



# CITIZENS' GUIDE TO 2022 STRATEGIC FINANCIAL PLAN






**DOUG CHAFFEE**  
CHAIRMAN  
4<sup>th</sup> District



**DONALD WAGNER**  
VICE CHAIRMAN  
3<sup>rd</sup> District



**ANDREW DO**  
SUPERVISOR  
1<sup>st</sup> District



**KATRINA FOLEY**  
SUPERVISOR  
2<sup>nd</sup> District



**LISA BARTLETT**  
SUPERVISOR  
5<sup>th</sup> District



\* Reflecting 2022 positions.



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## BUDGET PLANNING & DEVELOPMENT

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

### BOARD-APPROVED PRIORITIES

The Board adopted long-term strategic priorities in 2012 and reaffirmed them in 2015. The priorities provide a framework and serve as the basis for budget recommendations, and include:

- **Stabilize the Budget:** Adopt a balanced budget, wherein planned expenses do not exceed the amount of revenue or funding available, in accordance with State law. The budget will realistically reflect the funds available to County departments and programs and how those funds will be spent.
- **Prepare for Contingencies:** Prepare a budget with adequate reserves to cover unanticipated and severe economic downturns, major emergencies or catastrophes that cannot be covered with existing appropriations.
- **Address and Fund Agency Infrastructure:** Prepare a budget providing suitable funding for agency infrastructure and ensuring that high quality services are delivered to the community. The budget will assess the best use of County general and special funds (e.g. OC Road, OC Flood, OC Parks) in developing capital assets while maintaining long-term financial stability.



*East view of the County Civic Center*



# BUDGET PLANNING & DEVELOPMENT

## Citizens' Guide to the County's Seven Program Areas

### PROGRAM I - Public Protection

- District Attorney - Public Administrator\*
- Office of Independent Review
- Probation
- Public Defender
- Sheriff-Coroner\*

### PROGRAM II - Community Services

- OC Community Resources
- Child Support Services
- Health Care Agency
- Social Services Agency

### PROGRAM III - Infrastructure & Environmental

- OC Public Works
- John Wayne Airport
- OC Waste & Recycling

### PROGRAM IV - General Government Services

- Assessor\*
- Auditor-Controller\*
- Board of Supervisors\*
- Clerk of the Board
- County Executive Office
- County Counsel
- Registrar of Voters
- OC Campaign Finance and Ethics
- Clerk-Recorder\*
- Treasurer-Tax Collector\*
- Internal Audit

### PROGRAM V - Capital Improvements

- Provides funding for County facilities, capital and major maintenance projects and information technology projects.

### PROGRAM VI - Debt Service

- Provides funding for scheduled interest and principal payments on most of the County's bonds and notes, except John Wayne Airport bonds, which are budgeted in Program III.

### PROGRAM VII - Insurance, Reserves & Miscellaneous

- Includes Employee Benefits, Workers' Compensation, Property & Casualty Risk, OC Information Technology and OC Fleet Internal Service Funds and appropriations for countywide contingencies.

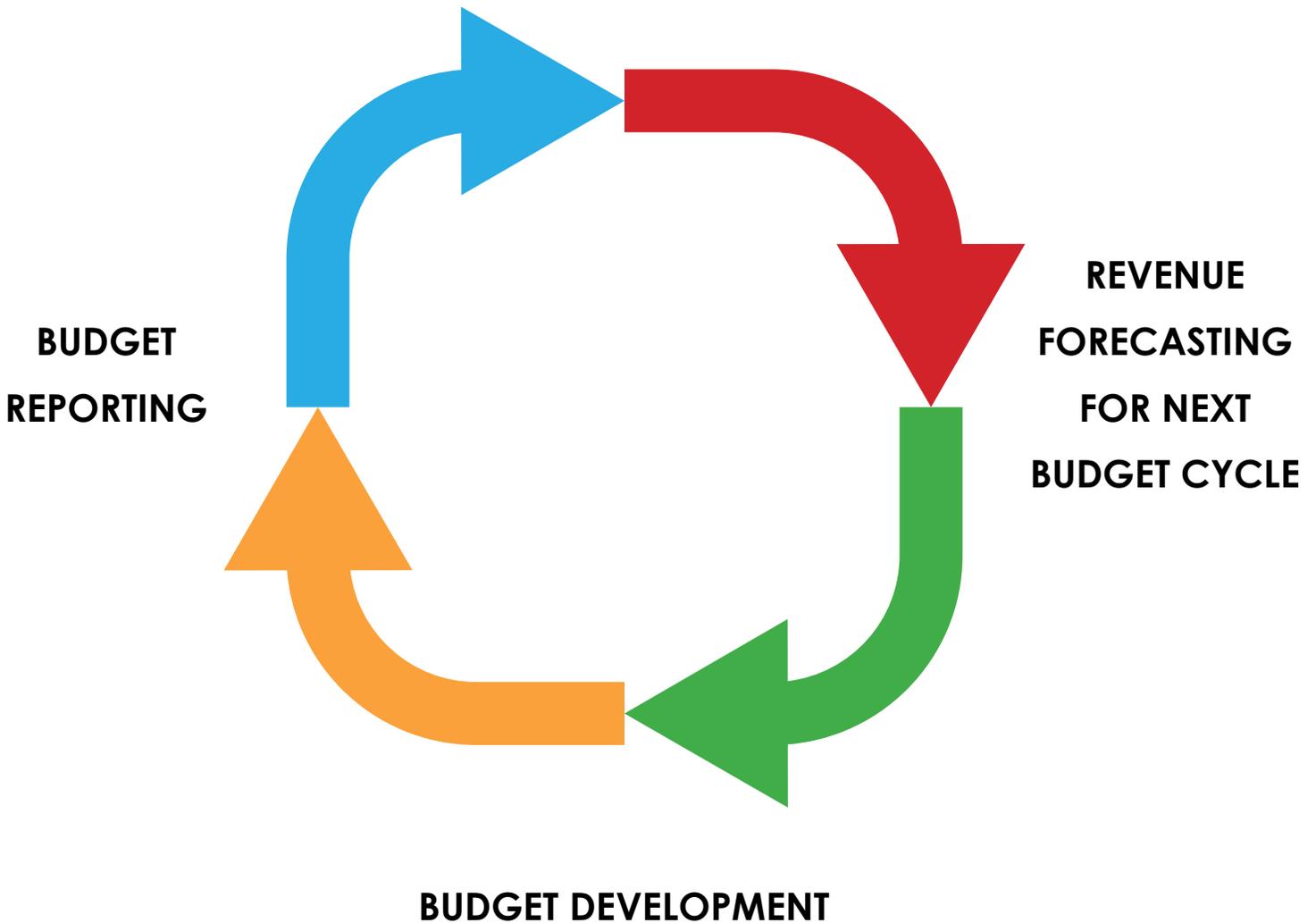
\* Elected Office



# BUDGET PLANNING & DEVELOPMENT

The County's budget process begins in the fall of each year with the SFP which is typically presented to the Board in December. In January, the County's Budget & Finance Office begins the budget development process, with the compiled and balanced budget presented to the Board in mid-June during the Public Budget Hearings. Subsequently, in late June, the Board adopts the budget on a simple majority vote. A detailed budget calendar can be found on [pages 30-31](#) of this document.

## STRATEGIC FINANCIAL PLANNING





## BUDGET PLANNING & DEVELOPMENT



*Altrudy senior apartments*

The County's budget development process begins in January when the Budget & Finance Office issues budget policies and detailed instructions for County departments including a calendar establishing completion dates for key budget development events.

The Budget & Finance Office, in coordination with the County Auditor-Controller's Office, establishes the level of non-departmental, countywide revenues projected to be available to the County. County departments prepare budget requests and submit them in early March to the Budget & Finance Office. The County Executive Officer (CEO), Chief Financial Officer (CFO) and Budget & Finance staff meet with the departments to discuss the requests. After extensive review and collaboration, including recommendations provided by the CFO and CEO, the budget is then compiled, balanced and undergoes a final review by the Budget & Finance Office, CFO and CEO before the Recommended Budget is published.

In May, the Budget & Finance Office plans and conducts briefing sessions for the Board staff members and the CEO and CFO conduct individual briefings with Board members. During the Public Hearings in early June, the CEO presents the budget, and the Board casts straw votes and provides direction. Subsequently, in mid-June, the Board adopts the budget on a simple majority vote. The adopted budget becomes the spending plan and spending limit for County departments.

The Recommended Budget serves as the County's baseline budget and excludes requests from departments for additional resources, known as augmentations, to either maintain or expand current levels of service; these requests are included under separate cover in the budget augmentation requests document. The Annual Budget reflects Board-approved augmentations. For additional information related to augmentations, please refer to page 20 of this document.

The budget calendar can be found on [pages 30-31](#) of this document. Additional budget information and glossary can be found in the budget books on the County's website: <https://cfo.ocgov.com/budget>



# GENERAL PURPOSE REVENUE

General Purpose Revenue (GPR) provides what is referred to as discretionary funding or Net County Cost (NCC). Departments receive NCC allocations, approved by the Board, for programs and activities which are not funded by specific, dedicated revenue streams.

While GPR does not have the specific limitations associated with the dedicated and non-discretionary revenue sources, the County uses GPR to meet its mandated services requirements that are not fulfilled by the state and federal governments such as match requirements for Community Services programs and operational expenses of the Public Protection and General Government Services departments. Mandated services account for 89% of NCC, with the remaining 11% allocated to non-mandated services.

Property taxes are the largest and most important source of GPR. As of November 2022, property taxes accounted for almost 94% of all GPR. Of particular note, Orange County receives the lowest property tax revenue allocation share (5%) of all 58 counties in California.

## Orange County

## State Average

62% Schools

11% Cities

5% County

55% Schools

12% Cities

14% County



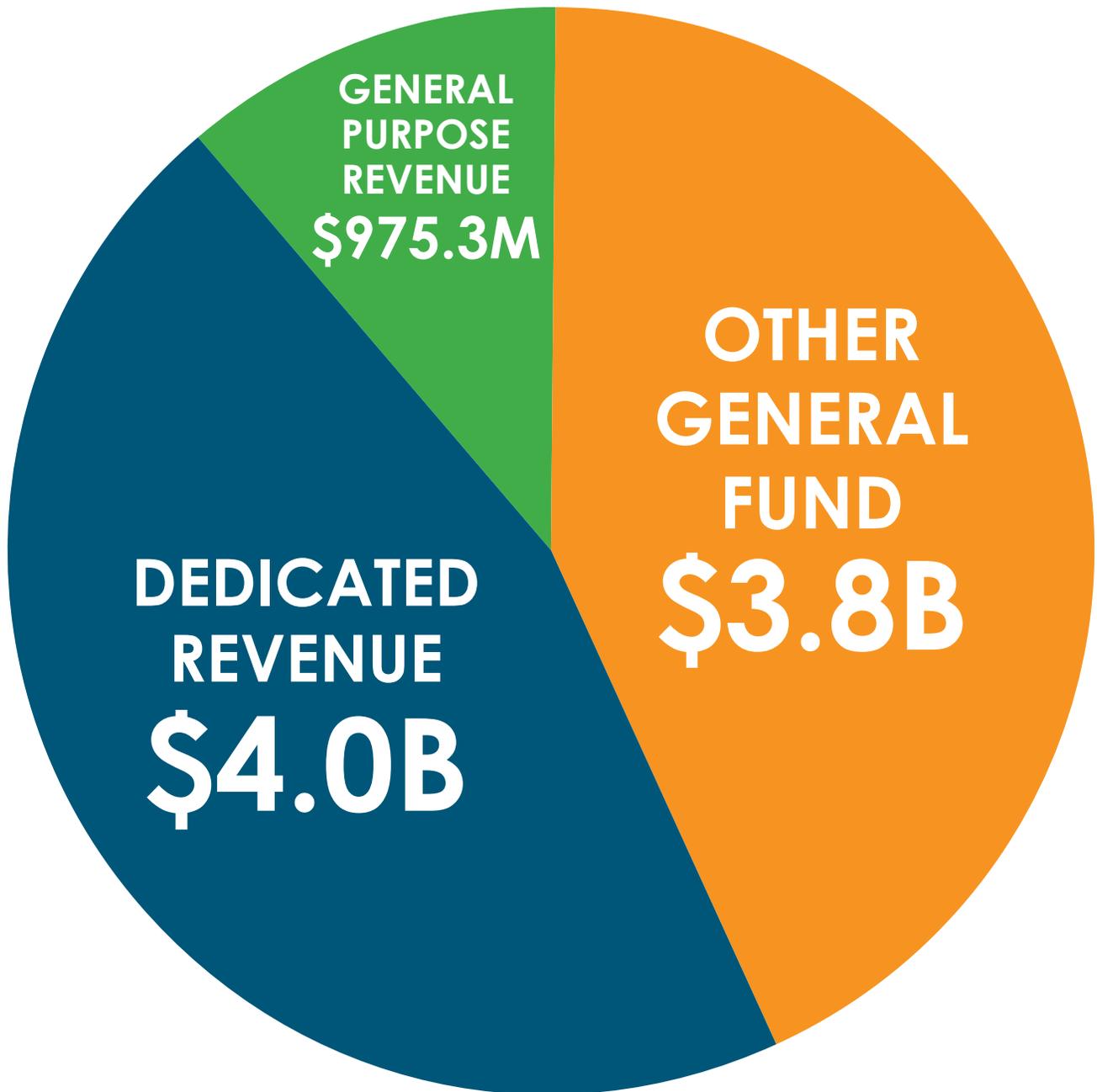
### ORANGE COUNTY RECEIVES THE LOWEST PROPERTY TAX REVENUE ALLOCATION OF ALL 58 COUNTIES



Assembly Bill 8 (1979) set the property tax allocation formula for each California County. Since that time the County's population has nearly doubled from 1.8 million to 3.2 million with no change to the County's property tax allocation proportion.



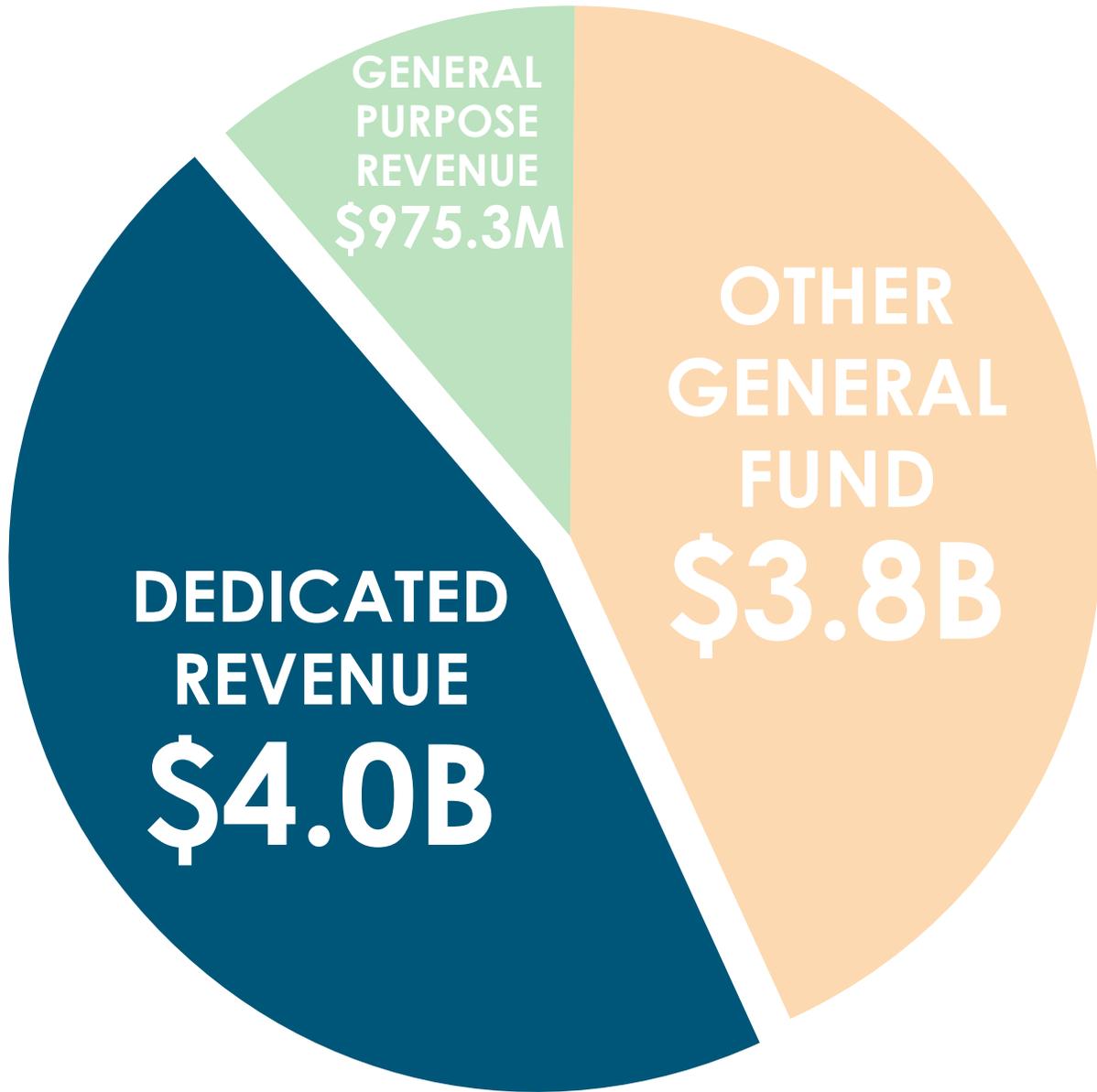
# TOTAL ORANGE COUNTY BUDGET \$8.8 BILLION



\*FY 2022-23 Adopted Budget



## Dedicated Revenue



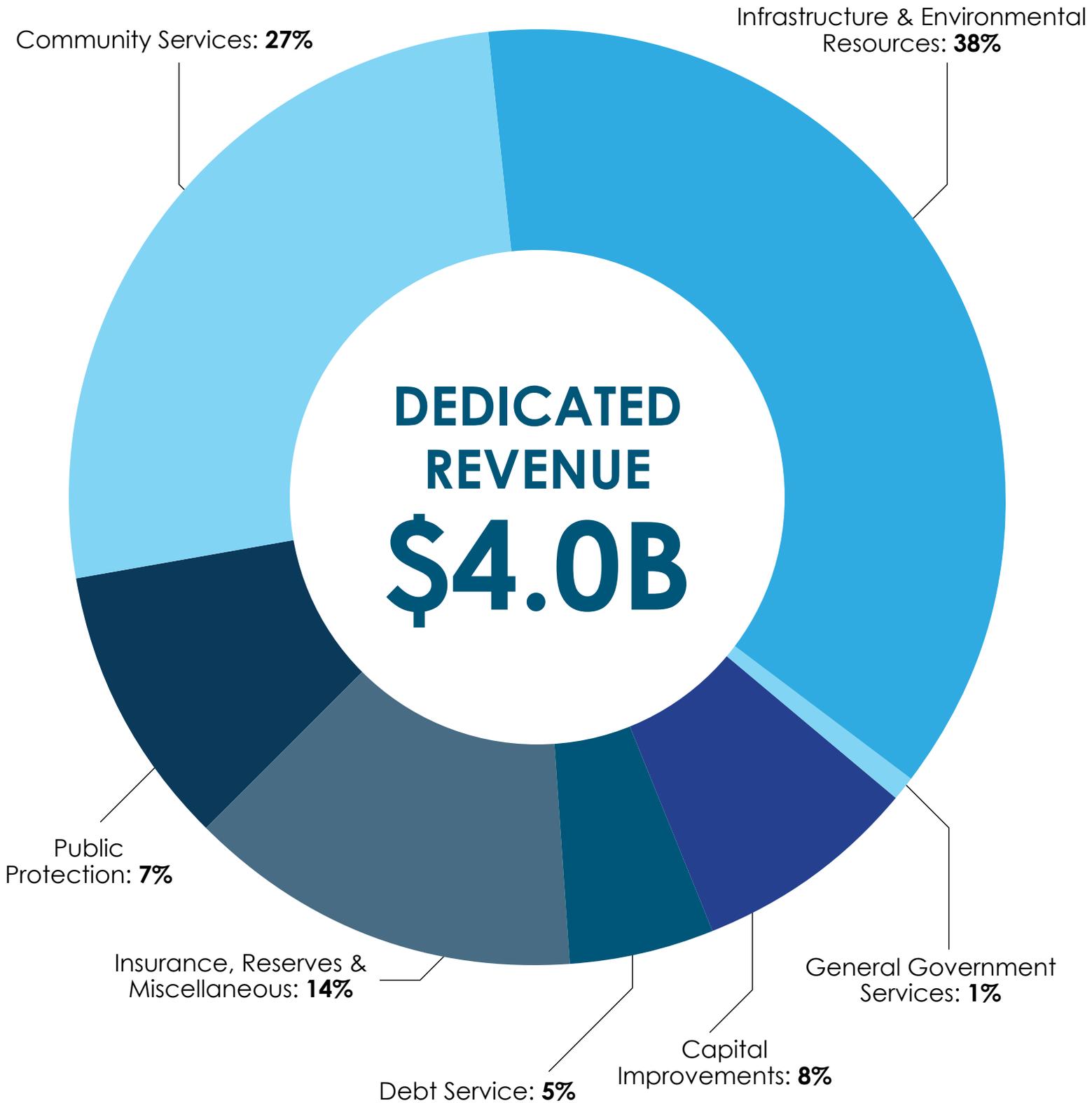
This revenue source is dedicated to the County’s various enterprise, internal service, and special districts budgets and may only be used for these purposes. Examples include:

- John Wayne Airport
- OC Waste & Recycling
- OC Road
- OC Flood
- OC Library
- OC Parks
- Internal Service Funds
- Community Facilities Districts

\*FY 2022-23 Adopted Budget



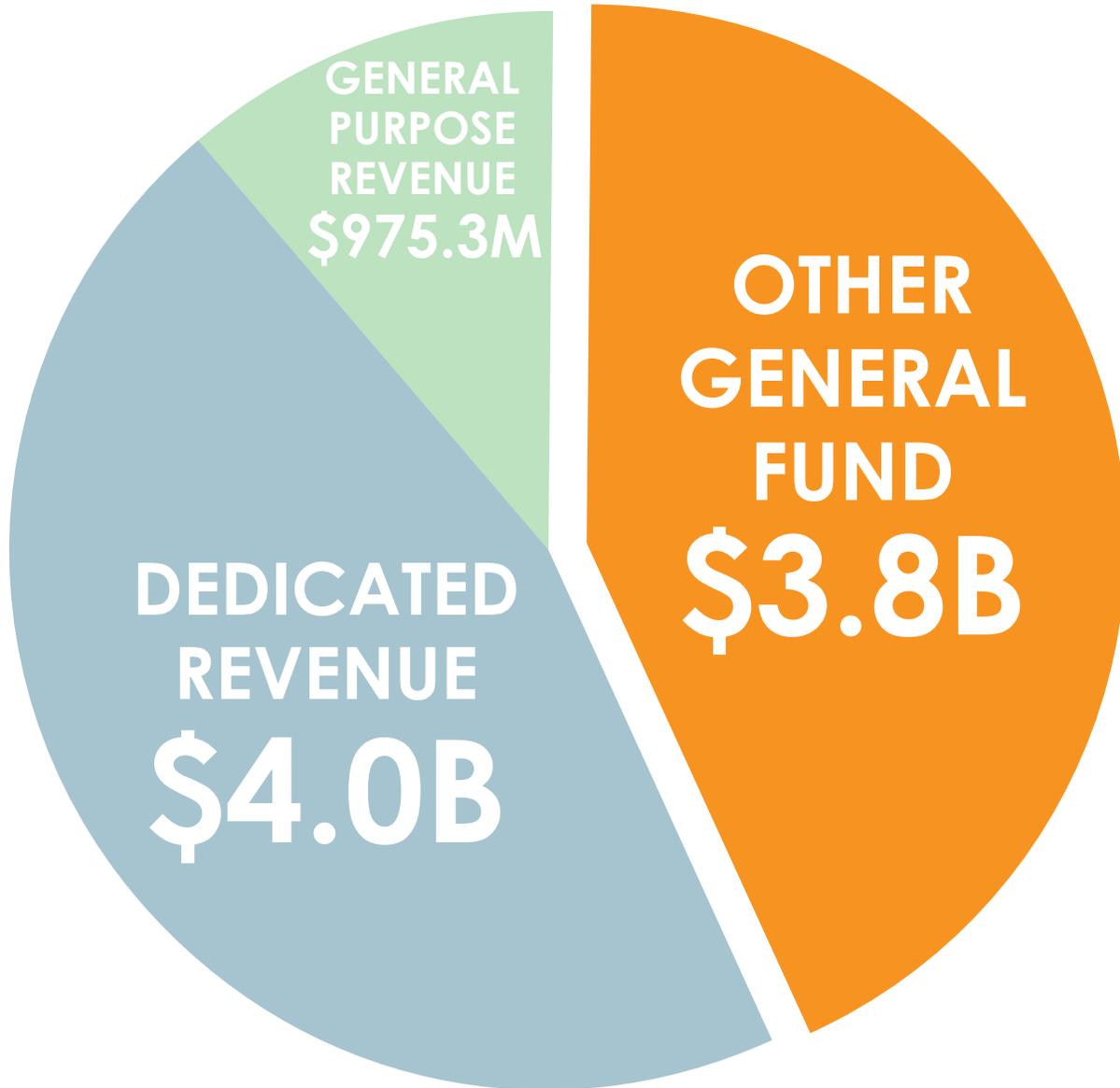
## Dedicated Revenue Uses



\*FY 2022-23 Adopted Budget



## Other General Fund – Non-Discretionary Revenue



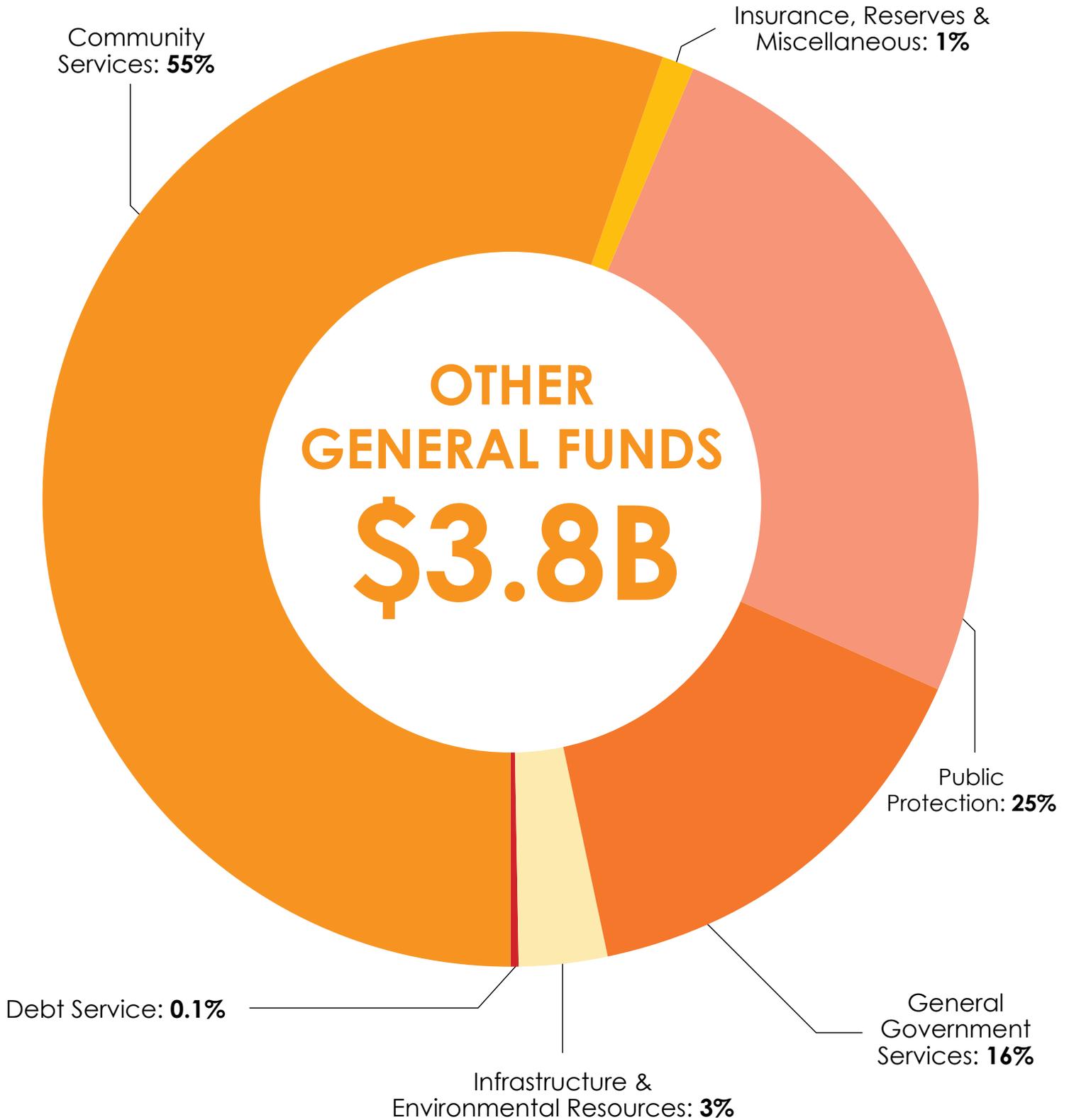
The County receives this category of non-discretionary revenue, primarily in Community Services departments, for administration of state and federal government programs and services that may only be used for these purposes. Examples include:

- State & Federal Programs:
  - » Social Services Agency
  - » Health Care Agency
  - » Child Support Services
- City Contracts
- Grants

\*FY 2022-23 Adopted Budget



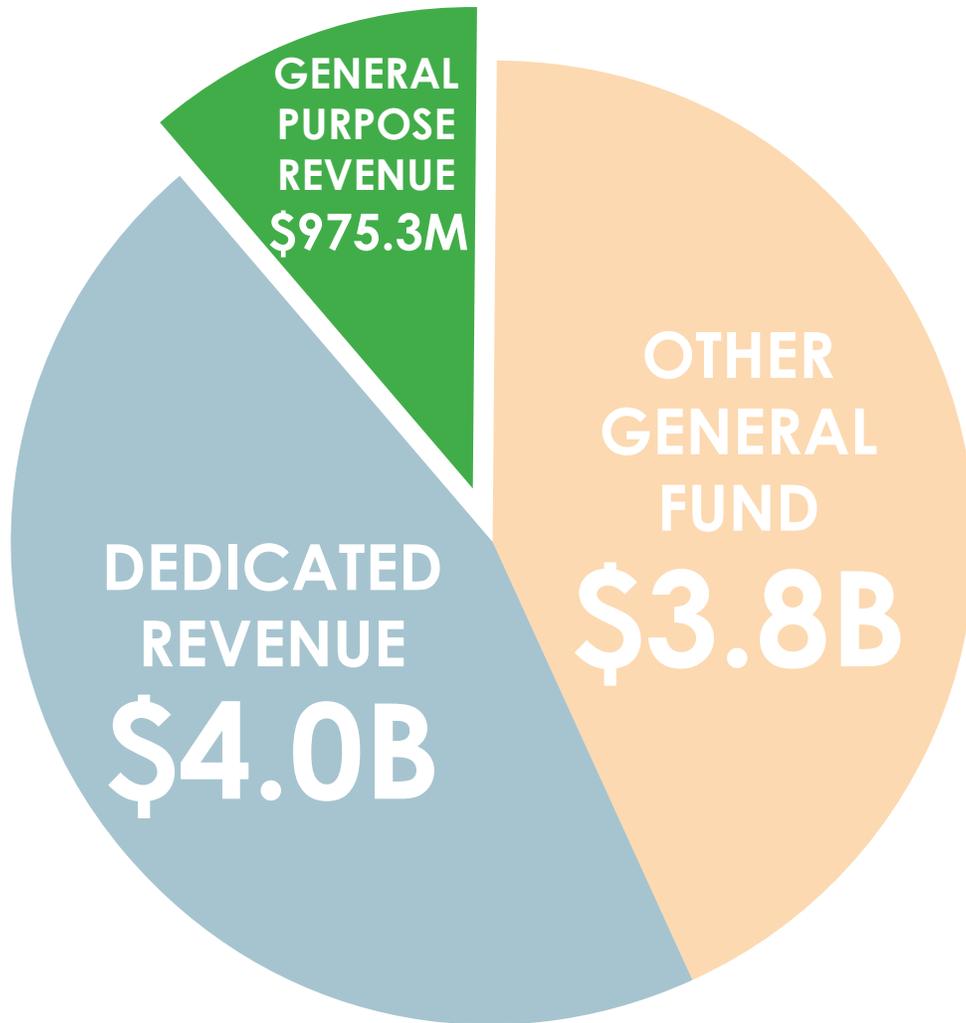
## Other General Fund Uses



\*FY 2022-23 Adopted Budget



## General Purpose Revenue (GPR) – Discretionary



The County uses this discretionary funding source to meet its mandated service requirements that are not fulfilled by the state and federal governments such as match requirements for Community Services programs and operational expenses of the Public Protection and General Government Services departments. GPR includes:

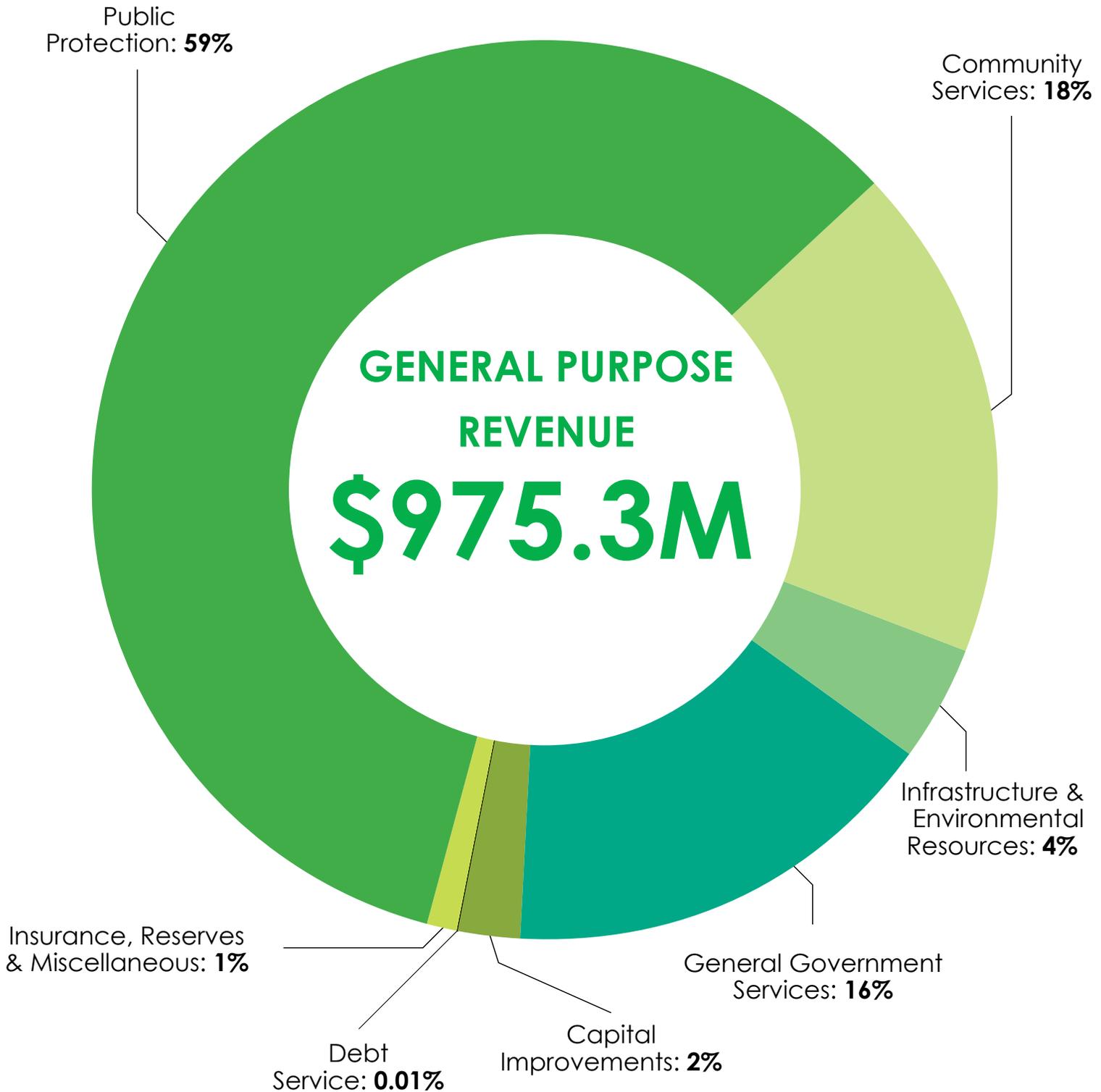
- Property Taxes (94% of total GPR)
- Sales & Other Taxes
- Motor Vehicle License Fees
- Property Tax Administration Fees
- Franchises and Rents
- Interest Earnings
- Miscellaneous Revenue

Note: These revenues exclude transfers in, fund balance unassigned, and use of reserves. For additional budget information and glossary please refer to the budget books found on the County's website: <https://cfo.ocgov.com/budget>

\*FY 2022-23 Adopted Budget



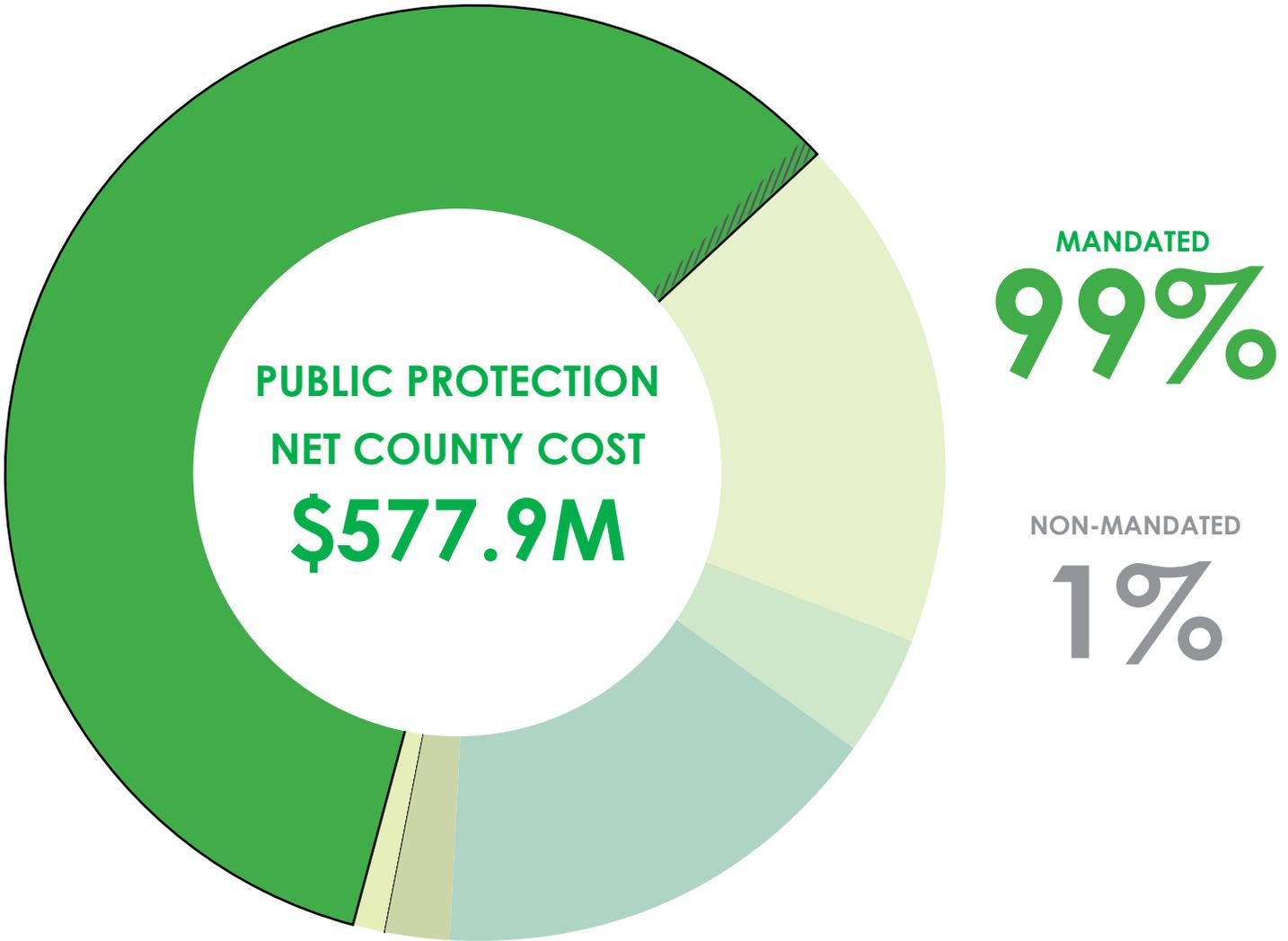
## General Purpose Revenue Uses



\*FY 2022-23 Adopted Budget



How much of the GPR allocation does **Public Protection** use for Mandated & Non-Mandated Services?

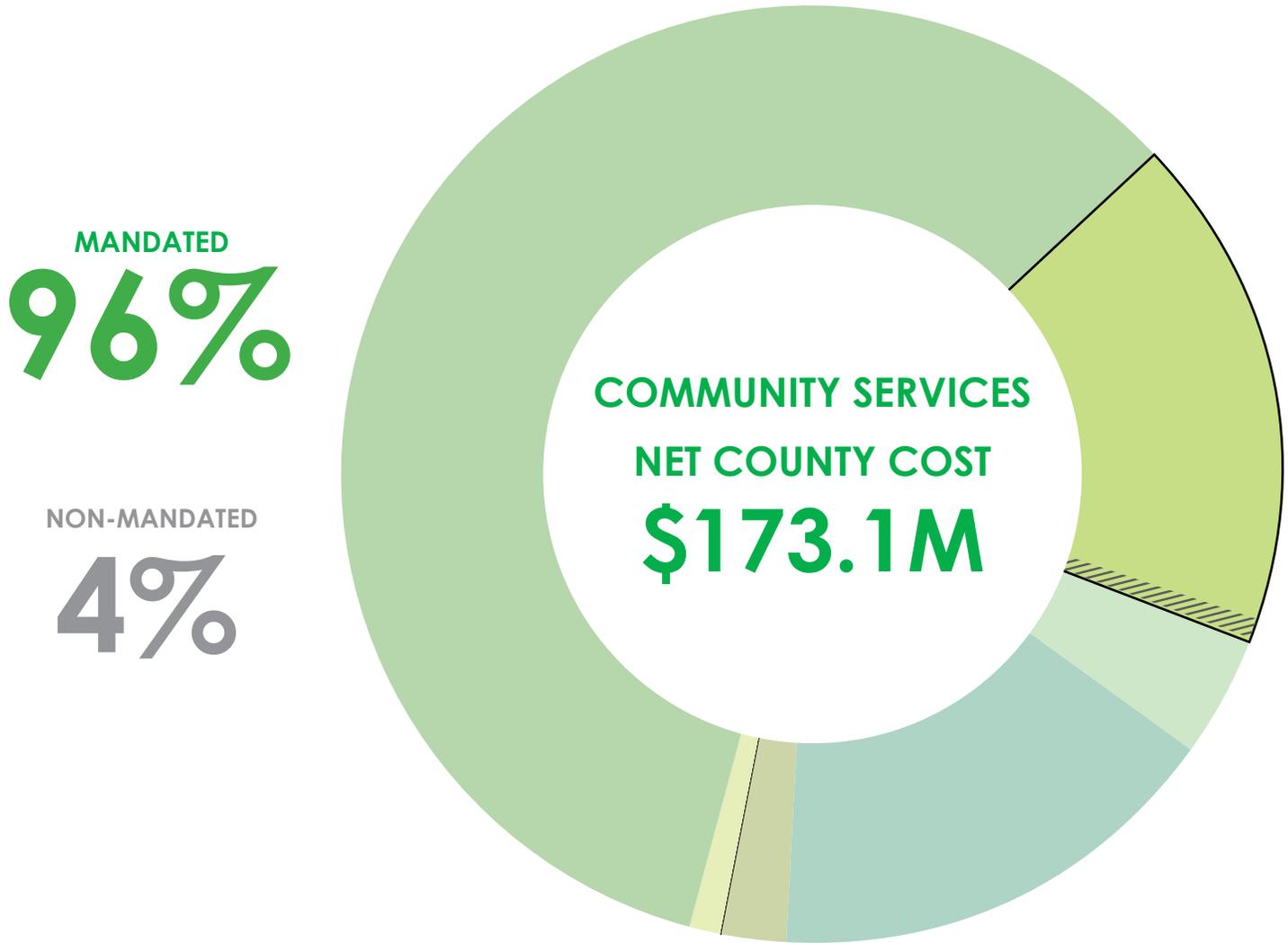


\*FY 2022-23 Adopted Budget

DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	(IN MILLIONS)		
District Attorney	\$73.7	-	\$73.7
Office of Independent Review	-	1.1	1.1
Probation	105.2	-	105.2
Public Defender	97.1	-	97.1
Sheriff-Coroner	246.6	-	246.6
County Executive Office Administered Budgets	53.1	1.1	54.2
<b>TOTAL</b>	<b>\$575.7</b>	<b>\$2.2</b>	<b>\$577.9</b>



How much of the GPR allocation does **Community Services** use for Mandated & Non-Mandated Services?

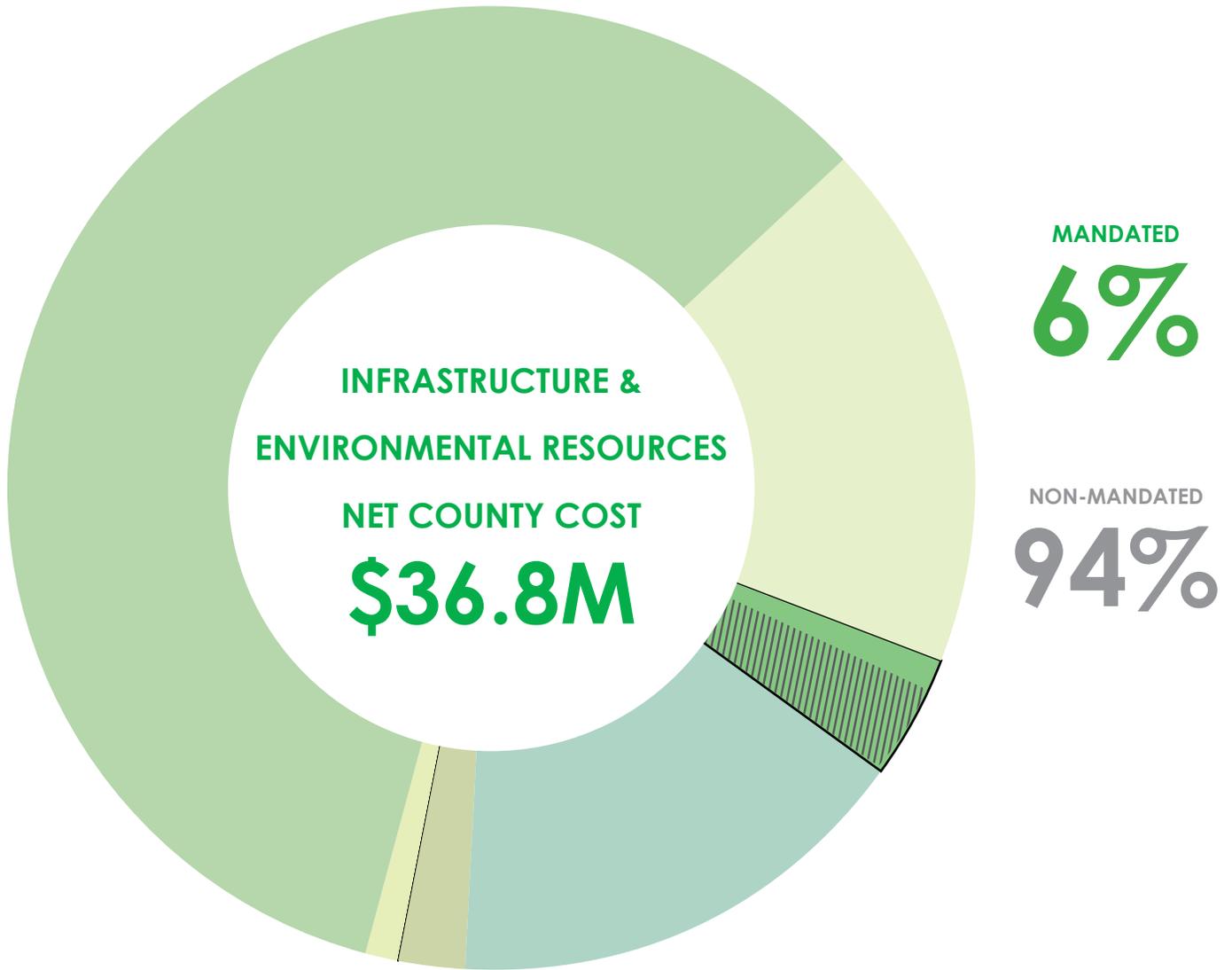


\*FY 2022-23 Adopted Budget

DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	<i>(IN MILLIONS)</i>		
OC Community Resources	\$2.5	\$5.2	\$7.7
Child Support Services	N/A	N/A	N/A
Health Care Agency	96.5	2.5	99.0
Social Services Agency	66.4	-	66.4
County Executive Office Administered Budgets	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$165.4</b>	<b>\$7.7</b>	<b>\$173.1</b>



How much of the GPR allocation does **Infrastructure & Environmental Resources** use for Mandated & Non-Mandated Services?



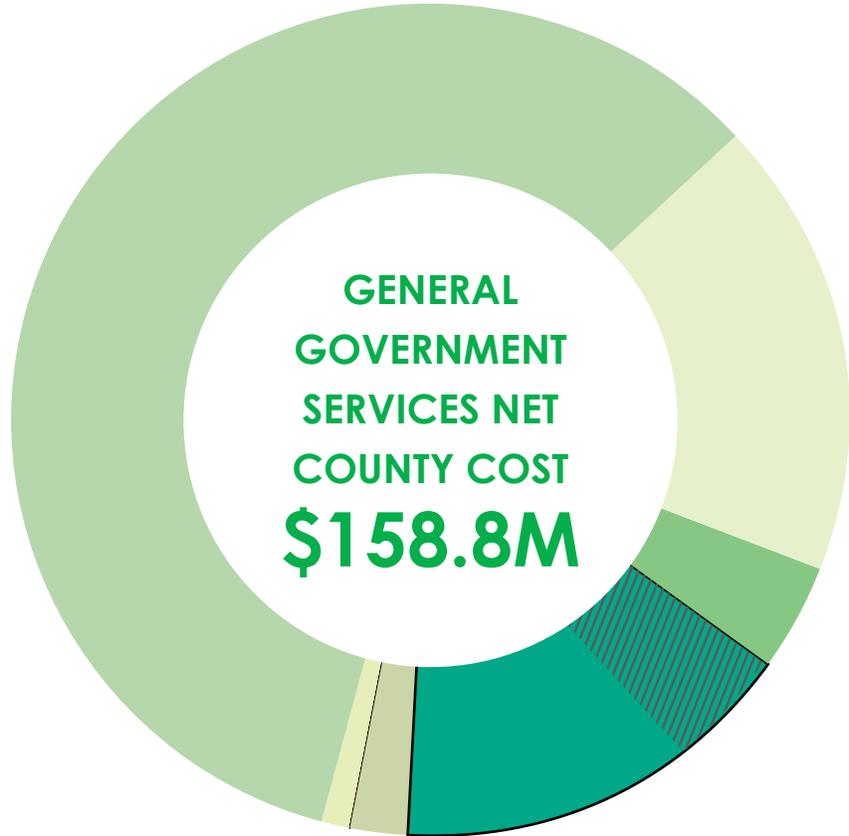
\*FY 2022-23 Adopted Budget

DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	<i>(IN MILLIONS)</i>		
OC Public Works	\$2.0	\$34.8	\$36.8
John Wayne Airport	N/A	N/A	N/A
OC Waste & Recycling	N/A	N/A	N/A
County Executive Office Administered Budgets	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$2.0</b>	<b>\$34.8</b>	<b>\$36.8</b>



How much of the GPR allocation does **General Government Services** use for Mandated & Non-Mandated Services?

MANDATED  
**77%**  
  
NON-MANDATED  
**23%**



\*FY 2022-23 Adopted Budget

DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	<i>(IN MILLIONS)</i>		
Assessor	\$45.1	-	\$45.1
Auditor-Controller	23.5	1.1	24.6
Board of Supervisors	7.8	-	7.8
Clerk of the Board	6.0	3.3	9.3
County Executive Office	11.9	28.9	40.8
County Counsel	8.8	-	8.8
Registrar of Voters	14.3	-	14.3
OC Campaign Finance and Ethics Commission	-	0.5	0.5
Clerk-Recorder	N/A	N/A	N/A
Treasurer-Tax Collector	4.3	-	4.3
Internal Audit	-	3.3	3.3
<b>TOTAL</b>	<b>\$121.7</b>	<b>\$37.1</b>	<b>\$158.8</b>



# AVAILABLE FUNDING VS. DEPARTMENT REQUESTS

**NCC Limits**, established at the beginning of the SFP and budget process, are set for ongoing baseline operations (current levels of service).

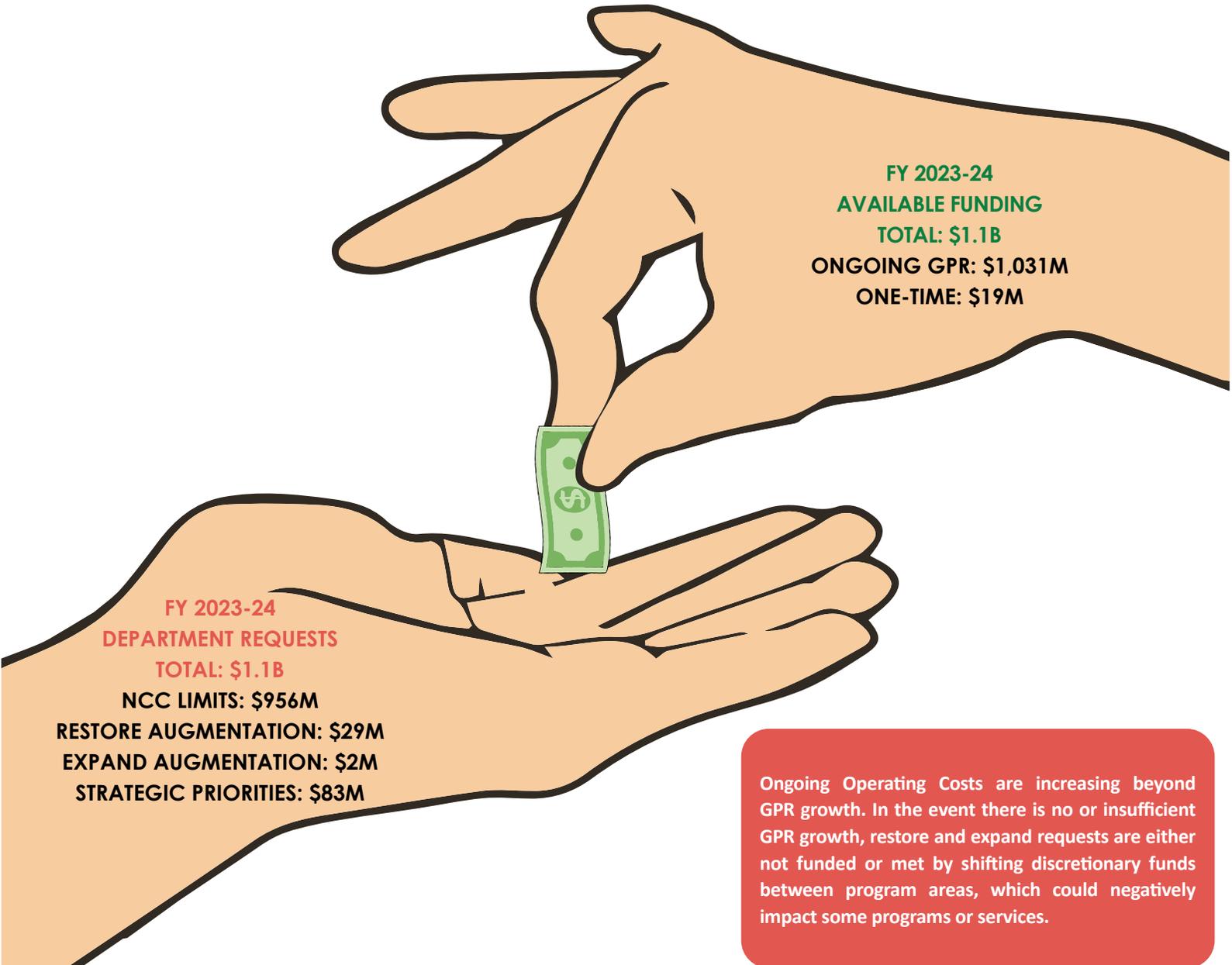
Departments submit **Restore Level of Service** requests when the assigned NCC Limit is insufficient to maintain current service levels. The NCC Limits plus restore level of service requests is the projected funding required to keep current operations and staffing.

Departments submit **Expand Level of Service** requests for resources above and beyond current funding and staffing levels which may involve new mandates related to existing services, increasing workloads in existing programs or proposals for new services.

**Strategic Priority** funding requests are for major initiatives, both programmatic and infrastructure related, not currently addressed in the baseline operations of the County departments, or which have high community awareness, and exceed \$1 million in any one year of the SFP.

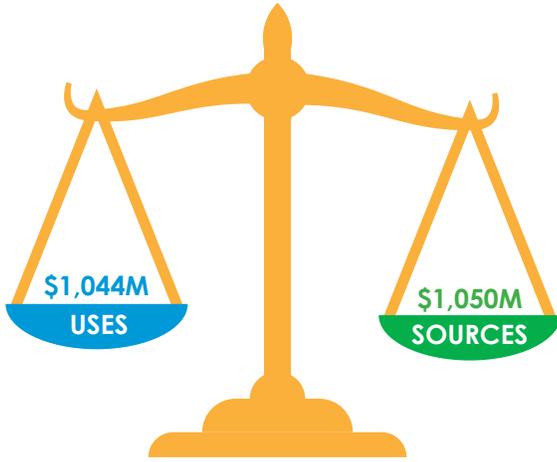
The County's GPR comprise the **available funding**, also known as discretionary funds, which is the main funding source for the departments' NCC.

The **variance** between the County's GPR and department requests, demonstrates either overages or shortfalls in funding availability for departmental operations.





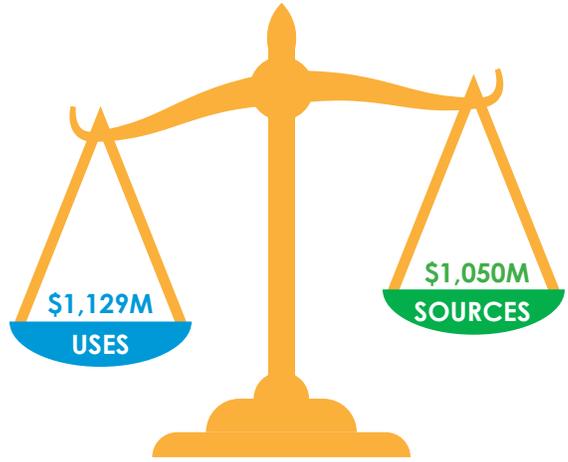
# STRATEGIC PRIORITIES & AUGMENTATIONS



FY 2023-24

## MAINTAIN CURRENT SERVICES

**USES** are department requests for resources when the assigned NCC Limit is insufficient to maintain current service levels. This is the projected funding required to sustain current operations and staffing.



FY 2023-24

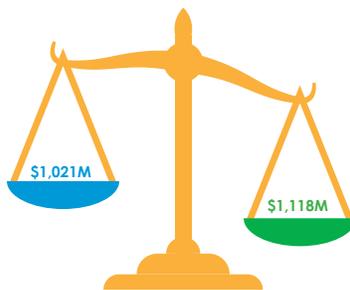
## EXPAND SERVICES

**USES** are department requests for resources above and beyond current funding and staffing levels which may involve new mandates related to existing services, increasing workloads in existing programs or proposals for new services.

### ALL OTHER FISCAL YEARS MAINTAIN CURRENT SERVICES



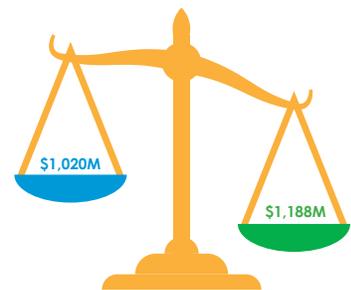
FY 2024-25



FY 2025-26



FY 2026-27



FY 2027-28

Unexpected shifts in economic conditions could cause the gaps between available sources and net baseline uses to narrow or invert. In addition, the Net Baseline Uses assumes 0% growth for Years 2 (FY 2024-25) through 5 (FY 2027-28) of the SFP for salary increases beyond the existing MOU terms. Funding sources are projected to be sufficient to cover department base budgets and forecasted restore augmentation requests; however, projected funding sources are insufficient to grant all department expand augmentation and strategic priority requests over the SFP.

For additional information, please refer to the 2022 SFP, which can be found on the County's website:

<https://cfo.ocgov.com/budget/strategic-financial-plan>



One of the primary functions of the 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 may include existing programs, new programs, program expansion, innovative partnerships with the community, new facilities, and major technology enhancements. The primary focus is on programs and resources funded from GPR (NCC); however, some Strategic Priorities may be funded from dedicated revenue sources (e.g. State and Federal grants). For additional information, please refer to the 2022 SFP, which can be found on the County's website: <https://cfo.ocgov.com/budget>

Department	Strategic Priority Title	10-Year NCC Request	5-Year NCC Request	FY 23-24 NCC Request
<b>American Rescue Plan Act of 2021</b>				
County Executive Office	Be Well Campus Expansion	0	0	0
County Executive Office	Emergency Medical Services Operating Facility	0	0	0
County Executive Office	Juvenile Corrections Campus	5,900,000	5,900,000	2,900,000
County Executive Office	Pre-Trial Intervention Program	10,050,098	5,056,958	1,030,980
<b>American Rescue Plan Act of 2021 Subtotal</b>		<b>15,950,098</b>	<b>10,956,958</b>	<b>3,930,980</b>
<b>OC CARES</b>				
County Executive Office	Community Assistance, Recovery and Empowerment (CARE) Court	0	0	0
County Executive Office	Coordinated Reentry System	0	0	0
County Executive Office	Enhance Inmate Programming Services	35,000,000	35,000,000	0
County Executive Office	Expand Adult Specialty Courts	11,100,153	5,239,298	703,091
County Executive Office	Expand Behavioral Health Law Enforcement Response Team	19,297,998	9,711,718	1,980,900
County Executive Office	Housing for Justice Involved Youth and TAY	7,250,000	3,650,000	770,000
County Executive Office	Housing for Transitional Aged Youth	4,500,000	3,250,000	1,250,000
OC Community Resources	Permanent Supportive and Affordable Housing Access	TBD	TBD	TBD
Countywide IT Projects Non-General Fund	System of Care Data Integration for Care Coordination	0	0	0
<b>OC CARES Subtotal</b>		<b>77,148,151</b>	<b>56,851,016</b>	<b>4,703,991</b>
<b>Program I - Public Protection</b>				
Public Defender	Body Worn Camera Workload Impact Mitigation	40,624,286	19,007,436	1,875,137
Sheriff-Coroner	Brad Gates - Data Center UPS Upgrade	1,214,201	1,214,201	1,214,201
Sheriff-Coroner	Central Men's Jail – Official Visiting Booth Area Renovation	1,034,000	1,034,000	1,034,000
Sheriff-Coroner	Central Men's Jail – Recreation Yard Expansion and ADA Compliance	3,723,127	3,723,127	3,723,127
Sheriff-Coroner	Emergency Operations Center Audio-Visual & Security System Upgrades	4,133,043	2,988,428	1,571,793
Sheriff-Coroner	Intake Release Center Air Handler Units Replacement	9,851,888	9,851,888	2,462,972
Sheriff-Coroner	Jail Security Electronic Control Systems Upgrade/ Replacement	28,500,000	15,800,000	0
Sheriff-Coroner	James A. Musick Facility Expansion – Staffing	696,588,865	326,147,458	38,479,649
Sheriff-Coroner	Loma Ridge Communications Redundancy	1,500,000	1,500,000	1,500,000
Sheriff-Coroner	Orange County Jail Facilities ADA Compliance Upgrade	7,212,610	7,212,610	959,070



Department	Strategic Priority Title	10-Year NCC Request	5-Year NCC Request	FY 23-24 NCC Request
<b>Program I - Public Protection Continued</b>				
Sheriff-Coroner	OCSF Facilities Capital Improvement Plan	69,904,726	36,328,527	0
Sheriff-Coroner	Theo Lacy Facility – Security Block Wall	1,525,000	1,525,000	1,525,000
Sheriff-Coroner	Theo Lacy Facility Additional Staffing	91,829,854	46,212,234	9,425,078
<b>Program I Subtotal</b>		<b>957,641,600</b>	<b>472,544,909</b>	<b>63,770,027</b>
<b>Program II - Community Services</b>				
Health Care Agency	Expand Environmental Health Division	0	0	0
Health Care Agency	Future of Public Health Initiative	0	0	0
Health Care Agency	Implement CDC Recommendations for Correctional Settings	38,484,474	17,985,461	2,022,568
Health Care Agency	Jail Based Competency Treatment	0	0	0
Social Services Agency	Master Plan for Aging	0	0	0
<b>Program II Subtotal</b>		<b>38,484,474</b>	<b>17,985,461</b>	<b>2,022,568</b>
<b>Program III - Infrastructure &amp; Environmental Services</b>				
Public Works	Expand Weights and Measures Program	8,492,816	3,485,376	498,056
<b>Program III Subtotal</b>		<b>8,492,816</b>	<b>3,485,376</b>	<b>498,056</b>
<b>Program IV - General Government Services</b>				
CAPS Program	CAPS+ Financial/Procurement & Human Resources (HR) /Payroll Software and Hardware Upgrade	31,670,269	26,168,839	6,773,042
Real Estate Development Program	County Facilities Master Plan	0	0	0
<b>Program IV Subtotal</b>		<b>31,670,269</b>	<b>26,168,839</b>	<b>6,773,042</b>
<b>Program VII - Insurance, Reserves &amp; Miscellaneous</b>				
OCIT Countywide Services	Physical Identity Access Management (PIAM)	1,644,000	1,644,000	998,000
<b>Program VII Subtotal</b>		<b>1,644,000</b>	<b>1,644,000</b>	<b>998,000</b>
<b>TOTAL NCC REQUEST</b>		<b>1,131,031,408</b>	<b>589,636,559</b>	<b>82,696,664</b>



KEY INITIATIVES

The County of Orange Systems of Care, also known as OC CARES, links the various systems of care: Behavioral Health, Healthcare, Community Corrections, Housing and Benefits & Support Services to provide full care coordination of programs and services focused on the needs of the adults and youth populations across departments and community providers.

The following section highlights Key Initiatives in the County Systems of Care. For additional information, please refer to the 2022 SFP which can be found on the County's website: <https://cfo.ocgov.com/budget/strategic-financial-plan>



SYSTEM OF CARE



# OCCARES

*Justice through Prevention & Intervention*



Office of

# CARE COORDINATION

*County Executive Office*



# OC HOUSING



# KEY INITIATIVES

OC CARES links the various systems of care in the County of Orange to provide full care coordination and services for individuals and address immediate and underlying issues with the goal of the individual attaining self-sufficiency. This innovative approach was developed through stakeholder involvement and efforts led by the Orange County Criminal Justice Coordinating Council (OCCJCC) co-chaired by Supervisor Andrew Do and Chairman Doug Chaffee. What initially began as an overall strategy focusing on reducing the number of individuals with mental illness in custodial care expanded to address enhancements throughout the Community Corrections System of Care to create the Integrated Services 2025 Vision implementation plan, updated to serve OC CARES. Additional information can be found on the OCCJCC website at: <https://ceo.ocgov.com/government-community-relations/orange-county-criminal-justice-coordinating-council>



## OCCARES

*Justice through Prevention & Intervention*



The County Housing & Community Development Division includes both the Orange County Housing Authority (OCHA) and Housing Development Divisions focused on administering housing programs. OCHA administers federally funded programs providing rental assistance to qualified tenants in Orange County (except for the cities of Anaheim, Garden Grove and Santa Ana) in privately owned rental housing. The largest such program is referred to as the Housing Choice Voucher Program. OCHA also maintains project-based vouchers and special housing programs focusing on home ownership, family self-sufficiency, family unification, veterans and disabled individuals. Housing Development administers the County's affordable and supportive housing development programs providing funding for the development of affordable and supportive housing units throughout Orange County. The OC Housing Trust is a separate joint powers authority between the cities and the County to fund housing for families and individuals experiencing homelessness.



Office of  
**CARE COORDINATION**

*County Executive Office*

The Office of Care Coordination (OCC) engages across Orange County, working across departments, cities and community-based organizations to strengthen regional capacity and multi-city, multi-sector investments to provide, coordinate and oversee case management services to individuals involved in the County's systems of care (housing, healthcare, benefits & support services, behavioral health, and community corrections).



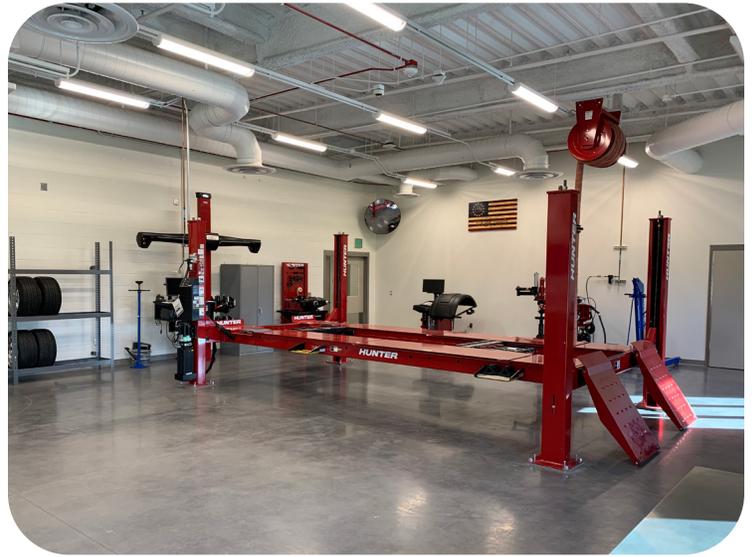
# OCCARES

*Justice through Prevention & Intervention*

The 2025 Vision implementation plan for OC CARES, was adopted by the Board on October 22, 2019, and links the County criminal justice system and various systems of care to provide inmates and at-risk individuals with services designed to promote self-determination and facilitate successful reentry. The 2025 Vision was built on five pillars each having overarching goals assigned to specific departments and implemented and tracked via action items. The pillars include:

1. **Prevention:** Developing public informational campaigns and interventions – particularly related to substance use and mental health – that divert people from involvement in the criminal justice system.
2. **Courts:** Enhancing or developing diversion programs, including the expanded use of Specialty Courts, for individuals in the criminal justice system from the point of arrest to sentencing.
3. **In-Custody:** Enhancing in custody programming and mental health and substance use programs, linkages to post custody services, and training and education to prepare people for successful reentry.
4. **Reentry:** Providing accessible and supportive services to justice-involved individuals to facilitate a positive transition into the community.
5. **Juvenile & Transitional Aged Youth (TAY):** Providing a continuum of information, programs, and enhanced services for youth, juveniles, and the TAY population to prevent them from entering the juvenile justice system, providing options away from being detained, and to support and encourage positive outcomes outside of the juvenile justice system.

The 2025 Vision is a permanent component of Orange County’s



*Multipurpose Rehabilitation Center - Automotive Center*

annual Strategic Financial Plan. Its oversight is provided by the OCCJCC, co-chaired by Supervisor Andrew Do and Chairman Doug Chaffee with membership consisting of County departments, Courts, and local law enforcement.

Significant achievements have been made in implementing the OC CARES 2025 Vision to provide specialized housing and treatments in-custody, Be Well Campus, and increased access and services through OC Links, OC Navigator and the Behavioral Health-based public safety program. Initiatives included in the 2022 SFP include the following:

- The second of three planned Be Well campuses in an unincorporated area on County-owned land in the city of Irvine which co-locates behavioral health services for adults, juveniles, and children and is available for all County residents.
- A Youth Transition Center on the juvenile campus to modernize the outdated facility and provide specialized services and programming to better prepare the youth and transitional-aged youth populations for successful return to the community.
- TAY transitional housing to provide the basic needs of housing, safety, and security along with supportive services.
- Pre-Trial Intervention Program to assess individuals prior to arraignment and provide diversion options into supportive treatments and programs.
- Coordinated reentry system to support individuals involved in the criminal justice system and their families as they work towards self-sufficiency.



OC Community Resources Department's (OCCR) OC Housing & Community Development Division (Division) administers the County's affordable housing development and the community development and housing successor agency program and activities. Included in the Division is the OC Housing Authority (OCHA) which administers federally funded programs providing housing assistance to County residents (except for the cities of Anaheim, Garden Grove and Santa Ana) through the following programs:

- **Housing Choice Vouchers:** This is the federal government's largest program for assisting low-income families and the elderly and disabled to afford safe and healthy housing in the private market.
  - » Tenant-Based Housing Vouchers allow families and individuals receiving public assistance to choose their housing unit where a landlord agrees to rent under the program. The housing subsidy is paid directly to the landlord.
  - » Project-Based Housing Vouchers are associated with specific housing units, often in an apartment complex, where assisted families or individuals may reside.
  
- **Special Housing Programs:** Housing programs designed to address the needs of targeted populations may include the following:
  - » **Homeownership Program** allows families and individuals receiving assistance under the Housing Choice Voucher Program to use the housing subsidies towards mortgage payments rather than monthly rent, upon meeting eligibility requirements.
  - » **Family Self-Sufficiency Program** links housing agencies with welfare agencies, schools, businesses and other local partners to provide skills and experience to encourage self-sufficiency.
  - » **Veterans Affairs Supportive Housing Program** is a federal collaborative program in partnership with the

- » Veterans Affairs Medical Center in Long Beach providing permanent housing subsidies and case management services to Veterans experiencing homelessness.
- » **Portability Program** allows freedom of choice for assisted families or individuals who have been issued tenant-based housing vouchers; they may lease a unit anywhere in the United States provided the unit is located within the jurisdiction of an administered tenant-based housing voucher program.
- » **Non-Elderly Disabled Program** enables eligible individuals residing in nursing homes or other healthcare institutions the means to transition into the community with appropriate services.
- » **Mainstream Voucher Program** assists individuals who meet eligibility requirements to exit from recuperative care or to transition out of the State's Project Roomkey and Homekey programs.
- » **Emergency Housing Voucher Program** is funded through the American Rescue Plan Act of 2021 (ARPA) and assists families and individuals via Coordinated Entry System (CES) who are experiencing homelessness; at risk of homelessness; fleeing domestic violence; or who were recently homeless when such assistance would promote housing stability

On June 12, 2018, the Board accepted the Housing Funding Strategy which identified the need for 2,700 additional affordable supportive housing units in Orange County for individuals and families experiencing homelessness and chronic homelessness. The Strategy is currently being updated to include the results from the recent Point-in-Time count and the costs and funding for the development of supportive housing for those experiencing homelessness. The Strategy summarizes currently available or anticipated resources and provides recommendations for Orange County to maximize competitiveness in successfully funding projects.

The 2022 SFP includes \$27 million from ARPA funding to assist with housing stability by providing landlord incentives and move-in costs for 500 units/leases and funding commitments for development of approximately 200 units. Furthermore, the Mental Health Services Act Plan includes \$42 million for permanent supportive housing.

To foster collaboration throughout the County, the Orange County Housing Finance Trust was formed in 2019 as a joint powers authority between the cities and the County of Orange to fund housing specifically assisting the homeless population and families and individuals of low income residing in Orange County.

Housing funding strategy and regular updates are posted on the County's website: <https://ochousing.org/>



Office of  
**CARE COORDINATION**  
County Executive Office

The Office of Care Coordination works with County stakeholders and other partners including cities, nonprofits and faith-based organizations to address the need for case management services for individuals who are homeless or at risk of becoming homeless or involved in multiple systems of care in the County. These systems of care include housing, healthcare, benefits & support services, behavioral health, and community corrections. The County is committed to conducting outreach and engagement to connect to resources which could then lead to permanent, sustainable solutions.

The Board has initiated an array of initiatives providing support services such as the OC CARES initiative, opening shelters at Bridges at Kraemer Place and the Yale Transition Center, funding Crisis Stabilization Units, providing funding for development of affordable and special needs housing programs, and leading the Orange County Continuum of Care programs for homeless services. Annually the County expends over \$1 billion in services and programs to support individuals involved in the systems of care.

To better address the demands on the County's systems of care, a significant investment was made to establish a CARE Plus Program including a System of Care Data Integration System that provides a data sharing platform for coordinated care management. This model allows data sharing, for care coordination purposes, across departments and incorporates the use of a multi-disciplinary team approach to identify individuals involved in multiple systems of care, better address the underlying issues and increase self-sufficiency.

For available resources on Orange County's System of Care, please refer to the following website:

<https://ceo.ocgov.com/office-care-coordination>



*Yale transition center*



# BUDGET CALENDAR

## AUGUST

- Strategic Financial Plan

## SEPTEMBER

- Year-End Budget Report
- Year-End Budget Report
- September Budget Update
- September Budget Update
- Strategic Financial Plan



## MARCH

- Recommended Budget: Collaboration and CEO Recommendations

## FEBRUARY

- Recommended Budget

## APRIL

- April Budget Update
- April Budget Update
- Recommended Budget: Collaboration and CEO Recommendations



## MAY

- Recommended Budget/ Final Budget

**LEGEND: Community, Board of Supervisors,  
County Administration & Departments**



## OCTOBER

- Strategic Financial Plan

## NOVEMBER

- Strategic Financial Plan

## JANUARY

- Mid-Year Budget Report
- Mid-Year Budget Report
- Recommended Budget



## DECEMBER

- Strategic Financial Plan
- Strategic Financial Plan



## JUNE

- Budget Hearing / Budget Adoption
- Recommended Budget / Final Budget



## JULY

- Fiscal Year-End Close



Public Input Available During Board of Supervisors Meetings



**COUNTY OF ORANGE**

**400 W. Civic Center Dr., 5th Floor, Santa Ana, CA 92701**

**Tel: 714.834.2345**

**[www.ocgov.com](http://www.ocgov.com)**

**Visit the County website at [www.ocgov.com](http://www.ocgov.com) for more information about  
County programs and Board meeting dates and agendas.**

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