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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 sub-category, referred to as Emerging Initiatives, for requests that require additional information and analysis related to scope, timing, or funding requirements before being presented as Strategic Priorities.

Strategic Priorities submissions are characterized by the following basic criteria:

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

The process of identifying Strategic Priorities involves the County's Department Heads, their staff, the County Executive Office and the Board of Supervisors. Departments submitted 41 Strategic Priorities (Priorities) and it was determined that 13 more closely fit the definition of Emerging Initiatives. The remaining 28 Strategic Priorities represent a total Net County Cost (NCC) of \$574.4 million over the first five years with a first year NCC of \$101.5 million growing to an annual NCC of \$113.0 million by the fifth plan year. The aggregate ten-year cost of the Priorities is estimated to be \$1.1 billion. Of the 28 priorities, 16 represent continuing priorities and 12 represent newly identified priorities. All Priorities are standardized into a ten-point format designed to capture all significant and relevant factors considered when making funding recommendations.



The primary focus of the SFP is on programs and resources funded from General Purpose Revenues (NCC); however, some Strategic Priorities may be funded from dedicated revenue sources (e.g. State and Federal grants). The County Executive Office will work with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of the priorities. At this time, no funding is recommended for implementation of Strategic Priorities. Any funding of Strategic Priorities will be recommended as part of the FY 2022-23 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 NCC, for potential future inclusion as Strategic Priorities:

### **OC CARES**

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

- Mental Health and Substance Use Disorder Support Services for Juveniles
- Coordinated Assessment Process
- Coordinated Case Management Program
- Data Tracking Tool for the Courts
- Housing for Transitional Aged Youth

### **OC Public Libraries**

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

### **Health Care Agency (HCA)**

- Long Term Care Beds – Request to expand the inpatient psychiatric system inventory and availability of in-county long term care beds for the most vulnerable individuals with serious mental illness in Orange County.



- Enhance Environmental Health Staffing – Request for additional positions to meet estimated future growth of public health and safety inspections and monitoring.

### OC Community Resources (OCCR) and Social Services Agency (SSA)

- Master Plan for Aging – OCCR and SSA submitted requests for recognition of future resource needs, including requests for additional staffing, to address possible gaps in services and establish programs to better meet the needs of Orange County's senior population.

### Social Services Agency

- County Community Service Centers (CCSC) – Request to evaluate the current service delivery model for determining the best approach to better meet the needs of the public accessing County services. While SSA is the lead department on this emerging initiative, it is a multi-department effort including, but not limited to, HCA and OCCR.

### 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.

A summary of the 2021 Strategic Priorities and the NCC request by program and department follows this page.

## 2021 STRATEGIC PRIORITIES

			10-Year NCC Request	5-Year NCC Request	ANNUAL NCC REQUEST	
C/N	Department	Strategic Priority Title			FY 22-23	FY 23-24
American Rescue Plan Act of 2021						
N	County Executive Office (017)	Be Well Campus Expansion	0	0	0	0
N	County Executive Office (017)	Emergency Medical Services Operating Facility	0	0	0	0
American Rescue Plan Act of 2021 Subtotal			0	0	0	0
OC CARES						
C	County Executive Office (017)	Expand Specialty Courts	8,601,860	4,300,930	860,186	860,186
N	County Executive Office (017)	Expand Behavioral Health Public Safety Response Team	5,646,750	2,934,330	620,769	672,990
N	County Executive Office (017)	Pre-Arraignment Diversion Program	9,885,164	8,949,429	8,193,142	190,546
C	County Executive Office (017)	Enhance Inmate Programming Services	0	0	0	0
C	County Executive Office (017)	Coordinated Reentry System	4,002,124	2,743,964	1,000,000	550,503
N	County Executive Office (017)	Juvenile Corrections Campus	TBD	TBD	TBD	TBD
C	County Executive Office (017)	System of Care Data Integration for Care Coordination	TBD	TBD	TBD	TBD
C	County Executive Office (017)	Permanent Supportive/Affordable Housing	TBD	TBD	TBD	TBD
Access						
OC CARES Subtotal			28,135,898	18,928,653	10,674,097	2,274,225
Program I - Public Protection						
N	Public Defender (058)	Body Worn Camera Workload Impact Mitigation	57,721,000	25,581,240	2,224,826	4,053,172
N	Sheriff-Coroner (060)	Emergency Operations Center Audio-Visual & Security System Upgrade	2,988,428	2,988,428	1,571,793	729,866
C	Sheriff-Coroner (060)	Inmate Transportation Buses	2,223,000	2,223,000	1,482,000	0
N	Sheriff-Coroner (060)	Intake Release Center Air Handler Units Replacement	12,314,860	12,314,860	2,462,972	2,462,972
C	Sheriff-Coroner (060)	Jail Security Electronic Control Systems Upgrade/Replacement	25,900,000	16,800,000	3,500,000	3,500,000
C	Sheriff-Coroner (060)	James A. Musick Facility Expansion – Phase 1 Staffing	494,911,635	241,309,851	40,042,752	50,262,498
C	Sheriff-Coroner (060)	James A. Musick Facility Expansion – Phase 2 Staffing	182,310,151	84,031,469	5,811,264	19,540,051
N	Sheriff-Coroner (060)	Orange County Jail Facilities ADA Compliance Upgrade	9,684,673	7,882,433	2,472,063	959,070
C	Sheriff-Coroner (060)	Sheriff-Coroner Facilities Capital Improvement Plan	80,833,877	77,252,377	10,306,492	18,657,357
C	Sheriff-Coroner (060)	Sheriff-Coroner Facilities Maintenance Repair Plan	24,898,239	13,674,508	4,000,006	921,040
N	Sheriff-Coroner (060)	Theo Lacy Facility Additional Staffing	99,494,406	50,147,376	10,217,572	10,071,648
Program I Subtotal			993,280,269	534,205,542	84,091,740	111,157,674
Program II - Community Services						
N	Health Care Agency (042)	Implement Jail Based Competency Treatment (JBCT) Program	0	0	0	0
C	OC Public Libraries (120)	New Library in the City of Irvine	0	0	0	0
Program II Subtotal			0	0	0	0
Program III - Infrastructure & Environmental Services						
N	Utilities (040)	Central Utility Facility (CUF) Compressor Replacements	5,100,000	5,100,000	300,000	1,600,000
Program III Subtotal			5,100,000	5,100,000	300,000	1,600,000
Program IV - General Government Services						
C	CAPS Program (014)	CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade	21,436,375	13,285,125	5,008,106	5,093,550
C	CAPS Program (014)	County Employee Expense Reimbursement	1,381,278	1,381,278	1,381,278	0
C	Real Estate Development Program (135)	County Facilities Master Plan	0	0	0	0
Program IV Subtotal			22,817,653	14,666,403	6,389,384	5,093,550
Program VII - Insurance, Reserves & Miscellaneous						
C	OCIT Countywide Services (289)	Physical Identity Access Management (PIAM)	1,486,000	1,486,000	50,000	998,000
Program VII Subtotal			1,486,000	1,486,000	50,000	998,000
Total NCC Request			1,050,819,820	574,386,598	101,505,221	121,123,449

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

## 2021 STRATEGIC PRIORITIES

(COST LESS REVENUE OR OTHER SOURCES)				Strategic Priority Title	Department	C/N
FY 24-25	FY 25-26	FY 26-27	FY 27-28 to FY 31-32			
				<b>American Rescue Plan Act of 2021</b>		
0	0	0	0	Be Well Campus Expansion	County Executive Office (017)	N
0	0	0	0	Emergency Medical Services Operating Facility	County Executive Office (017)	N
0	0	0	0	<b>American Rescue Plan Act of 2021 Subtotal</b>		
				<b>OC CARES</b>		
860,186	860,186	860,186	4,300,930	Expand Specialty Courts	County Executive Office (017)	C
552,487	545,600	542,484	2,712,420	Expand Behavioral Health Public Safety Response Team	County Executive Office (017)	N
190,432	188,162	187,147	935,735	Pre-Arrest Diversion Program	County Executive Office (017)	N
0	0	0	0	Enhance Inmate Programming Services	County Executive Office (017)	C
473,566	397,479	322,416	1,258,160	Coordinated Reentry System	County Executive Office (017)	C
TBD	TBD	TBD	TBD	Juvenile Corrections Campus	County Executive Office (017)	N
TBD	TBD	TBD	TBD	System of Care Data Integration for Care Coordination	County Executive Office (017)	C
TBD	TBD	TBD	TBD	Permanent Supportive/Affordable Housing Access	County Executive Office (017)	C
2,076,671	1,991,427	1,912,233	9,207,245	<b>OC CARES Subtotal</b>		
				<b>Program I - Public Protection</b>		
6,450,856	6,424,434	6,427,952	32,139,760	Body Worn Camera Workload Impact Mitigation	Public Defender (058)	N
228,923	228,923	228,923	0	Emergency Operations Center Audio-Visual & Security System Upgrade	Sheriff-Coroner (060)	N
0	0	741,000	0	Inmate Transportation Buses	Sheriff-Coroner (060)	C
2,462,972	2,462,972	2,462,972	0	Intake Release Center Air Handler Units Replacement	Sheriff-Coroner (060)	N
4,900,000	2,100,000	2,800,000	9,100,000	Jail Security Electronic Control Systems Upgrade/Replacement	Sheriff-Coroner (060)	C
50,476,991	50,260,836	50,266,774	253,601,784	James A. Musick Facility Expansion – Phase 1 Staffing	Sheriff-Coroner (060)	C
19,616,566	19,534,330	19,529,258	98,278,682	James A. Musick Facility Expansion – Phase 2 Staffing	Sheriff-Coroner (060)	C
1,415,780	1,488,000	1,547,520	1,802,240	Orange County Jail Facilities ADA Compliance Upgrade	Sheriff-Coroner (060)	N
19,627,121	16,353,867	12,307,540	3,581,500	Sheriff-Coroner Facilities Capital Improvement Plan	Sheriff-Coroner (060)	C
1,756,523	2,078,287	4,918,652	11,223,731	Sheriff-Coroner Facilities Maintenance Repair Plan	Sheriff-Coroner (060)	C
10,059,492	9,929,258	9,869,406	49,347,030	Theo Lacy Facility Additional Staffing	Sheriff-Coroner (060)	N
116,995,224	110,860,907	111,099,997	459,074,727	<b>Program I Subtotal</b>		
				<b>Program II - Community Services</b>		
0	0	0	0	Implement Jail Based Competency Treatment (JBCT) Program	Health Care Agency (042)	N
0	0	0	0	New Library in the City of Irvine	OC Public Libraries (120)	C
0	0	0	0	<b>Program II Subtotal</b>		
				<b>Program III - Infrastructure &amp; Environmental Services</b>		
1,600,000	1,600,000	0	0	Central Utility Facility (CUF) Compressor Replacements	Utilities (040)	N
1,600,000	1,600,000	0	0	<b>Program III Subtotal</b>		
				<b>Program IV - General Government Services</b>		
3,183,469	0	0	8,151,250	CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade	CAPS Program (014)	C
0	0	0	0	County Employee Expense Reimbursement	CAPS Program (014)	C
0	0	0	0	County Facilities Master Plan	Real Estate Development Program (135)	C
3,183,469	0	0	8,151,250	<b>Program IV Subtotal</b>		
				<b>Program VII - Insurance, Reserves &amp; Miscellaneous</b>		
438,000	0	0	0	Physical Identity Access Management (PIAM)	OCIT Countywide Services (289)	C
438,000	0	0	0	<b>Program VII Subtotal</b>		
124,293,364	114,452,334	113,012,230	476,433,222	<b>Total NCC Request</b>		

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







### **American Rescue Plan Act of 2021**

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

The County of Orange was allocated \$616.8 million in ARPA/SLFRF (ARPA) and the legislation requires the funds be distributed in two equal allotments. The first allotment of \$308.4 million was received on May 21, 2021. The second allotment of \$308.4 million is anticipated to be received no sooner than 12 months from the first payment, or no earlier than May 21, 2022.

The primary focus of the County is strategic allocation and use of the ARPA funds in response to the pandemic and promoting economic recovery with recognition of the need for prudent and sustainable planning. In its recovery plans, the County is committed to supporting the health and welfare of all Orange County residents. The County plans to recover revenue losses from the COVID-19 pandemic, currently estimated at over \$557 million, in order to stabilize the County's budget to ensure its ability to continue providing high quality services to the community, sustaining countywide operations and initiatives, strengthening support for vital public services, restoring staff resources impacted by the pandemic, and addressing public health and other economic challenges.

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

Another project funded by ARPA, currently in the planning phase, is to build a second behavioral health campus in the El Toro area in the City of Irvine. The campus would provide easy access for law enforcement or other first responders and provide options for the individuals encountered who are facing a mental health or substance use crisis diverting them to treatment services and away from jail. In addition, the campus would serve as an integrated support center that will provide linkages with complimentary community and social support services.



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

### **1. Negative Economic Impacts**

#### Meal Gap Program (One-time Funding)

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

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

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

### **2. Revenue Replacement**

#### Be Well South Campus (One-time Funding)

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

#### Emergency Medical Services Operating Facility (One-time Funding)

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

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

The County's general COVID-19 Public Health response includes, but is not limited to, expenditures such as payroll costs for staff supporting the COVID-19 pandemic response; testing and tracing; personal protective equipment (PPE); sanitation supplies; disinfection/sanitation of public areas and offices; maintenance and improvement of telework capabilities for employees; paid sick leave and paid family and medical leave for public employees to enable compliance with COVID-19 public health precautions; public health facility costs; extension of the nutrition gap program; and support of Affordable Housing/HomeKey programs.

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

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



### Veterans Cemetery (One-time Funding)

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

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

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

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

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

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

This funding will be used for recently restored positions, originally deleted through the Voluntary Incentive Program to mitigate some of the County's economic impacts from the COVID-19 pandemic.

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

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

### OC Hunger Alliance (One-time Funding)

OC Hunger Alliance will receive funds for the purchase of emergency food to address immediate needs related to COVID-19 and to purchase food and water storage equipment to aid in the event of a future disaster or emergency.

### FY 2021-22 Mid-Year/FY 2022-23 Budget/Strategic Priorities/Workers' Compensation

This funding will be strategically allocated for specific projects with details to be provided with future SFP and/or Budget updates, as uses are approved.

### Other Board of Supervisors Directed Uses

This funding will be strategically allocated for specific Board of Supervisors directed uses with details to be provided with future SFP and/or Budget updates, as uses are approved.



**ARPA Board of Supervisors Approved Uses**

<b>First Tranche</b>	<b>308,420,472</b>
<b>Negative Economic Impact</b>	<b>AMOUNT (\$)</b>
Meal Gap Program	10,000,000
Economic Support to Arts-Related Businesses and Non-profits	5,000,000
<b>Subtotal Negative Economic Impact</b>	<b>15,000,000</b>
<b>Board Approved Use of \$293.4M Revenue Loss</b>	<b>AMOUNT (\$)</b>
Departments' FY 2020-21 COVID-19 Response	13,503,019
FY 2021-22 Restore Augmentations	39,905,210
Departments' FY 2021-22 COVID-19 Response	19,878,822
Veterans Cemetery	20,000,000
Supportive Services/Landlord Incentives-Emergency Housing Vouchers	9,214,861
Bridge Digital Divide-Tech Solutions for Seniors	2,454,800
Restore Voluntary Incentive Program Deleted Positions	3,954,401
HCA - Emergency Medical Services Operating	75,000,000
HCA - Be Well 2 South Campus	40,000,000
OCIT: Remote Workspace Delivery – Virtual Desktop Infrastructure	1,930,000
OCIT: Virtual Private Network (VPN) Solution Expansion	445,000
OC Hunger Alliance	5,000,000
FY 2021-22 Mid-Year/FY 2022-23 Budget/Strategic Priorities/Workers' Compensation	37,134,358
Other Board of Supervisors Directed Uses	25,000,000
<b>Subtotal Board Approved Uses of Revenue Loss</b>	<b>293,420,472</b>
<b>First Tranche Total Approved Uses</b>	<b>308,420,472</b>
<b>First Tranche Remaining to be Allocated</b>	<b>(0)</b>
<b>Second Tranche</b>	<b>308,420,472</b>
<b>CEO Recommended Use of Second Tranche</b>	<b>Amount (\$)</b>
Year 1 (\$21M) and Year 2 (\$264M est) Revenue Loss	285,625,233
Other Board of Supervisors Directed Uses	22,795,239
<b>Total CEO Recommended Use of Second Tranche</b>	<b>308,420,472</b>
<b>CEO Recommended Use of Second Tranche Revenue Loss</b>	<b>Amount (\$)</b>
Future COVID-19 Response	100,000,000
Future Budgets/Strategic Priorities/FEMA Unreimbursed/Workers' Compensation	100,000,000
Other Board of Supervisors Directed Uses	85,625,233
<b>Total CEO Recommended Use of Second Tranche Revenue Loss</b>	<b>285,625,233</b>



## **Be Well Campus Expansion**

### **1. Program Area**

Community Services

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

Health Care Agency (HCA)

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

This is a new Strategic Priority.

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

HCA established its first behavioral health campus, Be Well North, in the city of Orange in April 2021 through a public-private partnership. The Be Well North campus provides 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. In addition, the Be Well North campus provides the first youth crisis stabilization unit in the County.

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

A site in Irvine has been identified as the second location for the Be Well South campus to be established through a public-private partnership. This is currently in the planning phase with implementation anticipated in FY 2023-24. The third campus has not yet entered the planning phase.



## **Be Well Campus Expansion**

### **5. Personnel Impacts**

Services are anticipated to be contracted and the need for additional County staff is still being determined.

### **6. Cost Impact**

Be Well South is currently in the planning phase with construction costs approximated at \$45 million. Costs for services will be based on the future services provided. Cost estimates have not been developed for the third location.

### **7. Funding Sources**

An amount up to \$45 million has been identified with \$40 million allocated from revenue replacement funds received under the American Rescue Plan Act and \$5 million received as a state earmark for the construction of the Be Well South Campus. Funding is still to be determined for the third location.

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

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
89%	11%	0%	0%

### **8. Stakeholders**

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

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

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

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

Once the planning process is completed, construction of Be Well South may begin in early FY 2022-23 with services implemented in late FY 2023-24. If funding and resources were available, the third Be Well Campus could begin the planning phase in FY 2023-24.

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Be Well Campus Expansion					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	30,000,000	15,000,000	0	0	0
<b>Total Cost</b>	<b>30,000,000</b>	<b>15,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenues	30,000,000	15,000,000	0	0	0
<b>Total Revenue</b>	<b>30,000,000</b>	<b>15,000,000</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>	<b>Pos Yr 1</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>



Be Well Campus Expansion					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<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	Intergovernmental Revenues
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>



## **Emergency Medical Services Operating Facility**

**1. Program Area**

Community Services

**2. Involved Agencies and Departments**

Health Care Agency (HCA)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

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

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

**Emergency Medical Services Operating Facility****5. Personnel Impacts**

No additional staffing is required.

**6. Cost Impact**

This project is currently in the planning phase with total costs estimated at \$75 million.

**7. Funding Sources**

An amount up to \$75 million has been allocated from the revenue replacement funds received under the American Rescue Plan Act for construction, equipment, and other related costs.

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

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

**8. Stakeholders**

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

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

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

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

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

Emergency Medical Services Operating Facility					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	45,000,000	30,000,000	0	0	0
<b>Total Cost</b>	<b>45,000,000</b>	<b>30,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenue	45,000,000	30,000,000	0	0	0
<b>Total Revenue</b>	<b>45,000,000</b>	<b>30,000,000</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>	<b>Pos Yr 1</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>

Emergency Medical Services Operating Facility					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<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	Intergovernmental 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>





### OC CARES

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

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

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

The 2025 Vision was adopted by the Board of Supervisors (Board) on October 22, 2019 and links the county criminal justice system and the Systems of Care to address the underlying issues of the individuals seeking services throughout the County's various Systems of Care and provide inmates and at-risk-individuals with the services they need to become self-determined and facilitate successful reentry into the community. The 2025 Vision is reviewed and updated quarterly to ensure the direction remains relevant with County goals and objectives.

The 2025 Vision includes goals or action items that may be considered Strategic Priorities or Emerging Initiatives for each System of Care. One project previously identified as a Strategic Priority has been completed:

- Enhancing In-Custody Behavioral Health Treatment  
This Strategic Priority was first identified with the 2018 Strategic Financial Plan and established a comprehensive in-custody behavioral health program to identify individuals upon intake who required specialized services and assigned them to specialized housing in the jails to receive advanced specific programming. This program also included individualized treatment plans and discharge plans that linked to post-custody services. As of FY 2021-22, a total of 170.5 full-time equivalent positions were added with an annualized cost of \$44 million.



In September 2021, a special meeting of the Orange County Criminal Justice Coordinating Council was held that focused on updates to the existing Emerging Initiatives and Strategic Priorities and identified new ones applicable to the 2025 Vision and related Systems of Care. The information received was analyzed and incorporated into the 2021 Strategic Financial Plan. The following provides a brief summary of the new and remaining Emerging Initiatives and Strategic Priorities identified for the County's Systems of Care.

### **1. Behavioral Health**

#### **Be Well South Campus**

This is a new Strategic Priority. The Be Well South Campus is the second of three planned behavioral health campuses for the Health Care Agency and is included in the section for the American Rescue Plan Act projects. The first Be Well North Campus at Anita Drive in Orange was implemented in April 2021 and included as a Strategic Priority in the Strategic Financial Plan for the years 2016 to 2019.

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

This is a continued Emerging Initiative identified by the Probation Department along with the Sheriff-Coroner's Department for consistent mental health services and substance use treatments 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.

### **2. Healthcare**

#### **Coordinated Assessment Process (Emerging)**

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

#### **Coordinated Case Management Program (Emerging)**

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

### **3. Community Corrections**

#### **Expand Behavioral Health Public Safety Response Team**

This is a new Strategic Priority to expand the use of the Behavioral Health Response Team consisting of specialized Deputy Sheriffs and Behavioral Health Clinicians to





support behavioral health related calls, provide diversion options, conduct outreach, and serve as a resource for the community. The expansion would include the additional patrol areas under the Sheriff-Coroner Department.

### Data Tracking Tool for the Courts (Emerging)

This is a continued Emerging Initiative to facilitate efforts involved with the Specialty Courts to support program success by tracking detailed participant information, specifically the data that intersects with OC CARES.

### Pre-Arrest Diversion Program

This is a new Strategic Priority to establish a diversion program for individuals pending arraignment. The program would include assessments and consultations with behavioral health professionals that would be used by prosecuting and defending attorneys to determine if the individual would benefit from diversion into treatment with coordination from the Courts.

### Expand Specialty Courts

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

### Inmate Programming Services

This is a continued Strategic Priority involving the Sheriff-Coroner's Department in establishing comprehensive programming and training for inmates 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 and ability to secure housing.

### Coordinated Reentry System

This is a continued Strategic Priority involving multiple departments in establishing a comprehensive reentry system accessible by all individuals released from county jails or state prison to include regional service centers, transportation and linkages to support services or programs with "warm hand-offs" at each point in the reintegration process.

### Establish a Juvenile Corrections Campus

This is new Strategic Priority to assess the current juvenile hall campus and service needs to establish a comprehensive juvenile corrections campus that fully utilizes existing space to provide camp programming, education services, health and mental health services, and housing for juvenile offenders and transitional aged youth, including those realigned from the State Correctional System.



### **4. Housing**

#### Access to Permanent Supporting/Affordable Housing

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

#### Housing for Transitional Aged Youth (Emerging)

This is a continued Emerging Initiative identified by multiple departments to establish transitional and permanent supportive housing and placement services for youths involved in OC CARES, especially ensuring adequate treatment for substance abuse, mental health issues or those involved in the Commercial Sexual Exploitation of Children population.

### **5. Benefits and Support Services**

#### Data Sharing Platform for Care Coordination

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



### Expand Specialty Courts

#### 1. Program Area

Public Protection, Community Services

#### 2. Involved Agencies and Departments

Health Care Agency (HCA)

District Attorney

Public Defender

Probation Department

Sheriff-Coroner Department (OCSD)

#### 3. New or Continuing Strategic Priority

This is a continuing priority previously identified in the 2016 to 2020 Strategic Financial Plans under the current title and within the Strategic Priority titled "*Stepping Up Initiative*."

A working group consisting of representatives from key stakeholder departments, established in November 2019, continues to meet. A pilot project for data gathering, tracking and care coordination was recently implemented in the Adult Specialty Courts that will demonstrate the effectiveness of the programs and outcomes of those involved. Data will be analyzed to determine the potential demand for new or expanded Specialty Courts.

#### 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 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 working with the Courts seek to determine if expanding the use of Specialty Courts is needed to meet the current and anticipated demands for program



## **Expand Specialty Courts**

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

### **5. Personnel Impacts**

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

### **6. Cost Impact**

Estimated costs include one-time costs for facility expansion (100% Court/State responsibility) and ongoing costs for County staff time and/or contracted treatment services to support the Specialty Courts expansion (22% Net County Cost obligation) as follows:

FY 2022-23: \$3,000,000 one-time; \$3,975,001 ongoing

FY 2023-24: \$1,000,000 one-time; \$3,975,001 ongoing

FY 2024-25 through FY 2031-32: \$3,975,001 ongoing

### **7. Funding Sources**

OC Courts

Mental Health Service Act

2011 Public Safety Realignment

Net County Cost – 22% of ongoing costs

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	78%	22%	0%

### **8. Stakeholders**

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



## **Expand Specialty Courts**

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

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

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

Full implementation is anticipated by FY 2024-25, dependent on funding availability.

Expand Specialty Courts					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Salaries & Benefits	1,559,356	1,559,356	1,559,356	1,559,356	1,559,356
Services & Supplies	2,415,645	2,415,645	2,415,645	2,415,645	2,415,645
<b>Total Cost</b>	<b>3,975,001</b>	<b>3,975,001</b>	<b>3,975,001</b>	<b>3,975,001</b>	<b>3,975,001</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenues	3,114,815	3,114,815	3,114,815	3,114,815	3,114,815
<b>Total Revenue</b>	<b>3,114,815</b>	<b>3,114,815</b>	<b>3,114,815</b>	<b>3,114,815</b>	<b>3,114,815</b>
<b>III. General Fund Requirement</b>	<b>860,186</b>	<b>860,186</b>	<b>860,186</b>	<b>860,186</b>	<b>860,186</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
1,559,356	1,559,356	1,559,356	1,559,356	1,559,356	Salaries & Benefits
2,415,645	2,415,645	2,415,645	2,415,645	2,415,645	Services & Supplies
<b>3,975,001</b>	<b>3,975,001</b>	<b>3,975,001</b>	<b>3,975,001</b>	<b>3,975,001</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
3,114,815	3,114,815	3,114,815	3,114,815	3,114,815	Intergovernmental Revenues
<b>3,114,815</b>	<b>3,114,815</b>	<b>3,114,815</b>	<b>3,114,815</b>	<b>3,114,815</b>	<b>Total Revenue</b>
<b>860,186</b>	<b>860,186</b>	<b>860,186</b>	<b>860,186</b>	<b>860,186</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
0	0	0	0	0	No Positons
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Positions Funded Per Fiscal Year</b>



### **Expand Behavioral Health Public Safety Response Team**

**1. Program Area**

Public Protection, Community Services

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

Health Care Agency (HCA)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

A pilot program was initiated in OCSD's South Patrol and is deemed to be a successful model. HCA has also made additional Crisis Assessment Teams (CAT) and Psychiatric Emergency Response Teams (PERT) available to assist law enforcement agencies as this model is further implemented. Expansion would include one Deputy Sheriff and one Behavioral Health Clinician per OCSD Patrol Area and would utilize existing CAT and PERT resources. Initial expansion is planned to begin with the North Patrol Operations and eventually roll out to the other areas of the County.. As each phase is implemented,



**Expand Behavioral Health Public Safety Response Team**

data collected regarding the number and types of response calls, outcomes from the calls, and the outreach and case management provided is be analyzed and modified to ensure best practices are employed.

**5. Personnel Impacts**

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

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

**6. Cost Impact**

FY 2022-23: \$841,562 ongoing; \$60,000 one-time  
FY 2023-24: \$831,940 ongoing; \$120,000 one-time  
FY 2024-25: \$832,634 ongoing  
FY 2025-26: \$824,766 ongoing  
FY 2026-27: \$821,642 ongoing

**7. Funding Sources**

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

Funding Sources			
Federal	State	General Fund	Other
0%	34%	66%	0%

**8. Stakeholders**

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



**Expand Behavioral Health Public Safety Response Team**

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

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

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

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

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Expand Behavioral Health Public Safety Response Team					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Equipment	60,000	120,000	0	0	0
Salaries & Benefits	841,562	831,940	832,634	824,766	821,642
<b>Total Cost</b>	<b>901,562</b>	<b>951,940</b>	<b>832,634</b>	<b>824,766</b>	<b>821,642</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenues	280,793	278,950	280,147	279,166	279,158
<b>Total Revenue</b>	<b>280,793</b>	<b>278,950</b>	<b>280,147</b>	<b>279,166</b>	<b>279,158</b>
<b>III. General Fund Requirement</b>	<b>620,769</b>	<b>672,990</b>	<b>552,487</b>	<b>545,600</b>	<b>542,484</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</b>				
Behavioral Health Clinician I	3	3	3	3	3
Deputy Sheriff II	3	3	3	3	3
<b>Total Positions Funded Per Fiscal Year</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

Expand Behavioral Health Public Safety Response Team					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
821,642	821,642	821,642	821,642	821,642	Salaries & Benefits
<b>821,642</b>	<b>821,642</b>	<b>821,642</b>	<b>821,642</b>	<b>821,642</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
279,158	279,158	279,158	279,158	279,158	Intergovernmental Revenues
<b>279,158</b>	<b>279,158</b>	<b>279,158</b>	<b>279,158</b>	<b>279,158</b>	<b>Total Revenue</b>
<b>542,484</b>	<b>542,484</b>	<b>542,484</b>	<b>542,484</b>	<b>542,484</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
3	3	3	3	3	Behavioral Health Clinician I
3	3	3	3	3	Deputy Sheriff II
<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **Pre-Arrest Diversion Program**

**1. Program Area**

Public Protection, Community Services

**2. Involved Agencies and Departments**

District Attorney

Sheriff-Coroner Department (OCSD)

Public Defender

Health Care Agency (HCA)

Social Services Agency

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

Recent data indicated that more than 1,200 individuals have been booked into custody four times or more within the past year. A limited review of approximately 500 of these individuals indicate that over 41% had only misdemeanor cases and of those, 69% had at least one misdemeanor case solely related to substance use.

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

In working with the Courts, the point of arraignment has been identified as a critical point to provide diversion opportunities. Using the Arraignment Court process, individuals would be assessed by health care professionals and the prosecuting and defending attorneys would consult to seek the best options for the individual including treatment programs or Specialty Courts, prior to being arraigned on the pending charges. Individuals would immediately be linked to services at the time of need.

The Arraignment Court is currently adjacent to the Central Jail facility and is conducive to processing charges for a large number of individuals on a daily basis. To allow for the needed assessments, coordination among counsel, and linkages to services, additional space adjacent to the Arraignment Court would be needed. Currently, available space



## **Pre-Arrest Diversion Program**

does not exist and several options are being explored including the remodel of existing space within the jail.

The focus would shift from processing the individuals through the typical arraignment process to identifying those who would benefit from diversion and providing alternatives diverting them from the criminal justice system. This would also allow the Arraignment Court to resolve many of the in-custody misdemeanor cases and reduce the overall number of cases in the criminal courtrooms, thereby freeing up resources.

### **5. Personnel Impacts**

Additional staff and/or contracted services would be utilized to perform the assessments prior to the individual being arraigned. This analysis is still in the planning phase.

### **6. Cost Impact**

Estimates for the facility modifications assume that existing space in the jails is utilized with access surrounding the secured areas. Space would be provided for assessments, meeting with the individuals, and providing linkages to service providers.

Staffing costs were estimated assuming the addition of two Behavioral Health Clinicians, if services are not contracted, and one Deputy Sheriff I to provide the additional security.

FY 2022-23: \$380,326 ongoing; \$8,000,000 one-time

FY 2023-24: \$376,508 ongoing

FY 2024-25: \$377,204 ongoing

FY 2025-26: \$374,266 ongoing

FY 2026-27: \$373,244 ongoing

### **7. Funding Sources**

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

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



## **Pre-Arrest Diversion Program**

### **8. Stakeholders**

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

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

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

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

HCA currently plans to implement the assessment process for individuals prior to arraignment once resources are identified. Full implementation, however, requires establishment of dedicated space to allow for meetings and coordination. This is currently in the planning phase and can begin in FY 2022-23 if resources are identified.



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Pre-Arrest Diversion Program					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Salaries & Benefits	380,326	376,508	377,204	374,266	373,244
Structures & Improvements	8,000,000	0	0	0	0
<b>Total Cost</b>	<b>8,380,326</b>	<b>376,508</b>	<b>377,204</b>	<b>374,266</b>	<b>373,244</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenues	187,184	185,962	186,772	186,104	186,097
<b>Total Revenue</b>	<b>187,184</b>	<b>185,962</b>	<b>186,772</b>	<b>186,104</b>	<b>186,097</b>
<b>III. General Fund Requirement</b>	<b>8,193,142</b>	<b>190,546</b>	<b>190,432</b>	<b>188,162</b>	<b>187,147</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</b>				
Behavioral Health Clinician I	2	2	2	2	2
Deputy Sheriff I	1	1	1	1	1
<b>Total Positions Funded Per Fiscal Year</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Pre-Arrestment Diversion Program					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
373,244	373,244	373,244	373,244	373,244	Salaries & Benefits
0	0	0	0	0	Structures & Improvements
<b>373,244</b>	<b>373,244</b>	<b>373,244</b>	<b>373,244</b>	<b>373,244</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
186,097	186,097	186,097	186,097	186,097	Intergovernmental Revenues
<b>186,097</b>	<b>186,097</b>	<b>186,097</b>	<b>186,097</b>	<b>186,097</b>	<b>Total Revenue</b>
<b>187,147</b>	<b>187,147</b>	<b>187,147</b>	<b>187,147</b>	<b>187,147</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
2	2	2	2	2	Behavioral Health Clinician I
1	1	1	1	1	Deputy Sheriff I
<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>Total Positions Funded Per Fiscal Year</b>



### **Enhance Inmate Programming Services**

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

Public Protection, Community Services

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

Sheriff-Coroner Department (OCSD)

OC Community Resources (OCCR)

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

This is a continuing Strategic Priority previously identified in the 2019 and 2020 Strategic Financial Plans.

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

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

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

Existing programming and available data have been analyzed and inmate needs assessed to develop a comprehensive platform addressing 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 would include the use of tablets as part of a comprehensive and integrated system to capture data and processes associated with the programs and a case management program focused on individuals identified as high-utilizers or high-needs within the County's various Systems of Care. This would feed into



## **Enhance Inmate Programming Services**

and complement a robust educational and vocational program, including virtual and direct job trainings, focused on assisting minimum security inmates achieve the necessary skills and certifications, as applicable, for 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, inmate demand, and analysis.

### **5. Personnel Impacts**

Enhanced programming identified the need for up to an additional three case managers equivalent to a Social Worker I position level. However, it is uncertain if the positions would be added or the services contracted.

### **6. Cost Impact**

Estimated costs currently include one-time costs of \$3.2 million to develop and implement an integrated tracking system which may be modified once the use of tablets is implemented as part of the planned communications strategy. Additionally, ongoing costs of approximately \$700 thousand per year are estimated for case management and vocational programs. Future costs may include establishing a job training facility at TLF which will be based on the success of the planned programming and further analysis.

### **7. Funding Sources**

2011 Public Safety Realignment  
Inmate Services Fund

<b>Funding Sources</b>			
<b>Federal</b>	<b>State</b>	<b>General Fund</b>	<b>Other</b>
0%	10%	0%	90%

### **8. Stakeholders**

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

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

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

**Enhance Inmate Programming Services****10. Implementation Period if Funding Were Available**

A preliminary programming plan has been identified and deployed, as appropriate, given existing resources. Agreements are anticipated that would include implementation of tablets that will not only provide the personalized programming but also allow for provision of incentives, provided additional infrastructure is put in place which could take approximately 12-24 months once funding and resources are identified.

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Enhance Inmate Programming Services					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Intangible Assets-Amortizable	3,200,000	0	0	0	0
Salaries & Benefits	277,430	275,798	277,166	276,414	276,616
Services & Supplies	322,570	424,202	422,834	423,586	423,384
<b>Total Cost</b>	<b>3,800,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenues	380,000	70,000	70,000	70,000	70,000
Other Financing Sources	3,420,000	630,000	630,000	630,000	630,000
<b>Total Revenue</b>	<b>3,800,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</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>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	0	0	0	0	Intangible Assets-Amortizable
276,616	276,616	276,616	276,616	276,616	Salaries & Benefits
423,384	423,384	423,384	423,384	423,384	Services & Supplies
<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
70,000	70,000	70,000	70,000	70,000	Intergovernmental Revenues
630,000	630,000	630,000	630,000	630,000	Other Financing Sources
<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</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>
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 (HCA)

Sheriff-Coroner Department

Probation Department

OC Community Resources (OCCR)

Social Services Agency (SSA)

**3. New or Continuing Strategic Priority**

This is a continuing priority previously identified in the 2016 to 2020 Strategic Financial Plans under the current and former title, "*Reentry Facility*."

The FY 2021-22 budget includes \$8 million in appropriations and AB 109 funding to begin implementation of a coordinated reentry system for the County. A contracted engineering firm is analyzing existing County facilities to determine feasibility of use for a reentry facility based on desired programming.

**4. Description of Strategic Priority**

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

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



### **Coordinated Reentry System**

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

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

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

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

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

Estimated costs for contracted services for vocational programs and contracted reentry services for the Reentry Center are estimated at \$7 million annually. Establishment of Resource Centers in each County service plan area and renovation of existing County



## **Coordinated Reentry System**

property for dedicated facilities and potential job training with retail/service space is still under analysis.

FY 2022-23: \$2,000,000 ongoing; \$13,000,000 one-time

FY 2023-24: \$7,000,000 ongoing

FY 2024-25: \$7,000,000 ongoing

FY 2025-26: \$7,000,000 ongoing

FY 2026-27: \$7,000,000 ongoing

### **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>
37%	57%	6%	0%

### **8. Stakeholders**

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

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

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

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

Facility modifications may begin in FY 2022-23, depending on assessments received and resources available. Reentry Resource Centers and a Job Training Center are in planning phases and could begin implementation in FY 2022-23 if funding resources are identified with full implementation anticipated by FY 2024-25.

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Coordinated Reentry System					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Services & Supplies	2,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Structures & Improvements	13,000,000	0	0	0	0
<b>Total Cost</b>	<b>15,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenues	14,000,000	6,449,497	6,526,434	6,602,521	6,677,584
<b>Total Revenue</b>	<b>14,000,000</b>	<b>6,449,497</b>	<b>6,526,434</b>	<b>6,602,521</b>	<b>6,677,584</b>
<b>III. General Fund Requirement</b>	<b>1,000,000</b>	<b>550,503</b>	<b>473,566</b>	<b>397,479</b>	<b>322,416</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	Services & Supplies
0	0	0	0	0	Structures & Improvements
<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
6,748,368	6,748,368	6,748,368	6,748,368	6,748,368	Intergovernmental Revenues
<b>6,748,368</b>	<b>6,748,368</b>	<b>6,748,368</b>	<b>6,748,368</b>	<b>6,748,368</b>	<b>Total Revenue</b>
<b>251,632</b>	<b>251,632</b>	<b>251,632</b>	<b>251,632</b>	<b>251,632</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>



### **Juvenile Corrections Campus**

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

Public Protection, Community Services

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

Probation Department

Health Care Agency (HCA)

OC Public Works (OCPW)

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

This is a new Strategic Priority initially identified as an Emerging Initiative in the 2020 Strategic Financial Plan.

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

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

In addition to JH and YLA, the Youth Guidance Center (YGC), which is located at a separate facility, provides a 125-bed facility and includes programming focused on substance use and transitional services. Overall, the three youth facilities have a capacity of 679 youth. However, the number of youth detained has continued to decline with a noted 40% decline between FY 2014-15 and FY 2019-20 (pre-COVID-19). The current population as of October 2021 is a total of 160 youth for all three facilities.

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





## **Juvenile Corrections Campus**

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

The new Juvenile Corrections Campus will be established to meet or exceed the requirements for a juvenile detention facility and to meet the needs of the current and future populations. An engineering firm has been engaged to assess the existing structures and to develop potential space plans and a phased approach ensuring all programming and proper segregation of the populations can be accommodated.

### **5. Personnel Impacts**

No additional staffing is required.

### **6. Cost Impact**

One-time costs associated with the demolition and construction involved to establish the Juvenile Corrections Campus are under analysis and anticipated to exceed \$35 million for the first phase.

### **7. Funding Sources**

Funding may include funds set aside for deferred projects for the juvenile facilities and Net County Cost. However, departments are strongly encouraged to seek funding opportunities as applicable.

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

### **8. Stakeholders**

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

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

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



## **Juvenile Corrections Campus**

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

OCPW anticipates having preliminary plans by January 2022 and would be able to begin a phased approach for construction in FY 2022-23.

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Juvenile Corrections Campus					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Cost</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>II. Non-General Fund Revenue</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Revenue</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>III. General Fund Requirement</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>IV. Staffing</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Positions Funded Per Fiscal Year</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

Juvenile Corrections Campus					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Revenue</b>
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **System of Care Data Integration for Care Coordination**

### **1. Program Area**

Public Protection, Community Services

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

County Executive Office

District Attorney

Health Care Agency (HCA)

OC Community Resources (OCCR)

Probation Department

Public Defender

Sheriff-Coroner Department (OCSD)

Social Services Agency (SSA)

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

This continuing priority is an update to the Strategic Priority titled "*Data Collection and Analysis*" and "*Data Sharing Platform for Care Coordination*" previously identified in the 2016 to 2020 Strategic Financial Plans.

Funding was identified for the first phase of this project which addressed the System of Care that included homelessness. The County contracted with IBM to develop the system platform in March 2020 which was implemented by December 2020. Phase 2 of the project incorporated the data from the public protection departments supporting the Community Correction System of Care and was implemented by June 30, 2021.

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

The County has defined and operates five different systems of care integrating services and programs across various departments to meet the needs of County residents. These systems include health care, behavioral health, community corrections, housing, and benefits and support services. For each system of care, there are several departments providing services and assistance to the specific population of that system. It has become apparent that there are certain individuals who often cross the systems of care; these individuals are identified as "high-utilizers" of the System of Care and considered the County's most vulnerable residents.

Each department maintains its own data-gathering and reporting system and is responsible for the maintenance, privacy, security and integrity of the information. To



## **System of Care Data Integration for Care Coordination**

most effectively and efficiently coordinate the care and treatment of the County's most vulnerable individuals in the System of Care, the County is developing a platform to allow information sharing among service providers, county departments and external stakeholders related to individuals experiencing homelessness. The software solution is a coordinated data sharing platform.

The solution will receive information from source databases or systems 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.

Current efforts are focused on utilization of the data sharing platform for care coordination of the services centered around homelessness and individuals involved in the County's Community Corrections system. However, the vision for the data platform was to fully integrate care coordination throughout all the identified systems of care within the County and eventually allow inclusion of contracted service providers and partners outside of the County.

The County has implemented a multi-disciplinary team approach to care coordination whereby the system is used to identify high-utilizers so the team can begin to address the individuals' main issues which keep them cycling within the specific system of care. Identified with implementation is the need for enhancements to the system to create the needed reports and tracking tools to facilitate this process. In addition, with the current discussion regarding the State's Master Plan for Aging program, additional inclusion of data and reporting may be needed.

### **5. Personnel Impacts**

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

### **6. Cost Impact**

The needed enhancements or additional phases are still being determined and costs are not known at this time.

### **7. Funding Sources**

Funding sources will be based on the projects implemented.



**System of Care Data Integration for Care Coordination**

**8. Stakeholders**

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

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

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

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

Planning is still required for the next phase. Should resources and funding become available, enhancements could begin in FY 2022-23.



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System of Care Data Integration for Care Coordination					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Cost</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>II. Non-General Fund Revenue</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Revenue</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>III. General Fund Requirement</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>IV. Staffing</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Positions Funded Per Fiscal Year</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

System of Care Data Integration for Care Coordination					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Revenue</b>
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</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 to 2020 Strategic Financial Plans.

In June 2018, the Board of Supervisors (Board) received the County's Housing Funding Strategy which identified the plan for producing 2,700 units of supportive housing throughout Orange County. The Board also approved the Mental Health Services Act (MHSA) \$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 OCHFT. Meetings of the OCHFT Board began in July 2019 and are aligning efforts with the County's Housing Funding Strategy. As of October 2021, of the 2,700 units of supportive housing identified, 630 units were built, 486 units are under construction, and funding is in progress for another 1,029 units.

### **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



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

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 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 those experiencing chronic homelessness. Supportive services are provided onsite as well as off-site and are tailored to the level, intensity and type of housing interventions to meet individual needs. All services acknowledge the individual's strengths and the environmental factors that affect a person's wellbeing and housing stability, including the experience of trauma. Supportive 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 needed housing 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, 630 of the targeted 2,700 units have been built, 486 are under construction, and funding is in progress for another 1,029 units.



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

The COVID-19 pandemic highlighted the continuing need for this Strategic Priority as many individuals and families face housing instability due to employment and income losses. The COVID-19 pandemic also provided opportunities to develop permanent supportive housing through various State initiatives, such as the Homekey Program. This program provided the opportunity to purchase two motels and create 132 units of interim housing transitioning into permanent supportive housing in approximately three years. The program will continue with additional funding and the County is seeking interest from developers to construct or remodel additional properties.

### **5. Personnel Impacts**

No additional staffing is required.

### **6. Cost Impact**

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 currently hinder calculation of accurate estimated costs. 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

Housing and Urban Development (HUD) Continuum of Care

Orange County Housing Finance Trust

Southern California Home Financing Authority

Various State Programs and Funding Sources, including Homekey, Multi-Family Housing Program, Veterans Housing and Homelessness Prevention Program, No Place Like Home, Whole Person Care, MHSA, and Permanent Local Housing Allocation

<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 would benefit from the necessary support services and resources to become stably housed and achieve self-sufficiency.

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

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

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

The Housing Funding Strategy outlined a plan to develop 2,700 units of supportive housing over seven years beginning in 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 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Cost</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>II. Non-General Fund Revenue</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Revenue</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>III. General Fund Requirement</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
<b>IV. Staffing</b>					
To Be Determined	TBD	TBD	TBD	TBD	TBD
<b>Total Positions Funded Per Fiscal Year</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>



Permanent Supportive/Affordable Housing Access					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Revenue</b>
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
TBD	TBD	TBD	TBD	TBD	To Be Determined
<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>Total Positions Funded Per Fiscal Year</b>





## **Public Defender Body Worn Camera Workload Impact Mitigation**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Public Defender (PD)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority. Previous budget cycles and Strategic Financial Plans presented digital evidence workload impact mitigation as an expand augmentation. The current projected increases to the scope and cost of handling digital evidence has made it a Strategic Priority.

As of FY 2020-21, eight positions were added for increased evidentiary and discovery requirements as follows:

FY 2017-18: 3 Paralegal positions

FY 2018-19: 1 Attorney III and 2 Investigative Assistant positions

FY 2019-20: 2 Attorney III positions

**4. Description of Strategic Priority**

In FY 2017-18, the PD's Office, in coordination with the District Attorney's Office and the Integrated Law and Justice Agency of Orange County partnered with Axon Enterprises to manage digital evidence – primarily from Body Worn Cameras (BWC) – generated by Orange County's law enforcement agencies. Countywide, municipal law enforcement agencies currently deploy 1,722 BWCs, and in FY 2021-22, the OC Sheriff's Department (OCSD) BWC program, along with Irvine Police Department's deployment of 310 BWCs, results in a projected 85% increase in the number of Axon BWC's across the County. Depending on timing of the OCSD's rollout of BWC to patrol deputies, the PD projects the number of hours of video received through Evidence.com to increase beyond the Department's current capacity to process.

As the number of law enforcement agencies using BWC technology grows, so too does the amount of footage the Department receives, resulting in significant increases to workload. PD has roughly 170 attorneys assigned to criminal proceedings involving BWC footage. Current projections of BWC footage transmitted through the Axon platform could result in each attorney spending more than 350 additional hours reviewing BWC footage in FY 2022-23 representing a 3,631% increase from FY 2017-18.



## **Public Defender Body Worn Camera Workload Impact Mitigation**

Current estimates to fully mitigate the projected workload impact entail addition of 28 attorney positions. Typically, more serious cases result in more responding officers and, therefore, generate more BWC footage; and because more serious cases are handled by senior, higher ranking attorneys, several attorney classifications are requested.

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

Another area impacted by the projected increases in digital evidence is the Department's IT operations, primarily related to supporting daily backups, data storage management and end user support. The onsite disk storage needed for BWC videos is estimated to double in FY 2021-22, and may require a dedicated Storage Area Network and Server Backup Administrator to manage the incoming and existing data. One Senior Information Technologist position is requested to handle the projected additional IT needs.

### **5. Personnel Impacts**

For strategic planning purposes, 35 additional positions would be needed over a span of three years to expand the program established in FY 2017-18.

<b>Classification</b>	<b>No. of Positions</b>
Attorney III	15
Deputy Attorney IV	7
Paralegal	6
Senior Deputy Attorney	6
Senior Information Technologist	1
<b>Total Positions</b>	<b>35</b>

### **6. Cost Impact**

Estimated annual ongoing staffing costs range from \$2.2 million to \$6.4 million in General Fund (NCC).

### **7. Funding Sources**

General Fund support is requested.

**Public Defender Body Worn Camera Workload Impact Mitigation**

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

**8. Stakeholders**

Orange County citizens, department-represented clients, Justice Partner Agencies.

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

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

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

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

Public Defender Body Worn Camera Workload Impact Mitigation					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Salaries & Benefits	2,208,266	4,023,002	6,402,836	6,376,254	6,380,102
Services & Supplies	16,560	30,170	48,020	48,180	47,850
<b>Total Cost</b>	<b>2,224,826</b>	<b>4,053,172</b>	<b>6,450,856</b>	<b>6,424,434</b>	<b>6,427,952</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. General Fund Requirement</b>	<b>2,224,826</b>	<b>4,053,172</b>	<b>6,450,856</b>	<b>6,424,434</b>	<b>6,427,952</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</b>				
Attorney III	4	8	15	15	15
Deputy Attorney IV	3	5	7	7	7
Paralegal	2	4	6	6	6
Senior Deputy Attorney	2	4	6	6	6
Senior Information Technologist	1	1	1	1	1
<b>Total Positions Funded Per Fiscal Year</b>	<b>12</b>	<b>22</b>	<b>35</b>	<b>35</b>	<b>35</b>

Public Defender Body Worn Camera Workload Impact Mitigation					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
6,380,102	6,380,102	6,380,102	6,380,102	6,380,102	Salaries & Benefits
47,850	47,850	47,850	47,850	47,850	Services & Supplies
<b>6,427,952</b>	<b>6,427,952</b>	<b>6,427,952</b>	<b>6,427,952</b>	<b>6,427,952</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>6,427,952</b>	<b>6,427,952</b>	<b>6,427,952</b>	<b>6,427,952</b>	<b>6,427,952</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
15	15	15	15	15	Attorney III
7	7	7	7	7	Deputy Attorney IV
6	6	6	6	6	Paralegal
6	6	6	6	6	Senior Deputy Attorney
1	1	1	1	1	Senior Information Technologist
<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>Total Positions Funded Per Fiscal Year</b>



## **Emergency Operations Center Audio-Visual & Security System Upgrade**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

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

This project aligns with the OCSD's Strategic Initiative 1: Public Safety – Emergency Planning and Strategic Initiative 4.2.b: Service Excellence & Innovation – Infrastructure-Operations. This project will meet the OCSD's initiatives and goals to make sure the EOC





## **Emergency Operations Center Audio-Visual & Security System Upgrade**

is able to operate efficiently and effectively and ensure the infrastructure meets current and future operational needs.

### **5. Personnel Impacts**

No additional staffing is requested.

### **6. Cost Impact**

One-time equipment costs are estimated at \$2,301,659. The ongoing maintenance and support contract costs are estimated at \$686,769.

### **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, County agencies and personnel, first responders and Federal and State employees.

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

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

Discretionary project

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

FY 2022-23 through FY 2026-27

Emergency Operations Center Audio-Visual & Security System Upgrade					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Equipment	1,571,793	729,866	0	0	0
Services & Supplies	0	0	228,923	228,923	228,923
<b>Total Cost</b>	<b>1,571,793</b>	<b>729,866</b>	<b>228,923</b>	<b>228,923</b>	<b>228,923</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. General Fund Requirement</b>	<b>1,571,793</b>	<b>729,866</b>	<b>228,923</b>	<b>228,923</b>	<b>228,923</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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>

Emergency Operations Center Audio-Visual & Security System Upgrade					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
0	0	0	0	0	Services & Supplies
0	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>
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, previously identified in the 2015 to 2020 Strategic Financial Plans, to replace its fleet of seven Class M3 Inmate Transportation Buses.

Two buses were purchased in FY 2019-20 and placed into service in calendar year 2021. One bus was purchased in FY 2020-21 which is anticipated to be received in spring 2022, and one bus is scheduled to be replaced in FY 2021-22 with \$720 thousand in funding provided. The remaining three buses are scheduled to be replaced by FY 2026-27.

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

The OCSD, on behalf of the Sheriff's Transportation Bureau for the Intake Release Center, requests replacement of three Class M3 Inmate Transportation Buses (unit #s 6054, 6055, and 6069) over the course of the next five 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 2005 to 2008, with mileage ranging from 330 thousand to 458 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 staffing is required.

**6. Cost Impact**

Estimated one-time costs to replace three Inmate Transportation Buses over five fiscal years total \$2,223,000.

**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?**

Discretionary project.

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

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

Inmate Transportation Buses					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Equipment	1,482,000	0	0	0	741,000
<b>Total Cost</b>	<b>1,482,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>741,000</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. General Fund Requirement</b>	<b>1,482,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>741,000</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
0	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>
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>

**Intake Release Center (IRC) Air Handler Units Replacement****1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

**5. Personnel Impacts**

No additional staffing is required.

**6. Cost Impact**

For strategic planning purposes, a preliminary estimate of \$12,314,860 is requested for architectural and engineering services and construction costs over a span of five fiscal years. The estimate will be updated as progress is made on the project.

**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, and local officials visiting OCSD facilities, inmates, as well as County employees working within the facilities.





**Intake Release Center (IRC) Air Handler Units Replacement**

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

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

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

FY 2022-23 through FY 2026-27

Intake Release Center (IRC) Air Handler Units Replacement					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	2,462,972	2,462,972	2,462,972	2,462,972	2,462,972
<b>Total Cost</b>	<b>2,462,972</b>	<b>2,462,972</b>	<b>2,462,972</b>	<b>2,462,972</b>	<b>2,462,972</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. General Fund Requirement</b>	<b>2,462,972</b>	<b>2,462,972</b>	<b>2,462,972</b>	<b>2,462,972</b>	<b>2,462,972</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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>

Intake Release Center (IRC) Air Handler Units Replacement					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<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	No Revenue
0	0	0	0	0	<b>Total Revenue</b>
0	0	0	0	0	<b>IV. Balance</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>



## **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 previously identified in the 2014 to 2020 Strategic Financial Plans. The previously submitted Strategic Priority identified a total cost of \$15.4 million to complete the jail security electronic control system upgrade project.

This Strategic Priority is for a total revised project cost of \$35.7 million. The FY 2021-22 budget includes carryover funding totaling \$4.2 million and the project has a remaining estimated cost of \$25.9 million over seven fiscal years.

The revised jail security electronic control system upgrade project reflects additional areas including the Central Men's and Women's Jails where there is currently an outdated mechanical manual system. The revised project costs include upgrading and replacing a total of five Main Controls and 43 Guard Stations.

### **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 33 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 of 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 – One Main Control and eight Guard Stations
- Theo Lacy Facility (TLF): All areas – Two Main Controls and 20 Guard Stations
- Central Men's Jail (CMJ): All areas – One Main Control and 10 Guard Stations
- Central Women's Jail (CWJ): All areas - One Main Control and five Guard Stations

#### **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 \$25,900,000:

FY 2022-23	\$	3,500,000
FY 2023-24	\$	3,500,000
FY 2024-25	\$	4,900,000
FY 2025-26	\$	2,100,000
FY 2026-27	\$	2,800,000
FY 2027-28	\$	4,900,000
FY 2028-29	\$	4,200,000

#### **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, as well as County employees working within the jails.

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

Discretionary project.

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

FY 2022-23 through FY 2028-29.

Jail Security Electronic Control Systems Upgrade/Replacement					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	3,500,000	3,500,000	4,900,000	2,100,000	2,800,000
<b>Total Cost</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>4,900,000</b>	<b>2,100,000</b>	<b>2,800,000</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. General Fund Requirement</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>4,900,000</b>	<b>2,100,000</b>	<b>2,800,000</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
4,900,000	4,200,000	0	0	0	Structures & Improvements
<b>4,900,000</b>	<b>4,200,000</b>	<b>0</b>	<b>0</b>	<b>0</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>4,900,000</b>	<b>4,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>IV. Balance</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)

Health Care Agency (HCA)

**3. New or Continuing Strategic Priority**

This Strategic Priority was previously identified in the 2013 to 2020 Strategic Financial Plans. Positions and funding are requested beginning FY 2022-23.

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

**4. Description of Strategic Priority**

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





### **James A. Musick Facility Expansion – Phase 1 Staffing**

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 Works Board in March 2013 and the design of the first phase of the Musick expansion was approved by the Board and started shortly thereafter. In addition, on May 5, 2020 the Board approved the Musick Facility jail construction project. Existing staffing are available once the construction is completed; however, additional staffing may be needed as well.

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

For strategic planning purposes, it is estimated that an additional 333 positions would be needed (244 Sheriff-Coroner positions and 89 Health Care Agency positions). The position needs are estimates and may change depending on the jail population at the time of occupancy.

<b>Classification</b>	<b>No. of Positions</b>
<b>Sheriff-Coroner Positions:</b>	
Accounting Technician	1
Administrative Manager I	1
Air Conditioning Mechanic	2
Chief Cook	1
Commander	1
Communications Technician II	1
Correctional Programs Technician	4
Deputy Sheriff I	90
Electrician	1
Facilities Contract Services Inspector	1
Facilities Mechanic	3
Information Technologist II	1
Lieutenant	6
Metalsmith	1
Office Specialist	2
Plumber	2
Secretary II	1
Senior Engineering Technician	1
Senior Head Cook	4
Senior Institutional Cook	9



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

<b>Classification</b>	<b>No. of Positions</b>
<b>Sheriff-Coroner Positions (continued):</b>	
Senior Professional Engineer/Architect	1
Senior Sheriff's Records Technician	9
Senior Telecommunications Engineer	1
Sergeant	9
Sheriff Facilities Maintenance Specialist II	2
Sheriff's Correctional Services Assistant	56
Sheriff's Records Supervisor	4
Sheriff's Records Technician	13
Sheriff's Special Officer II	12
Telecommunications Engineer III	1
Warehouse Worker II	2
Warehouse Worker III	1
<b>Subtotal Sheriff-Coroner Positions</b>	<b>244</b>

<b>Classification</b>	<b>No. of Positions</b>
<b>Health Care Agency Positions:</b>	
Administrative Manager I	1
Behavioral Health Clinician II	6
Comprehensive Care Licensed Vocational Nurse	13
Comprehensive Care Nurse II	15
Comprehensive Care Nurse Practitioner II	4
Dental Assistant II	2
Dentist	2
HCA Service Chief II	2
Medical Assistant	8
Mental Health Specialist	6
Office Specialist	4
Office Supervisor C	2
Pharmacist	2
Pharmacy Technician	2
Physician II - Correctional	4
Psychiatrist	2
Senior Comprehensive Care Nurse	5
Staff Development Specialist	2
Staff Specialist	2
Store Clerk	2

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

Classification	No. of Positions
<b>Health Care Agency Positions (continued):</b>	
Supervising Comprehensive Care Nurse	3
<b>Subtotal Health Care Agency Positions</b>	<b>89</b>
<b>Grand Total Positions</b>	<b>333</b>

**6. Cost Impact**

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

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

Ongoing Costs/Musick Jail Operational Costs: Once fully operational, estimated ongoing costs range from \$40.0 million in FY 2022-23 to \$50.8 million in FY 2031-32 for staffing.

**7. Funding Sources**

Costs related to Phase 1 design and construction of the James A. Musick Expansion are partially funded through Assembly Bill (AB) 900 and will be reimbursed by the State of California within the limits of the approved award. The Musick Expansion costs are estimated to be \$308.0 million with \$180.0 million being reimbursed by the State of California (AB 900 \$100 million and SB 1022 \$80 million) and \$128.0 million General Fund (NCC) contribution.

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

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

**8. Stakeholders**

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

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

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



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

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

Design of Phase 1 began in April 2013 and construction of Phase 1 will be completed by summer 2023. Full occupancy is anticipated within 90 days of construction completion.

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James A. Musick Facility Expansion – Phase 1 Staffing					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
<b>Sheriff-Coroner Cost</b>					
Salaries & Benefits	30,924,682	33,037,716	33,098,406	32,836,712	32,746,336
<b>Subtotal - Sheriff-Coroner Cost</b>	<b>30,924,682</b>	<b>33,037,716</b>	<b>33,098,406</b>	<b>32,836,712</b>	<b>32,746,336</b>
<b>Health Care Agency Cost</b>					
Equipment	1,335,355	0	0	0	0
Salaries & Benefits	5,870,216	13,494,066	13,532,216	13,458,516	13,431,898
Services & Supplies	1,912,499	3,730,716	3,846,369	3,965,608	4,088,540
<b>Subtotal - Health Care Agency Cost</b>	<b>9,118,070</b>	<b>17,224,782</b>	<b>17,378,585</b>	<b>17,424,124</b>	<b>17,520,438</b>
<b>Grand Total Cost</b>	<b>40,042,752</b>	<b>50,262,498</b>	<b>50,476,991</b>	<b>50,260,836</b>	<b>50,266,774</b>
<b>II. Non-General Fund Revenue</b>					
No Sheriff-Coroner Revenue	0	0	0	0	0
No Health Care Agency 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>40,042,752</b>	<b>50,262,498</b>	<b>50,476,991</b>	<b>50,260,836</b>	<b>50,266,774</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</b>				
<b>Sheriff-Coroner Positions</b>					
Accounting Technician	1	1	1	1	1
Administrative Manager I	1	1	1	1	1
Air Conditioning Mechanic	2	2	2	2	2
Chief Cook	1	1	1	1	1
Commander	1	1	1	1	1
Communications Technician II	1	1	1	1	1
Correctional Programs Technician	4	4	4	4	4
Deputy Sheriff I	82	90	90	90	90
Electrician	1	1	1	1	1
Facilities Contract Services Inspector	1	1	1	1	1
Facilities Mechanic	3	3	3	3	3
Information Technologist II	1	1	1	1	1
Lieutenant	5	6	6	6	6
Metalsmith	1	1	1	1	1
Office Specialist	2	2	2	2	2
Plumber	2	2	2	2	2
Secretary II	1	1	1	1	1
Senior Engineering Technician	1	1	1	1	1
Senior Head Cook	4	4	4	4	4
Senior Institutional Cook	9	9	9	9	9
Senior Professional Engineer/Architect	1	1	1	1	1
Senior Sheriff's Records Technician	9	9	9	9	9
Senior Telecommunications Engineer	1	1	1	1	1
Sergeant	9	9	9	9	9
Sheriff Facilities Maintenance Specialist II	2	2	2	2	2
Sheriff's Correctional Services Assistant	49	56	56	56	56
Sheriff's Records Supervisor	4	4	4	4	4
Sheriff's Record Technician	13	13	13	13	13
Sheriff's Special Officer II	12	12	12	12	12

James A. Musick Facility Expansion – Phase 1 Staffing					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
					<b>Sheriff-Coroner Cost</b>
32,746,336	32,746,336	32,746,336	32,746,336	32,746,336	Salaries & Benefits
<b>32,746,336</b>	<b>32,746,336</b>	<b>32,746,336</b>	<b>32,746,336</b>	<b>32,746,336</b>	<b>Subtotal - Sheriff-Coroner Cost</b>
					<b>Health Care Agency Cost</b>
0	0	568,416	0	0	Equipment
13,431,898	13,431,898	13,431,898	13,431,898	13,431,898	Salaries & Benefits
4,215,287	4,345,958	4,480,684	4,480,684	4,619,585	Services & Supplies
<b>17,647,185</b>	<b>17,777,856</b>	<b>18,480,998</b>	<b>17,912,582</b>	<b>18,051,483</b>	<b>Subtotal - Health Care Agency Cost</b>
<b>50,393,521</b>	<b>50,524,192</b>	<b>51,227,334</b>	<b>50,658,918</b>	<b>50,797,819</b>	<b>Grand Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
0	0	0	0	0	No Sheriff-Coroner Revenue
0	0	0	0	0	No Health Care Agency Revenue
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Revenue</b>
<b>50,393,521</b>	<b>50,524,192</b>	<b>51,227,334</b>	<b>50,658,918</b>	<b>50,797,819</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
					<b>Sheriff-Coroner Positions</b>
1	1	1	1	1	Accounting Technician
1	1	1	1	1	Administrative Manager I
2	2	2	2	2	Air Conditioning Mechanic
1	1	1	1	1	Chief Cook
1	1	1	1	1	Commander
1	1	1	1	1	Communications Technician II
4	4	4	4	4	Correctional Programs Technician
90	90	90	90	90	Deputy Sheriff I
1	1	1	1	1	Electrician
1	1	1	1	1	Facilities Contract Services Inspector
3	3	3	3	3	Facilities Mechanic
1	1	1	1	1	Information Technologist II
6	6	6	6	6	Lieutenant
1	1	1	1	1	Metalsmith
2	2	2	2	2	Office Specialist
2	2	2	2	2	Plumber
1	1	1	1	1	Secretary II
1	1	1	1	1	Senior Engineering Technician
4	4	4	4	4	Senior Head Cook
9	9	9	9	9	Senior Institutional Cook
1	1	1	1	1	Senior Professional Engineer/Architect
9	9	9	9	9	Senior Sheriff's Records Technician
1	1	1	1	1	Senior Telecommunications Engineer
9	9	9	9	9	Sergeant
2	2	2	2	2	Sheriff Facilities Maintenance Specialist II
56	56	56	56	56	Sheriff's Correctional Services Assistant
4	4	4	4	4	Sheriff's Records Supervisor
13	13	13	13	13	Sheriff's Record Technician
12	12	12	12	12	Sheriff's Special Officer II

James A. Musick Facility Expansion – Phase 1 Staffing					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>IV. Staffing (continued)</b>	<b>Pos Yr 1</b>				
<b>Sheriff-Coroner Positions (continued)</b>					
Telecommunications Engineer III	1	1	1	1	1
Warehouse Worker II	1	2	2	2	2
Warehouse Worker III	1	1	1	1	1
<b>Subtotal Sheriff-Coroner Positions</b>	<b>227</b>	<b>244</b>	<b>244</b>	<b>244</b>	<b>244</b>
<b>Health Care Agency Positions</b>					
Administrative Manager I	1	1	1	1	1
Behavioral Health Clinician II	6	6	6	6	6
Comprehensive Care Licensed Vocational Nurse	13	13	13	13	13
Comprehensive Care Nurse II	15	15	15	15	15
Comprehensive Care Nurse Practitioner II	4	4	4	4	4
Dental Assistant II	2	2	2	2	2
Dentist	2	2	2	2	2
HCA Service Chief II	2	2	2	2	2
Medical Assistant	8	8	8	8	8
Mental Health Specialist	6	6	6	6	6
Office Specialist	4	4	4	4	4
Office Supervisor C	2	2	2	2	2
Pharmacist	2	2	2	2	2
Pharmacy Technician	2	2	2	2	2
Physician II - Correctional	4	4	4	4	4
Psychiatrist	2	2	2	2	2
Senior Comprehensive Care Nurse	5	5	5	5	5
Staff Development Specialist	2	2	2	2	2
Staff Specialist	2	2	2	2	2
Store Clerk	2	2	2	2	2
Supervising Comprehensive Care Nurse	3	3	3	3	3
<b>Subtotal Health Care Agency Positions</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>
<b>Grand Total Positions Funded Per Fiscal Year</b>	<b>316</b>	<b>333</b>	<b>333</b>	<b>333</b>	<b>333</b>

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



James A. Musick Facility Expansion – Phase 1 Staffing					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>IV. Staffing (continued)</b>
					<b>Sheriff-Coroner Positions (continued)</b>
1	1	1	1	1	Telecommunications Engineer III
2	2	2	2	2	Warehouse Worker II
1	1	1	1	1	Warehouse Worker III
<b>244</b>	<b>244</b>	<b>244</b>	<b>244</b>	<b>244</b>	<b>Subtotal Sheriff-Coroner Positions</b>
					<b>Health Care Agency Positions</b>
1	1	1	1	1	Administrative Manager I
6	6	6	6	6	Behavioral Health Clinician II
13	13	13	13	13	Comprehensive Care Licensed Vocational Nurse
15	15	15	15	15	Comprehensive Care Nurse II
4	4	4	4	4	Comprehensive Care Nurse Practitioner II
2	2	2	2	2	Dental Assistant II
2	2	2	2	2	Dentist
2	2	2	2	2	HCA Service Chief II
8	8	8	8	8	Medical Assistant
6	6	6	6	6	Mental Health Specialist
4	4	4	4	4	Office Specialist
2	2	2	2	2	Office Supervisor C
2	2	2	2	2	Pharmacist
2	2	2	2	2	Pharmacy Technician
4	4	4	4	4	Physician II - Correctional
2	2	2	2	2	Psychiatrist
5	5	5	5	5	Senior Comprehensive Care Nurse
2	2	2	2	2	Staff Development Specialist
2	2	2	2	2	Staff Specialist
2	2	2	2	2	Store Clerk
3	3	3	3	3	Supervising Comprehensive Care Nurse
<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>Subtotal Health Care Agency Positions</b>
<b>333</b>	<b>333</b>	<b>333</b>	<b>333</b>	<b>333</b>	<b>Grand Total Positions Funded Per Fiscal Year</b>



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

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

Health Care Agency (HCA)

**3. New or Continuing Strategic Priority**

This Strategic Priority was previously identified in the 2014 to 2020 Strategic Financial Plans. Positions and funding are requested beginning FY 2022-23.

The staffing requests in this Strategic Priority have been revised to reflect changes in operational needs and a phased in approach.

**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 (Board). The Master Plan for the Musick expansion was completed and certified by the Board. Included in the Master Plan is a strategy to phase-in construction of new beds as the need for more beds occurs and as funding becomes available. For strategic planning purposes, it is assumed that 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.

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

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 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. In addition, on May 5, 2020 the Board approved the Musick Facility jail construction project. Existing staffing are available once the construction is completed; however, additional staffing may be needed as well.

**5. Personnel Impacts**

For strategic planning purposes, an additional 121 positions would be needed (84 Sheriff-Coroner positions and 37 Health Care Agency positions). The position needs are estimates and may change depending on the jail population at the time of occupancy.

<b>Classification</b>	<b>No. of Positions</b>
<b>Sheriff-Coroner Positions:</b>	
Air Conditioning Mechanic	1
Communications Technician II	1
Correctional Programs Technician	5
Deputy Sheriff I	32
Facilities Mechanic	1
Plumber	1
Senior Head Cook	1
Senior Institutional Cook	2
Senior Sheriff's Records Technician	1
Sheriff's Correctional Services Assistant	30
Sheriff's Records Supervisor	3
Sheriff's Records Technician	4
Warehouse Worker II	2
<b>Subtotal Sheriff-Coroner Positions</b>	<b>84</b>

<b>Classification</b>	<b>No. of Positions</b>
<b>Health Care Agency Positions:</b>	
Behavioral Health Clinician II	5
Comprehensive Care Licensed Vocational Nurse	5

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

Classification	No. of Positions
<b>Health Care Agency Positions (continued):</b>	
Comprehensive Care Nurse II	10
HCA Service Chief II	2
Medical Assistant	3
Mental Health Specialist	4
Nurse Practitioner II	2
Office Specialist	2
Psychiatrist	4
<b>Subtotal Health Care Agency Positions</b>	<b>37</b>
<b>Grand Total Positions</b>	<b>121</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 \$5.8 million in FY 2022-23 to \$19.7 million in FY 2031-32 for staffing.

**7. Funding Sources**

Costs related to Phase 2 design and construction of the James A. Musick Expansion are partially funded through Senate Bill (SB) 1022 and will be reimbursed by the State of California within the limits of the approved award. The Musick Expansion costs are estimated to be \$308.0 million with \$180.0 million being reimbursed by the State of California (AB 900 \$100 million and SB 1022 \$80 million) and \$128.0 million General Fund (NCC) contribution.

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

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



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

**8. Stakeholders**

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

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

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

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

Phase 2 design began in January 2015 and Phase 2 construction will be completed by summer 2023. Full occupancy is anticipated within 90 days of construction completion.

James A. Musick Facility Expansion – Phase 2 Staffing					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
<b>Sheriff-Coroner Cost</b>					
Salaries & Benefits	1,663,852	10,271,346	10,290,840	10,209,516	10,182,930
<b>Subtotal - Sheriff-Coroner Cost</b>	<b>1,663,852</b>	<b>10,271,346</b>	<b>10,290,840</b>	<b>10,209,516</b>	<b>10,182,930</b>
<b>Health Care Agency Cost</b>					
Salaries & Benefits	3,511,761	8,173,828	8,196,908	8,161,002	8,146,438
Services & Supplies	635,651	1,094,877	1,128,818	1,163,812	1,199,890
<b>Subtotal - Health Care Agency Cost</b>	<b>4,147,412</b>	<b>9,268,705</b>	<b>9,325,726</b>	<b>9,324,814</b>	<b>9,346,328</b>
<b>Grand Total Cost</b>	<b>5,811,264</b>	<b>19,540,051</b>	<b>19,616,566</b>	<b>19,534,330</b>	<b>19,529,258</b>
<b>II. Non-General Fund Revenue</b>					
No Sheriff-Coroner Revenue	0	0	0	0	0
No Health Care Agency 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>5,811,264</b>	<b>19,540,051</b>	<b>19,616,566</b>	<b>19,534,330</b>	<b>19,529,258</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</b>				
<b>Sheriff-Coroner Positions</b>					
Air Conditioning Mechanic	1	1	1	1	1
Communications Technician II	1	1	1	1	1
Correctional Programs Technician	1	5	5	5	5
Deputy Sheriff I	-	32	32	32	32
Facilities Mechanic	1	1	1	1	1
Plumber	1	1	1	1	1
Senior Head Cook	1	1	1	1	1
Senior Institutional Cook	2	2	2	2	2
Senior Sheriff's Records Technician	1	1	1	1	1
Sheriff's Correctional Services Assistant	-	30	30	30	30
Sheriff's Records Supervisor	3	3	3	3	3
Sheriff's Records Technician	4	4	4	4	4
Warehouse Worker II	2	2	2	2	2
<b>Subtotal Sheriff-Coroner Positions</b>	<b>18</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>
<b>Health Care Agency Positions</b>					
Behavioral Health Clinician II	5	5	5	5	5
Comprehensive Care Licensed Vocational Nurse	5	5	5	5	5
Comprehensive Care Nurse II	10	10	10	10	10
HCA Service Chief II	2	2	2	2	2
Medical Assistant	3	3	3	3	3
Mental Health Specialist	4	4	4	4	4
Nurse Practitioner II	2	2	2	2	2
Office Specialist	2	2	2	2	2
Psychiatrist	4	4	4	4	4
<b>Subtotal Health Care Agency Positions</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>
<b>Grand Total Positions Funded Per Fiscal Year</b>	<b>55</b>	<b>121</b>	<b>121</b>	<b>121</b>	<b>121</b>

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

James A. Musick Facility Expansion – Phase 2 Staffing					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
					<b>Sheriff-Coroner Cost</b>
10,182,930	10,182,930	10,182,930	10,182,930	10,182,930	Salaries & Benefits
<b>10,182,930</b>	<b>10,182,930</b>	<b>10,182,930</b>	<b>10,182,930</b>	<b>10,182,930</b>	<b>Subtotal - Sheriff-Coroner Cost</b>
					<b>Health Care Agency Cost</b>
8,146,438	8,146,438	8,146,438	8,146,438	8,146,438	Salaries & Benefits
1,237,086	1,275,436	1,314,975	1,448,606	1,355,739	Services & Supplies
<b>9,383,524</b>	<b>9,421,874</b>	<b>9,461,413</b>	<b>9,595,044</b>	<b>9,502,177</b>	<b>Subtotal - Health Care Agency Cost</b>
<b>19,566,454</b>	<b>19,604,804</b>	<b>19,644,343</b>	<b>19,777,974</b>	<b>19,685,107</b>	<b>Grand Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
0	0	0	0	0	No Sheriff-Coroner Revenue
0	0	0	0	0	No Health Care Agency Revenue
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>Total Revenue</b>
<b>19,566,454</b>	<b>19,604,804</b>	<b>19,644,343</b>	<b>19,777,974</b>	<b>19,685,107</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
					<b>Sheriff-Coroner Positions</b>
1	1	1	1	1	Air Conditioning Mechanic
1	1	1	1	1	Communications Technician II
5	5	5	5	5	Correctional Programs Technician
32	32	32	32	32	Deputy Sheriff I
1	1	1	1	1	Facilities Mechanic
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
30	30	30	30	30	Sheriff's Correctional Services Assistant
3	3	3	3	3	Sheriff's Records Supervisor
4	4	4	4	4	Sheriff's Records Technician
2	2	2	2	2	Warehouse Worker II
<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>Subtotal Sheriff-Coroner Positions</b>
					<b>Health Care Agency Positions</b>
5	5	5	5	5	Behavioral Health Clinician II
5	5	5	5	5	Comprehensive Care Licensed Vocational Nurse
10	10	10	10	10	Comprehensive Care Nurse II
2	2	2	2	2	HCA Service Chief II
3	3	3	3	3	Medical Assistant
4	4	4	4	4	Mental Health Specialist
2	2	2	2	2	Nurse Practitioner II
2	2	2	2	2	Office Specialist
4	4	4	4	4	Psychiatrist
<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>Subtotal Health Care Agency Positions</b>
<b>121</b>	<b>121</b>	<b>121</b>	<b>121</b>	<b>121</b>	<b>Grand Total Positions Funded Per Fiscal Year</b>



## **Orange County Jail Facilities ADA Compliance Upgrade**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

**5. Personnel Impacts**

No additional staffing is required.

**6. Cost Impact**

For strategic planning purposes, a preliminary estimate of \$9,684,673 is requested for architectural and engineering services and construction costs over a span of six fiscal years. The estimate will be updated as progress is made on the project.



**Orange County Jail Facilities ADA Compliance Upgrade****7. Funding Sources**

General Fund support is requested.

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

**8. Stakeholders**

County of Orange and OC jail inmates

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

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

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

FY 2022-23 through FY 2027-28

Orange County Jail Facilities ADA Compliance Upgrade					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	2,472,063	959,070	1,415,780	1,488,000	1,547,520
<b>Total Cost</b>	<b>2,472,063</b>	<b>959,070</b>	<b>1,415,780</b>	<b>1,488,000</b>	<b>1,547,520</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. General Fund Requirement</b>	<b>2,472,063</b>	<b>959,070</b>	<b>1,415,780</b>	<b>1,488,000</b>	<b>1,547,520</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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>

Orange County Jail Facilities ADA Compliance Upgrade					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
1,802,240	0	0	0	0	Structures & Improvements
<b>1,802,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>1,802,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>IV. Balance</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>



## **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 is a recurring 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 OCSD.

1. Jail Hardening – The OCSD initiated a comprehensive review of all jail facilities to determine long-term jail hardening measures needed to improve and obtain a higher level of security. The identified areas for improvements include additional lighting fixtures to various internal and external areas of the jails; implementation of an RFID (Radio-frequency identification) inmate logging and tracking system; hardening of window and ventilation areas of the jails, new razor wire installations, fencing, and secure door improvements; and replacement of windows using polycarbonate safety materials. The total project cost is estimated at \$2,143,236.
2. Retrofit Fire Detection/Alarm/Suppression Systems – The County jail facilities share a common fire alarm design that has reached obsolescence. The existing system should be replaced with a new detection devices and monitoring equipment to comply with all current fire/life safety regulations. Total project cost is estimated at \$8,000,000.
3. Theo Lacy Air Handlers Replacement (Housing Modules I and J) – The air handlers in the Housing Modules I and J of the Theo Lacy Facility have been in service for almost 32 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



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

the facility to meet Title 15 requirements and keep up with the environmental demands of a 24-hour facility. As this equipment continues to age, the facility may experience more air quality issues including moisture, dirt, bacteria, and outside air particulates. The total project cost is estimated at \$2,000,000.

4. Upgrade and Add a Redundant Uninterrupted Power Supply (UPS) System at Brad Gates Building – The OCSD Data Center, located in the Brad Gates Building, houses the equipment and infrastructure necessary to support the OCSD'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 16 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 outage. The total project cost is estimated at \$1,214,201.
5. Theo Lacy Air Handlers Replacement (Administrative Building) – The air handlers in the Administrative Building of the Theo Lacy Facility have been in service for almost 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. The total project cost is estimated at \$2,695,076.
6. Central Men's Jail – Attorney Bonds Booth Area Renovation – The attorney's area would be enhanced by one additional booth. The added booth and the Americans with Disabilities Act (ADA) booth would be enhanced with lockable windows dividing the inmate and attorney sides, ceiling-high glass and an electric speaker system. All other existing booths would be improved with ceiling-high glass or walls and lighting relocation. The total project cost is estimated at \$1,034,000.
7. Central Men's Jail – Freight Elevators Overhaul – Elevators 1 & 2 are all original to the jail and the drive and controls are old and expensive to maintain. The function could be improved by modernization to the most current drive and control systems. The total project cost is estimated at \$2,632,160.



**Sheriff-Coroner Facilities Capital Improvement Plan**

8. Central Men's Jail – Roof Replacement – The roof on the Central Men's Jail is at the end of its useful life and should be replaced. The total project cost is estimated at \$3,074,141.
9. OCSD's Headquarters Renovations and Hazardous Material Abatement – The OCSD's Headquarters is more than 42 years old and requires modifications and improvements. The existing building's structural components would benefit from reinforcement to meet current seismic standards and a new elevator should be constructed to comply with the most recent Federal ADA requirements. Additionally, some materials used in the original construction of the building may need to be mitigated or abated. The total project cost is estimated at \$9,519,334.
10. Theo Lacy Air Conditioning Duct Refurbishment/Replacement (Administrative Building and Modules I and J) – The air handler ducting is at the end of its useful life and refurbishment or replacement is advisable. The total project cost is estimated at \$3,000,000.
11. Loma Ridge Communication Equipment Rooms HVAC Assessment – The HVAC system is unsatisfactory for maintaining consistently uniform room temperature for installed communication equipment operation. The total project cost is estimated at \$1,035,405.
12. OC Crime Lab – Renovate and Reconfigure Forensic Areas – The OC Crime Lab is currently housed on floors six, seven, and eight of the Brad Gates Building. While the total Crime Lab floor space is adequate, reconfiguration and reorientation of office and laboratory space would accommodate new priorities and facilitate efficient and functional services. For example, redesign of the seventh-floor areas would address the growth in DNA services; the Controlled Substances area now exceeds the originally allocated space and should be relocated within the building, and the modular office areas on all three floors would benefit from a redesign to align staff with their assignments. Additionally, to ensure continued safe laboratory operations and personnel safety, the mechanical airflow and exhaust system should be examined. The total project cost is estimated at \$1,386,375.
13. Jail Hardening Long Term (Red Team projects) – The creativity, planning, collaboration, strategy, and methods related to bringing illegal contraband into jail and secured facilities have evolved. Therefore, the Red Team projects consist of building



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

alterations and improvements in jail facilities that better secure them and enhance the OCSD's security measures. The total cost of these projects is estimated at \$8,304,000.

14. Replace HVAC Units Using R-22 Refrigerant – R-22 refrigerant and components designed to operate with it are no longer manufactured. There are various facilities still operating R-22 AC units that need to be replaced with the new 410A refrigerant systems. The total project cost is estimated at \$1,081,500.
15. Intake Release Center – Replace Hot Water System Thermostatic Mixing Valve – The domestic water tempering valves are outdated and would benefit from replacement with a more suitable and up-to-date means of controlling the hot water temperature. The total project cost is estimated at \$2,500,000.
16. Central Men's Jail Escalator Replacement – Modernization of drive components for the escalators in the Central Men's Jail would be optimal. The total project cost is estimated at \$6,677,454.
17. Hazardous Materials Mitigation – Determine the existence of possible hazardous materials at the Central Men's Jail, Central Women's Jail, and OCSD's Headquarters and mitigate as required. The total project cost is estimated at \$1,576,951.
18. Loma Ridge Emergency Operations System Expansion – Increases in new functions and manpower requirements have caused a shortage of space within the existing building. A previous assessment study indicated an additional 2,640 square feet is needed to accommodate expanding present and future facility requirements. The total project cost is estimated at \$1,391,184.
19. Establish a New or Alternate Emergency Operations Center (EOC) - Establishment of a new or alternate EOC in a centrally accessible location with flexible spacing uses would provide increased functionality and provide an alternate location should the primary site be unavailable or inaccessible (Loma Ridge EOC). The total project cost is estimated at \$21,568,860.

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

No additional staffing is required.

**Sheriff-Coroner Facilities Capital Improvement Plan****6. Cost Impact**

Estimated one-time project costs over seven years total \$80,833,877.

FY 2022-23	\$	10,306,492
FY 2023-24	\$	18,657,357
FY 2024-25	\$	19,627,121
FY 2025-26	\$	16,353,867
FY 2026-27	\$	12,307,540
FY 2027-28	\$	1,081,500
FY 2028-29	\$	2,500,000

**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, and local officials visiting OCSD facilities, inmates, as well as County employees working within the facilities.

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

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

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

The implementation period for these projects is within the fiscal years reflected in the Capital Improvement Program Plan from FY 2022-23 through FY 2028-29, should funding be available. For some complex projects, design and construction spans over several fiscal years in order to meet this requirement.



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Sheriff-Coroner Facilities Capital Improvement Plan					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	10,306,492	18,657,357	19,627,121	16,353,867	12,307,540
<b>Total Cost</b>	<b>10,306,492</b>	<b>18,657,357</b>	<b>19,627,121</b>	<b>16,353,867</b>	<b>12,307,540</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. General Fund Requirement</b>	<b>10,306,492</b>	<b>18,657,357</b>	<b>19,627,121</b>	<b>16,353,867</b>	<b>12,307,540</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
1,081,500	2,500,000	0	0	0	Structures & Improvements
<b>1,081,500</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</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>1,081,500</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>IV. Balance</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>



## **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 Strategic Priority is an update to the prior year 2020 Strategic Financial Plan Strategic Priority.

**4. Description of Strategic Priority**

Many of the OCSD 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, OCSD'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 staffing is required.

**6. Cost Impact**

One-time project costs are projected over the first five years at a total of \$13,674,508 and over ten years at a total of \$24,898,239.

FY 2022-23	\$ 4,000,006
FY 2023-24	\$ 921,040
FY 2024-25	\$ 1,756,523
FY 2025-26	\$ 2,078,287

**Sheriff-Coroner Facilities Maintenance Repair Plan**

FY 2026-27    \$ 4,918,652

**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, and local officials visiting OCSD facilities, inmates, as well as County employees working within the facilities.

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

Discretionary: These projects are discretionary, however, some of the requests include projects to continue meeting 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 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	4,000,006	921,040	1,756,523	2,078,287	4,918,652
<b>Total Cost</b>	<b>4,000,006</b>	<b>921,040</b>	<b>1,756,523</b>	<b>2,078,287</b>	<b>4,918,652</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. General Fund Requirement</b>	<b>4,000,006</b>	<b>921,040</b>	<b>1,756,523</b>	<b>2,078,287</b>	<b>4,918,652</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
941,778	2,626,304	1,562,930	1,032,790	5,059,929	Structures & Improvements
<b>941,778</b>	<b>2,626,304</b>	<b>1,562,930</b>	<b>1,032,790</b>	<b>5,059,929</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>941,778</b>	<b>2,626,304</b>	<b>1,562,930</b>	<b>1,032,790</b>	<b>5,059,929</b>	<b>IV. Balance</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>



## **Theo Lacy Facility Additional Staffing**

**1. Program Area**

Public Protection

**2. Involved Agencies and Departments**

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

**CHS Staff Security (22 Deputy Sheriff Is):**

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





### **Theo Lacy Facility Additional Staffing**

with the increased medical and mental health staffing. Deputies would be assigned to each of the eleven housing locations at TLF, which has a capacity of 3,430 inmates, to provide security where medical and mental health staff respond and provide care to inmates.

#### **Medical Office Security** (four Deputy Sheriff Is):

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

#### **Inmate Transportation and Emergency Room Treatment** (16 Deputy Sheriff Is):

Inmates often require medical treatment that can't be provided by the CHS medical staff. Once it is determined an inmate needs transportation to a hospital, deputies are assigned to travel with the inmate in the ambulance. The number of deputies assigned to an inmate is based on the inmate's housing classification. As TLF is a maximum security jail complex, many inmates require two or more deputies in attendance any time the inmate moves outside of their normal housing assignment. The deputies ensure the safety of the medical staff during transportation and that the inmate does not attempt to escape from custody. The deputies escorting the inmate are reassigned from various other duties at TLF. Over the last three years, the number of inmates requiring transportation and treatment in the Emergency Room has increased by almost 70% from 281 inmates in 2019 to a projected 475 for 2021.

#### **New Specialized Housing Units and Programming** (16 Deputy Sheriff Is; one Sergeant):

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

## **5. Personnel Impacts**

For strategic planning purposes, 59 additional positions would be needed and include:

**Theo Lacy Facility Additional Staffing**

<b>Classification</b>	<b>No. of Positions</b>
Deputy Sheriff I	58
Sergeant	1
<b>Total Positions</b>	<b>59</b>

**6. Cost Impact**

Once fully operational, estimated ongoing staffing costs range from \$10.2 million in FY 2022-23 to \$9.9 million in FY 2031-32.

**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**

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

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

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

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

The implementation period of this project would be FY 2022-23.

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Theo Lacy Facility Additional Staffing					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Salaries & Benefits	10,217,572	10,071,648	10,059,492	9,929,258	9,869,406
<b>Total Cost</b>	<b>10,217,572</b>	<b>10,071,648</b>	<b>10,059,492</b>	<b>9,929,258</b>	<b>9,869,406</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. General Fund Requirement</b>	<b>10,217,572</b>	<b>10,071,648</b>	<b>10,059,492</b>	<b>9,929,258</b>	<b>9,869,406</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</b>				
Deputy Sheriff I	58	58	58	58	58
Sergeant	1	1	1	1	1
<b>Total Positions Funded Per Fiscal Year</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>59</b>

Theo Lacy Facility Additional Staffing					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
9,869,406	9,869,406	9,869,406	9,869,406	9,869,406	Salaries & Benefits
<b>9,869,406</b>	<b>9,869,406</b>	<b>9,869,406</b>	<b>9,869,406</b>	<b>9,869,406</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>9,869,406</b>	<b>9,869,406</b>	<b>9,869,406</b>	<b>9,869,406</b>	<b>9,869,406</b>	<b>III. General Fund Requirement</b>
					<b>IV. Staffing</b>
58	58	58	58	58	Deputy Sheriff I
1	1	1	1	1	Sergeant
<b>59</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>Total Positions Funded Per Fiscal Year</b>





## **Implement Jail-Based Competency Treatment (JBCT) Program**

**1. Program Area**

Community Services

**2. Involved Agencies and Departments**

Health Care Agency (HCA)

Sheriff-Coroner Department (OCSD)

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

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

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

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

Orange County jails typically houses between 40 and 55 IST defendants awaiting placement at DSH and only a small number of these defendants qualify for outpatient placement under the existing Orange County Conditional Release Program (CONREP). Orange County would benefit from a JBCT program to manage and treat these inmates.



## **Implement Jail-Based Competency Treatment (JBCT) Program**

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

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

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

### **5. Personnel Impacts**

For strategic planning purposes, an initial estimate of 13 additional positions would be required, but staffing needs will be reevaluated pending further information from DSH. DSH provided a bed analysis for Orange County identifying a need for 21 to 23 beds. Although DSH has not yet identified the exact number of staff for a 21 to 23 bed unit, the following are estimates of associated staffing needs:

<b>Classification</b>	<b>No. of Positions</b>
Administrative Manager II	1
Behavioral Health Clinician II	5
Clinical Psychologist II	2
Deputy Sheriff II	3
Office Specialist	1
Psychiatrist	1
<b>Total Positions</b>	<b>13</b>

### **6. Cost Impact**

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



**Implement Jail-Based Competency Treatment (JBCT) Program**

<b>Fiscal Year</b>	<b>One-Time</b>	<b>Ongoing</b>
2022-23	\$ 20,000	\$ 2,164,992
2023-24	\$ 0	\$ 2,144,404
2024-25	\$ 0	\$ 2,148,842
2025-26	\$ 0	\$ 2,134,082
2026-27	\$ 0	\$ 2,128,556
2027-28	\$ 0	\$ 2,128,556
2028-29	\$ 0	\$ 2,128,556
2029-30	\$ 0	\$ 2,128,556
2030-31	\$ 0	\$ 2,128,556
2031-32	\$ 0	\$ 2,128,556

**7. Funding Sources**

Current indications from DSH are that funding for this program will not require local matching dollars. DSH proposes a Per Diem Daily Bed Rate of approximately \$430 per day per patient inmate, to include all costs such as medical treatment and medication, transportation, etc. with potential increased rates in the future. One-time implementation costs are allowable subject to a limit.

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

**8. Stakeholders**

Board of Supervisors, County Counsel, OCSD, District Attorney – Public Administrator; Public Defender, Courts, DSH.

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

Discretionary project.

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

The implementation period is approximately 12 to 18 months.

Implement Jail Based Competency Treatment (JBCT) Program					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Salaries & Benefits	2,164,992	2,144,404	2,148,842	2,134,082	2,128,556
Services & Supplies	20,000	0	0	0	0
<b>Total Cost</b>	<b>2,184,992</b>	<b>2,144,404</b>	<b>2,148,842</b>	<b>2,134,082</b>	<b>2,128,556</b>
<b>II. Non-General Fund Revenue</b>					
Intergovernmental Revenues	2,184,992	2,144,404	2,148,842	2,134,082	2,128,556
<b>Total Revenue</b>	<b>2,184,992</b>	<b>2,144,404</b>	<b>2,148,842</b>	<b>2,134,082</b>	<b>2,128,556</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>	<b>Pos Yr 1</b>				
Administrative Manager II	1	1	1	1	1
Behavioral Health Clinician II	5	5	5	5	5
Clinical Psychologist II	2	2	2	2	2
Deputy Sheriff II	3	3	3	3	3
Office Specialist	1	1	1	1	1
Psychiatrist	1	1	1	1	1
<b>Total Positions Funded Per Fiscal Year</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

Implement Jail Based Competency Treatment (JBCT) Program					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
2,128,556	2,128,556	2,128,556	2,128,556	2,128,556	Salaries & Benefits
0	0	0	0	0	Services & Supplies
<b>2,128,556</b>	<b>2,128,556</b>	<b>2,128,556</b>	<b>2,128,556</b>	<b>2,128,556</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
2,128,556	2,128,556	2,128,556	2,128,556	2,128,556	Intergovernmental Revenues
<b>2,128,556</b>	<b>2,128,556</b>	<b>2,128,556</b>	<b>2,128,556</b>	<b>2,128,556</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 II
5	5	5	5	5	Behavioral Health Clinician II
2	2	2	2	2	Clinical Psychologist II
3	3	3	3	3	Deputy Sheriff II
1	1	1	1	1	Office Specialist
1	1	1	1	1	Psychiatrist
<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</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)
- Administrative/Finance
- Human Resources
- Facilities & Maintenance

OC Public Works (OCPW)

County Executive Office (CEO)

- Information Technology (OCIT)
- CEO County Counsel
- CEO Real Estate

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

This is a continuing Strategic Priority that was previously identified in the 2018, 2019 and 2020 Strategic Financial Plans.

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

The three Irvine library branches are the busiest in the OCPL System in terms of usage and frequency of patron visits. Despite limited hours and closures of the libraries due to COVID-19, more than 1.6 million items were borrowed from the three libraries in FY 2019-20 and 1.3 million items in FY 2020-21. Irvine utilized 24% of OCPL resources in FY 2019-20 and 28% of OCPL resources in FY 2020-21.

The current facilities require frequent enhancements to meet information service demands. These needs are projected to further increase with growth in the surrounding communities. Based on a 2012 Memorandum of Understanding (MOU), the city and the county will collaborate on the location and construction of an additional library facility to meet the growing demand for library services.

### **5. Personnel Impacts**

For strategic planning purposes, 25 additional positions would be needed to operate the new library facility, which is based on the current staffing levels at a comparable branch.

**New Library in the City of Irvine**

<b>Classification</b>	<b>No. of Positions</b>
Librarian I	5
Librarian II	2
Librarian IV	1
Library Assistant I (Part Time)	2
Library Assistant I (Full Time)	6
Library Assistant II	8
Senior Library Assistant	1
<b>Total Positions</b>	<b>25</b>

**6. Cost Impact**

Estimated costs include the one-time facility acquisition cost and ongoing costs for County staff time and operating expenses.

<b>Fiscal Year</b>	<b>One-Time</b>	<b>Ongoing</b>
2022-23 - Construction	\$ 22,880,000	\$ 0
2022-23 - Start Up	\$ 3,500,000	\$ 0
2023-24	\$ 230,000	\$ 6,641,045
2024-25	\$ 0	\$ 6,840,276
2025-26	\$ 0	\$ 7,045,485
2026-27	\$ 0	\$ 7,256,849
2027-28	\$ 0	\$ 7,474,555
2028-29	\$ 0	\$ 7,698,791
2029-30	\$ 0	\$ 7,929,755
2030-31	\$ 0	\$ 8,167,648
2031-32	\$ 0	\$ 8,412,677

**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 capital set-aside. The source of this revenue is outlined in provisions adopted in the 2012 Memorandum of Understanding (MOU) between the County of Orange, OCPL, 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 the 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 2020-21 is \$5,187,736 which brings the total to \$22,162,455 to date. By 2021-22, the total is projected to be \$27,746,233.



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

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%

**8. Stakeholders**

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

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

Discretionary project.

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

The Irvine set-aside reserve balance reached the target project balance of \$20,000,000 and the implementation period for this project is now contingent on negotiations with the City of Irvine. County and City staff are currently in the early stages of negotiations regarding the set-aside reserve, location for the new facility and other construction details.

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New Library in the City of Irvine					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Equipment	50,000	0	0	0	0
Salaries & Benefits	0	2,064,844	2,076,496	2,072,506	2,075,632
Services & Supplies	26,330,000	4,806,201	4,763,780	4,972,979	5,181,217
<b>Total Cost</b>	<b>26,380,000</b>	<b>6,871,045</b>	<b>6,840,276</b>	<b>7,045,485</b>	<b>7,256,849</b>
<b>II. Non-General Fund Revenue</b>					
Taxes	3,500,000	6,641,045	6,840,276	7,045,485	7,256,849
<b>Total Revenue</b>	<b>3,500,000</b>	<b>6,641,045</b>	<b>6,840,276</b>	<b>7,045,485</b>	<b>7,256,849</b>
<b>III. Reserves</b>					
Reserves	(22,880,000)	(230,000)	0	0	0
<b>Total Reserves Inc/(Dec)</b>	<b>(22,880,000)</b>	<b>(230,000)</b>	<b>0</b>	<b>0</b>	<b>0</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	5	5	5	5
Librarian II	0	2	2	2	2
Librarian IV	0	1	1	1	1
Library Assistant I	0	8	8	8	8
Library Assistant II	0	8	8	8	8
Senior Library Assistant	0	1	1	1	1
<b>Total Positions Funded Per Fiscal Year</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>



New Library in the City of Irvine					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
2,075,632	2,075,632	2,075,632	2,075,632	2,075,632	Salaries & Benefits
5,398,923	5,623,159	5,854,123	6,092,016	6,337,045	Services & Supplies
<b>7,474,555</b>	<b>7,698,791</b>	<b>7,929,755</b>	<b>8,167,648</b>	<b>8,412,677</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
7,474,555	7,698,791	7,929,755	8,167,648	8,412,677	Taxes
<b>7,474,555</b>	<b>7,698,791</b>	<b>7,929,755</b>	<b>8,167,648</b>	<b>8,412,677</b>	<b>Total Revenue</b>
					<b>III. Reserves</b>
0	0	0	0	0	Reserves
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>
5	5	5	5	5	Librarian I
2	2	2	2	2	Librarian II
1	1	1	1	1	Librarian IV
8	8	8	8	8	Library Assistant I
8	8	8	8	8	Library Assistant II
1	1	1	1	1	Senior Library Assistant
<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>Total Positions Funded Per Fiscal Year</b>



**Central Utility Facility (CUF) Compressors Replacement****1. Program Area**

Infrastructure & Environmental Resources

**2. Involved Agencies and Departments**

OC Public Works

**3. New or Continuing Strategic Priority**

This is a new Strategic Priority.

**4. Description of Strategic Priority**

This Strategic Priority requests the replacement of the current CUF compressors to ensure the continued supply of electricity, steam and chilled water to the Civic Center and jail facilities. The current compressors were installed in the First Phase of CUF construction in 2009 and were an alternative solution to the original compressors specifications. The compressors required several modifications to the coalescing filtration to meet the fuel quality specifications, which in turn substantially intensified the compressors' operating pressures resulting in increased wear and tear. Replacement of the compressors would prevent the CUF facility from being completely dependent on Southern California Edison.

**5. Personnel Impacts**

No additional staffing is required.

**6. Cost Impact**

Estimated one-time project costs are \$5.1 million and include:

FY 2022-23	\$ 300,000	Design costs
FY 2023-24	\$ 1,600,000	One generator replacement
FY 2024-25	\$ 1,600,000	One generator replacement
FY 2025-26	\$ 1,600,000	One generator replacement

**7. Funding Sources**

General Fund support is requested for this project.

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



**Central Utility Facility (CUF) Compressors Replacement**

**8. Stakeholders**

Santa Ana Civic Center, including the jail facilities

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

Discretionary project.

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

Implementation period spans over four years with design anticipated to be completed in FY 2022-23, followed by the replacement of one compressor each in FY 2023-24, FY 2024-25 and FY 2025-26.

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Central Utility Facility (CUF) Compressor Replacements					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Structures & Improvements	300,000	1,600,000	1,600,000	1,600,000	0
<b>Total Cost</b>	<b>300,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>0</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. General Fund Requirement</b>	<b>300,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>0</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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>

Central Utility Facility (CUF) Compressor Replacements					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<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	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>







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

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

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

The CAPS+ Financial/Procurement system maintains the County's financial records and generates financial statements, collects costs for federal and state billings, procures goods and services, and issues vendor payments. The CAPS+ Human Resources/Payroll system is used in administering personnel records, tracking all personnel information and managing and paying over 17,000 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 2022-23 and FY 2030-31.

Currently, the County uses three servers (IBM AIX P9) for CAPS production, user acceptance testing and a disaster recovery platform. The equipment is six 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 2022-23 and again in FY 2028-29 at an estimated cost of \$551 thousand each time.

### **5. Personnel Impacts**

No additional staffing is 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 \$13.8 million for the FY 2022-23 upgrade to a newer version release and for IT equipment refresh; \$7.6 million for the FY 2030-31 upgrade to the next version release; and \$551 thousand for an IT equipment upgrade in FY 2028-29. The ongoing cost for license and maintenance support would remain at the current level.

While the County plans to upgrade the existing CAPS+ system, a replacement may become necessary at a future date. The current estimate for replacing this system is \$130 million or more over a five year period.

### **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%



## **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?**

Discretionary: 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 estimated implementation period is 24-30 months.

CAPS+ Financial/Procurement & HR/Payroll Software and Hardware Upgrade					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Equipment	551,250	0	0	0	0
Intangible Assets-Amortizable	4,456,856	5,093,550	3,183,469	0	0
<b>Total Cost</b>	<b>5,008,106</b>	<b>5,093,550</b>	<b>3,183,469</b>	<b>0</b>	<b>0</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. General Fund Requirement</b>	<b>5,008,106</b>	<b>5,093,550</b>	<b>3,183,469</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	551,250	0	0	0	Equipment
0	0	0	7,600,000	0	Intangible Assets-Amortizable
<b>0</b>	<b>551,250</b>	<b>0</b>	<b>7,600,000</b>	<b>0</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>0</b>	<b>551,250</b>	<b>0</b>	<b>7,600,000</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 Expense Reimbursement System**

### **1. Program Area**

General Government Services

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

Auditor-Controller

Child Support Services

Health Care Agency

OC Community Resources

OC Public Works

OC Waste and Recycling

Probation Department

Social Services Agency

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

This continuing priority is an update to the Strategic Priority titled "*County Employee Reimbursement/Petty Cash System*" and "*County Employee Reimbursement*" previously identified in the 2018, 2019, and 2020 Strategic Financial Plans. Based on additional analysis, the projected one-time implementation cost reflects a 5% increase from the prior years' estimate.

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

A new employee expense reimbursement system would provide 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 (MOUs).

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 eight County departments (Auditor-Controller, Child Support Services, Health Care Agency, OC Community Resources, OC Public Works, OC Waste and Recycling, Probation Department and Social Services Agency) use the application, while the remaining County departments submit paper reimbursement requests.



## **County Employee Expense Reimbursement System**

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

### **5. Personnel Impacts**

No additional staffing is 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 \$1.4 million 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 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%

### **8. Stakeholders**

The primary beneficiaries of this solution would be all County Departments and the approximately 17,000 County of Orange employees submitting more than 30,000 reimbursement claims per year.

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

Discretionary: 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.



## **County Employee Expense Reimbursement System**

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.

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

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



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County Employee Expense Reimbursement System					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Intangible Assets-Amortizable	1,381,278	0	0	0	0
<b>Total Cost</b>	<b>1,381,278</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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. General Fund Requirement</b>	<b>1,381,278</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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 Expense Reimbursement System					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	0	0	0	0	Intangible Assets-Amortizable
0	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>
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 2020 SFP Strategic Financial Plan Strategic Priority.

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

#### **I. In Progress Real Estate Projects:**

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

The former South County Justice Center property is an approximate 28-acre site located in the City of Laguna Niguel and bordered on three sides by Alicia Parkway, Crown Valley Parkway, and Pacific Island Drive. The site occupants include the County (22 acres), the OC Fire Authority (1.5 acres), and the City of Laguna Niguel (4.1 acres). The County-owned 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 of Supervisors (Board) is to analyze potential uses and sources that may be developed from the former courthouse complex in Laguna Niguel. Since 2014, the County has worked to engage a qualified master developer to enter into a long-term ground lease for a portion of the 22-acre site. The County released a Request for Proposal (RFP) on February 21, 2018 and began negotiations with the primary respondent, Laguna Niguel Town Center Partners (LNTCP), on November 1, 2018.

On June 4, 2019, the Board approved an option and lease agreement for the site with LNTCP. The approved option agreement consists of a one-year option term during which LNTCP will work on entitlements for the project with the City of Laguna Niguel and perform necessary due diligence on the property. Due to the COVID-19 pandemic,



## **County Facilities Master Plan**

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

This Strategic Priority includes \$4 million in development-related costs, \$3 million one-time relocation cost of the County Vehicle Maintenance Yard offset by \$3.5 million in revenue from the development of the site for FY 2022-23 through FY 2031-32. The \$3 million one-time relocation cost of the County Vehicle Maintenance Yard would address ongoing repair and maintenance of the OCSD's patrol fleet for the South County contract cities. CEO Real Estate and OCPW are currently assessing the feasibility of relocating the County Vehicle Maintenance Yard to property owned by the County at the former Marine Corps Air Station (MCAS) El Toro. The \$3.5 million revenue from site development beginning in FY 2025-26 is offset by \$4 million in staffing and moving costs, resulting in a Net County Cost (NCC) of \$0.5 million for FY 2022-23 through FY 2031-32.

### **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 and the Orange County Transportation Authority Metrolink railroad tracks and will be bound by the planned realignment of Marine Way to the north, the existing Ridge Road and Interstate 5 Freeway to the west, the Southern California Regional Rail Authority/Metrolink rail line to the south, and two warehouse buildings to the east, which are not part of the parcel.

Since 2011, the County has pursued viable development options, 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



## **County Facilities Master Plan**

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.

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 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, etc.

On February 19, 2020, the judge presiding over these legal challenges issued an order on the County's Motion for Summary Judgment finding that the 100AP and WAP projects are not exempt from the City of Irvine's general plan and zoning ordinances. This order provides that implementation of these projects, as approved by the Board, would require City of Irvine approval. As a result, on June 9, 2020, the Board vacated EIR Nos. 620 and 621 and the prior project approvals for the 100AP and WAP. This allows the County time and flexibility to consider other uses for these properties consistent with the ruling. The Disposition and Development Agreement with Lowe was also terminated. Subsequently, the parties dismissed their CEQA claims against the County.

On June 23, 2020, the Board approved an interim 5-year ground lease with OC Storage, LLC, for a 20-acre site to provide vehicle storage at the 100AP. It is anticipated the lease revenue will begin in November 2021 and will range from \$15,833 to \$158,333 per month. OC Storage LLC is currently working with the City of Irvine on permits for the site, which are expected to be received in November 2021.

This Strategic Priority includes \$27 million in revenue, comprised of \$18.6 million of El Toro Improvement Fund (15T) implementation revenue and \$8.4 million of Ground Lease revenue. The total revenue is offset by \$10.9 million in expenses, resulting in an anticipated net \$16.1 million in revenue available to the County General Fund during FY 2022-23 through FY 2031-32.



## **County Facilities Master Plan**

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

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

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

- **Phase 1 – County Administration South (CAS)**  
Demolition of the old Building 16, and development of a 250,000 square foot replacement building with a freestanding conference and events center successfully completed with a ribbon cutting ceremony on August 28, 2019. CAS is home to a Customer Service Center providing a centralized location for the public to access County services. County departments now occupying the building include OC Public Works, OC Waste & Recycling, Treasurer-Tax Collector, Clerk-Recorder, CEO Real Estate, CEO Risk Management, and OC Community Resources Administration. Beginning in FY 2020-21, CAS user departments Strategic Financial Plan base request includes \$10 million annually for CAS debt service payments. Non-General Fund departments occupying CAS fund approximately 76% of the debt service cost in the form of lease payments. The remaining 24% is funded from waste importation revenue from the OC Waste & Recycling.
- **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, and construction of surface parking and perimeter fence installation. The plan replaces Buildings 11, 12, and 14 with a 250,000 square foot sister building to CAS that will house the occupants of the Hall of Administration, a number of Health Care Agency staff and other CEO staff (Risk Management, Real Estate and Procurement). The CAN debt service cost will be funded approximately 39% by Non-General Funds in the form of lease payments. The remaining 61% is funded from waste importation revenue from OC Waste & Recycling. The CAN user departments' Strategic Financial Plan base request includes \$12.9 million annually



## **County Facilities Master Plan**

for CAN debt service payments. WDA revenue is sufficient to cover Phase 2 CCSFP expenses for the next four years including:

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

Demolition of Buildings 11, 12 and 14 is complete. Construction of the CAN facility began in Spring 2020 with completion anticipated by June 2022.

Phase 3 and 4 projects are discretionary and still in the early planning stages. A Request for Interest for the development of property related to these phases was released with statements of interest due by July 12, 2021. CEO Real Estate is in the process of reviewing responses to the RFI. An RFP is anticipated to be released soliciting interest in a public-private partnership in the development of property associated with these phases.

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

This Strategic Priority excludes funding needs for Fruit Street and the County Operations Center. The Fruit Street Complex is an approximate twelve-acre collection of County-owned properties (Property) located near the intersection of Santa Ana Blvd and the Interstate 5 Freeway (I-5) and bounded on the east by the Santa Ana Regional Transportation Center (SARTC). OCPW occupies the Property, including Fleet Management Services. The complex of buildings on this site consists of approximately 111,024 square feet (sf) of space some of which was originally built in 1929. The total gross square footage, including storage space is 165,000 sf. Building uses include Construction and Architecture & Engineering (32,092 sf), Transportation Vehicle Repair (36,728 sf) and Facilities Operations (42,228 sf). Because of the facility age and condition efforts have been made over the years to relocate the existing users to other sites in the County.

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





## **County Facilities Master Plan**

The Property is located in the City's Transit Village District Center, which includes substantial development for residential units.

### **e. Greenspot Property Sale:**

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 OCFCD as a borrow site in conjunction with the construction of the Seven Oaks Dam as part of the Santa Ana River Project, but the property is no longer used for the dam construction.

On June 22, 2021, the Board adopted a resolution declaring OCFCD's intent to sell the Property. On September 8, 2021 the County of Orange accepted a bid for \$31,815,000 from the San Bernardino Municipal Valley Water District. The State of California will receive 70% of the proceeds net of expenses, Orange County and OCFCD will receive 26.3%, San Bernardino County will receive 2.1% and Riverside County will receive 1.6%. Orange County and OCFCD are expected to split evenly their share of the net proceeds. Orange County's 50% portion of net sale proceeds are estimated at \$3,704,539.

There is no budgetary impact to FY 2022-23 through FY 2031-32.

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

The OCFCD owns approximately 95 acres of vacant real property at the southeast corner of Mountain and Bickmore in the City of Chino (City). The property was originally acquired by OCFCD as required by the Army Corps of Engineers for furtherance of the Santa Ana River Mainstem Project. The property represents an opportunity to create a dependable, long-term revenue stream by establishing a ground lease and developing a state-of-the-art logistics center. The Board approved an Option Agreement with Majestic Realty on October 25, 2016, which included a form ground lease for the property. On September 11, 2018, the Board approved an amendment to the Option Agreement providing an additional three years for Majestic to process entitlements for this project. Majestic is processing a development application with the City and the required entitlements were approved by the City Council on June 15, 2021. On June 30, 2021, the Golden State Environmental Alliance filed suit against the City, the City of



## **County Facilities Master Plan**

Chino City Council, as respondents, and Majestic as a real party in interest, via a verified petition for writ of mandate for violation of CEQA. During the pendency of the lawsuit, the option term is tolled and Majestic continues to work on receiving the required approvals from the Army Corp of Engineers. County staff are coordinating efforts to help improve Army Corps processing times for the project.

This Strategic Priority includes \$30.1 million in revenue, offset by \$0.5 million in staffing expenses and \$10.7 million in revenue sharing with OC Flood, resulting in an anticipated net \$18.9 million available to the County General Fund during FY 2022-23 through FY 2031-32. Revenue generated from this project would be shared between OCFCD and the County at a rate of 35% and 65%, respectively. OCFCD and CEO Real Estate will enter into a Cooperative Agreement when the project is closer to completion.

### **g. Crossroads at Washington, Santa Ana, Ca**

On February 25, 2020, the Board approved an Option Agreement with Washington Santa Ana Housing, L.P., a subsidiary of The Related Companies of California, LLC (Related), along with a 65-year ground lease term. Related will conduct due diligence and obtain entitlements for development of The Crossroads at Washington, an 86-unit affordable housing development in the City of Santa Ana (City), over a 36-month term. In addition, as approved in the Option Agreement, Related will design, construct, operate and manage The Crossroads at Washington property. Also approved was a Joint Powers Agreement between the County and the City Housing Authority to facilitate tenants-in-common ownership for the joint development of the County-owned and Housing Authority-owned property. Finally, the Board approved a Memorandum of Agreement between the County and the City to provide an agreement for the transfer of Regional Housing Needs Assessment allocation shares between the County and the City. Along with these agreements, the Board approved a loan commitment to a limited partnership between Related and A Community of Friends (co-developer and lead service provider) in an amount not to exceed \$2,280,701, Related is proposing to pay capitalized ground rent payments for the County site, estimated at \$2,341,864, with 3% simple interest, from residual receipts after the repayment of the OC Community Resources loan. Existing appropriations will be used for the issuance of the Certificate of Occupancy. The loan will be 100% funded with HOME Investment Partnership Act in OC Housing Fund 15G and/or Housing Asset Fund 170. The 43 project-based Housing Choice Vouchers available to recipients is 100% funded by HUD and included in OC Housing Authority Fund 15F base budget.



## **County Facilities Master Plan**

This Strategic Priority includes \$0 in revenue, with an anticipated \$0.1 million in staffing and consultant expenses resulting in an anticipated \$0.1 million NCC for FY 2022-23 through FY 2031-32.

### **h. HCA 17<sup>th</sup> Street, Santa Ana, CA**

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

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

The County also seeks development of any excess property, outside the reduced development footprint of a new 17th Street Clinic, for Private Use Development. If the proposal suggests that the new HCA Clinic be constructed at an alternate, off-site location, then the entire Property would be available for Private Use Development.

Responses to the RFP are due in November 2021 and the successful respondent will be submitted to the Board for approval to enter into an option and lease agreement for the development.

### **i. Fleet Needs Assessment**

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

- Option 1 would replace the outdated, undersized and poorly configured Fruit Street maintenance complex and consolidate it with South County Shop operations at a new location.
- Option 2 proposes developing a centralized fleet management and maintenance and repair facility replacing the Fruit Street Shop, South County Shop and the Civic Center Garage.



## **County Facilities Master Plan**

OCPW is working with Mercury on finalizing the Fleet Needs Assessment by focusing solely on Option 2 and minimizing space requirements to only what is necessary. CEO Real Estate continues to actively monitor the real estate market for any new sale or lease listings of automotive dealerships that may meet Fleet's needs.

### **j. 909 Main Street Building**

The building located at 909 Main Street, Santa Ana, is approximately 110,612 sq. ft. and is currently occupied by Probation, and staffing related to community courts, including OCSD and District Attorney personnel. The building is a former Buffum's Department store building listed on the City of Santa Ana's Register of Historical Properties for its architectural design. Many of the systems in the building are reaching the end of their useful life and the historical designation complicates upgrades to and renovation of the building. The Board-approved Civic Center Facilities Strategic Plan identifies the building for sale due to its age and historic designation. Prior to sale of the property, alternate space will need to be located for Probation and the court staff. CEO Real Estate advocates reviewing options for relocating the facilities as part of the coming Civic Center Facilities Strategic Plan update. In the interim, only essential maintenance and upgrades will be completed including replacing HVAC controls in FY 2021-22 at a cost of \$500,000. All capital improvement plan projects will be funded by 036 Capital Improvements.

### **k. El Toro Parcel**

In 2020, CEO Real Estate received Board approval for an option and ground lease agreement with Mind OC for the entitlement, construction, operation, management and maintenance of the Be Well South Campus at 7780, 7800, 7850, 7880, 7900, and 8010 Marine Way, Irvine (Be Well South), on approximately 22 acres of the County's property. Be Well South would expand and enhance Orange County's shared system of behavioral health care and support by providing a second location for residents of Orange County to access Countywide behavioral health and substance use disorder services and other related services. The option agreement has an initial option term of two years and an option price of \$1. The option term may be extended two times with prior written approval of the Chief Real Estate Officer. Each extended option period would have a maximum term of two years, for a total of four additional years. The Be Well South capital improvement project will be funded from American Rescue Plan Act revenue replacement and other state funding.



## **County Facilities Master Plan**

### **II. Completed Real Estate Projects:**

#### **a. Placentia Veteran's Housing:**

The OCFCD owns approximately 2.34 acres of property at Orangethorpe and Lakewood by the Atwood Channel in the City of Placentia. CEO Real Estate launched a competitive RFP 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 development of the Placentia Veteran's Affordable Housing was successfully completed and opened on the property pursuant to the ground lease.

This Strategic Priority includes \$0.1 million in staffing expenses with no offsetting revenue, resulting in an anticipated \$0.1 million cost to OC Flood during FY 2021-22 through FY 2030-31.

#### **b. Be Well North Campus Located at 265 South Anita Drive in the City of Orange:**

HCA's 2016 Strategic Financial Plan identified creation of a campus-like setting for co-location of behavioral health services as a Strategic Priority. In order to meet this need, HCA collaborated with CEO Real Estate to purchase a building for a behavioral health campus at 265 Anita Drive in the City of Orange (Anita Building). The 2.1-acre property had a two-story wood frame office building circa 1985 which was removed to facilitate construction of a modern, purpose-built, health care building.

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 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 benefit all individuals utilizing the campus (e.g., eligibility workers, housing navigators, referral and linkage, etc.), the principle programs at the campus include SUD Intake and Referral, a Crisis Stabilization Unit, a Crisis Residential Unit, substance withdrawal management, co-occurring disorder residential treatment and SUD residential treatment. On June 4, 2019, the Board approved a Master Ground Lease with Mind OC for building construction and operation of the campus. The Be Well North Campus construction was completed in late 2020. The



## **County Facilities Master Plan**

campus received a Certificate of Occupancy on January 15, 2021 and services began shortly thereafter.

### **c. 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 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. Internet sales, focused on selling a higher volume of cars, make up a majority of their business.

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. Due to the COVID-19 pandemic, and per Board delegated authority, a Tolling Agreement was executed with HBJC, which extends the option period for the pendency of the State of Emergency due to the pandemic.

This project includes \$2.3 million in revenue, offset by \$0.9 million in staffing and sage scrub mitigation expenses. The project also includes a \$1.4 million repayment to OCWR resulting in no cost to the County General Fund during FY 2022-23 through FY 2031-32.

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

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 constructed a new store on the site. Revenue from the 21-year lease will be over \$12 million, which includes the Option





## **County Facilities Master Plan**

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 \$30 million for all six extension terms (not including potential rent increases).

Revenue generated from leasing this site would be shared between OCFCD and the County at a rate of 35% and 65%, respectively. A Cooperative Agreement between OCFCD and CEO Real Estate was entered into on June 30, 2014. Anticipated revenue for the remaining lease years and available options is anticipated to be over \$54 million and would conclude in FY 2080-81.

This Strategic Priority includes \$6.4 million in revenue, offset by \$0.2 million in staffing expenses and \$2.2 million in revenue sharing with OC Flood, resulting in an anticipated net \$4 million available to the County General Fund during FY 2022-23 through FY 2031-32.

### **e. 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 RFP 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 approved the option and lease agreement on October 8, 2020 and authorized the Chief Real Estate Officer to sign a 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 \$2.7 million in revenue, offset by \$0.2 million in staffing expenses resulting in an anticipated net \$2.5 million available to the County General Fund during FY 2022-23 through FY 2031-32.



## **County Facilities Master Plan**

### **f. Green River Golf Course**

Orange County owns approximately 412 acres of improved land in Chino Hills. CEO Real Estate launched a competitive RFP process in 2018 to solicit proposals from various developers. In June 2021, the Board, acting as the OCFCD, authorized a 20-year lease with two 10-year extensions with the existing operator, Course Co., beginning January 1, 2022.

This Strategic Priority includes \$0.9 million in revenue, offset by \$0.2 million in staffing and consultant expenses and, \$0.2 million in revenue sharing with OC Flood, resulting in an anticipated \$0.4 million available to OC Flood from FY 2022-23 through FY 2031-32.

### **5. Personnel Impacts**

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

### **6. Cost Impact**

The following \$17.0 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>
2022-23	\$ 3.0
2023-24	5.4
2024-25	2.3
2025-26	2.3
2026-27	2.4
2027-28	0.4
2028-29	0.3
2029-30	0.3
2030-31	0.3
2031-32	0.3
<b>Total</b>	<b>\$17.0</b>

### **7. Funding Sources**

The following \$72.7 million gross revenue included in the Strategic Priority stems from various real estate initiatives. Some Facilities Master Plan projects propose requests for





## County Facilities Master Plan

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>
2022-23	\$ 7.6
2023-24	10.2
2024-25	10.7
2025-26	8.5
2026-27	7.2
2027-28	5.0
2028-29	5.6
2029-30	5.7
2030-31	6.0
2031-32	6.2
<b>Total</b>	<b>\$72.7</b>

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

### 8. Stakeholders

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

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

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

### 10. Implementation Period if Funding Were Available

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



### **County Facilities Master Plan**

This Strategic Priority is projected to provide \$55.7 million in net revenue, of which \$40.4 million will be distributed to the County General Fund to address one-time capital investments and other obligations in the ten-year plan and may provide net revenue contributions to the General Fund as follows:

<b>Fiscal Year</b>	<b>Net Revenue (in millions)</b>
2022-23	\$ 4.4
2023-24	3.1
2024-25	7.0
2025-26	4.7
2026-27	3.4
2027-28	3.1
2028-29	3.5
2029-30	3.6
2030-31	3.7
2031-32	3.9
<b>Total</b>	<b>\$ 40.4</b>

These amounts are the net General Fund contributions after deducting \$15.3 million for FY 2022-23 through FY 2031-32 revenue sharing with: OC Flood – \$13.0 million and OCWR – \$2.3 million.

In addition to these projects, the County has aging infrastructure, such as its central jail and Probation facilities that may require substantial infrastructure investments in the future. The County recently completed development of the Computerized Maintenance Management System (CMMS), which will 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 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Services & Supplies	2,991,555	5,457,651	2,354,415	2,348,462	2,357,137
<b>Total Cost</b>	<b>2,991,555</b>	<b>5,457,651</b>	<b>2,354,415</b>	<b>2,348,462</b>	<b>2,357,137</b>
<b>II. Non-General Fund Revenue</b>					
Other Financing Sources	7,555,436	10,194,976	10,665,366	8,476,623	7,243,340
<b>Total Revenue</b>	<b>7,555,436</b>	<b>10,194,976</b>	<b>10,665,366</b>	<b>8,476,623</b>	<b>7,243,340</b>
<b>III. Reserves</b>					
Reserves	4,563,881	4,737,325	8,310,951	6,128,161	4,886,203
<b>Total Reserves Inc/(Dec)</b>	<b>4,563,881</b>	<b>4,737,325</b>	<b>8,310,951</b>	<b>6,128,161</b>	<b>4,886,203</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 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
366,029	285,266	277,138	284,028	291,089	Services & Supplies
<b>366,029</b>	<b>285,266</b>	<b>277,138</b>	<b>284,028</b>	<b>291,089</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
5,065,495	5,559,264	5,758,598	5,979,886	6,247,494	Other Financing Sources
<b>5,065,495</b>	<b>5,559,264</b>	<b>5,758,598</b>	<b>5,979,886</b>	<b>6,247,494</b>	<b>Total Revenue</b>
					<b>III. Reserves</b>
4,699,466	5,273,998	5,481,460	5,695,858	5,956,405	Reserves
<b>4,699,466</b>	<b>5,273,998</b>	<b>5,481,460</b>	<b>5,695,858</b>	<b>5,956,405</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>
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>





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

### **1. Program Area**

Insurance, Reserves & Miscellaneous

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

This Strategic Priority encompasses all County departments.

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

This is a continuing Strategic Priority previously identified in the 2019 and 2020 Strategic Financial Plans.

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

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

### **5. Personnel Impacts**

No additional staffing is required.

**Physical Identity Access Management (PIAM)****6. Cost Impact**

One-time cost for software, server builds, professional services, and project management is \$1.5 million.

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

**7. Funding Sources**

OCIT requests \$1.5 million in General Fund (NCC) for one-time project development costs during FY 2022-23 through FY 2024-25. The ongoing annual cost of \$208 thousand beginning FY 2025-26 will be included in OCIT's Budget and billed back to Departments through Badge Access pass-through rates.

Funding Sources			
Federal	State	General Fund	Other
0%	0%	51%	49%

**8. Stakeholders**

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

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

Discretionary project

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

OCIT anticipates issuing a Request for Proposal in FY 2022-23. If funding is identified, the project would then be presented to the Board of Supervisors for approval. If funding is identified in FY 2022-23, information gathering, functional design, workflow policies development, system baseline installation, user access testing and training could occur in FY 2023-24. Under this scenario, PIAM production deployment (Go Live) could take place in FY 2024-25.



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Physical Identity Access Management (PIAM)					
	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
<b>I. Cost</b>					
Equipment	0	980,000	420,000	0	0
Services & Supplies	50,000	18,000	18,000	208,000	208,000
<b>Total Cost</b>	<b>50,000</b>	<b>998,000</b>	<b>438,000</b>	<b>208,000</b>	<b>208,000</b>
<b>II. Non-General Fund Revenue</b>					
Charges For Services	0	0	0	208,000	208,000
<b>Total Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208,000</b>	<b>208,000</b>
<b>III. General Fund Requirement</b>	<b>50,000</b>	<b>998,000</b>	<b>438,000</b>	<b>0</b>	<b>0</b>
<b>IV. Staffing</b>	<b>Pos Yr 1</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>

Physical Identity Access Management (PIAM)					
FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	
					<b>I. Cost</b>
0	0	0	0	0	Equipment
208,000	208,000	208,000	208,000	208,000	Services & Supplies
<b>208,000</b>	<b>208,000</b>	<b>208,000</b>	<b>208,000</b>	<b>208,000</b>	<b>Total Cost</b>
					<b>II. Non-General Fund Revenue</b>
208,000	208,000	208,000	208,000	208,000	Charges For Services
<b>208,000</b>	<b>208,000</b>	<b>208,000</b>	<b>208,000</b>	<b>208,000</b>	<b>Total Revenue</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>IV. Balance</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>