

# CITIZENS' GUIDE TO 2023 STRATEGIC FINANCIAL PLAN

OUR COMMUNITY. OUR COMMITMENT.



*"Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come..."*





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



**ANDREW DO**  
VICE CHAIRMAN  
1<sup>st</sup> District



**VICENTE SARMIENTO**  
SUPERVISOR  
2<sup>nd</sup> District



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



**KATRINA FOLEY**  
SUPERVISOR  
5<sup>th</sup> District



\* Reflecting 2023 positions.



<b>INTRODUCTION: BUDGET PLANNING &amp; DEVELOPMENT</b>	<b>4</b>
<b>GENERAL PURPOSE REVENUE</b>	<b>8</b>
<b>TOTAL BUDGET</b>	<b>9</b>
<b>COUNTY REVENUE SOURCES &amp; USES</b>	<b>10</b>
<b>MANDATED &amp; NON-MANDATED SERVICES</b>	<b>16</b>
<b>DEPARTMENT REQUESTS</b>	<b>20</b>
<b>STRATEGIC PRIORITIES</b>	<b>22</b>
<b>CAPITAL &amp; IT NCC REQUESTS</b>	<b>24</b>
<b>KEY INITIATIVES</b>	<b>26</b>
<b>BUDGET CALENDAR</b>	<b>32</b>





## 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 that 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:** The County shall 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:** The County shall 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:** The County shall 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.



CEO Budget, Finance & Accounting Staff



# 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
- OC Sheriff's Department\*

### 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

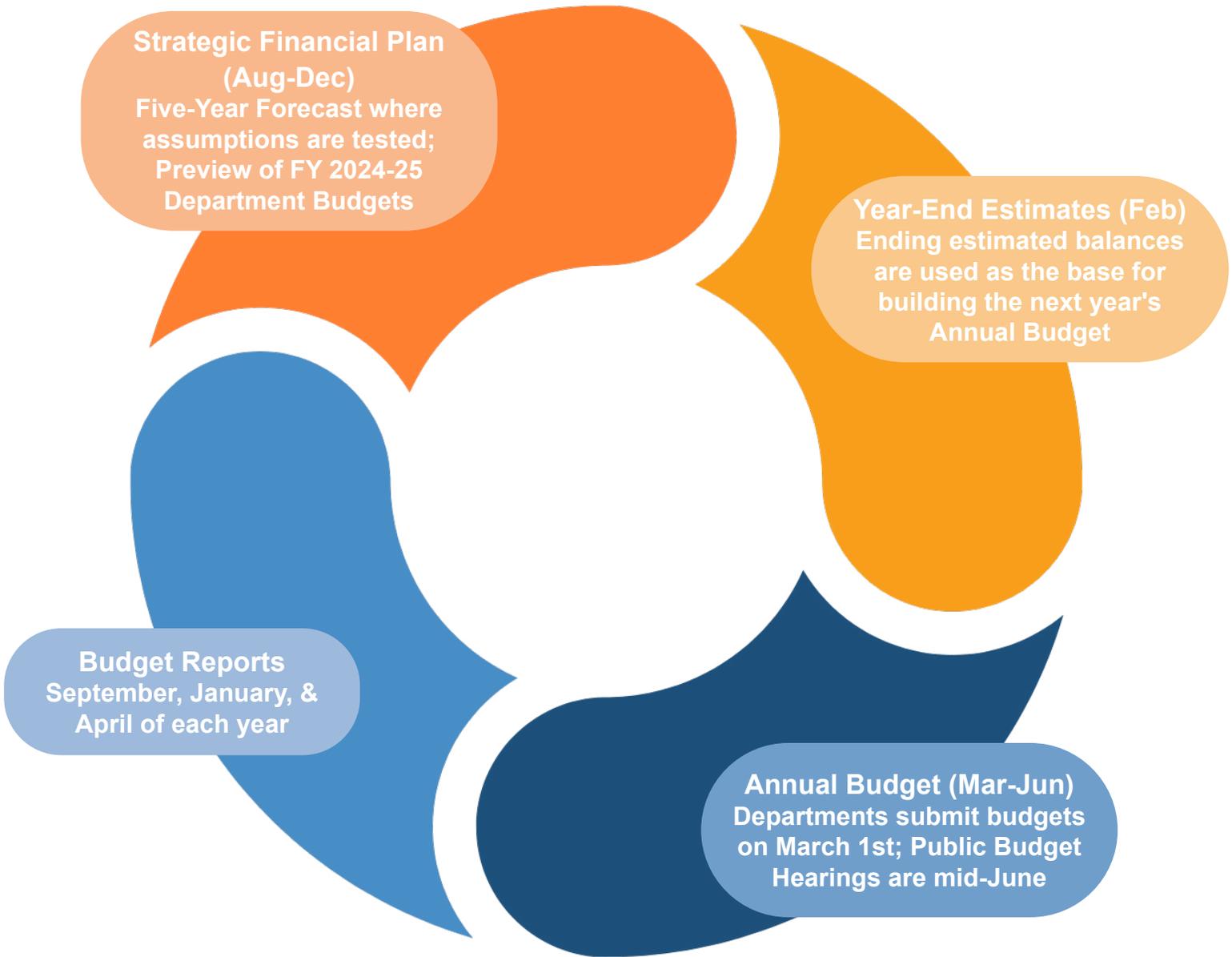
- Includes Employee Benefits, Workers' Compensation, Property & Casualty Risk, OC Information Technology and OC Fleet Internal Service Funds and appropriations for countywide contingencies.

\* Elected Office



# BUDGET PLANNING & DEVELOPMENT

The County's budget process begins in the summer of each year with the SFP which is typically presented to the Board in December. In January, the County Budget and Finance Office (CBFO) 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. In addition, the CBFO works with departments on a quarterly basis throughout the Fiscal Year to analyze total budgeted positions and various departmental issues requiring recommended changes to the County's budget with the expectation that departments will absorb requested changes within existing appropriations. A detailed budget calendar can be found on [pages 32-33](#) of this document.





## BUDGET PLANNING & DEVELOPMENT



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

The CBFO, 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 CBFO. The County Executive Officer (CEO), Chief Financial Officer (CFO) and CBFO staff meet with 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 CBFO, CFO and CEO before the Recommended Budget is published.

In May, the CBFO 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, prior to the end of 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 32-33](#) 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

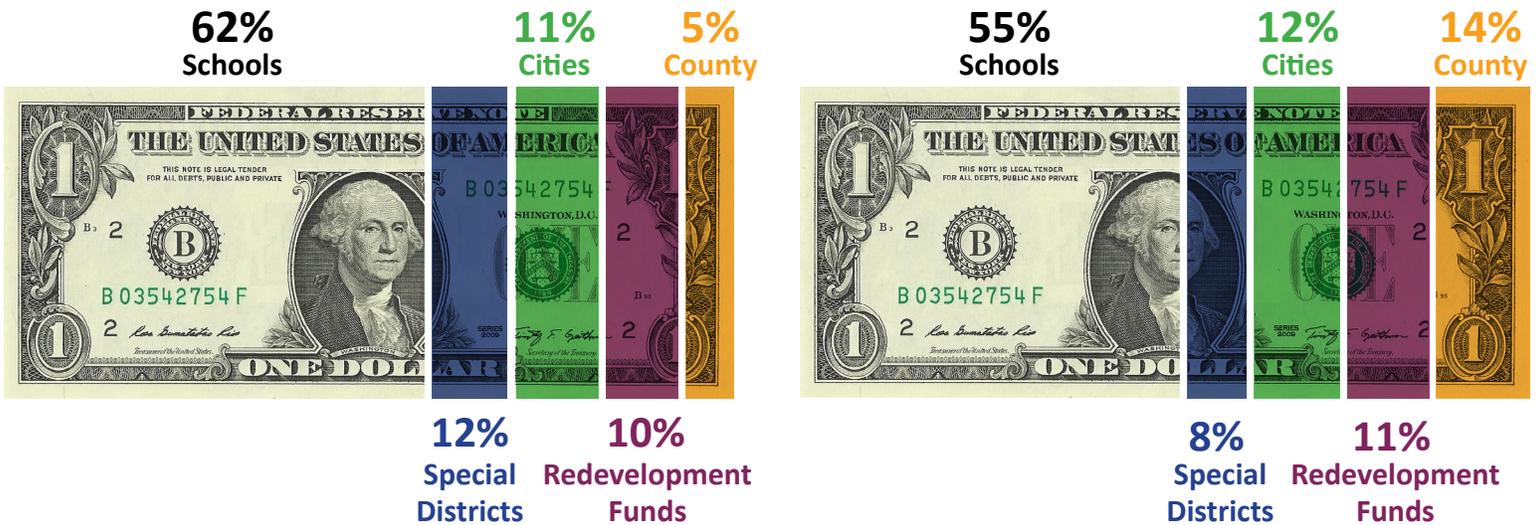
General Purpose Revenue (GPR) provides what is referred to as discretionary funding or Net County Cost (NCC). Departments receive NCC allocations, approved by the Board, for programs and activities which are not funded by specific, dedicated revenue streams.

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 84% of NCC, with the remaining 16% allocated to non-mandated services.

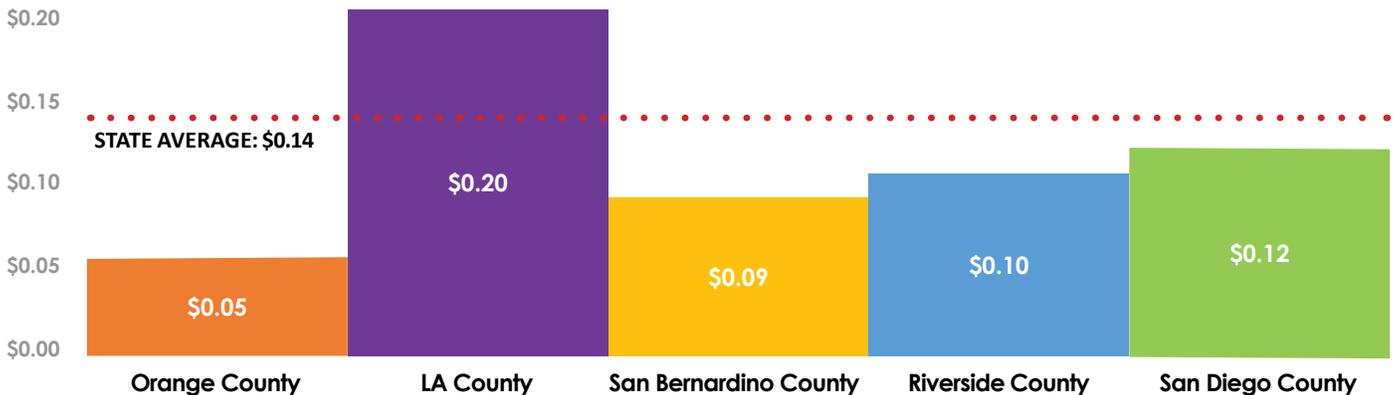
Property taxes are the largest and most important source of GPR. As of November 2023, property taxes were forecasted to account for almost 92% of all GPR. Of particular note, Orange County receives the lowest property tax revenue allocation (5%) of all 58 counties in California.

## Orange County

## State Average



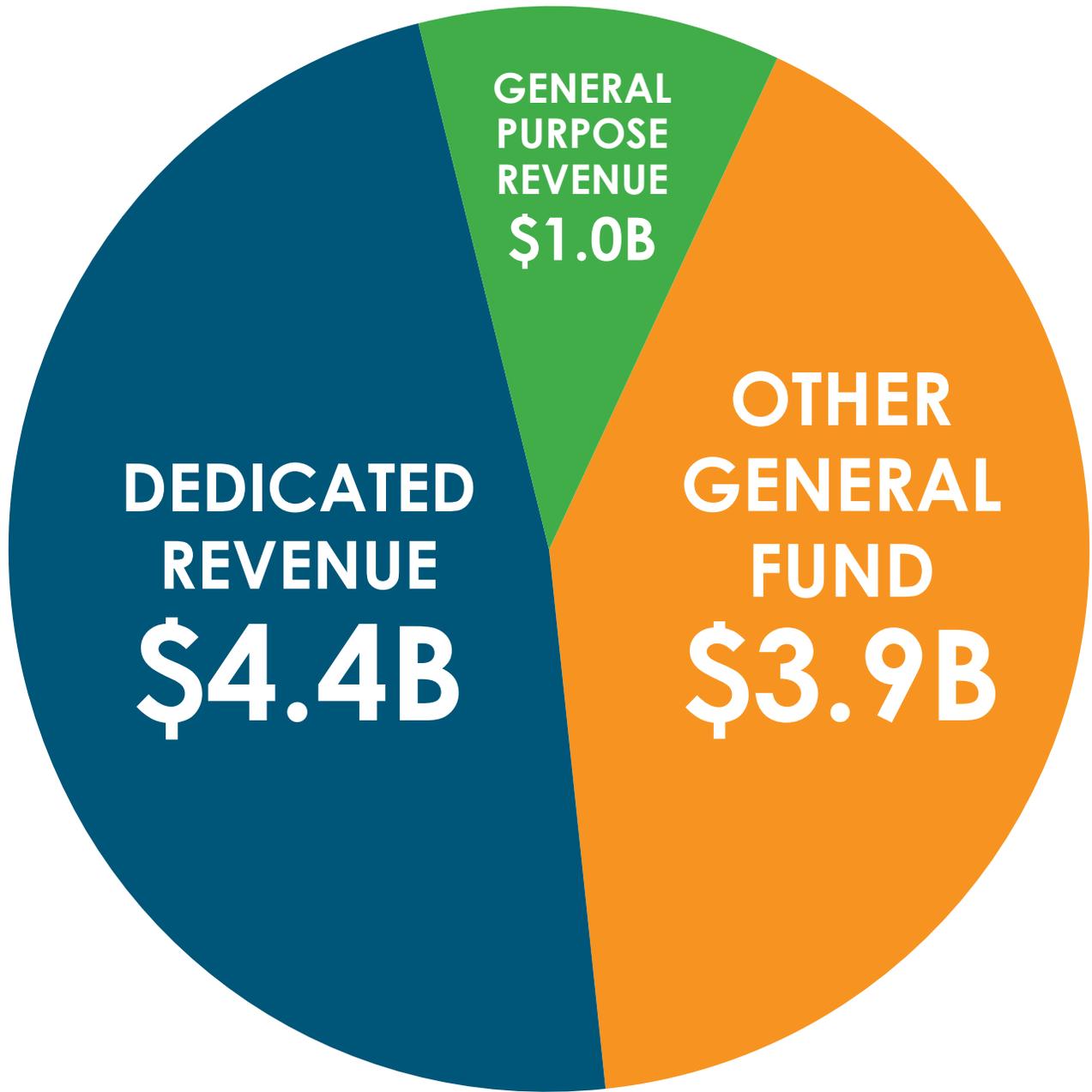
### ORANGE COUNTY RECEIVES THE LOWEST PROPERTY TAX REVENUE ALLOCATION OF ALL 58 COUNTIES



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.



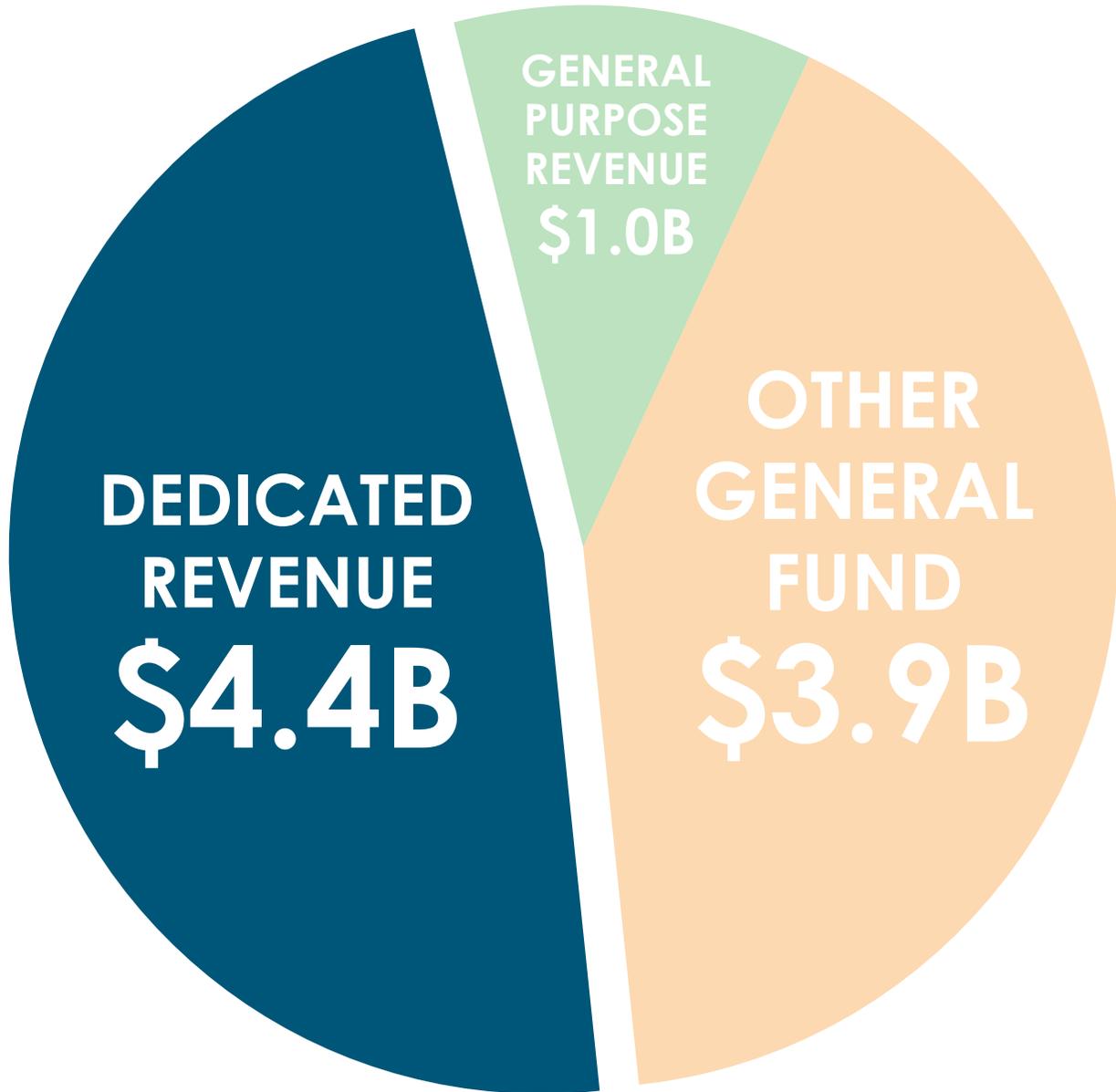
# TOTAL ORANGE COUNTY BUDGET \$9.3 BILLION



\*FY 2023-24 Adopted Budget



## Dedicated Revenue



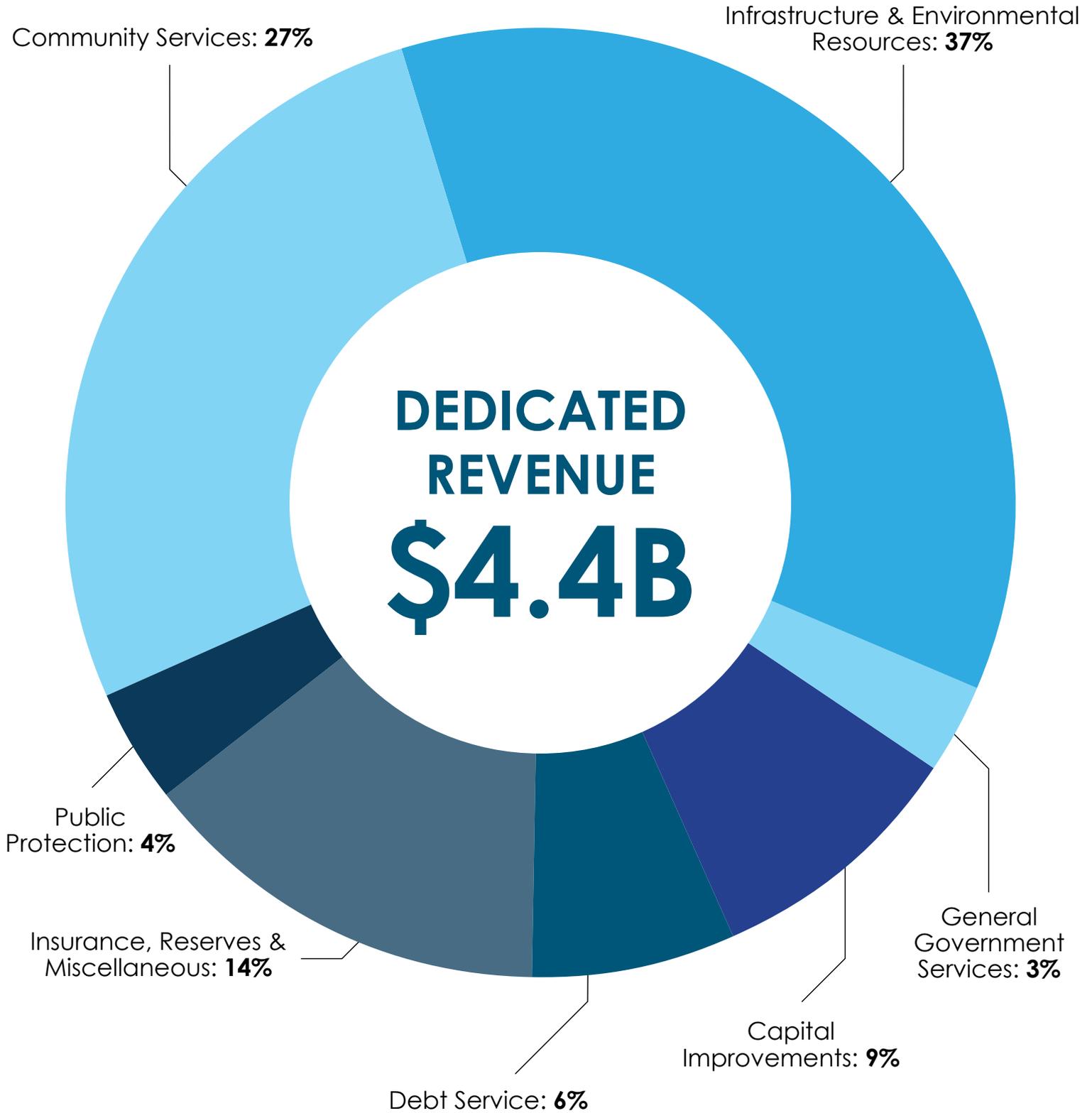
This revenue source is dedicated to the County’s various enterprise, internal service, and special districts budgets and may only be used for these purposes. Examples include:

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

\*FY 2023-24 Adopted Budget



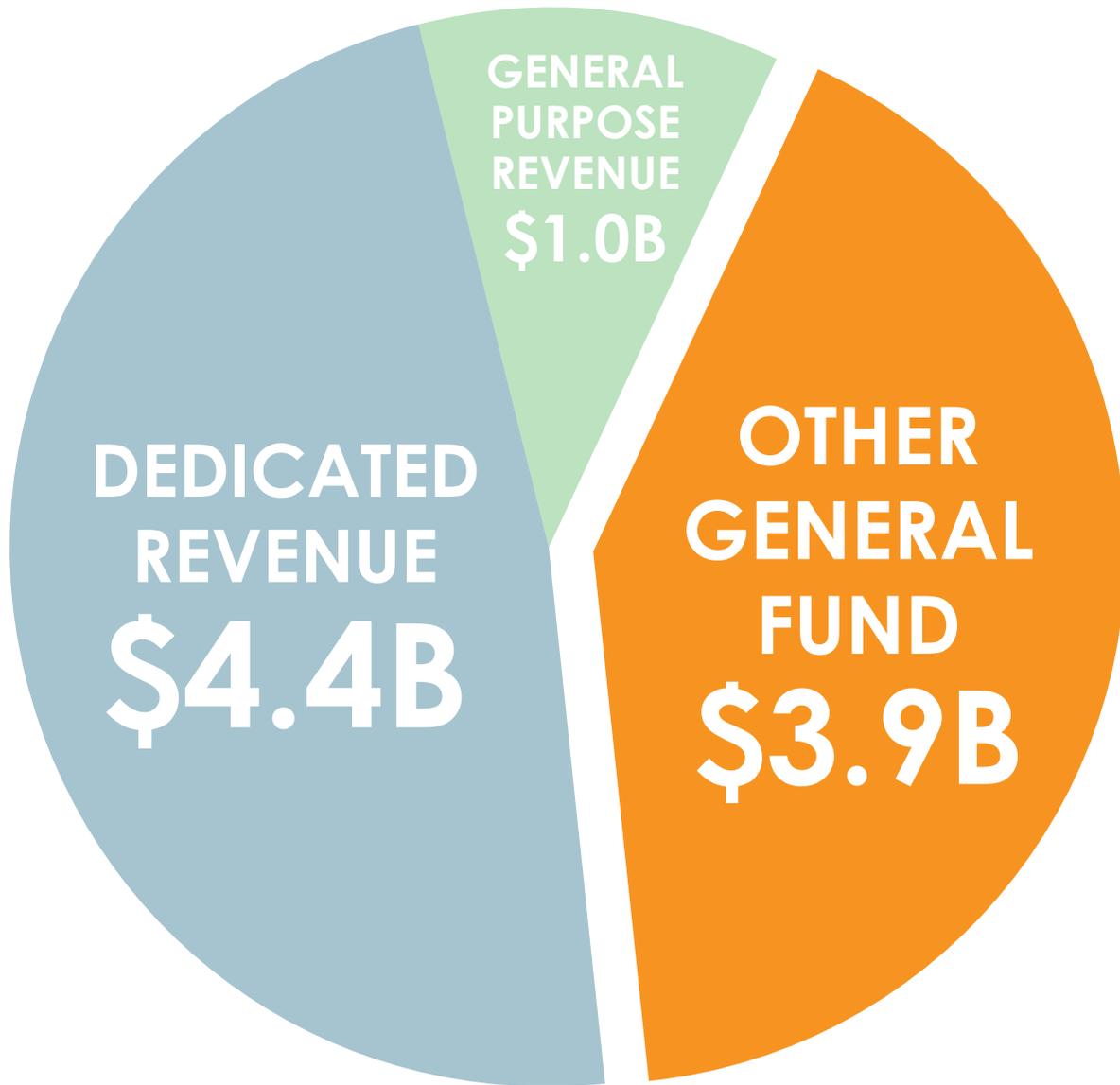
## Dedicated Revenue Uses



\*FY 2023-24 Adopted Budget



## Other General Fund – Non-Discretionary Revenue



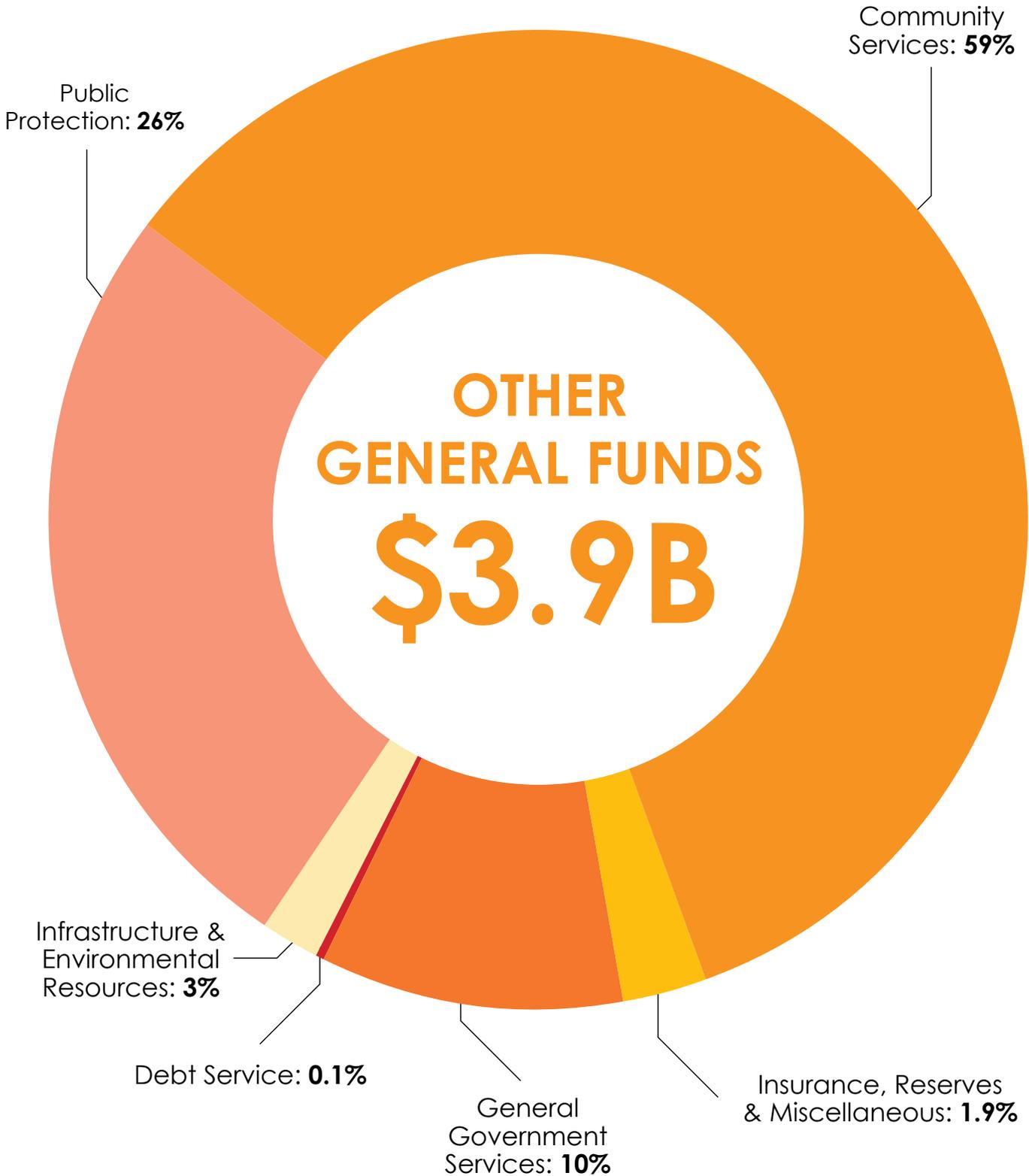
The County receives this category of non-discretionary revenue, primarily in Community Services departments, for administration of state and federal government programs and services that may only be used for these purposes. Examples include:

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

\*FY 2023-24 Adopted Budget



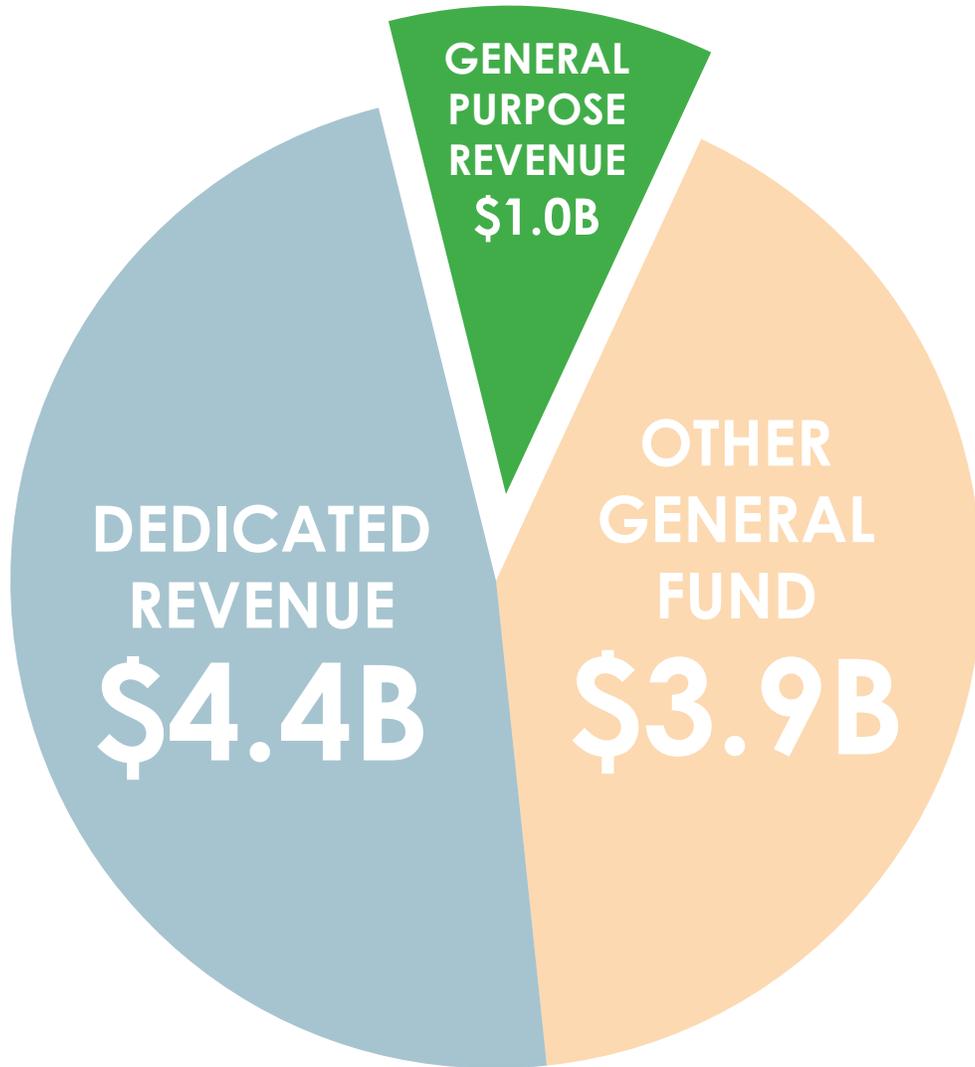
## Other General Fund Uses



\*FY 2023-24 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:

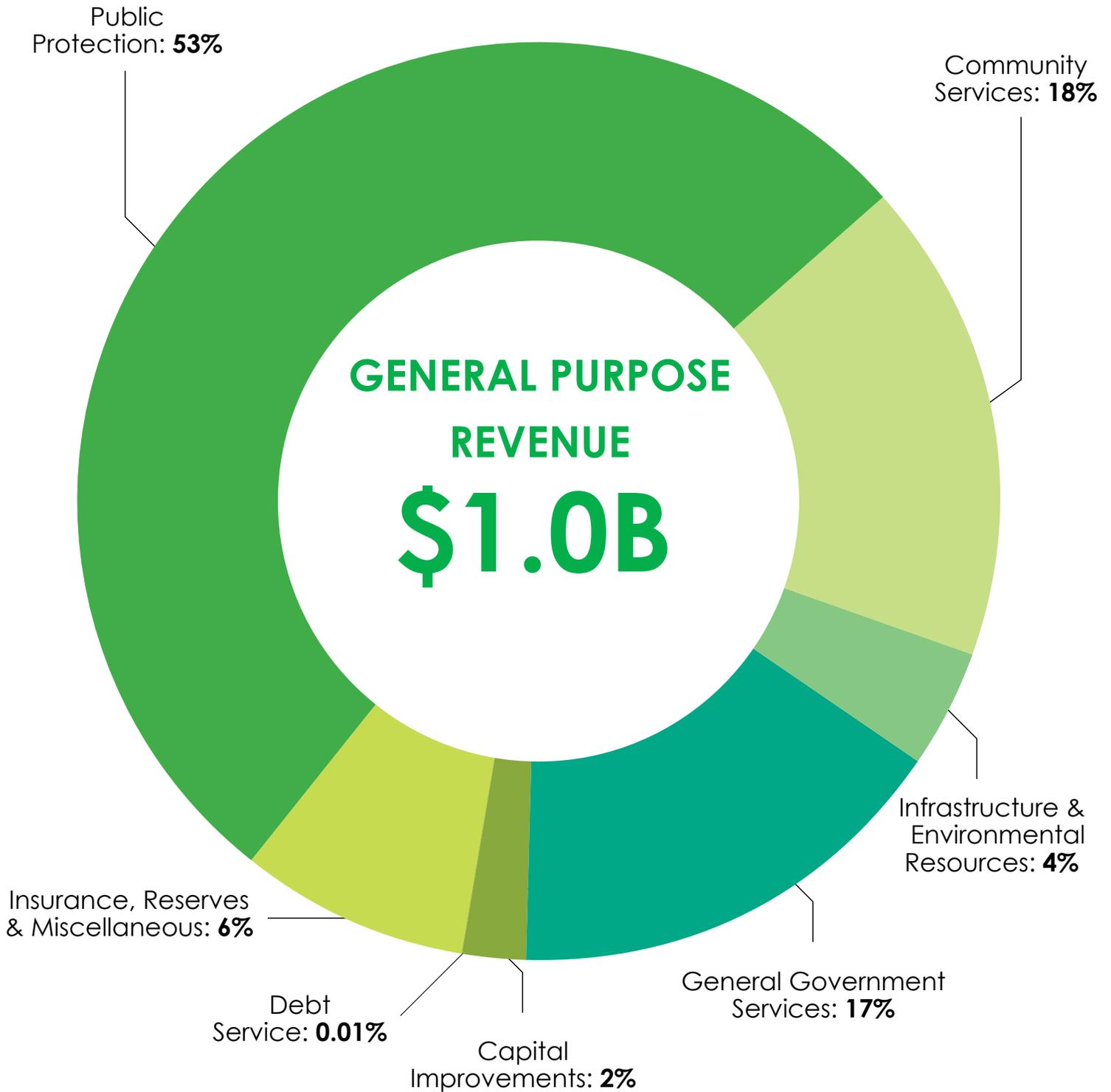
- Property Taxes (95% of total GPR)
- Sales & Other Taxes
- Motor Vehicle License Fees
- Property Tax Administration Fees
- Franchises and Rents
- Interest Earnings
- Miscellaneous Revenue

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 2023-24 Adopted Budget



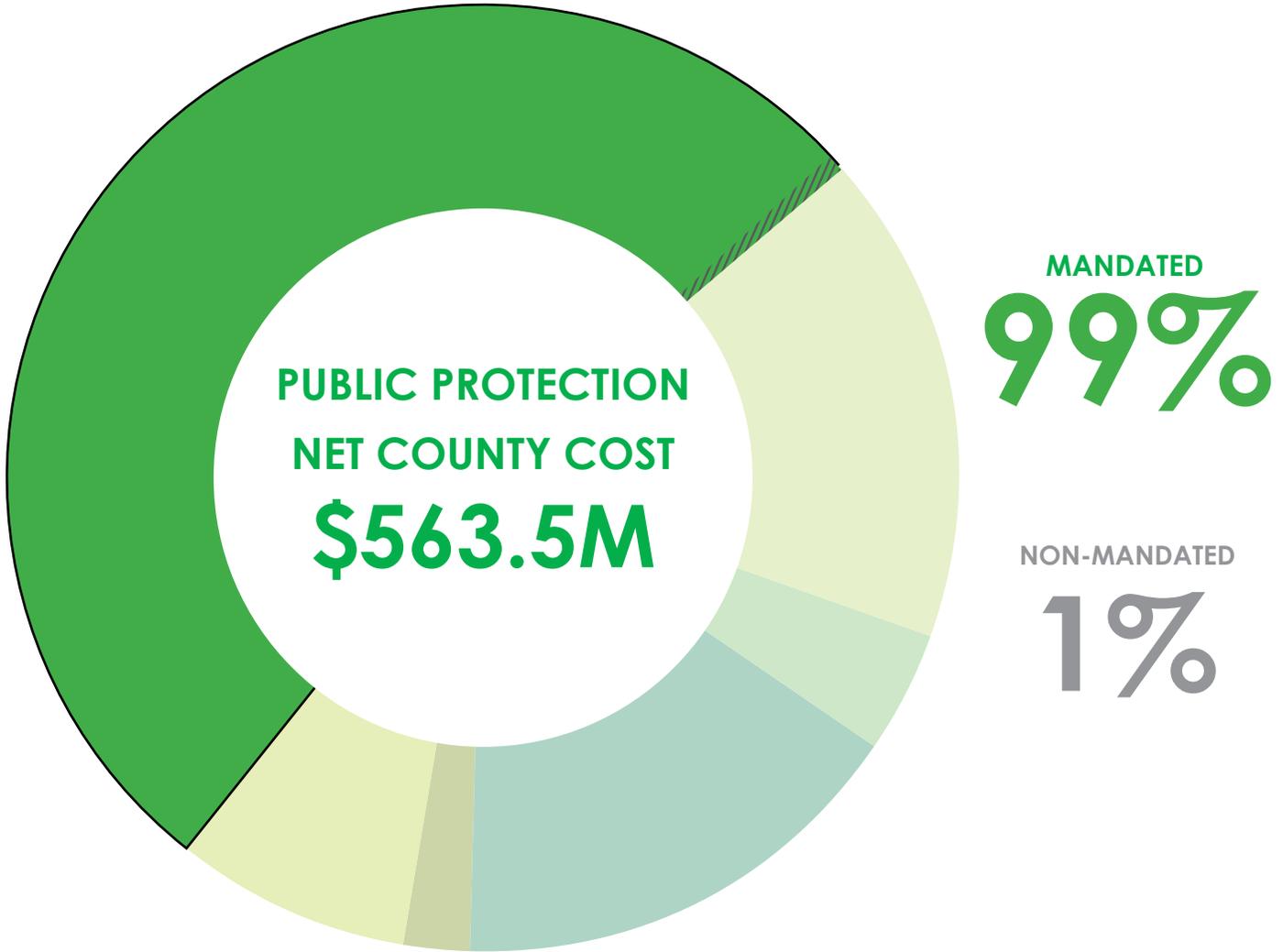
## General Purpose Revenue Uses



\*FY 2023-24 Adopted Budget



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

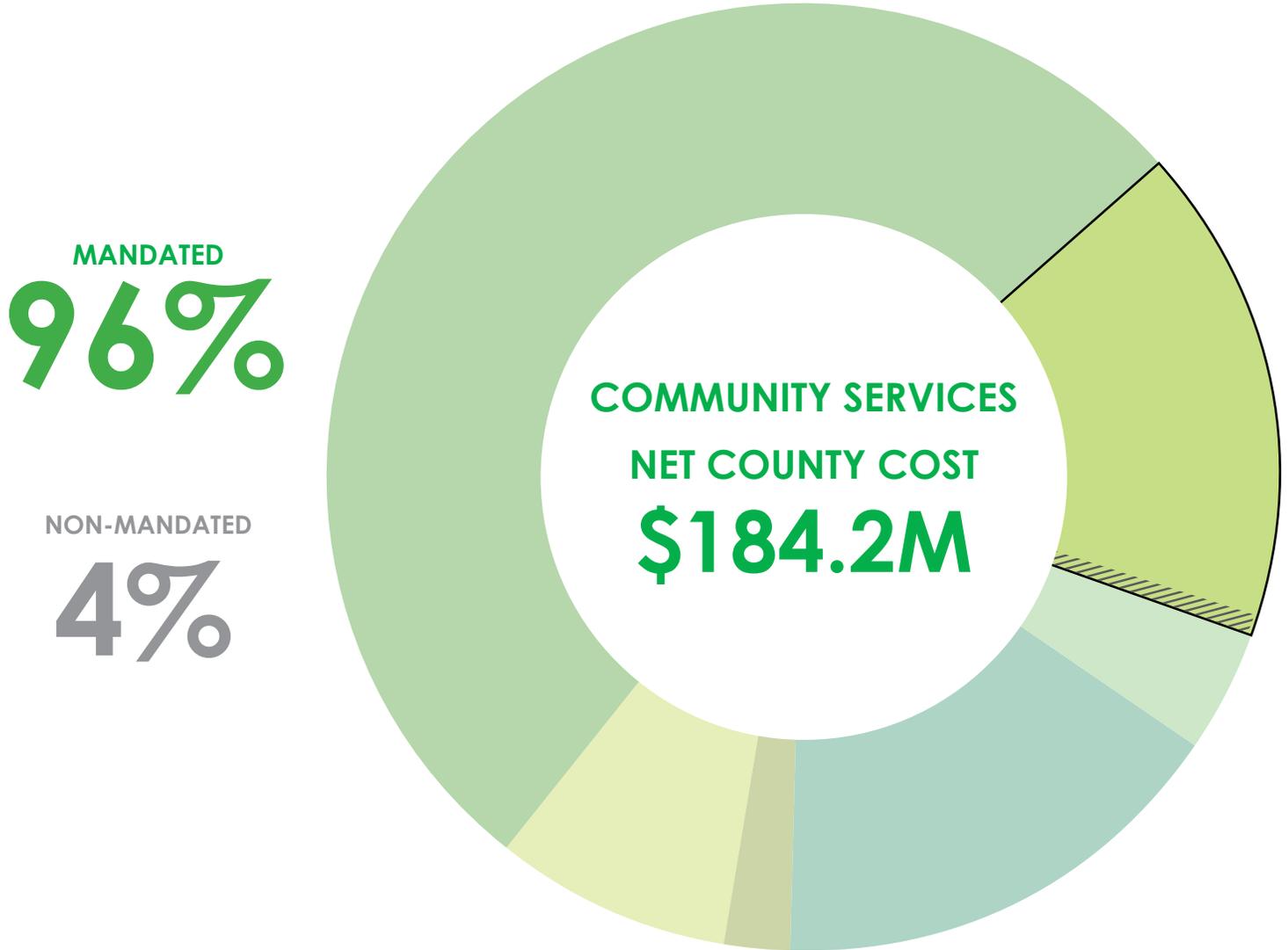


\*FY 2023-24 Adopted Budget

DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	(IN MILLIONS)		
District Attorney	\$73.7	-	\$73.7
Office of Independent Review	-	1.5	1.5
Probation	105.1	-	105.1
Public Defender	96.4	-	96.4
OC Sheriff's Department	232.6	-	232.6
County Executive Office Administered Budgets	53.1	1.1	54.2
<b>TOTAL</b>	<b>\$560.9</b>	<b>\$2.6</b>	<b>\$563.5</b>



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

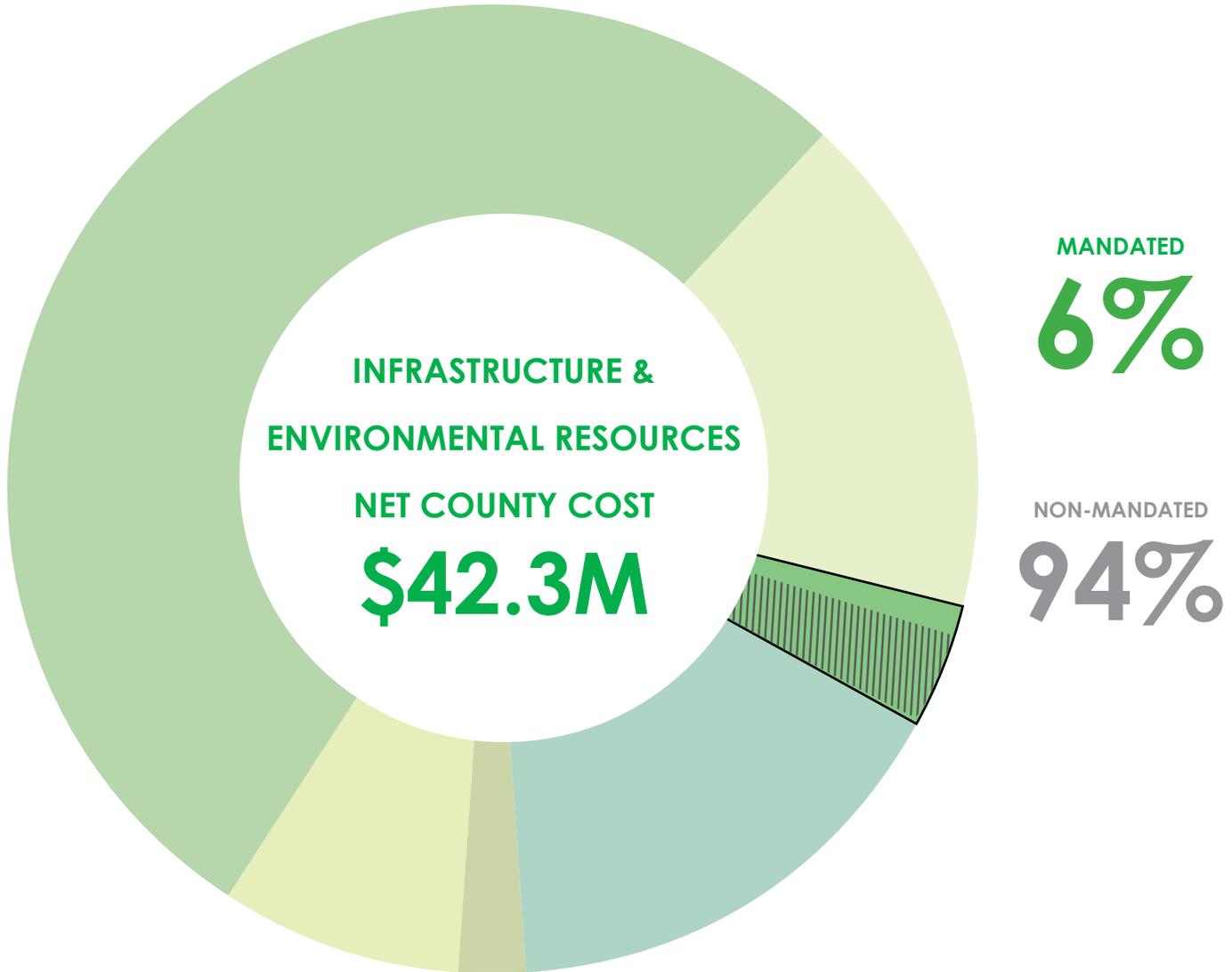


\*FY 2023-24 Adopted Budget

DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	(IN MILLIONS)		
OC Community Resources	\$4.0	\$3.3	\$7.3
Child Support Services	N/A	N/A	N/A
Health Care Agency	96.3	4.7	101.0
Social Services Agency	75.9	-	75.9
County Executive Office Administered Budgets	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$176.2</b>	<b>\$8.0</b>	<b>\$184.2</b>



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



\*FY 2023-24 Adopted Budget

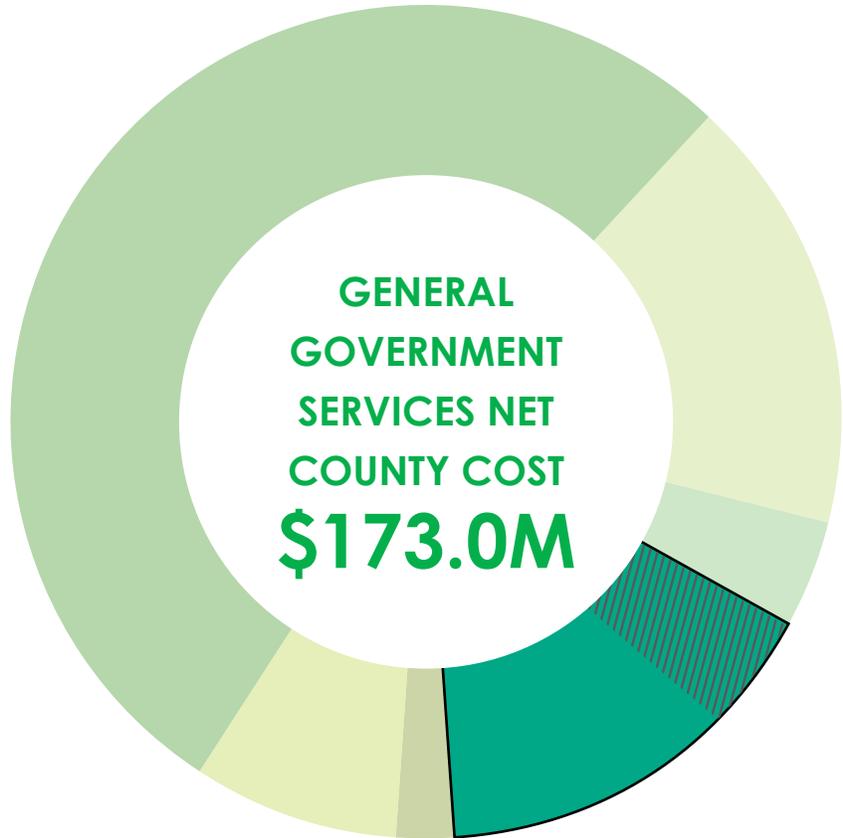
DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	(IN MILLIONS)		
OC Public Works	\$2.4	\$39.9	\$42.3
John Wayne Airport	N/A	N/A	N/A
OC Waste & Recycling	N/A	N/A	N/A
County Executive Office Administered Budgets	N/A	N/A	N/A
<b>TOTAL</b>	<b>\$2.4</b>	<b>\$39.9</b>	<b>\$42.3</b>



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

MANDATED  
**78%**

NON-MANDATED  
**22%**



\*FY 2023-24 Adopted Budget

DEPARTMENT	MANDATED	NON-MANDATED	TOTAL
	(IN MILLIONS)		
Assessor	\$45.1	-	\$45.1
Auditor-Controller	26.1	1.8	27.9
Board of Supervisors	9.5	-	9.5
Clerk of the Board	6.4	3.8	10.2
County Executive Office	13.2	29.0	42.2
County Counsel	8.4	-	8.4
Registrar of Voters	21.6	-	21.6
OC Campaign Finance & Ethics Commission	-	0.5	0.5
Clerk-Recorder	N/A	N/A	N/A
Treasurer-Tax Collector	4.3	-	4.3
Internal Audit	0.1	3.2	3.3
<b>TOTAL</b>	<b>\$134.7</b>	<b>\$38.3</b>	<b>\$173.0</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.

**IT Projects - NCC Requests** are significant in cost, may have significant community impact, or may have long-range impact on County government and the community. These projects are considered essential by departments and may require General Fund support if other funding sources are not available.

**Countywide Capital Projects - NCC Requests** are significant in cost, may have significant community impact, or may have long-range impact on County government and the community. These projects are considered essential by departments and may require General Fund support if other funding sources are not available.

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.

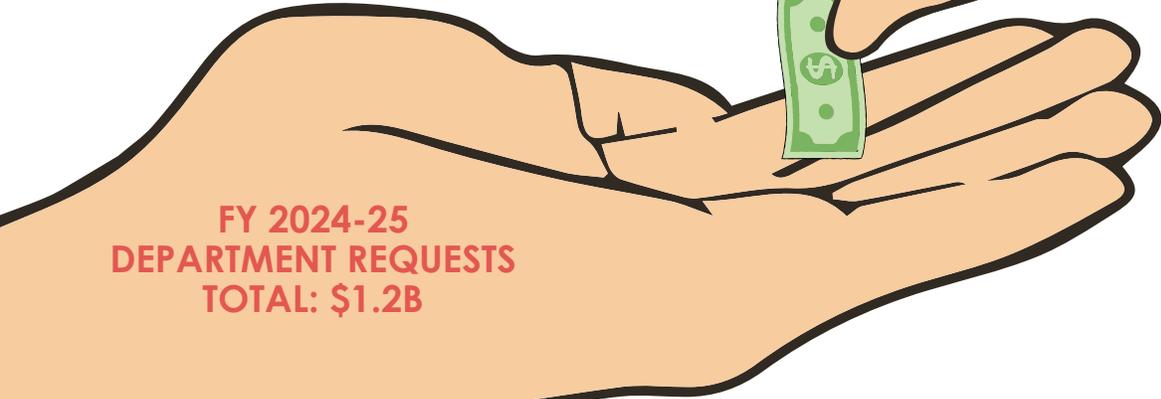
Ongoing Operating Costs are increasing beyond GPR growth. In the event there is no or insufficient GPR growth, restore and expand requests are either not funded or met by shifting discretionary funds between program areas, which could negatively impact some programs or services.



FY 2024-25  
AVAILABLE FUNDING  
TOTAL: \$1.1B

Note: Department Request is comprised of \$969M of NCC limits, \$95M of Restore Augmentation, \$2M of Expand Augmentation, \$65M of Strategic Priorities, \$8M of IT Priorities, and \$33M of CIP NCC Request.

Note: Available Funding is comprised of \$1.1B ongoing GPR and \$6M one-time.



FY 2024-25  
DEPARTMENT REQUESTS  
TOTAL: \$1.2B

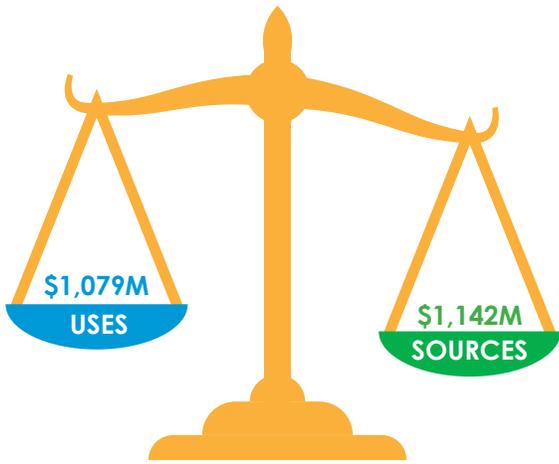


### GRAND TOTAL USES

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 1 (FY 2024-25) through 5 (FY 2028-29) of the SFP for salary increases beyond the existing MOU terms. The assumptions used resulting in a positive variance do not include salary and benefit increases not yet approved by the Board due to ongoing negotiations with various labor groups at the time of publishing the 2023 SFP. Cost increases associated with finalizing the contracts with the remaining groups is not included in the Grand Total Uses, but is expected to eliminate the cumulative surplus and to widen the negative gap in the first few years of the SFP.

For additional information, please refer to the 2023 SFP, which can be found on the County's website: <https://cfo.ocgov.com/budget/strategic-financial-plan>

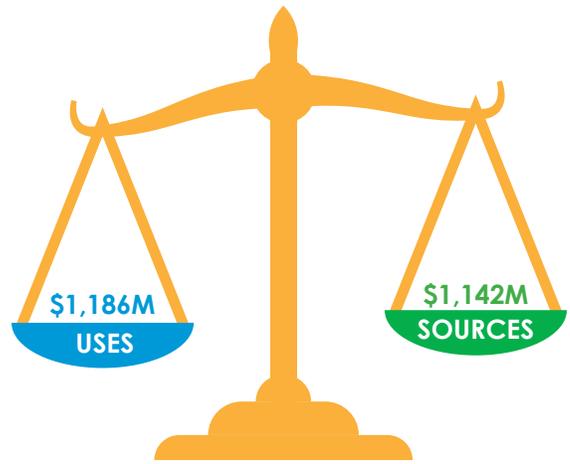
### MAINTAIN CURRENT SERVICES



FY 2024-25

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.

### GRAND TOTAL



FY 2024-25

USES are department requests encompassing the Net Baseline Uses including expand augmentations, capital improvement plan (CIP), information technology (IT) Plan, and Strategic Priority Request.

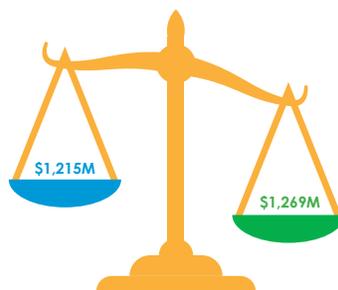
### ALL OTHER FISCAL YEARS



FY 2025-26



FY 2026-27



FY 2027-28



FY 2028-29



## 2023 STRATEGIC PRIORITIES

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 2023 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 24-25 NCC Request
<b>OC CARES</b>				
OC Cares Fund	Be Well Campus Expansion	0	0	0
OC Cares Fund	Coordinated Reentry System	0	0	0
OC Cares Fund	Expand Adult Specialty Courts	11,443,125	5,022,085	0
OC Cares Fund	Housing for Pre-Justice Involved Youth & Transitional Age Youth	9,300,000	4,550,000	825,000
OC Cares Fund	Housing for Transitional Aged Youth	0	0	0
OC Cares Fund	Juvenile Corrections Campus	100,000,000	100,000,000	0
OC Cares Fund	Permanent Supportive & Affordable Housing Access	TBD	TBD	TBD
OC Cares Fund	Pre-Trial Intervention Program	0	0	0
<b>OC CARES Subtotal</b>		<b>120,743,125</b>	<b>109,572,085</b>	<b>825,000</b>
<b>Program I - Public Protection</b>				
Public Defender	Body Worn Camera Workload Impact Mitigation	39,132,373	17,783,578	1,210,576
OC Sheriff's Department	New Emergency Operations Center	25,000,000	25,000,000	25,000,000
OC Sheriff's Department	Search and Rescue Helicopter	15,000,000	15,000,000	15,000,000
OC Sheriff's Department	Theo Lacy Facility Additional Staffing	83,124,402	40,437,522	7,720,198
<b>Program I Subtotal</b>		<b>162,256,775</b>	<b>98,221,100</b>	<b>48,930,774</b>
<b>Program II - Community Services</b>				
Health Care Agency	Correctional Health Services - Medi-Cal Billing Implementation	0	0	0
Health Care Agency	Environmental Health - Street Vending Program	0	0	0
Health Care Agency	Long Term Care Beds	0	0	0
Health Care Agency	Mobile Crisis Benefit Expansion	0	0	0
Health Care Agency	Strengthening Environmental Health Division	4,623,353	2,021,402	187,409
Social Services Agency	Expand CalFresh for Assistance Programs	33,277,371	16,095,031	3,058,788
Social Services Agency	Master Plan for Aging	0	0	0
<b>Program II Subtotal</b>		<b>37,900,724</b>	<b>18,116,433</b>	<b>3,246,197</b>



Department	Strategic Priority Title	10-Year NCC Request	5-Year NCC Request	FY 24-25 NCC Request
<b>Program III - Infrastructure &amp; Environmental Services</b>				
OC Waste & Recycling Enterprise	Environmental Conservation & Sustainability Plan	0	0	0
<b>Program III Subtotal</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Program IV - General Government Services</b>				
CAPS Program	CAPS+ Financial/Procurement, Human Resources/Payroll Future ERP System	52,301,468	44,901,468	11,494,262
Real Estate Development Program	County Facilities Master Plan	0	0	0
<b>Program IV Subtotal</b>		<b>52,301,468</b>	<b>44,901,468</b>	<b>11,494,262</b>
<b>TOTAL NCC REQUEST</b>		<b>373,202,092</b>	<b>270,811,086</b>	<b>64,496,233</b>



## CAPITAL & IT NCC REQUESTS

This section includes department-specific capital improvement and IT projects that are significant in cost, may have significant community impact, or may have long-range impact on County government and the community. These projects are considered essential by departments and may require General Fund support, if other funding sources are not available. The County Executive Office will work with departments to review and identify strategies and potential funding sources, other than NCC, for implementation of these projects.

Department	Capital Improvement Description	FY 24-25 Forecast	5-Year Total Forecast
<b>Program I - Public Protection</b>			
<b>OC Sheriff's Department</b>	<b>Intake Release Center</b>		
	ADA, Safety & Security Upgrades - Mods J & N	6,111,110	10,000,000
	Air Handler Units Replacement	2,462,972	8,851,888
	Sally Port Concealment Solar Panels	0	1,200,000
	<b>James A. Musick Facility</b>		
	Repair/Replace Flooring & Support Structure	0	2,012,827
	Red Team - Visiting Area Renovation	0	3,163,680
	<b>Central Men's (CMJ) &amp; Women's Jails (CWJ)</b>		
	CMJ - Roof Expansion - Recreation Area	1,900,000	1,900,000
	CMJ/CWJ - Staff Locker Room Remodel	0	2,500,000
	CMJ - Warehouse Remodel	0	2,000,000
	CMJ - Dis-Iso Renovation	0	2,000,000
	<b>Theo Lacy Facility</b>		
	Theo Lacy Facility Lobby Renovation	1,500,000	1,500,000
	<b>Orange County Jail Facilities</b>		
	Jail Security Electronic Control Systems Upgrade	4,500,000	18,600,000
	ADA Compliance Upgrade	1,415,780	6,253,540
	Jail Hardening	0	2,143,237
	Hazardous Materials Abatement	0	1,576,951
	<b>Sheriff Facilities Projects</b>		
	HQ Renovations & Hazardous Material Abatement	4,759,667	9,519,334
	Loma Ridge - Communications Redundancy	1,500,000	1,500,000
	Brad Gates - Upgrade UPS System & Add Redundancy	1,214,201	1,214,201
	Loma Ridge - Emergency Operations System Expansion	0	1,391,184
	Research & Development Office Renovation	0	2,000,000
	OC Crime Lab - Renovate & Reconfigure the Forensic Areas	0	1,386,375
<b>Program I Subtotal</b>		<b>25,363,730</b>	<b>80,713,217</b>
<b>Program II - Community Services</b>			
<b>Social Services Agency</b>	<b>Santa Ana Regional Center</b>		
	HVAC Replacement	0	9,000,000
	Roof Maintenance	0	3,710,000



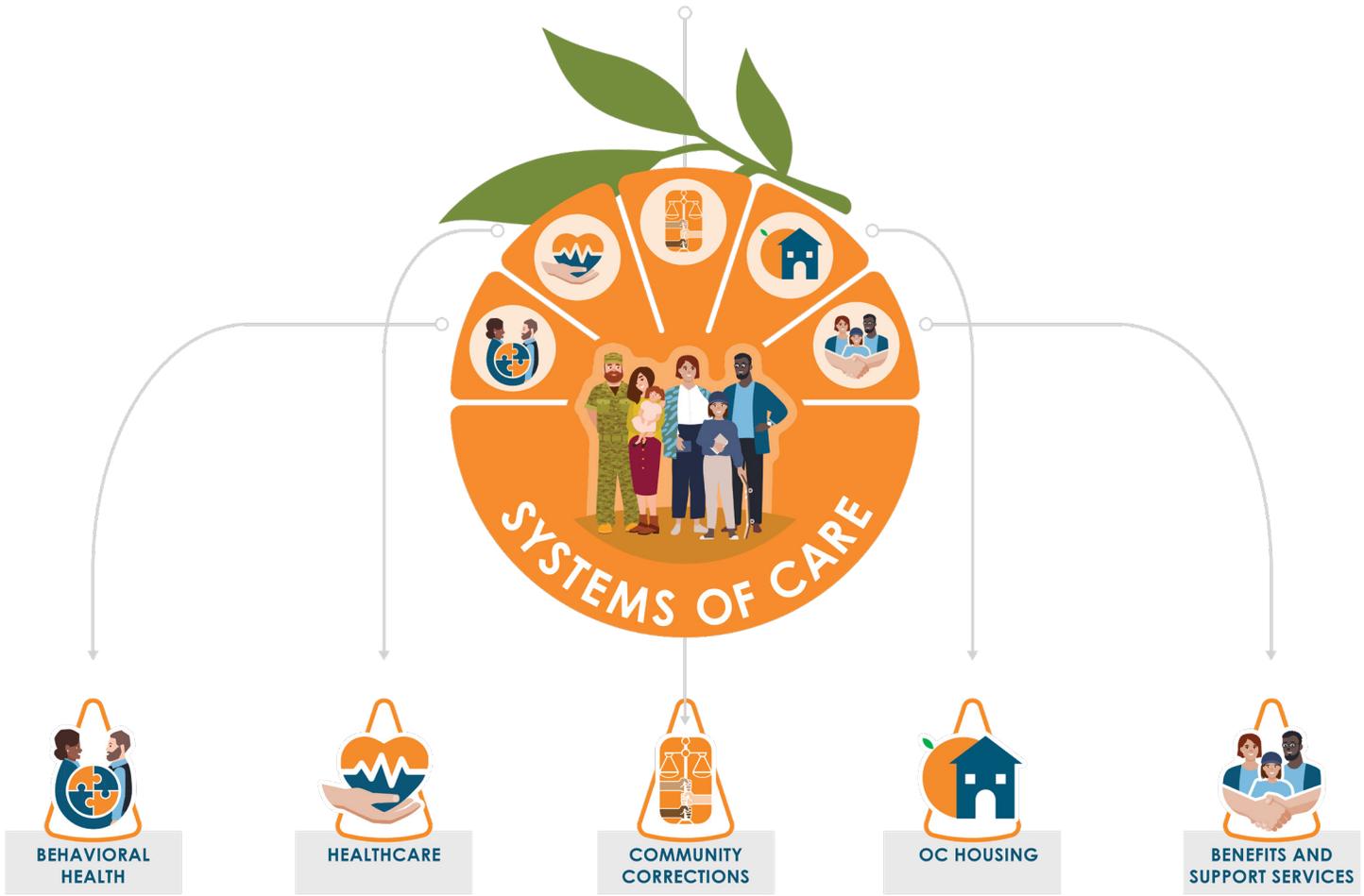
Department	Capital Improvement Description	FY 24-25 Forecast	5-Year Total Forecast
<b>Social Services Agency (cont'd)</b>	Perimeter Fencing	0	2,000,000
	CCTV Upgrades	0	1,175,000
	On-going Maintenance	0	1,000,000
<b>Orangewood Children &amp; Family Center</b>			
	Restrooms & Kitchen	1,677,000	3,111,000
	Bedrooms & Classrooms	852,000	1,689,000
	Facility Design	603,000	1,664,000
	Doors & Windows	633,000	2,598,000
	Flooring & Painting	435,000	2,606,000
	Lighting	327,000	1,198,000
	Parking Lot & Outdoor Areas	219,000	466,000
<b>Other SSA Facilities</b>			
	Eckhoff Facility - Floor Replacement	0	4,600,000
	Tustin Family Campus - Building Improvements	0	1,200,000
<b>Program II Subtotal</b>		<b>4,746,000</b>	<b>36,017,000</b>
<b>Program III - Infrastructure &amp; Environmental Services</b>			
<b>OC Waste &amp; Recycling</b>	Organics to Renewable Natural Gas & Energy Plan (Funded)	0	171,000,000
<b>Program III Subtotal</b>		<b>0</b>	<b>171,000,000</b>
<b>Program V - Capital Improvements</b>			
<b>Capital Projects Non-GF</b>	Trial Courts Deferred Capital & Maintenance Projects Plan	2,400,000	2,400,000
<b>Program V Subtotal</b>		<b>2,400,000</b>	<b>2,400,000</b>
<b>Total Capital Improvement Projects</b>		<b>32,509,730</b>	<b>290,130,217</b>
<b>Estimated Revenue</b>		<b>0</b>	<b>171,000,000</b>
<b>TOTAL NCC REQUEST</b>		<b>32,509,730</b>	<b>119,130,217</b>

Department	IT Project Description	FY 24-25 Forecast	5-Year Total Forecast
<b>Program I - Public Protection</b>			
<b>District Attorney</b>	Case Management System	3,000,000	9,000,000
<b>Program I - Public Protection Subtotal</b>		<b>3,000,000</b>	<b>9,000,000</b>
<b>Program II - Community Services</b>			
<b>Health Care Agency</b>	Environmental Health Data Management System	3,584,560	8,110,046
<b>Program II - Community Services Subtotal</b>		<b>3,584,560</b>	<b>8,110,046</b>
<b>Program VII - Insurance, Reserves &amp; Miscellaneous</b>			
<b>OCIT Countywide Services</b>	Domain Change to orangecounty.ca.gov	1,500,000	4,500,000
<b>Program VII - Insurance, Reserves &amp; Miscellaneous Subtotal</b>		<b>1,500,000</b>	<b>4,500,000</b>
<b>Total Unfunded IT Projects:</b>		<b>8,084,560</b>	<b>21,610,046</b>
<b>Total Revenue:</b>		<b>0</b>	<b>0</b>
<b>TOTAL NCC REQUEST:</b>		<b>8,084,560</b>	<b>21,610,046</b>



# KEY INITIATIVES

"Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services."



Key initiatives adopted by the County are consistent with this mission and are implemented through strategic planning, collaboration across departments and community-based partners, and working in and with the community. The following pages highlight the County’s current major 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 [2023 SFP](#) and [FY 2023-24 Budget](#), which can be found on the County’s website.



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

Significant projects related to this initiative and included in the 2023 SFP are highlighted below.

- **Be Well Campus Expansion** – The County has continued its public-private partnership to establish a second Be Well campus in Irvine anticipated to complete phase one of the project in 2025. Be Well Irvine will house crisis stabilization units for adults and adolescents, a sobering center, adult residential treatment services, and a children, youth and families outpatient clinic. Additional phases will include residential services for pregnant and parenting women, an adolescent substance use residential program, expanded outpatient and intensive outpatient services for children, youth and perinatal women, and education, training and community-use space.
- **Coordinated Reentry System** – Significant investments are being made to establish a coordinated reentry system for justice involved individuals that provide continued programs, services, or treatments through a Central Reentry Facility which would provide temporary housing and support services to keep individuals engaged in programming and work toward self-sufficiency. Regional Reentry Centers are also being established with the first one implemented in south county in late 2023. These are smaller offices that allow for assessments and linkages with additional support services planned. The next big project planned is for a Workforce Reentry Center to include on-site job training, job placement, and a retail-based business to allow for hands-on experience and also generate program revenue. Projects are anticipated to be substantially completed in late 2025.
- **Juvenile Campus Modernization** – The County's existing juvenile campus contains buildings from the 1950's and 1960's that do not conform with today's best practices and are in constant need for repair. The population has also changed, both in numbers and length of stay, requiring the facility to undergo a phased renovation to modernize several areas. The first phase, in progress now, includes establishing a new Youth Transition Center that will house up to 60 youth, provide education, vocational training, and a focus on substance use treatments; specialized housing for the recently state-realigned youth that will include enhanced programming to address their specific needs; and a new area outside of the secured perimeter to establish TAY Transitional Housing to support and assist with self-sufficiency. This phase is anticipated to be substantially completed in late 2025. The second phase will replace the remaining older buildings to modernize the medical and intake area, and create a modern, energy efficient facility surpassing the minimum requirements set for a juvenile detention facility.



OC Community Resources Department's OC Housing & Community Development 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:** 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. This includes tenant-based and project-based housing vouchers.
- **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.



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. In December 2022, the Board received and filed the 2022 Update based on the 2022 Point-in-Time count and included an updated goal of developing 2,396 permanent supportive housing units from 2022 to 2029. The updated goal reflects the progress under the 2018 Housing Funding Strategy as well as the additional permanent supportive housing units needed over the next seven-year period based on the 2022 PIT count. The Strategy summarizes currently available or anticipated resources and provides recommendations for Orange County to maximize competitiveness in successfully funding projects.

As of September 1, 2023, a total of 2,653 supportive and affordable housing units are in progress and over 700 units have been built. The updated goal is to develop 2,396 additional permanent supportive housing units by 2029.

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/>



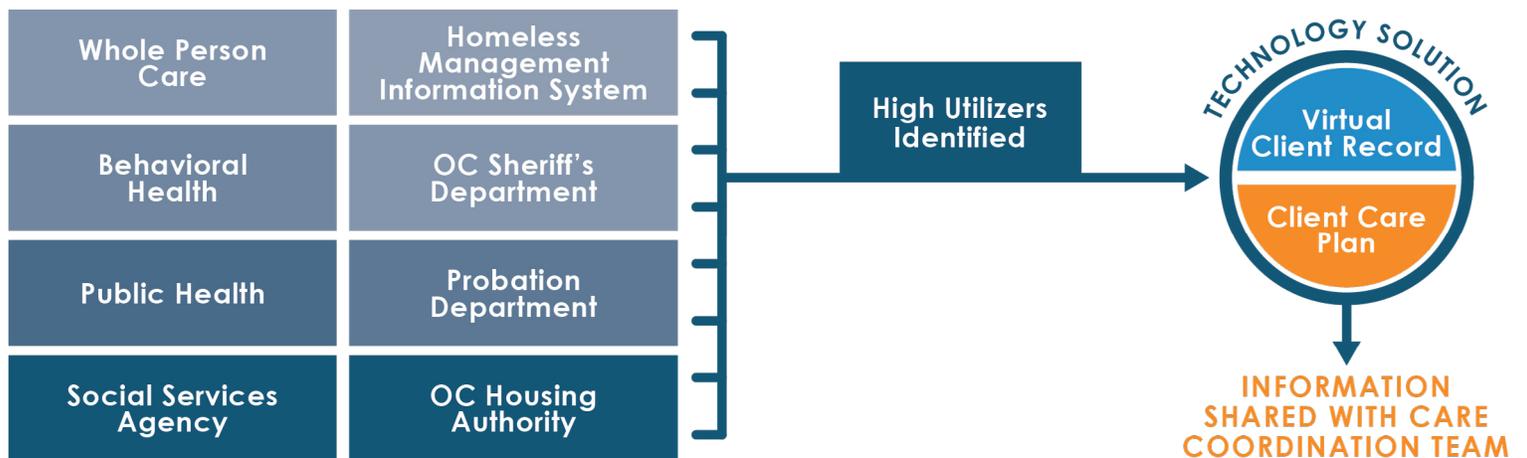
Office of CARE COORDINATION
County Executive Office

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 multi systems of care in the County.

The Board has approved 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.

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





CARE ACT

The County of Orange was one of the first counties to launch the Community Assistance, Recovery, and Empowerment (CARE) Act program, a State Initiative, which creates a new pathway to deliver mental health and substance use services to individuals who are diagnosed with schizophrenia or other psychotic disorders and are not engaged in treatment. Implemented on October 2, 2023, the CARE Act, a groundbreaking civil process, began to accept petitions to provide support and intervention for those in need.

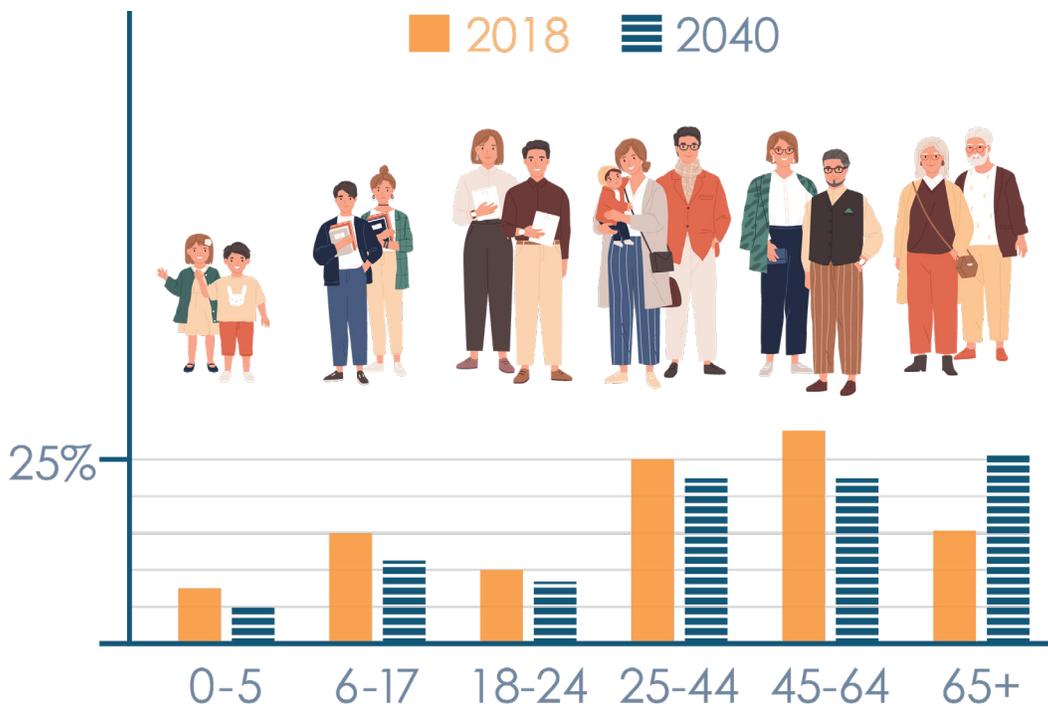
CalAIM

California Advancing and Innovating Medi-Cal (CalAIM) is a five-year initiative by California’s Department of Health Care Services to improve the life and health outcomes of the Medi-Cal population. Through this initiative, the County is working to improve the quality of life and health outcomes of California’s most vulnerable persons by offering eligible CalOptima members enhanced services, such as care coordination, case management, recuperative care, housing supportive services, and services that address their physical, behavioral, developmental, dental and long-term care needs.

MASTER PLAN FOR AGING

Statewide initiative to address the needs of the growing 60+ population that includes housing, healthcare, inclusion & equity, caregiving, and economic security. The County is working to develop a comprehensive plan to address all the gaps identified by residents, community, and other stakeholders. Increased information support and resources are already being implemented via a Call Center, home visitation services, care coordination, and case management services. For more information, please visit the dedicated website at: <https://www.officeonaging.ocgov.com/master-plan-aging>

ORANGE COUNTY POPULATION



*“Aging is changing and it’s changing California. California’s over-60 population is projected to diversify and grow faster than any other age group. By 2030, 10.8 million Californians will be an older adult, making up one-quarter of the state’s population.”*

*-California Master Plan on Aging*



### OC BUILDS

OC Builds is a County Initiative that addresses the infrastructure needs for transportation, travel, and cybersecurity that prioritizes the safety of its residents, staff and resources; renewable energy and sustainability; and provides an enjoyable customer experience. The County is focused on reducing its carbon footprint by replacing older vehicles with low to zero-emission vehicles and building electric vehicle charging infrastructure and stations to comply with California's Air Resource Board's Initiative. The following highlights the significant projects currently planned or in progress.

- **JWA Capital Projects** – The County continues to prioritize several capital improvement projects at the John Wayne Airport to maintain and improve the facility to provide an excellent traveler experience and ensure the safety of all passengers coming to or through the airport. Significant investments are currently planned for reconstructing the taxiways, making the areas more accessible for all passengers, and modernizing the passenger processing system.
- **Master Facilities Plan** – The County maintains and annually updates the 10-year County Facilities Master Plan that outlines all real estate projects currently in progress and reports on projects that have been completed. The County strategizes the development and modernization of various County-owned facilities and tracks the aging infrastructure that may require significant investments in the future to ensure County-provided services to the community are easily accessible and provide a positive client experience.
- **Emergency Medical Services Operating Facility** – A new County of Orange Emergency Medical Services Operating Facility is being established on County-owned land in the City of Irvine that would co-locate the programs responsible for emergency medical services and disaster management and also relocate and increase the capacity of the public health laboratory. The modern facility will employ the most current technology to provide a building that is environmentally sustainable and allow for immediate coordination during an incident response.



JWA



Civic 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.**

**© Copyright 2023-24 County of Orange. All rights reserved.**