



# OCCARES

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*Justice through Prevention & Intervention*

**2025 Vision  
Annual Report  
July 2022 – June 2023**

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## Executive Summary

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As presented, the FY 2022-23 Annual Report of the County's 2025 Vision highlights the achievements and continued commitment to improve the lives and outcomes of individuals involved in the criminal and juvenile justice systems through the County's OC CARES initiatives.

### **Background:**

The OC CARES system links the various systems of care in the County of Orange to provide full care coordination and services for justice-involved individuals to successfully reenter society and work towards self-sufficiency. These systems of care include behavioral health, healthcare, housing, benefits & support services, and community correction. 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. The overall strategy focused on reducing the number of individuals with mental illness in custodial care and 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:**

The 2025 Vision was adopted by the Board of Supervisors (Board) on October 22, 2019 and links the County criminal justice system and our systems of care to provide inmates and at-risk-individuals with the services they need to become self-determined and facilitate successful reentry. The 2025 Vision was built on five pillars with each made up of goals, projects and programs assigned to specific departments that are tracked with progress reported quarterly. The pillars include:

1. **Prevention:** Developing public informational and communication campaigns, interventions, and diversion opportunities, particularly related to substance use and mental health, to prevent individuals from being involved in or returning to 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:** Developing in-custody programming and providing access to treatments, and services to individuals residing in the County jails to address mental health, substance use, education, job readiness or other basic and support other that link to post-custody services, in addition to trainings to prepare them for successful reentry.
4. **Reentry:** Providing accessible and supportive services to justice-involved individuals to facilitate their reentry back into the community that includes a comprehensive coordinated system to ensure continuity in treatments or programs received while in-custody continue post custody to maintain engagement and lead to self-sufficiency.
5. **Juvenile & Transitional Aged Youth (TAY):** To provide 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. The OCCJCC includes County departments, Courts, and local law enforcement.

### **Status Summary:**

Beginning with FY 2022-23, the Quarterly Reporting was revised to report the current status of the identified projects and programs remaining to be implemented as a part of the 2025 Vision. Whereas prior Quarterly Reports focused on Pillars, Goals and Action Items, the revised report identifies the projects by pillar that are still in progress and includes a more defined timeline to ensure completion by December 2025. The OCCJCC receives the updates and collectively formulate directives to meet the needs of the target populations.

Each project has a detailed timeline with tasks identified by fiscal year and an estimated completion date. Implementation is the responsibility of the assigned department with working groups utilized to facilitate progress, discuss resources, or resolve issues. In addition, each of the projects are included in the County's five-year strategic financial plan as either a Strategic Priority or Emerging Initiative. This has allowed the County to plan and identify the resources needed to ensure successful implementation and ongoing support, as appropriate. The County's Strategic Financial Plans can be found on the County's website at:

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

Project / Program (Adults)	% Completed				Est. Completion Date
	2023	2024	2025	Overall	
<b>Pillar I: Prevention</b>					
Communication & Media Campaign	91%	70%	n/a	84%	June 2024
Data Gathering, Sharing and Analysis	90%	58%	50%	71%	June 2025
Crisis Response related trainings	98%	n/a	n/a	98%	June 2023
Behavioral Health Public Safety Response	n/a	95%	n/a	95%	June 2024
Be Well Facilities & Programs	58%	20%	0%	34%	June 2025
FIRST Point	50%	n/a	n/a	50%	June 2023
<b>Pillar II: Courts</b>					
Pre-Trial Intervention	n/a	63%	n/a	63%	June 2024
Adult Specialty Courts	75%	60%	20%	65%	June 2025
Care Court	65%	n/a	n/a	65%	December 2023
<b>Pillar III: In-Custody</b>					
In-Custody Stabilization Services	100%	74%	n/a	79%	June 2024
Opening of new Musick Jail Facility	50%	60%	n/a	55%	June 2024
In-Custody Reentry Programming	93%	100%	48%	80%	June 2025
<b>Pillar IV: Reentry</b>					
Regional Reentry Community Resource Centers	80%	57%	0%	50%	June 2024
Mobile Reentry Services	20%	0%	n/a	10%	June 2024
Coordinated Reentry Center	30%	n/a	13%	16%	December 2025
Workforce Reentry Center	35%	n/a	0%	18%	December 2025
Coordinated Case Management	80%	n/a	30%	68%	June 2025

Project / Program (Juvenile & TAY)	% Completed				Est. Completion Date
	2023	2024	2025	Overall	
<b>Pillar V: Juvenile &amp; TAY - Prevention</b>					
Communication & Media Campaign	n/a	20%	n/a	20%	June 2024
Data Gathering, Sharing and Analysis	60%	n/a	n/a	60%	June 2023
Juvenile Mental Health & Substance Use Support Services	n/a	48%	n/a	48%	June 2024
Youth Diversion Programs	n/a	13%	30%	10%	June 2025
<b>Pillar V: Juvenile &amp; TAY - Courts</b>					
Expand Juvenile Specialty Courts	n/a	53%	n/a	53%	June 2024
<b>Pillar V: Juvenile &amp; TAY-In-Custody/Detained</b>					
Juvenile Mental Health & SUD Support Services	n/a	60%	n/a	60%	June 2024
Specialized Programming for Detained Juvenile & TAY	n/a	n/a	24%	24%	June 2025
Enhance Juvenile Corrections Campus	n/a	n/a	20%	20%	December 2025
<b>Pillar V: Juvenile &amp; TAY - Reentry</b>					
Specialized Reentry Programs	90%	n/a	15%	48%	June 2025
Supportive Housing	n/a	n/a	28%	28%	December 2025
Transitional TAY Housing	n/a	n/a	10%	10%	December 2025

# Highlights and Achievements

## PILLAR #1: PREVENTION

The focus of the Prevention Pillar is on informing the public and providing diversion options, specifically for individuals experiencing a mental health or substance use crisis that include seeking treatment services rather than being taken into custody. The table below summarizes the programs in place prior to the 2025 Vision as well as what has been implemented and what projects remain.

Pillar I: PREVENTION	
<b>Prior to Implementation</b>	
<ul style="list-style-type: none"> <li>Limited residential MH &amp; SUD treatment</li> <li>CAT &amp; PERT teams</li> <li>Mental Health public information campaign</li> </ul>	<ul style="list-style-type: none"> <li>Family health classes &amp; clinics</li> <li>Community nursing program</li> <li>Housing Voucher program</li> <li>Assistance programs</li> </ul>
<b>Projects &amp; Programs Implemented as of June 30, 2023</b>	
<ul style="list-style-type: none"> <li>Outreach &amp; engagement team (2017)</li> <li>Office of Care Coordination (2016)</li> <li>System of Care Data Integration System (2019)</li> <li>Be Well Orange campus (2021)</li> <li>OC Navigator to identify available resources (2022)</li> </ul>	<ul style="list-style-type: none"> <li>CIT Training (POST certified) for all first responders and dispatchers (2022)</li> <li>BH Public Safety Response Teams (2020)</li> <li>Homeless housing programs (2021)</li> <li>Multi-disciplinary teams dedicated to managing the care program for high-utilizers (2021)</li> </ul>
<b>Projects &amp; Programs in Progress</b>	
<ul style="list-style-type: none"> <li><u>Communications &amp; Media Campaign:</u> <i>Increase public awareness of various services including mental health and substance use topics and other supportive services and resources.</i></li> <li><u>Data gathering, sharing &amp; analysis:</u> <i>Report on critical data and metrics to support data-driven decisions on expansions, effectiveness and future projects or investments of resources.</i></li> <li><u>Expand crisis response related trainings:</u> <i>Ensure county staff and other first responders working with or may be involved with individuals experiencing a mental health crisis or their families are properly trained to address the crisis and maintain public safety needs.</i></li> </ul>	

- Expand BH Public Safety response teams:  
*Provide a specialized crisis response resource for response calls with a mental health nexus to assist with de-escalation and diversion to treatment and services, when appropriate.*
- Be Well facilities & programs:  
*To provide co-located mental health and substance use services easily accessible by County residents.*
- FIRST Point Diversion Program:  
*A public safety mental health diversion program that connects justice-involved individuals to services at an earlier point than is available through the criminal courts.*

Highlights include:

- For the milestones identified for FY 2022-23, completion is reported at 82% with overall completion for this pillar at 71%.
- Established regular recurring meetings with community partners who are working with the same population to establish partnerships, identify and address gaps and needs, and to ensure a general understanding and support for countywide initiatives.
- Developed processes to ensure partner agencies and community organizations are properly informed and trained on crisis-related resources through the Coalition and Results Group meetings, 24/7 Behavior Health access through OC Links, and the Crisis Intervention Training (CIT) Steering Committee.
- Developed standardized reporting of mental-health related response calls that include call disposition, call length and total consumed time.
- Incorporated CIT as part of the Jail Academy requiring all sworn staff assigned to jail operations to receive this training prior to beginning their assignment. A CIT and 911 Diversion training program was also developed and is being implemented for individuals assigned to dispatch positions.

## **PILLAR #2: COURTS**

The Courts Pillar aims to strengthen coordination between County agencies and the Courts by documenting best practices and measurable data to effectively coordinate care between the Courts, Public Defender, District Attorney, OC Probation, OC Sheriff-Coroner Department, Health Care Agency, Social Services Agency, and other providers for individuals in the court system who need treatment. The table below summarizes the programs in place prior to the 2025 Vision as well as what has been implemented and what projects remain.

<b>Pillar II: COURTS</b>
<b>Prior to Implementation</b>
<ul style="list-style-type: none"> <li>• Specialty Courts at capacity</li> </ul>
<b>Projects &amp; Programs Implemented as of June 30, 2023</b>
<ul style="list-style-type: none"> <li>• Piloted data tracking program (2021)</li> </ul>
<b>Projects &amp; Programs in Progress</b>
<ul style="list-style-type: none"> <li>• <u>Pre-Trial Intervention Program:</u> <i>Establish diversion program for individuals who have been arrested and would benefit from court-ordered treatment diversion options prior to or at the point of arraignment or prior to start of trial</i></li> <li>• <u>Expand Specialty Courts:</u> <i>Maximize the benefits of the specialty court model by increasing capacity in existing specialty courts and develop and implement additional ones to address the underlying issues associated with mental illness, substance abuse, or homelessness.</i></li> <li>• <u>Care Court:</u> <i>Establish a CARE Court, as mandated per SB 1338 enacted in September 2022, to support the individuals, especially those in the criminal justice system, achieve self-sufficiency.</i></li> </ul>

Highlights include:

- For the milestones identified for FY 2022-23, completion is reported at 72% with overall completion for this pillar at 64%.
- The Court is working to obtain an assessment of a potential site to determine its ability to support the courthouse anticipated in early FY 2023-24. The Court is informed and believes that this assessment should be completed by the end of August 2023.
- The Court, Health Care Agency, and Public Defender are working to identify the stakeholders, resources, and workflows needed to establish the Care Court model in compliance with the State’s Community Assistance, Recovery, and Empowerment (CARE) Act.



## PILLAR #3: IN-CUSTODY

The In-Custody Pillar establishes a comprehensive in-custody BH program that will identify individuals upon intake who require specialized BH services and stabilize them in designated jail housing modules; provide advanced and specialized behavioral health programming and treatments, personalized discharge planning and linkage to community services; and provide 24/7 in-custody substance use treatment that will link to post-custody services and case management. The table below summarizes the programs in place prior to the 2025 Vision as well as what has been implemented and what projects remain.

<b>Pillar III: IN CUSTODY</b>	
<b>Prior to Implementation</b>	
<ul style="list-style-type: none"> <li>• Five LPS beds (males only)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited vocational trainings</li> <li>• All-In Program</li> </ul>
<b>Projects &amp; Programs Implemented as of June 30, 2023</b>	
<ul style="list-style-type: none"> <li>• Pending designation for 15 female LPS beds (2022)</li> <li>• Expanded therapeutic groups (2020)</li> <li>• Implemented MAT treatments (2020)</li> <li>• In-Custody Residential Treatment program (2021)</li> <li>• Obtained State Waiver to provide CalFresh benefits upon release from custody (2021)</li> </ul>	<ul style="list-style-type: none"> <li>• Remodeled the IRC – triage intake (2021)</li> <li>• Established specialized housing units (2021)</li> <li>• Implementing Virtual Training programs (2022)</li> <li>• Provide enrollment assistance to benefit programs (2021)</li> <li>• Jail-to-Community Resources (2019)</li> </ul>
<b>Projects &amp; Programs in Progress</b>	
<ul style="list-style-type: none"> <li>• <u>In-Custody stabilization services:</u> <i>Develop and sustain a robust mental health and substance use treatment program and services in the custodial setting focused on stabilizing the individual to be able to be placed in regular or specialized housing modules.</i></li> <li>• <u>Implement enhanced programming at the new Musick Jail Facility:</u> <i>Ensure enhanced programming for individuals housed at the James A. Musick Jail facility when the new jail facility begins operations.</i></li> <li>• <u>In-Custody reentry programming:</u> <i>Engage and involve individuals while in custody to participate and complete programs and/or trainings to prepare them for reentry back into their community and reduce the likelihood of returning to custody.</i></li> </ul>	

Highlights include:

- For the milestones identified for FY 2022-23, completion is reported at 84% with overall completion for this pillar at 76%.
- Evaluated best practices and current programs to develop a Discharge Planning Group curriculum and new programs for inmates with mental illness.
- Developed a preliminary staffing plan and new treatment space at the newly constructed Musick facility for individuals in custody with mental illness, substance use, or co-occurring disorders.
- Expanded the All-In Program to be accessible for males and females and increased the number of classes offered throughout the year.
- Established targeted programming for specialized populations that would most benefit from the services, such as AB 109, GTBQ, and female veterans. This also included ensuring all specialized programming available for the male population was also available for females.

## PILLAR #4: REENTRY

The Reentry Pillar establishes a comprehensive reentry system accessible by all individuals released from custody that involves coordination among County and community partners to ensure services meet the identified needs and there is a seamless and warm hand-off transition from in-custody to post-custody with no disruption in treatments, services and/or programming. The table below summarizes the programs in place prior to the 2025 Vision as well as what has been implemented and what projects remain.

Pillar IV: REENTRY	
Prior to Implementation	
• Probation Officers	• Inmate Services
Projects & Programs Implemented as of June 30, 2023	
• Project Kinship (2017)	• Discharge Planning (2019)
• Increased shelter capacity (2019)	• Assistance to obtain ID (2021)
• Benefit enrollment assistance (2021)	• Increased accessibility for Workforce Solutions services (2021)
• Increased linkages to post-custody services (2017)	

## Projects & Programs in Progress

- **Regional reentry community resource centers:**  
*Establish reentry resource centers throughout the County to make reentry support and services more accessible to individuals involved in the criminal justice system and their families.*
- **Mobile reentry services:**  
*Increase compliance and access to services and programs for individuals involved in the criminal justice system and their families by deploying mobile units to targeted areas that allow for required check-ins with probation officers as well as provide assistance, resources, and referrals.*
- **Coordinated reentry center:**  
*Establish a centrally located reentry facility accessible to all individuals released from County jails or state prison on County supervision.*
- **Workforce reentry center:**  
*Provide a forward-facing retail or service-based business where justice involved individuals would receive relevant hands-on job training that would lead to employment and a viable career and self-sufficiency.*
- **Comprehensive care coordination program:**  
*Provide the needed coordination of care for justice-involved individuals who need assistance in adhering to their treatment or discharge plan or who need assistance in navigating needed services or programs.*

### Highlights include:

- For the milestones identified for FY 2022-23, completion is reported at 68% with overall completion for this pillar at 36%.
- The first regional reentry office for South County is in the final stage of the renovation process with completion anticipated in early Fall 2023.
- A grant was awarded to OC Probation to provide up to two multipurpose recreational vehicles to provide a wide range of reentry services and potential mobile court proceedings to increase probationary compliance.
- The Architect and Engineering firm was contracted to oversee the design and renovations needed to establish the Adult Reentry Center. Design is anticipated to be completed in 2023 and renovations begin in Spring 2024.
- Significant progress was made with respect to care coordination for individuals who are involved in the justice system and either identified as a high utilizer or other targeted group.

## PILLAR #5: JUVENILES & TRANSITIONAL AGE YOUTH

The Juvenile and Transitional Age Youth (TAY) Pillar addresses the areas of prevention, courts, custody, and reentry especially with respect to the specific mental health and/or substance use treatment needs of the youth and TAY in the juvenile correction system. The table below summarizes the programs in place prior to the 2025 Vision as well as what has been implemented and what projects remain.

<b>Pillar V: JUVENILE &amp; TRANSITIONAL AGE YOUTH (TAY)</b>	
<b>Prior to Implementation</b>	
<ul style="list-style-type: none"> <li>• Public Awareness Campaign</li> <li>• Educational programs</li> <li>• Limited dedicated CSEC beds</li> </ul>	<ul style="list-style-type: none"> <li>• Family Health classes/clinics</li> <li>• CSEC healthcare</li> <li>• Prenatal/parenting/child care classes</li> </ul>
<b>Projects &amp; Programs Implemented as of June 30, 2023</b>	
<ul style="list-style-type: none"> <li>• Be Well Orange (2021)</li> <li>• Adolescent CSU (2021)</li> <li>• Limited adolescent SUD treatment (females only) (2022)</li> <li>• Increased BH resources in the schools (2021)</li> <li>• Dedicated TAY shelter beds (2021)</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented Crossover Youth Court (2021)</li> <li>• Virtual Training (2022)</li> <li>• MAT Treatment (2020)</li> <li>• Established new Multi-Resource Center at the Juvenile Campus (2022)</li> <li>• Established Remediation Services (2022)</li> </ul>
<b>Projects &amp; Programs in Progress</b>	
<ul style="list-style-type: none"> <li>• <u>Targeted communication &amp; media campaign:</u> <i>Increase public awareness of various mental health and SUD services and other supportive services and resources specific for children, juveniles, and TAY populations.</i></li> <li>• <u>Data gathering, sharing &amp; analysis:</u> <i>Identify, obtain and report on critical data and metrics to support data-driven decisions on expansions, effectiveness and future projects or investments of resources.</i></li> <li>• <u>Juvenile mental health and substance use support services:</u> <i>Provide sufficient treatment services for the youth, juvenile and TAY population, both residential and outpatient, to address mental illness and substance use to prevent involvement in the juvenile justice system. This also includes a residential or intensive mental health and substance use treatment for individuals detained at the Juvenile Corrections Campus.</i></li> <li>• <u>Youth diversion programs:</u> <i>Provide programs where the youth, juveniles or TAY populations can receive the needed treatment or services to address underlying issues that may lead to involvement with the juvenile justice system.</i></li> </ul>	

- **Expand Juvenile Specialty Courts:**  
*Maximize the benefits of the juvenile specialty court model by increasing capacity in existing specialty courts and develop and implement additional ones to address the specific issues associated with the juvenile and TAY population.*
- **Specialized programming for detained youth/TAY:**  
*Provide enhanced programming to detained youth to address the specific needs pertaining to education, life and social skills, and vocational needs to encourage self-sufficiency.*
- **Enhance the Juvenile Corrections Campus:**  
*Establish a modern Juvenile Corrections Campus and replace older obsolete facilities with facilities that are on evidence-based and best practices that allow for more flexibility as the population continues to evolve.*
- **Specialized reentry programs:**  
*Establish specialized services and programs unique for the juvenile and TAY populations in the juvenile justice system to promote successful outcomes and reduce recidivism.*
- **Supportive housing:**  
*Ensure sufficient housing options exist for placement of juvenile and TAY population to continue the path to self-sufficiency with the inclusion of supportive services to meet the specific needs of the individual, such as substance use treatment or homelessness.*
- **Transitional TAY Housing:**  
*Establish housing options specific for the TAY population who are released from being detained or otherwise involved in the juvenile justice system pending placement into more stable housing. Supportive services would also be included to encourage self-sufficiency.*

Highlights include:

- For the milestones identified for FY 2022-23, completion is reported at 75% with overall completion for this pillar at 34%.
- A Courts Data Taskforce and Data Collection Committee have been established to determine data and technology availability as well as address data collection issues, including procedures and responsibility for the collection of the data.
- Contracts were established for adolescent substance use residential treatment beds in Orange County for females aged 15-18 years.
- The analysis was completed identifying the need for more space resulting in several Juvenile Collaborative Courts being moved to the largest courtroom in the juvenile courthouse. The Court continues to assess the need for spacing issues inside the courthouse for outside community providers who provide services to collaborative court participants.
- Medication-Assisted Treatment (MAT) was implemented for youth and TAY in all juvenile facilities.
- Peer mentors were implemented to follow youth and TAY through the system of care to ensure linkages are made to needed services and programs.