



County of Orange



Community Corrections System of Care

Annual Report
July 2019 - June 2020



County Executive Office

Executive Summary

October 1, 2020

On October 22, 2019, the Orange County Board of Supervisors received the Community Corrections System: Integrated Services 2025 Vision Report and directed the County Executive Office to incorporate the strategic priorities, action items and outcomes into the County's Strategic Financial Plan. This report provided the preliminary implementation plan to build a comprehensive and integrated Community Corrections System of Care focused on five pillars of service to address the needs of the community and individuals involved in the criminal justice system. The pillars include Prevention, Courts, In-Custody, Reentry, and Juvenile and Transitional Age Youth.

Oversight of the 2025 Vision's goals, action items and outcomes is provided by the Orange County Criminal Justice Coordinating Council (OCCJCC), co-chaired by Supervisor Andrew Do and Supervisor Doug Chaffee and comprised of the county stakeholder departments, Courts, local law enforcement, and community-based organizations. The OCCJCC receives regular updates on the progress made, accomplishments, and issues encountered and provides support or direction as needed to modify the goals, action items or outcomes as warranted to meet the current and changing needs of the populations. Updates and revisions are also reflected in the County's Strategic Financial Plan.

In the first nine months of implementation, the County completed 17 of the 60 action items identified for FY 2019-20 and had an overall completion rate of 29% of the entire plan. In addition, the goals and action items for Prevention, Courts, and Reentry were revised to align with the revised direction or current efforts to achieve the best model for the County of Orange. The COVID-19 pandemic impacted the progress and plans for establishing baseline data regarding community awareness and the In-Custody construction projects. However, the departments made revisions or adjustments as needed and only slight delays are required to meet those objectives.

The following highlights the accomplishments and progress made to date:

- Prevention (1 goal and 6 action items completed):
 - The need for and access to the Crisis Assessment Teams (CAT) & Psychiatric Emergency Response Teams (PERT) by local law enforcement agencies was analyzed and made available to each city or entity requiring services.
 - Crisis Intervention Training (CIT) was expanded to accommodate 1,000 individuals per year to include Orange County Sheriff's Department (OCSD) staff, local law enforcement, 911 dispatchers, first responders, and other interested corrections or human services providers.
 - A listing of crisis-related resources available through the County was established. This inventory will be used by the agency as a resource for the public and also to ensure the services provided meet the demands of the community.

- The County's first Wellness Center began construction in October 2019 and is anticipated to be completed December 2020.
- Courts (3 action items completed):
 - A Working Group dedicated to the progress of the goals and action items for the Court pillar of the County's 2025 Vision was established November 2019.
 - A Collaborative Court Reference Guide for the adult courts was created by the Courts which identified the population, offense levels, capacity, program description, eligibility, grounds for termination, and the program's graduation requirements. A similar reference guide is being finalized for the juvenile Collaborative Courts.
 - Terminology was identified and defined per the context of the specialty courts.
- In-Custody (4 action items completed)
 - The design phase for the remodel of the Intake Release Center was completed to provide dedicated space to ensure HIPAA compliance during the intake process. Construction began in June and was delayed slightly due to the COVID pandemic. Anticipated to be completed by Fall 2020.
 - The Women's Behavioral Health module was completed in January 2020.
 - Correctional Health staffing is being increased in phases to align with the completion of related construction projects and expanded mental health populations.
 - Correctional Health staff have completed training for Motivational Interviewing, Trauma Informed Care, and Medication Assisted Treatments, with additional trainings being coordinated on the Thinking for a Change treatment modality. The increased trainings have allowed for additional therapeutic sessions to be offered at the various facilities for Anger Management, Moral Reconciliation, and Relapse Prevention.
 - An in-custody drug treatment program was developed, and a procurement process completed to select the provider with implementation scheduled for FY 2020-21.
 - The specialized housing module for Veterans was completed and opened January 2020. Additional modules have been identified for specialized housing dedicated for Emerging Youth and AB109 offenders.
 - The "All In" program was increased to six classes for females each year with 20 participants per class and expanded to the male population with six classes each with 20 participants.
- Reentry (1 goal, 3 action items completed)
 - The Reentry Working Group was established in October 2019 and completed the mapping of all services and programs available for reentry to determine the immediate gaps and needs of the adult and juvenile reentry populations.
 - A proposed plan for a coordinated reentry system was developed that focused on the use of existing facilities and resources. The Reentry Working Group is conducting further analysis and discussions to determine the feasibility, ideal model, and estimated costs.
 - A "Reentry Exit" process was implemented in November 2019 through the collaborative efforts of the Sheriff-Coroner Department, Health Care Agency, Social Services Agency, Probation and Project Kinship (community-based organization).

This process coordinated the release of individuals with linkages, referrals, or information on services available.

- Juvenile & Transitional Age Youth (TAY) (1 action item completed)
 - Peer Partner positions are being utilized at Juvenile Hall as a source of support to follow youths through the system, including post-custody.
 - Funds received from the State's Homeless Emergency Aid Program (HEAP) included a set-aside to obtain dedicated housing for the youth/TAY population and current efforts are focused on meeting this need.
 - Existing space was identified and is currently being assessed and analyzed to be repurposed for transitional housing for the youth/TAY populations.
 - The data sharing platform project for the County is in progress with Phase 2 focused on the Community Corrections System of Care and the individuals that intersect with the other Systems of Care in the County.

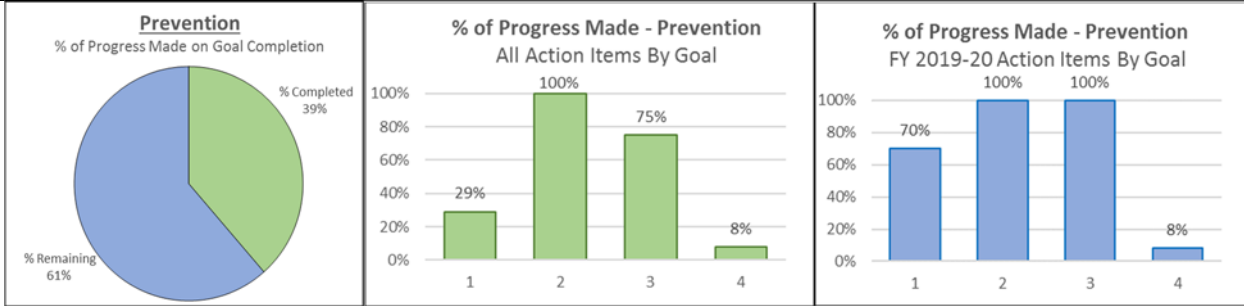
To ensure the 2025 Vision remains current, an opportunity to update the goals and action items is provided with the quarterly progress updates. Minor changes have been made to align the action items with the objectives to better meet the needs of the community corrections populations to all areas except the Juvenile & TAY pillar. For example, when the 2025 Vision Report was issued, the goals and action items for the Reentry section lacked details as they were unknown at the time. With the development of the proposed plan for the Coordinated Reentry System, goals and action items were revised to align with the approved direction to be taken. All changes are discussed with the OCCJCC to ensure the plan remains on target to meet the County's overall objectives and strategic priorities are updated.

Significant progress is anticipated to continue through FY 2020-21 as the County embarks on a public information campaign; conducts surveys to determine baseline data, implements the County's first Wellness Center, increases the number of mental health beds in-custody, begins to establish a coordinated reentry system for the County, and works to develop transitional housing for the youth/TAY populations.

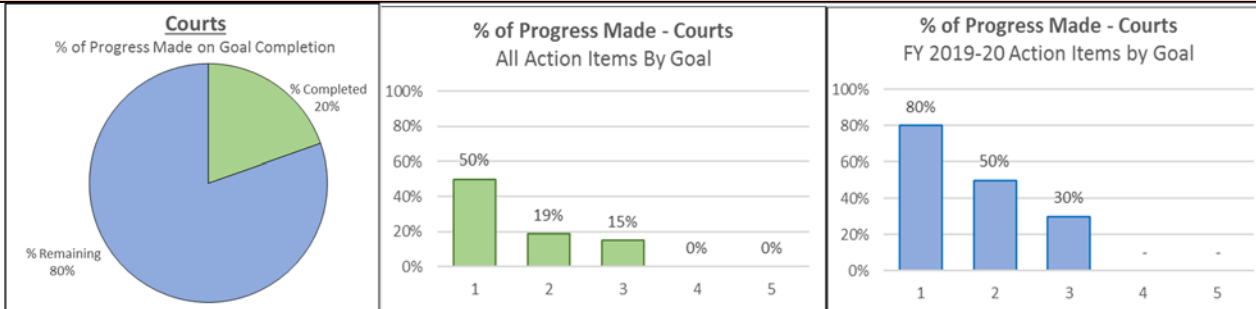
The following report summarizes the status for each of the five pillars by goal as of June 30, 2020.

2025 Vision Status Summary for FY 2019-20

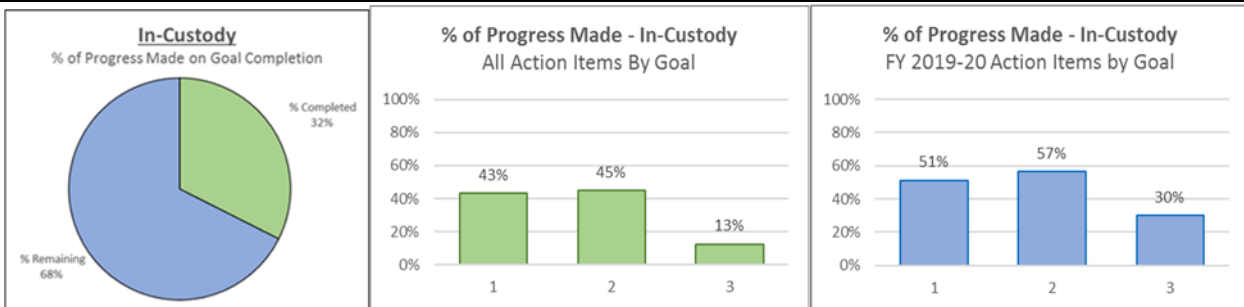
PILLAR #1: PREVENTION



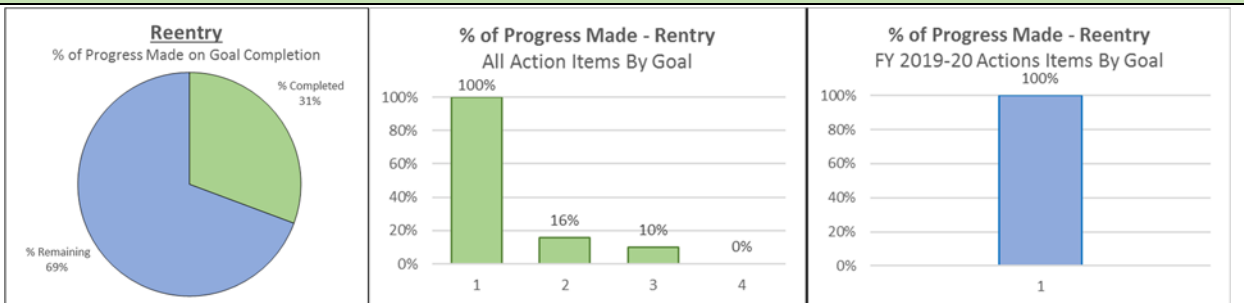
PILLAR #2: COURTS



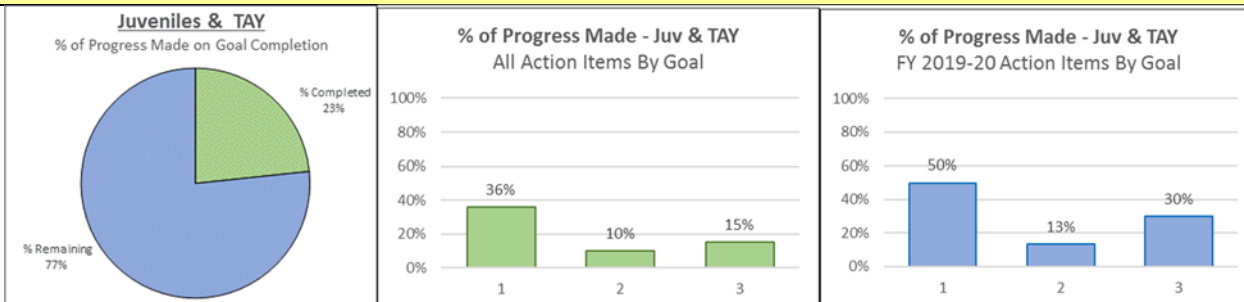
PILLAR #3: IN-CUSTODY



PILLAR #4: REENTRY



PILLAR #5: JUVENILES & TRANSITIONAL AGE YOUTH



PILLAR #1: PREVENTION

Key: **Completed:** ■ **In Progress:** ■ **Challenged:** ■

Goal #1: Increase Public Awareness of Various Mental Health and Substance Abuse Topics and Resources

Vision 2025 Target Date: **June 30, 2023 (FY 2022-23)**

Lead Agency: Health Care Agency (HCA)

FY 2019-20 Accomplishments:

- A listing of crisis-related resources available through the County was established. This inventory will be used by HCA as a resource for the public and also to ensure the services provided meet the demands of the community. (#1a)
- HCA Behavioral Health conducted a quarterly Treatment Perception survey that asked clients to rate their satisfaction with access to services, care coordination, quality of services received, and overall experience. (#1b)
- The StigmaFreeOC.com website continues to receive pledges of support and members of the Orange County Mental Health Board and HCA staff continue to promote the site via emails blasts and word of mouth. (#2a)
- The COVID-19 crisis required a shift in focus to develop and promote a Mental Health Support web page on the County's COVID-19 website: <https://occovid19.ochealthinfo.com/mental-health-support> . The site featured a public service announcement on resiliency developed by HCA and identifies a variety of community resources for everyone, with special emphasis on resources for families with children, youth, older adults and first responders. Current efforts are focusing on promoting the web page. (#2a)
- An assessment was completed on the County's services pertaining to the Behavioral Health System of Care which is pending a similar assessment of the private sector's services. (#4a)








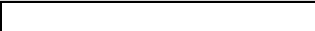




Goal and Action Item Updates:








- Action Items centered on the use of a dedicated phone line to access behavioral health services were removed (former #4a, 4b) as it was determined that process was included in the confirmation of resources that is to be completed. (#4a)
- Action Items pertaining to baseline and periodic surveys to measure awareness was moved to a more realistic timeframe in FY 2021-22. (#2b, 2c)
- Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.

Focus for FY 2020-21:

- A public information campaign is scheduled to kick off in September that will coincide with Recovery Happens Month and Suicide Prevention Week and also Mental Health Awareness Month and Red Ribbon Weeks in October. (#2a)
- A survey and distribution plan has been developed for residents and clients to assess their general well-being, awareness of support systems and available programs, and to identify barriers to access them. The results of this survey will be used as baseline data to measure the effectiveness of the planned public information campaign. (#1c, 2b)

Action Items:		% Completed	
FY 2019-20			
1a	Create a list of County resources for individuals experiencing a BH crisis.	Completed Oct 2019	100%
1b	Survey current clients accessing services to determine if the services are meeting their needs.	Completed Mar 2020	100%
1c	Survey clients not accessing services to identify barriers to access that may exist.		0%

PILLAR #1: PREVENTION			
Key:	Completed: 	In Progress: 	Challenged: 
FY 2019-20 (continued)			
2a	Design and coordinate a countywide public awareness campaign aligned with current state, federal and partner messaging and outlets to educate the public on the signs of mental illness and substance abuse, how to interact when encountered, and how to access support or services.		80%
FY 2021-22			
2b	Conduct a targeted baseline survey to measure awareness of mental illness and substance abuse issues.		0%
2c	Conduct periodic surveys targeting the same populations to measure effectiveness of the public information campaign.		0%
FY 2022-23			
3a	Establish partnerships with agencies and organizations involved at various points of engagement in the Community Corrections System of Care and establish routine meetings to ensure understanding, address issues proactively, and support countywide efforts.		0%
3b	Ensure partner agencies and organizations are properly informed and trained on crisis-related resources available throughout the County and reach all residents of the County notwithstanding cultural or language barriers.		0%
4a	Confirm inventory of resources and services available for behavioral health related crisis and develop scenarios to test accessibility and capabilities.		40%
4b	Develop and provide training targeting 911 dispatchers, OCSD, local law enforcement, and fire departments.		0%
4c	Incorporate the use of the phone number and website into the countywide campaign.		0%
Goal #2: Increase Staffing Resources to Address Increased Demands for Mental Health Services			
Vision 2025 Target Date: June 30, 2020 (FY 2019-20)			
Lead Agency: Health Care Agency with Sheriff-Coroner Department			
FY 2019-20 Accomplishments:	This goal has been completed. The need for and access to the Crisis Assessment Teams (CAT) & Psychiatric Emergency Response Teams (PERT) by local law enforcement agencies was analyzed and made available to each city or entity requiring services. In addition, Crisis Intervention Training (CIT) was expanded to accommodate 1,000 individuals per year to include OCSD staff, local law enforcement, 911 dispatchers, first responders, and other interested corrections or human services providers.		
Goal and Action Item Updates:	N/A		
Focus for FY 2020-21:	N/A		
Action Items:		% Completed	
FY 2019-20			
1	Analyze current CAT & PERT teams to determine whether they are at an appropriate level to provide timely response to law enforcement and the community.		100%

PILLAR #1: PREVENTION			
Key:	Completed: 	In Progress: 	Challenged: 
FY 2019-20 (continued)			
2	Reach out to cities/entities not utilizing CAT or PERT teams and determine most appropriate model for utilization of services.		Completed Oct 2019 100%
3	Expand CIT Training for OCSD, LLE's or other first responders who are likely to encounter individuals experiencing a BH crisis.		Completed Mar 2020 100%
Goal #3: Behavioral Health Services Campus			
Vision 2025 Target Date: June 30, 2021 (FY 2020-21)			
Lead Agency: Health Care Agency			
FY 2019-20 Accomplishments:	A site was identified and a partnership formed with hospitals, Cal Optima, and Be Well to develop and construct a Wellness Center comprised of co-located behavioral health services. Construction began in October 2019 and anticipated to be completed December 2020. (#1)		
Goal and Action Item Updates:	An action item was added to address the implementation of the programming for the Wellness Center to follow construction completion in FY 2020-21. (#2)		
Focus for FY 2020-21:	Ensure construction remains on target for completion in December 2020 or earlier. Identify and establish needed agreements to implement services in accordance with the implementation plan and conduct an informational campaign for county residents on the new services available and how to access. (#2)		
Action Items:		% Completed	
FY 2019-20			
1	Identify a site and develop a plan with community partners/providers to build the facilities and develop the programming.		Completed Mar 2020 100%
FY 2020-21			
2	Complete construction of facility and implement programs developed.		50%
Goal #4: Develop and implement a Tool for Law Enforcement to Track, Document and Review Encounters with Individuals with BH issues involved in Public Safety Calls for Service			
Vision 2025 Target Date: June 30, 2025 (FY 2024-25)			
Lead Agency: Sheriff-Coroner Department with Health Care Agency			
FY 2019-20 Accomplishments:	<ul style="list-style-type: none"> OCSD identified the platform to be used for implementation of the law enforcement tool and has met with many Chiefs of Police to share the project and encourage transition to the same platform. (#1) Project was identified as a priority for the Integrated Law and Justice Agency for Orange County (ILJAO) and is being considered by their technology committee for potential funding. (#1) 		

PILLAR #1: PREVENTION

Key: **Completed:** ■ **In Progress:** ■ **Challenged:** ■

Goal #4: (continued)

- | | |
|-------------------------------|---|
| Goal and Action Item Updates: | <ul style="list-style-type: none"> The prior goal for a First Responder Assessment Tool was analyzed and found not to be needed and the goal and Action Items were reworked to address the current need and best model for the County to implement. The new goal was established to focus on a tool for law enforcement to track, document and review encounters with individuals with BH issues. The tool would be made available for all applicable OCSD and local law enforcement personnel and eventually link to the planned data integration platform. As law enforcement personnel encounter individuals with BH issues through public safety calls for services or through routine patrols, law enforcement would be able to use this tool to identify the individual and identify services available, including having an assigned case manager or mental health worker to help encourage and facilitate access to services as well as do outreach or follow up with individuals as warranted. Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21. |
| Focus for FY 2020-21: | <ul style="list-style-type: none"> Develop a comprehensive model that includes the appropriate level of behavioral health response and specially trained OCSD to appropriately respond to behavioral health-related public safety calls and establish a pilot program. (#1,3) Develop a base tool for tracking and continue to improve the application based on input from those involved in the pilot program. (#2) Analyze pilot program and determine if it should be expanded and if so, create plan that includes local law enforcement. (#5) |

Action Items:	% Completed
FY 2019-20	
1 Explore the cost, availability, applicability, support, and data sharing capabilities of the County's ESRI application and/or Outreach grid for countywide use by law enforcement personnel.	<div style="display: flex; align-items: center;"> <div style="width: 30px; height: 15px; background-color: yellow; margin-right: 5px;"></div> <div style="border: 1px solid black; flex-grow: 1; margin-right: 5px;"></div> 30% </div>
2 Develop the application with an incoming and outgoing interface that links to the County's data integration platform to provide up-to-date information for an individual receiving specific services in the County's Systems of Care.	<div style="display: flex; align-items: center;"> <div style="width: 10px; height: 15px; background-color: yellow; margin-right: 5px;"></div> <div style="border: 1px solid black; flex-grow: 1; margin-right: 5px;"></div> 10% </div>
3 Develop training for the application and pilot the use within OCSD to test and improve prior to further deployment.	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; flex-grow: 1; margin-right: 5px;"></div> 0% </div>
4 Expand the use of the application to other areas in OCSD and interested LLE's.	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; flex-grow: 1; margin-right: 5px;"></div> 0% </div>
5 Analyze the data and impacts to determine if the screening application is effective, requires improvements, and/or should be expanded to other responders.	<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; flex-grow: 1; margin-right: 5px;"></div> 0% </div>

PILLAR #2: COURTS

Key: **Completed:** ■ **In Progress:** ■ **Challenged:** ■

Goal #1: Develop a Tool for Tracking Data and Individuals Moving Through the Collaborative Court Process to be Used by County Departments and OC Courts to Evaluate Program Effectiveness

Vision 2025 Target Date: **June 30, 2023 (FY 2022-23)**

Lead Agency: County Executive Office & Collaborative Courts

FY 2019-20 Accomplishments:

- A Working Group dedicated to the progress of the goals and Action Items for the Court Pillar of the County's 2025 Vision was established November 2019 and is co-chaired by the Courts and CEO Budget Office and includes representation from the District Attorney's Office, Sheriff-Coroner Department, Health Care Agency, Probation, Public Defender and the Board Offices.
- A Collaborative Court Reference Guide for the adult courts was created by the Courts which identifies the population, offense levels, capacity, program description, eligibility, grounds for termination, and the program's graduation requirements. A similar reference guide is being finalized for the juvenile Collaborative Courts. From these guides, terminology was identified and defined per the context of the specialty courts. (#1b, 1c)

Goal and Action Item Updates:

- No changes were made to the Goal or Action Items.
- Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.

Focus for FY 2020-21: The data available will be analyzed along with each Court's criteria for completion of the program to determine how to measure and track success within the Collaborative Court programs. (#2a, #2b)

Action Items:		% Completed	
FY 2019-20			
1a	Establish a Working Group for the Courts portion of Integrated Services.	Completed Oct 2019	100%
1b	Develop a list of common terms with definitions used throughout the Collaborative Court Process.	Completed Jun 2020	100%
1c	Determine how to define "Success" of the Collaborative Court process.	 	50%
FY 2020-21			
2a	County and Courts coordinate to establish an independent third party to assess and evaluate information needed for a tool for tracking data and people.	 	10%
2b	County and Courts coordinate to develop and submit a Request for Proposal to create a data tool for tracking data points recommended in the independent evaluation.	 	0%

PILLAR #2: COURTS

Key: **Completed:** ■ **In Progress:** ■ **Challenged:** ■

Goal #2: Explore Expansion of Adult Specialty Courts

Vision 2025 Target Date: **June 30, 2025 (FY 2024-25)**

Lead Agency: County Executive Office & Collaborative Courts

FY 2019-20 Accomplishments: The Collaborative Court Reference Guide was completed for the adult courts which provided details for each specialty court including the programs and services and the eligibility requirements for an individual as well as what makes an individual ineligible. (#1b)






Goal and Action Item Updates:

- There were no changes to the existing Action Items, however, the order was rearranged to align with realistic expectations with completion covering the period of FY 2019-20 to FY 2024-25. (#1a-5)
- One Action Item was added to account for the implementation of the first phase of the expansion. (#6)
- Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.

Focus for FY 2020-21:

- The information from the Collaborative Court Reference Guide will be applied to the population of offenders to determine the approximate capacity needed. (#1a)
- The capacity needs identified will be analyzed against each court’s current capacity limits to determine if new specialty courts are appropriate and if so, the programs to address. (#1c)

Action Items:	% Completed
FY 2019-20	
1a Aggregate and analyze existing data from the Courts and County partners to determine the number of offenders who would qualify for the Specialty Court process but are unable due to capacity issues.	50%
1b Identify each program and service offered at each Adult Specialty Court, the capacity served or available to serve, and any gaps to address.	Completed Mar 2020 100%
1c Analyze the data and the current programs to see if demand exists for a new Adult Specialty Court.	0%
FY 2020-21	
2 Determine the priority to expand or establish an Adult Specialty Court, capacity needed, and a phased plan to meet needs by 2025.	0%
3 Analyze overall space needs to accommodate expansion of Adult Specialty Courts, support services, and identified facility needs.	0%
4 Align any planned expansion/new services with any physical relocation or expansion to develop a detailed, phased plan to meet all needs by 2025.	0%
5 Identify county resources to meet current and anticipated demands of the Adult Specialty Courts and develop a phased staffing plan aligned with the expansion.	0%

PILLAR #2: COURTS			
Key:	Completed: 	In Progress: 	Challenged: 
FY 2024-25			
6	Implement first phase of expansion of courts or services supported by County and Court.	<input type="text"/>	0%
Goal #3: Explore Expansion of Juvenile Specialty Courts			
Vision 2025 Target Date: June 30, 2025 (FY 2024-25)			
Lead Agency: County Executive Office & Collaborative Courts			
FY 2019-20 Accomplishments:	The Collaborative Court Reference Guide is being finalized for the juvenile courts and will provide details for each specialty court including the programs and services and the eligibility requirements for an individual as well as what makes an individual ineligible. (#1b)		
Goal and Action Item Updates:	<ul style="list-style-type: none"> • There were no changes to the existing Action Items, however, the order was rearranged to align with realistic expectations with completion covering the period of FY 2019-20 to FY 2024-25, consistent with the Adult Collaborative Courts. (#1a-5) • One Action Item was added to account for the implementation of the first phase of the expansion. (#6) Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21. 		
Focus for FY 2020-21:	<ul style="list-style-type: none"> • The information from the Collaborative Court Reference Guide will be applied to the population of offenders to determine the approximate capacity needed. (#1a) • The capacity needs identified will be analyzed against each court's current capacity limits to determine if new specialty courts are appropriate and if so, the programs to address. (#1c) 		
Action Items:		% Completed	
FY 2019-20			
1a	Aggregate and analyze existing data from the Courts and County partners to determine the number of offenders who would qualify for the Specialty Court process but are unable due to capacity issues.		50%
1b	Identify each program and service offered at each Juvenile Specialty Court, the capacity served or available to serve, and any gaps to address.		70%
1c	Analyze the data and the current programs to see if demand exists for a new Juvenile Specialty Court.	<input type="text"/>	0%
FY 2020-21			
2	Determine the priority to expand or establish a Juvenile Specialty Court, capacity needed, and a phased plan to meet needs by 2025.	<input type="text"/>	0%
3	Analyze overall space needs to accommodate expansion of Juvenile Specialty Courts, support services, and identified facility needs.	<input type="text"/>	0%
4	Align any planned expansion/new services with any physical relocation or expansion to develop a detailed, phased plan to meet all needs by 2025.	<input type="text"/>	0%

PILLAR #2: COURTS			
Key:	Completed: ■	In Progress: ■	Challenged: ■
FY 2020-21 (continued)			
5	Identify county resources to meet current and anticipated demands of the Juvenile Specialty Courts and develop a phased staffing plan aligned with the expansion to meet all needs by 2025.	<input type="text"/>	0%
FY 2024-25			
6	Implement first phase of expansion of courts or services supported by County and Court.	<input type="text"/>	0%
Goal #4: Identify, Develop and Implement Diversion Options within the Court System			
Vision 2025 Target Date: June 30, 2021 (FY 2020-21)			
Lead Agency: County Executive Office & Collaborative Courts			
FY 2019-20	No reportable progress was made on this goal.		
Accomplishments:			
Goal and Action Item Updates:	<ul style="list-style-type: none"> The goal and Action Items were updated in May 2020 to reflect the current efforts of the Courts and County more accurately to collaboratively determine the best model for diversion to implement within the Court system. Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21. 		
Focus for FY 2020-21:	The Courts and the County's partner agencies will identify potential points of diversion and the process or options that may be implemented. (#1a-c)		
Action Items:		% Completed	
FY 2019-20			
1a	Identify all programs that would be considered "diversion" applicable for the court system (i.e. Specialty Courts, AB1810, or PC1000)	<input type="text"/>	0%
1b	Analyze the court process from the point of arraignment to trial to identify options for diversion involving the felony and misdemeanor court systems.	<input type="text"/>	0%
1c	Determine the county and court resources, policies, parameters, and protocol needed to implement the identified diversion options in the court systems.	<input type="text"/>	0%
2	Identify and develop a process whereby program information and availability can be communicated quickly and efficiently to all stakeholders involved to facilitate decisions regarding diversion options, as applicable.	<input type="text"/>	0%
3	Identify, track, and report data recorded regarding the individuals diverted, diversion options implemented, and other metrics identified to demonstrate success of the programs.	<input type="text"/>	0%

PILLAR #3: IN-CUSTODY

Key: **Completed:** ■ **In Progress:** ■ **Challenged:** ■

Goal #1: Enhance Mental Health and Substance Use Treatment Services In-Custody

Vision 2025 Target Date: **June 30, 2025 (FY 2024-25)**








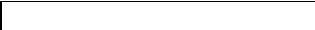

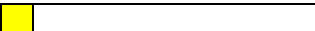

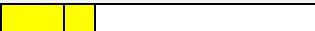


Lead Agency: Sheriff-Coroner Department with Health Care Agency










- FY 2019-20 Accomplishments:
- The design phase for the remodel of the Intake Release Center was completed to provide dedicate space to ensure HIPAA compliance during the intake process. Construction was delayed slightly due to the COVID pandemic and began in June and is anticipated to be completed by Fall 2020. (#1)
 - Women’s Behavioral Health module was completed in January 2020. (#2a)
 - Correctional Health applied for LPS designation as a facility and has provided the State with all required documentation. Final determination is still pending. (#2a)
 - The design phase has been completed for the mental health step-down care beds for stabilized male and female inmates. (#2b)
 - Correctional Health staffing was increased by 123 positions with the FY 2019-20 budget process as the first in a multiple phased process with additional positions anticipated with the FY 2020-21 and FY 2021-22 budgets. Recruitments and required background checks were a challenge that was met collaboratively to reduce the average days between being placed in background and job offer made. (#4)
 - Correctional Health completed a preliminary schedule for enhanced mental health therapeutic groups. Staff have completed training to support the enhanced groups which has included Motivational Interviewing, Trauma Informed Care, and Medication Assisted Treatments, with additional trainings being coordinated on the Thinking for a Change treatment modality. The increased trainings have allowed for additional therapeutic sessions to be offered at the various facilities for Anger Management, Moral Reconation, and Relapse Prevention. (#5,6, 12)
 - An in-custody drug treatment program was developed, and a procurement process completed to select the provider with implementation scheduled for FY 2020-21. (#7)

- Goal and Action Item Updates:
- No changes were made to the Goal or Action Items.
 - Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.

- Focus for FY 2020-21:
- Complete construction of men’s MH module and implement programming. (#2a, 2b)
 - Continue to roll out CIT training for all sworn staff in jail (20% of sworn staff and 35% of custody managers). (#9)
 - Continue to focus on recruitment efforts and gaining LPS facility designation. (#2a, 3, 4)




Action Items:	% Completed
FY 2019-20	
1 Remodel County Jail facilities to provide dedicated space for private intake and BH modules to ensure HIPAA compliance.	40%
2a Create additional MH housing for LPS beds for male & female inmates in cohort housing units with structured programming.	70%
2b Create additional MH housing for step-down beds for male and female inmates stabilized from BH programs and substance use disorder.	70%
3 Increase capacity for providing hospital-level care for inmates needing emergency psychiatric care.	70%

PILLAR #3: IN-CUSTODY			
Key:	Completed: 	In Progress: 	Challenged: 
FY 2019-20 (continued)			
4	Increase CHS and OCS D staff to provide the appropriate staffing levels at the new LPS and mental health units at the IRC and allow for increased number of therapeutic groups available.		50%
5	Develop and implement a schedule for enhanced MH therapeutic groups and ensure staff are trained on CBT-based groups, MRT, and other evidence-based therapies.		80%
6	Provide staff training on Medication Assisted Treatment (MAT) for inmates diagnosed with opiate use disorder.	Completed Mar 2020 	100%
7	Establish an in-custody drug treatment program for inmates with SUD or co-occurring disorder with sentences of more than 60 days.		90%
8	Analyze and increase OCS D staffing levels at the newly constructed Musick facility to provide security during MH and SUD treatment in the BH modules.		0%
9	Increase Crisis Intervention Training (CIT) for OCS D custody command staff.		35%
10	Increase the number of Deputy Sheriffs who are trauma-informed care trainers.		10%
11	Establish the plan for new treatment space at the newly constructed Musick facility for inmates with MH, SUD, or co-occurring disorders.		0%
FY 2022-23			
12	Expand therapeutic groups, individual counseling, and discharge planning to inmates with mild symptoms of mental illness in general population housing.		35%
13	Evaluate, according to best practices, current programs provided and identify any new programming for inmates with mental illness.		0%
FY 2024-25			
14	Establish programming curriculum that links high utilizers receiving MH or SUD treatments to Inmate Services to facilitate participation in programs and reduce the risk to recidivate.		0%
Goal #2: Establish Specialized In-Custody Housing			
Vision 2025 Target Date: June 30, 2023 (FY 2022-23)			
Lead Agency: Sheriff-Coroner Department			
FY 2019-20 Accomplishments:	<ul style="list-style-type: none"> The Veterans housing module was completed and opened January 3, 2020. Based on information provided at intake, the total number of reported Veterans eligible for the housing was approximately 75 individuals. Inmates eligible for this specialized housing were identified and are now housed in this module. (#1, 4) Additional modules have been identified for specialized housing dedicated for Emerging Youth and AB109 offenders. Significant progress has been made with the Emerging Youth module, but implementation was delayed due to the COVID-19 emergency. (#2). 		
Goal and Action Item Updates:	<ul style="list-style-type: none"> No changes were made to the Goal or Action Items. Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21. 		

PILLAR #3: IN-CUSTODY			
Key:	Completed: 	In Progress: 	Challenged: 
Goal #2: (continued)			
Focus for FY 2020-21:	<ul style="list-style-type: none"> • Finalize the Emerging Youth module, identify criteria and potential participants and implement specialized programming. (#2) • Complete AB109 offender module, identify criteria and potential inmates to move in, develop specialized programming for this population. (#3) 		
Action Items:	% Completed		
FY 2019-20			
1	Complete a detailed plan outlining programming specific to a Veterans Module starting with 32 veterans. Assess performance to determine further expansion.	 Completed Jan 2020	100%
2	Explore the creation of a housing module specific for the emerging youth population.		50%
3	Begin the design of an AB109 Module for up to 96 inmates with lengthy sentences.		20%
FY 2022-23			
4	Build the Veterans Module to accommodate 50% of the identified Veterans population.	 Completed Mar 2020	100%
5	Build and populate the additional specific housing modules and track the data necessary to show success of the concept and program.		0%
6	Evaluate the AB109 Module to determine the reduction in staff and inmate-to-inmate assaults to determine success of the program.		0%
Goal #3: Enhance Inmate Programming Services			
Vision 2025 Target Date: June 30, 2025 (FY 2024-25)			
Lead Agency: Sheriff-Coroner Department			
FY 2019-20 Accomplishments:	<ul style="list-style-type: none"> • The "All In" program was increased to six classes for females each year with 20 participants per class and expanded to the male population with six classes each with 20 participants. (#2) • OCSD is developing a plan to include the implementation of tablets for inmates to incentivize and track program participation. This will be negotiated and included in the next communications agreement. (#1) • OCSD Inmate Services has collaborated with OCCR's Workforce Investment Division to develop a preliminary plan to create a One-Stop Shop specific for individuals in-custody or being released from custody. The current planned location will serve those at the Theo Lacy facility. In addition, certification programs are being explored to identify those which would be most beneficial to the individuals in the Orange County workforce. (#5, 10) 		
Goal and Action Item Updates:	<ul style="list-style-type: none"> • No changes were made to the Goal or Action Items. • Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21. 		
Focus for FY 2020-21:	<ul style="list-style-type: none"> • Develop curriculum plan including phased implementation plan. (#5, 10) • Develop partnerships with felony-friendly employers. (#5, 10) 		

PILLAR #3: IN-CUSTODY		
Key:	Completed: ■	In Progress: ■
		Challenged: ■
Goal #3: (continued)		
Action Items:	% Completed	
FY 2019-20		
1	Explore the development of infrastructure to help capture data and processes associated with programs, specifically criminogenic, for high utilizers.	20%
2	Expand the "All-In" program for male and female inmates who are at high risk to recidivate and are in custody for more than 8 weeks.	Completed Oct 2019 100%
3	Develop a case management program targeting high utilizers and other identified target groups beginning while in-custody through a minimum of one-year post-custody to ensure they are receiving complete wraparound services focused on successful reentry.	0%
4	Develop a reentry housing strategy with relevant county and community stakeholders.	0%
5	Develop an educational and vocational program focused on assisting minimum security inmates achieve certifications in vocations that can be linked to jobs post-custody.	30%
FY 2022-23		
6	Data systems are shared whereby pertinent data points are collected and staff is directed on data analysis and reports. The data is used by case managers and other county departments for care coordination of inmates identified as high utilizers, mentally ill, SUD, co-occurring, or homeless.	0%
7	Continued expansion of the "All-In" program for males and females based on program success and demand.	0%
8	Implement case management program for high utilizers and other identified targeted groups.	0%
9	Implement and maintain the reentry housing strategy with the understanding that it may evolve with the countywide housing strategy.	0%
10	Implement and maintain educational and vocational program which could include procurement of equipment, identifying and remodeling available space as needed, recruiting instructors, developing relationships with private companies to hire post-custody, recruiting inmate participants.	0%
FY 2024-25		
11	Revisit and improve the reentry housing strategy based on needs and County housing strategy.	0%
12	Evaluate educational and vocational programs to determine performance and identify improvements and /or experiences.	0%

PILLAR #4: REENTRY

Key: **Completed:**  **In Progress:**  **Challenged:** 

Goal #1: Analyze Existing Resources and Services to Identify Gaps and Needs for a Coordinated Reentry System.

Vision 2025 Target Date: **June 30, 2020 (FY 2019-20)**

Lead Agency: County Executive Office & Probation




FY 2019-20 **This goal has been completed.** The Reentry Working Group was established in October 2019 and through various subcommittees identified and mapped all services and programs available for reentry to determine the immediate gaps and needs of the adult and juvenile reentry populations.

Goal and Action Item Updates: The Goals and Actions Items were revised to reflect the direction approved by the Orange County Community Corrections Coordinating Council (OCCJCC) at the May 2020 meeting.

Focus for FY 2020-21: N/A

Action Items:	% Completed
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FY 2019-20

1	Inventory services/programs currently available within the County and through community providers for each different subset of individuals released from County Jail.	 Completed Dec 2019	100%
2	Identify services/programs needed post-custody but not available or not accessible.	 Completed Mar 2020	100%
3	Identify current in-custody programs and map resources identified post-custody to ensure continuity of treatments/programs.	 Completed Mar 2020	100%

Goal #2: Develop a Comprehensive Plan for a Coordinated Reentry System for Successful Re-Integration

Vision 2025 Target Date: **June 30, 2022 (FY 2021-22)**

Lead Agency: County Executive Office & Probation












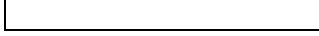
FY 2019-20 Accomplishments: A presentation was made to the OCCJCC in May 2020 which outlined a proposed planned use of existing facilities and resources to begin to build a coordinated reentry system. The plan was approved for further analysis and discussions with the Integrated Services Working Groups. A subgroup of the Reentry Working Group representing all stakeholders is being formed. (#1, 7)

Goal and Action Item Updates: • The Goals and Actions Items were revised to reflect the direction approved by the OCCJCC at the May 2020 meeting.

• Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.


Focus for FY 2020-21: • Establish meetings with Reentry subcommittees comprised on key county stakeholders to review proposal and develop implementation plan and timeline that best meets the County's needs. (#1, 4, 5)

• Analyze assessment tools to see if efficiencies can be made while maintaining the same level of services. (#2)

PILLAR #4: REENTRY		
Key:	Completed: 	In Progress: 
Challenged: 		
Goal #2: (continued)		
Action Items:	% Completed	
FY 2020-21		
1	Establish a subgroup of stakeholders to provide input on the services and processes to put in place and direction needed to be taken.	 10%
2	Coordinate the assessment tools utilized in/post-custody and the sharing of information to provide the most appropriate level of care coordination or services for the individual. Potential use of a universal consent form for release of information.	 30%
3	Establish a process for individuals to obtain needed identification, public assistance, and Medi-Cal benefits upon reentry.	 70%
4	Develop an implementation timeline that includes projected capacity and services utilizing an approach to phase-in identified existing and available services and providers for reentry services. Determine preliminary reentry services to establish to meet the needs of high risk or high utilizing individuals.	 10%
5	Identify and assess potential sites and providers to meet projected needs to implement programs/services.	 10%
FY 2021-22		
6	Establish transportation services for individuals released from County Jail to services, day reporting centers, or other linked services.	 10%
7	Establish necessary agreements to rehabilitate or procure the needed facilities and/or services.	 0%
8	Collaborate with other providers of reentry services to coordinate services for clients.	 0%
9	Create a current and maintained repository or uniformly shared resource where county staff can access/search as needed or is accessible by individuals or their families to facilitate their return into the community.	 0%
Goal #3: Implement Communication Strategy		
Vision 2025 Target Date: June 30, 2022 (FY 2021-22)		
Lead Agency: County Executive Office & Probation		
FY 2019-20 Accomplishments:	A "Reentry Exit" process was implemented in November 2019 through the collaborative efforts of OCSD, HCA, SSA, Probation, and Project Kinship (community-based organization). This process coordinated the release of individuals with linkages, referrals, or information on services available.	
Goal and Action Item Updates:	<ul style="list-style-type: none"> The Goals and Actions Items were revised to reflect the current direction approved by the OCCJCC at the May 2020 meeting. This is a new goal for Reentry Services. Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21. 	
Focus for FY 2020-21:	Identify all peer and system navigators involved in the reentry process and ensure there are efficiencies and minimum duplication of efforts. (#2)	

PILLAR #4: REENTRY

Key: **Completed:**  **In Progress:**  **Challenged:** 

Action Items:		% Completed
FY 2021-22		
1	Create an informational campaign targeting individuals involved in the criminal justice system of the reentry services available.	<input type="text"/> 0%
2	Identify and coordinate the use of the various navigators and peer mentors currently utilized in the system to ensure consistency in services, information, and reduce redundancy in services.	 <input type="text"/> 20%

Goal #4: Establish Ongoing Oversight

Vision 2025 Target Date: **June 30, 2022 (FY 2021-22)**
Lead Agency: County Executive Office & Probation

FY 2019-20 No reportable progress was made on this goal.
Accomplishments:
Goal and Action Item Updates: The Goals and Actions Items were revised to reflect the current direction approved by the OCCJCC at the May 2020 meeting. This is a new goal for Reentry Services.
Focus for FY 2020-21: Identify responsibility for oversight and develop outreach plan to gather feedback from provider partners and the public.

Action Items:		% Completed
FY 2021-22		
1	Establish a routine meeting schedule for all partners to provide updates, ensure needs are being met, address challenges, and provide input as appropriate.	<input type="text"/> 0%

PILLAR #5: JUVENILES & TRANSITIONAL AGE YOUTH

Key: **Completed:** ■ **In Progress:** ■ **Challenged:** ■

Goal #1: Mental Health and Substance Use Disorder Support Services

Vision 2025 Target Date: **June 30, 2025 (FY 2024-25)**

Lead Agency: Sheriff-Coroner Department and Probation Department

FY 2019-20 Accomplishments:

- The analysis of the use of Parent Mentors was completed in October 2019. Peer Partner positions were filled and are located at Juvenile Hall where they are matched with the youths and follow them through the system, including post-custody. Even though they predominantly are serving the Youth, the Peer Partners also are providing education to the parents. (#1, 3)
- A competitive procurement process was completed to provide Behavioral Health training in schools over a 3-year period. The resulting contracts approved by the Board at the May 5, 2020 meeting to provide training services, educational activities, resource development, and community networking. (#2)

Goal and Action Item Updates:

- The Action Item to increase the Health Care Agency’s Behavioral Health staff co-located in Probation’s Supervision Offices was determined to not be applicable and was removed. The Health Care Agency continuously works with Probation to obtain space where services are co-located but not necessarily in their Field Offices. (Former #3)
- The use of a dedicated team of therapists was analyzed and found that the current use of Peer Partners to be a more appropriate model to work with juveniles during the time they are detained through post release. The Action Item was modified to reflect this change. (#3)
- Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.

Focus for FY 2020-21:

- The Health Care Agency will complete a competitive bid process to secure a provider(s) for youth substance use disorder treatment beds to meet the current and anticipated future demands. (#4)
- A detailed plan to provide and implement remediation services for in-custody youth will be established. (#5)

Action Items:	% Completed
FY 2019-20	
1 Explore the use of parent-partners to help de-stigmatize mental illness and provide support for parents with children experiencing mental illness.	<div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background-color: green; margin-right: 5px;"></div> Completed Oct 2019 100% </div>
2 Expand BH presence in schools.	<div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background-color: yellow; margin-right: 5px;"></div> 50% </div>
3 Explore the dedication of a team of peer mentors that works with the juveniles from in-custody to post-custody across juvenile custody facilities.	<div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background-color: yellow; margin-right: 5px;"></div> 50% </div>
4 Assess the number of SUD residential treatment beds for this population and, if needed, determine how to increase the number of beds.	<div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background-color: white; margin-right: 5px;"></div> 0% </div>
5 Explore remediation services for in-custody youth who are pending competency proceedings due to mental illness.	<div style="display: flex; align-items: center;"> <div style="width: 100px; height: 15px; background-color: yellow; margin-right: 5px;"></div> 50% </div>

PILLAR #5: JUVENILES & TRANSITIONAL AGE YOUTH

Key: **Completed:** ■ **In Progress:** ■ **Challenged:** ■

FY 2022-23

6	Create an implementation plan outlining the number of positions needed and addresses the expansion in phases, justification for the expansion, and impacts as a result of the staff expansion.	<input type="text"/>	0%
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FY 2024-25

7	Ensure programs are effective and that staffing levels are adequate to achieve maximum impact. Make adjustments as necessary.	<input type="text"/>	0%
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Goal #2: TAY Housing

Vision 2025 Target Date: **June 30, 2023 (FY 2022-23)**

Lead Agency: Sheriff-Coroner Department and Probation Department

FY 2019-20 Accomplishments:

- Funds received from the State’s Homeless Emergency Aid Program (HEAP) included a set-aside to obtain dedicated housing for the youth/TAY population and current efforts are focused to meet this need. (#1, 2)
- The need for transitional housing for youth and TAY involved in criminal justice system was identified as a critical need to be immediately addressed by the Reentry Working Group subcommittee. Potential space is currently being assessed and analyzed for the cost to repurpose for transitional housing that would include this population. (#1, 2)

Goal and Action Item Updates:

- No changes were made to the Goal or Action Items.
- Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.

Focus for FY 2020-21: HCA will continue to look at coordinating with short-term residential therapeutic programs (STRTPs) and other partners to find options for the hard to place youth and TAY, which is the challenge. (#3)

Action Items:	% Completed
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FY 2019-20

1	Complete an inventory of available housing options and determine the demand for TAY with BH issues or who are CSEC.	■ <input type="text"/>	20%
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2	Develop a housing strategy specific for these populations.	<input type="text"/>	0%
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3	Identify and attract homes for placement of youth with mental illness, SUD, or CSEC, which are hard to place.	■ <input type="text"/>	20%
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FY 2022-23

4	Implement the housing strategy developed.	<input type="text"/>	0%
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Goal #3: Targeted Attention to Juvenile/TAY High Utilizers

Vision 2025 Target Date: **June 30, 2025 (FY 2024-25)**








Lead Agency: [Health Care Agency](#)

FY 2019-20 Accomplishments: The data sharing platform project for the County is in progress with Phase 2 focused on the Community Corrections System of Care and the individuals that intersect with the other Systems of Care in the County.

Goal and Action Item Updates:

- No changes were made to the Goal or Action Items.
- Action Items not completed in FY 2019-20 will be carried forward to FY 2020-21.

Focus for FY 2020-21: Continue to monitor progress on Phase 1 of the data sharing/integration project and maintain readiness.

PILLAR #5: JUVENILES & TRANSITIONAL AGE YOUTH			
Key:	Completed: 	In Progress: 	Challenged: 
Goal #3: (continued)			
Action Items:			% Completed
FY 2019-20			
1	Complete an RFP to develop the data sharing/integration Scope of Work and RFP for consultant.		30%
2	Assemble a multi-disciplinary team to start coordinating care.		30%
FY 2022-23			
3	Complete the development of the database/data warehouse and begin to roll out enhanced services/data sharing.		0%
FY 2024-25			
4	Achieve full rollout of targeted care coordination for the Juvenile and TAY high utilizers.		0%

Juvenile Offender Data
 Individuals In-Custody in a Juvenile Facility
 For the Reporting Period of May 1 to April 30

	FY 2019-20	FY 2018-19	FY 2017-18
	Total	Total	Total
Total Bookings	1,655	1,972	2,229
Total Population (unique youth)	980	1,159	1,285
Demographics			
Males	791	932	1,041
Females	189	227	244
15 & Under	362	204	221
16 years	236	199	230
17 years	225	297	313
18-20 years	157	443	514
21 & older	-	16	7
Hispanic	747	869	945
White	99	132	157
Black	78	84	105
Asian-Pacific Islander	29	42	46
Other	23	27	25
Unknown	4	5	4
Type of offense (non-unique youth booked into custody)			
Probation Violation	613	759	882
Felony Person	386	432	432
Felony Property	268	301	360
Misdemeanor Property	69	103	102
Other Misdemeanor	69	83	126
Misdemeanor Person	68	64	81
Misdemeanor Drugs	18	32	29
Other Felony	16	28	34
Misdemeanor Weapons	10	15	13
Felony Drugs	5	7	9
Felony Weapons	1	6	4
Category of offense (non-unique youth booked into custody)			
Felony Violation	676	774	839
Misdemeanor Violation	234	297	351
Number of Juveniles considered a HIGH RISK to recidivate	475	557	429
Number of Juveniles considered to be CSEC	30	29	23
Average Juvenile to PO ratio	20:1	24:1	28:1
Median # of bookings into juvenile facilities	2	2	2
# of Juveniles booked 4 or more times (top 5%)	344	415	454
Average length of stay	59	70	72
Average daily cost to house a juvenile offender	\$1,015.43	\$877.07	\$736.06

*OCSD Data is pending

Listing of Common Acronyms Used

BH	Behavioral Health
CAT	Crisis Assessment Team
CBO	Community Based Organization
CCB1	Community Court
CEO	County Executive Office
CHS	Correctional Health Services
CIT	Crisis Intervention Training
CJ1	Court at Intake Release Center
CSEC	Commercially Sexually Exploited Children
DA	District Attorney
HCA	Health Care Agency
IRC	Intake Release Center
LLE	Local Law Enforcement
LPS	Lanterman-Peris Short
MAT	Medication Assisted Treatment
OCCR	Orange County Community Resources
OCSO	Orange County Sheriff-Coroner Department
PERT	Psychiatric Emergency Response Team
PD	Public Defender
PJ	Presiding Judge
PO	Probation Officer
PSH	Permanent Supportive Housing
SFP	Strategic Financial Plan
SPMI	Severely and Persistently Mentally Ill
SMI	Severely Mentally Ill
SSA	Social Services Agency
STRTP	Short Term Residential Treatment Program
SUD	Substance Use Disorder
TAY	Transitional Age Youth