to the lease and option agreements concluded on August 23, 2019. The Board of Supervisors approved the option and lease agreement on October 8, 2019 and authorized the Chief Real Estate Officer to sign a





## County Facilities Master Plan

four-year option agreement on a 75-year lease. The lease has the potential to bring in over \$52 million in revenue to the County over its term.

This Strategic Priority includes \$1.9 million in revenue, offset by \$1.2 million in staffing expenses and \$0.2 million revenue sharing with OC Waste & Recycling, resulting in an anticipated net \$0.5 million available to the County General Fund during FY 2020-21 through FY 2029-30.

### **I. Green River Golf Course**

Orange County owns approximately 412 acres of improved land in Chino Hills. CEO Real Estate launched a competitive Request for Proposal process in 2018 to solicit proposals from various developers. The existing operator, CourseCo, was selected as the primary respondent and negotiations are currently underway to enter into a long-term ground lease with CourseCo. Anticipated conclusion of negotiations is December 2019.

This Strategic Priority includes \$2 million in revenue, offset by \$2.2 million in staffing and consultant expenses resulting in an anticipated \$0.2 million net cost to OC Flood during FY 2020-21 through FY 2029-30.

### **5. Personnel Impacts**

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

### **6. Cost Impact**

The following \$28.6 million costs are for staff and consultant time and materials and do not include offsetting revenues.

<b>Fiscal Year</b>	<b>Costs (in millions)</b>
2020-21	\$ 8.6
2021-22	4.6
2022-23	3.6
2023-24	2.4
2024-25	1.6
2025-26	1.7
2026-27	1.7
2027-28	1.4

**County Facilities Master Plan**

<b>Fiscal Year</b>	<b>Costs (in millions)</b>
2028-29	1.5
2029-30	1.5
<b>Total</b>	<b>\$ 28.6</b>

**7. Funding Sources**

The following \$170.1 million gross revenue included in the Strategic Priority stems from various real estate initiatives. Some Facilities Master Plan projects propose requests for General Funds, but each project will be discussed separately with the CEO and the Board for possible alternate funding.

<b>Fiscal Year</b>	<b>Gross Revenue (in millions)</b>
2020-21	\$ 3.8
2021-22	6.7
2022-23	27.8
2023-24	11.4
2024-25	12.8
2025-26	23.3
2026-27	21.8
2027-28	20.8
2028-29	20.6
2029-30	21.1
<b>Total</b>	<b>\$ 170.1</b>

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	0%	100%





## County Facilities Master Plan

### 8. Stakeholders

Residents and leadership of the City of Santa Ana, the City of Laguna Niguel, the City of Newport Beach and the Cities of Highland and Chino in San Bernardino County (Greenspot and Prado), citizens served by the Health Care Agency, other County Departments and citizens served by OC Public Works, and the County Executive Office

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

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

### 10. Implementation Period if Funding Were Available

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

This Strategic Priority is projected to provide \$110.9 million to the County General Fund to address one-time capital investments and other obligations in the ten-year plan and may provide net revenue contributions or Net County Cost as follows:

<b>Fiscal Year</b>	<b>Net Source/(Use) (in millions)</b>
2020-21	(\$ 4.1)
2021-22	2.6
2022-23	9.7
2023-24	8.5
2024-25	10.7
2025-26	14.2
2026-27	15.6
2027-28	17.9
2028-29	17.7
2029-30	18.1
<b>Total</b>	<b>\$ 110.9</b>

These amounts are the net General Fund NCC or contributions after considering \$30.6 million for FY 2020-21 through FY 2029-30 revenue sharing with: OC Flood - \$12.3 million, and State and other counties - \$18.2 million for the Greenspot project.



## **County Facilities Master Plan**

Various capital projects in the 2019 Strategic Financial Plan - Strategic Priorities require more than \$110 million in infrastructure investments. It is critical that the County continue revenue initiatives identified in the Facilities Master Plan and generate revenue to address ongoing and one-time infrastructure needs for various County facilities.

Strategic Priorities submitted this year requiring more than \$100 million in infrastructure investment from the County include the Sheriff-Coroner Alternate Emergency Operations Center and the Sheriff-Coroner Capital Improvement and Maintenance Repair plans.

In addition, there are many capital and deferred maintenance projects not included as strategic priorities. There is aging infrastructure related to the jails, and Probation and other County facilities, which may require substantial infrastructure investments. The County is currently developing the Computerized Maintenance and Management System (CMMS), which would assist in the identification of pending capital and deferred maintenance projects and infrastructure needs for all County facilities.

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County Facilities Master Plan					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Other Charges	0	0	9,774,144	0	0
Other Financing Uses	0	0	4,746,348	404,272	549,431
Services & Supplies	8,627,309	4,566,243	3,615,929	2,422,431	1,618,231
<b>Total Cost</b>	<b>8,627,309</b>	<b>4,566,243</b>	<b>18,136,421</b>	<b>2,826,703</b>	<b>2,167,662</b>
<b>II. Non-General Fund Revenue</b>					
Charges For Services	656,892	518,508	0	0	0
Other Financing Sources	3,846,668	6,709,290	27,800,414	11,361,746	12,821,881
<b>Total Revenue</b>	<b>4,503,560</b>	<b>7,227,798</b>	<b>27,800,414</b>	<b>11,361,746</b>	<b>12,821,881</b>
<b>III. Reserves</b>					
Reserves	(4,123,749)	2,661,555	9,663,993	8,535,043	10,654,219
<b>Total Reserves Inc/(Dec)</b>	<b>(4,123,749)</b>	<b>2,661,555</b>	<b>9,663,993</b>	<b>8,535,043</b>	<b>10,654,219</b>
<b>IV. Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>V. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

County Facilities Master Plan					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
5,277,986	3,186,778	0	0	0	Other Charges
2,170,973	1,271,297	1,490,308	1,412,304	1,450,474	Other Financing Uses
1,658,295	1,699,353	1,428,473	1,463,769	1,499,940	Services & Supplies
<b>9,107,254</b>	<b>6,157,428</b>	<b>2,918,781</b>	<b>2,876,073</b>	<b>2,950,414</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
0	0	0	0	0	Charges For Services
23,269,285	21,785,274	20,843,344	20,569,512	21,062,190	Other Financing Sources
<b>23,269,285</b>	<b>21,785,274</b>	<b>20,843,344</b>	<b>20,569,512</b>	<b>21,062,190</b>	<b>Total Revenue</b>
					<b>III. Reserves</b>
14,162,031	15,627,846	17,924,563	17,693,439	18,111,776	Reserves
<b>14,162,031</b>	<b>15,627,846</b>	<b>17,924,563</b>	<b>17,693,439</b>	<b>18,111,776</b>	<b>Total Reserves</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>IV. Balance</b>
					<b>V. Staffing</b>
0	0	0	0	0	No Positions
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Positions Funded Per Fiscal Year</b>





## **HCA 17th Street Campus Master Plan**

### **1. Program Area**

Capital Improvements

### **2. Involved Agencies and Departments**

Health Care Agency (HCA)

### **3. New or Continuing Strategic Priority**

This is a continuing Strategic Priority originally proposed in the 2018 Strategic Financial Plan in the Community Services program area.

### **4. Description of Strategic Priority**

The 17<sup>th</sup> Street Clinic project site is located at 1725 West 17th Street, in the City of Santa Ana. The overall project site contains several low-rise buildings and surface parking areas. The building under review is 91,560 square feet and encompasses one permanent building and several modular structures on the overall project site. Parking lots are located to the north of the main building and to the south at the main entry from West 17th Street.

The 17th Street Clinic (Clinic) building is used to provide core public health services and programs necessary to protect the health and safety of Orange County residents and visitors. Services include mandated public health activities such as surveillance of communicable diseases, interventions to control outbreaks and spread of disease, and planning and preparedness activities to protect health and well-being in the event of a pandemic or other public health emergency. The Clinic also provides disease prevention and control clinical services, such as immunizations, tuberculosis treatment, HIV care, and sexually transmitted disease testing, treatment, and control activities. Additionally, the facility houses programming for pregnant women, infants, children, adolescents, senior adults and others to promote better health outcomes. Maintaining these core public health services at this location is highly desirable. Co-located on this property is the Public Health Laboratory (PHL), which plays a critical role in protecting public safety through communicable disease testing, including agents of bioterrorism. Co-location is important as the clinical and disease control programs rely upon the services of the PHL. Additionally, HCA prefers to remain at the current location based on: 1) clients and patients served; 2) ease of accessibility by public transportation; 3) central location in the County; and 4) disease rates and other public health outcomes in the County.



## **HCA 17th Street Campus Master Plan**

The building has one main level above grade with no subterranean level, except for the northwest section of the building that has four partial levels (two of which are below grade). One hydraulic elevator serves the northwest corner of the building. The building was constructed in several phases and its interior was renovated numerous times. The original building most likely dates to the 1950s or earlier. There were two major structural expansions in 1958-59 and 1962. A partial floor was added post-1962. There have been a number of interior renovations and major equipment replacements over the years.

The condition of the systems reviewed, including structural, architectural, roofing, Heating Ventilation and Air Conditioning, plumbing, and electrical, varies from fair to poor and a number of systems have or will reach their expected useful life in the near future. The building systems are experiencing failures in various locations and the overall systems range from moderate to poor in terms of overall reliability and serviceability. The camera survey of the below grade waste and sewer lines indicate they are at the end of their useful life and may need replacement in the very near future. The effort to maintain, repair, and replace entire systems has increased and is generally cost prohibitive given that the entire systems must be replaced while the building maintains operational status. The overall structural system could require retrofitting to bring up to new building code and modern seismic standards. The exterior walls and interior finishes vary, but are considered to be in poor condition and the building is not watertight. Replacement of the existing structures would best ensure the continued health and safety of clients served and County staff working at this facility.

Construction of the new building may be at the existing parking area & demolished temporary structure areas, which would allow for continuity of existing operations. There are two temporary structures on the site that would be demolished in order to construct the new building. A portion of the parking lot would also be used for the new site. After construction is complete and the 17th Street Clinic is moved into the new location, the old building would be demolished and converted into a parking lot.

### **5. Personnel Impacts**

No additional staffing would be required.

### **6. Cost Impact**

The total cost to replace the existing clinic with an 84,000 square foot building is estimated at \$31.5 million and assumes no relocation of the 17th Street Clinic during the new building construction. The FY 2019-20 Budget includes \$2 million in appropriations using





### **HCA 17th Street Campus Master Plan**

available monies set-aside by HCA in FY 2018-19 (\$13.9 million) from cancellation of various 17<sup>th</sup> Street Clinic projects. The County Executive Office and Health Care Agency are working collaboratively to consider further available funding options for the remaining \$29.5 million cost to complete the project.

#### **7. Funding Sources**

HCA and the County Executive Office will collaborate to identify funding for this project that could include Public-Private- Partnership (P3) funding; use of monies set aside from cancelled projects; other eligible funding sources; or some combination of funding sources.

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	0%	0%	100%

#### **8. Stakeholders**

Health Care Agency  
Orange County Health Improvement Partnership  
Orange County HIV Planning Council  
CalOptima  
CHOC  
California Department of Public Health

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

This project is discretionary.

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

Funding of \$2 million was approved for design work in FY 2019-20. The County Executive Office, Health Care Agency, and OC Public Works will work with vendors to prepare 17<sup>th</sup> Street Clinic programing documents, construction drawings, plan checks, and a project design. The programing document will help the County explore the possibility of a P3 funding option for this facility. If a P3 funding option is not feasible and other funding becomes available, construction could begin in FY 2020-21 to construct the replacement facility. Construction is estimated to take approximately 18 months.

HCA 17th Street Campus Master Plan					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Structures & Improvements	29,500,000	0	0	0	0
<b>Total Cost</b>	<b>29,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>					
Other Financing Sources	29,500,000	0	0	0	0
<b>Total Revenue</b>	<b>29,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>III. General Fund Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>					
No Positions	0	0	0	0	0
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

HCA 17th Street Campus Master Plan					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Structures & Improvements
0	0	0	0	0	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
0	0	0	0	0	Other Financing Sources
0	0	0	0	0	<b>Total Revenue</b>
0	0	0	0	0	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positions
0	0	0	0	0	<b>Total Positions Funded Per Fiscal Year</b>





## **Physical Identity Access Management (PIAM)**

**1. Program Area**

Insurance, Reserves & Miscellaneous

**2. Involved Agencies and Departments**

This Strategic Priority encompasses all County departments.

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

**5. Personnel Impacts**

OCIT is experiencing a shortage of available resources to support the day-to-day badge operations. The current staff job classifications in the badge office are not at a level to manage a project of this size, therefore the program would require one Administrative Manager I to collaborate on project requirements with Departments and oversee

**Physical Identity Access Management (PIAM)**

operations post-implementation. Funding for the position is requested in the second year (FY 2021-22) when installation of the software and server would be deployed.

**6. Cost Impact**

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

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

Ongoing staffing costs are \$150 thousand to \$154 thousand per year

**7. Funding Sources**

OCIT requests \$2.1 million in General Fund (NCC) during the first four years of implementation, 50% of the entire project. The remaining \$2.2 million, 50% of the project cost, will be included in OC Information Technology's (OCIT) Budget and billed back to Departments through Badge Access pass-through rates.

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

**8. Stakeholders**

The County Executive Office provides project budget review and directs countywide Identity Management compliance policies for agencies to follow. The system owners include OCIT, OCPW, OCSD and OC Community Resources (OCCR). All agency Directors or designees (Administration and Building managers) are participant stakeholders. John Wayne Airport is implementing a similar Identity Management System and can offer expertise and guidance.

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

The project is discretionary.

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

OCIT anticipates issuing a Request for Proposal in FY 2020-21. If funding is identified, the project would then be presented to the Board of Supervisors for approval. If funding is identified in FY 2020-21, information gathering, functional design, workflow policies development, system baseline installation, user access testing and training could occur in FY 2021-22. Under this scenario, PIAM production deployment (Go Live) could take place in FY 2022-23.

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Physical Identity Access Management (PIAM)					
	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>I. Cost</b>					
Equipment	0	980,000	420,000	0	0
Salaries & Benefits	0	145,866	148,198	150,300	153,734
Services & Supplies	50,000	18,000	18,000	208,000	208,000
<b>Total Cost</b>	<b>50,000</b>	<b>1,143,866</b>	<b>586,198</b>	<b>358,300</b>	<b>361,734</b>
<b>II. Non-General Fund Revenue</b>					
Charges For Services	0	0	0	0	361,734
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>361,734</b>
<b>III. General Fund Requirement</b>	<b>50,000</b>	<b>1,143,866</b>	<b>586,198</b>	<b>358,300</b>	<b>0</b>
<b>IV. Staffing</b>					
Administrative Manager I	0	1	1	1	1
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



Physical Identity Access Management (PIAM)					
FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
153,734	153,734	153,734	153,734	153,734	Salaries & Benefits
208,000	208,000	208,000	208,000	208,000	Services & Supplies
<b>361,734</b>	<b>361,734</b>	<b>361,734</b>	<b>361,734</b>	<b>361,734</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
361,734	361,734	361,734	361,734	361,734	Charges For Services
<b>361,734</b>	<b>361,734</b>	<b>361,734</b>	<b>361,734</b>	<b>361,734</b>	<b>Total Revenue</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
1	1	1	1	1	Administrative Manager I
<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>Total Positions Funded Per Fiscal Year</b>