



# Orange County Fire Authority

## FY 2019/20 Adopted Budget







# FY 2019/20 Budget

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July, 2019

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**Brian Fennessy**  
Fire Chief

Prepared by Treasury and Financial Planning  
**Lori Zeller, Deputy Chief, Administration & Support Bureau**



## Our Mission

*"We proudly serve the changing needs of our communities by providing exceptional emergency and support services. We pledge a commitment to preserving the quality of life."*

## Our Vision

*"We are dedicated to protecting lives and property with first class public safety and emergency services through courage, compassion, and competency."*

## Our Values Statement

*"We rely on our PEOPLE and our Service Principles as we carry out our mission with:*

**P**rofessionalism  
**E**nthusiasm  
**O**rganizational Integrity  
**P**ride  
**L**eadership  
**E**ffectiveness"

## Our Motto

*"In service of others!"*



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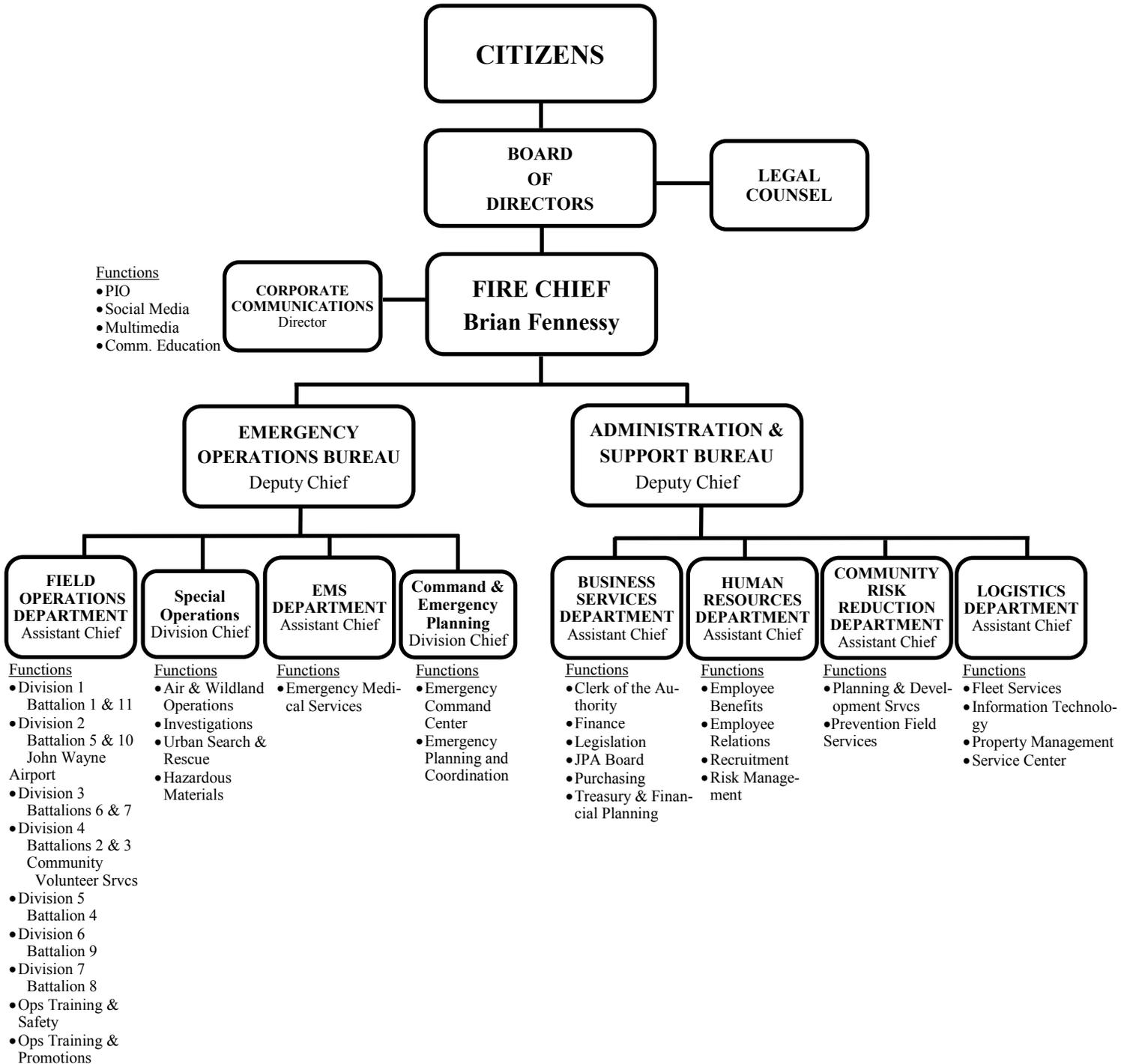
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# ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART



# Orange County Fire Authority at a Glance



Early in the 20<sup>th</sup> Century, fire service in Orange County was provided seasonally by the U.S. Forest Service and year round by the California Division of Forestry later to be known as the California Department of Forestry (CDF). In the late 1920's, the first two municipal fire departments were formed. On May 1, 1930, the Orange County Board of Supervisors contracted with CDF for fire protection services and in 1936, CDF established its headquarters in the City of Orange.

Due to the growth in population and increasing numbers of incorporated cities, on May 16, 1980 fire service transitioned to the newly formed Orange County Fire Department (OCFD) under the oversight of the County Board of Supervisors. Its initial service area included the unincorporated portions of the County and nine cities. However, over time with the incorporation of five new cities and four other cities joining the department, the percentage of the total service population that resided in the Department's member cities grew from 48% in 1980 to 83% in 1995.



As a result, in 1991 a new governance structure was sought to provide for more direct oversight by all participating agencies. The fruition of that effort was the formation of the Orange County Fire Authority (OCFA) on March 1, 1995. Each city has a councilmember on the OCFA Board of Directors along with two County Supervisors. Subsequent to its formation, another four cities have become members of the Authority. In April, 2004, the Fire Authority's headquarters moved to their newly completed Regional Fire Operations and Training Center (RFOTC) in the City of Irvine. In April 2012, City of Santa Ana joined OCFA. City of Garden Grove will be joining OCFA in August 2019.

The OCFA is one of the largest regional fire protection and emergency medical services providers in the state. Stretching from the shores of the Pacific Ocean to the trees of the Cleveland National Forest, OCFA's service area encompasses urban/suburban development as well as rough terrain. Due to the regional nature of the OCFA and the pooling of resources of its member agencies, the services provided to OCFA residents also include swift water rescue, urban search and rescue (USAR), aircraft rescue firefighting (ARFF), and helicopter firefighting and evacuation.

Included in the OCFA service area are several small to medium sized county islands that are entirely surrounded by cities not served by the OCFA. In order to provide assistance to these areas, the OCFA contracts with other cities for fire and emergency medical services (i.e. Anaheim, Fountain Valley, and La Habra). In addition, all fire departments within the County provide mutual aid to one another, responding to calls regardless of jurisdictional boundaries.

# Orange County Fire Authority at a Glance

Date of Formation: March 1, 1995  
 Form of Government: Joint Powers Authority, State of California  
 Number of Member Agencies: 25

- Members:
- |                  |               |                     |
|------------------|---------------|---------------------|
| Aliso Viejo      | Laguna Woods  | San Juan Capistrano |
| Buena Park       | Lake Forest   | Santa Ana           |
| Cypress          | La Palma      | Seal Beach          |
| County of Orange | Los Alamitos  | Stanton             |
| Dana Point       | Mission Viejo | Tustin              |
| Garden Grove     | Placentia     | Villa Park          |
| Irvine           | Rancho Santa  | Westminster         |
| Laguna Hills     | Margarita     | Yorba Linda         |
| Laguna Niguel    | San Clemente  |                     |

Area Served: 594 square miles (including over 190,822 acres of Federal and State Responsibility Areas)

Population Served: 1,984,758

Number of Stations: 79 (including two Specialty stations)



Apparatus:	<b>Engine Companies:</b>	<b>135</b>	<b>Other Apparatus:</b>	<b>38</b>
	Basic Life Support	3	Paramedic Squads/Relief	4/ 1
	Paramedic	61	Mass Casualty / Decon Unit	2
	Assessment	5	Air Utility/ Relief	2/ 2
	Wildland	13	Aircraft Rescue Firefighting	5
	Reserve	3	Hazardous Materials Teams	2
	“100 series”/ Surge/ Relief	10/10/16	Helicopters	4
	Patrols/Squads	14	USAR Heavy / Medium Rescue	1/ 4
			Swift Water Rescue	4
			Command/Logistics/Rehab Unit	3
			Foam Tender	1
			Fuel Tender	3
	<b>Truck Companies:</b>	<b>26</b>		
	Basic Life Support	10		
	Paramedic	6		
	Relief	10		

## **Organizational Structure**

The Orange County Fire Authority (OCFA) was formed in March 1995 as a Joint Powers Authority with nineteen member agencies. Since formation, five additional cities have become members. Member agencies are identified as Structural Fire Fund (SFF) members, or as Cash Contract Cities (CCC). SFF members are those agencies where the portion of their property tax designated for fire protection is conveyed to the OCFA to pay for services. CCC members pay for services on an agreed upon schedule. There are currently nine CCC members, fifteen SFF members, and a portion of the County of Orange unincorporated area. Each member agency, regardless of type, has one voting member on our Board of Directors, with the exception of the County of Orange, which has two members. Each OCFA Board member is appointed by, and from among, the current elected members of their agency's governing body.

For FY 2019/20, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has three standing committees which also meet monthly; an Executive Committee, a Budget and Finance Committee, and a Human Resources Committee. The Chair of the Board makes appointments to the Committees on an as needed basis. The following is a description of each committee:

**Executive Committee** – The Executive Committee conducts all business of the OCFA, with the exception of policy issues specifically retained by the Board of Directors, such as labor relations and budget issues. The Executive Committee consists of no more than nine members of the Board of Directors. The committee membership is comprised of the following designated positions: the Chair and Vice Chair of the Board of Directors, the immediate past Chair of the Board and the Chair of the Budget and Finance Committee. The Board Chair appoints five at-large members, one of which must be from the County of Orange; all appointments are subject to ratification by a majority vote of the Board. In addition, the ratio of committee members representing cash contract cities to the total committee membership will be as close as reasonably possible to the ratio of the number of cash contract cities to the total member agencies. The Chair of the City Managers' Technical Advisory Committee serves as an ex officio non-voting member of the Executive Committee.

**Budget and Finance Committee** – The Budget and Finance Committee advises staff and makes recommendations to the Board of Directors on matters related to financial and budget policies, development of budgets for the General Fund and capital expenditures, assignment or commitment of fund balances, budget balancing measures, evaluation and development of plans to meet long-term financing needs, investment oversight and purchasing policies. The Budget and Finance Committee is also designated to serve as the OCFA's audit committee. The Chair makes all appointments to the Budget and Finance Committee in a manner as to achieve, as close as reasonably possible, a balance between the number of members representing Structural Fire Fund and Cash Contract cities. The Board of Directors, through the Chair, appoints one City Manager to the Budget and

Finance Committee. The City Manager shall serve as an ex officio non-voting member of the Budget and Finance Committee.

**Human Resources Committee** – The Human Resources Committee advises staff and makes recommendations to the Board of Directors on matters regarding human resources policies; job class specifications; compensation programs; benefit changes and renewals; staff training, development and recognition programs; succession planning; risk management and workers’ compensation policies; and development of management/performance evaluation and information systems. The Human Resources Committee shall consist of no more than seven members of the Board of Directors. The Chair shall make all appointments to the Human Resources Committee in such a manner as to achieve, as close as reasonably possible, a balance between the number of members representing Structural Fire Fund and Cash Contract cities.

In addition to the four standing committees listed above, a Capital Improvement Program Ad Hoc Committee, comprised of Board members, is convened annually during the budget preparation process. The purpose of this committee is to review and provide input into the OCFA’s five-year capital improvement budget and to prioritize capital projects. Historically, this committee has met only once per year.

Finally, from time to time, other Ad Hoc Committees comprised of Board members, Labor representatives, and Management have been convened to address specific issues and make recommendations to the full Board. In the past, these issues have included budget reductions and the Reserve Firefighter program.

**Advisory Committees to the Board of Directors**

**City Managers’ Technical Advisory Committee** -- The City Managers’ Technical Advisory Committee is comprised of six City Managers whom advise the Fire Chief and make recommendations on major policy decisions prior to submittal to the Board. The Technical Advisory Committee provides an effective means of building and facilitating a collaborative working environment between the Fire Chief and City Managers.

**City Managers’ Budget and Finance Committee** – The City Managers’ Budget and Finance Committee reviews the annual budget and the five-year capital improvement plan, makes suggestions, and recommends approval to the Budget and Finance Committee, who then recommends approval to the Board of Directors. This committee is composed of five City Managers, selected to reflect the ratio of Cash Contract members to Structural Fire Fund members on the Board of Directors.

# **Reader's Guide to the Budget**

This guide is intended to help the reader understand what information is available in this budget document and how it is organized.

The budget document serves two distinct purposes. One purpose is to present to the Orange County Fire Authority (OCFA) Board of Directors and to the public a clear picture of the services which the OCFA provides, the cost of those services, and the policy decisions underlying the financial decisions. The second purpose is to provide the OCFA's management with a financial and operating plan that conforms to the Generally Accepted Accounting Principles (GAAP). The sections below describe the various budget segments in this document.

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## **CHIEF'S MESSAGE SECTION**

The Fire Chief's Budget Message provides a summary of accomplishments achieved in the past budget cycle and a list of goals and objectives for this new budget cycle. The message also provides a budget overview, summary of staffing changes, and a discussion of our financial forecast.

## **BUDGET SUMMARY SECTION**

This section provides a comprehensive overview of the FY 2019/20 budget for all funds. It includes graphs showing the breakdown of revenues and expenditures for all of the OCFA's funds and a schedule of fund balance. Five-Year Financial Forecasts and staffing level summaries are also presented.

## **GENERAL FUND SECTION**

The General Fund is used to account for the operations of the OCFA. The revenues and expenditures of the General Fund are represented on pie charts to indicate the major revenue sources and uses for FY 2019/20. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2019/20 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

The OCFA budget includes two bureaus as well as the Executive Management group.

The Emergency Operations Bureau comprises the following:

- Operations
- Special Operations
- Emergency Medical Services
- Command and Emergency Planning

The Administrative and Support Bureau comprises the following:

- Business Services
- Human Resources
- Community Risk Reduction
- Logistics

## **CIP SECTION**

The Capital Improvement Program (CIP) section presents the OCFA's five-year plan of CIP needs. Detailed information for each fund is provided, including a fund description, project highlights, significant changes, and impact on the operating budget. Also included are revenue and expenditure summaries and project descriptions for FY 2019/20.

## **OTHER FUNDS SECTION**

Funds included in this section are the Settlement Agreement Fund, the Structural Fire Fund (SFF) Entitlement Fund and the Self-Insurance Fund for budget purposes only. Information for each fund includes a fund description and a schedule of revenues and expenditures. These funds are consolidated with the General Fund for financial reporting and fund classification purposes.

## **APPENDIX SECTION**

This section includes items intended to assist the reader in understanding the Orange County Fire Authority and the budget document. Included in this section are various statistical information, graphical charts, and the glossary.

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## **BUDGET PROCESS**

### **BUDGET DEVELOPMENT**

Each year to initiate budget development Executive Management establishes policies and guidelines for use throughout the process. Although many of the policies are the same each year, some vary depending on the overall Strategic Goals and Objectives the Authority is pursuing or focusing on in that given year. The set of policies and guidelines, along with instructions, are provided annually to Division and Section Managers who then prepare and compile their budget requests for approval by their Executive Manager.

For FY 2019/20, each section's services and supplies (S&S) budget was held flat at the FY 2018/19 level. This base budget excluded any one-time projects and grant funding that had been included in the FY 2018/19 budget. Supplemental Budget Request forms were submitted for funding requests that exceeded the base budget. These supplemental requests were submitted to the respective Executive Manager for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2019/20 budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval during the Executive Management budget workshop.

In determining the recommended budget, Executive Management considered the projected amount of available resources, the direction of the OCFA Board, the OCFA's budget policies, and the operational issues that affect the budget development process to incorporate the most cost-effective and efficient method of service delivery to the member agencies the OCFA serves. With the transition of the City of Garden Grove to OCFA in August 2019, the budget was also augmented to accommodate the service of seven additional fire stations, 104 personnel, and corresponding increases to services and supplies to support operations. Five-year financial forecasts prepared throughout the budget development process by the Budget Unit helped Management and the Board with these decisions.

Concurrently, the Budget Unit and Capital Improvement Program (CIP) Managers evaluated and compiled data for the CIP budget. The five-year plan was updated to reflect current and future needs, and was presented for prioritization and approval during the Executive Management CIP budget workshop. After the completion of the Executive Management workshops, a revised draft budget was compiled incorporating changes and approved supplemental budget requests into the General Fund base budget. Also, a draft five-year CIP plan was compiled incorporating the approved CIP projects. The CIP Ad Hoc Committee, comprised of members of the Board of Directors, further reviewed the CIP plan.

A draft proposed budget was presented to the City Managers' Budget and Finance Committee for review and recommendation to the OCFA's Budget and Finance Committee. This Committee then recommended the draft budget for approval at the Board of Directors' Budget Workshop in May. A public hearing was held in May 2019 for the Board to adopt the budget in accordance with the Authority's First Amendment to the Amended Joint Powers Agreement, which requires the budget to be adopted at or prior to the last meeting of the Board for each fiscal year.

## **BUDGET ADJUSTMENTS**

Total expenditures cannot exceed appropriations. A budget adjustment is a modification to the total appropriated amount within a fund which was not included in the original budget. An adjustment which increases or decreases revenue, appropriations, and transfers between funds, require the Board of Directors' approval. The budgetary level of control (the level at which expenditures cannot legally exceed the appropriated amount) is at the individual fund level. A budget transfer which does not change the total appropriated amount within a fund does not require Board action; The OCFA Management may authorize such changes within funds. All budget changes are documented and tracked in the automated financial system. The OCFA's practice is to review the budget mid-year and, if necessary, recommend adjustments to the Board of Directors.

The OCFA also utilizes the encumbrance system as a management control technique to assist in controlling expenditures. Only encumbered appropriations will be carried over at the end of each fiscal year. Unexpended and unencumbered appropriations automatically lapse at the end of the fiscal year and are included in the ending fund balance calculations within each fund. Projects in any fund that are not completed by fiscal year-end may be carried over to the following year with the approval of the Assistant Chiefs. Capital projects can span multiple fiscal years, and rebudgets are often necessary. Rebudgets, if not included in the proposed budget, require Board approval.

**ORANGE COUNTY FIRE AUTHORITY  
FY 2019/20 BUDGET DEVELOPMENT CALENDAR**

**NOVEMBER 2018**

- Executive Management reviews draft budget policies and priorities

**MARCH 2019**

- Budget staff provides Executive Management workshop to review draft General Fund and updated CIP budget

**DECEMBER 2018**

- Budget staff provides General Fund and CIP Budget Preparation instructions to Division Chiefs and Section Managers
- Business Services staff meets with Property Tax Consultant to discuss property tax projections

**APRIL 2019**

- Property Tax Consultant provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/10/2019
- City Managers' Budget & Finance Committee reviews draft budget on 4/15/2020

**JANUARY 2019**

- CIP Managers submit the five-year CIP budgets to respective Assistant Chief for preliminary review
- Assistant Chiefs submit CIP Budgets to Budget staff for evaluation and compilation
- Division Chiefs and Section Managers submit completed General Fund budget packages to Executive Managers for approval
- Executive Managers submit recommended budget package for their Departments to Budget Manager

**MAY 2019**

- Budget & Finance Committee receives final property tax report from Property Tax Consultant, and reviews General Fund and CIP draft budget on 5/8/2019
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/23/2019
- Board of Directors adopts FY 2019/20 Proposed Budget on 5/23/2019

**FEBRUARY 2019**

- Property Tax Consultant provides preliminary report updating the five-year property tax projections
- Workers' compensation actuarial study due
- Budget staff evaluates and compiles General Fund budget package
- Executive Management reviews draft CIP
- Cash Contract Cities notified of estimated charges

**MARCH 2020**

- Any necessary updates to the FY 2019/20 budget are submitted for Board approval as part of the Mid-Year Budget Review

## ACCOUNTING SYSTEM AND BUDGETARY CONTROL

### FUND DESCRIPTIONS

The OCFA activities are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of accounts that comprise its assets, liabilities, fund balance, revenues and expenditures. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. All funds listed below, except the Fiduciary Funds, are appropriated.

Effective July 1, 2014 the Board approved a new Capital Projects Fund Policy which provided clearer definitions and guidelines to ensure that expenditures are properly categorized into the appropriate fund. The new policy required re-alignment of the current and proposed project budgets to conform to the guidelines and accounting rules. An analysis was conducted of all existing appropriations in the Capital Projects Funds and several projects were found to not meet the definition of the new policy. As a result, the Board approved the closure of Fund 122, Facilities Maintenance and Improvement, and the renaming of the three remaining Capital Project Funds, namely, Funds 123 (Fire Station and Facilities), 124 (Communications and Information Systems), and 133 (Fire Apparatus). All projects previously in Fund 122 have been moved to the General fund.

Many “projects” in Funds 124 and 133 were also moved to the General Fund, but segregated into a new sub-fund, 12110. These maintenance and improvement activities while considered “capital in nature” did not fit the criteria to remain in the Capital Funds (i.e. Funds 123, 124 and 133) but were considered “projects” for the purposes of being included in the Capital Improvement Program.

The Governmental Funds used by the OCFA are grouped as follows:

#### **General Fund**

***General Fund – Fund 121.*** This is the primary operating fund of the OCFA. The OCFA’s property tax revenue, which represents about 63% of this fund’s revenue, is specifically identified for fire suppression, protection, prevention, and related services. For budget purposes this is the only OCFA major fund based on FY 2019/20 budgeted revenues and expenditures.

***Structural Fire Fund Entitlement Fund – Fund 171.*** This fund is used to monitor and track appropriations for service enhancements in Structural Fire Fund cities. This fund is consolidated with the General Fund for financial reporting and fund classification purposes. For budget purposes, it is included in the “Other Funds” section of this document.

***Self-Insurance Fund – Fund 190.*** This fund accounts for the workers’ compensation self-insurance program. This fund is consolidated with the General Fund for financial reporting and fund classification purposes. For budget purposes, it is grouped in the “Other Funds” section of this document.

***Settlement Agreement Fund – Fund 139.*** This fund accounts for the expenditures required under the City of Irvine Settlement Agreement. This fund is consolidated with the General Fund for financial reporting and fund classification purposes. For budget purposes, it is grouped in the “Other Funds” section of this document.

### **Capital Projects Funds**

Capital Projects Funds are used to account for the financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of major capital facilities and other capital assets.

***General Fund CIP – Fund 12110.*** This fund is a sub-fund of the General Fund and accounts for financial activity associated with maintenance and improvements projects that while considered “capital in nature” do not meet the criteria to be included in a Capital Projects Fund.

***Fire Station and Facilities Fund – Fund 123.*** This fund accounts for significant acquisition, improvement, replacement, or construction of fire stations and facilities.

***Communications & Information Systems Fund – Fund 124.*** This fund accounts for the significant acquisition, improvement, or replacement of specialized communication and information technology systems and/or equipment.

***Fire Apparatus Fund – Fund 133.*** This fund accounts for significant acquisition, improvement, or replacement of the OCFA’s fire apparatus, including vehicles, trailers and helicopters.

### **Debt Service Fund**

The Debt Service Fund was used to account for the accumulation of resources and payment of debt.

***Debt Service Fund – Fund 201.*** This fund was used to track and fund biannual debt service payments and to maintain the required 10% debt service reserve. This fund was established after issuance of the 2001 Revenue Bonds for construction of the Regional Fire Operations and Training Center. In order to achieve savings in

interest expense the revenue bonds were paid off early in FY 2009/10. This fund is no longer in use.

**Fiduciary Funds**

The Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. These funds are included in our Comprehensive Annual Financial Report (CAFR), but are excluded from the FY 2019/20 Budget since there are no appropriations. OCFA reports two pension and other employee benefits fiduciary funds in our CAFR.

**FUND RESPONSIBILITY**

The table below is provided in order to graphically depict the department and fund relationships within the organization. The General Fund is monitored by the staff in all departments namely Executive Management, Human Resources, Operations, Community Risk Reduction, Special Operations, Business Services, EMS, Command & Emergency Planning and Logistics. All other funds are monitored by one or two departments as shown in the chart.

<b>Fund</b>	<b>Department(s) Responsible</b>	<b>Section(s)/Division(s) Responsible</b>
Fund 121 – General Fund	All Departments	All Sections/Divisions
Fund 12110 – General Fund CIP	Logistics	Information Technology
Fund 123 – Fire Stations and Facilities Fund	Logistics	Property Management
Fund 124 – Communications & Information Systems Fund	Logistics	Information Technology
Fund 133 – Fire Apparatus Fund	Logistics	Fleet Services
Fund 139 – Settlement Agreement	Business Services	Finance Treasury/Fin. Planning
Fund 171 – Structural Fire Fund Entitlement Fund	Business Services Operations	Finance Field Divisions
Fund 190 – Self Insurance Fund	Business Services Human Resources	Treasury/Fin. Planning Human Resources

**BASIS OF ACCOUNTING - FINANCIAL STATEMENTS**

The Orange County Fire Authority’s fiscal year begins on July 1 of each year, and ends June 30 the following year. The OCFA’s financial statements and accounting records are maintained in accordance with Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB). Basis of Accounting refers to the point at which revenues and expenditures are recognized in the accounts and reported in the financial statements.

Government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as

revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the OCFA considers revenues to be available if they are typically collected within 180 days of the end of the current fiscal period, with the exception of property taxes, which are considered available if they are typically collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Property taxes, charges for services, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the OCFA.

## **BUDGETARY BASIS OF ACCOUNTING**

Budgets for all governmental fund types are adopted on a basis consistent with GAAP for governmental fund financial statements, using the modified accrual basis of accounting. Annual appropriated budgets are adopted for all of the governmental funds.

Accounting and reporting of actual expenditures submitted to the Board of Directors varies minimally from Generally Accepted Accounting Principles as follows:

- Encumbrances are treated as budgeted expenditures in the year of the commitment to purchase. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrances outstanding at year-end are reported as restricted, committed or assigned fund balance, and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year. Encumbered appropriations do not lapse at fiscal year-end. Encumbrances are never classified as expenditures under the GAAP basis of accounting.
- Compensated absences are treated slightly differently in the budget than in the CAFR. The OCFA does not budget for total unpaid vacation and unused sick leave, but only that amount estimated to be paid in the current budget year. The CAFR, however, accounts for compensated absences in accordance with Governmental Accounting Standards Board (GASB) Statement No. 16, which requires unpaid vacation and unused sick leave to be accrued when the liability has been incurred.

## FY 2019/20 OCFA Adopted Budget

- The major fund determination for the budget differs from the GAAP calculation for major funds as presented in the CAFR. Budgetary major fund determination is based on revenues and expenditures of the appropriated budget. Major fund determination for financial statements of governmental funds is based on revenues, expenditures, assets or liabilities. Therefore, some funds may be considered a major fund for the CAFR, but would not be a major fund in the budget. The General Fund is always considered a major fund for both the CAFR and the budget. Beginning in FY 2010/11, the OCFA elected to present all of its funds as major in the CAFR.
- The Structural Fire Fund Entitlement Fund (Fund 171), the Self-Insurance Fund (Fund 190) and the Settlement Agreement Fund (Fund 139) are presented as separate funds in the budget, but are consolidated with the General Fund for financial statement presentation.

The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

<b>SUMMARY OF DIFFERENCES</b>		
<b>Description</b>	<b>Fund-Based Financial Statements</b>	<b>Budget</b>
Expenditures	Excludes encumbrances	Includes encumbrances
Compensated Absences	Accrue unpaid vacation and unused sick leave when liability is incurred	Includes estimated amount to be paid during the current budget year
Major Fund Determination	All Funds are major in the CAFR effective FY 2010/11	Calculation is based on any fund whose revenues or expenditures are more than 10% of the appropriated budget
Structural Fire Fund Entitlement Fund (Fund 171) Self-Insurance Fund (Fund 190)  Settlement Agreement (Fund 139)	Consolidated with General Fund for Financial Statement presentation effective FY 2010/11	Presented as separate funds
Fund Balance	Includes encumbrances	Excludes encumbrances

**INTERNAL CONTROLS**

The OCFA is responsible for establishing and maintaining an internal control structure designed to prevent and detect the loss, theft or misuse of assets, and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and that the valuation of costs and benefits requires estimates and judgments by management.

**APPROPRIATIONS LIMIT**

Article XIII B of the California State Constitution (enacted with the passage of Proposition 4 in 1979 and modified with the passage of Proposition 111 in 1990) limits the amount of tax proceeds state and local governments can spend each year. The limit, otherwise known as the Gann Limit, changes annually and is tied to changes in the population and the change in California per capita personal income. By law, inflationary adjustments are based on the California Department of Finance's official report on changes in the state's per capita income or in non-residential assessed valuation due to new construction. Population adjustments are based on changes in city or county population levels.

The Gann Limit Calculation as required under Article XIII B of the California State Constitution does not apply to the OCFA. We are included in the County of Orange's calculations of the Gann Limit. The OCFA provides necessary information as requested by the County.

**LEGAL DEBT LIMIT**

The Orange County Fire Authority does not have the traditional legal debt limit that applies to cities. The First Amendment to the Amended Joint Powers Agreement requires approval by a two-thirds majority of all our members to issue any long-term bonded indebtedness. The 2001 Revenue Bonds, OCFA's first and only long-term debt financing, provided funding for construction of the Regional Fire Operations and Training Center. These bonds were paid off early with the final payment being made in August 2009 resulting in significant savings in interest expense.

The OCFA also periodically issues short-term debt in the form of Tax and Revenue Anticipation Notes (TRAN) to cover cash flow needs due to significant timing differences between cash inflows and outflows. OCFA does not anticipate issuing a TRAN in FY 2019/20.

The OCFA also uses lease-purchase financing agreements to finance certain vehicle and equipment replacements. Use of these types of short-term debt requires approval from a majority of the Board of Directors.

Due to the relative frequency of short-term debt issuance, the Board of Directors adopted a short-term debt policy to establish guidelines for managing the OCFA's cash flow position through the use of short-term debt when appropriate.

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# Budget Policies, Guidelines, and Objectives

## OVERVIEW

The Orange County Fire Authority (OCFA) was formed in March 1995 shortly after the Orange County bankruptcy. Since the OCFA's formation, strong fiscal policies have been set, and strategies implemented that have helped provide for the OCFA's fiscal health.

One of the OCFA's strengths is its depth of financial oversight and multiple tiers of financial review. The OCFA's finances are overseen by the Board of Directors, the Executive Committee, Budget and Finance Committee, City Managers' Technical Advisory Committee, City Managers' Budget and Finance Committee, CIP Ad Hoc Committee, the OCFA's Executive Management team, and the OCFA's Business Services staff.

The OCFA continues to improve its financial management policies and strategies. Some of these are specifically enumerated; some are included within the context of other policies adopted by the Board of Directors, while others are informal. The policies are designed to provide OCFA the opportunity to be proactive in maintaining fiscal health, addressing potential future negative financial conditions, or resolving operational deficits through ongoing analysis of financial conditions. The policies are consistent with the Government Finance Officers' Associations' best practices in financial reporting.

The following are formal policies adopted by the Board of Directors:

- **Financial Stability Budget Policy:** **Last updated May, 2018**  
This policy is to guide the OCFA budget actions toward maintaining long-term financial stability and to establish contingency fund levels and annual funding targets for the OCFA's General Fund and Capital Improvement Program (CIP) Funds. Among other things the Policy requires the OCFA to:
  - Maintain and update a Five-Year Financial Forecast whenever a significant financial event occurs or is anticipated to occur to ensure the OCFA's fiscal health is maintained
  - Submit a balanced operating budget and strive to achieve a balanced Five-Year Financial Forecast

- Maintain a contingency reserve in the General Fund for unplanned emergencies equal to 10% of operating expenditures
- Analyze the feasibility of pre-paying some or all of the annual retirement contribution to Orange County Employees Retirement System (OCERS) to take advantage of the discount offered by OCERS
- Transfer surplus General Fund fund balance at Mid-year, allocating 50% to the Capital Improvement Funds and 50% to OCERS to pay down the unfunded pension liability. However, transfers are allowed at fiscal year onset to prevent negative fund balances in the CIP funds

- **Fiscal Health Plan**

**Last updated November, 2013**

The purpose of this plan is to establish a framework for ensuring an ongoing focus on fiscal health and a general process to assure timely and appropriate response to adverse fiscal circumstances. There are six key elements to the plan, namely:

1. Maintaining minimum fund balance at Board directed levels
2. Adhering to other key fiscal policies, such as the Financial Stability Budget Policy
3. Monitoring fiscal health, such as regular reporting on the budget
4. Assessing fiscal problems
5. Identifying options
6. Implementing an action plan

- **Investment Policy**

**Last updated November, 2018**

This policy is updated annually to reflect legislative amendments and to meet the changing needs of the OCFA. It ensures that the OCFA invests public funds in such a manner as to comply with state and local laws; uses prudent money management; provides for daily cash flow requirements; and meets the mandated objectives, in priority order, of safety, liquidity, and return on investment. The policy is also in compliance with Government Code provisions which require the Board of Directors to review and renew the annual delegation of investment authority to the Treasurer for a one-year period.

- **Internal Control Review Plan**

**Last updated January, 2006**

This plan formally assigned the Budget and Finance Committee to act as the Audit Committee with responsibility to oversee the annual financial audit and internal control audits. The internal control audit process is a cyclical process whereby an independent third party auditor meets with the Audit Committee annually to determine selected areas for internal control audits each year (annual scope); reports

back on results of completed audits; and reports on follow-up reviews of prior audits to highlight corrective actions implemented or additional action needed.

- **Pay-down of Unfunded Liabilities** **Last Updated November, 2016**  
Recognizing the potential long-term savings to the OCFA, the Board of Directors directed staff to implement several strategies to pay-down the unfunded pension, and Retiree Medical liabilities accrued to-date. Those strategies include:

- Contribute additional pension payments towards the unfunded pension liabilities from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year
- Contribute additional funds from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
- Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
- Beginning in FY 2016/17, begin to make an additional \$1 million payment from the overfunded workers' compensation reserve
- Beginning in FY 2017/18 allocate 50% of the General Fund surplus to the UAAL if CIP funds are sufficiently funded
- Once the pension liability reaches 85% funding, redirect these expedited payments to the unfunded liability in the Retiree Medical plan

- **Roles/Responsibilities/Authorities** **Last Updated April, 2019**  
All authority rests with the Board of Directors unless delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. The Roles/Responsibilities/Authority matrix summarizes the statutory or delegated level of authority to conduct business.

- **Accounts Receivable Write-off Policy** **Last Updated May, 2002**  
This policy establishes the authority levels and actions the OCFA will utilize in the collection and writing off of delinquent accounts. The policy also requires staff to submit a report to the Budget and Finance Committee annually listing bad debt accounts over \$15,000 written off during the preceding fiscal year.

- **Short-Term Debt Policy** **Last Updated March, 2007**  
The Short-Term Debt Policy established guidelines for the issuance and management of short-term debt, to enhance the Board's ability to manage cash flow in a fiscally

conservative and prudent manner. Property taxes represent about 63% of the OCFA's General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing known as Tax and Revenue Anticipation Notes, allow the OCFA to operate without an interruption in service.

- **Emergency Appropriations Policy** **Last updated September, 2008**  
This policy established guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board of Directors meeting of the fiscal year, which is typically in May. The budget reflects a \$3 million Appropriation for Contingencies, which is funded by a reduction in the 10% General Fund contingency fund balance. Use of the Contingency Appropriation must be approved by the Chair of the Board or Vice Chair if the Chair is absent, and reported at the next scheduled Board of Directors meeting.
- **Workers' Compensation Funding Policy** **Last Updated May, 2015**  
In March 2002, the OCFA implemented a workers' compensation self-insurance program. A separate fund, Fund 190: Self-Insurance, was established in May 2003 to track funding and expenditures for workers' compensation claims liability. The required funding levels are 50% for outstanding losses and 50% for projected losses as determined by an independent actuarial study.
- **Assigned Fund Balance Policy** **Last Updated July, 2014**  
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Assigned Fund Balance Policy establishes various levels of authority by which the OCFA may set aside cumulative resources in fund balance for an intended future use.
- **Fund Balance Flow Assumption Policy** **Last Updated April, 2011**  
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Fund Balance Flow Assumption Policy establishes the order of spending of five new governmental fund balance categories.
- **Grant Management Policy** **Last Updated January, 2012**  
This policy, which became effective January 2012, established an overall framework for guiding the OCFA's use and management of grant resources.

The Orange County Fire Authority also established internal policies and procedure guidelines that are informal including the following:

- **Budget Detail / Policy and Guidelines**

The OCFA Executive Management establishes the levels of responsibilities within the departments and sections to streamline budget implementation while continuing to ensure that appropriate controls are in place. It also provides guidelines regarding issues like budget substitutions, budget transfers, and procurement of goods and services.

- **Internal Policies and Comprehensive Desk Procedures**

The Finance Division maintains comprehensive desk procedures for Accounts Payable, Accounts Receivable, General Ledger, Payroll, Budget Development and Revenue. Staff continues to refine and update the manuals to effectively reflect changes in the organization and to ensure adherence to proper internal controls.

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This FY 2019/20 Budget reflects how our financial policies provide the framework and flexibility for responding to changing circumstances. Our efforts toward building a strong financial future for the OCFA have helped us weather economic fluctuations; and our proactive measures have helped us balance all years of our Five-Year Financial Forecast.

***BUDGET PURPOSE and ORGANIZATION***

*(FY 2019/20 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)*

***Financial Objectives***

The following financial objectives were established in November 2018 to guide FY 2019/20 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2019
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted
- Protect General Fund surplus revenues to provide a consistent flow of funding for current and future capital needs, pension liabilities, and future Retiree Medical needs
- Continue accelerating funding of the pension UAAL, implementing options as directed by the Board
- Implement service enhancements, minimizing impact on Cash Contract Cities, as approved by the Board

***Key Budget Priorities***

First priority is to be given to the following:

- Sustain service levels for the communities we serve
- Ensure funding is included in the annual budget to allow for the accomplishment of Strategic Goals
- Continue the accelerated payment plan for funding the UAAL, as directed by the Board
- Fund baseline CIP needs to maintain facilities, systems and equipment in a manner which is safe and hazard-free (funding may be via CIP fund balance or incoming revenue stream)

If funding is available, secondary priority is to be given to the following needs:

- Enhance services levels for the communities we serve, while minimizing cost impact to Cash Contract Cities
- Consider the phased-in reinstatement of frozen positions as requested
- Address other needs identified, and agreed to, in JLM meetings
- Pursue value-added options and negotiations with the City of Irvine and Placentia

***Key Budget Policies***

Key budget policies established in November 2018 included the following:

- The General Fund will be based on the principle that ongoing operating expenditures shall be funded with ongoing revenues

- One-time only funds shall be used to fund one-time only needs
- Departments are expected to remain within the FY 2018/19 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. Necessary expenditure increases such as for utilities, fuel costs, leases or contracts for services with built in cost escalators require the completion of a Supplemental Budget Request form for Executive staff review and approval.
- All requests for Capital Improvement-related items must be reviewed for technical merit, feasibility, and workload impact as follows:
  - ✓ Special or large non-annual purchases of tools or equipment – Equipment Committee
  - ✓ Facilities renovation or replacement – Property Management Manager
  - ✓ Information technology – Information Technology Manager
  - ✓ Communications and other electrical additions to vehicles – Information Technology Manager
  - ✓ Automotive – Fleet Services Manager

***Parameters for Recommending Use of Fund Balance***

In the event that the objectives and policies outlined above cannot be achieved, use of fund balance may be recommended when there is a projected shortfall between revenues and expenditures. The following provisions apply:

- Use of fund balance may be recommended when a solution has been identified to eliminate future budget deficits, and a bridge of time is needed to implement the solution
- If use of fund balance is recommended, it should not exceed 25% of the contingency fund balance in any one fiscal year
- Use of fund balance will not be recommended for more than two consecutive years
- Ultimately, the recommended use of fund balance can only be achieved with Board approval

***Capital Improvement Management***

The purpose of the CIP is to systematically plan, schedule, and finance capital projects and significant maintenance costs to ensure cost-effectiveness as well as conformance with established policies. Impacts of these projects on the operating budget are also identified. The CIP is a five-year plan, updated annually, with emphasis on the first year included in the current budget cycle.

Operating transfers from the General Fund are typically a major funding source for CIP projects. The amount of revenue available for transfer from the General Fund to the CIP is allocated based on the existing fund balance in each CIP Fund

and on the future needs identified in the five-year CIP. The OCFA at times also uses lease-purchase financing for vehicles and various types of equipment.

### ***Fund Balance***

The OCFA maintains fund balances as a first line of defense in adverse circumstances. The fund balances allow the OCFA to continue operations and projects while responding to short-term fiscal issues, and developing comprehensive plans for longer-term issues. Fund balance guidelines are outlined below:

#### ***General Fund***

- The OCFA shall maintain a Board-mandated fund balance of 10% of operating expenditures, excluding grant-funded, and one-time expenditures, adjusted for the \$3 million Appropriation for Contingency. This minimum level is necessary to adequately provide for economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy and contingencies for unforeseen needs.
- Funds available for transfer out of the General Fund after funding annual operating expenses shall be allocated first to the 10% General Fund contingency fund balance requirement then allocated in conformance with the Financial Stability Budget Policy.

#### ***CIP Fund Balances and Target Funding Levels***

The amount of revenue available for transfer from the General Fund to the CIP shall be allocated based on the existing fund balance in each CIP fund and based on the future needs identified in the five-year CIP plan, in conformance with the Financial Stability Budget Policy. The goal is to fully fund the five-year CIP. GASB 54 requires that funding not exceed planned projects.

## ***FINANCIAL REPORTING***

### ***(Fiscal Health Plan)***

#### ***Annual Reporting***

The OCFA prepares annual financial statements as follows:

- In accordance with the First Amendment to the Amended Joint Powers Agreement, the OCFA will contract for an annual audit by a qualified independent certified public accountant. The OCFA will continue to strive for an unqualified auditor's opinion.

- The OCFA will use Generally Accepted Accounting Principles in preparing its annual financial statements, and will strive to meet the requirements of the Government Finance Officers Association (GFOA) Awards for Excellence in Financial Reporting programs.
- The OCFA will issue audited financial statements within 180 days after year-end and post its CAFR on its website ([www.ocfa.org](http://www.ocfa.org)) shortly thereafter.

***Interim Reporting***

The OCFA will prepare and issue quarterly financial status reports for the Board of Directors in a timely manner. Analysis includes a comparison of budget estimates to actual expenditures by fund. The CIP Managers and Budget Unit staff will provide quarterly CIP project status reports and budget reviews for the Fire Chief and Executive Management. Division/Section managers will be issued periodic financial reports of their section's status.

***FISCAL HEALTH MONITORING***

*(Fiscal Health Plan, Financial Stability Budget Policy)*

***Financial Indicators***

To assist with the ongoing evaluation of the OCFA's fiscal health, staff will prepare an annual trend report to look backwards and track changes from forecasted financial data to actual financial results. This data will be reviewed to assess the accuracy of forecasted revenues and expenditures against actual activity, taking into account budget adjustments, grants and reimbursements. Outcomes from the trend analysis will be used to assess whether adjustments should be built into the forecasting methodology. As a general guideline, the forecasting tool should allow for variances no more than +/-5% per line item in Year 1 of the forecast and no more than +/-10% per line item in the outer years of the forecast.

***Long-Term Liability Study***

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The latest OCFA Long-Term Liability Study was presented to the Board of Directors in November, 2018. The Study examines the following long-term liabilities:

1. Defined Benefit Pension Plan
2. Defined Benefit Retiree Medical Plan
3. Lease-Purchase Agreements
4. Workers' Compensation Claims
5. Accrued Compensated Absences (accumulated sick and vacation balances)

As long-term liabilities continue to rise, the OCFA must continue to strategically balance present-day needs with future commitments. Among the actions that the OCFA has taken to mitigate the liability are implementing lower retirement formulas for all labor groups and increasing the employee retirement contributions. The goal is for the OCFA's budget, over the long-term, to be able to support all of its long-term liabilities. Some of the components of this management include taking steps to reduce long-term costs; fully funding annual pension accruals; exploring ways to save money on healthcare; and pursuing legislative changes for matters such as automatic pension cost-of-living adjustments for retirees, etc.

#### ***Five-Year Forecast***

This forecasting model is a long-range planning tool that is updated annually, in conjunction with the budget, for projected revenues and expenditures for the following five years. The forecast, based on the one-year operating budget and the five-year CIP plan, combines all the OCFA budgetary funds into one financial summary to provide a picture of the OCFA's overall fiscal health. The forecast includes projected new fire station requirements and the impact on the operating budget of related staffing needs. The forecast can be presented with multiple scenarios to demonstrate the impact of various pending fiscal issues. The forecast is updated whenever a significant financial event occurs or is anticipated to occur to assess the severity of the impact. The forecast is also evaluated before undertaking any significant financial commitment to ensure that the OCFA's fiscal health is maintained.

#### ***INVESTMENTS***

*(Investment Policy, Fiscal Health Plan)*

Cash management and investments are the responsibility of the Treasurer who shall, according to OCFA policy, invest public funds in such a manner as to comply with state and local laws; insure prudent money management; provide for daily cash flow requirements, and meet the objectives, in priority order, of safety, liquidity, and return on investment. With the primary objective being safety of principal, the Treasurer attempts to achieve a reasonable rate of return provided that the requirements of safety and liquidity are first met.

The Treasurer will strive to keep all idle cash balances fully invested through daily projections of cash flow requirements. To avoid forced liquidations and losses of investment earnings, cash flow and future requirements will be the primary consideration when selecting maturities. A diversified portfolio shall be maintained in order to minimize the risk of loss resulting from over concentration of assets in a specific maturity, issuer, or security type and investments will be

only in those instruments authorized by the California Government Code Section 53600 et seq., 53620 et seq., and Section 5922(d). The OCFA does not invest in derivatives, repurchase agreements, corporate bonds, common stocks, futures, or options. Ownership of the OCFA's investment securities will be protected through third-party custodial safekeeping.

In order to maximize yields from its overall portfolio, the OCFA will consolidate cash balances from all funds for investment purposes, and will allocate investment earnings to each fund in accordance with Generally Accepted Accounting Principles.

The Budget and Finance Committee provides oversight for the OCFA's investments through the review of monthly investment reports from the Treasurer (per Government Code Sections 53607 and 53646) as well as annual review and approval of the Investment Policy.

### ***CAPITAL FINANCING and DEBT MANAGEMENT***

*(Amended Joint Powers Agreement, Short-Term Debt Policy)*

#### ***Short-Term Debt***

The OCFA, in some years, will issue short-term Tax and Revenue Anticipation Notes (TRANS) to resolve temporary cash deficits in the General Fund. The deficits occur due to timing differences between cash receipts and disbursements. The OCFA's largest cash receipts, secured property taxes, are received in April and December while cash disbursements occur more evenly throughout the year. Short-term notes with a one-year or shorter term may be authorized by a majority of the members of the Board of Directors. In order to enhance the ability of the Board to manage the issuance of debt, a Short-Term Debt Policy was adopted on March 22, 2007.

#### ***Long-Term Debt***

The OCFA's First Amendment to the Amended Joint Powers Agreement requires that two-thirds of the OCFA's member agencies must approve the issuance of any long-term bonded indebtedness. The OCFA issued its only long-term debt in August 2001 to provide funding for the construction of the Regional Fire Operations and Training Center. The 2001 Revenue Bonds were issued for a nine year period to coincide with the ten year JPA Agreement and have since been paid off. There are no plans to issue additional long-term debt.

#### ***Lease-Purchase Financing***

The OCFA uses lease-purchase financing to fund certain capital expenditures including vehicles, communication equipment, and information systems. The

term of the lease-purchase agreement is equal to or less than the useful life of the equipment being purchased. Use of lease purchase financing may be authorized by a majority of the members of the Board of Directors. OCFA purchased two helicopters and related equipment for a total of \$21.5 million using this financing method. The lease payments concluded in December, 2018; OCFA has no current lease-purchase agreements in place.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Orange County Fire Authority  
California**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Orange County Fire Authority, California for its annual year budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



The California Society of Municipal Finance Officers (CSMFO) presented an Excellence in Operational Budgeting Award to the Orange County Fire Authority, California for its annual budget for the FY 2018/19 beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets the criteria for excellence established by the CSMFO.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we will submit it to CSMFO for review and evaluation.

**RESOLUTION NO. 2019-03****A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY  
BOARD OF DIRECTORS ADOPTING AND APPROVING THE  
APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE  
AUTHORITY FOR FISCAL YEAR 2019/20**

*THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS DOES HEREBY  
RESOLVE AS FOLLOWS:*

The appropriations budget for the Orange County Fire Authority for Fiscal Year 2019/20 is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$376,280,124
UAAL Pay-down to OCERS	\$9,648,658
Services and Supplies (including one-time)	\$34,307,269
Capital Outlay	<u>\$124,000</u>
Total Operating Appropriations	\$420,360,051
Operating Transfers-out of General Fund and Fund	
123 Fire Stations and Facilities	
To CIP Fund(s) and Settlement Agreement Fund	\$36,568,000
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$6,954,600
Fund 123 – Fire Stations and Facilities	\$8,895,000
Fund 124 – Communications and Info. Systems	\$1,935,117
Fund 133 – Fire Apparatus	\$11,894,710
Fund 139 – Settlement Agreement	\$2,168,000
Fund 171 – Structural Fire Entitlement Fund	\$971,617
Fund 190 – Self-Insurance Fund	<u>\$11,459,428</u>
Total Other Funds Appropriations	\$44,278,472
<u>Reserves</u>	
10% Operating Contingency	\$38,071,139
Appropriation for Contingencies	\$3,000,000

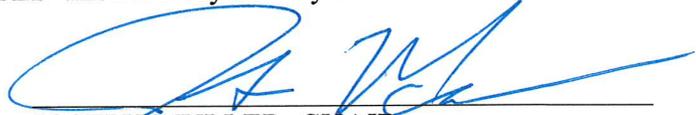
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**FY 2019/20 OCFA Adopted Budget**

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Orange County Fire Authority  
Resolution No. 2019-03  
Page 2

*PASSED, APPROVED and ADOPTED* this 23rd day of May 2019.

  
\_\_\_\_\_  
JOSEPH MULLER, CHAIR  
OCFA Board of Directors

ATTEST:

  
\_\_\_\_\_  
SHERRY A.F. WENTZ, CMC  
Clerk of the Authority

STATE OF CALIFORNIA }  
COUNTY OF ORANGE } ss  
CITY OF IRVINE }

I, Sherry A. F. Wentz, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2019-03 was duly passed and adopted at a regular meeting of the Board of Directors of the Orange County Fire Authority held on the day of May 23, 2019, by the following roll call vote, to wit:

AYES:	Lisa Bartlett, County of Orange	Letitia Clark, Tustin
	Sergio Farias, San Juan Capistrano	Carol Gamble, Rancho Santa Margarita
	Dave Harrington, Aliso Viejo	Shelley Hasselbrink, Los Alamitos
	Noel Hatch, Laguna Woods	Gene Hernandez, Yorba Linda
	Robert Johnson, Cypress	Thomas Moore, Seal Beach
	Joseph Muller, Dana Point	Sandy Rains, Laguna Niguel
	Vince Rossini, Villa Park	Ed Sachs, Mission Viejo
	Dave Shawver, Stanton	Michele Steggell, La Palma
	Elizabeth Swift, Buena Park	Tri Ta, Westminster
	Juan Villegas, Santa Ana	Donald P. Wagner, County of Orange

NOES: None

ABSTAIN: None

ABSENT	Melissa Fox, Irvine	Neeki Moatazedi, Lake Forest
	Don Sedgwick, Laguna Hills	Kathy Ward, San Clemente

  
\_\_\_\_\_  
SHERRY A.F. WENTZ, CMC  
Clerk of the Authority

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## SMOKING FIRE SAFETY



*Replace smoke alarms that are 10 years old or not working properly.*

*Working smoke alarms reduce the risk of dying in a home fire by 50 percent.*

*Less than 20 percent of Americans smoke, and yet it's the second leading cause of home fires. These fires are 100 percent preventable.*

### ***Smoking Safety***

- **Smoke outside.** Most fire deaths result from fires that start in bedrooms, dens, or living rooms.
- **Don't smoke while sleepy or under the influence of alcohol or other drugs.** You may be unable to practice fire safety or escape a fire if your judgement is impaired.
- **Never smoke in bed.** The cigarette or ashes could easily land on the mattress or bedding, which are highly flammable.
- **Put cigarettes out all the way, every time.** Pour water on ashes, cigarette butts, or matches before putting them in the trash. Never discard cigarettes in potted plants or landscaping, and never walk away from a lit cigarette or other smoking materials.
- **Use deep, sturdy ashtrays or a bucket with sand.** Ashtrays should be noncombustible with wide bases that will not tip over and start a fire.
- **Never smoke around oxygen tanks.** Oxygen can explode with a flame or nearby spark, even if the oxygen is turned off.
- **Keep smoking materials away from children.** Never leave cigarettes or matches where children can reach them.

### ***Electronic Cigarettes***

E-cigarettes should be used with caution. Explosions and fires have occurred while e-cigarettes were being used, the battery was being charged, or while being transported.

- Never leave charging e-cigarettes unattended.
- Follow manufacturer instructions for charging the lithium battery. Using power sources that are not approved can cause the battery to fail and result in an explosion.
- Prevent the battery from overheating by storing or transporting in a cool place.
- Take caution when transporting e-cigarettes in your pocket or purse. Batteries should never come in contact with metal like keys or loose change.

# Chief's Message





## **Fire Chief's Budget Message**

*Honorable Members of the Board of Directors:*

We are pleased to present our General Fund and Capital Improvement Program (CIP) budget for Fiscal Year (FY) 2019/20. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2019/20 and meets our policy reserve requirements. We have added revenues, expenditures, and positions associated with the City of Garden Grove joining the OCFA and included additional position requests that will enhance the delivery of public safety services. Budget impacts for the Irvine Settlement Agreement are included on the Combined Budget Summary and Five-year Cash Flow Forecast. As a result of all of these factors, this budget is clearly one of expansion, yet in a very positive manner which includes retention of one key city (Irvine), addition of another (Garden Grove), and a broad array of support to continue enhancing services to OCFA's entire jurisdiction.

At 63% of our revenues, property taxes are the largest component of our General Fund revenue budget. OCFA has contracted with Rosenow Spevacek Group (RSG) to conduct property tax forecasts for the next five fiscal years. Their projections, which are updated on an annual basis, are included in the five-year cash flow forecast located on page 61. RSG employs conservative assumptions and methodologies and has revised their forecast for property tax revenues over the five year forecast, modifying the estimated growth rate downward as compared to past forecasts. The growth rate is slowing as housing becomes less affordable due to limited housing supply, price growth outpacing wage growth; and a decline in tax incentives. Home resale transactions declined by 8.6% in 2018 in Orange County.

In keeping with RSG's forecasted trends, we have estimated that although property tax revenue dollars will continue to grow in FY 2019/20, the rate of estimated growth will slow as compared to previous years' estimates. Given the most current revenue trends, we have carefully evaluated the positions we added with a focus to ensure these positions are sustainable based on our revenue growth, while also ensuring that the added costs have minimal impact to our cash contract member agencies. Staffing changes contained in this fiscal year budget are discussed in detail starting on page 45 of this document.

### **Fiscal Measures Implemented During Budget Development**

The budget development process continued to include the following measures:

- ***Vacant/Frozen Positions*** – Funding for frozen positions must be approved by the Board before filling; 3 positions continue to be frozen and are not funded in this budget. At the highest-point following the recession, OCFA was carrying 103 frozen positions. As in the past, non-frozen vacant positions are funded.

- ***Services and Supplies*** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2018/19 level after one-time increases were removed. Requested increases for FY 2019/20 were reviewed and approved on a case-by-case basis.
- ***Salaries*** – The budget includes scheduled salary increases for all positions included in an approved MOU, as well as Executive Management. Merit increases are included for qualifying employees. Salaries related to Garden Grove’s transition to OCFA are also included.
- ***Workers’ Compensation*** – The workers’ compensation annual budget is funded at the 50% confidence level per policy, using the latest actuarial report figures.
- ***Prioritization of Five-Year Capital Improvement Plan*** – The five-year CIP was updated and reviewed by the Executive Management team which evaluated all projects to ensure they contribute to the OCFA’s mission of providing a safe, hazard-free work environment and quality service to our members and citizens. The five-year CIP was also reviewed and approved by the CIP Ad Hoc Committee.
- ***Snowball Plan*** – The budget includes approximately \$9.6 million in additional unfunded pension liability payments, in accordance with Board direction to continue to pay-down the UAAL. Additionally, as well as at fiscal year onset, operating transfers of General Fund surplus to the CIP funds will be re-calculated at the Mid-Year Budget Adjustment in FY 2019/20. If feasible, the Policy calls for fifty percent to be directed to the CIP funds and the balance to be used to pay-down the unfunded pension liability, expanding the sources of pay-down past those contained in the original Snowball Plan.

Consistent with our approach since the end of the Great Recession, we have employed conservative measures in the development of the FY 2019/20 budget, balancing the needs of the agency based on current and future revenue growth.

### **Highlights of Significant Goals Established in the Prior Budget Cycle**

We are pleased to report on the progress toward meeting the significant priorities established for the prior fiscal year:

1. **Our Service Delivery** – *Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.*
  - **Review OCFA’s Organizational Structure** – During the fiscal year, we implemented organizational structure changes. The goal was to better align the work efforts with our mission and evolving emergency response parameters and priorities; an Emergency Medical Service department was established to that end. The organization was divided

into two large Bureaus headed by two Deputy Chief Positions reporting directly to the Fire Chief. The changes were approved by the Board in August, 2018 and became effective by January 2019. Future changes will be considered on a case-by-case basis to ensure OCFA's structure remains aligned with organizational needs. It is expected the changes will result in increased efficiency and effectiveness of the services we provide to the communities we serve.

- **Continue policy efforts and Board action to reduce unfunded liabilities** – Paydown of OCFA's Unfunded Pension Liability (aka, the "Snowball Plan) with the Orange County Employees Retirement System (OCERS). In 2013, the Board directed staff to address the sizable UAAL with (OCERS), with a target of making additional voluntary UAAL payments of \$25.3 million in the first five years of the plan. At that time, the UAAL was \$473.8 million.

Since then, OCFA has made substantial progress towards the paydown of the UAAL despite the OCERS Board making several adverse changes to financial assumptions, such as mortality rates, and reduced investment earnings. Our UAAL is currently \$426 million as of December 2018. This is a result of actual voluntary UAAL payments of approximately \$94.7 million in the past six years, resulting in \$24.6 million in interest savings to OCFA. It is estimated that by December 2022 we will have achieved our 85% funding goal directed by the Board.

Strategies included in the Plan are:

- Use unencumbered fund balances available from the close of each fiscal year to make annual lump sum payments
- Include savings from reduced retirement rates resulting from implementation of the Public Employees' Pension Reform Act in the annual budget to make additional payments
- Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
- Beginning in FY 2016/17, begin to make an additional \$1 million payment per year for five years from the overfunded workers' compensation reserve
- Beginning in FY 2017/18 allocate 50% of the General Fund surplus to the UAAL, with the remaining 50% used to fund the Capital Improvement Program provided the CIP was sufficiently funded
- In FY 2018/19 Board approved a 4<sup>th</sup> amendment to the OCFA Joint Powers Authority Agreement. This amendment memorialized the Snowball Plan into OCFA's governing documents further strengthening OCFA's commitment to pension paydown.

During FY 2018/19, additional voluntary payments of \$19.2 million were made to OCERS from the strategies described above improving the funding status of OCFA's pension plan to a 78.9% funding level.

- **Assist member agencies working through financial challenges and/or researching equity concerns** – During this past fiscal year we successfully resolved the longstanding equity concerns raised by the City of Irvine, one of our structural fire fund member agencies. Discussions with the City produced a formal Settlement Agreement that was unanimously approved by both our Board of Directors and the City Council of the City of Irvine, which rescinded Irvine's Notice of Withdrawal from OCFA. The FY 2019/20 budget includes a new Fund and appropriations consistent with the Settlement Agreement provisions.

During this past fiscal year we worked with the City of Placentia, one of our cash contract city's, while it researched its options for providing fire and emergency medical services to its citizens. Ultimately the City of Placentia chose to withdraw from OCFA effective June 30, 2020. OCFA provided the City with all information and analysis they requested while they studied their options.

- **Pursue actions to ensure an effective aviation program that meets the needs of our agencies served** – This past fiscal year saw several improvements to our Aviation Program at OCFA. The first was the establishment of an Interagency Operating Plan between the Orange County Sheriff's Department and OCFA. This plan resolved operational conflicts that had arisen between the two agencies and helped ensure both our agencies respond as a unified team.

Second, OCFA's Air Operations Program resources and readiness was appreciably bolstered during this fiscal period. On June 28, 2018, the Board approved the addition of fire pilot and mechanic positions, allowing us to staff a second helicopter for 10 hours-a-day, 365 days-a-year. Further, on June 27, 2019 the Board approved a 150-day pilot program to enhance regional and wildfire aerial response, most notably including nighttime firefighting. This pilot program was funded from a very generous grant from our partner, Southern California Edison who underwrote the first \$4 million of costs for this Next Generation Aerial Operations Program. This program provides for night hover filling water delivery from a Type 1 helitanker, the first of its kind in the United States. The pilot program also includes innovative real-time fact-based decision making through data gathered by an intelligence helicopter to determine whether operations are being effective. With these resources in place OCFA is better positioned to respond quickly and effectively to wildland fires.

- **Finalize and implement the City of Garden Grove joining OCFA** – During this fiscal year we provided updated cost estimates to assist Garden Grove in their decision to join OCFA as their fire and emergency services provider. The multi-year process concluded in April 2019, when the City of Garden Grove approved the Fire Services Agreement, set to become effective August 16, 2019. The transition process is

underway and our FY 2019/20 Adopted Budget includes the revenues and expenditures resulting from this transition. We happily welcome the City of Garden Grove to the OCFA family!

**2. Our People** – *Goal #2: Promote a highly-skilled, accountable, and resilient workforce that is united in our common mission.*

- **Develop a plan to fully implement our behavioral health programs** – OCFA has been making progress in this endeavor. In October 2017 the Board approved a Behavioral Health Services contract. In addition, this past year we have implemented an application from Cordico, Inc., which provides an easy connection via mobile device to behavioral health resources for our employees.
- **Initiate a one-year project to further develop and implement OCFA's Cancer Awareness and Prevention Program** – During FY 2018/19 OCFA funded a Fire Captain position to develop the program and educate our workforce. Recognizing the further work needed in this area, we have extended the program into FY 2019/20.
- **Provide leadership training and development** – Mission Driven Culture (MDC) leadership training was offered to safety and some non-safety first-level leaders during the fiscal year. Efforts to build our MDC is continuing, with a current focus on developing an Operational Doctrine for OCFA. In addition, select Chief Officers attended Leadership training offered by Mission Critical Team Institute, and some participated with the Fire Chief in the Gettysburg Leadership Training. Finally, select personnel (safety and non-safety) participated in a Leadership Development Cohort course offered by California State University, Fullerton. This training and development initiative will continue into FY 2019/20.
- **Develop an individual development guide for staff to follow for promotion and to encourage succession planning** – A new OCFA Training & Recruitment website was developed to guide the various suppression career paths in OCFA, along with all training activities that are available (including non-suppression). Included on the website are calendars of key dates for various promotional activities.

**3. Our Technology** – *Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.*

- **Enhance physical-security, and cyber-security safety to personnel and systems.** The project was initiated and a plan for proposed physical and cyber security enhancements plan has been drafted. It is expected that the draft will be reviewed with Executive Management in September 2019. Additionally, the Information Technology section provided education to the workforce about the importance of detecting phishing

emails, changing and securing passwords, and implemented an additional security feature to increase employees' awareness of emails originating from outside the OCFA network.

- **Leverage existing and emerging technologies to enhance frontline operations service delivery** – A new Incident Reporting and Investigations System (IRIS) was developed and implemented by IT to serve as a key records management system for OCFA. Skype and webinars were used for a variety of meetings and training to enable personnel to interact remotely throughout the year.
- **Pursue upgrades to the financial system and other business process automations to improve financial and HR workflows** – the Banner Financial System upgrade was completed in May 2019. Staff is in the process of implementing an Accounts Payable invoice workflow software application that will significantly reduce the need for invoices to be physically mailed out to the various departments for approvals. Upon implementation, this technology can also be used in Human Resources and Payroll to reduce the amount of interoffice mail and expedite the approval process.

### **Highlights of Priorities Established for the FY 2019/20 Budget Cycle**

The OCFA's Executive Management Team identified three primary goals for OCFA to continuously pursue in our ongoing efforts to build a strong future and deliver excellent service. These goals form the basis of our objectives for this fiscal year.

1. **Our Service Delivery** – *Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.*
  - Explore service delivery improvements that can result from implementation of new technologies, such as methods to deal with wildfires and uses of drones. We will complete a pilot program of at least one new technology in pursuit of this objective.
  - Focus on improving business efficiencies which may assist to keep costs down, including uses of technology where feasible. We will complete an assessment of our options in establishing a Strategic Planning/Process Improvement Unit.
  - Explore opportunities for public-private partnerships in a manner that can enhance service delivery. Current ideas include conducting an ambulance system analysis, the Alliance Model, or other creative options. We will collaborate with our City Managers' Technical Advisory Committee in pursuit of this objective.
  - Continue evaluation of service delivery deployment based on strategic data analysis. We will remain open to sharing regional fire services with other cities/agencies when appropriate and feasible for OCFA.

- Continue policy efforts and Board action to reduce unfunded liabilities, thereby improving sustainability of services. As directed by the Board and the 4<sup>th</sup> Amendment to the JPA, we will continue our progress on the Snowball plan to pay-down unfunded liabilities.
- Continue to evaluate the internal and external delivery of the EMS mission through strategic analysis and the Citygate Service Level Assessment (SLA). Use the SLA findings to guide improvements within the Department. During this fiscal period we expect this assessment to be complete and have developed an implementation plan.

**2. Our People** – *Goal #2: Promote a highly-skilled, accountable, and resilient workforce that is united in our common mission.*

- Pursue additional actions to reduce force hiring for all firefighter ranks and for dispatchers. This ongoing objective has been pursued for several years; we expect that the average number of vacant positions per rank will be reduced as compared to previous years.
- Continue to pursue additional opportunities to increase the number of paramedics through recruitment, paramedic training and the local accreditation process. We are striving to reduce the number of force hires in paramedic positions during this fiscal year.
- Continue fostering career progression and succession planning. Include strategic mentorships to encourage professional development and to develop future leaders within OCFA. Support an organizational culture that embraces learning, encourages vision, and celebrates employee successes/accomplishments. We plan to identify a variety of personnel to attend three or more development opportunities over the course of the fiscal year.
- Implement actions to increase the diversity of OCFA's workforce and to improve the OCFA's inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations. We plan to hold at least one cultural inclusion training program during this fiscal year. Additionally we will deliver several Chief's messages to our workforce stressing the importance of a diverse and inclusive workforce.
- Implement actions to prevent illness and injuries thereby reducing the number of workers' compensation claims and associated days off work, while improving employee wellness. To achieve this objective we plan to implement a safety management system, which includes the build-out of a new software platform.

**3. Our Technology** – *Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.*

- Develop a formal process for reviewing, vetting, and prioritizing IT projects through the Executive Team on a routine basis. This objective is necessary to manage the IT workload. We will develop a reporting tool and conduct regular reviews with Executive Management to accomplish this objective.
- Improve capabilities for continuity of operations, including establishment of a data center co-location facility, and a data center fire protection upgrade. During this fiscal year we expect to identify a co-location site, enter into a services agreement and install backup hardware and software for our critical IT systems.
- Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction. We plan to implement at least one new technology feature, or stage a pilot program to test capabilities.
- Enhance internal communication of financial information and records management through automation and process improvements. We expect to implement at least one new process automation during the fiscal year.

### **Total Budget Overview**

The total revenue budget for FY 2019/20 is \$453,691,971 and total expenditures are \$451,494,043. OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures including the Contingency Fund Balance. The Contingency Fund Balance is a set aside of 10% of the General Fund operating expenditures, to be used in unplanned emergency situations, per the Financial Stability Budget policy. The budget also includes a one-time payment of approximately \$9.6 million to OCERS to pay-down the unfunded pension liability.

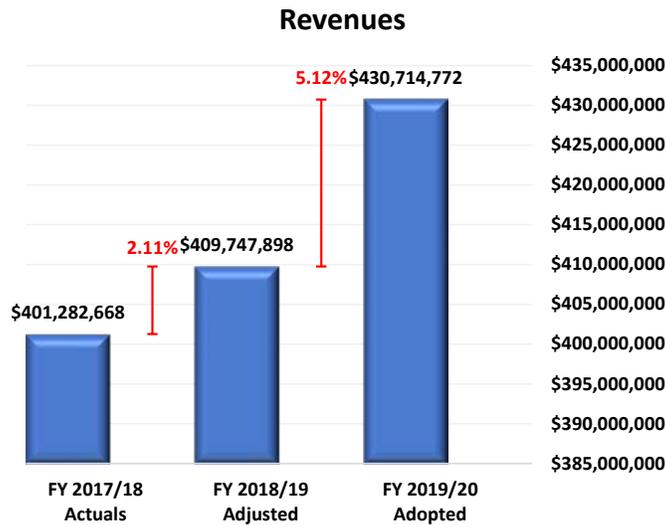
In past years, any annual surplus in the General Fund was transferred to the Capital Improvement Project (CIP) funds at the start of the fiscal year. The surplus was designed to fund the Capital Improvement Projects for that fiscal year, and up to the entire five years of the CIP plan. Starting in FY 2017/18, the Board of Directors approved an update to the Financial Stability Budget Policy, which changed the allocation and timing of the General Fund surplus transfer to the Mid-Year Budget Adjustment. Instead of the full amount of the surplus being transferred to the CIP funds, 50% would be transferred to the CIP and 50% to pay down OCFA's unfunded liabilities. As part of the FY 2018/19 Budget Adoption process, the Board approved another update to the Policy, which allowed operating transfers of the General Fund surplus at the onset of the fiscal year to prevent the

CIP fund from experiencing a negative fund balance during the fiscal year. This updated policy was employed for FY 2019/20 to transfer approximately \$4.9 million in General Fund surplus to the CIP funds.

### General Fund Budget Overview

General Fund revenue for FY 2019/20 is budgeted at \$430.7 million, and expenditures are budgeted at \$420.4 million, including a one-time adjustment of approximately \$9.6 million to pay down the UAAL. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing and one-time operating expenditures.

The table below depicts the General Fund revenues over three fiscal periods for comparison purposes.



There are five main categories of revenue to OCFA. Property tax represents the largest category at approximately 63% of the General Fund’s total revenue, or \$272.0 million. As a category, it is projected to increase by approximately 4.49% in FY 2019/20. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 4.67% based on an annual property tax study prepared by RSG.

The next largest revenue category, Charges for Current Services, represents 32% of the General Fund’s revenues at approximately \$136.5 million. This category is estimated to increase by 21.9%. The increase is based primarily on the addition of the City of Garden Grove Fire Department to OCFA, adding approximately \$20 million of revenue.

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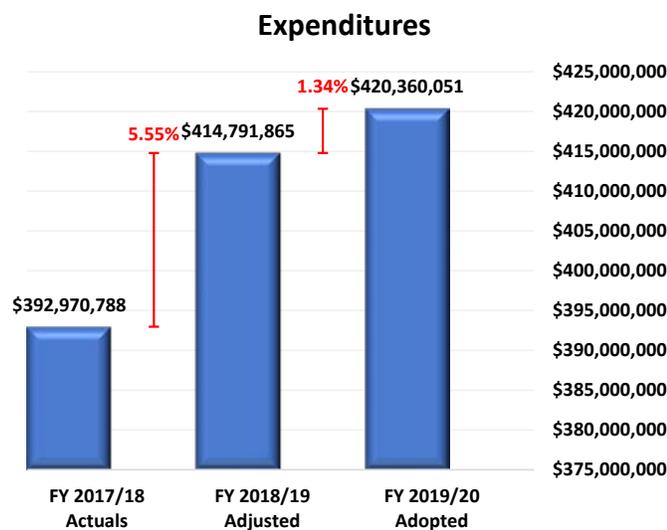
## FY 2019/20 OCFA Adopted Budget

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The Intergovernmental revenues category is budgeted at approximately \$20.0 million, holding steady at the FY 2018/19 adopted budget amount. This category of revenue represents contracts with other governmental agencies, such as CAL FIRE; grants from other government agencies; and reimbursements from government agencies.

Interest revenue (Use of Money and Property) of approximately \$1.2 million is based on estimated cash flows and a projected interest rate of 2.25%.

Finally, the Other, or miscellaneous revenue category is budgeted at \$1.0 million, growing by 2.47% in FY 2019/20.



Salaries and Employee Benefits (S&EB) total approximately \$376.3 million in FY 2019/20, or a 10.55% increase compared to the adopted FY 2018/19 budget. The increase is based primarily on the addition of the City of Garden Grove Fire Department to OCFA, adding approximately \$16.7 million in safety employee expenditures to this category.

Services & Supplies total approximately \$30.8 million in FY 2019/20, a 0.02% increase from the adopted FY 2018/19 budget.

### *Staffing Changes*

With this FY 2019/20 budget, we added the following twenty-three positions, unrelated to Garden Grove's transition to OCFA. Seven of these are fully funded with reductions in other budget areas.

- 12 safety employees to provide constant staffing for the Heavy Rescue Truck (4 employees per shift, covering 3 shifts). This includes 3 Fire Captains, 3 Fire Apparatus Engineers and 6 Firefighters. (This change is funded by Structural Fire Fund property tax revenue.)
- 3 Firefighter/Paramedics to provide for one additional post position for the Engine at Fire Station 53 in the City of Yorba Linda. This addition converts a Paramedic Assessment Unit (PAU) Engine into an advanced life support (ALS) Paramedic Engine, and the change is consistent with the series of phased deployment enhancements that OCFA has been pursuing for roughly the past 4 years. (This change is funded by Structural Fire Fund property tax revenue.)
- One Nurse Educator Supervisor in EMS. Following the results of a study on the Nurse Educator classification it was determined that a need existed for a supervisor level position to allow for the rebalancing of the workload and prioritization of management and oversight responsibilities. This position will also provide needed back-up coverage to the nurse educators during absences. (This change is funded by property tax revenue and cash contract city revenue.)
- Seven positions in Information Technology funded from a corresponding reduction in the IT services and supplies budget. Those positions include: 1 Communications Installer, 2 GIS Technicians, 1 IT Analyst, and 3 Help-Desk Technicians. Until now, these positions have been provided through a vendor contract, and staff anticipates improved continuity of services and better retention of skilled personnel by transitioning these services in-house.

With the transition of Garden Grove to OCFA, we have also identified employee positions required for a successful conversion, a number of which are specified in the approved Fire Services Agreement. It is important to note that when OCFA previously transitioned Santa Ana, support positions were not added due to the recession that OCFA was navigating at that time. The addition of Garden Grove this year has triggered an appropriate analysis of support positions needed for proper augmentation of the increased frontline workforce and services being provided to Santa Ana, Garden Grove, and all of OCFA's jurisdictions. Revenue and expenditure increases associated with the addition of Garden Grove are balanced, with no impact to OCFA's financial condition and no impact to existing cash contract city members. We unfroze, reclassified where appropriate and added positions to the Master Position Control List for the following positions:

Battalion Chief	Operations	3
Firefighter/Paramedic	Operations	36
Fire Apparatus Engineers	Operations	18
Fire Captains	Operations	18
Admin. Captain	Operations – Division 1	1
Nurse Educator	Emergency Medical Services	1
Training Captain	Emergency Medical Services	1
Fire Communications Dispatcher	Emergency Command Center	4
Administrative Assistant	Special Ops – Investigations	1
Day Investigator Captain	Special Ops – Investigations	1

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## FY 2019/20 OCFA Adopted Budget

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Sr. Fire Prevention Specialist	Community Risk Reduction	1
Fire Prevention Specialist	Community Risk Reduction	4
Assistant Fire Marshall	Community Risk Reduction	1
Office Services Specialist	Community Risk Reduction	1
Community Educator	Community Risk Reduction	1
Management Analyst	Logistics	1
Facilities Maintenance Coord.	Logistics	1
Fire Equipment Technician	Logistics	1
Fire Delivery Driver	Logistics	1
Senior Fire Apparatus Technician	Logistics	1
Fire Apparatus Technician	Logistics	1
Buyer	Business Services	1
Administrative Assistant	Business Services	1
Sr. Accounting Support Spec.	Business Services	1
Human Resources Analyst II	Human Resources	1
Administrative Assistant	Human Resources	1
Diversity & Inclusion Coordinator	Human Resources	1
<b>Total Garden Grove Transition Positions &amp; Support Positions</b>		<b>104</b>

The Chart of Authorized Positions and Summary of Regular Positions by Department on pages 70-74 of this document includes three remaining frozen positions which are not funded in the FY 2019/20 adopted budget. These include: one Organizational and Development Training Manager, one Office Services Specialist and one Administrative Captain. Five Urban Search & Rescue (US&R) positions, namely one Battalion Chief, one Senior Fire Equipment Technician, and three Fire Equipment Technicians will be funded with the regular annual US&R Grant funds expected during the fiscal year.

### ***CIP Funds Overview***

The Capital Improvement Program budget for FY 2019/20 is \$29.7 million. Revenues for the CIP funds during this budget cycle include interest and contributions from Cash Contract cities. Use of fund balance and transfers from the General and CIP Fund(s) are also necessary for several of the CIP funds.

Significant projects in the CIP funds include the following:

#### ***General Fund CIP (Fund 12110)***

- The budget of approximately \$7.0 million funds projects including new acquisition of CPR automatic continuous chest compression devices, replacement of thermal imaging cameras, improvements or remodels to various station bathrooms, routine replacement of personal computers and printers; network servers; and fire station alarm upgrades.

***Fire Stations and Facilities (Fund 123)***

- The approximately \$8.9 million budget funds the replacement of Fire Station 9 in Mission Viejo and Fire Station 10 in Yorba Linda; the expansion and upgrades of the RFOTC Training Grounds; and Fire Station 49 apparatus bay floor reconstruction.

***Communications and Information Systems (Fund 124)***

- The budget of approximately \$1.9 million will fund the replacement of the Community Risk Reduction – Integrated Fire Prevention application, progress on the OCFA disaster recovery co-location facility and Enterprise audio visual upgrades.

***Fire Apparatus (Fund 133)***

- Approximately \$11.9 million has been included in the FY 2019/20 budget for the replacement of six Type 1 Engines, one TDA 100' Quint, one hazardous materials vehicles, one heavy rescue vehicle, one dozer, one foam tender and two crew carrying vehicles. One Type 1 Engine and a Paramedic Squad are funded by development agreements. Finally, nine support vehicles are also included in the budget for this fund.

***Financial Forecasts***

Five-Year Financial forecasts are provided throughout the budget development process to assist Executive Management and the Board of Directors in evaluating proposed budgetary decisions. Assumptions used in building the forecasts tend to be conservative with revenue projected modestly or held flat when in doubt, and expenditures projected aggressively such as 2% increases in salaries after MOU expirations. It should be noted that the forecasts are very sensitive to changes in future growth assumptions with a 1% property tax revenue change in the early years of the five-year forecast potentially causing a multi-million dollar impact to the bottom-line by the last year of the forecast.

In order to maintain a balanced Five-Year Financial Forecast, staff continues to aggressively pursue the following measures:

- Continue to pursue cost containment, cost savings, and revenue enhancement
- Continue to improve employee safety through the Wellness & Fitness (WEFIT) program and reduce workers' compensation costs
- Continue to aggressively pursue grants

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## FY 2019/20 OCFA Adopted Budget

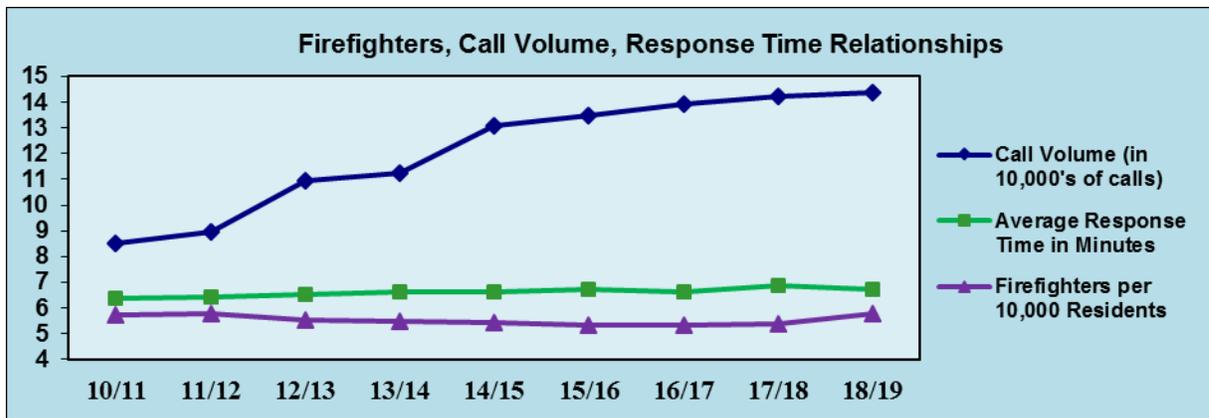
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- Continue to review fee-funded programs to ensure that costs associated with these programs are recovered consistent with Board policy, including Community Risk Reduction Fees and Advanced Life Support (ALS) reimbursement rates
- Continue to pursue dialogue with labor regarding collaborative solutions.

### *Service Delivery*

The graph below includes the addition of the City of Garden Grove to OCFA and shows that our ratio of firefighters per 10,000 residents increased slightly in the last two fiscal years from 5.33 to 5.80 firefighters for every 10,000 residents. At our lowest point in FY 2015/16 the ratio was 5.32. During the past 10 year time frame our emergency call load has increased by 74%, due in part to the City of Santa Ana joining the OCFA in April of 2012.

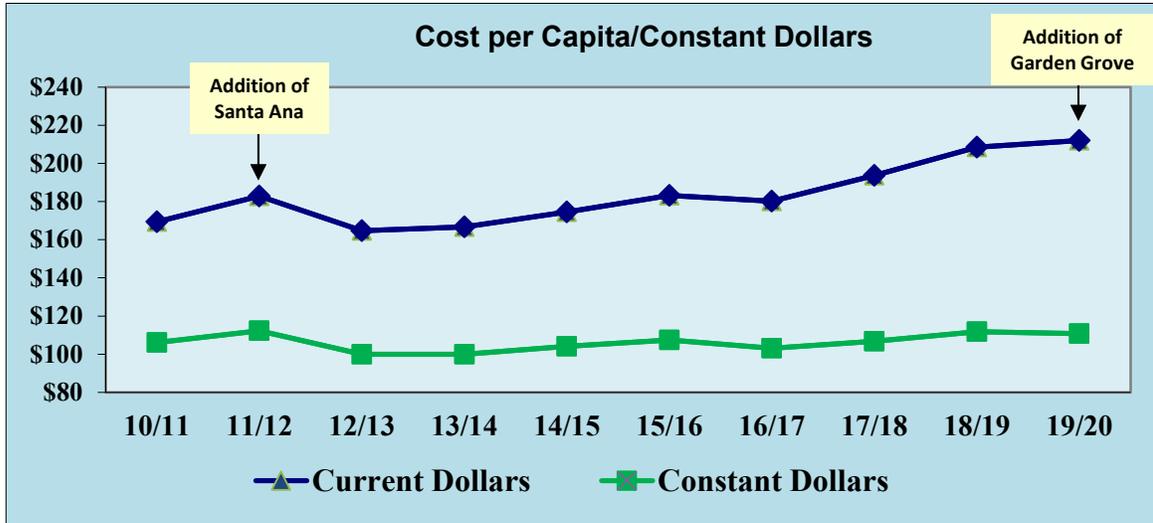
During this period, the average response time for emergency calls has remained relatively constant at less than seven minutes per call. Response times, which measures the elapsed time between 9-1-1 answer and the first fire department unit arrival, is 7:56 (80<sup>th</sup> percentile) and 9:07 (90<sup>th</sup> percentile).



### *Cost per Capita*

The graph on the following page reflects the impact of staffing and demographic changes that have occurred during the ten-year period. The increase in the FY 2011/12 cost per capita is due to population adjustments from the 2010 census resulting in a net decrease of 3.4% in the OCFA service population. The drop in FY 2012/13 is due mainly to the increase in service population with the addition of Santa Ana (initial full fiscal year following the transition), which added more than 300,000 residents. The higher cost per capita in FYs 2017/18 and 2018/19 is primarily due to higher salary and retirement costs due to staffing restorations, MOU changes and proactive action of the Board of Directors in July 2017 to unfreeze and fund 53 additional firefighter

positions to reduce the number of force hires. FY 2019/20 numbers include the approximately 175,000 increase in population from the City of Garden Grove joining OCFA during this fiscal year.



**Comparison to other Fire Service Districts**

The Orange County Fire Authority is truly unique in its composition, size and primary funding source; however, an effort was made to research other similar organizations for the basis of comparing budgets. The closest organization comparable to the OCFA was the Sacramento Metropolitan Fire District (Metro Fire).

Metro Fire serves a population of approximately 750,000 in a 359-square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire’s case, 70% of their revenue is derived from property tax, while in OCFA’s case the number is approximately 63%. The OCFA serves a population of approximately 1.98 million stretching over 594 square miles.

Metro Fire’s General Fund expenditure budget for FY 2019/20 is approximately \$220 million, while OCFA’s is \$420 million. This results in a spending ratio of approximately \$293 per capita for Metro Fire and \$212 per capita for OCFA.

**Customer Satisfaction**

During the first three quarters of FY 2018/19, more than 13,000 customer satisfaction surveys were distributed with an approximately 12% return response rate. Overall satisfaction was rated at over 97%; ratings have continued to be between 97% and 98% for the last ten years. These repeated

high ratings demonstrate that our communities place a high value on the quality of the OCFA's services, and we continue to meet or exceed service expectations.

***Award for Distinguished Budget Presentation***

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the eleventh time to the Orange County Fire Authority for its FY 2018/19 budget. In addition, we received the Award of Excellence in Operational Budgeting from the California Society of Municipal Finance Officers (CSMFO). We believe our new budget continues to conform to the program requirements; therefore, we will submit the FY 2019/20 budget for award consideration.

***Acknowledgments***

This budget was made possible by the dedicated efforts of all the departments of the OCFA, in particular, the staff of the Treasury and Financial Planning section. We would also like to express our appreciation to the Board of Directors, the Budget and Finance Committee, the CIP Ad Hoc Committee, and the City Managers' Budget and Finance Committee for their leadership and support in developing this financial plan and policy document.

Respectfully,

Brian Fennessy  
Fire Chief

Budget Adoption – Board of Directors Meeting of May 23, 2019

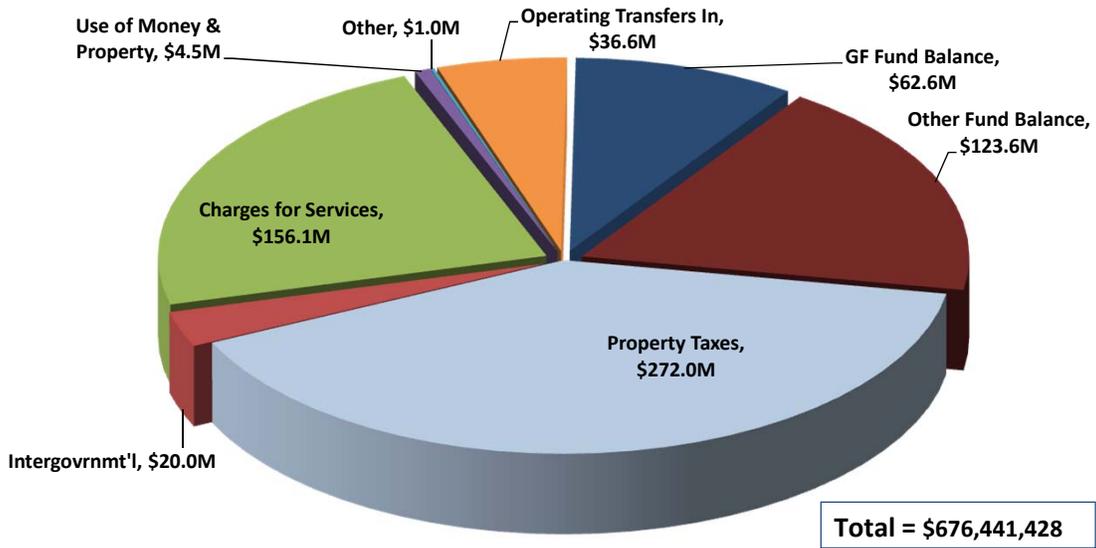


# Budget Summary

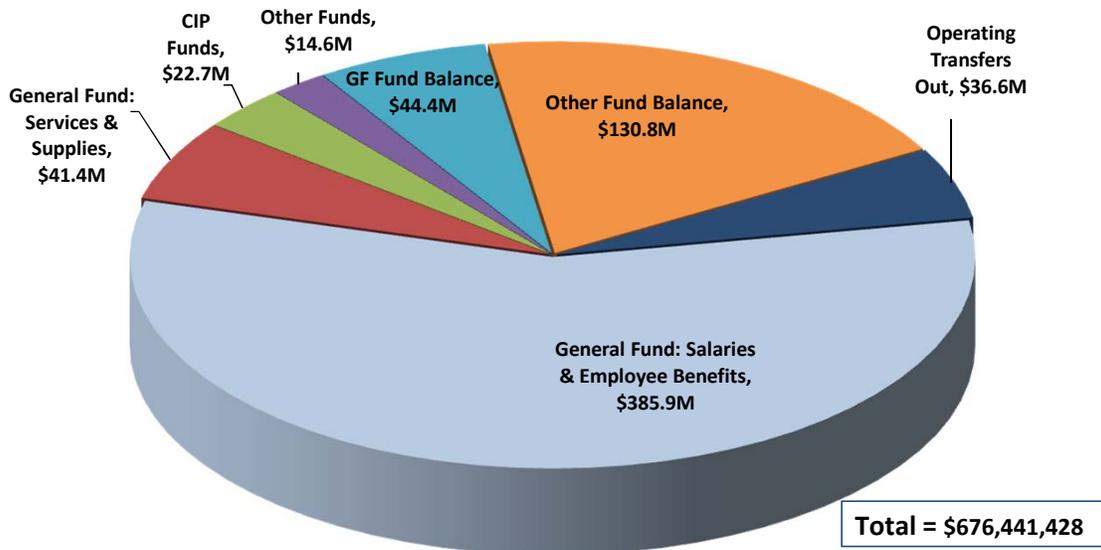


**FY 2019/20 Funding Sources and Uses  
All Funds**

**Where the Money Originates**



**Where the Money Goes**



## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY  
COMBINED BUDGET SUMMARY  
FY 2019/20**

	121 General Fund <sup>(2)</sup>	12110 General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems	133 Fire Apparatus
<b>FUNDING SOURCES</b>					
Property Taxes	\$272,047,362	-	-	-	-
Intergovernmental	19,961,585	-	-	-	-
Charges for Current Services <sup>(3)</sup>	136,507,014	-	-	-	1,750,537
Use of Money & Property	1,170,026	-	385,115	91,948	434,978
Other	1,028,785	-	-	-	-
<b>Total Revenue &amp; Other Financing Sources</b>	<b>430,714,772</b>	<b>-</b>	<b>385,115</b>	<b>91,948</b>	<b>2,185,515</b>
Operating Transfer In	-	4,900,000	-	-	8,000,000
Beginning Fund Balance	62,588,057	2,068,320	24,581,544	4,291,739	2,202,371
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$493,302,829</b>	<b>\$6,968,320</b>	<b>\$24,966,659</b>	<b>\$4,383,687</b>	<b>\$12,387,886</b>
<b>EXPENDITURES</b>					
Salaries & Employee Benefits	\$376,280,124	-	-	-	-
Services & Supplies	30,811,447	6,954,600	-	-	-
Capital Outlay	124,000	-	8,895,000	1,935,117	11,894,710
<b>Subtotal Expenditures</b>	<b>407,215,571</b>	<b>6,954,600</b>	<b>8,895,000</b>	<b>1,935,117</b>	<b>11,894,710</b>
One-time/Grant/ABH	3,495,822	-	-	-	-
UAAL Paydown	9,648,658	-	-	-	-
<b>Total Expenditures &amp; Other Uses</b>	<b>420,360,051</b>	<b>6,954,600</b>	<b>8,895,000</b>	<b>1,935,117</b>	<b>11,894,710</b>
Appropriation for Contingencies <sup>(1)</sup>	3,000,000	-	-	-	-
Operating Transfer Out	28,568,000	-	8,000,000	-	-
Ending Fund Balance	41,374,778	13,720	8,071,659	2,448,570	493,176
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$493,302,829</b>	<b>\$6,968,320</b>	<b>\$24,966,659</b>	<b>\$4,383,687</b>	<b>\$12,387,886</b>

(1) Requires Board approval to spend

(2) Includes Garden Grove Transition Revenues and Expenditures from the approved Fire Services Agreement

(3) Estimates for CRR revenues for services provided in Garden Grove are still being developed and will be included in the Mid-Year Budget Adjustment for FY 2019/20

**ORANGE COUNTY FIRE AUTHORITY  
COMBINED BUDGET SUMMARY  
FY 2019/20**

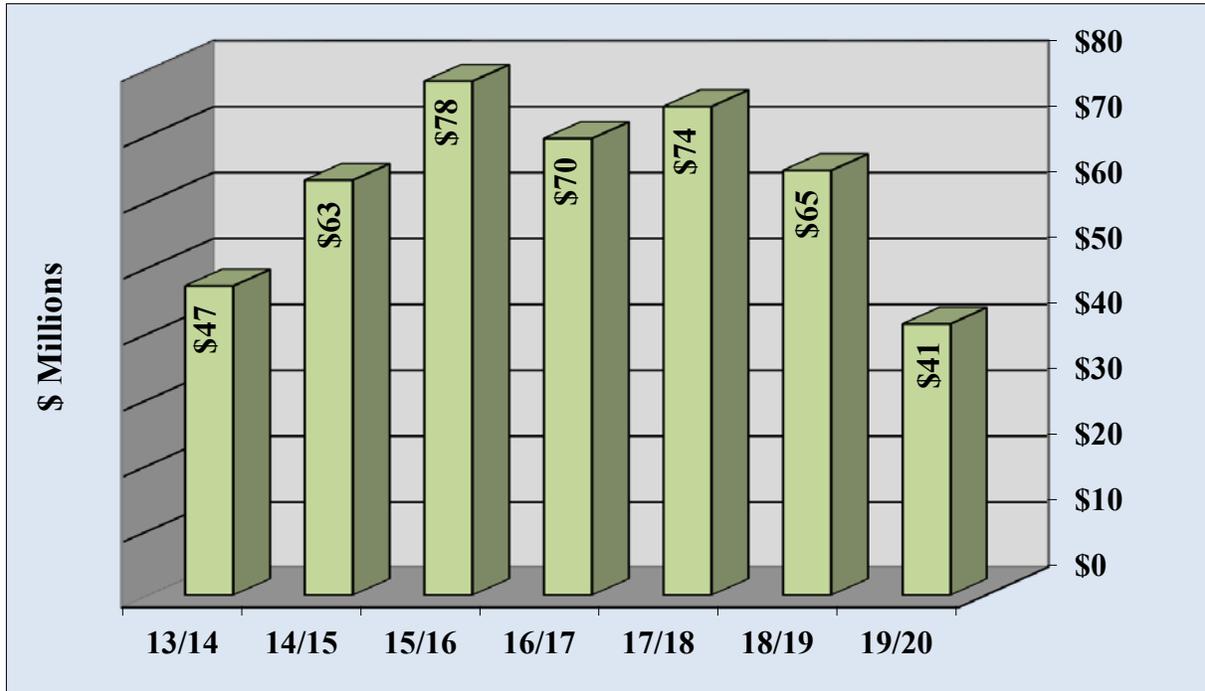
	<b>139 Settlement Agreement</b>	<b>171 SFF Entitlement</b>	<b>190 Self- Insurance</b>	<b>Total</b>
<b>FUNDING SOURCES</b>				
Property Taxes	-	-	-	\$272,047,362
Intergovernmental	-	-	-	19,961,585
Charges for Current Services <sup>(3)</sup>	-	-	17,855,023	156,112,574
Use of Money & Property	357,402	17,945	2,084,251	4,541,665
Other	-	-	-	1,028,785
<b>Total Revenue &amp; Other Financing Sources</b>	<b>357,402</b>	<b>17,945</b>	<b>19,939,274</b>	<b>453,691,971</b>
Operating Transfer In	23,668,000	-	-	36,568,000
Beginning Fund Balance	-	999,903	89,449,523	186,181,457
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$24,025,402</b>	<b>\$1,017,848</b>	<b>\$109,388,797</b>	<b>\$676,441,428</b>
<b>EXPENDITURES</b>				
Salaries & Employee Benefits	-	-	-	\$376,280,124
Services & Supplies	2,168,000	971,617	11,459,428	52,365,092
Capital Outlay	-	-	-	22,848,827
<b>Subtotal Expenditures</b>	<b>2,168,000</b>	<b>971,617</b>	<b>11,459,428</b>	<b>451,494,043</b>
One-time/Grant/ABH	-	-	-	3,495,822
UAAL Paydown	-	-	-	9,648,658
<b>Total Expenditures &amp; Other Uses</b>	<b>2,168,000</b>	<b>971,617</b>	<b>11,459,428</b>	<b>464,638,523</b>
Appropriation for Contingencies <sup>(1)</sup>	-	-	-	3,000,000
Operating Transfer Out	-	-	-	36,568,000
Ending Fund Balance	21,857,402	46,231	97,929,369	172,234,905
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$24,025,402</b>	<b>\$1,017,848</b>	<b>\$109,388,797</b>	<b>\$676,441,428</b>

(1) Requires Board approval to spend

(2) Includes Garden Grove Transition Revenues and Expenditures from the approved Fire Services Agreement

(3) Estimates for CRR revenues for services provided in Garden Grove are still being developed and will be included in the Mid-Year Budget Adjustment for FY 2019/20

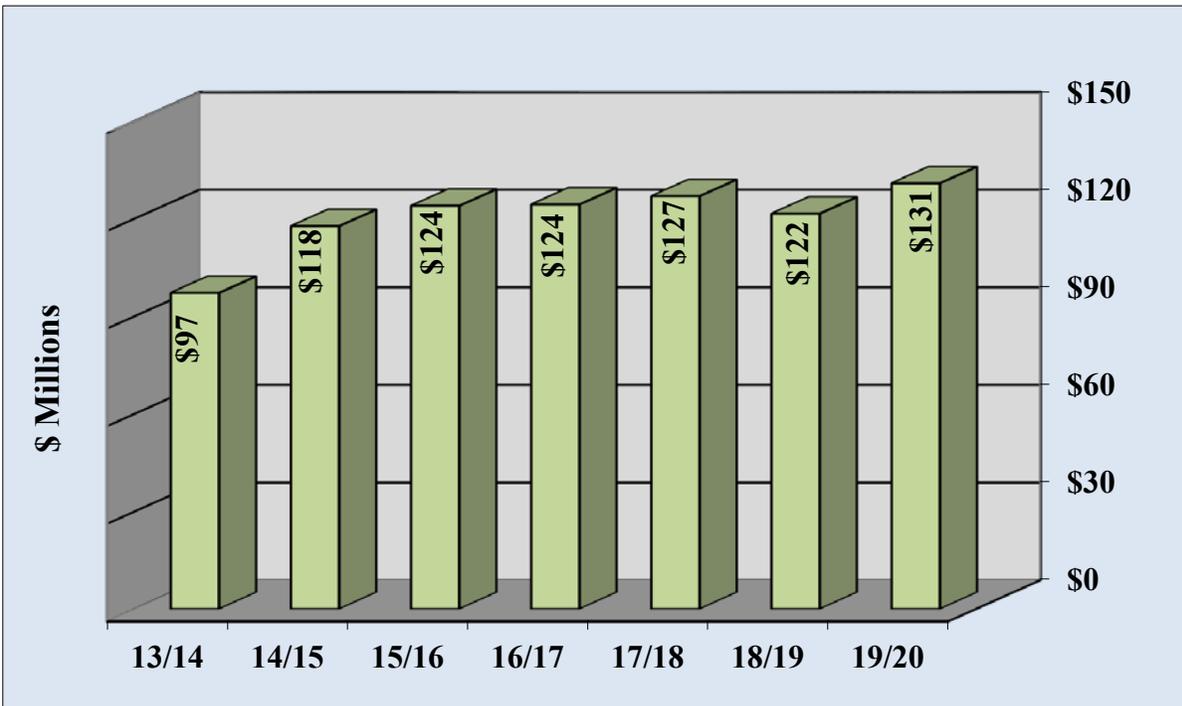
## Ending Fund Balances General Fund



The largest component of General Fund balance is the 10% contingency reserve, which has consistently been maintained at 10% of operating expenditures pursuant to the reserve requirement established by the Board. Ending fund balance increased in FY 2014/15 primarily due to budget savings in FY 2014/15 and adjustments for the removal of the invalidated Jurisdictional Equity Adjustment payments. Ending fund balance is anticipated to decrease in FY 2019/20 due to a large transfer of funds to establish the new Fund for the Irvine Settlement Agreement.

Note: FY 2013/14 through FY 2017/18 are based on actuals, and FY 2018/19 through FY 2019/20 are budget figures. Refer to page 81 to review chart of contingency reserves.

## Ending Fund Balances CIP/Other Funds



Operating transfers from the General Fund began in FY 2013/14, with the start of the economic recovery, in order to fully fund approved projects. Significant projects in recent years include replacements of the following: Computer Aided Dispatch system; the 800 MHz Countywide Coordinated Communications System; the CRR - Integrated Fire Prevention application and the Incident Reporting application, emergency and support vehicles. Other projects include the acquisition and improvements of the US&R Warehouse; and construction of Fire Station 56 (Rancho Mission Viejo); projects scheduled for FY 2019/20 include the replacement of Station 9 (Mission Viejo), and Station 10 (Yorba Linda), and the expansion and upgrade of the RFOTC Training Grounds. The FY 2019/20 budget also anticipates a large expenditure to fund design documents for the Joint Police-Fire Training Facility & EOC as part of the Irvine Settlement Agreement. The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year.

Note: FY 2013/14 through FY 2017/18 are based on actuals, and FY 2018/19 through FY 2019/20 are budget figures.

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**BUDGET SUMMARY - ALL FUNDS**  
**REVENUES AND EXPENDITURES BY FUND TYPE**  
**FY 2013/14 - FY 2019/20**

Fund No.	Fund Type	Fund Description	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Actual
<b>Available Fund Balances - July 1</b>			\$172,407,421	\$170,687,008	\$168,178,374	\$202,129,972
<b>REVENUES</b>						
121	General	General Fund	\$308,084,446	\$330,232,488	\$351,431,518	\$372,444,560
122	Capital Projects	Facilities Maintenance & Improvement	311,980	826,075	-	-
123	Capital Projects	Fire Stations & Facilities	1,437,449	7,974,165	3,492,661	1,224,108
124	Capital Projects	Communications & Info Systems	239,294	311,007	424,470	323,632
133	Capital Projects	Fire Apparatus	1,617,354	2,152,013	1,745,326	1,640,905
139	Other	Settlement Agreement	-	-	-	-
171	Other	SFF Entitlement	6,825	2,643	3,510	3,169
190	Other	Self Insurance	13,138,561	14,016,519	13,117,369	11,857,781
<b>TOTAL REVENUES - ALL FUNDS</b>			<b>\$324,835,907</b>	<b>\$355,514,910</b>	<b>\$370,214,854</b>	<b>\$387,494,154</b>
<b>EXPENDITURES</b>						
121	General	General Fund Departments/Divisions:				
		Executive Management	\$11,185,514	\$11,224,859	\$11,555,586	\$3,677,086
		Human Resources	N/A	N/A	N/A	N/A
		Emergency Medical Services	N/A	N/A	N/A	N/A
		Command and Emergency Planning	N/A	N/A	N/A	N/A
		Operations	233,761,173	240,403,063	250,182,843	264,804,785
		Special Operations	N/A	N/A	N/A	N/A
		Community Risk Reduction	13,652,799	14,058,785	15,329,443	15,717,388
		Organizational Planning	N/A	1,279,240	1,756,508	10,773,820
		Business Services	21,451,192	40,770,226	28,834,536	29,028,898
		Logistics (previously Support Services)	21,858,811	25,305,352	27,934,726	29,260,624
		<b>Sub-total General Fund</b>	<b>301,909,489</b>	<b>333,041,526</b>	<b>335,593,643</b>	<b>353,262,601</b>
12110	Capital Projects	General Fund CIP	-	775,832	1,084,433	5,288,854
122	Capital Projects	Facilities Maintenance & Improvement	1,300,881	(27,443)	-	-
123	Capital Projects	Fire Stations & Facilities	7,202,513	6,312,389	137,655	1,124,079
124	Capital Projects	Communications & Info Systems	3,560,884	519,009	90,188	7,373,476
133	Capital Projects	Fire Apparatus	5,976,390	11,051,007	4,367,357	18,409,924
139	Other	Settlement Agreement	-	-	-	-
171	Other	SFF Entitlement	490,367	95,996	110,312	37,981
190	Other	Self Insurance	5,447,416	6,443,251	7,892,111	10,202,005
<b>TOTAL EXPENDITURES - ALL FUNDS</b>			<b>\$325,887,940</b>	<b>\$358,211,567</b>	<b>\$349,275,700</b>	<b>\$395,698,920</b>
<b>Net Operating Transfers In (Out)</b>			-	-	-	-
Adjustments (a)			(668,380)	188,024	13,012,443	98,898
<b>Available Fund Balances - June 30</b>			<b>\$170,687,008</b>	<b>\$168,178,374</b>	<b>\$202,129,972</b>	<b>\$194,024,104</b>
<b>% Fund Balance increase (decrease) from prior year (b)</b>			<b>-1.00%</b>	<b>-1.47%</b>	<b>20.19%</b>	<b>-4.01%</b>

**Notes:**

(a) Reflects adjustments for encumbrances, other timing differences and eliminations between budgetary and CAFR actuals.

(b) Reflects the use of CIP fund balances to fund various projects. Fund balance was accumulated in prior years for these projects.

## Budget Summary

**ORANGE COUNTY FIRE AUTHORITY**  
**BUDGET SUMMARY - ALL FUNDS**  
**REVENUES AND EXPENDITURES BY FUND TYPE**  
**FY 2013/14 - FY 2019/20**

Fund No.	Fund Type	Fund Description	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget
<b>Available Fund Balances - July 1</b>			\$194,024,104	\$202,242,511	\$186,181,457
<b>REVENUES</b>					
121	General	General Fund	\$401,282,669	\$409,602,128	\$430,714,772
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-
123	Capital Projects	Fire Stations & Facilities	2,426,292	898,725	385,115
124	Capital Projects	Communications & Info Systems	447,171	195,302	91,948
133	Capital Projects	Fire Apparatus	3,466,078	1,802,544	2,185,515
139	Other	Settlement Agreement	-	-	357,402
171	Other	SFF Entitlement	14,958	28,285	17,945
190	Other	Self Insurance	18,446,212	19,317,040	19,939,274
<b>TOTAL REVENUES - ALL FUNDS</b>			<b>\$426,083,380</b>	<b>\$431,844,024</b>	<b>\$453,691,971</b>
<b>EXPENDITURES</b>					
121	General	General Fund Departments/Divisions:			
		Executive Management	\$15,396,771	\$6,404,608	\$7,508,813
		Human Resources	N/A	9,730,499	10,878,012
		Emergency Medical Services	N/A	10,388,869	5,500,594
		Command and Emergency Planning	N/A	7,746,130	8,315,750
		Operations	298,240,219	280,933,944	307,465,460
		Special Operations	N/A	25,234,103	16,207,278
		Community Risk Reduction	10,834,134	10,666,337	11,512,049
		Organizational Planning	N/A	-	N/A
		Business Services	34,997,181	30,923,284	20,482,717
		Logistics (previously Support Services)	33,502,483	31,419,624	32,489,378
		<b>Sub-total General Fund</b>	<b>392,970,788</b>	<b>413,447,398</b>	<b>420,360,051</b>
12110	Capital Projects	General Fund CIP	2,557,479	3,707,477	6,954,600
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-
123	Capital Projects	Fire Stations & Facilities	556,350	2,073,562	8,895,000
124	Capital Projects	Communications & Info Systems	1,186,357	6,666,290	1,935,117
133	Capital Projects	Fire Apparatus	7,424,749	11,101,654	11,894,710
139	Other	Settlement Agreement	-	-	2,168,000
171	Other	SFF Entitlement	67,655	525,336	971,617
190	Other	Self Insurance	13,306,197	10,383,361	11,459,428
<b>TOTAL EXPENDITURES - ALL FUNDS</b>			<b>418,069,575</b>	<b>447,905,078</b>	<b>\$464,638,523</b>
<b>Net Operating Transfers In (Out)</b>			-	-	-
Adjustments (a)			204,602	-	-
<b>Available Fund Balances - June 30</b>			<b>\$202,242,511</b>	<b>\$186,181,457</b>	<b>\$175,234,905</b>
<b>% Fund Balance increase (decrease) from prior year (b)</b>			<b>4.24%</b>	<b>-7.94%</b>	<b>-5.88%</b>

**Notes:**

(a) Reflects adjustments for encumbrances, other timing differences and eliminations between budgetary and CAFR actuals.

(b) Reflects the use of CIP fund balances to fund various projects. Fund balance was accumulated in prior years for these projects.

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## FY 2019/20 OCFA Adopted Budget

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**ORANGE COUNTY FIRE AUTHORITY**  
**BUDGET SUMMARY - ALL FUNDS**  
*REVENUES AND EXPENDITURES BY CATEGORY*  
**FY 2013/14 - FY 2019/20**

	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Actual
<b>REVENUES</b>				
Property Taxes	\$190,873,686	\$205,141,237	\$219,840,417	\$232,832,738
Intergovernmental	19,111,811	23,565,213	25,978,081	29,069,065
Charges for Current Services	97,705,186	115,812,691	116,560,027	117,505,525
Use of Money and Property	932,281	841,513	1,671,316	1,257,156
Other	16,212,943	10,154,256	6,165,014	6,829,670
<b>TOTAL REVENUES</b>	<b>\$324,835,907</b>	<b>\$355,514,910</b>	<b>\$370,214,854</b>	<b>\$387,494,154</b>
<b>EXPENDITURES</b>				
Salaries & Employee Benefits	\$269,959,939	\$299,800,664	\$307,143,676	\$320,951,902
Services & Supplies	40,497,227	39,631,796	36,377,204	49,632,198
Capital Outlay	12,899,051	18,450,024	2,499,912	22,583,098
Debt Service	2,531,723	329,083	3,254,909	2,531,723
<b>TOTAL EXPENDITURES</b>	<b>\$325,887,940</b>	<b>\$358,211,567</b>	<b>\$349,275,700</b>	<b>\$395,698,920</b>

*REVENUES AND EXPENDITURES BY  
MAJOR AND NONMAJOR FUNDS*

	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Actual
<b>REVENUES</b>				
General Fund	\$308,084,446	\$330,232,488	\$351,431,518	\$372,444,560
Other Governmental Funds	16,751,462	25,282,422	18,783,337	15,049,594
<b>TOTAL REVENUES</b>	<b>\$324,835,907</b>	<b>\$355,514,910</b>	<b>\$370,214,854</b>	<b>\$387,494,154</b>
<b>EXPENDITURES</b>				
General Fund	\$301,909,489	\$333,817,358	\$336,678,076	\$358,551,455
Other Governmental Funds	23,978,451	24,394,209	12,597,624	37,147,465
<b>TOTAL EXPENDITURES</b>	<b>\$325,887,940</b>	<b>\$358,211,567</b>	<b>\$349,275,700</b>	<b>\$395,698,920</b>

**Note:**

Only the General Fund qualifies as a major fund.

**ORANGE COUNTY FIRE AUTHORITY  
BUDGET SUMMARY - ALL FUNDS**

*REVENUES AND EXPENDITURES BY CATEGORY  
FY 2013/14 - FY 2019/20*

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget
<b>REVENUES</b>			
Property Taxes	\$250,326,173	\$261,339,047	\$272,047,362
Intergovernmental	37,063,147	35,280,317	19,961,585
Charges for Current Services	125,677,459	130,001,985	156,112,574
Use of Money and Property	2,576,399	3,734,838	4,541,665
Other	10,440,202	1,633,607	1,028,785
<b>TOTAL REVENUES</b>	<b>\$426,083,380</b>	<b>\$431,989,794</b>	<b>\$453,691,971</b>
<b>EXPENDITURES</b>			
Salaries & Employee Benefits	\$357,647,306	\$367,277,556	\$385,928,782
Services & Supplies	54,858,802	60,027,152	55,810,914
Capital Outlay	3,031,744	20,508,747	22,898,827
Debt Service	2,531,723	1,265,862	-
<b>TOTAL EXPENDITURES</b>	<b>\$418,069,575</b>	<b>\$449,079,317</b>	<b>\$464,638,523</b>

*REVENUES AND EXPENDITURES BY  
MAJOR AND NONMAJOR FUNDS*

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget
<b>REVENUES</b>			
General Fund	\$401,282,669	\$409,602,128	\$430,714,772
Other Governmental Funds	24,800,711	22,387,666	22,977,199
<b>TOTAL REVENUES</b>	<b>\$426,083,380</b>	<b>\$431,989,794</b>	<b>\$453,691,971</b>
<b>EXPENDITURES</b>			
General Fund	\$392,970,788	\$413,447,398	\$420,360,051
Other Governmental Funds	25,098,787	35,631,919	44,278,472
<b>TOTAL EXPENDITURES</b>	<b>\$418,069,575</b>	<b>\$449,079,317</b>	<b>\$464,638,523</b>

**Note:**

Only the General Fund qualifies as a major fund.

## Five-Year Financial Forecast

*Five-year financial forecasts are provided in conjunction with budget development in order to assist management and the Board of Directors in assessing proposed budgetary decisions. The forecast model is based on the FY 2019/20 Adopted Budget and the detailed assumptions that follow the forecast.*

The five-year forecast is very sensitive to changes in assumptions for future growth. A 1% change in some assumptions in the early years of the forecast can have a multi-million dollar impact to the bottom-line in the fifth year. Therefore, it is important to keep the following facts in mind when reviewing the forecasts for additional perspective:

- The assumptions we use when building the forecast tend to be conservative. Revenue is projected modestly and held flat when in doubt, while expenditures are projected aggressively (i.e., medical insurance).
- Following is a list of potential improvements that could occur in our assumptions and the corresponding impact:
  - ✓ A 1% increase in secured property tax growth in FY 2019/20 would result in a \$11.7M increase to ending fund balance available in FY 2023/24 and an \$3.0M increase in UAAL paydown from General Fund Surplus under Scenario 1.
  - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2019/20 would result in a \$15.3M increase to ending fund balance available in FY 2023/24 and a \$6.4M increase in UAAL paydown from General Fund Surplus under Scenario 1.
  - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2019/20 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$4.0M increase to the General Fund Surplus in FY 2023/24 under Scenario 1.

*Considering the positive financial impact that could occur if a combination of improvements were achieved, staff is aggressively pursuing the following measures:*

- Continue to pursue cost containment, cost savings, and revenue enhancement
- Continue to improve employee safety through the WEFIT Program
- Continue to aggressively pursue grants
- Continue to review fee-funded programs to ensure that costs associated with these programs are recovered consistent with Board policy, including Community Risk Reduction Fees and Ambulance reimbursement rates
- Continue to pursue dialogue with labor regarding collaborative solutions

# Budget Summary

Scenario 1 - 0% Salary Increase After MOU Expirations		ADOPTED FY 2019/20	PROJECTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24
<b>A.</b>	<b>BEGINNING FUND BALANCE</b>	<b>186,181,457</b>	<b>175,234,905</b>	<b>172,155,607</b>	<b>187,088,600</b>	<b>196,979,727</b>
	<b>GENERAL FUND REVENUES</b>					
	Property Taxes	272,047,362	282,818,992	292,124,373	300,788,738	323,898,224
	State Reimbursements	7,182,575	7,182,575	7,182,575	7,182,575	7,182,575
	Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
	One-Time Grant/ABH/RDA	414,682	-	-	-	-
	Community Redevelopment Agency Pass-thru	12,264,328	12,338,242	13,020,915	14,615,139	10,553,382
	Cash Contracts	125,692,632	134,901,897	141,466,971	146,683,892	151,144,202
	Community Risk Reduction Fees	6,161,323	6,161,323	6,161,323	6,161,323	6,161,323
	ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
	Interest Earnings	1,170,026	1,101,257	1,149,994	1,204,136	1,254,419
	Other Revenue	1,134,244	1,134,244	1,134,244	1,134,244	1,134,244
	Unencumbered Fund Balance for Paydown of UAAL	-	-	-	-	-
	General Fund Carryover Fund Balance	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>430,714,772</b>	<b>450,286,130</b>	<b>466,887,995</b>	<b>482,417,647</b>	<b>505,975,968</b>
	<b>GENERAL FUND EXPENDITURES</b>					
	New Positions for New Stations	-	-	3,268,371	9,139,687	12,640,239
	Employee Salaries	232,884,711	235,521,196	236,728,225	237,214,813	237,711,133
	Retirement - Regular Annual Payments	87,892,113	87,750,212	91,109,306	90,727,894	90,461,931
	Retirement - Paydown of UAAL (Rate Savings)	1,648,658	2,368,859	3,279,280	4,787,217	5,772,547
	Retirement - Paydown of UAAL (Unencumb. Funds)	-	-	-	-	-
	Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	1,000,000	-	-	-
	Retirement - Paydown of UAAL (\$1M per Year, Increasing)	7,000,000	9,000,000	11,000,000	13,000,000	15,000,000
	Workers' Comp Transfer out to Self-Ins. Fund	17,855,023	18,907,204	20,504,420	21,119,553	21,753,139
	Other Insurance	34,191,881	36,588,149	38,815,492	41,187,845	43,715,699
	Medicare	3,340,354	3,410,000	3,416,917	3,423,972	3,431,169
	One-Time Grant/ABH Expenditures	-	-	-	-	-
	Salaries & Employee Benefits	385,812,740	394,545,620	408,122,011	420,600,982	430,485,857
	Services & Supplies/Equipment	34,547,311	31,884,507	31,891,557	32,558,607	32,655,658
	Irvine Settlement Agreement (Transfer to Fund 139)	4,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	New Station/Enhancements S&S Impacts	-	-	181,611	561,179	818,853
	One-Time Grant Expenditures	-	-	-	-	-
	Transfer Out to CIP	-	-	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>424,528,051</b>	<b>429,098,127</b>	<b>442,863,179</b>	<b>456,388,768</b>	<b>466,628,368</b>
	<b>NET GENERAL FUND REVENUE</b>	<b>6,186,721</b>	<b>21,188,003</b>	<b>24,024,816</b>	<b>26,028,879</b>	<b>39,347,600</b>
<b>B.</b>	<b>Incremental Increase in GF 10% Contingency</b>	<b>5,710,329</b>	<b>334,988</b>	<b>1,185,463</b>	<b>1,268,565</b>	<b>725,427</b>
	<b>GENERAL FUND SURPLUS / (DEFICIT)</b>	<b>476,392</b>	<b>20,853,016</b>	<b>22,839,353</b>	<b>24,760,314</b>	<b>38,622,173</b>
<b>C.</b>	<b>Operating Transfers (from) Operating Contingency</b>	-	-	-	-	-
	Transfers to CIP Funds from General Fund Surplus	476,392	20,853,016	22,839,353	12,380,157	19,311,086
	One-Time Paydown of UAAL from General Fund Surplus	-	-	-	12,380,157	19,311,086
	<b>Capital Improvement Program/Other Fund Revenues</b>					
	Interest Earnings	3,371,639	2,877,753	2,964,788	3,194,982	3,495,553
	State/Federal Reimbursement	-	-	-	-	-
	Cash Contracts	1,750,537	1,842,156	1,897,419	1,954,341	2,012,971
	Developer Contributions	-	1,048,573	2,626,729	822,770	-
	Workers' Comp Transfer in from GF	17,855,023	18,907,204	20,504,420	21,119,553	21,753,139
	Fund 139 Transfer in from GF	4,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	Miscellaneous	-	-	-	-	-
	Operating Transfers from General Fund	476,392	20,853,016	22,839,353	12,380,157	19,311,086
	<b>Total CIP, W/C, Other Revenues</b>	<b>27,621,591</b>	<b>48,196,702</b>	<b>53,500,709</b>	<b>42,139,803</b>	<b>49,240,750</b>
	<b>Capital Improvement Program/Other Fund Expenses</b>					
	Fund 12110 - General Fund CIP	6,954,600	6,805,100	5,959,000	2,758,300	2,866,300
	Fund 123 - Fire Stations and Facilities	8,895,000	18,600,000	9,675,000	8,000,000	-
	Fund 124 - Communications & Information Systems	1,935,117	3,774,898	1,950,000	851,394	600,000
	Fund 133 - Fire Apparatus	11,894,710	9,217,037	7,765,682	6,201,720	8,627,790
	<b>Sub-Total CIP Expenses</b>	<b>29,679,427</b>	<b>38,397,035</b>	<b>25,349,682</b>	<b>17,811,414</b>	<b>12,094,090</b>
	Fund 139 - Irvine Settlement	2,168,000	668,000	668,000	668,000	668,000
	Fund 171 - SFF Entitlement	971,617	-	-	-	-
	Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	11,459,428	12,545,953	13,735,497	15,037,827	16,463,638
	<b>Total CIP, W/C, Other Expenses</b>	<b>44,278,472</b>	<b>51,610,988</b>	<b>39,753,179</b>	<b>33,517,241</b>	<b>29,225,728</b>
<b>D.</b>	<b>CIP SURPLUS/(DEFICIT)</b>	<b>(16,656,881)</b>	<b>(3,414,286)</b>	<b>13,747,530</b>	<b>8,622,562</b>	<b>20,015,022</b>
	<b>ENDING FUND BALANCE (A+B+C+D) [a]</b>	<b>175,234,905</b>	<b>172,155,607</b>	<b>187,088,600</b>	<b>196,979,727</b>	<b>217,720,176</b>
	<b>Fund Balances</b>					
	Operating Contingency (10% of Expenditures)	41,071,139	41,406,127	42,591,590	43,860,155	44,585,582
	Fund 139 - Settlement Agreement	21,850,607	24,139,789	26,139,789	28,139,789	30,139,789
	Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
	Donations & Restricted Funds	3,953,884	3,953,884	3,953,884	3,953,884	3,953,884
	Committed - SFF Cities Enhancement	46,088	46,088	46,088	46,088	46,088
	Capital Improvement Program	10,089,066	(3,556,571)	(206,696)	(1,421,050)	9,384,159
	Fund 190 - WC Self-Insurance	97,714,121	105,656,290	114,053,945	121,890,861	129,100,675
	<b>Total Fund Balances</b>	<b>175,234,905</b>	<b>172,155,607</b>	<b>187,088,600</b>	<b>196,979,727</b>	<b>217,720,176</b>

[a] Calculation removes fund balance transfers shown under General Fund Revenues as these are already included in Beginning Fund Balance.

# FY 2019/20 OCFA Adopted Budget

Scenario 2 - 1% Salary Increase After MOU Expirations		ADOPTED FY 2019/20	PROJECTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24
<b>A.</b>	<b>BEGINNING FUND BALANCE</b>	<b>186,181,457</b>	<b>175,234,905</b>	<b>169,335,754</b>	<b>178,361,988</b>	<b>191,111,603</b>
	<b>GENERAL FUND REVENUES</b>					
	Property Taxes	272,047,362	282,818,992	292,124,373	300,788,738	323,898,224
	State Reimbursements	7,182,575	7,182,575	7,182,575	7,182,575	7,182,575
	Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
	One-Time Grant/ABH/RDA	414,682	-	-	-	-
	Community Redevelopment Agency Pass-thru	12,264,328	12,338,242	13,020,915	14,615,139	10,553,382
	Cash Contracts	125,692,632	134,901,897	141,466,971	146,683,892	151,144,202
	Community Risk Reduction Fees	6,161,323	6,161,323	6,161,323	6,161,323	6,161,323
	ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
	Interest Earnings	1,170,026	1,103,567	1,157,118	1,216,769	1,273,088
	Other Revenue	1,134,244	1,134,244	1,134,244	1,134,244	1,134,244
	Unencumbered Fund Balance for Paydown of UAAL	-	-	-	-	-
	General Fund Carryover Fund Balance	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>430,714,772</b>	<b>450,288,440</b>	<b>466,895,119</b>	<b>482,430,280</b>	<b>505,994,637</b>
	<b>GENERAL FUND EXPENDITURES</b>					
	New Positions for New Stations	-	-	3,351,578	9,451,239	13,181,110
	Employee Salaries	232,884,711	237,520,776	240,773,370	243,666,381	246,598,076
	Retirement - Regular Annual Payments	87,892,113	88,509,194	92,696,877	93,225,956	93,875,075
	Retirement - Paydown of UAAL (Rate Savings)	1,648,658	2,368,859	3,279,280	4,787,217	5,772,547
	Retirement - Paydown of UAAL (Unencumb. Funds)	-	-	-	-	-
	Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	1,000,000	-	-	-
	Retirement - Paydown of UAAL (\$1M per Year, Increasing)	7,000,000	9,000,000	11,000,000	13,000,000	15,000,000
	Workers' Comp Transfer out to Self-Ins. Fund	17,855,023	18,907,204	20,504,420	21,119,553	21,753,139
	Other Insurance	34,191,881	36,588,149	38,815,492	41,187,845	43,715,699
	Medicare	3,340,354	3,438,994	3,475,501	3,517,293	3,559,644
	One-Time Grant/ABH Expenditures	-	-	-	-	-
	Salaries & Employee Benefits	385,812,740	397,333,175	413,896,519	429,955,483	443,455,290
	Services & Supplies/Equipment	34,547,311	31,884,507	31,891,557	32,558,607	32,655,658
	Irvine Settlement Agreement (Transfer to Fund 139)	4,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	New Station/Enhancements S&S Impacts	-	-	181,611	561,179	818,853
	One-Time Grant Expenditures	-	-	-	-	-
	Transfer Out to CIP	-	-	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>424,528,051</b>	<b>431,885,682</b>	<b>448,637,687</b>	<b>465,743,269</b>	<b>479,597,802</b>
	<b>NET GENERAL FUND REVENUE</b>	<b>6,186,721</b>	<b>18,402,759</b>	<b>18,257,432</b>	<b>16,687,012</b>	<b>26,396,836</b>
<b>B.</b>	<b>Incremental Increase in GF 10% Contingency</b>	<b>5,710,329</b>	<b>613,743</b>	<b>1,484,158</b>	<b>1,626,564</b>	<b>1,086,920</b>
	<b>GENERAL FUND SURPLUS / (DEFICIT)</b>	<b>476,392</b>	<b>17,789,016</b>	<b>16,773,274</b>	<b>15,060,447</b>	<b>25,309,915</b>
<b>C.</b>	<b>Operating Transfers (from) Operating Contingency</b>	-	-	-	-	-
	Transfers to CIP Funds from General Fund Surplus	476,392	17,789,016	16,773,274	15,060,447	16,614,652
	One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	8,695,263
	<b>Capital Improvement Program/Other Fund Revenues</b>					
	Interest Earnings	3,371,639	2,843,145	2,825,411	3,015,181	3,313,629
	State/Federal Reimbursement	-	-	-	-	-
	Cash Contracts	1,750,537	1,842,156	1,897,419	1,954,341	2,012,971
	Developer Contributions	-	1,048,573	2,626,729	822,770	-
	Workers' Comp Transfer in from GF	17,855,023	18,907,204	20,504,420	21,119,553	21,753,139
	Fund 139 Transfer in from GF	4,168,000	2,668,000	2,668,000	2,668,000	2,668,000
	Miscellaneous	-	-	-	-	-
	Operating Transfers from General Fund	476,392	17,789,016	16,773,274	15,060,447	16,614,652
	<b>Total CIP, W/C, Other Revenues</b>	<b>27,621,591</b>	<b>45,098,094</b>	<b>47,295,253</b>	<b>44,640,292</b>	<b>46,362,391</b>
	<b>Capital Improvement Program/Other Fund Expenses</b>					
	Fund 12110 - General Fund CIP	6,954,600	6,805,100	5,959,000	2,758,300	2,866,300
	Fund 123 - Fire Stations and Facilities	8,895,000	18,600,000	9,675,000	8,000,000	-
	Fund 124 - Communications & Information Systems	1,935,117	3,774,898	1,950,000	851,394	600,000
	Fund 133 - Fire Apparatus	11,894,710	9,217,037	7,765,682	6,201,720	8,627,790
	<b>Sub-Total CIP Expenses</b>	<b>29,679,427</b>	<b>38,397,035</b>	<b>25,349,682</b>	<b>17,811,414</b>	<b>12,094,090</b>
	Fund 139 - Irvine Settlement	2,168,000	668,000	668,000	668,000	668,000
	Fund 171 - SFF Entitlement	971,617	-	-	-	-
	Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	11,459,428	12,545,953	13,735,497	15,037,827	16,463,638
	<b>Total CIP, W/C, Other Expenses</b>	<b>44,278,472</b>	<b>51,610,988</b>	<b>39,753,179</b>	<b>33,517,241</b>	<b>29,225,728</b>
<b>D.</b>	<b>CIP SURPLUS/(DEFICIT)</b>	<b>(16,656,881)</b>	<b>(6,512,894)</b>	<b>7,542,075</b>	<b>11,123,051</b>	<b>17,136,663</b>
	<b>ENDING FUND BALANCE (A+B+C+D) [a]</b>	<b>175,234,905</b>	<b>169,335,754</b>	<b>178,361,988</b>	<b>191,111,603</b>	<b>209,335,187</b>
	<b>Fund Balances</b>					
	Operating Contingency (10% of Expenditures)	41,071,139	41,684,882	43,169,041	44,795,605	45,882,525
	Fund 139 - Settlement Agreement	21,850,607	24,136,311	26,136,311	28,136,311	30,136,311
	Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
	Donations & Restricted Funds	3,953,884	3,953,884	3,953,884	3,953,884	3,953,884
	Committed - SFF Cities Enhancement	46,088	46,088	46,088	46,088	46,088
	Capital Improvement Program	10,089,066	(6,632,689)	(9,411,701)	(8,026,791)	-
	Fund 190 - WC Self-Insurance	97,714,121	105,637,278	113,958,365	121,696,506	128,806,378
	<b>Total Fund Balances</b>	<b>175,234,905</b>	<b>169,335,754</b>	<b>178,361,988</b>	<b>191,111,603</b>	<b>209,335,186</b>

[a] Calculation removes fund balance transfers shown under General Fund Revenues as these are already included in Beginning Fund Balance.

# Budget Summary

Scenario 3 - 2% Salary Increase After MOU Expirations	ADOPTED FY 2019/20	PROJECTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24
<b>A. BEGINNING FUND BALANCE</b>	<b>186,181,457</b>	<b>175,234,905</b>	<b>166,511,996</b>	<b>169,564,514</b>	<b>172,451,023</b>
<b>GENERAL FUND REVENUES</b>					
Property Taxes	272,047,362	282,818,992	292,124,373	300,788,738	323,898,224
State Reimbursements	7,182,575	7,182,575	7,182,575	7,182,575	7,182,575
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	414,682	-	-	-	-
Community Redevelopment Agency Pass-thru	12,264,328	12,338,242	13,020,915	14,615,139	10,553,382
Cash Contracts	125,692,632	134,901,897	141,466,971	146,683,892	151,144,202
Community Risk Reduction Fees	6,161,323	6,161,323	6,161,323	6,161,323	6,161,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,170,026	1,105,908	1,164,359	1,229,679	1,292,310
Other Revenue	1,134,244	1,134,244	1,134,244	1,134,244	1,134,244
Unencumbered Fund Balance for Paydown of UAAL	-	-	-	-	-
General Fund Carryover Fund Balance	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>430,714,772</b>	<b>450,290,781</b>	<b>466,902,360</b>	<b>482,443,190</b>	<b>506,013,859</b>
<b>GENERAL FUND EXPENDITURES</b>					
New Positions for New Stations	-	-	3,436,563	9,772,118	13,742,855
Employee Salaries	232,884,711	239,523,145	244,864,256	250,249,597	255,752,553
Retirement - Regular Annual Payments	87,892,113	89,269,234	94,302,422	95,775,291	97,391,521
Retirement - Paydown of UAAL (Rate Savings)	1,648,658	2,368,859	3,279,280	4,787,217	5,772,547
Retirement - Paydown of UAAL (Unencumb. Funds)	-	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	1,000,000	-	-	-
Retirement - Paydown of UAAL (\$1M per Year, Increasing)	7,000,000	9,000,000	11,000,000	13,000,000	15,000,000
Workers' Comp Transfer out to Self-Ins. Fund	17,855,023	18,907,204	20,504,420	21,119,553	21,753,139
Other Insurance	34,191,881	36,588,149	38,815,492	41,187,845	43,715,699
Medicare	3,340,354	3,468,028	3,534,749	3,612,521	3,691,992
One-Time Grant/ABH Expenditures	-	-	-	-	-
Salaries & Employee Benefits	385,812,740	400,124,618	419,737,182	439,504,143	456,820,307
Services & Supplies/Equipment	34,547,311	31,884,507	31,891,557	32,558,607	32,655,658
Irvine Settlement Agreement (Transfer to Fund 139)	4,168,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	181,611	561,179	818,853
One-Time Grant Expenditures	-	-	-	-	-
Transfer Out to CIP	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>424,528,051</b>	<b>434,677,125</b>	<b>454,478,351</b>	<b>475,291,928</b>	<b>492,962,818</b>
<b>NET GENERAL FUND REVENUE</b>	<b>6,186,721</b>	<b>15,613,656</b>	<b>12,424,010</b>	<b>7,151,262</b>	<b>13,051,041</b>
<b>B. Incremental Increase in GF 10% Contingency</b>	<b>5,710,329</b>	<b>892,887</b>	<b>1,789,080</b>	<b>1,997,364</b>	<b>1,468,556</b>
<b>GENERAL FUND SURPLUS / (DEFICIT)</b>	<b>476,392</b>	<b>14,720,769</b>	<b>10,634,929</b>	<b>5,153,898</b>	<b>11,582,485</b>
<b>C. Operating Transfers (from) Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers to CIP Funds from General Fund Surplus	476,392	14,720,769	10,634,929	5,153,898	11,582,485
One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-
<b>Capital Improvement Program/Other Fund Revenues</b>					
Interest Earnings	3,371,639	2,808,489	2,685,119	2,687,824	2,807,930
State/Federal Reimbursement	-	-	-	-	-
Cash Contracts	1,750,537	1,842,156	1,897,419	1,954,341	2,012,971
Developer Contributions	-	1,048,573	2,626,729	822,770	-
Workers' Comp Transfer in from GF	17,855,023	18,907,204	20,504,420	21,119,553	21,753,139
Fund 139 Transfer in from GF	4,168,000	2,668,000	2,668,000	2,668,000	2,668,000
Miscellaneous	-	-	-	-	-
Operating Transfers from General Fund	476,392	14,720,769	10,634,929	5,153,898	11,582,485
Total CIP, W/C, Other Revenues	27,621,591	41,995,191	41,016,617	34,406,386	40,824,526
<b>Capital Improvement Program/Other Fund Expenses</b>					
Fund 12110 - General Fund CIP	6,954,600	6,805,100	5,959,000	2,758,300	2,866,300
Fund 123 - Fire Stations and Facilities	8,895,000	18,600,000	9,675,000	8,000,000	-
Fund 124 - Communications & Information Systems	1,935,117	3,774,898	1,950,000	851,394	600,000
Fund 133 - Fire Apparatus	11,894,710	9,217,037	7,765,682	6,201,720	8,627,790
Sub-Total CIP Expenses	29,679,427	38,397,035	25,349,682	17,811,414	12,094,090
Fund 139 - Irvine Settlement	2,168,000	668,000	668,000	668,000	668,000
Fund 171 - SFF Entitlement	971,617	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	11,459,428	12,545,953	13,735,497	15,037,827	16,463,638
Total CIP, W/C, Other Expenses	44,278,472	51,610,988	39,753,179	33,517,241	29,225,728
<b>D. CIP SURPLUS/(DEFICIT)</b>	<b>(16,656,881)</b>	<b>(9,615,797)</b>	<b>1,263,438</b>	<b>889,145</b>	<b>11,598,798</b>
<b>ENDING FUND BALANCE (A+B+C+D) [a]</b>	<b>175,234,905</b>	<b>166,511,996</b>	<b>169,564,514</b>	<b>172,451,023</b>	<b>185,518,377</b>
<b>Fund Balances</b>					
Operating Contingency (10% of Expenditures)	41,071,139	41,964,027	43,753,107	45,750,471	47,219,027
Fund 139 - Settlement Agreement	21,850,607	24,132,829	26,132,829	28,132,829	30,132,829
Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
Donations & Restricted Funds	3,953,884	3,953,884	3,953,884	3,953,884	3,953,884
Committed - SFF Cities Enhancement	46,088	46,088	46,088	46,088	46,088
Capital Improvement Program	10,089,066	(9,713,071)	(18,693,649)	(27,362,809)	(24,596,073)
Fund 190 - WC Self-Insurance	97,714,121	105,618,239	113,862,256	121,420,560	128,252,622
Total Fund Balances	175,234,905	166,511,996	169,564,514	172,451,023	185,518,377

[a] Calculation removes fund balance transfers shown under General Fund Revenues as these are already included in Beginning Fund Balance.

## Forecast Assumptions – FY 2019/20 Budget

### Basic Assumptions

- The first year of the forecast is based on the FY 2019/20 adopted budget. CIP expenditures for the final four years are based on the CIP Five-Year Plan included in the adopted budget.

### General Fund Revenues

- **Secured Property Taxes** – Rosenow Spevacek Group’s Final 2019 Report provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2019/20	4.75%
FY 2020/21	4.21%
FY 2021/22	3.49%
FY 2022/23	3.14%
FY 2023/24	8.12% *

\* Increase primarily attributable to dissolution of Irvine Successor Agency. Former pass-through revenues reported as secured property tax revenues post dissolution.

- **Public Utility, Unsecured, Homeowners Property Tax Relief, and Supplemental Delinquent Taxes** – All of these categories of property taxes are projected to remain constant during the forecast period.
- **State Reimbursements** – State reimbursements are expected to remain constant, pending more details from CAL FIRE.
- **Federal Reimbursements** – This revenue is projected to remain constant.
- **One-Time Grant/ABH/RDA Proceeds** – These are one-time only revenues that vary significantly from year to year and therefore are not forecasted beyond the current year.
- **Community Redevelopment Agency Pass-thru Revenue** – RSG completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated 4/3/2019. The forecast figures come from this report.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments and year-over-year changes are estimated between 3.50% and 4.50% per year. In addition, this revenue category includes estimated John Wayne Airport contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community risk reduction fees are projected to remain constant through the forecast period, pending any changes approved by the Board.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board.

- **Interest Earnings** – Assumes an annual return of 2.25% for FY 2019/20 through FY 2023/24.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew.

**General Fund Expenditures**

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
  - ✓ **New Positions for New Stations** – The forecast assumes that vehicles will be in service beginning 7/1/2021 for Station 67, 7/1/2022 for Station 12, and 7/1/2023 for Station 52.
  - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs. In addition, annual salary increases of 0%, 1%, and 2% are projected for the years that follow expiration of the current MOUs for Scenarios 1, 2, and 3, respectively.
  - ✓ **Retirement** – Retirement costs reflecting the projected employer retirement rates are based on the OCERS provided rates for FY 2019/20. The projected employer rates in the outer years of the forecast are based on a study prepared by Segal Consulting and provided by OCERS dated 7/3/2018. FY 2019/20 rates are approximately 0.05% higher for safety and 2.30% higher for non-safety compared to FY 2018/19 rates.

FY	Safety	General	Source
2019/20	50.20%	35.12%	FY 2019/20 based on OCERS provided rates. Outer years based on Segal Study dated 7/3/2018. Effective rates were adjusted to remove impact of additional OCFA UAAL contributions.
2020/21	53.66%	38.22%	
2021/22	55.56%	39.72%	
2022/23	55.16%	39.72%	
2023/24	54.86%	39.62%	

*Note: employer rates shown in the table above do not include the portion of the employee rate that is paid by OCFA*

In accordance with the Updated Snowball Strategy presented to the board in November 2015, outer years of the forecast include the following projected UAAL paydowns:

- Contributing additional funds each year using projected savings that will be realized under new Public Employees’ Pension Reform Act (PEPRA) of \$1.6M in FY 2019/20 and continuing in different amounts until payment is complete.
- Contributing an additional \$1M each year starting in FY 2016/17 and increasing by \$2M each year until it reaches \$15M and continuing at \$15M thereafter.
- Contributing \$1 million per year from surplus fund balance available in the Workers’ Compensation Self Insurance Fund from FY 2016/17 through FY 2020/21.
- Beginning in FY 2017/18 at mid-year, allocate 50% of the General Fund surplus, if any, to UAAL with the remaining 50% used to fund CIP.
- ✓ **Workers’ Compensation** – FY 2019/20 assumes a 50% confidence level for ongoing Workers’ Compensation costs. The 50% confidence level is assumed throughout the

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## **FY 2019/20 OCFA Adopted Budget**

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forecast period. Workers' Compensation costs in the forecast period are based on projected payments in the Rivelle Consulting Services September 2018 Study.

- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to increase by 5% for years 2019, 2020, and 2021 per the Health Plan Agreement dated 3/29/2017. For staff members, it is projected to grow by 10% annually. This category also includes \$60,000 for unemployment insurance in FY 2019/20.
- ✓ **Medicare** – Annual amounts are calculated at 1.45% of projected salaries.
- **One-Time Grant/ABH Expenditures** – These are one-time only expenditures that vary significantly from year to year and therefore are not forecasted beyond FY 2019/20.
- **Services and Supplies (S&S)** – S&S is held flat unless a new fire station is built, specific increases have been identified by section managers, or one-time grant proceeds have been received.

### **Net General Fund Revenue**

This figure equals the General fund Revenue minus the General Fund Expenditures.

### **Incremental Increase in General Fund 10% Contingency**

This is the amount needed to add to the General Fund 10% Contingency each year to maintain this category of fund balance at the required policy level of 10% of General Fund expenditures (less one-time expenditures).

### **Transfer to Fund 139 from General Fund Surplus**

This is the amount needed to pay for City of Irvine Settlement Agreement costs.

### **General Fund Surplus/(Deficit)**

This figure is equal to the Net General Fund Revenue less the incremental increase in the General Fund 10% Contingency and the transfer out to Fund 139. In years when there is a surplus, unless an exception is triggered, 50% is transferred to the CIP funds and 50% is used to paydown the UAAL as outlined in the Financial Stability Budget Policy approved by the Board on May 2018. In years when there is a deficit, the deficit amount must be drawn from the 10% Contingency, and once those are exhausted, from fund balance for CIP.

A revision to the Financial Stability Budget Policy was approved which allows transfer of CIP funds at fiscal year onset to prevent negative CIP fund balance.

### **Capital Improvement Program/Other Funds Revenue**

- **Interest Earnings** – Assumes an annual return of 2.25% for FY 2019/20 through FY 2023/24.
- **State/Federal Reimbursement** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.

- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- **Developer Contributions** – The forecast assumes developer contributions will be used to fund various vehicles for Station 12, Station 52, and Station 67.
- **Workers' Compensation Transfer** – These amounts equal the General Fund Workers' Compensation budget which reflects a reduction of \$1M used to paydown the UAAL per the Snowball Plan.
- **Fund 139 Transfer** – These amounts are transferred from the General Fund to pay for various expenditures required under the City of Irvine Settlement Agreement.
- **Operating Transfer In** – This figure equals the Operating Transfer Out from the General Fund.

### **Capital Improvement Program/Other Funds Expenditures**

Expenditures for each CIP fund are based on the CIP Budget.

- **Irvine Settlement (Fund 139)** – Budgeted expenditures in Fund 139 are based on the City of Irvine Settlement Agreement.
- **Structural Fire Fund Entitlement (Fund 171)** – The forecast period assumes no Structural Fire Fund Entitlement expenditures beyond FY 2019/20.
- **Self-Insurance Fund (Fund 190)** – Self-Insurance fund expenditures are based on projected payments in the Rivelle Consulting Services September 2018 Workers' Compensation Actuarial Study.

### **Fund Balances**

- **Operating Contingency** – Reflects policy of 10% of the General Fund expenditures each year (less one-time expenditures and UAAL payments). General Fund deficits (if applicable) are deducted from this category of fund balance once the Cash Flow fund balance is exhausted.

### **Assigned Fund Balances**

- **Irvine Settlement (Fund 139)** – Funding is set aside for City of Irvine Settlement Agreement costs, including the 115 Trust.
- **Self-Insurance Fund (Fund 190)** – Funding is set aside for Workers' Compensation outstanding claims at the 50% confidence level per Board policy. The required amount is based on the actuarial report for Estimated Outstanding Losses as of the last full fiscal year prior to report issuance. The required funding levels are maintained by retaining funds in fund balance that reflect the difference between the workers' compensation transfer and Fund 190 expenditures.

- ***Capital Improvement Program*** – This fund balance includes funding for future capital replacements and is reduced annually by the cost of capital assets and increased in years when there are Operating Transfers into the CIP.

## Budget Summary

**ORANGE COUNTY FIRE AUTHORITY  
CHART OF AUTHORIZED POSITIONS  
FY 2015/16 - FY 2019/20**

Class	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget
<b>FIREFIGHTER UNIT (LOCAL 3631)</b>					
Fire Apparatus Engineer	250	249	247	247	268
Fire Captain	269	270	271	273	299
Fire Captain (Limited Term)	-	-	1	1	-
Fire Pilot	3	3	3	3	5
Lead Fire Pilot	1	1	1	1	1
Firefighter	472	475	487	502	547
Hand Crew Firefighter	22	22	22	22	22
Hand Crew Firefighter (Seasonal)	-	-	-	-	9
Heavy Fire Equipment Operator	3	3	2	2	2
<b>UNIT TOTAL:</b>	<b>1,020</b>	<b>1,023</b>	<b>1,034</b>	<b>1,051</b>	<b>1,153</b>

**FIRE MANAGEMENT UNIT (COA)**

Fire Battalion Chief	37	37	36	39	42
Fire Battalion Chief (Limited Term)	1	1	1	1	1
Fire Division Chief	7	7	8	8	9
<b>UNIT TOTAL:</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>48</b>	<b>52</b>

**GENERAL UNIT (OCEA)**

Accountant	7	6	6	7	7
Accountant (part-time)	-	-	1	1	1
Administrative Assistant	19	15	15	15	17
Assistant Fire Apparatus Technician	2	2	2	2	2
Assistant Purchasing Agent	1	1	1	2	2
Business Analyst	1	1	1	1	-
Buyer	1	1	1	-	1
Communications Installer	-	-	-	-	1
Communications Technician	2	4	4	4	4
Emergency Transportation Technician	6	6	6	-	-
EMS Nurse Educator	6	7	7	-	-
EMS Nurse Educator I	-	-	-	1	1
EMS Nurse Educator II	-	-	-	6	7
Executive Assistant	1	1	1	1	1
Facilities Maintenance Coordinator	2	4	4	4	4
Fire Apparatus Parts Specialist	1	1	1	1	1
Fire Apparatus Parts Specialist (Limited Term)	-	-	-	-	10
Fire Apparatus Technician	4	4	4	4	5
Fire Communications Dispatcher	25	25	25	28	33
Fire Communications Dispatcher (Limited Term)	-	-	1	1	-
Fire Communications Dispatcher (Part-time)	3	3	3	-	-
Fire Comm. Relations/Education Specialist	4	4	4	4	5
Fire Delivery Driver	3	3	4	4	4
Fire Delivery Driver (Limited Term)	-	-	-	-	2
Fire Equipment Technician	5	4	3	4	5
Fire Equipment Technician (Limited Term)	-	-	-	1	1
Fire Equipment Technician (Lim. Term, Part-Time)	-	-	-	2	2
Fire Helicopter Technician	1	1	1	1	3
Fire Prevention Analyst	12	12	10	8	8

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY  
CHART OF AUTHORIZED POSITIONS  
FY 2015/16 - FY 2019/20**

Class	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget
Fire Prevention Services Specialist	3	3	3	3	-
Fire Prevention Services Specialist (Part-Time)	-	-	-	-	1
Fire Prevention Specialist	14	12	12	12	16
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	1	1	1
GIS Specialist	-	-	-	-	-
GIS Technician	-	-	-	-	2
GIS Analyst	3	3	3	3	4
Human Resources Analyst II	2	2	2	3	4
Human Resources Analyst (part-time)	1	1	1	-	-
Human Resources Specialist	-	-	-	-	1
Information Technology Analyst	5	5	6	4	4
Information Tech. Help Desk Tech	2	2	1	1	4
Information Technology Technician	-	-	3	3	3
Information Technology Specialist	1	1	2	2	3
Management Assistant	9	9	8	8	8
Multimedia Specialist	1	1	1	2	1
Multimedia Specialist (part-time)	1	1	1	-	-
Office Services Specialist	13	10	10	9	10
Permit Technician I	-	-	-	-	3
Project Specialist	-	-	-	-	1
Risk Management Specialist	1	2	1	1	1
Env Health & Safety Safety Specialist	-	-	1	1	1
Senior Accounting Support Specialist	11	11	11	11	12
Senior Communications Technician	1	1	1	1	1
Senior Executive Assistant	1	1	1	1	1
Senior Fire Apparatus Technician	9	10	10	10	11
Senior Fire Equipment Technician	5	5	4	4	4
Senior Fire Equipment Technician (LT, Part-Time)	-	-	-	1	1
Senior Fire Prevention Specialist	13	15	15	13	14
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	5	7	7	7	7
Service Center Lead	1	1	1	1	1
Training Program Specialist	1	1	1	1	1
<b>UNIT TOTAL:</b>	<b>214</b>	<b>214</b>	<b>216</b>	<b>209</b>	<b>252</b>

**SUPERVISORY MANAGEMENT UNIT (OCEA)**

Assistant Fire Marshal	10	10	10	9	10
Communications Services Supervisor	-	-	-	1	1
EMS Nurse Educator Supervisor	-	-	-	-	1
Fire Communications Supervisor	4	4	4	4	5
Fire Communications Supervisor (Limited Term)	-	-	1	1	-
Fire Comm. Relations/Education Supervisor	1	1	1	1	1
Fleet Services Coordinator	1	1	1	1	1
Fleet Services Supervisor	2	2	2	2	2
GIS Supervisor	-	-	-	1	1
Information Tech Supervisor	2	2	2	2	2
Multimedia Supervisor	-	-	-	-	1

## Budget Summary

**ORANGE COUNTY FIRE AUTHORITY  
CHART OF AUTHORIZED POSITIONS  
FY 2015/16 - FY 2019/20**

Class	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget
Permit Supervisor	-	-	-	1	1
Senior Fire Apparatus/Parts Specialist	1	1	1	1	1
Senior Fire Communications Supervisor	2	2	2	1	1
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
<b>UNIT TOTAL:</b>	<b>27</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>32</b>

**SUPPORTED EMPLOYMENT UNIT**

Services Aide	4	4	4	4	4
<b>UNIT TOTAL:</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)**

Accounting Manager	2	2	2	2	2
Assistant Clerk of Authority	1	1	1	1	1
Assistant IT Manager-Customer Relations & Consulting	1	1	1	1	1
Assistant IT Manager-GIS & Data Mgmt.	1	1	1	-	-
Assistant IT Manager-Infrastructure & Workplace Supp.	1	1	1	-	-
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	1	1	1
Assistant Treasurer	1	1	1	1	1
Clerk of the Authority	1	1	1	1	1
Construction Manager	1	1	1	1	1
Deputy Fire Marshal	2	2	2	2	2
ECC Manager	-	-	1	1	1
EMS Coordinator	1	1	1	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Manager	1	1	1	1	1
Fleet Services Manager	1	1	1	1	1
Human Resources Manager	2	2	3	3	3
Information Technology Manager	1	1	1	1	1
Legislative Analyst	1	1	1	1	1
Management Analyst	3	3	3	4	4
Medical Director	1	1	1	1	1
Org & Dev Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	1	1
Purchasing & Materials Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	2	2
Risk Management Safety Officer	1	1	1	1	1
Risk Manager	1	1	1	1	1
Senior Accountant	7	7	6	5	5
Senior Human Resources Analyst	3	3	2	2	2
Treasurer	1	1	1	1	1
<b>UNIT TOTAL:</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>41</b>	<b>41</b>

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## FY 2019/20 OCFA Adopted Budget

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**ORANGE COUNTY FIRE AUTHORITY  
CHART OF AUTHORIZED POSITIONS**

**Fire Prevention Analyst**

Class	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget
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**PERSONNEL & SALARY RESOLUTION (PSR)**

Assistant Chief	5	5	5	5	6
Deputy Fire Chief	-	-	-	-	2
Director of Communications	1	1	-	-	1
Fire Chief	1	1	1	1	1
Human Resources Director	1	1	1	1	-
<b>UNIT TOTAL:</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>10</b>

**MISCELLANEOUS**

Board Director	-	-	25	25	25
<b>UNIT TOTAL:</b>	<b>-</b>	<b>-</b>	<b>25</b>	<b>25</b>	<b>25</b>

<b>GRAND TOTAL</b>	<b>1,361</b>	<b>1,364</b>	<b>1,402</b>	<b>1,414</b>	<b>1,569</b>
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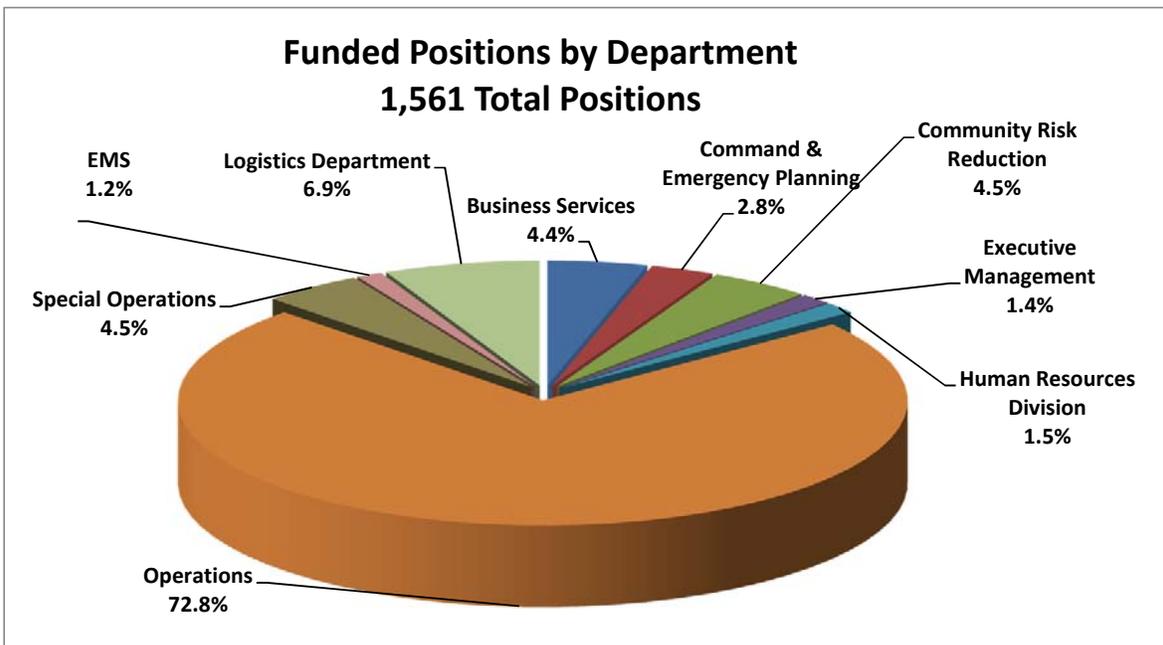
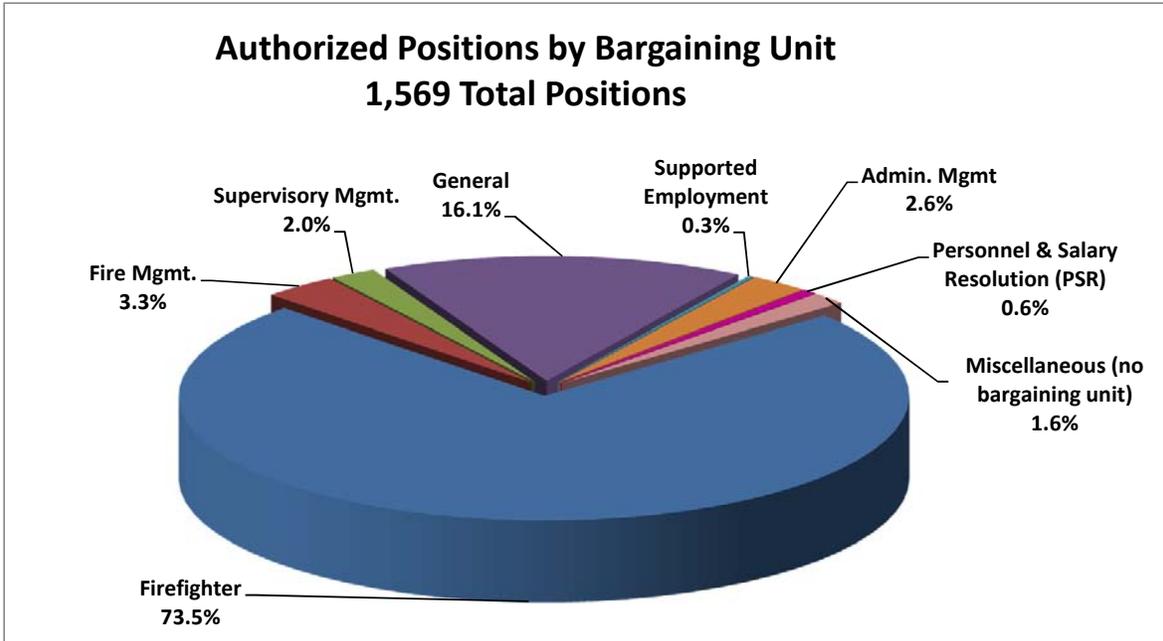
Note: FY 2019/20 total includes eight unfunded positions (three frozen positions and five US&R funded positions).

**ORANGE COUNTY FIRE AUTHORITY  
SUMMARY OF REGULAR POSITIONS BY DEPARTMENT  
FY 2015/16 - FY 2019/20**

<b>Department/Division/Section</b>	<b>FY 2015/16</b>	<b>FY 2016/17</b>	<b>FY 2017/18</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>
<b>121 - General Fund</b>					
<b><u>Business Services</u></b>					
JPA Board of Directors	-	-	25	25	25
Clerk of the Authority	5	5	5	5	6
Finance Division	22	23	23	24	25
Purchasing	5	5	5	5	6
Treasury & Financial Planning	6	6	6	6	6
Legislation Division	-	2	1	1	1
<b><u>Command &amp; Emergency Planning</u></b>					
Emergency Command Center	35	35	39	40	41
Command and Emerg. Planning Admin	-	-	-	-	3
Emergency Planning and Coordination	1	1	1	1	-
<b><u>Community Risk Reduction</u></b>					
Community Wildfire Mitigation	5	5	5	5	5
Planning & Development Services	30	28	31	33	33
Prevention Field Services	26	26	25	30	32
<b><u>Executive Management</u></b>					
Executive Management	11	9	9	9	13
Corporate Communications	11	4	4	4	9
<b><u>Human Resources Division</u></b>					
Human Resources Division	15	18	20	22	-
Risk Management	-	-	-	-	9
Employee Benefits	-	-	-	-	6
Employee Relations	-	-	-	-	4
Recruitment	-	-	-	-	4
<b><u>Operations</u></b>					
Division 1	87	88	85	99	174
Division 2	129	129	190	181	210
Division 3	243	240	203	209	207
Division 4	152	150	137	146	147
Division 5	101	106	123	135	126
Division 6	146	149	148	156	157
Division 7	95	96	97	107	104
Operations Training and Safety	10	12	12	10	10
Operations Training and Promotions	-	-	-	-	2
<b><u>Special Operations</u></b>					
Special Operations Admin	-	-	3	2	2
Air Operations	6	11	12	13	19
Wildland Operations	28	30	28	28	37
Investigation Services	9	9	9	9	12
<b><u>Emergency Medical Services</u></b>					
Emergency Medical Services	12	14	13	15	18
Organizational Development and Training	1	2	3	2	-
<b><u>Logistics Department</u></b>					
Fleet Services	23	24	24	24	28
Information Technology Division	27	30	34	34	49
Materiel Management	15	15	15	15	19
Property Management	8	10	10	10	12
<b>Subtotal</b>	<b>1,264</b>	<b>1,282</b>	<b>1,345</b>	<b>1,404</b>	<b>1,561</b>
<b>Total Funded Positions</b>	<b>1,264</b>	<b>1,282</b>	<b>1,345</b>	<b>1,404</b>	<b>1,561</b>
<b>Total Unfunded Positions [a]</b>	<b>92</b>	<b>79</b>	<b>57</b>	<b>8</b>	<b>8</b>
<b>Total Authorized Positions</b>	<b>1,356</b>	<b>1,361</b>	<b>1,402</b>	<b>1,412</b>	<b>1,569</b>

[a] FY 2019/20 Includes three frozen positions and five US&R funded positions.

**ORANGE COUNTY FIRE AUTHORITY  
FY 2019/20 POSITIONS**



Note: The Funded Positions Chart excludes eight unfunded positions as follows:

- Three frozen positions (1 Admin. Fire Captain, 1 Office Services Specialist, and 1 Org. & Dev. Training Prog. Manager)
- Five US&R funded positions (1 Battalion Chief, 1 Sr. Fire Equipment Technician, and 3 Fire Equipment Technicians)

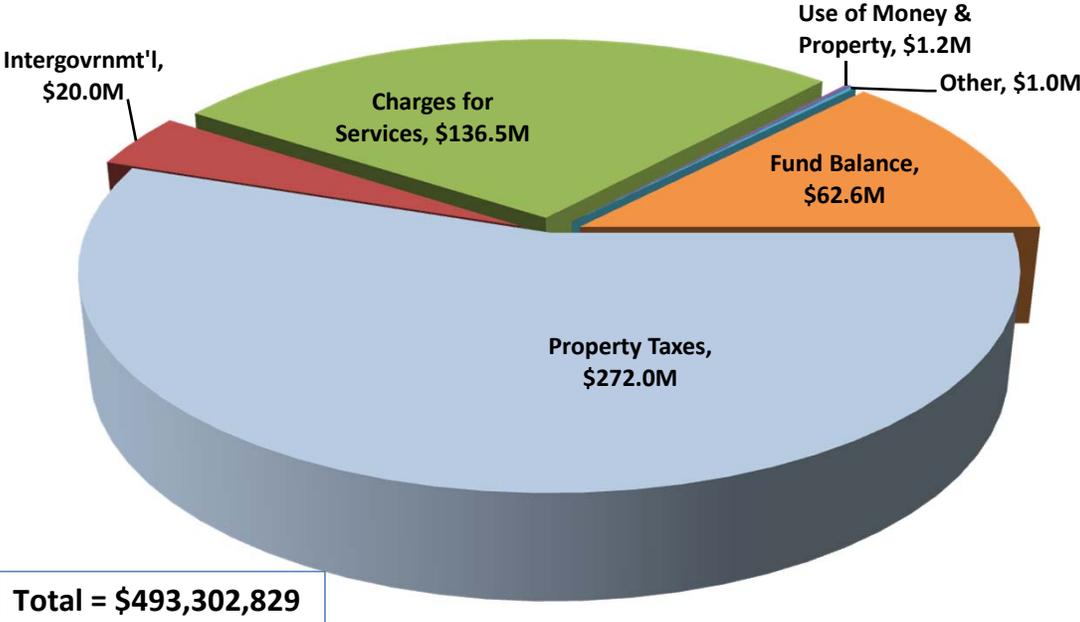
# General Fund



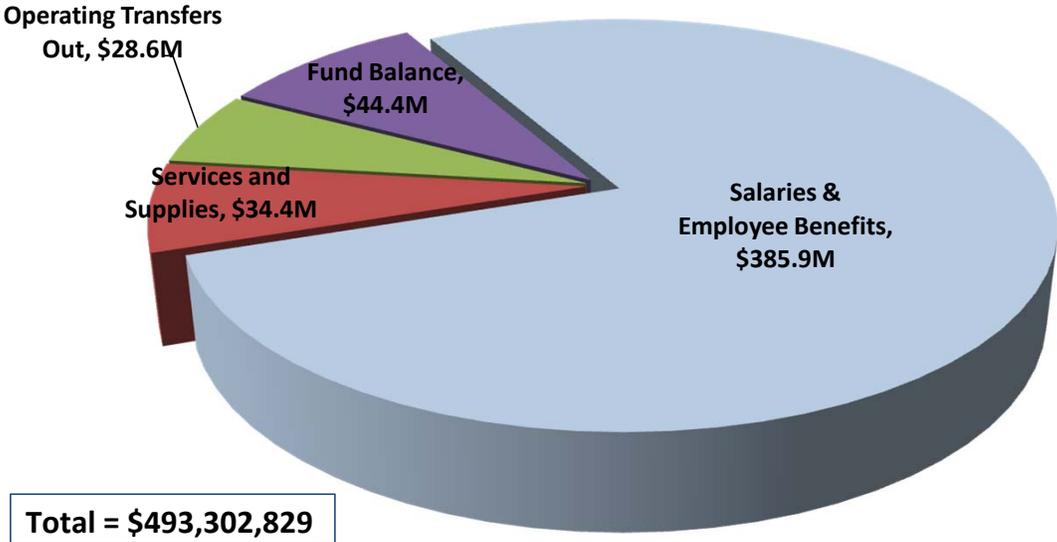


### FY 2019/20 Funding Sources and Uses General Fund

#### Where the Money Originates



#### Where the Money Goes



## FY 2019/20 OCFA Adopted Budget

### ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND REVENUE AND EXPENDITURE SUMMARY FY 2019/20 BUDGET

	FY 2018/19 Adjusted Budget	FY 2019/20 Adopted Budget <sup>(2)</sup>	\$ Change from FY 2018/19 Adjusted	% Change from FY 2018/19 Adjusted
<b>FUNDING SOURCES</b>				
Property Taxes	\$260,369,047	\$272,047,362	\$11,678,315	4.49%
Intergovernmental	20,102,301	19,961,585	(140,716)	-0.70%
Charges for Current Services <sup>(3)</sup>	111,987,105	136,507,014	24,519,909	21.90%
Use of Money & Property	919,770	1,170,026	250,256	27.21%
Other	1,001,382	1,028,785	27,403	2.74%
<b>Subtotal Revenues</b>	<b>394,379,605</b>	<b>430,714,772</b>	<b>36,335,167</b>	<b>9.21%</b>
One-time/Grant Revenues	15,222,523	-	(15,222,523)	-100.00%
<b>Total Revenues &amp; Other Financing Sources</b>	<b>409,602,128</b>	<b>430,714,772</b>	<b>21,112,644</b>	<b>5.15%</b>
Beginning Fund Balance	72,512,088	62,588,057	(9,924,031)	-13.69%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$482,114,216</b>	<b>\$493,302,829</b>	<b>\$11,188,613</b>	<b>2.32%</b>
<b>EXPENDITURES</b>				
Salaries & Employee Benefits	\$340,363,305	\$376,280,124	\$35,916,819	10.55%
Services & Supplies	30,804,717	30,811,447	6,730	0.02%
Capital Outlay	363,157	124,000	(239,157)	-65.85%
<b>Subtotal Expenditures</b>	<b>371,531,179</b>	<b>407,215,571</b>	<b>35,684,392</b>	<b>9.60%</b>
One-Time/Grant Expenditures	22,748,822	3,495,822	(19,253,000)	-84.63%
UAAL Paydowns	19,167,397	9,648,658	(9,518,739)	-49.66%
<b>Total Expenditures &amp; Other Uses</b>	<b>413,447,398</b>	<b>420,360,051</b>	<b>6,912,653</b>	<b>1.67%</b>
Operating Transfer Out	6,078,761	28,568,000	22,489,239	369.96%
Appropriation for Contingencies <sup>(1)</sup>	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	59,588,057	41,374,778	(18,213,279)	-30.57%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$482,114,216</b>	<b>\$493,302,829</b>	<b>\$11,188,613</b>	<b>2.32%</b>

(1) Requires Board approval to spend

(2) Includes Garden Grove Transition Revenues and Expenditures from the approved Fire Services Agreement

(3) Estimates for CRR revenues for services provided in Garden Grove are still being developed and will be included in the Mid-Year Budget Adjustment for FY 2019/20

# Fund 121: General Fund

**DESCRIPTION**

This fund is the primary operating fund of the OCFA used to account for all financial activity associated with the provision of services to our member cities and unincorporated areas. Major sources of revenue are property taxes designated for fire protection, cash contracts, intergovernmental reimbursements as well as various user fees. Primary activities include structural, watershed, and wildland fire protection, paramedic, rescue, and fire prevention services which include planning and development services, hazardous materials response services, arson investigations and inspections.

***FY 2019/20 BUDGET***

**BUDGET**

The total FY 2019/20 expenditure budget is \$420,360,051.

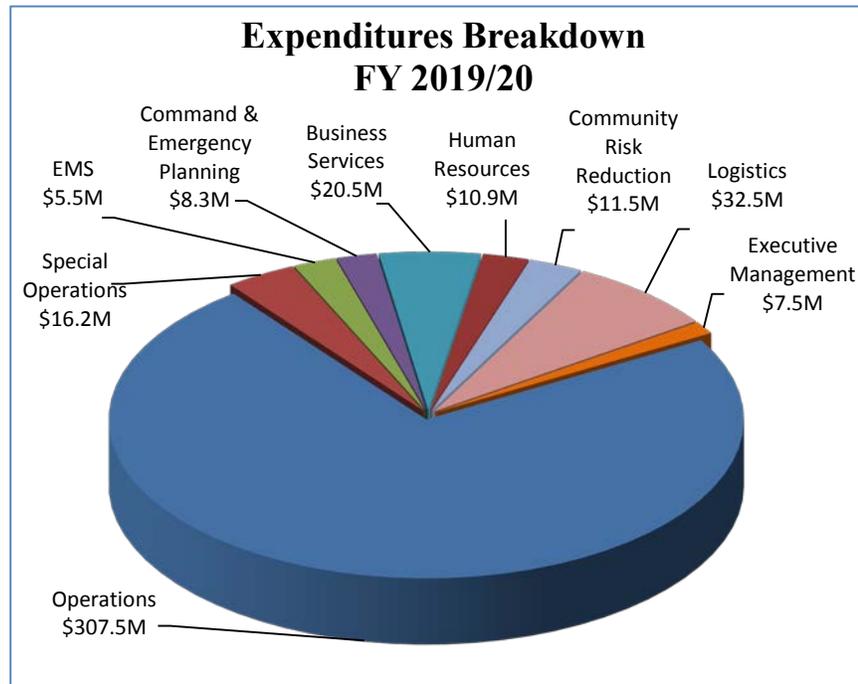
**HIGHLIGHTS**

***Salary Increases***

The FY 2019/20 budget includes scheduled salary increases as required by the approved Fire Management (COA), Firefighter (FF), Administrative Management (OCFAMA), the General (OCEA) and the Executive Management Units MOUs. The budget continues to include potential merit increases for eligible employees.

***Staffing Changes***

The FY 2019/20 budget reflects the addition of 104 personnel with the transition of the City of Garden Grove to OCFA. It also includes funding of 23 new positions unrelated to the Garden Grove transition to improve work efficiencies and meet operational needs in various departments. Three positions continue to be frozen and are not funded in this budget.



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## **FY 2019/20 OCFA Adopted Budget**

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### ***Retirement***

The retirement budget for FY 2019/20 is based on OCERS' final adopted rates. When compared to FY 2018/19, the final FY 2019/20 rates from OCERS reflected a slight increase for both the suppression units as well as the general unit in part due to the impact of ongoing employee retirement contributions in a multi-year phased in approach to achieving employees paying 50% of the normal costs for employee retirement contributions. Retirement costs also reflect \$1.5 million in savings related to the prepayment of estimated retirement costs to OCERS six months before the start of the fiscal year. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions.

### ***Workers' Compensation***

Funding for the FY 2019/20 workers' compensation self-insurance program at \$17.9 million is based on the 50% confidence level provided by the actuarial study completed in September 2018. Funding at the 50% confidence level has been in place since FY 2016/17.

### ***Services & Supplies/Equipment***

Overall, the budgets for Services and Supplies (S&S) and Equipment were held flat from FY 2018/19 and excluded one-time projects. Many of the one-time projects were grant-funded and have not been included in FY 2019/20. Any requests for increases to the base budget were reviewed on a case-by-case basis, considering the criticality of the need and contribution toward meeting the OCFA's domain objectives, as well as availability of funding, and the risks/consequences of not approving the request. The FY 2019/20 also reflects corresponding increases to support operations with the transition of City of Garden Grove to OCFA.

### ***Operating Transfer***

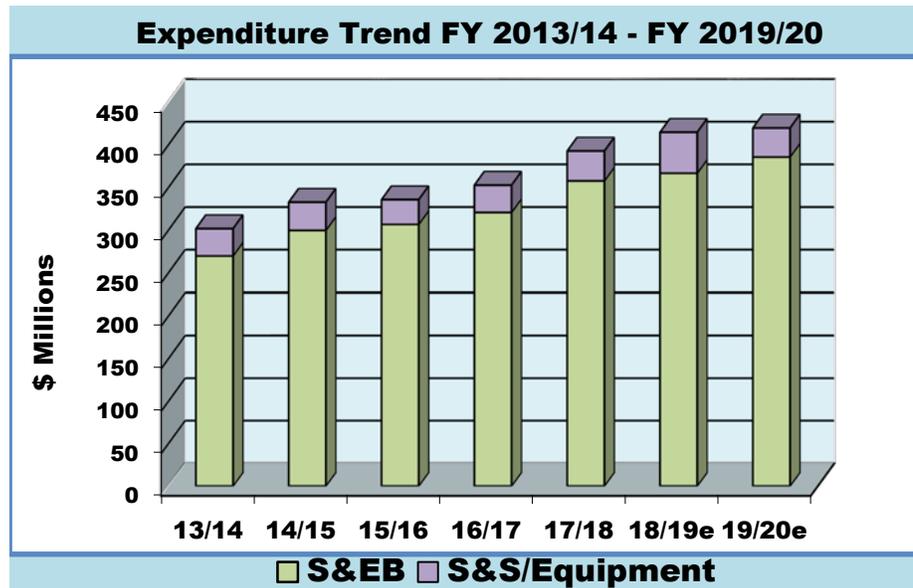
The FY 2019/20 budget reflects operating transfer to the CIP funds, sufficient to prevent a negative fund balance in the CIP funds. Consistent with the recently updated Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be reconciled at the Mid-Year Budget Adjustment in FY 2019/20. The Policy calls for 50% to be directed to the CIP funds and the balance to be used to pay-down the unfunded pension liability, expanding the sources of paydown past those contained in the Snowball Plan.

**Expenditure Trends**

The expenditure chart reflects trends for seven years from FY 2013/14 through FY 2019/20, with actual expenditures for FY 2013/14 through FY 2017/18, and budgeted expenditures for FY 2018/19 and FY 2019/20.

The S&S expenditures for FY 2013/14 and FY 2014/15 also included Jurisdictional Equity Adjustment Payments.

This payment was discontinued effective FY 2015/16.

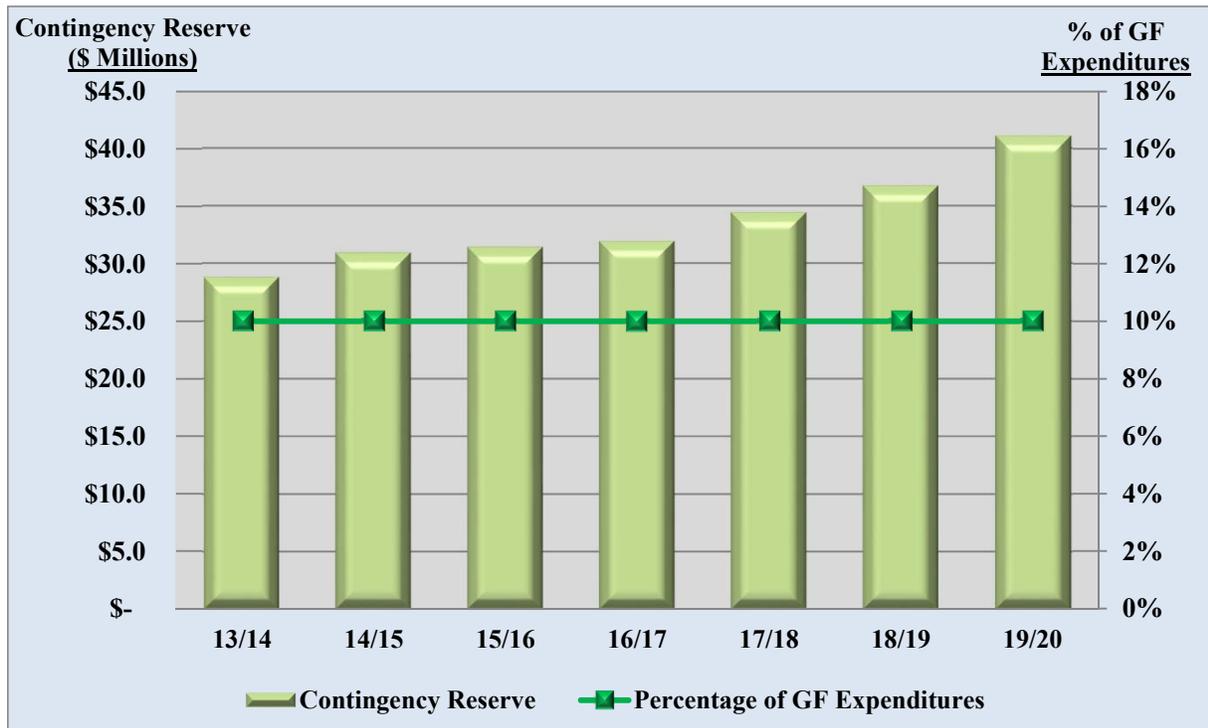


S&EB reflects a marked increase in FY 2014/15 due to a one-time \$21.3 million payment towards the agency’s unfunded pension liability compared to \$5.2 million in FY 2013/14. FY 2015/16 S&EB includes staffing increases as well as increases retirement and medical benefits, and \$15.4 million payment towards the agency’s unfunded pension liability. FY 2016/17 and FY 2017/18 S&EB includes payment towards the agency’s unfunded pension liability of \$13.5 million and \$19.9 million respectively, and funding of several previously frozen/unfunded positions. FY 2018/19 budget reflects paydown the agency’s unfunded pension liability of \$19.2 million, funding of previously frozen/unfunded positions as well as increases in worker’s compensation and retirement costs. FY 2019/20 budget reflects paydown the agency’s unfunded pension liability of \$9.7 million, funding of previously frozen/unfunded positions as well as increased S&EB and S&S expenditures associated with the transition of the City of Garden Grove to OCFA effective 8/16/2019.

Expenditures have increased during this seven-year period primarily due to the paydown since FY 2013/14 towards the agency’s unfunded pension liability. In addition, aggressive cost containment measures in all areas of spending continue to be a priority for the OCFA to maintain long-term financial sustainability.

## Authority Consistently Meets its 10% Contingency Reserve Policy Target (1)

The Board has established a contingency reserve policy requiring the OCFA to maintain reserves equal to 10% of operating expenditures. Operating expenditures are defined to include salaries, employee benefits, services and supplies and to exclude grant-funded expenditures, annual equity payments, and operating transfers out the CIP program. As demonstrated by this graph, the OCFA has consistently met the 10% reserve requirement established by the Board.



(1) Percentage (%) of General Fund Expenditures is based on the adopted budget for each fiscal year.

Source: OCFA Adopted Budgets

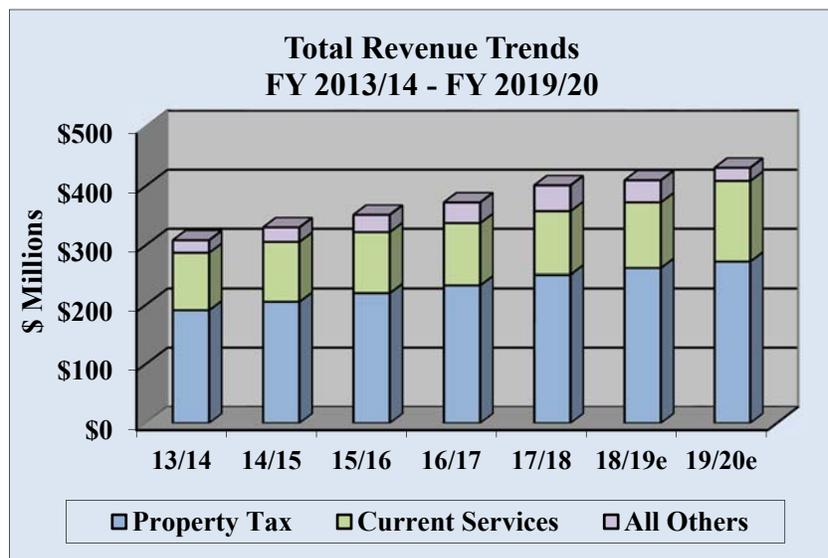
# General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2019/20 is \$430,714,772 which is an increase of 9.36% over the prior year’s adopted budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, Community Risk Reduction Fees, and State Revenue are the top five sources of revenue for the OCFA and represent 98.3% of the OCFA’s General Fund revenue and 93.3% the total revenue for FY 2019/20.

Revenue projections for FY 2019/20 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement.

## ECONOMIC OUTLOOK

The most significant economic factor affecting the OCFA is the real estate market; that impact is reflected primarily in property tax revenues and Community Risk Reduction fees. The Chapman Economic and Business Review dated June 2019 reported that 8,417 new dwelling units were permitted in Orange County in 2018, and a modest increase of 1.8% is anticipated for 2019. Please refer to the Construction and Housing Activity data in the Appendix. According to the Chapman



Economic and Business Review, housing affordability has slightly increased due to lower mortgage rates in the second half of the fiscal year and even with continued tax reform disincentives, the tight housing supply is still placing upward pressure on home prices although at a slower rate than seen in recent years. Orange County home price appreciation is projected to increase but at a slower rate of 1.2% in 2019 when compared to 4.8% in 2018. Our secured property tax revenue projections reflect an increase of 4.80% from FY 2018/19. Looking at California as a whole, home prices are projected to increase slightly to 6.2% in 2019, compared to 4.6% in 2018.

## PROPERTY TAXES

Property taxes are the major revenue source of the OCFA representing approximately 63.2% of General Fund revenues. Property taxes are received by the OCFA from the Structural Fire Fund (SFF) maintained by the County of Orange. Fifteen member cities and the unincorporated areas of Orange County are part of the SFF. State law provides for a maximum 1% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the County

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## FY 2019/20 OCFA Adopted Budget

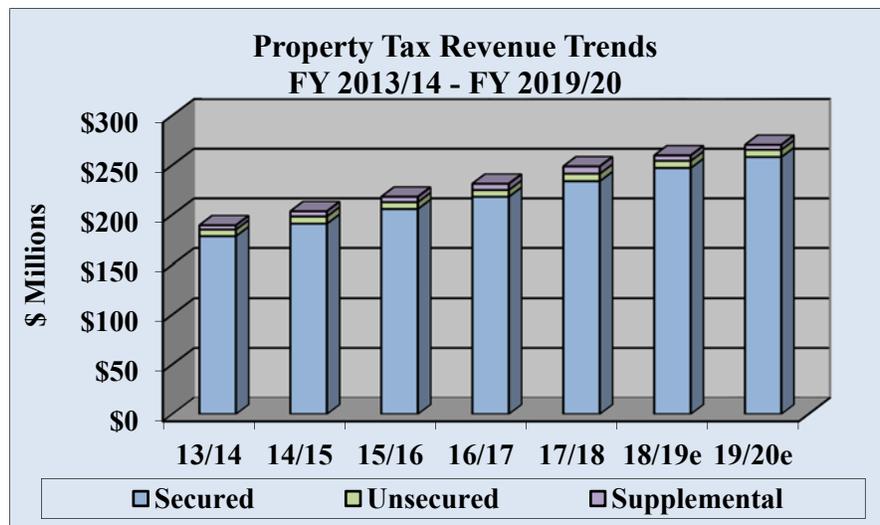
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from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.6% of the one percent basic levy for all SFF areas. This rate is set by law and has not changed significantly since it was established in 1978; therefore, property tax revenue fluctuates based on the changes in assessed value of the areas served by OCFA. It should be noted that Proposition 13 limits growth in assessed value to 2% per year unless the property is reassessed. Due to the importance of this revenue source, the OCFA has been contracting for property tax growth projections since 1997. The Rosenow Spevacek Group, Inc. (RSG) was retained again this year to provide these estimates.

Total property tax is estimated at \$272.0 million for FY 2019/20, representing a 4.61% increase from the FY 2018/19 adopted budget. Property tax revenue includes the following subcategories:

### ***Secured Property Tax***

Tax revenue generated from secured property, i.e. real property and attached improvements comprises 94.9% of total property taxes and approximately 59.9% of total General Fund revenue. RSG has projected an increase of 4.75% for secured property taxes in FY 2019/20. This growth factor is applied to the FY 2018/19 actual tax charge, and then reduced by a 1% refund/net roll factor. The Secured



property tax also includes public utility taxes, which are projected to remain at the FY 2018/19 level (\$2.2 million) based on the history of public utility assessed valuation from year to year. FY 2019/20 Secured property tax is estimated at \$258.1 million.

### ***Unsecured Property Tax***

The unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 2.7% of total property taxes and 1.7% of total OCFA General Fund revenue. The FY 2019/20 unsecured property tax estimates are based on the FY 2018/19 tax ledger with no growth projected. An 8.65% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated revenue to be received.

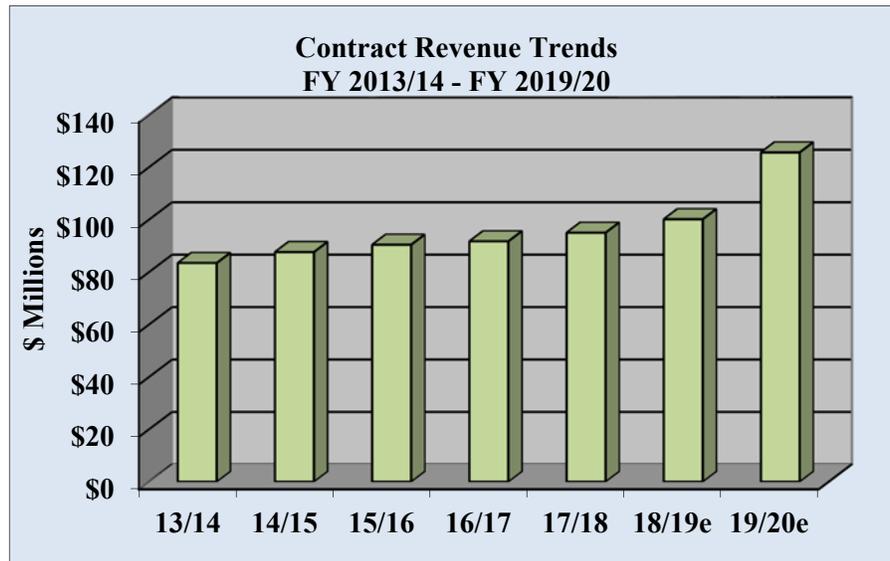
### ***Supplemental Property Tax***

Supplemental property tax is generated when property changes ownership after the Assessor's annual January 1<sup>st</sup> cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 1.8% of total property taxes and approximately 1.2% of total General Fund revenue. This category of property tax has been

characterized by high volatility. Supplemental property tax revenue peaked in FY 2005/06 at \$8.0 million in actual receipts and declined to \$0.9 million in FY 2011/12; we are projecting \$6.4 million in FY 2018/19. Since RSG does not provide estimates for supplemental growth, we conservatively projected this revenue for FY 2019/20 at \$5.0 million.

**CONTRACTS**

The cities of Buena Park, Garden Grove, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. This source of revenue represents approximately 29.2% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$125.7 million which



represents a 25.1% increase over FY 2018/19. This large increase is due to the addition of the City of Garden Grove in the next fiscal year.

Cash contract city charges are adjusted annually based on the annual percentage change in the cost of OCFA operations, subject to a 4.5% cap. For FY 2019/20, the annual percentage change in the cost of OCFA operations was 4.68%, the remaining 0.18% will be carried forward and paid in a subsequent year in which the service charge cost adjustment is less than the 4.5% cap.

The First Amendment to the Amended Joint Powers Authority (JPA) Agreement, effective July 1, 2010, also requires each city to pay their calculated “2010 Shortfall”, which is the difference between the FY 2009/10 capped charge under the prior JPA Agreement and the actual FY 2009/10 cost. This shortfall, which is outside the 4.5% cap, is amortized over a ten-year period beginning July 2010 and estimated to be paid off by 2020. The First Amendment to the Amended JPA Agreement also provides for the cash contract cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.5% cap.

On June 22, 2017, the contract with John Wayne Airport (JWA) was extended via Amendment for five years through November 22, 2022 with an increased contract value of \$26,489,760. Total John Wayne Airport (JWA) contract revenue for FY 2019/20 is \$5.0 million reflecting a 4.0% increase from FY 2018/19. The charge includes daily staffing of six post positions based on salary and benefit costs for staff assigned to Station 33. It also includes a 6.97% overhead cost rate and \$179K in services/supplies. The total charge is capped at 4% for annual cost increases as provided in the

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## FY 2019/20 OCFA Adopted Budget

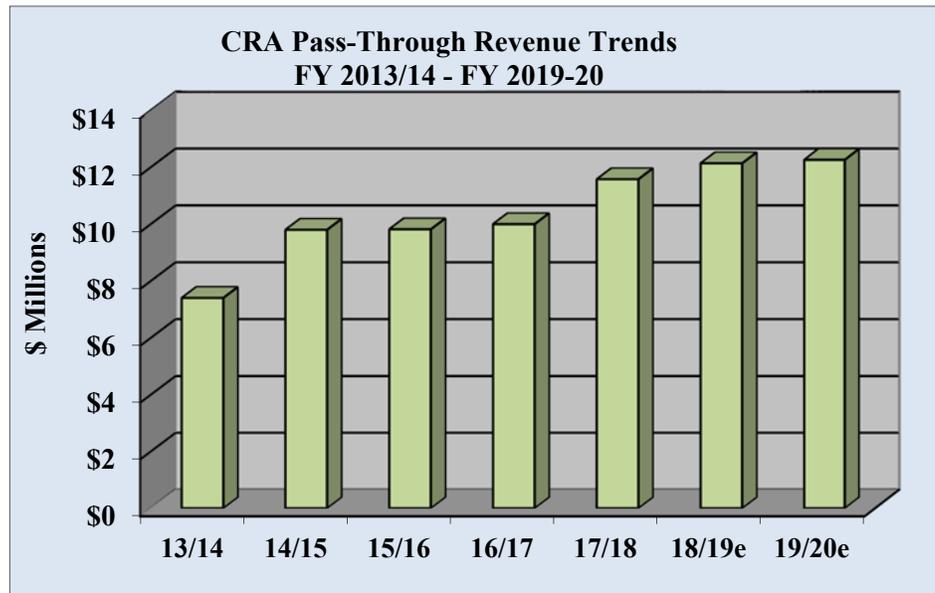
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agreement. As a result, the calculated charge over the 4% cap of about \$115K will be recorded and paid to the OCFA in a subsequent year in which the service charge cost adjustment is less than the 4.0%.

### COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

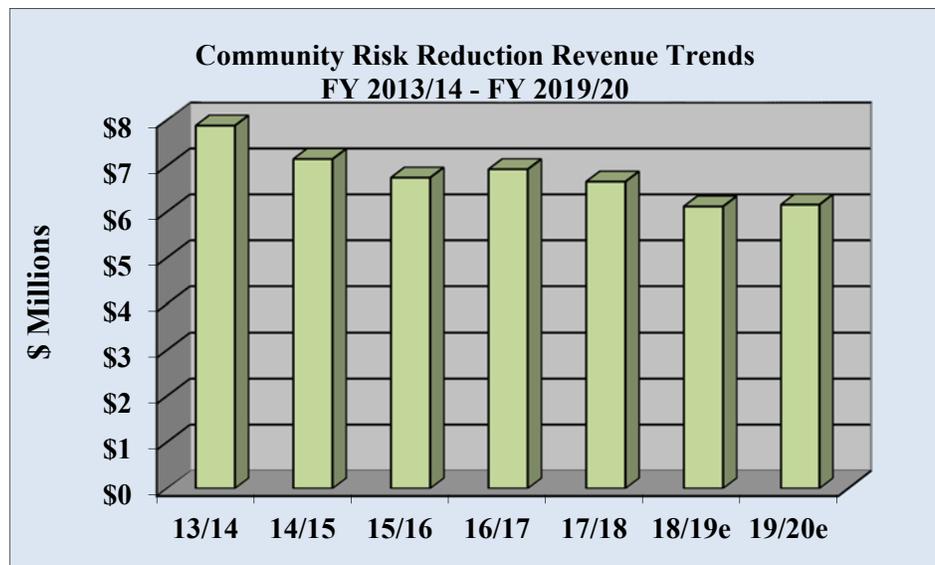
The CRA revenues, which comprise 2.85% of total General Fund revenues, are also projected by RSG.

The budget for FY 2019/20 is \$12.3 million, reflecting a decrease of 0.5% from FY 2018/19. CRA revenues from half of the cities are projected to decrease in FY 2019/20. Changes in pass through revenues are driven mostly by the expected timing of successor agencies paying off all remaining obligations.



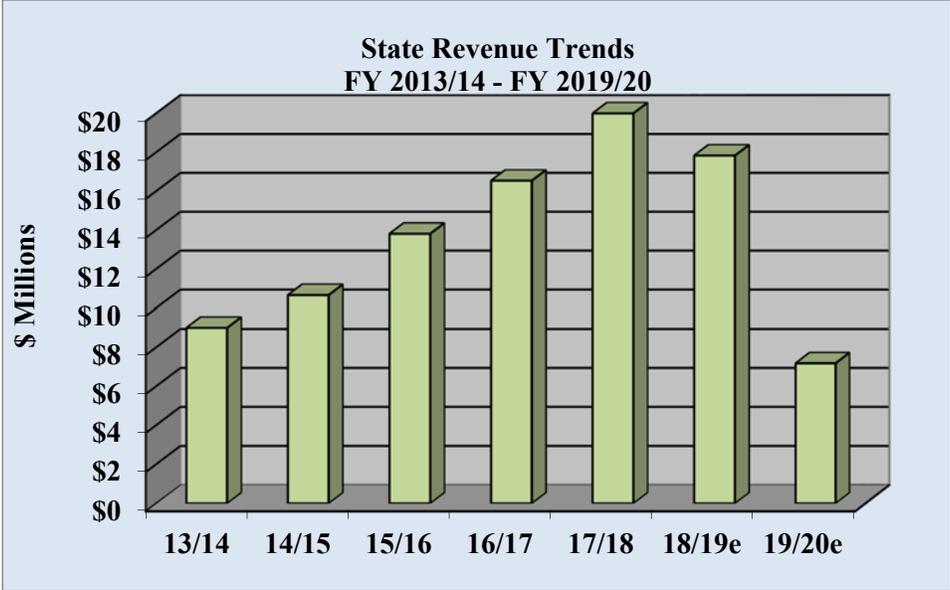
### COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.4% of total General Fund revenues and include permits, inspections, and plan checks. CRR Fees are estimated at \$6.2 million. Community risk reduction fees are projected to decrease by 11.1% for FY 2019/20, primarily due to a decrease in anticipated volume since the last CRR fee study, approved by the Board on May 25, 2017.



**STATE REVENUE**

State Revenue is comprised primarily of the State Responsibility Area (SRA) wild lands contract and reimbursements received for mutual aid by the state. Because the mutual aid reimbursements vary significantly by year and are of an unreliable nature, reimbursement for mutual aid is budgeted annually at the conservative amount of \$200,000 and adjusted at the mid-year. Total state revenue is estimated at \$7.2M for FY 2019/20 and represents 1.7% of General Fund revenues.



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**FY 2019/20 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY  
FUND 121 - GENERAL FUND  
REVENUE SUMMARY  
FY 2019/20**

<b>DESCRIPTION</b>	<b>FY 2017/18 Adopted Budget</b>	<b>FY 2018/19 Adopted Budget</b>	<b>FY 2019/20 Adopted Budget</b>	<b>% Change from FY 2018/19 Budget</b>
PROPERTY TAXES	\$242,371,052	\$260,069,047	\$272,047,362	4.61%
INTERGOVERNMENTAL	15,729,661	20,286,643	19,961,585	-1.60%
CHARGES FOR CURRENT SVCS	107,076,341	111,444,977	136,507,014	22.49%
USE OF MONEY AND PROPERTY	664,714	1,036,063	1,170,026	12.93%
OTHER	849,248.00	1,021,382	1,028,785	0.72%
<b>TOTAL REVENUE</b>	<b>\$366,691,016</b>	<b>\$393,858,112</b>	<b>\$430,714,772</b>	<b>9.36%</b>

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 121 - GENERAL FUND**  
**REVENUE DETAIL**  
**FY 2019/20**

DESCRIPTION	FY 2017/18 Adopted Budget	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	% Change from FY 2018/19 Adopted Budget
<b>TAXES</b>				
Property Taxes, Current Secured	\$229,047,152	\$246,268,358	\$258,087,106	4.80%
Property Taxes, Current Unsecured	7,000,350	7,170,233	7,343,982	2.42%
Property Taxes, Prior Unsecured	139,520	92,818	103,918	11.96%
Property Taxes, Supplemental	4,623,340	4,973,645	4,973,645	0.00%
Delinquent Supplemental	205,117	183,059	190,395	4.01%
Homeowner Property Tax	1,355,573	1,380,934	1,348,316	-2.36%
<b>TOTAL PROPERTY TAXES</b>	<b>242,371,052</b>	<b>260,069,047</b>	<b>272,047,362</b>	<b>4.61%</b>
<b>INTERGOVERNMENTAL</b>				
<b>State</b>				
SRA-Wild lands (CAL FIRE Contract)	5,576,668	6,764,627	6,972,575	3.07%
Assistance by Hire (State)	200,000	200,000	200,000	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	10,000	0.00%
<b>SUB-TOTAL</b>	<b>5,786,668</b>	<b>6,974,627</b>	<b>7,182,575</b>	<b>2.98%</b>
<b>Federal</b>				
Assistance by Hire (Federal)	100,000	100,000	100,000	0.00%
Misc Federal Revenue	-	888,606	414,682	0.00%
<b>SUB-TOTAL</b>	<b>100,000</b>	<b>988,606</b>	<b>514,682</b>	<b>-47.94%</b>
<b>CRA Pass-Through</b>				
Mission Viejo Pass thru	699,143	1,048,428	1,097,620	4.69%
Cypress-CRA Pass thru	1,410,029	2,024,721	575,878	-71.56%
Irvine - CRA Pass thru	353,364	345,357	2,354,067	581.63%
La Palma - CRA Pass thru	559,804	668,593	344,277	-48.51%
Lake Forest - CRA Pass thru	960,883	1,257,550	783,761	-37.68%
San Juan Caps - CRA Pass thru	966,300	1,333,949	1,126,273	-15.57%
County of Orange Pass-Through	2,734,958	2,853,845	3,106,699	8.86%
Yorba Linda - CRA Pass thru	2,158,512	2,790,967	2,875,753	3.04%
<b>SUB-TOTAL</b>	<b>9,842,993</b>	<b>12,323,410</b>	<b>12,264,328</b>	<b>-0.48%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>15,729,661</b>	<b>20,286,643</b>	<b>19,961,585</b>	<b>-1.60%</b>

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 121 - GENERAL FUND**  
**REVENUE DETAIL**  
**FY 2019/20**

DESCRIPTION	FY 2017/18 Adopted Budget	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	% Change from FY 2018/19 Adopted Budget
<b>CHARGES FOR CURRENT SERVICES</b>				
<b>Cash Contracts</b>				
San Clemente - Amb S&EB	490,922	-	-	0.00%
San Clemente - Amb S&S	26,707	-	-	0.00%
Facility Maintenance Charges	250,000	250,000	355,000	42.00%
Tustin	7,365,755	7,790,345	8,402,787	7.86%
Placentia	5,914,287	6,258,959	6,615,899	5.70%
Seal Beach	5,078,574	5,371,942	5,675,835	5.66%
Stanton	4,144,696	4,391,778	4,649,978	5.88%
Santa Ana	38,845,152	40,104,954	41,893,008	4.46%
Santa Ana S&EB Reimbursement	-	-	-	0.00%
JWA Contract	4,810,552	5,002,974	5,203,093	4.00%
Buena Park	10,459,455	11,048,962	11,832,681	7.09%
San Clemente	8,134,792	8,570,835	9,185,173	7.17%
Westminster	11,072,564	11,693,717	11,817,002	1.05%
Garden Grove	-	-	20,062,176	0.00%
<b>SUB-TOTAL</b>	<b>96,593,456</b>	<b>100,484,466</b>	<b>125,692,632</b>	<b>25.09%</b>
<b>Community Risk Reduction Fees</b>				
AR Late Payment Penalty	8,400	19,000	19,000	0.00%
Inspection Services Revenue	2,253,602	1,742,323	1,742,323	0.00%
P&D Fees	4,036,602	5,004,412	4,200,000	-16.07%
False Alarm	150,000	160,000	200,000	25.00%
<b>SUB-TOTAL</b>	<b>6,448,604</b>	<b>6,925,735</b>	<b>6,161,323</b>	<b>-11.04%</b>
<b>Other Charges for Services</b>				
Haz. Mat. Response Subscription Prog	4,951	5,446	5,459	0.24%
Charge for C&E Services	100,000	100,000	100,000	0.00%
<b>SUB-TOTAL</b>	<b>104,951</b>	<b>105,446</b>	<b>105,459</b>	<b>0.01%</b>
<b>Ambulance Reimbursements</b>				
Ambulance Supplies Reimbursement	1,030,920	1,030,920	1,230,100	19.32%
ALS Transport Reimbursement	2,898,410	2,898,410	3,317,500	14.46%
<b>SUB-TOTAL</b>	<b>3,929,330</b>	<b>3,929,330</b>	<b>4,547,600</b>	<b>15.73%</b>
<b>TOTAL CHGS FOR CURRENT SVCS</b>	<b>107,076,341</b>	<b>111,444,977</b>	<b>136,507,014</b>	<b>22.49%</b>

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 121 - GENERAL FUND**  
**REVENUE DETAIL**  
**FY 2019/20**

<b>DESCRIPTION</b>	<b>FY 2017/18 Adopted Budget</b>	<b>FY 2018/19 Adopted Budget</b>	<b>FY 2019/20 Adopted Budget</b>	<b>% Change from FY 2018/19 Adopted Budget</b>
<b>USE OF MONEY AND PROPERTY</b>				
<b>Interest</b>				
Interest	664,714	1,036,063	1,170,026	12.93%
<b>TOTAL USE OF MONEY/PROPERTY</b>	<b>664,714</b>	<b>1,036,063</b>	<b>1,170,026</b>	<b>12.93%</b>
<b>REVENUE - OTHER</b>				
<b>Miscellaneous Revenue</b>				
Other Revenue	5,000	14,000	14,000	0.00%
Miscellaneous Revenue	90,000	146,000	146,000	0.00%
Restitution	1,000	1,000	1,000	0.00%
RFOTC Cell Tower Lease Agreement	44,765	44,765	44,765	0.00%
Fullerton Airport Hangar Lease	203,669	201,117	208,520	3.68%
Witness Fees	4,500	4,500	4,500	0.00%
Joint Apprenticeship Comm (CFFJAC)	100,000	100,000	100,000	0.00%
Santa Ana College Agreement	290,000	450,000	450,000	0.00%
Bankruptcy Loss Recovery	60,314	-	-	0.00%
Sales of Surplus	50,000	60,000	60,000	0.00%
<b>TOTAL OTHER REVENUE</b>	<b>849,248</b>	<b>1,021,382</b>	<b>1,028,785</b>	<b>0.72%</b>
<b>SUBTOTAL REVENUE</b>	<b>\$366,691,016</b>	<b>\$393,858,112</b>	<b>\$430,714,772</b>	<b>9.36%</b>

# FY 2019/20 OCFA Adopted Budget

## ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES FY 2019/20 BUDGET

Account Description and Explanation of Significant Changes	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	\$ Change fr FY 2018/19 Budget	% Change fr FY 2018/19 Budget
<b><u>EMPLOYEE SALARIES</u></b>				
<b>Regular Salaries</b>	\$138,170,119	\$157,996,062	\$19,825,943	14.35%
<ul style="list-style-type: none"> <li>- Reflects 33 new positions added during fiscal year 2018/19 for various purposes including Air Ops Program enhancement, reorganization, and addition of Seasonal Handcrew for the City of Irvine.</li> <li>- Reflects 23 new positions for FY 2019/20 that are not related to the Garden Grove transition including 15 FF unit employees for constant staffing of Heavy Rescue 6 and enhancement of Engine 53 as well as a 1 nurse educator supervisor and 7 IT positions.</li> <li>- Reflects 104 new positions related to the Garden Grove transition.</li> <li>- Reflects \$3.2M reduction for anticipated salary savings due to vacant positions</li> <li>- Reflects cost-of-living increases for all bargaining units</li> <li>- Includes potential merit increases for eligible employees</li> <li>- Reflects three frozen unfunded positions</li> </ul>				
<b>Backfill/Overtime/FLSA</b>	47,149,211	48,819,897	1,670,686	3.54%
<ul style="list-style-type: none"> <li>- Based on historical trends for the last two fiscal years</li> <li>- Includes FLSA Adjustment/Holiday Pay</li> <li>- Increase not commensurate with salary increase due to anticipated impact of efforts to fill open positions and reduce firefighter overtime</li> </ul>				
<b>Extra Help</b>	54,568	83,490	28,922	53.00%
<ul style="list-style-type: none"> <li>- Increase due to increasing budgeted Extra Help positions from three in FY 2018/19 to six in FY 2019/20.</li> </ul>				
<b>Reserves</b>	300,000	300,000	-	0.00%
<ul style="list-style-type: none"> <li>- Based on historical levels; no change from FY 2018/19</li> </ul>				
<b>Other Pay</b>	20,606,442	21,557,379	950,937	4.61%
<ul style="list-style-type: none"> <li>- Reflects cost-of-living increases for all bargaining units.</li> <li>- Includes potential merit increases for eligible employees</li> <li>- Increase not commensurate with salary increase due to budgeting of Other Pay for Garden Grove employees under salaries for initial transition year.</li> </ul>				
<b>Sick/Vacation Payoff</b>	4,018,754	4,127,883	109,129	2.72%
<ul style="list-style-type: none"> <li>- Based on historical usage</li> </ul>				
<b>TOTAL SALARIES</b>	<b>210,299,094</b>	<b>232,884,711</b>	<b>22,585,617</b>	<b>10.74%</b>

**ORANGE COUNTY FIRE AUTHORITY**  
**SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES**  
**FY 2019/20 BUDGET**

Account Description and Explanation of Significant Changes	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	\$ Change fr FY 2018/19 Budget	% Change fr FY 2018/19 Budget
<b><u>RETIREMENT</u></b>	<b>84,950,223</b>	<b>97,540,771</b>	<b>12,590,548</b>	<b>14.82%</b>
<ul style="list-style-type: none"> <li>- Reflects 33 new positions added during fiscal year 2018/19 for various purposes including Air Ops Program enhancement, reorganization, and addition of Seasonal Handcrew for the City of Irvine.</li> <li>- Reflects 23 new positions for FY 2019/20 that are not related to the Garden Grove transition including 15 FF unit employees for constant staffing of Heavy Rescue 6 and enhancement of Engine 53 as well as a 1 nurse educator supervisor and 7 IT positions.</li> <li>- Reflects 104 new positions related to the Garden Grove transition.</li> <li>- Reflects cost-of-living increases for all bargaining units</li> <li>- Reflects OCERS' final adopted rates &amp; PEPRA rates for vacant positions</li> <li>- Reflects \$1.2M reduction for anticipated salary savings due to vacant positions</li> <li>- Includes \$1.6M savings for OCERS prepayment</li> <li>- Includes \$9.6M UAAL buy-down</li> <li>- Reflects three frozen unfunded positions</li> </ul>				
<b><u>INSURANCE</u></b>				
<b>Health Insurance</b>	29,796,185	34,131,881	4,335,696	14.55%
<ul style="list-style-type: none"> <li>- Reflects 33 new positions added during fiscal year 2018/19 for various purposes including Air Ops Program enhancement, reorganization, and addition of Seasonal Handcrew for the City of Irvine.</li> <li>- Reflects 23 new positions for FY 2019/20 that are not related to the Garden Grove transition including 15 FF unit employees for constant staffing of Heavy Rescue 6 and enhancement of Engine 53 as well as a 1 nurse educator supervisor and 7 IT positions.</li> <li>- Reflects 104 new positions related to the Garden Grove transition.</li> <li>- Reflects three frozen unfunded positions</li> </ul>				
<b>Workers' Compensation</b>	17,366,238	17,855,023	488,785	2.81%
<ul style="list-style-type: none"> <li>- Based on the 50% confidence level provided by the actuarial study, with \$1M in deduction to be directed to OCERS for UAAL paydown</li> </ul>				
<b>Unemployment Insurance</b>	60,000	60,000	-	0.00%
<ul style="list-style-type: none"> <li>- Based on historical trends for the last two fiscal years</li> </ul>				
<b>TOTAL INSURANCE</b>	<b>47,222,423</b>	<b>52,046,904</b>	<b>4,824,481</b>	<b>10.22%</b>
<b><u>MEDICARE</u></b>	<b>3,004,955</b>	<b>3,340,354</b>	<b>335,399</b>	<b>11.16%</b>
<ul style="list-style-type: none"> <li>- Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not</li> <li>- Includes potential merit increases for eligible employees</li> <li>- Reflects a \$35K reduction for anticipated salary savings due to vacant positions</li> <li>- Reflects three frozen unfunded positions</li> </ul>				
<b>TOTAL SALARIES &amp; EMPLOYEE BENEFITS</b>	<b>\$345,476,695</b>	<b>\$385,812,740</b>	<b>\$40,336,045</b>	<b>11.68%</b>

## FY 2019/20 OCFA Adopted Budget

### ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2019/20 BUDGET

Account Description and Explanation of Significant Changes	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	\$ Change fr FY 2018/19 Budget	% Change fr FY 2018/19 Budget
<b>Clothing</b> - FY 2019/20 reflects increases in new and replacement clothing for safety personnel, uniforms for recruit academy, and new outfitting for Garden Grove personnel	\$1,221,782	\$2,070,059	\$848,277	69.43%
<b>Communications</b> - FY 2019/20 reflects upgrades/increases of phone lines, data circuits, mobile services	1,273,503	1,376,529	103,026	8.09%
<b>Food</b> - FY 2019/20 reflects increases due to OCFA meetings and testings	105,457	109,870	4,413	4.18%
<b>Household Expenses</b> FY 2019/20 reflects re-allocation of funds	262,000	257,000	(5,000)	-1.91%
<b>Insurance</b> - FY 2019/20 reflects premium increases due to high safety group in the employee workforce	1,634,662	1,837,976	203,314	12.44%
<b>Maintenance/Repair - Equipment</b> - FY 2019/20 includes enhancement to the Air Operations program, and increases due to Garden Grove transition	5,195,389	5,704,927	509,538	9.81%
<b>Maintenance/Repair - Buildings</b> - FY 2019/20 includes major repairs/maintenance one-time projects at several fire stations, plus ongoing increases due to Garden Grove transition	2,242,000	2,508,695	266,695	11.90%
<b>Medical Supplies and Equipment</b> - FY 2019/20 includes one-time increases, as well as ongoing increases due to Garden Grove transition	1,009,063	1,254,059	244,996	24.28%
<b>Memberships</b> - FY 2019/20 slightly reduced to reflect current needs	60,388	58,529	(1,859)	-3.08%
<b>Miscellaneous Expenses</b> FY 2019/20 increased to reflect projected needs	31,250	35,000	3,750	12.00%
<b>Office Expense</b> - FY 2019/20 reflects increases in IT Division, plus ongoing increases due to Garden Grove transition	958,190	1,023,169	64,979	6.78%

**ORANGE COUNTY FIRE AUTHORITY  
SUMMARY OF SERVICES AND SUPPLIES CHANGES  
FY 2019/20 BUDGET**

Account Description and Explanation of Significant Changes	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	\$ Change fr FY 2018/19 Budget	% Change fr FY 2018/19 Budget
<b>Professional and Specialized Services</b> - FY 2019/20 reflects one-time increase in Human Resources Division , as well as ongoing increases due to Garden Grove transition	7,975,828	9,040,106	1,064,278	13.34%
<b>Publications and Legal Notices</b>	7,845	7,845	-	0.00%
<b>Rents and Leases - Equipment</b> FY 2019/20 includes ongoing increase in Air and Wildland Operations	153,000	203,000	50,000	32.68%
<b>Rents and Leases - Facilities</b> - FY 2019/20 reflects new site leases	126,331	131,838	5,507	4.36%
<b>Small Tools and Instruments</b> FY 2019/20 includes one-time increase in Air and Wildland Operations	125,008	191,508	66,500	53.20%
<b>Special Department Expense</b> - FY 2019/20 reflects increase in custom-fabricated mounts for communication equipment installation on vehicles, as well as a re-allocation of funds	2,079,074	2,444,105	365,031	17.56%
<b>Transportation</b> - FY 2019/20 includes enhancement to the Air Operations program which resulted in jet fuel increases	1,877,736	2,347,726	469,990	25.03%
<b>Travel, Training and Meetings</b> - FY 2019/20 reflects increases for employee certifications and various training programs	1,249,701	1,427,661	177,960	14.24%
<b>Utilities</b>	2,311,500	2,311,500	-	0.00%
<b>Taxes and Assessments</b>	32,209	32,209	-	0.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$29,931,916</b>	<b>\$34,373,311</b>	<b>\$4,441,395</b>	<b>14.84%</b>

## FY 2019/20 OCFA Adopted Budget

### ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND FY 2019/20 BUDGET

Account Description	Business Services	Command & Emergency Planning	Community Risk Reduction	Emergency Medical Services	Executive Management
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$4,337,974	\$4,055,505	\$6,864,168	\$2,118,963	\$3,606,678
Backfill/Overtime	41,725	1,104,570	83,450	255,786	187,829
FLSA Adjustment/Holiday Pay	-	51,645	-	-	-
Extra Help	-	-	83,490	-	-
Reserves	-	-	-	-	-
Other Pay	95,393	340,662	236,822	114,340	159,635
Sick/Vacation Payoff	138,959	65,744	185,363	42,706	183,595
<b>TOTAL SALARIES</b>	<b>4,614,051</b>	<b>5,618,126</b>	<b>7,453,293</b>	<b>2,531,795</b>	<b>4,137,737</b>
<b>RETIREMENT</b>	<b>11,207,639</b>	<b>1,659,951</b>	<b>2,477,123</b>	<b>884,162</b>	<b>1,611,654</b>
<b>INSURANCE</b>					
Employee Insurance	792,210	606,265	930,449	316,443	518,236
Workers' Compensation	168,089	277,258	233,201	98,449	242,320
Unemployment Insurance	-	-	-	-	-
<b>TOTAL INSURANCE</b>	<b>960,299</b>	<b>883,523</b>	<b>1,163,650</b>	<b>414,892</b>	<b>760,556</b>
<b>MEDICARE</b>	<b>66,796</b>	<b>81,177</b>	<b>107,783</b>	<b>36,300</b>	<b>60,653</b>
<b>TOTAL S&amp;EB (SALARIES &amp; EMPLOYEE BENEFITS)</b>	<b>16,848,785</b>	<b>8,242,777</b>	<b>11,201,849</b>	<b>3,867,149</b>	<b>6,570,600</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>3,633,932</b>	<b>72,973</b>	<b>310,200</b>	<b>1,633,445</b>	<b>938,213</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEBT SERVICE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$20,482,717</b>	<b>\$8,315,750</b>	<b>\$11,512,049</b>	<b>\$5,500,594</b>	<b>\$7,508,813</b>
<b>Funded Positions</b>	<b>69</b>	<b>44</b>	<b>70</b>	<b>18</b>	<b>22</b>

**ORANGE COUNTY FIRE AUTHORITY  
FUND 121 - GENERAL FUND  
FY 2019/20 BUDGET**

Account Description	Human Resources	Logistics	Operations	Special Operations	TOTAL
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$2,370,514	\$8,655,805	\$120,080,757	\$5,905,698	\$157,996,062
Backfill/Overtime	212,712	347,824	35,086,589	1,086,689	38,407,174
FLSA Adjustment/Holiday Pay	-	-	10,166,236	194,842	10,412,723
Extra Help	-	-	-	-	83,490
Reserves	-	-	271,530	28,470	300,000
Other Pay	59,008	443,830	19,482,155	625,534	21,557,379
Sick/Vacation Payoff	87,424	143,565	3,085,952	194,575	4,127,883
<b>TOTAL SALARIES</b>	<b>2,729,658</b>	<b>9,591,024</b>	<b>188,173,219</b>	<b>8,035,808</b>	<b>232,884,711</b>
<b>RETIREMENT</b>	<b>884,428</b>	<b>3,136,204</b>	<b>72,532,096</b>	<b>3,147,514</b>	<b>97,540,771</b>
<b>INSURANCE</b>					
Employee Insurance	433,808	1,391,073	27,517,478	1,625,919	34,131,881
Workers' Compensation	105,917	550,208	15,373,152	806,429	17,855,023
Unemployment Insurance	-	-	49,000	11,000	60,000
<b>TOTAL INSURANCE</b>	<b>539,725</b>	<b>1,941,281</b>	<b>42,939,630</b>	<b>2,443,348</b>	<b>52,046,904</b>
<b>MEDICARE</b>	<b>39,402</b>	<b>137,650</b>	<b>2,694,105</b>	<b>116,488</b>	<b>3,340,354</b>
<b>TOTAL S&amp;EB (SALARIES &amp; EMPLOYEE BENEFITS)</b>	<b>4,193,213</b>	<b>14,806,159</b>	<b>306,339,050</b>	<b>13,743,158</b>	<b>385,812,740</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>6,684,799</b>	<b>17,683,219</b>	<b>1,126,410</b>	<b>2,290,120</b>	<b>34,373,311</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>174,000</b>	<b>174,000</b>
<b>DEBT SERVICE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$10,878,012</b>	<b>\$32,489,378</b>	<b>\$307,465,460</b>	<b>\$16,207,278</b>	<b>\$420,360,051</b>
<b>Funded Positions</b>	<b>23</b>	<b>108</b>	<b>1,137</b>	<b>70</b>	<b>1,561</b>

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## SMOKE ALARMS



**Working smoke alarms reduce your risk of dying in a home fire by 50 percent.**

*Almost two-thirds of all home fire deaths occur in homes with no working smoke alarm. Protect your family by installing smoke alarms, inspecting them regularly, and practicing home fire drills.*

### **Install**

- Install smoke alarms in every bedroom, in hallways outside bedrooms or sleeping areas, and on every level of the home.
- Install smoke alarms on the ceiling or high on a wall. Make sure they're at least 10 feet from the stove and three feet from doors leading to the kitchen to reduce false alarms.
- Keep smoke alarms away from bathrooms with tubs or showers, heating or cooling ducts or vents, and ceiling or whole-house fans.
- Check the back for the manufacture date. Replace all alarms when they're 10 years old.
- Use interconnected smoke alarms. When one sounds, they all sound.
- It's safest to use both ionization and photoelectric smoke alarms. Ionization alarms are quicker to warn about flaming fires. Photoelectric alarms are quicker to warn about smoldering fires.
- Special alarms with strobe lights and bed shakers are available for people who are deaf or hard of hearing.

### **Inspect**

- Test all smoke alarms once a month.
- Follow the manufacturer's instructions for cleaning to keep smoke alarms working well.

### **Protect**

- Draw a home escape plan that shows two ways out of every room and an outside meeting place.
- Teach children what the smoke alarm sounds like and what to do if they hear it.
- Practice home fire drills at least twice a year.

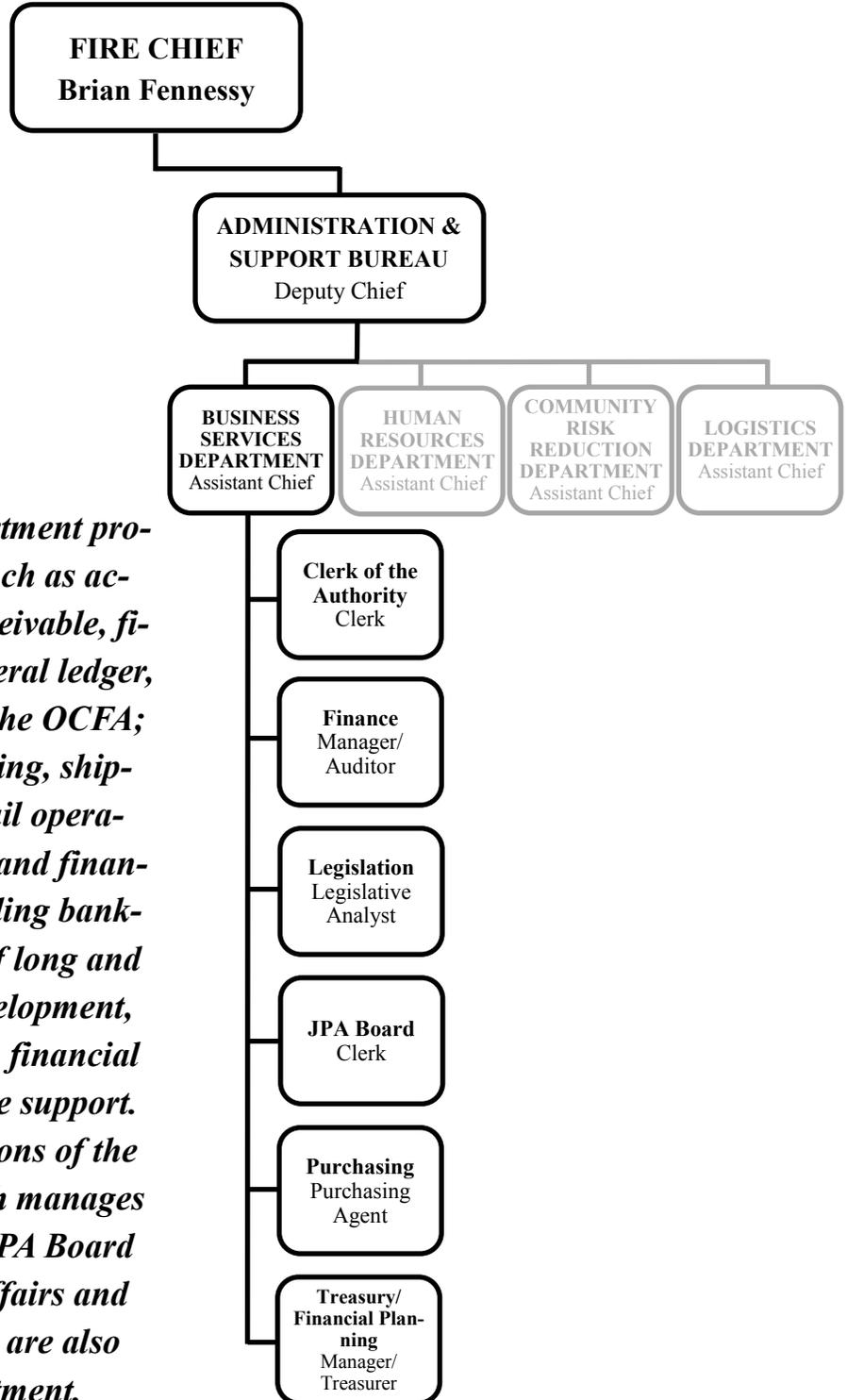


*Business Services  
Department*





**ORANGE COUNTY FIRE AUTHORITY  
BUSINESS SERVICES DEPARTMENT  
ORGANIZATION CHART**



*The Business Services Department provides financial functions such as accounts payable, accounts receivable, financial systems support, general ledger, payroll, and timekeeping to the OCFA; provides purchasing, receiving, shipping, warehousing, and mail operations; and provides treasury and financial planning services including banking, investments, issuance of long and short-term debt, budget development, fiscal monitoring, long-term financial planning, and administrative support. Also included are the functions of the Clerk of the Authority, which manages Authority records and the JPA Board coordination. Legislative affairs and monitoring responsibilities are also conducted by this department.*

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
***BUSINESS SERVICES DEPARTMENT SUMMARY***  
**FY 2019/20 BUDGET**

Account Description	JPA Board of Directors	Clerk of the Authority	Finance Division	Purchasing	Treasury & Financial Planning	Legislation Division	Department Total
<b>EMPLOYEE SALARIES</b>							
Regular Salaries	\$39,436	\$522,997	\$2,271,433	\$583,020	\$798,262	\$122,826	\$4,337,974
Backfill/Overtime	-	-	39,356	2,369	-	-	41,725
FLSA Adjmt./Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	8,293	66,901	16,699	3,000	500	95,393
Sick/Vacation Payoff	-	6,708	88,758	6,059	28,559	8,875	138,959
<b>TOTAL SALARIES</b>	<b>39,436</b>	<b>537,998</b>	<b>2,466,448</b>	<b>608,147</b>	<b>829,821</b>	<b>132,201</b>	<b>4,614,051</b>
<b>RETIREMENT</b>	<b>-</b>	<b>189,596</b>	<b>828,621</b>	<b>208,219</b>	<b>9,933,960</b>	<b>47,243</b>	<b>11,207,639</b>
<b>INSURANCE</b>							
Employee Insurance	-	101,150	407,656	86,563	169,063	27,778	792,210
Workers' Comp	-	19,664	93,063	20,991	29,338	5,033	168,089
<b>TOTAL INSURANCE</b>	<b>-</b>	<b>120,814</b>	<b>500,719</b>	<b>107,554</b>	<b>198,401</b>	<b>32,811</b>	<b>960,299</b>
<b>MEDICARE</b>	<b>564</b>	<b>7,796</b>	<b>35,734</b>	<b>8,800</b>	<b>11,986</b>	<b>1,916</b>	<b>66,796</b>
<b>TOTAL S&amp;EB</b>	<b>40,000</b>	<b>856,204</b>	<b>3,831,522</b>	<b>932,720</b>	<b>10,974,168</b>	<b>214,171</b>	<b>16,848,785</b>
<b>SERVICES AND SUPPLIES</b>	<b>35,328</b>	<b>12,869</b>	<b>3,166,956</b>	<b>43,842</b>	<b>212,312</b>	<b>162,625</b>	<b>3,633,932</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$75,328</b>	<b>\$869,073</b>	<b>\$6,998,478</b>	<b>\$976,562</b>	<b>\$11,186,480</b>	<b>\$376,796</b>	<b>\$20,482,717</b>
<b>Funded Positions</b>	<b>25</b>	<b>6</b>	<b>25</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>69</b>

# Business Services Department Summary

## **Budget Summary:**

The FY 2019/20 budget for the Business Services Department is \$20.5 million, compared to \$19.4M for FY 2018/19. The increase is primarily due to the addition of 3 new positions. The Business Services Department budget funds the following functions: Clerk of the Authority/JPA Board, Finance Division, Purchasing, Treasury and Financial Planning, and Legislation Division. The budget includes funding for 69 positions in FY 2019/20. The FY 2019/20 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

While this work is ongoing OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is generally more broad in approach, however goals and objectives assigned to those departments or divisions for FY 2019/20 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2019/20 include:

- **Our Service Delivery** – Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission
- **Our People** – Promote a highly skilled, accountable, and resilient workforce that is united in our common mission
- **Our Technology** – Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<b>1. <u>Our Service Delivery</u></b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
<p>a. Continue policy efforts and Board action to reduce unfunded liabilities, thereby improving sustainability of services.</p> <p>A Fourth Amendment to the Amended JPA was formally approved by 21 of OCFA’s 24 member agencies during FY 2018/19, and became effective on February 5, 2019. This Amendment memorialized the Accelerated Pension Paydown Plan into OCFA’s governing documents, further strengthening OCFA’s commitment to pension paydown. During FY 2018/19, OCFA’s pension funding level improved from 78.6% to 78.9%, despite an OCERS investment loss of 1.67% for the 2018 calendar year. Total interest savings that OCFA has achieved through accelerated payment since 2013 is \$24,582,776.</p>	Business Services	<p>TSD: 9/26/13 TCD: 12/31/21 CB: OCFA’s pension plan with OCERS achieves an 85% funding level.</p>
<p>b. Recognize and respond to changing budgetary conditions, not only on behalf of OCFA, but also considering OCFA financial impacts to member agencies.</p> <p>Our completion benchmark for this objective has been achieved with a balanced budget projected for all years in the 5-year financial forecast and providing a flow of funds for CIP needs. However, the level of CIP funding was substantially reduced in the latest 5-year forecast and will be proactively managed in the coming years. The process of responding to changing conditions will remain an ongoing initiative that should continue in perpetuity.</p>	Business Services	<p>TSD: 7/1/18 TCD: 6/30/19 CB: OCFA’s 5-year financial forecast reflects a balanced budget with a flow of funds for CIP needs.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

**Business Services Department**

<b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
c. Assist member agencies working through financial challenges and/or researching equity concerns by providing contract information, fiscal data, and service options that may be available. <i>Discussions with the City of Irvine produced a formal Settlement Agreement that was unanimously approved by the OCFA Board of Directors and the Irvine City Council in March and April 2019. This Agreement resolved equity concerns relative to Irvine’s membership in OCFA. Alternatively, the City of Placentia chose to withdraw from the OCFA effective June 30, 2020; however, all requests for financial data that the City submitted to OCFA were fulfilled prior to their decision.</i>	Business Services	TSD: TCD: CB:	7/1/18 6/30/19 Members are consistently informed about OCFA’s finances. Supplementary requests are responded to in a timely manner with high-quality data.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Continue policy efforts and Board action to reduce unfunded liabilities, thereby improving sustainability of services.	Business Services	TSD: TCD: CB:	9/26/13 12/31/22 OCFA's pension plan with OCERS achieves an 85% funding level.
b. Recognize and respond to changing budgetary conditions, not only on behalf of OCFA, but also considering OCFA financial impacts to member agencies.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 OCFA's 5-year financial forecast reflects a balanced budget with a flow of funds for CIP needs.
c. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 Legislation is monitored, positions taken align with the platform, and the Board is kept apprised of activity and outcomes.
d. Actively seek grant funding opportunities to enhance service delivery, education, and prevention efforts.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 Grant funding is pursued in alignment with OCFA priorities and needs.
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Enhance internal communication of financial information and records management through automation and process improvements.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 Implement at least one new process-automation during the fiscal year.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

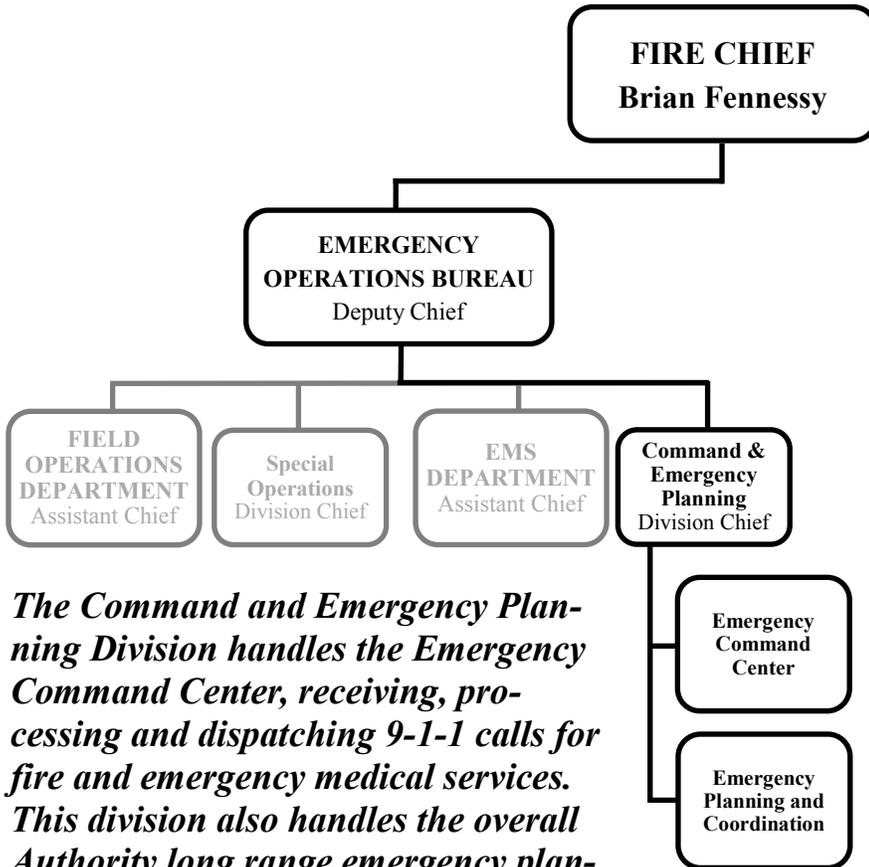


*Command &  
Emergency  
Planning Division*





**ORANGE COUNTY FIRE AUTHORITY**  
**COMMAND and EMERGENCY PLANNING DIVISION**  
**ORGANIZATION CHART**



*The Command and Emergency Planning Division handles the Emergency Command Center, receiving, processing and dispatching 9-1-1 calls for fire and emergency medical services. This division also handles the overall Authority long range emergency planning and coordination with outside agencies.*

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY  
 COMMAND & EMERGENCY PLANNING DIVISION  
 FY 2019/20 BUDGET**

Account Description	ECC	Comm and Emerg Planning Admin	EPAC	Department Total
<b>EMPLOYEE SALARIES</b>				
Regular Salaries	\$3,531,717	\$523,788	-	\$4,055,505
Backfill/Overtime	1,104,570	-	-	1,104,570
FLSA Adjustment/Holiday Pay	-	51,645	-	51,645
Extra Help	-	-	-	-
Reserves	-	-	-	-
Other Pay	310,239	30,423	-	340,662
Sick/Vacation Payoff	54,200	11,544	-	65,744
<b>TOTAL SALARIES</b>	<b>5,000,726</b>	<b>617,400</b>	<b>-</b>	<b>5,618,126</b>
<b>RETIREMENT</b>	<b>1,345,158</b>	<b>314,793</b>	<b>-</b>	<b>1,659,951</b>
<b>INSURANCE</b>				
Employee Insurance	545,567	60,698	-	606,265
Workers' Comp	258,244	19,014	-	277,258
<b>TOTAL INSURANCE</b>	<b>803,811</b>	<b>79,712</b>	<b>-</b>	<b>883,523</b>
<b>MEDICARE</b>	<b>72,226</b>	<b>8,951</b>	<b>-</b>	<b>81,177</b>
<b>TOTAL S&amp;EB</b>	<b>7,221,921</b>	<b>1,020,856</b>	<b>-</b>	<b>8,242,777</b>
<b>SERVICES AND SUPPLIES</b>	<b>70,023</b>	<b>-</b>	<b>2,950</b>	<b>72,973</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$7,291,944</b>	<b>\$1,020,856</b>	<b>\$2,950</b>	<b>\$8,315,750</b>
<b>Funded Positions</b>	<b>41</b>	<b>3</b>	<b>-</b>	<b>44</b>

# Command & Emergency Planning Department

## **Budget Summary:**

The FY 2019/20 budget for the Command & Emergency Planning Department is \$8.3 million, compared to \$7.8 million in FY 2018/19, for funding of the following functions: Emergency Command Center and Emergency Planning & Coordination services. The budget includes funding for 44 positions in FY 2019/20.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

While this work is ongoing OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is generally more broad in approach, however goals and objectives assigned to those departments or divisions for FY 2019/20 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2019/20 include:

- This department was not directly assigned any Strategic Goals for this fiscal period.

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## SAFETY IN PUBLIC BUILDINGS



*The risk of injury and death increases in fires where there are a large number of people in one main space.*

*When you get on an airplane, the first thing you do is locate the exits in case of an emergency. It's important to do the same thing when entering any building where a large number of people are gathered.*

### **Before You Enter**

- Look carefully before entering any public building. Is the main entrance wide? Does it open outward to allow easy exit? Are areas outside the building clear of material that might block exits?
- Identify a friend or family member to contact in case of emergency or if you are separated from your group.
- Pick an outside meeting place where people in your group can meet if a fire or other emergency occurs.
- Make sure someone is assigned to assist small children, older adults, or family members with disabilities.

### **Once Inside**

- Immediately locate all available exits and exit paths as soon as you enter a public building.
- Check to make sure exit doors are not blocked or chained.
- Look for alternative exits, sprinklers, smoke alarms, and fire extinguishers.
- Leave immediately if you don't feel safe for any reason. Overcrowding, cigarettes, candles, pyrotechnics, and other heat sources can increase fire risk.
- Be prepared to act immediately if an alarm sounds, you see smoke or fire, or there is an unusual disturbance. Remain calm and exit the building as quickly as possible.

### **During a Fire**

- Crawl low if you encounter smoke or heat.
- Evacuate before phoning for help. Call 9-1-1 from outside the building.
- Never go back into a burning building for any reason.

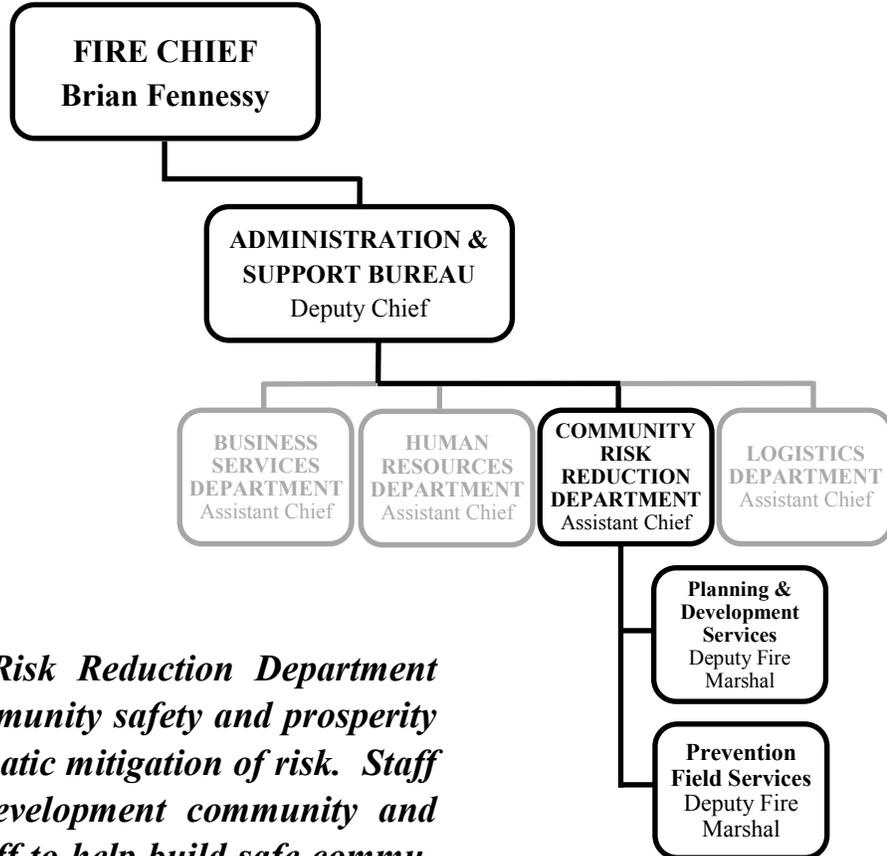


*Community Risk  
Reduction  
Department*





**ORANGE COUNTY FIRE AUTHORITY  
COMMUNITY RISK REDUCTION DEPARTMENT  
ORGANIZATION CHART**



*The Community Risk Reduction Department contributes to community safety and prosperity through the systematic mitigation of risk. Staff works with the development community and partner agency staff to help build safe communities; with community stakeholders and residents to maintain and enhance safety at the neighborhood level; and with several other agencies and stakeholders to evaluate losses and improve mitigation through engineering, education and enforcement.*

# FY 2019/20 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY  
**COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY**  
 FY 2019/20 BUDGET

Account Description	Planning & Development	Prevention Field Services	Department Total
<b>EMPLOYEE SALARIES</b>			
Regular Salaries	\$3,346,816	\$3,517,352	\$6,864,168
Backfill/Overtime	44,285	39,165	83,450
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	27,830	55,660	83,490.00
Reserves	-	-	-
Other Pay	117,832	118,990	236,822
Sick/Vacation Payoff	65,552	119,811	185,363
<b>TOTAL SALARIES</b>	<b>3,602,315</b>	<b>3,850,978</b>	<b>7,453,293</b>
<b>RETIREMENT</b>	<b>1,189,351</b>	<b>1,287,772</b>	<b>2,477,123</b>
<b>INSURANCE</b>			
Employee Insurance	448,525	481,924	930,449
Workers' Comp	121,636	111,565	233,201
<b>TOTAL INSURANCE</b>	<b>570,161</b>	<b>593,489</b>	<b>1,163,650</b>
<b>MEDICARE</b>	<b>52,179</b>	<b>55,604</b>	<b>107,783</b>
<b>TOTAL S&amp;EB</b>	<b>5,414,006</b>	<b>5,787,843</b>	<b>11,201,849</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>215,980</b>	<b>94,220</b>	<b>310,200</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$5,629,986</b>	<b>\$5,882,063</b>	<b>\$11,512,049</b>
<b>Funded Positions</b>	<b>33</b>	<b>37</b>	<b>70</b>

# Community Risk Reduction Department

## **Budget Summary:**

The FY 2019/20 budget for the Community Risk Reduction Department is \$11.5 million, compared to \$10.4 million in FY 2018/19, for funding of the following functions: Planning & Development and Prevention Field Services. The budget includes funding for 70 positions in FY 2019/20.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

While this work is ongoing OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is generally more broad in approach, however goals and objectives assigned to those departments or divisions for FY 2019/20 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2019/20 include:

- **Our Service Delivery** – Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission
- **Our People** – Promote a highly skilled, accountable, and resilient workforce that is united in our common mission
- **Our Technology** – Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2018/19 - Fourth Quarter</b> <b>Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>		
a. Leverage existing and emerging technologies to enhance frontline operations service delivery. <i>A new Incident Reporting and Investigations System (IRIS) was constructed and implemented by IT (with consulting resources to augment) to serve as a key records management system for OCFA. Skype and webinars were used for a variety of meetings and training to enable personnel to interact remotely throughout the year.</i>	Logistics & Community Risk Reduction	TSD: 6/1/18 TCD: 6/30/18 CB: Implement new technologies to enhance firefighter situational awareness (e.g., mapping, software/hardware)
b. Continue the Records Management System (RMS) data clean-up in preparation for the new RMS design, as well as for future risk assessment and workload justification efforts. <i>Add duplicate records have been scrubbed, records destruction has been ordered and completed. Continue Building Shell record build and IFP/GIS comparison.</i>	Community Risk Reduction	TSD: 7/1/17 TCD: 6/30/19 CB: All duplicate records scrubbed, Building Shell records verified, and IFP/GIS address comparison is complete.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

## Community Risk Reduction Department

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Conduct a risk assessment analysis of Garden Grove’s Community Risk Reduction data to build-out the workplan for this new annual inspection workload.	Community Risk Reduction	TSD: 7/1/19 TCD: 6/30/20 CB: Assessment is completed, workload is assigned, and rolled into regular departmental ongoing work.	
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.	Logistics & Community Risk Reduction	TSD: 7/1/19 TCD: 6/30/20 CB: Implement new technologies or utilize pilot programs to test capabilities of new technology.	
b. Continue the Records Management System (RMS) data clean-up, as well as Garden Grove data integration, in preparation for the new RMS design.	Community Risk Reduction	TSD: 7/1/19 TCD: 6/30/20 CB: All duplicate records scrubbed, Building Shell records verified, and IFP/GIS address comparison is complete.	

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## KIDS AND PETS IN CARS



*A tragedy can occur within minutes if children or pets are left unattended in cars.*

*On a warm day, the temperature inside a parked car can reach as high as 140 degrees in as little as two hours. On average, 37 children and hundreds of pets die of heatstroke each year after being left alone in cars.*

### ***It's Up to You***

Following simple safety tips can help protect children and pets in and around vehicles.

- Never leave a child or pet unattended in a vehicle, even for a minute.
- Keep a cell phone, briefcase, laptop, or anything essential to your daily routine beside your child in the car.
- Make "look before you leave" a routine whenever you get out of the car.
- Always lock your car, even in the garage, and make sure children don't have access to keys or remote entry devices. Teach children that cars are never to be used as play areas.
- Have a plan that your childcare provider will call you if your child does not show up.
- If a child is missing, always check the pool and then the car, including the trunk.
- If you see a child or pet unattended in a hot vehicle, call 9-1-1.

### ***California Vehicle Code 15620***

A parent, legal guardian, or other person responsible for a child who is six years of age or younger may not leave that child inside a motor vehicle without being subject to the supervision of a person who is 12 years of age or older, under either of the following circumstances:

- Where there are conditions that present a significant risk to the child's health or safety.
- When the vehicle's engine is running, or the vehicle's keys are in the ignition, or both.

### ***California Penal Code 597.7***

It is illegal in California to leave an animal in an unattended motor vehicle under conditions that endanger the health or well-being of the animal due to heat, cold, lack of adequate ventilation, lack of food or water, or other circumstances that could reasonably be expected to cause suffering, disability, or death to the animal.



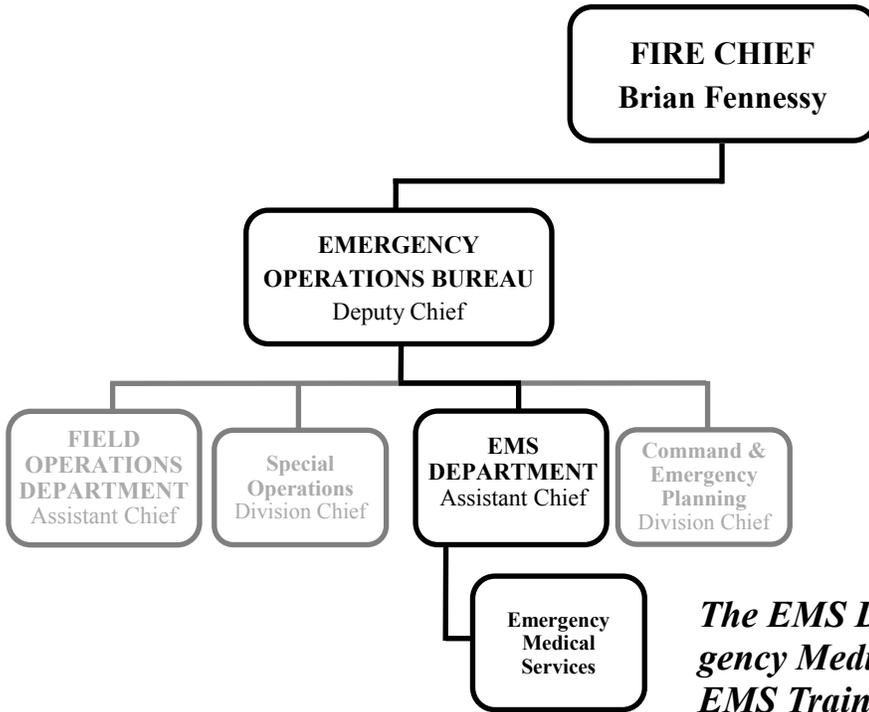
*EMS*

*Department*





**ORANGE COUNTY FIRE AUTHORITY**  
**EMS DEPARTMENT**  
**ORGANIZATION CHART**



*The EMS Department provides Emergency Medical Services and specialized EMS Training programs for Safety personnel*

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**FY 2019/20 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY**  
***EMERGENCY MEDICAL SERVICES DEPARTMENT SUMMARY***  
**FY 2019/20 BUDGET**

<u>Account Description</u>	<u>Emergency Medical Services</u>	<u>Department Total</u>
<b>EMPLOYEE SALARIES</b>		
Regular Salaries	\$2,118,963	\$2,118,963
Backfill/Overtime	255,786	255,786
FLSA Adjustment/Holiday Pay	-	-
Extra Help	-	-
Reserves	-	-
Other Pay	114,340	114,340
Sick/Vacation Payoff	42,706	42,706
<b>TOTAL SALARIES</b>	<b>2,531,795</b>	<b>2,531,795</b>
<b>RETIREMENT</b>	<b>884,162</b>	<b>884,162</b>
<b>INSURANCE</b>		
Employee Insurance	316,443	316,443
Workers' Compensation	98,449	98,449
<b>TOTAL INSURANCE</b>	<b>414,892</b>	<b>414,892</b>
<b>MEDICARE</b>	<b>36,300</b>	<b>36,300</b>
<b>TOTAL S&amp;EB</b>	<b>3,867,149</b>	<b>3,867,149</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>1,633,445</b>	<b>1,633,445</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$5,500,594</b>	<b>\$5,500,594</b>
<b>Funded Positions</b>	<b>18</b>	<b>18</b>

# Emergency Medical Services Department

## **Budget Summary:**

The FY 2019/20 budget for the Emergency Medical Services Department is \$5.5 million, compared to \$8.3 million in FY 2018/19, for funding of the following functions: Emergency Medical Services. The budget includes funding for 18 positions in FY 2019/20. The budget decrease is primarily due to moving the Operations Training & Safety section to the Operations Department.

## **Department/Division Goals, Objectives & Performance Measures:**

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The overall Goals for FY 2019/20 include:

- **Our Service Delivery** – Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission
- **Our People** – Promote a highly skilled, accountable, and resilient workforce that is united in our common mission
- **Our Technology** – Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Explore opportunities for public-private partnerships in a manner that can enhance service delivery (ideas such as conducting an ambulance system analysis, the Alliance Model, or other creative options of this nature). <i>(Note: Goal from the Board of Directors.)</i>	Emergency Medical Services	TSD: 7/1/19 TCD: 6/30/20 CB: Options are explored through the City Managers' Technical Advisory Committee, before seeking policy direction from the Board.	
b. Continue to evaluate the internal and external delivery of the EMS mission through strategic analysis and the Citygate Service Level Assessment (SLA). Use the SLA findings to guide and improvements within the Department.	Emergency Medical Services	TSD: 7/1/19 TCD: 6/30/20 CB: The EMS SLA is completed and the report findings are prioritized.	
<b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Continue to pursue additional opportunities to increase the number of paramedics through recruitment, paramedic training and the local accreditation process.	HR & Emergency Medical Services	TSD: 7/1/19 TCD: 6/30/20 CB: The number of force hires in the paramedic positions is reduced compared to FY 2018/19.	

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

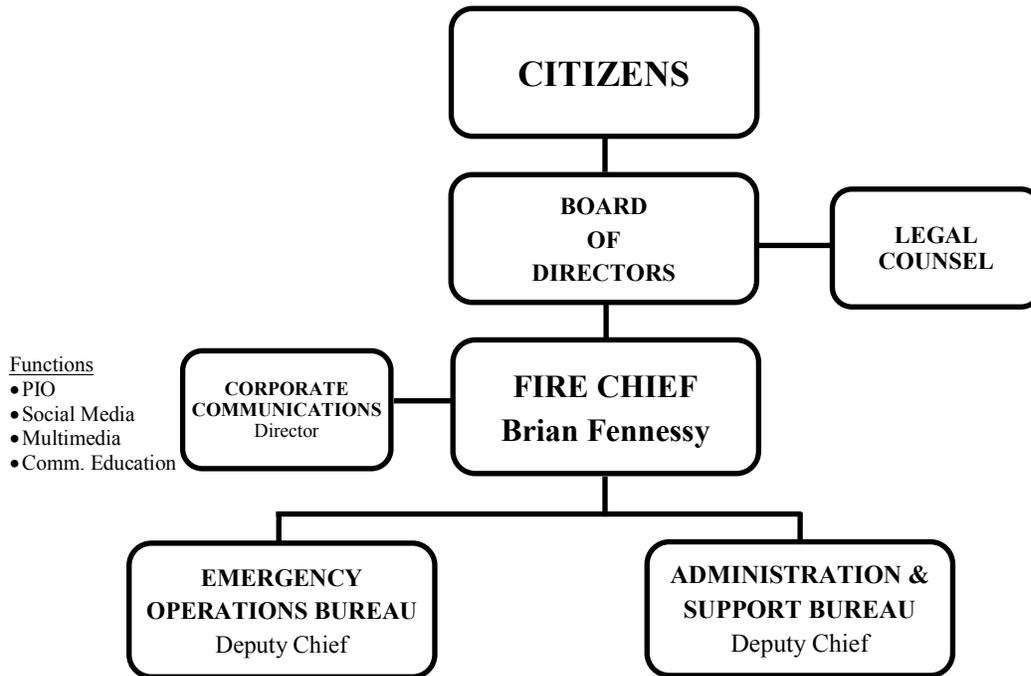


*Executive  
Management*





**ORANGE COUNTY FIRE AUTHORITY  
EXECUTIVE MANAGEMENT DEPARTMENT  
ORGANIZATION CHART**



*The Orange County Fire Authority is a Joint Powers Authority (JPA) managed by an appointed fire chief, two deputy chiefs, six assistant chiefs, and a Communications director. Service activities are organized into two Bureaus, Emergency Operations and Administration and Support. The bureaus activities are further refined into six departments including Business Services, Community Risk Reduction, Human Resources, Logistics, Operations, and EMS. OCFA is also supported by Corporate Communications providing Public Information Officer services, social media updates and campaigns and multimedia services.*

# FY 2019/20 OCFA Adopted Budget

## ORANGE COUNTY FIRE AUTHORITY EXECUTIVE MANAGEMENT FY 2019/20 BUDGET

<u>Account Description</u>	<u>Executive Management</u>	<u>Corporate Communications</u>	<u>Department Total</u>
<b>EMPLOYEE SALARIES</b>			
Regular Salaries	\$2,816,598	\$790,080	\$3,606,678
Backfill/Overtime	10,546	177,283	187,829
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	36,965	122,670	159,635
Sick/Vacation Payoff	166,993	16,602	183,595
<b>TOTAL SALARIES</b>	<b>3,031,102</b>	<b>1,106,635</b>	<b>4,137,737</b>
<b>RETIREMENT</b>	<b>1,259,316</b>	<b>352,338</b>	<b>1,611,654</b>
<b>INSURANCE</b>			
Employee Insurance	392,109	126,127	518,236
Workers' Comp	181,080	61,240	242,320
<b>TOTAL INSURANCE</b>	<b>573,189</b>	<b>187,367</b>	<b>760,556</b>
<b>MEDICARE</b>	<b>44,668</b>	<b>15,985</b>	<b>60,653</b>
<b>TOTAL S&amp;EB</b>	<b>4,908,275</b>	<b>1,662,325</b>	<b>6,570,600</b>
<b>SERVICES AND SUPPLIES</b>	<b>771,184</b>	<b>167,029</b>	<b>938,213</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$5,679,459</b>	<b>\$1,829,354</b>	<b>\$7,508,813</b>
<b>Funded Positions</b>	<b>13</b>	<b>9</b>	<b>22</b>

# Executive Management Summary

## **Budget Summary:**

The FY 2019/20 budget for the Executive Management is \$7.5 million, for funding of the following functions: Executive Management and Corporate Communications. This budget is about \$2.7 million higher when compared to the FY 2018/19 budget due the addition of several positions in Executive Management, as well as a re-organization moving the Community Education program under Corporate Communications. The budget includes funding for 22 positions in FY 2019/20. The FY 2019/20 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

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The overall Goals for FY 2019/20 include:

- **Our Service Delivery** – Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission
- **Our People** – Promote a highly skilled, accountable, and resilient workforce that is united in our common mission
- **Our Technology** – Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> <b>GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</b>	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. <u>Our Service Delivery</u></b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Review OCFA’s organizational structure and make recommended changes or submit recommendations to the Board where Board approval is required. Changes to the organizational structure were approved by the Board of Directors in August 2018, and all new positions became effective by January 2019, including internal promotions and movements. Future changes in the structure will be considered on a case-by-case basis to ensure that the OCFA’s organizational chart remains aligned with organizational needs as the OCFA continues to evolve.	Fire Chief	TSD: TCD: CB:	6/1/18 12/1/18 OCFA’s org chart aligns with organizational needs and leadership vision.
b. Continue policy efforts and Board action to reduce unfunded liabilities, thereby improving sustainability of services. A Fourth Amendment to the Amended JPA was formally approved by 21 of OCFA’s 24 member agencies during FY 2018/19, and became effective on February 5, 2019. This Amendment memorialized the Accelerated Pension Paydown Plan into OCFA’s governing documents, further strengthening OCFA’s commitment to pension paydown. During FY 2018/19, OCFA’s pension funding level improved from 78.6% to 78.9%, despite an OCERS investment loss of 1.67% for the 2018 calendar year. Total interest savings that OCFA has achieved through accelerated payment since 2013 is \$24,582,776.	Business Services	TSD: TCD: CB:	9/26/13 12/31/21 OCFA’s pension plan with OCERS achieves an 85% funding level.
c. Recognize and respond to changing budgetary conditions, not only on behalf of OCFA, but also considering OCFA financial impacts to member agencies. Our completion benchmark for this objective has been achieved with a balanced budget projected for all years in the 5-year financial forecast and providing a flow of funds for CIP needs. However, the level of CIP funding was substantially reduced in the latest 5-year forecast and will be proactively managed in the coming years. The process	Business Services	TSD: TCD: CB:	7/1/18 6/30/19 OCFA’s 5-year financial forecast reflects a balanced budget with a flow of funds for CIP needs.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>of responding to changing conditions will remain an ongoing initiative that should continue in perpetuity.</p>			
<p>d. Assist member agencies working through financial challenges and/or researching equity concerns by providing contract information, fiscal data, and service options that may be available. Discussions with the City of Irvine produced a formal Settlement Agreement that was unanimously approved by the OCFA Board of Directors and the Irvine City Council in March and April 2019. This Agreement resolved equity concerns relative to Irvine’s membership in OCFA. Alternatively, the City of Placentia chose to withdraw from the OCFA effective June 30, 2020; however, all requests for financial data that the City submitted to OCFA were fulfilled prior to their decision.</p>	<p>Business Services</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 6/30/19 Members are consistently informed about OCFA’s finances. Supplementary requests are responded to in a timely manner with high-quality data.</p>
<p>e. Negotiate and implement successor MOUs for OCEA and OCFAMA, keeping focus on OCFA’s mission and sustainability of services. Successor MOUs were approved on August 23, 2018.</p>	<p>Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>8/31/17 8/31/18 Successor MOUs are approved by the Board, ratified by the associations, and implemented.</p>
<p>f. Refine the process to evaluate, prioritize, and budget for significant CIP projects requested of the Logistics Department. With the reorganization and change in the Assistant Chief over Logistics, the process for CIP budgeting and project management was examined, and many changes were made, with continuing refinement anticipated into FY 2019/20.</p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>6/1/18 6/30/19 Develop and implement process for new capital and project requests.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

**FY 2019/20 OCFA Adopted Budget**

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>g. Initiate projects to enhance facilities, enabling service sustainability and continuous service improvements. OCFA made an offer for a FS10 (Yorba Linda) site; however, the owner did not accept; therefore the search continues. In addition, alternative options are being developed for needs relative to FS9 (Mission Viejo), new FS 12 (Laguna Woods) and new FS 52 (Irvine). Many other facility projects are in the process of being prioritized, with project management plans and timelines being developed (see 1.f above).</p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>6/1/18 6/30/19 Identify sites and develop plans for FS9 &amp; FS10; stabilize FS42 &amp; FS49; install fire alarm systems in three or more OCFA owned stations; upgrade at least two bathroom accommodations.</p>
<p>h. Continue evaluation of service delivery deployment based on strategic data analysis. A contract was awarded to Citygate in November 2018 and a scope of work was approved at the January 24, 2019 meeting specifically designed to conduct a deployment data analysis. This work is continuing with anticipated completion during FY 2019/20.</p>	<p>Emergency Operations</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 6/30/19 Top priorities from data analysis are implemented.</p>
<p>i. Pursue actions to ensure an effective aviation program that meets the needs of our agencies served. Additional OCFA pilot and mechanic positions were Board-approved, budgeted, and filled. In addition, funding from Edison was accepted with a corresponding contract approved with Coulson Aviation to significantly enhance OCFA’s ability to fight wildland fires with air resources during the night, when weather conditions are optimal to make the largest impact on fire progression and suppression.</p>	<p>Special Operations</p>	<p>TSD: TCD: CB:</p>	<p>6/1/18 6/30/19 Pilot and mechanic staffing is increased to enable consistent daily staffing of the second helicopter (12 hours/day).</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

<b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>j. Finalize and implement (if approved) the Garden Grove Fire Services Proposal.</p> <p>A final contract was approved by the OCFA Board in March 2019, and by the Garden Grove City Council in April 2019. The transition process is near completion with delivery of fire and emergency services set to transition from the City Fire Department to OCFA on August 16, 2019.</p>	Administration & Support	TSD: TCD: CB:	9/28/17 8/16/19 OCFA begins Fire/EMS services for the City of GGv.
<p>2. <b>Our People</b></p> <p><i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i></p>			
<p>a. Develop a plan to fully implement our behavioral health programs.</p> <p>Top priorities have either been implemented, or are in process of implementation, including implementation of an application from Cordico, Inc. which is an app to easily connect our employees with behavioral health resources. In addition, we will continue pursuing efforts to expand, improve, and further refine the program into FY 2019/20.</p>	Human Resources	TSD: TCD: CB:	July 2017 December 2019 Top priorities from gap analysis implemented.
<p>b. Initiate a one-year project to further develop and implement OCFA’s cancer awareness and prevention program.</p> <p>A captain position was funded this year for this objective. Some components of the program have been implemented, some are in process, and others are still in the early stages of development and implementation. As a result, funding for the captain position was extended an additional year into FY 2019/20.</p>	Human Resources	TSD: TCD: CB:	July 2017 June 2019 Initial training completed and program components implemented.
<p>c. Implement actions to prevent illness and injuries thereby reducing the number of workers’ compensation claims and associated days off work, while improving employee wellness.</p> <p>An RFP process was completed for procurement of a safety management [software] system (SMS) and a budget adjustment was approved to fund the purchase of the software program. With the recent completion of the</p>	Human Resources	TSD: TCD: CB:	November 2017 June 2019 Implementation of safety management system and WEFIT.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = Not Started, In Progress, Complete

**FY 2019/20 OCFA Adopted Budget**

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>procurement process, staff has begun the implementation of the SMS.</p>			
<p>d. Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates and achieve increased diversity of the workforce.  Multiple initiatives are underway in connection with this objective relative to safety recruitment and promotional processes. In addition, external recruiters have been used for higher level non-safety management recruitments to further expand our outreach efforts.</p>	<p>Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>July 2017 January 2019 Outreach and recruiting plan developed; resources identified.</p>
<p>e. Provide leadership training and development. Mission Driven Culture (MDC) leadership training was offered to safety and some non-safety first-level leaders during the FY. Efforts to build our MDC is continuing, with a current focus on developing an Operational Doctrine for OCFA. In addition, select Chief Officers attended Leadership training offered by Mission Critical Team Institute, and some participated with the Fire Chief in the Gettysburg Leadership Training. Finally, select personnel (safety and non-safety) participated in a Leadership Development Cohort course offered by California State University, Fullerton. This training and development initiative will continue into FY 2019/20.</p>	<p>Ops/Training</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 12/31/18 The plan is approved by the Fire Chief.</p>
<p>f. Develop an individual development guide for staff to follow for promotion and to encourage succession planning.  A new OCFA Training &amp; Recruitment website was developed to guide the various suppression career paths in OCFA, along with all training activities that are available (including non-suppression). Included on the website are calendars of key dates for various promotional activities.</p>	<p>Ops/Training</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 12/31/18 The first development guide is provided to agency.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>g. Complete an assessment and/or implementation plan for external web-based management services, such as Lexipol, to enable consistent statewide updates to key fire service policies, including electronic delivery of daily training on policies to our employees.</p> <p><i>Award of contract was authorized by the Board on August 23, 2018 for Lexipol’s Fire Policy management services. Staff provided all OCFA policy content to Lexipol and the firm “cross-walked” OCFA policies to Lexipol standards. OCFA formed a new joint-labor-management (JLM) group that is working collaboratively to update and refine OCFA’s General Orders (GOs), and these GOs are being incorporated into the Lexipol portal. While our completion benchmark for this FY has been met, the implementation work will continue into FY 2019/20.</i></p>	<p>Ops/Training</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 6/30/19 Board approval of a contract for services, including an implementation plan.</p>
<p><b>3. <u>Our Technology</u></b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i></p>			
<p>a. Enhance physical-security and safety to personnel and systems.</p> <p><i>A contracted project manager (PM) was hired and the project was initiated. A draft of the proposed physical and cyber security enhancements along with a proposed colocation facility will be presented to the Executive Management team in September 2019.</i></p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>5/1/18 12/31/18 Utilize security consultant to assess and plan physical security enhancements</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

**FY 2019/20 OCFA Adopted Budget**

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>b. Enhance cyber-security and safety to personnel and systems. <i>See 3.a above. In addition, the Information Technology section provided education to the workforce about the importance of detecting phishing emails, changing and securing passwords, and implemented an additional security feature to increase employees’ awareness of emails originating from outside the OCFA network.</i></p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>6/1/18 6/30/19 Utilize security consultant to assess and plan cyber-security enhancements; implement recommendations of Technology Task Force; implement annual employee training</p>
<p>c. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, and a data center fire protection upgrade. <i>See 3.a above.</i></p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>6/1/18 6/30/18 Identify colocation site; enter into agreement for colocation; install backup hardware/software for critical systems</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>d. Leverage existing and emerging technologies to enhance frontline operations service delivery. <i>A new Incident Reporting and Investigations System (IRIS) was constructed and implemented by IT (with consulting resources to augment) to serve as a key records management system for OCFA. Skype and webinars were used for a variety of meetings and training to enable personnel to interact remotely throughout the year.</i></p>	<p>Logistics &amp; Community Risk Reduction</p>	<p>TSD: TCD: CB:</p>	<p>6/1/18 6/30/18 Implement new technologies to enhance firefighter situational awareness (e.g., mapping, software/hardware)</p>
<p>e. Continue the Records Management System (RMS) data clean-up in preparation for the new RMS design, as well as for future risk assessment and workload justification efforts. <i>Add duplicate records have been scrubbed, records destruction has been ordered and completed. Continue Building Shell record build and IFP/GIS comparison.</i></p>	<p>Community Risk Reduction</p>	<p>TSD: TCD: CB:</p>	<p>7/1/17 6/30/19 All duplicate records scrubbed, Building Shell records verified, and IFP/GIS address comparison is complete.</p>
<p>f. Pursue upgrades to the Banner financial system and other Business Process automations, to improve financial and HR workflows. <i>The Banner Financial System upgrade was completed in May 2019. Staff is in the process of implementing an Accounts Payable invoice workflow software application that will significantly reduce the need for invoices to be physically mailed out to the various departments for approvals. Upon implementation, this technology can also be used in Human Resources and Payroll to reduce the amount of interoffice mail and expedite the approval process.</i></p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 6/30/19 Efficiency of financial and HR workflows are improved by implementing new automations.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Explore service delivery improvements that can result from implementation of new technologies, such as methods to deal with wildfires, uses for drones, etc. <i>(Note: Goal from the Board of Directors.)</i>	Fire Chief	TSD: TCD: CB:	7/1/19 6/30/20 OCFA completes a pilot program of at least one new technology to improve service delivery.
b. Focus on improving business efficiencies which may assist to keep costs down, including uses of technology where feasible. <i>(Note: Goal from the Board of Directors.)</i>	Fire Chief	TSD: TCD: CB:	7/1/19 6/30/20 An assessment of options to re-establish a Strategic Planning/Process Improvement Unit is completed.
c. Explore opportunities for public-private partnerships in a manner that can enhance service delivery (ideas such as conducting an ambulance system analysis, the Alliance Model, or other creative options of this nature). <i>(Note: Goal from the Board of Directors.)</i>	Emergency Medical Services	TSD: TCD: CB:	7/1/19 6/30/20 Options are explored through the City Managers' Technical Advisory Committee, before seeking policy direction from the Board.
d. Continue evaluation of service delivery deployment based on strategic data analysis. Remain open to sharing regional fire services with other cities/agencies when it's a good fit. <i>(Note: Goal from the Board of Directors.)</i>	Field Operations	TSD: TCD: CB:	7/1/19 6/30/20 Top priorities from data analysis are implemented.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
e. Continue policy efforts and Board action to reduce unfunded liabilities, thereby improving sustainability of services.	Business Services	TSD: TCD: CB:	9/26/13 12/31/22 OCFA’s pension plan with OCERS achieves an 85% funding level.
f. Recognize and respond to changing budgetary conditions, not only on behalf of OCFA, but also considering OCFA financial impacts to member agencies.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 OCFA’s 5-year financial forecast reflects a balanced budget with a flow of funds for CIP needs.
g. Negotiate and implement successor MOUs for the Orange County Professional Firefighters Association and the OCFA Chief Officers Association, keeping focus on OCFA’s mission and sustainability of services.	Human Resources	TSD: TCD: CB:	7/1/19 6/30/20 Successor MOUs are approved by the Board, ratified by the associations, and implemented.
h. Improve efficiencies in Communications to reduce and/or eliminate duplication of efforts and time-consuming miscommunications.	Communications	TSD: TCD: CB:	7/1/19 6/30/20 New communications processes are developed and implemented by end of FY.
i. Conduct a risk assessment analysis of Garden Grove’s Community Risk Reduction data to build-out the workplan for this new annual inspection workload.	Community Risk Reduction	TSD: TCD: CB:	7/1/19 6/30/20 Assessment is completed, workload is assigned, and rolled into regular departmental ongoing work.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
j. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 Legislation is monitored, positions taken align with the platform, and the Board is kept apprised of activity and outcomes.
k. Actively seek grant funding opportunities to enhance service delivery, education, and prevention efforts.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 Grant funding is pursued in alignment with OCFA priorities and needs.
l. Continue to evaluate the internal and external delivery of the EMS mission through strategic analysis and the Citygate Service Level Assessment (SLA). Use the SLA findings to guide and improvements within the Department.	Emergency Medical Services	TSD: TCD: CB:	7/1/19 6/30/20 The EMS SLA is completed and the report findings are prioritized.
<b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring for all firefighter ranks and for dispatchers.	HR & Field Operations	TSD: TCD: CB:	7/1/19 6/30/20 The number of vacant positions per rank (average over the FY) is reduced by compared to FY 2018/19.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

<p><b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>b. Continue to pursue additional opportunities to increase the number of paramedics through recruitment, paramedic training and the local accreditation process.</p>	<p>HR &amp; Emergency Medical Services</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 The number of force hires in the paramedic positions is reduced compared to FY 2018/19.</p>
<p>c. Continue fostering career progression and succession planning. Include strategic mentorships to encourage professional development and to develop future leaders within OCFA. Support an organizational culture that embraces learning, encourages vision, and celebrates employee successes/accomplishments.</p> <p><i>(Note: Goal from the Board of Directors.)</i></p>	<p>Fire Chief</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 A variety of personnel identified by Executive Management attend three or more development opportunities over the course of the FY.</p>
<p>d. Implement actions to Increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations.</p> <p><i>(Note: Goal from the Board of Directors.)</i></p>	<p>Fire Chief</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 At least one comprehensive “cultural inclusion” training program is delivered and multiple Chief’s- messages are delivered regarding the importance of a diverse and inclusive workforce.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
e. Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates.	Human Resources	TSD: TCD: CB:	7/1/19 6/30/20 Outreach and recruiting plan developed; resources identified and assigned.
f. Implement actions to prevent illness and injuries thereby reducing the number of workers' compensation claims and associated days off work, while improving employee wellness.	Human Resources	TSD: TCD: CB:	7/1/19 6/30/20 Implementation of safety management system, including build-out of new software functionality.
g. Share weekly organization and public safety information, media coverage, and Board decisions with the workforce and Directors to create well-informed ambassadors for the organization, and targeted in a manner to improve morale.	Communications	TSD: TCD: CB:	7/1/19 6/30/20 Standard communication tools are developed and implemented, issued with routine frequency.
h. Develop and implement strategic communications plans to highlight various programs that OCFA has in place which benefit "our people" including behavioral health, cancer awareness, and WEFIT.	Communications	TSD: TCD: CB:	7/1/19 6/30/20 A strategic communications plan is developed and implemented.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
i. Continue implementation of the Lexipol web-based policy management services.	Ops/Training	TSD: TCD: CB:	7/1/19 6/30/20 Complete the clean-up of General Orders (GOs) and migration of the GOs into the Lexipol format and electronic system.
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Develop a formal process for reviewing, vetting, and prioritizing IT projects through the Executive Team on a routine basis.	Logistics	TSD: TCD: CB:	7/1/19 6/30/20 A reporting tool is developed by IT with regularly scheduled reviews performed by Exec. Mgmt.
b. Enhance physical-security, cyber-security, and safety to personnel and systems.	Logistics	TSD: TCD: CB:	7/1/19 6/30/20 Utilize security consultant to assess and plan security enhancements.
c. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, and a data center fire protection upgrade.	Logistics	TSD: TCD: CB:	7/1/19 6/30/20 Identify colocation site; enter into agreement for colocation; install backup hardware/software for critical systems

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = Not Started, In Progress, Complete

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
d. Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.	Logistics & Community Risk Reduction	TSD: TCD: CB:	7/1/19 6/30/20 Implement new technologies or utilize pilot programs to test capabilities of new technology.
e. Continue the Records Management System (RMS) data clean-up, as well as Garden Grove data integration, in preparation for the new RMS design.	Community Risk Reduction	TSD: TCD: CB:	7/1/19 6/30/20 All duplicate records scrubbed, Building Shell records verified, and IFP/GIS address comparison is complete.
f. Enhance internal communication of financial information and records management through automation and process improvements.	Business Services	TSD: TCD: CB:	7/1/19 6/30/20 Implement at least one new process-automation during the fiscal year.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

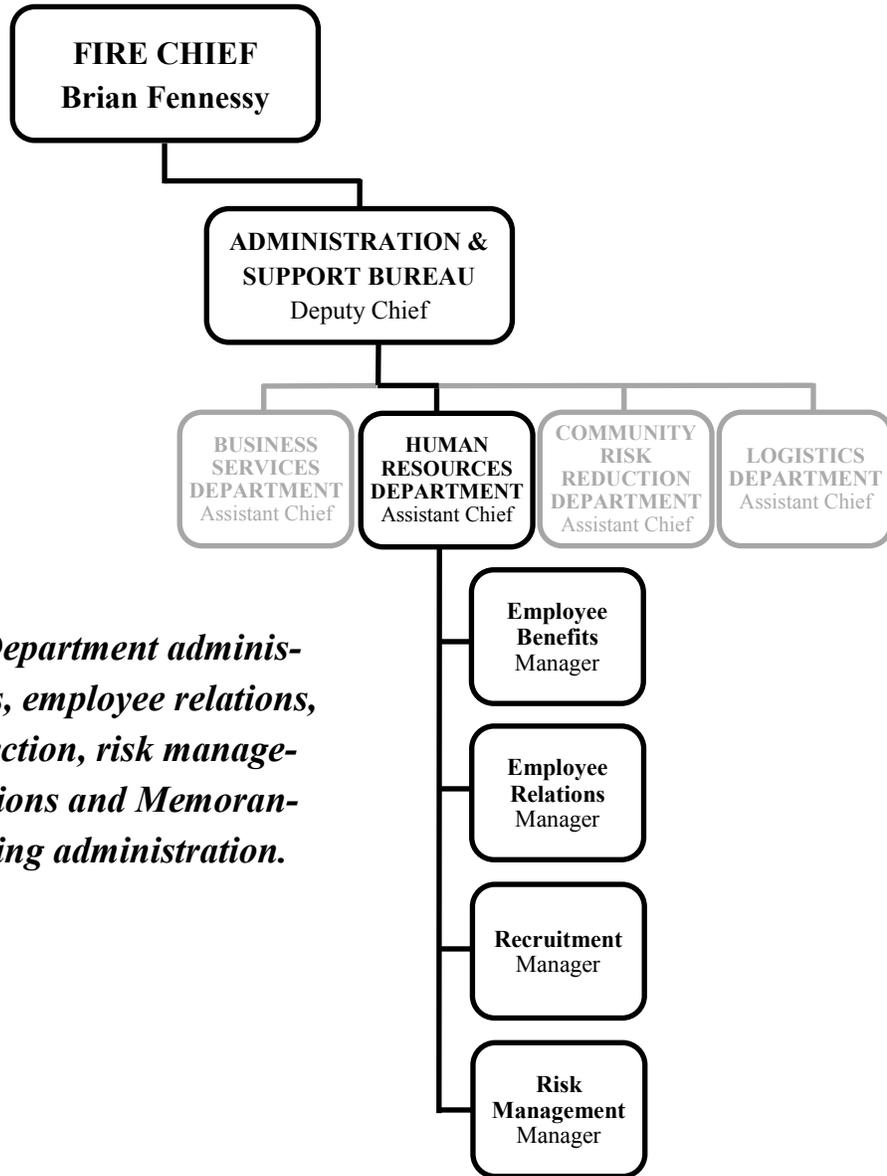


# *Human Resources*





**ORANGE COUNTY FIRE AUTHORITY  
HUMAN RESOURCES DEPARTMENT  
ORGANIZATION CHART**



*Human Resources Department administers employee benefits, employee relations, recruitment and selection, risk management, labor negotiations and Memorandum of Understanding administration.*

## FY 2019/20 OCFA Adopted Budget

### ORANGE COUNTY FIRE AUTHORITY **HUMAN RESOURCES DEPARTMENT** FY 2019/20 BUDGET

Account Description	Benefits	Employee Relations	Recruitment	Risk Management	Department Total
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$517,722	\$477,822	\$448,756	\$926,214	\$2,370,514
Backfill/Overtime	3,515	5,273	-	203,924	212,712
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	16,289	3,379	5,453	33,887	59,008
Sick/Vacation Payoff	19,632	13,973	13,458	40,361	87,424
<b>TOTAL SALARIES</b>	<b>557,158</b>	<b>500,447</b>	<b>467,667</b>	<b>1,204,386</b>	<b>2,729,658</b>
<b>RETIREMENT</b>	<b>190,273</b>	<b>164,041</b>	<b>162,293</b>	<b>367,821</b>	<b>884,428</b>
<b>INSURANCE</b>					
Employee Insurance	86,414	79,959	81,125	186,310	433,808
Workers' Comp	19,852	14,447	15,933	55,685	105,917
<b>TOTAL INSURANCE</b>	<b>106,266</b>	<b>94,406</b>	<b>97,058</b>	<b>241,995</b>	<b>539,725</b>
<b>MEDICARE</b>	<b>8,078</b>	<b>7,208</b>	<b>6,665</b>	<b>17,451</b>	<b>39,402</b>
<b>TOTAL S&amp;EB</b>	<b>861,775</b>	<b>766,102</b>	<b>733,683</b>	<b>1,831,653</b>	<b>4,193,213</b>
<b>SERVICES AND SUPPLIES</b>	<b>340,757</b>	<b>181,134</b>	<b>1,223,151</b>	<b>4,939,757</b>	<b>6,684,799</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$1,202,532</b>	<b>\$947,236</b>	<b>\$1,956,834</b>	<b>\$6,771,410</b>	<b>\$10,878,012</b>
<b>Funded Positions</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>9</b>	<b>23</b>

# Human Resources Department Summary

## **Budget Summary:**

The FY 2019/20 budget for the Human Resources Department is \$10.9 million, for funding of the following functions: Employee Benefits, Employee Relations, Recruitment and Risk Management. This budget is about \$1.9 million higher when compared to the FY 2018/19 budget primarily due to increased services and supplies costs to support human resources in employee related expenditures including recruitment and risk management. The budget includes funding for 23 positions in FY 2019/20. The FY 2019/20 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

While this work is ongoing OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is generally more broad in approach, however goals and objectives assigned to those departments or divisions for FY 2019/20 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2019/20 include:

- **Our Service Delivery** – Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission
- **Our People** – Promote a highly skilled, accountable, and resilient workforce that is united in our common mission
- **Our Technology** – Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2018/19 - Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Negotiate and implement successor MOUs for OCEA and OCFAMA, keeping focus on OCFA’s mission and sustainability of services. <i>Successor MOUs were approved on August 23, 2018.</i>	Human Resources	TSD: TCD: CB:	8/31/17 8/31/18 Successor MOUs are approved by the Board, ratified by the associations, and implemented.
<b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Develop a plan to fully implement our behavioral health programs. <i>Top priorities have either been implemented, or are in process of implementation, including implementation of an application from Cordico, Inc. which is an app to easily connect our employees with behavioral health resources. In addition, we will continue pursuing efforts to expand, improve, and further refine the program into FY 2019/20.</i>	Human Resources	TSD: TCD: CB:	July 2017 December 2019 Top priorities from gap analysis implemented.
b. Initiate a one-year project to further develop and implement OCFA’s cancer awareness and prevention program. <i>A captain position was funded this year for this objective. Some components of the program have been implemented, some are in process, and others are still in the early stages of development and implementation. As a result, funding for the captain position was extended an additional year into FY 2019/20.</i>	Human Resources	TSD: TCD: CB:	July 2017 June 2019 Initial training completed and program components implemented.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = Not Started, In Progress, Complete

## Human Resources Department

<b>OCFA STRATEGIC GOALS – FY 2018/19 - Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>c. Implement actions to prevent illness and injuries thereby reducing the number of workers’ compensation claims and associated days off work, while improving employee wellness.</p> <p>An RFP process was completed for procurement of a safety management [software] system (SMS) and a budget adjustment was approved to fund the purchase of the software program. With the recent completion of the procurement process, staff has begun the implementation of the SMS.</p>	Human Resources	TSD: TCD: CB:	November 2017 June 2019 Implementation of safety management system and WEFIT.
<p>d. Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates and achieve increased diversity of the workforce.</p> <p>Multiple initiatives are underway in connection with this objective relative to safety recruitment and promotional processes. In addition, external recruiters have been used for higher level non-safety management recruitments to further expand our outreach efforts.</p>	Human Resources	TSD: TCD: CB:	July 2017 January 2019 Outreach and recruiting plan developed; resources identified.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = Not Started, In Progress, Complete

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Negotiate and implement successor MOUs for the Orange County Professional Firefighters Association and the OCFA Chief Officers Association, keeping focus on OCFA’s mission and sustainability of services.	Human Resources	TSD: TCD: CB:	7/1/19 6/30/20 Successor MOUs are approved by the Board, ratified by the associations , and implemented.
<b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring for all firefighter ranks and for dispatchers.	HR & Field Operations	TSD: TCD: CB:	7/1/19 6/30/20 The number of vacant positions per rank (average over the FY) is reduced by compared to FY 2018/19.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = Not Started, In Progress, Complete

**Human Resources Department**

<p><b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>b. Continue to pursue additional opportunities to increase the number of paramedics through recruitment, paramedic training and the local accreditation process.</p>	<p align="center">HR &amp; Emergency Medical Services</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 The number of force hires in the paramedic positions is reduced compared to FY 2018/19.</p>
<p>c. Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates.</p>	<p align="center">Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Outreach and recruiting plan developed; resources identified and assigned.</p>
<p>d. Implement actions to prevent illness and injuries thereby reducing the number of workers' compensation claims and associated days off work, while improving employee wellness.</p>	<p align="center">Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Implementation of safety management system, including build-out of new software functionality.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## HOUSEHOLD HAZARDOUS WASTE



*Household hazardous waste includes cleaning products, aerosol cans, pesticides, batteries, paint, lighter fluid, and gasoline.*

*Leftover products that are corrosive, toxic, or can catch fire, react, or explode under certain circumstances are considered household hazardous waste.*

*These products require special care to prevent fire, injury, or pollution of the environment.*

### Use and Storage

- Keep flammable liquids away from heat sources and open flames, such as hot water heaters and fireplaces.
- Don't smoke while using any type of flammable product, including nail polish, polish remover, alcohol-based hair products, and similar cosmetic items.
- Follow instructions on the labels of all flammable liquids and other hazardous products carefully to prevent accidents or injuries at home.
- Keep hazardous products in their original containers, and never remove labels or instructions.
- Never mix hazardous products. They might react, ignite, or explode when combined.
- Never leave household hazardous products or waste within reach of children or pets.
- Go green! Look for environmentally friendly products or search online for simple recipes using natural ingredients.

### Disposal

- Never dispose of household hazardous waste in your regular trash. Once in landfills, these products can contaminate groundwater that may become a source of drinking water.
- Never dump household hazardous waste on the ground, down storm drains, or into toilets, drains, or sinks. It can seep into groundwater and waterways, contaminating lakes, the ocean, and local beaches.
- Orange County residents can dispose of household hazardous waste items for FREE at any Orange County House Hazardous Waste Collection Center.
  - Irvine: 6411 Oak Canyon
  - San Juan Capistrano: 32250 La Pata Avenue
  - Anaheim: 1071 N. Blue Gum Street
  - Huntington Beach: 17121 Nichols Street
  - [www.oclandfills.com](http://www.oclandfills.com)

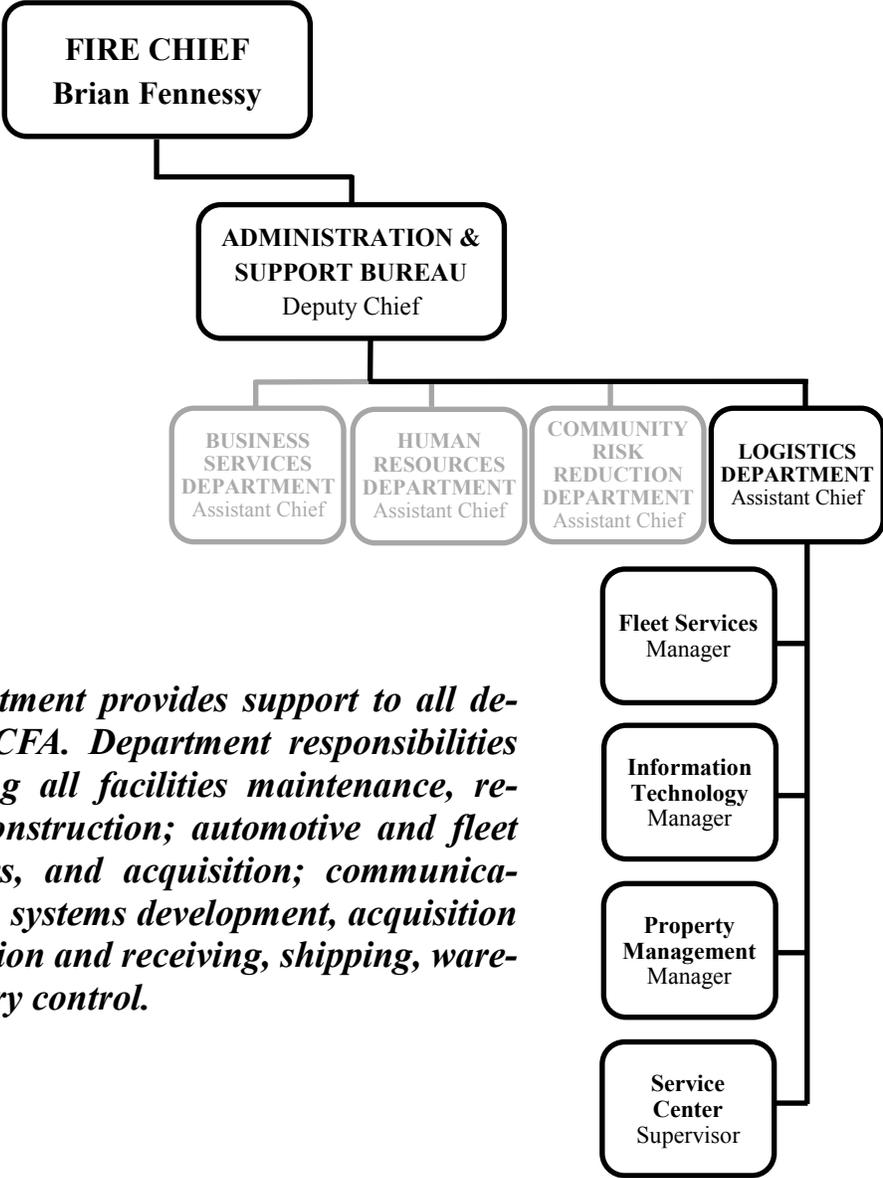


*Logistics  
Department*





**ORANGE COUNTY FIRE AUTHORITY  
LOGISTICS DEPARTMENT  
ORGANIZATION CHART**



*The Logistics Department provides support to all departments of the OCFA. Department responsibilities include: coordinating all facilities maintenance, repairs, design and construction; automotive and fleet maintenance, repairs, and acquisition; communication and information systems development, acquisition repairs, and installation and receiving, shipping, warehousing and inventory control.*

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY  
LOGISTICS DEPARTMENT SUMMARY  
FY 2019/20 BUDGET**

Account Description	Fleet Services	Information Technology	Property Management	Service Center	Department Total
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$2,068,306	\$4,598,643	\$994,150	\$994,706	\$8,655,805
Backfill/Overtime	82,151	202,780	12,953	49,940	347,824
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	84,572	271,944	10,495	76,819	443,830
Sick/Vacation Payoff	47,697	64,025	17,604	14,239	143,565
<b>TOTAL SALARIES</b>	2,282,726	5,137,392	1,035,202	1,135,704	9,591,024
<b>RETIREMENT</b>	743,162	1,660,847	351,300	380,895	3,136,204
<b>INSURANCE</b>					
Employee Insurance	356,935	600,907	198,054	235,177	1,391,073
Workers' Comp	218,087	165,734	74,670	91,717	550,208
<b>TOTAL INSURANCE</b>	575,022	766,641	272,724	326,894	1,941,281
<b>MEDICARE</b>	32,481	74,012	14,902	16,255	137,650
<b>TOTAL S&amp;EB</b>	3,633,391	7,638,892	1,674,128	1,859,748	14,806,159
<b>SERVICES AND SUPPLIES</b>	3,434,809	5,620,853	5,406,496	3,221,061	17,683,219
<b>EQUIPMENT</b>	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$7,068,200</b>	<b>\$13,259,745</b>	<b>\$7,080,624</b>	<b>\$5,080,809</b>	<b>\$32,489,378</b>
<b>Funded Positions</b>	28	49	12	19	108

# Logistics Department Summary

## **Budget Summary:**

The FY 2019/20 budget for the Logistics Department is \$32.5 million, for funding of the following functions: Fleet Services, Information Technology, Property Management and Service Center. This budget is about \$3.8 million higher when compared to the FY 2018/19 budget primarily due to increased personnel and services and supplies costs to meet the service needs resulting from the addition of Garden Grove. The budget includes funding for 108 positions in FY 2019/20. The FY 2019/20 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

While this work is ongoing OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is generally more broad in approach, however goals and objectives assigned to those departments or divisions for FY 2019/20 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2019/20 include:

- **Our Service Delivery** – Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission
- **Our People** – Promote a highly skilled, accountable, and resilient workforce that is united in our common mission
- **Our Technology** – Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
a. Refine the process to evaluate, prioritize, and budget for significant CIP projects requested of the Logistics Department. <i>With the reorganization and change in the Assistant Chief over Logistics, the process for CIP budgeting and project management was examined, and many changes were made, with continuing refinement anticipated into FY 2019/20.</i>	Logistics	TSD: 6/1/18 TCD: 6/30/19 CB: Develop and implement process for new capital and project requests.
b. Initiate projects to enhance facilities, enabling service sustainability and continuous service improvements. <i>OCFA made an offer for a FS10 (Yorba Linda) site; however, the owner did not accept; therefore the search continues. In addition, alternative options are being developed for needs relative to FS9 (Mission Viejo), new FS 12 (Laguna Woods) and new FS 52 (Irvine). Many other facility projects are in the process of being prioritized, with project management plans and timelines being developed (see 1.f above).</i>	Logistics	TSD: 6/1/18 TCD: 6/30/19 CB: Identify sites and develop plans for FS9 & FS10; stabilize FS42 & FS49; install fire alarm systems in three or more OCFA owned stations; upgrade at least two bathroom accommodations.
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>		
a. Enhance physical-security and safety to personnel and systems. <i>A contracted project manager (PM) was hired and the project was initiated. A draft of the proposed physical and cyber security enhancements along with a proposed colocation facility will be presented to the Executive Management team in September 2019.</i>	Logistics	TSD: 5/1/18 TCD: 12/31/18 CB: Utilize security consultant to assess and plan physical security enhancements

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = Not Started, In Progress, Complete

<b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<p>b. Enhance cyber-security and safety to personnel and systems. See 3.a above. In addition, the Information Technology section provided education to the workforce about the importance of detecting phishing emails, changing and securing passwords, and implemented an additional security feature to increase employees’ awareness of emails originating from outside the OCFA network.</p>	Logistics	<p>TSD: 6/1/18 TCD: 6/30/19 CB: Utilize security consultant to assess and plan cyber-security enhancements; implement recommendations of Technology Task Force; implement annual employee training</p>
<p>c. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, and a data center fire protection upgrade. See 3.a above.</p>	Logistics	<p>TSD: 6/1/18 TCD: 6/30/18 CB: Identify colocation site; enter into agreement for colocation; install backup hardware/software for critical systems</p>
<p>d. Leverage existing and emerging technologies to enhance frontline operations service delivery. A new Incident Reporting and Investigations System (IRIS) was constructed and implemented by IT (with consulting resources to augment) to serve as a key records management system for OCFA. Skype and webinars were used for a variety of meetings and training to enable personnel to interact remotely throughout the year.</p>	Logistics & Community Risk Reduction	<p>TSD: 6/1/18 TCD: 6/30/18 CB: Implement new technologies to enhance firefighter situational awareness (e.g., mapping, software/hardware)</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = Not Started, In Progress, Complete

**FY 2019/20 OCFA Adopted Budget**

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter</i></b>  <i>Update</i>            GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b>            Designated department lead</p>	<p><b>Performance Measures</b>            Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>e. Pursue upgrades to the Banner financial system and other Business Process automations, to improve financial and HR workflows.</p> <p>The Banner Financial System upgrade was completed in May 2019. Staff is in the process of implementing an Accounts Payable invoice workflow software application that will significantly reduce the need for invoices to be physically mailed out to the various departments for approvals. Upon implementation, this technology can also be used in Human Resources and Payroll to reduce the amount of interoffice mail and expedite the approval process.</p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 6/30/19 Efficiency of financial and HR workflows are improved by implementing new automations.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

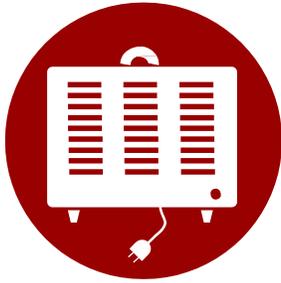
<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Develop a formal process for reviewing, vetting, and prioritizing IT projects through the Executive Team on a routine basis.	Logistics	TSD: TCD: CB:	7/1/19 6/30/20 A reporting tool is developed by IT with regularly scheduled reviews performed by Exec. Mgmt.
b. Enhance physical-security, cyber-security, and safety to personnel and systems.	Logistics	TSD: TCD: CB:	7/1/19 6/30/20 Utilize security consultant to assess and plan security enhancements.
c. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, and a data center fire protection upgrade.	Logistics	TSD: TCD: CB:	7/1/19 6/30/20 Identify colocation site; enter into agreement for colocation; install backup hardware/software for critical systems
d. Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.	Logistics & Community Risk Reduction	TSD: TCD: CB:	7/1/19 6/30/20 Implement new technologies or utilize pilot programs to test capabilities of new technology.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## HOME HEATING SAFETY



**Space heaters  
cause 84 percent  
of all home  
heating fire  
deaths.**

*For many residents, the high cost of home heating has increased the use of portable space heaters, fireplaces, and wood burning stoves. Unfortunately, using these devices can also increase the risk of home fires and carbon monoxide poisoning.*

### Home Heating Fires

Take steps now to protect your family and home from heating equipment fires.

- Keep anything that can burn at least three feet from all heat sources.
- Hire a professional to clean, inspect, and service your home's heating equipment, fireplace, and chimney every year.
- Purchase space heaters that shut off automatically if they overheat or are knocked over.
- Always plug space heaters directly into wall outlets.
- Keep space heaters away from children and pets.
- Turn space heaters off before leaving the room or going to sleep.
- Keep a glass or metal screen in front of the fireplace to prevent sparks and embers from escaping.
- Be prepared to act immediately if an alarm sounds, you see smoke or fire, or there is an unusual disturbance. Remain calm and exit the building as quickly as possible.

### Carbon Monoxide Poisoning

Burning any fuel produces carbon monoxide, a colorless and odorless gas that can be deadly. Fortunately, carbon monoxide poisoning can be prevented if you follow simple safety rules.

- Never use a gas range or oven for heating.
- Carefully follow manufacturer's installation and maintenance instructions if a wood stove is used to heat the home.
- Open the fireplace damper/flue before lighting a fire and keep it open until the ashes are cool.
- Know the symptoms of carbon monoxide poisoning – headache, nausea, vomiting, dizziness, weakness, sleepiness, and confusion. If you suspect carbon monoxide poisoning, get outside to fresh air immediately and call 911.
- Install carbon monoxide alarms outside each sleeping area and on every level of the home.

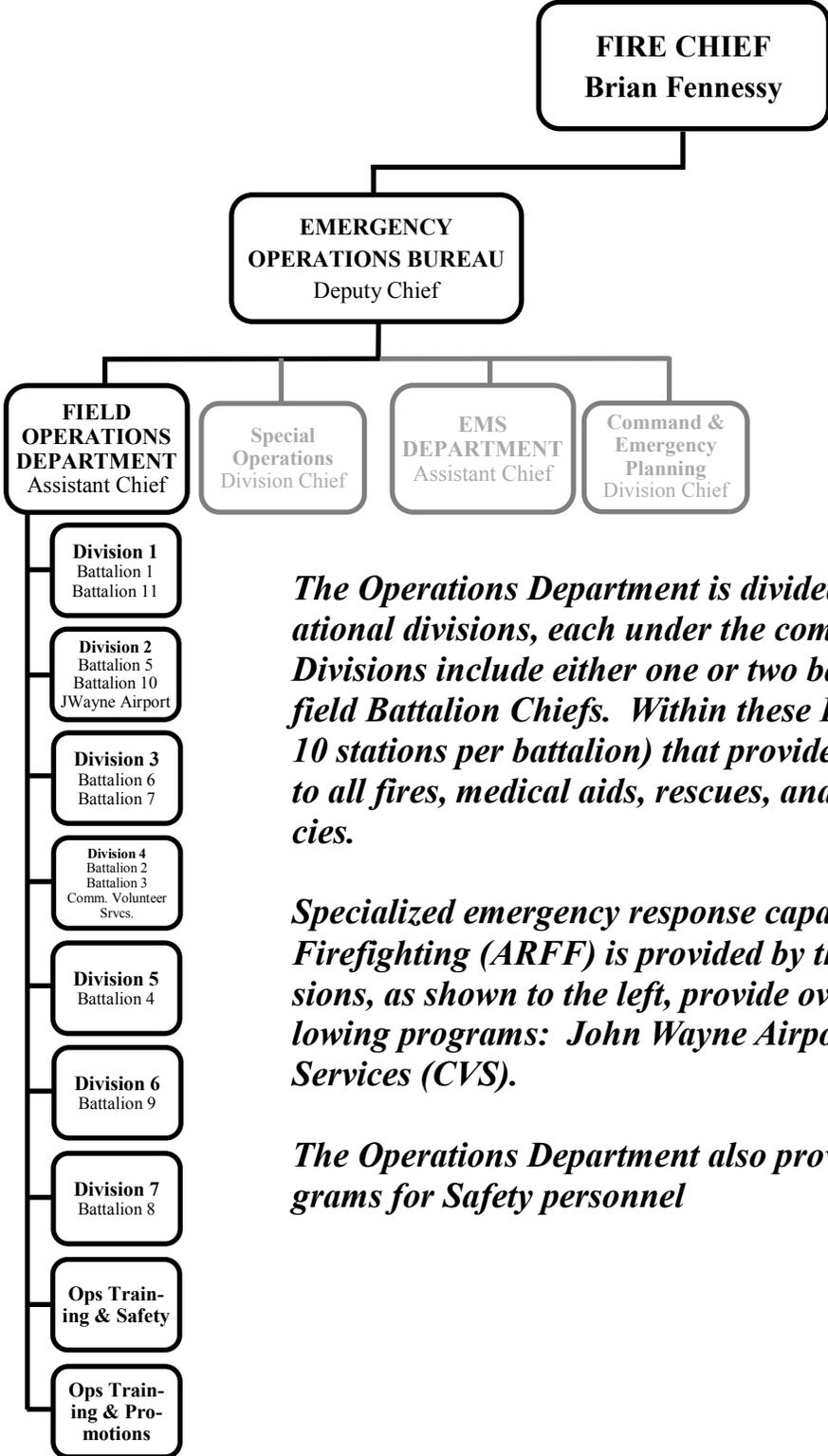


*Operations  
Department*





**ORANGE COUNTY FIRE AUTHORITY  
FIELD OPERATIONS DEPARTMENT  
ORGANIZATION CHART**



*The Operations Department is divided into seven geographical operational divisions, each under the command of a Division Chief. The Divisions include either one or two battalions under the command of field Battalion Chiefs. Within these Battalions are 72 fire stations (5-10 stations per battalion) that provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies.*

*Specialized emergency response capability of Aircraft Rescue and Firefighting (ARFF) is provided by this department. Some Divisions, as shown to the left, provide oversight and direction for the following programs: John Wayne Airport and Community Volunteer Services (CVS).*

*The Operations Department also provides specialized training programs for Safety personnel*

## FY 2019/20 OCFA Adopted Budget

### ORANGE COUNTY FIRE AUTHORITY **OPERATIONS DEPARTMENT SUMMARY** FY 2019/20 BUDGET

<b>Account Description</b>	<b>Division 1</b> Field/Admin	<b>Division 2</b> Field/Admin	<b>Division 3</b> Field/Admin	<b>Division 4</b> Field/Admin	<b>Division 5</b> Field/Admin
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$20,692,772	\$21,971,412	\$21,205,366	\$15,426,560	\$12,732,922
Backfill/Overtime	3,295,049	6,182,285	6,561,939	5,197,720	4,816,768
FLSA Adjustment/Holiday Pay	969,944	1,944,582	2,049,397	1,448,082	1,217,526
Extra Help	-	-	-	-	-
Reserves	-	37,770	130,620	89,460	13,680
Other Pay	1,752,734	3,633,030	3,719,083	2,689,755	2,357,242
Sick/Vacation Payoff	318,728	527,150	723,317	519,350	314,064
<b>TOTAL SALARIES</b>	<b>27,029,227</b>	<b>34,296,229</b>	<b>34,389,722</b>	<b>25,370,927</b>	<b>21,452,202</b>
<b>RETIREMENT</b>	<b>10,951,656</b>	<b>13,438,204</b>	<b>13,384,114</b>	<b>9,677,215</b>	<b>7,906,512</b>
<b>INSURANCE</b>					
Employee Insurance	4,011,585	5,138,393	5,081,763	3,596,158	3,077,813
Workers' Compensation	1,484,693	2,906,912	3,049,699	2,237,340	1,779,150
Unemployment Insurance	7,000	7,000	7,000	7,000	7,000
<b>TOTAL INSURANCE</b>	<b>5,503,278</b>	<b>8,052,305</b>	<b>8,138,462</b>	<b>5,840,498</b>	<b>4,863,963</b>
<b>MEDICARE</b>	<b>372,013</b>	<b>467,090</b>	<b>493,695</b>	<b>366,867</b>	<b>331,161</b>
<b>TOTAL S&amp;EB</b>	<b>43,856,174</b>	<b>56,253,828</b>	<b>56,405,993</b>	<b>41,255,507</b>	<b>34,553,838</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>16,269</b>	<b>196,469</b>	<b>25,743</b>	<b>98,604</b>	<b>15,065</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$43,872,443</b>	<b>\$56,450,297</b>	<b>\$56,431,736</b>	<b>\$41,354,111</b>	<b>\$34,568,903</b>
<b>Funded Positions</b>	<b>174</b>	<b>210</b>	<b>207</b>	<b>147</b>	<b>126</b>

**ORANGE COUNTY FIRE AUTHORITY  
OPERATIONS DEPARTMENT SUMMARY  
FY 2019/20 BUDGET**

<b>Account Description</b>	<b>Division 6 Field/Admin</b>	<b>Division 7 Field/Admin</b>	<b>Ops Training &amp; Safety</b>	<b>Ops Training &amp; Promotion</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$16,050,899	\$10,571,581	\$1,154,742	\$274,503	\$120,080,757
Backfill/Overtime	4,618,759	4,240,596	168,238	5,235	35,086,589
FLSA Adjustment/Holiday Pay	1,534,650	1,002,055	-	-	10,166,236
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	271,530
Other Pay	3,092,448	1,944,927	260,966	31,970	19,482,155
Sick/Vacation Payoff	356,123	253,637	67,032	6,551	3,085,952
<b>TOTAL SALARIES</b>	<b>25,652,879</b>	<b>18,012,796</b>	<b>1,650,978</b>	<b>318,259</b>	<b>188,173,219</b>
<b>RETIREMENT</b>	<b>9,801,294</b>	<b>6,504,414</b>	<b>725,595</b>	<b>143,092</b>	<b>72,532,096</b>
<b>INSURANCE</b>					
Employee Insurance	3,839,205	2,509,035	230,307	33,219	27,517,478
Workers' Compensation	2,176,532	1,541,365	166,903	30,558	15,373,152
Unemployment Insurance	7,000	7,000	-	-	49,000
<b>TOTAL INSURANCE</b>	<b>6,022,737</b>	<b>4,057,400</b>	<b>397,210</b>	<b>63,777</b>	<b>42,939,630</b>
<b>MEDICARE</b>	<b>373,015</b>	<b>261,742</b>	<b>23,909</b>	<b>4,613</b>	<b>2,694,105</b>
<b>TOTAL S&amp;EB</b>	<b>41,849,925</b>	<b>28,836,352</b>	<b>2,797,692</b>	<b>529,741</b>	<b>306,339,050</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>14,900</b>	<b>16,854</b>	<b>724,006</b>	<b>18,500</b>	<b>1,126,410</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$41,864,825</b>	<b>\$28,853,206</b>	<b>\$3,521,698</b>	<b>\$548,241</b>	<b>\$307,465,460</b>
<b>Funded Positions</b>	<b>157</b>	<b>104</b>	<b>10</b>	<b>2</b>	<b>1,137</b>

# Operations Department Summary

## **Budget Summary:**

The FY 2019/20 budget for the Operations Department is \$307.5 million, compared to \$274.8 million in FY 2018/19. The increase is primarily due to the addition of 76 positions related to the Garden Grove transition. The movement of the Operations Training & Safety and Operations Training & Promotions sections from the EMS Department to the Operations Department also contributes to the increase. The Operations Department budget funds the following functions: Division 1, Division 2, Division 3, Division 4, Division 5, Division 6, Division 7, Operations Training & Safety, and Operations Training & Promotions. The budget includes funding for 1,137 positions in FY 2019/20. The FY 2019/20 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

While this work is ongoing OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is generally more broad in approach, however goals and objectives assigned to those departments or divisions for FY 2019/20 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2019/20 include:

- **Our Service Delivery** – Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission
- **Our People** – Promote a highly skilled, accountable, and resilient workforce that is united in our common mission
- **Our Technology** – Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service

<p><b>OCFA STRATEGIC GOALS – FY 2018/19 - Fourth Quarter Update</b> GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b> Designated department lead</p>	<p><b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p><b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i></p>			
<p>a. Provide leadership training and development. Mission Driven Culture (MDC) leadership training was offered to safety and some non-safety first-level leaders during the FY. Efforts to build our MDC is continuing, with a current focus on developing an Operational Doctrine for OCFA. In addition, select Chief Officers attended Leadership training offered by Mission Critical Team Institute, and some participated with the Fire Chief in the Gettysburg Leadership Training. Finally, select personnel (safety and non-safety) participated in a Leadership Development Cohort course offered by California State University, Fullerton. This training and development initiative will continue into FY 2019/20.</p>	<p>Ops/Training</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 12/31/18 The plan is approved by the Fire Chief.</p>
<p>b. Develop an individual development guide for staff to follow for promotion and to encourage succession planning. A new OCFA Training &amp; Recruitment website was developed to guide the various suppression career paths in OCFA, along with all training activities that are available (including non-suppression). Included on the website are calendars of key dates for various promotional activities.</p>	<p>Ops/Training</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 12/31/18 The first development guide is provided to agency.</p>
<p>c. Complete an assessment and/or implementation plan for external web-based management services, such as Lexipol, to enable consistent statewide updates to key fire service policies, including electronic delivery of daily training on policies to our employees. Award of contract was authorized by the Board on August 23, 2018 for Lexipol’s Fire Policy management services. Staff provided all OCFA policy content to Lexipol and the firm “cross-walked” OCFA policies to Lexipol standards. OCFA formed a new joint-labor-management (JLM) group that is working collaboratively to update and refine OCFA’s General Orders (GOs), and these GOs are being incorporated into the Lexipol portal. While our completion benchmark for this FY has been met, the implementation work will continue into FY 2019/20.</p>	<p>Ops/Training</p>	<p>TSD: TCD: CB:</p>	<p>7/1/18 6/30/19 Board approval of a contract for services, including an implementation plan.</p>

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2019/20</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Continue evaluation of service delivery deployment based on strategic data analysis. Remain open to sharing regional fire services with other cities/agencies when it's a good fit. <i>(Note: Goal from the Board of Directors.)</i>	Field Operations	TSD: TCD: CB:	7/1/19 6/30/20 Top priorities from data analysis are implemented.
<b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring for all firefighter ranks and for dispatchers.	HR & Field Operations	TSD: TCD: CB:	7/1/19 6/30/20 The number of vacant positions per rank (average over the FY) is reduced by compared to FY 2018/19.
b. Continue implementation of the Lexipol web-based policy management services.	Ops/Training	TSD: TCD: CB:	7/1/19 6/30/20 Complete the clean-up of General Orders (GOs) and migration of the GOs into the Lexipol format and electronic system.

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

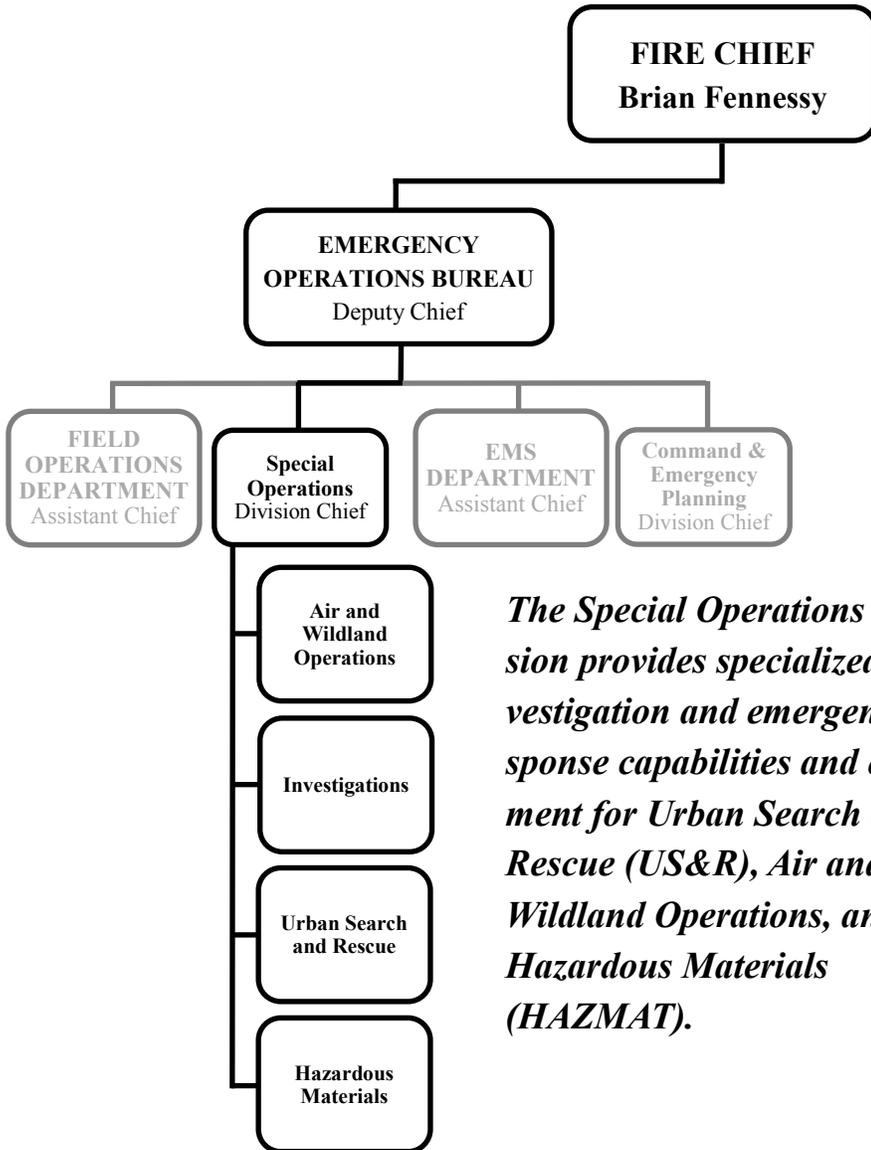


*Special  
Operations  
Division*





**ORANGE COUNTY FIRE AUTHORITY  
SPECIAL OPERATIONS DIVISION  
ORGANIZATION CHART**



*The Special Operations Division provides specialized Investigation and emergency response capabilities and equipment for Urban Search and Rescue (US&R), Air and Wildland Operations, and Hazardous Materials (HAZMAT).*

# FY 2019/20 OCFA Adopted Budget

## ORANGE COUNTY FIRE AUTHORITY **SPECIAL OPERATIONS DEPARTMENT SUMMARY**

FY 2019/20 BUDGET

<b>Account Description</b>	<b>Special Operations Admin</b>	<b>Air &amp; Wildland Operations</b>	<b>Investigations</b>	<b>Urban Search &amp; Rescue</b>	<b>Hazardous Materials Team</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>						
Regular Salaries	\$328,792	\$4,104,682	\$1,472,224	-	-	\$5,905,698
Backfill/Overtime	20,825	931,786	134,078	-	-	1,086,689
FLSA Adjustment/Holiday Pay	-	122,721	72,121	-	-	194,842
Extra Help	-	-	-	-	-	-
Reserves	-	28,470	-	-	-	28,470
Other Pay	60,474	411,131	153,929	-	-	625,534
Sick/Vacation Payoff	-	109,011	85,564	-	-	194,575
<b>TOTAL SALARIES</b>	<b>410,091</b>	<b>5,707,801</b>	<b>1,917,916</b>	<b>-</b>	<b>-</b>	<b>8,035,808</b>
<b>RETIREMENT</b>	<b>201,669</b>	<b>2,065,007</b>	<b>880,838</b>	<b>-</b>	<b>-</b>	<b>3,147,514</b>
<b>INSURANCE</b>						
Employee Insurance	45,496	1,317,722	262,701	-	-	1,625,919
Workers' Compensation	94,058	550,311	162,060	-	-	806,429
Unemployment Insurance	-	11,000	-	-	-	11,000
<b>TOTAL INSURANCE</b>	<b>139,554</b>	<b>1,879,033</b>	<b>424,761</b>	<b>-</b>	<b>-</b>	<b>2,443,348</b>
<b>MEDICARE</b>	<b>5,944</b>	<b>82,967</b>	<b>27,577</b>	<b>-</b>	<b>-</b>	<b>116,488</b>
<b>TOTAL S&amp;EB</b>	<b>757,258</b>	<b>9,734,808</b>	<b>3,251,092</b>	<b>-</b>	<b>-</b>	<b>13,743,158</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>41,042</b>	<b>1,765,577</b>	<b>249,013</b>	<b>104,107</b>	<b>130,381</b>	<b>2,290,120</b>
<b>EQUIPMENT</b>	<b>50,000</b>	<b>124,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>174,000</b>
<b>TOTAL BUDGET</b>	<b>\$848,300</b>	<b>\$11,624,385</b>	<b>\$3,500,105</b>	<b>\$104,107</b>	<b>\$130,381</b>	<b>\$16,207,278</b>
<b>Funded Positions</b>	<b>2</b>	<b>56</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>70</b>

# Special Operations Division Summary

## **Budget Summary:**

The FY 2019/20 budget for the Special Operations Division is \$16.2 million, compared to \$13.7 million for FY 2018/19. The increase is primarily due to the addition of 18 positions in the Air & Wildland Operations and Investigations sections. The Special Operations budget funds the following functions: Special Operations Admin, Air & Wildland Operations, Investigations, Urban Search & Rescue, and Hazardous Materials Team. The budget includes funding for 70 positions in FY 2019/20. The FY 2019/20 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

## **Department/Division Goals, Objectives & Performance Measures:**

Beginning January 2019, OCFA embarked on a multi-year effort to study each discrete work unit(s) within each department. The goal of the studies is to produce an Integrated Strategic Planning document which will ultimately result in a cohesive Strategic Plan for the entirety of OCFA. OCFA has partnered with a professional management consulting firm, Citygate Associates, LLC to complete this multi-year effort. As of the publication of this document none of the studies undertaken in the first year have been completed, nor recommendations issued.

While this work is ongoing OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is generally more broad in approach, however goals and objectives assigned to those departments or divisions for FY 2019/20 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2019/20 include:

- This division was not directly assigned any Strategic Goals for this fiscal period.

## FY 2019/20 OCFA Adopted Budget

<b>OCFA STRATEGIC GOALS – FY 2018/19 - <i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
a. Pursue actions to ensure an effective aviation program that meets the needs of our agencies served. Additional OCFA pilot and mechanic positions were Board-approved, budgeted, and filled. In addition, funding from Edison was accepted with a corresponding contract approved with Coulson Aviation to significantly enhance OCFA’s ability to fight wildland fires with air resources during the night, when weather conditions are optimal to make the largest impact on fire progression and suppression.	Special Operations	TSD: 6/1/18 TCD: 6/30/19 CB: Pilot and mechanic staffing is increased to enable consistent daily staffing of the second helicopter (12 hours/day).

**Performance Measure:** For quarterly updates, the measurement will be shaded to indicate status, as follows = **Not Started**, **In Progress**, **Complete**

# Capital Improvement Program

ORANGE COUNTY FIRE AUTHORITY No. 61  
CITY OF BUENA PARK





# Capital Improvement Program Overview

## INTRODUCTION

In 1997, a comprehensive five-year Capital Improvement Program was developed in order to identify and prioritize the projects and the amount of funds required for adequately developing and maintaining the OCFA's infrastructure. Additionally, Capital Improvement Program (CIP) funding sources were identified and the first CIP was approved in FY 1998/99. Ultimately, the OCFA's goal was to generate a revenue stream to fully fund its capital needs.

This five-year plan includes projects and significant maintenance costs that have been reviewed and prioritized by the OCFA management and various committees comprising the Board of Directors and City Managers. Each project in the CIP was scrutinized to identify items that could be reduced, deferred or eliminated through alternative courses of action, and to ensure that all projects contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens. The CIP budget remains conservative while still including necessary improvements and replacements. Staff will continue to monitor the CIP projects closely as required by the Fiscal Health Contingency Plan.

## CAPITAL IMPROVEMENT PROGRAM FUNDS

The CIP is comprised of four funds. These funds are adopted on a basis consistent with GAAP for governmental fund financial statements, using the modified accrual basis of accounting.

- **Fund 12110 – General Fund CIP**  
This fund is a sub-fund of the General Fund used to account for financial activity associated with maintenance and improvement projects that while considered “capital in nature”, do not meet the criteria to be included in a Capital Project Fund.
- **Fund 123 – Fire Stations and Facilities**  
This fund is a capital projects fund to be used for the significant acquisition, improvement, replacement, or construction of fire stations and facilities.
- **Fund 124 – Communications and Information Systems**  
This fund is a capital projects fund used to account for the significant acquisition, improvement, or replacement of specialized communications and information technology systems and/or equipment.
- **Fund 133 – Fire Apparatus**  
This fund is a capital projects fund used to account for the significant acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers and helicopters.

**CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS**

The CIP is developed as a coordinated effort within the OCFA. Several planning tools contribute to the selection and timing of projects included in the CIP. These include:

- Annual assessment of station readiness – this is completed by the Operations Department to determine needed repair, alterations and improvements.
- Information Technology Master Plan – this plan provided the guidelines for Information Technology (IT) projects and is reviewed annually.
- Vehicle Replacement Plan – this plan is updated annually by the Fleet Services section taking into account age and mileage of vehicles.

Division and Section managers submit proposed projects to the CIP managers, who then make the initial prioritization based on perceived need and feasibility of the project. The Treasury and Financial Planning Section/Budget Unit, together with the CIP managers, then evaluate and compile data for the CIP budget. The five-year plan is then presented for prioritization and approval during the Executive Management budget workshop. Executive Management reviews the five-year plan and establishes priorities for the next five years with emphasis on the first year of the five-year plan. The CIP Ad Hoc Committee, comprised of members of the Board of Directors, further reviews the CIP plan and makes recommendations for priority of projects. The City Managers' Budget and Finance Committee reviews the five-year plan and recommends approval to the Budget and Finance Committee, who then recommends approval to the Board of Directors.

As required by the Fiscal Health Plan, the Budget Unit staff meets with the CIP managers to compile a quarterly project status report. The managers then discuss their projects at their individual meetings with Executive Management.

**CIP FUNDING**

Major funding sources for the CIP are operating transfers from the General and the other Funds, interest earnings, developer contributions, and contracts with member cities. Use of lease-purchase financing agreements are reviewed periodically and recommended to the Board for approval, if appropriate.

- Interest projections are based on the same assumptions used for the General Fund, which is an interest rate of 2.25% for FY 2019/20, applied to projected cash balances. The Five-Year Forecast also assumes 2.25% for FY 2020/21 and thereafter.
- Cash contract city contributions to the CIP funds are calculated along with the charge for service as provided by the First Amendment to the Amended Joint Powers Agreement and discussed in the General Fund Revenue Assumptions section of this document. The total charge to the cities is subject to a 4.5% cap identified in the JPA Agreement. Cash contract cities' participation in the vehicle depreciation program will generate about \$1.75 million to Fund 133 – Fire Apparatus Fund in FY 2019/20. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total cash contract city charges.

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## Capital Improvement Program Overview

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Below is a matrix reflecting project funding for FY 2019/20:

<b>FY 2019/20</b>				
<b>Fund</b>	<b>Revenue</b>	<b>Operating Transfer</b>	<b>Use of Fund Balance</b>	<b>TOTAL</b>
Fund 12110 - General Fund CIP	-	\$4,900,000	\$2,054,600	\$6,954,600
Fund 123 - Fire Stations and Facilities	385,115	-	8,509,885	8,895,000
Fund 124 - Comm. & Information Systems	91,948	-	1,843,169	1,935,117
Fund 133 - Fire Apparatus	2,185,515	8,000,000	1,709,195	11,894,710

Operating transfers necessary to fund the FY 2019/20 CIP expenditures will be transferred from the General Fund and Fund 123 – Fire Stations and Facilities.

### **CAPITAL IMPROVEMENT PROGRAM EXPENDITURES**

Capital expenditures are incurred for improvements, replacements, upgrades and construction. The OCFA established standards and guidelines in determining capitalization thresholds for the control and accounting of capital and non-capital controlled assets as follows:

- Capital assets are tangible items that cost \$5,000 or more including installation, freight, sales tax and other related costs. A capital asset item must retain an individual or separate identity throughout its useful life of more than one year. Items that are permanently installed in a building or other structure and not intended to be removed are considered part of the building and are generally added to the overall costs of the building. Examples of capital assets include fire engines and business system servers.
- Controlled assets/equipment refers to items that cost less than \$5,000 and require custodial oversight to ensure safeguarding and proper use. These items have a useful life of more than one year, are portable and include equipment for which control measures enhance the OCFA’s ability to safeguard and manage assets. Examples include desktop computers, laptop computers, thermal-imaging cameras, audio-visual and radio equipment.
- Other asset classifications include items other than equipment including land, buildings and improvements and construction work-in-progress.
  - ✓ Land includes purchase price, legal fees, site preparation costs, demolition of unwanted structures on all land parcels purchased or otherwise acquired by the OCFA for building sites, future use, etc.
  - ✓ Buildings and building improvements include all related costs incurred to put the building or structure into its intended state of operation.
  - ✓ Construction “work-in-progress” includes temporary capitalization of labor costs, materials, equipment and overhead costs of a construction project, which upon project completion is transferred to one or more of the above classifications of assets.

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## **FY 2019/20 OCFA Adopted Budget**

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Projects in this CIP Plan include all categories identified above. Those items that are not classified as fixed assets are included in the CIP due to long-term planning requirements.

### **PERFORMANCE UPDATE**

During the FY 2018/19 budget cycle, the following budgeted projects were either completed or have made significant advancement in the work process:

#### ***General Fund CIP (Fund 12110)***

- 1,500 new Motorola P25 800 MHz radios re-banded and re-keyed, and converted to P25 radio templates for go-live for upgraded 800 MHz CCCS
- Deployed new radios for training academies
- Completed vehicle communications equipment installations in 27 new apparatus and vehicles
- Completed station alerting systems upgrades at FS # 61, 66, and started upgrade at FS #33
- Completed DOC technology remodel including phones, PCs, big screen monitors for go-live in July 2019
- Deployed 150 new personal computers, 100 iPads, 100 iPhones to fire stations, RFOTC employees, training section employees and management staff
- Upgraded 10 out-of-county and command vehicles with additional VHF radios
- Started transition of seven Garden Grove fire stations and all vehicles to the OCFA CAD/Station alerting, email for station alerting, phones, PCs, communications, etc.
- Ordered and replaced all Uninterruptible Power System (UPS) and Network switches at RFOTC. Ordered and started replacing UPS in all fire stations
- Upgraded and replaced critical path computer servers and switches for 9-1-1 systems
- Replaced digital aerial photography with new for 2019 aerial imagery of the County
- Obtained architect and finalized design for station bathroom gender accommodation project at Fire Station #14, 16 and 32, and the dormitory privacy projects at Fire Stations #53 and #41.
- Construction awarded for the kitchen, flooring and bathroom remodel project at Fire Station #26
- Obtained architect and finalized design for tarmac repairs at Fire Station #41; scope of work currently under re-evaluation
- Architect in the process of finalizing design for the bathroom modification at Fire Station #13
- Construction started for kitchen remodel at Fire Station #6

#### ***Fire Stations and Facilities (Fund 123)***

- Completed projects include the US&R warehouse and training center improvement, carport at Fire Station #18, and the RFOTC emergency power circuit extension.
- Continued efforts to determine alternate locations for Fire Station #9 (Mission Viejo) and Fire Station #10 (Yorba Linda)
- Classrooms installed and in service for the RFOTC training grounds expansion and upgrade project. Currently in the process of obtaining design work for the fire props
- Geotechnical and forensic study was completed for the Fire Station #49 apparatus bay floor reconstruction project; scope of work is currently under re-evaluation
- Security assessment comparisons are currently being reviewed and evaluated for the infrastructure security enhancement project
- Construction started for the site stabilization for Fire Station #42 (Lake Forest)

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## Capital Improvement Program Overview

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### ***Communications and Information Systems (Fund 124)***

- 800 MHz P25 radio upgrade project completed. All radios tested and transitioned to P25 radio templates. Dispatch radio consoles replaced and upgraded. Microwave connection to Loma Ridge upgraded. Go-live effective June 2019
- Orange County Fire Incident Reporting System (OCFIRS) replaced by in-house developed Incident Reporting Investigation System (IRIS). All programming and design completed, training program developed, staff trained, and system ready for go-live in July 2019. Project completed under-budget, at 60% of appropriated budget
- Completed Next Generation CAD2CAD development and testing, and ready for go-live in August 2019
- Hired Contract manager for Critical Infrastructure upgrade project. First phase is to establish alternate answer capability with Metronet Fire Dispatch. CAL OES approvals obtained. Estimated go-live target date is September 2019. Completed RFQ for professional services to hire project managers, engineers, architects, other consultants to work on the Cyber Security, Physical Security, Co-Location facility, Disaster Recovery (DR), and fire suppression upgrade projects

### ***Fire Apparatus (Fund 133)***

- Outfitted and placed into service a trailer, eight vans for staff employees, 2 undercover vehicles, 2 Staff Battalion Chief vehicles, ten Type I engines, six Tractor Drawn Aerial Quints (TDAs), eleven various pickup trucks
- Received and in the process of outfitting one command vehicle, one PIO vehicle, two tractor transports, five Battalion pickup trucks, seven Type I engines, and one Tractor Drawn Aerial Quints (TDAs)
- Issued Purchase orders for three Type III engines, two water tenders, twelve other emergency vehicles, one hook truck/dump truck, and five other support vehicles. These vehicles were placed on order but not yet delivered by end of FY 2018/19

### **FY 2019/20 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS**

The FY 2019/20 CIP budget is \$29.7 million. The following projects are highlighted for this budget cycle:

#### ***General Fund CIP (Fund 12110)***

The FY 2019/20 budget for the General Fund CIP is \$7.0 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include CPR automatic continuous chest compression devices (\$1.5M), Enterprise phone and public address systems upgrade (\$1.2M), fire stations alarm systems upgrade (\$660K), thermal imaging cameras (\$550K), RFOTC and fire station data network upgrades (\$430K), and station bathroom gender accommodation (\$360K).

#### ***Fire Stations and Facilities (Fund 123)***

The FY 2019/20 budget for the Fire Stations and Facilities Fund is \$8.9 million. Projects budgeted include RFOTC training grounds expansion and upgrade (\$2.5M), Replacement of Fire Station #9

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## **FY 2019/20 OCFA Adopted Budget**

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(Mission Viejo) (\$2.0M), Replacement of Fire Station #10 (Yorba Linda) (\$2.0M), Fire Station #49 (Laguna Niguel) Apparatus Bay Floor Reconstruction (\$1.0M).

### ***Communications and Information Systems Fund (Fund 124)***

The budget for FY 2019/20 in the Communications and Information Systems Fund is \$1.9 million. Projects include the replacement of the Community Risk Reduction (CRR) – Integrated Fire Prevention (IFP) application (\$905K), OCFA disaster recovery co-location facility (\$500K), and the OCFA Enterprise audio video upgrades (\$430K).

### ***Fire Apparatus (Fund 133)***

The budget for FY 2019/20 in the Fire Apparatus Fund is \$11.9 million. Emergency vehicles scheduled for purchase include six Type I Engines (\$4.0M), one TDA 100' Quint (\$1.4M), one hazardous materials vehicle (\$1.0M), one heavy rescue vehicle (\$835K), one dozer (\$605K), two crew carrying vehicles (\$625K), one foam tender (\$600K), and two developer-funded vehicles (\$1.0M). The budget also includes the purchase of nine vehicles (\$350K) for support staff.

### **FUTURE OPERATING IMPACT**

Implementation of the FY 2019/20 capital improvement plan will impact future operating expenditures in the General Fund. Improvements or replacement of existing buildings or equipment are anticipated to lower operating costs such as repairs and maintenance costs. Any impacts on the General Fund are included in the budget. General Fund impact, when identifiable, can be found on the project description for the particular project.

Significant projects impacting the General Fund are:

- The RFOTC Uninterruptible Power System (UPS) replacement project is expected to be replaced in FY 2020/21, and maintenance is estimated at \$10,00 annually
- The RFOTC training grounds expansion and upgrade will impact the General Fund beginning in FY 2021/22 for burn props estimated at \$40K annually
- The project to Retrofit Existing Station Fire Life Safety Systems will impact the General Fund beginning FY 2019/20 with an estimated annual costs of \$25K
- The Community Risk Reduction Automation – IFP project will impact the General Fund beginning in FY 2022/23 with estimated annual costs of \$600K
- The OCFA disaster recovery co-location facility project will impact the General Fund beginning in FY 2020/21 with estimated annual cost of \$60K after the first local co-location facility is established, and \$120K annually thereafter when second out-of-state co-location facility is established
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2023/24 with estimated annual maintenance/licensing costs of \$60K
- Construction of new Fire Stations #12 (Laguna Woods) and #52 (Irvine Business District) are projected to be completed by FY 2023/24 and FY 2024/25 respectively, and will require additional personnel, supplies and maintenance for the upkeep and operations of each station

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## Capital Improvement Program Overview

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**ORANGE COUNTY FIRE AUTHORITY**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FIVE-YEAR PLAN SUMMARY    FY 2019/20 - FY 2023/24**

Fund	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	5-Year TOTAL
<i>Fund 12110</i> <b>General Fund CIP</b>	\$6,954,600	\$6,805,100	\$5,959,000	\$2,758,300	\$2,866,300	\$25,343,300
<i>Fund 123</i> <b>Fire Stations and Facilities</b>	8,895,000	18,600,000	9,675,000	8,000,000	-	45,170,000
<i>Fund 124</i> <b>Communications and Information Systems</b>	1,935,117	3,774,898	1,950,000	851,394	600,000	9,111,409
<i>Fund 133</i> <b>Fire Apparatus</b>	11,894,710	9,217,037	7,765,682	6,201,720	8,627,790	43,706,939
<b>GRAND TOTAL</b>	<b>\$29,679,427</b>	<b>\$38,397,035</b>	<b>\$25,349,682</b>	<b>\$17,811,414</b>	<b>\$12,094,090</b>	<b>\$123,331,648</b>

**FY 2019/20 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY  
CAPITAL IMPROVEMENT PROGRAM  
FIVE-YEAR PLAN PROJECT LISTING**

<b>Item No.</b>	<b>Project Priority</b>	<b>Project</b>	<b>FY 2019/20</b>
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**GENERAL FUND CIP - FUND 12110**

*IT-Communications and IT Infrastructure*

1	A	Data Storage and Servers	125,000
2	A	Fire Station Alarm System Upgrades	660,000
3	A	RFOTC and Fire Station Data Network Upgrades	430,000
4	A	Enterprise Phone and Public Address Systems Upgrade	1,200,000
5	B	RFOTC Uninterruptible Power System (UPS) Replacement	100,000

*IT-Communications and Workplace Support*

6	A	800 MHz Radios	183,500
7	A	900 MHz Pagers/Small Equipment/Personal Communications	41,600
8	A	Personal Computer (PC)/Tablets/Printer Replacements	250,000
9	A	Mobile Data Computer (MDC) System	214,500
10	A	VHF Radios	52,800

*IT-Geographic Information System*

11	B	Digital Orthophotography	-
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*Property Management*

12	A	Station Bathroom Gender Accommodation	360,000
13	A	FS#26 Kitchen, Flooring and Bathroom Remodel	240,000
14	A	FS#53 Dormitory Privacy	130,000
15	A	FS#41 Dormitory Privacy Training Room, Kitchen	350,000
16	A	FS#51 Painting and Leak Repair	150,000
17	A	FS#44 Bathroom Modification	-

*Service Center*

18	A	High Pressure Airbags	170,000
19	A	Thermal Imaging Cameras	550,000
20	A	SCBA (645 Air packs)	-
21	A	Fire Shelters	100,000
22	A	Portable Fire Pumps	-

*Emergency Medical Services*

23	A	CPR Automatic Continuous Chest Compression Devices	1,500,000
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*Special Operations*

24	A	Area RAE Hazmat Rapid Deployment Kits (RDK)	122,200
25	A	Gas Monitors	25,000
26	A	Hazmat Air Monitors	-
27	A	Carbon Monoxide Air Monitors	-
28	A	Helicopter Planned Inspection and Maintenance	-

		<b>Total - Fund 12110</b>	<b>6,954,600</b>
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## Capital Improvement Program Overview

FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	5-Year TOTAL
96,000	96,000	96,000	96,000	509,000
660,000	660,000	660,000	660,000	3,300,000
160,000	160,000	160,000	160,000	1,070,000
1,300,000	-	-	-	2,500,000
400,000	100,000	60,000	-	660,000
177,500	143,000	111,500	111,500	727,000
41,600	41,600	41,600	41,600	208,000
650,000	250,000	250,000	250,000	1,650,000
420,000	420,000	120,000	120,000	1,294,500
40,000	38,400	27,200	27,200	185,600
80,000	-	80,000	-	160,000
180,000	600,000	600,000	800,000	2,540,000
-	-	-	-	240,000
-	-	-	-	130,000
-	-	-	-	350,000
-	-	-	-	150,000
-	-	-	150,000	150,000
-	-	-	-	170,000
-	-	-	-	550,000
2,500,000	2,000,000	-	-	4,500,000
100,000	100,000	140,000	-	440,000
-	-	12,000	-	12,000
-	-	-	-	1,500,000
-	-	-	-	122,200
-	-	-	-	25,000
-	150,000	-	-	150,000
-	-	-	50,000	50,000
-	1,200,000	400,000	400,000	2,000,000
<b>6,805,100</b>	<b>5,959,000</b>	<b>2,758,300</b>	<b>2,866,300</b>	<b>25,343,300</b>

**FY 2019/20 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY  
CAPITAL IMPROVEMENT PROGRAM  
FIVE-YEAR PLAN PROJECT LISTING**

Item No.	Project Priority	Project	FY 2019/20
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**FIRE STATIONS & FACILITIES - FUND 123**

1	A	Replacement of Fire Station 9 (Mission Viejo)	2,000,000
2	A	Replacement of Fire Station 10 (Yorba Linda)	2,000,000
3	A	RFOTC Training Grounds Expansion and Upgrade	2,525,000
4	A	Fire Station 49 Apparatus Bay Floor Reconstruction	1,000,000
5	A	Infrastructure Security Enhancements	600,000
6	A	Construction of New Fire Station 12 (Laguna Woods)	500,000
7	A	Retrofit Existing Station Fire Life Safety Systems	270,000
8	B	RFOTC 2nd Emergency Generator	-
9	A	Construction of New Fire Station 52 (Irvine Business District)	-
		<b>Total - Fund 123</b>	<b>8,895,000</b>

**COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124**

*IT-Communications and IT Infrastructure*

1	B	OCFA Enterprise Audio Visual Upgrades	430,000
2	B	OCFA Disaster Recovery Co-Location Facility	500,000

*IT-Systems Development & Support*

3	A	Community Risk Reduction Automation - IFP Replacement	905,117
4	B	TheHIVE Cloud Upgrade	100,000
5	B	Fleet Services Fuel Management Tracking System	-
		<b>Total - Fund 124</b>	<b>1,935,117</b>

**FIRE APPARATUS - FUND 133**

1	A/B	Emergency Vehicles	10,495,855
2	A	Developer Funded Vehicles	1,048,573
3	A/B	Support Vehicles	350,282
		<b>Total - Fund 133</b>	<b>11,894,710</b>

		<b>GRAND TOTAL - ALL CIP FUNDS</b>	<b>\$29,679,427</b>
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Project Priority: A=Essential; B=Important; C=Could Defer;

## Capital Improvement Program Overview

FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	5-Year TOTAL
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7,500,000	-	-	-	9,500,000
7,500,000	-	-	-	9,500,000
1,100,000	2,675,000	-	-	6,300,000
-	-	-	-	1,000,000
500,000	-	-	-	1,100,000
2,000,000	6,500,000	-	-	9,000,000
-	-	-	-	270,000
-	500,000	-	-	500,000
-	-	8,000,000	-	8,000,000
<b>18,600,000</b>	<b>9,675,000</b>	<b>8,000,000</b>	-	<b>45,170,000</b>

1,000,000	450,000	-	450,000	2,330,000
-	1,000,000	-	-	1,500,000

2,274,898	-	-	-	3,180,015
500,000	500,000	250,000	150,000	1,500,000
-	-	601,394	-	601,394
<b>3,774,898</b>	<b>1,950,000</b>	<b>851,394</b>	<b>600,000</b>	<b>9,111,409</b>

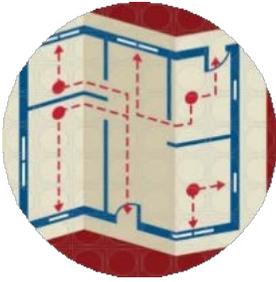
6,257,684	6,705,936	6,081,243	8,325,046	37,865,764
2,626,729	822,770	-	-	4,498,072
332,624	236,976	120,477	302,744	1,343,103
<b>9,217,037</b>	<b>7,765,682</b>	<b>6,201,720</b>	<b>8,627,790</b>	<b>43,706,939</b>

<b>\$38,397,035</b>	<b>\$25,349,682</b>	<b>\$17,811,414</b>	<b>\$12,094,090</b>	<b>\$123,331,648</b>
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# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## HOME ESCAPE PLAN



*Only 18 percent of families with children age 3-17 have practiced home fire drills.*

*Every second counts during a fire. Create and practice a home escape plan so you and your family can get out quickly if the smoke alarm sounds.*

### **Plan Ahead**

- Make a home escape plan showing two ways out of every room. Discuss the plan with everyone in your home.
- Choose an outside meeting place in front of and a safe distance from your home.
- Practice your escape plan at least twice a year. During your drills, practice escaping from different exits. Teach children to escape on their own.
- Make sure someone is assigned to assist small children, older adults, or family members with disabilities.

### **Respond Safely if Fire Occurs**

- Smoke and heat rise, so crawl low as you follow your escape plan.
- Close doors as you evacuate to slow the spread of smoke and fire.
- Test doors before opening. Use the back of your hand to feel the door for heat, starting at the bottom and working your way up. If the door feels warm, don't open it. Use your secondary exit to escape.
- Once you're out, stay out. Go immediately to your outside meeting place. Never go back inside for any reason.
- Call 9-1-1 once you are safely outside of your home.

### **If Trapped by Fire**

- Close the door between you and the fire.
- Use towels, blankets, or clothing to seal door cracks and help prevent smoke from entering the room.
- Call 9-1-1 and tell the dispatcher where you are in the home.
- Signal for help from a window when firefighters arrive.



*Fund 12110*

*General Fund*

*CIP*



# Fund 12110: General Fund CIP

## DESCRIPTION

Effective July 1, 2014 the Board approved a new Capital Projects Fund Policy which provided clearer definitions and guidelines to ensure that expenditures are properly categorized into the appropriate fund. Fund 12110 is sub-fund of the General Fund created at that time to account for financial activity associated with maintenance and improvement projects that while considered “capital in nature”, do not meet the criteria to be included in a Capital Project Fund. The funding source is solely from the General Fund.

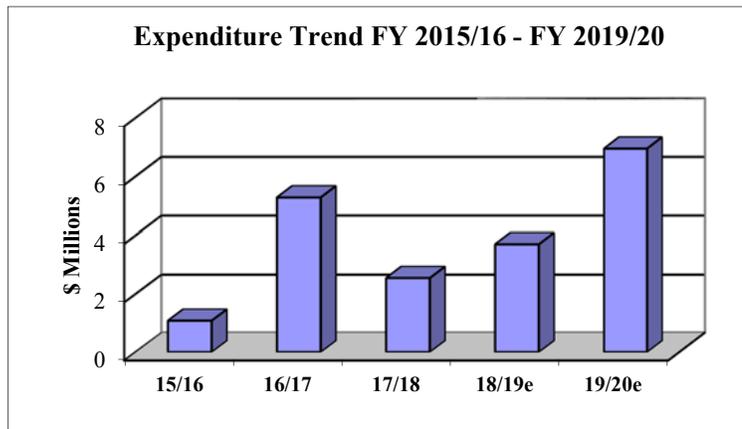
## BUDGET

The total FY 2019/20 budget is \$6,954,600.

## HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment, software, and facilities have been identified for this budget cycle. These improvements and replacements include CPR automatic devices replacement, phone and public address systems upgrade, fire station alarm systems upgrade, RFOTC and fire station data network upgrades, and station bathroom gender accommodation and modifications identified at various fire stations. Significant projects budgeted in FY 2019/20 include \$1.5M for CPR automatic continuous chest compression devices, \$1.2M for phone and public address systems upgrades, \$660K for fire station alarm system upgrades, \$550K for thermal imaging cameras, \$430K for RFOTC and fire station data network upgrades, \$360K for station bathroom gender compliance upgrade, and \$360K for station bathroom gender accommodation.

The chart provides actual expenditures for FY 2015/16 through FY 2017/18, and total budgeted amounts for FY 2018/19 and FY 2019/20.



## SIGNIFICANT CHANGES

The replacement of defibrillators of about \$4.1 million resulted in a large increase for FY 2016/17.

## IMPACT ON OPERATING BUDGET

All expenditures in this fund during this budget cycle are considered to be routine. The proactive nature of the scheduled improvements and replacements provided in this fund reduce maintenance costs in the operating budget by preventing problems before they occur.

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 12110 - GENERAL FUND CIP**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2019/20 BUDGET**

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget	% Change fr FY 2018/19 Budget
<b>FUNDING SOURCES</b>				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	2,970,041	3,928,761	4,900,000	24.72%
Total Beginning Fund Balance	1,208,972	1,847,036	2,068,320	11.98%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$4,179,013</b>	<b>\$5,775,797</b>	<b>\$6,968,320</b>	<b>20.65%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$1,091,730	\$2,788,477	\$6,954,600	149.40%
Capital Outlay	1,240,247	919,000	-	-100.00%
Total Expenditures & Other Uses	2,331,977	3,707,477	6,954,600	87.58%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	1,847,036	2,068,320	13,720	-99.34%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$4,179,013</b>	<b>\$5,775,797</b>	<b>\$6,968,320</b>	<b>20.65%</b>

**DATA STORAGE AND SERVERS**

**Project Priority:** A

**Project Org:** P339

**Project Type:** Equipment Replacement

**Project Management:** IT – Communications & IT Infrastructure

**Project Description:** This item is an annual, ongoing project to upgrade and/or replace outdated computer servers and expand the existing storage area network (SAN) to accommodate the ongoing move towards virtualized server-based centralized storage, and backup of critical department information. The OCFA currently has 170+ servers that support all of the business systems including: Exchange (E-mail), Fire Incident Reporting and Investigations Management Systems, Integrated Fire Prevention (IFP), Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), Intranet, GIS, SharePoint, etc. The useful life of servers, SAN’s, and other related hardware can range from three to five years.



**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$125,000	\$96,000	\$96,000	\$96,000	\$96,000	\$509,000

**Impact on Operating Budget:** The replacement of servers may help control maintenance costs in the operating budget and improve application performance.

**FIRE STATION ALARM SYSTEM UPGRADES**

**Project Priority:** A

**Project Org:** P334

**Project Type:** Equipment Replacement

**Project Management:** IT – Communications & IT Infrastructure

**Project Description:** Acquisition and installation of new fire station alarm systems are necessary as the equipment becomes old, outdated, and parts are no longer available. The expected life of the fire station alarm systems is about fifteen years.



**Fire Station Alerting/Sound Systems**

In 2013, Westnet Inc. was chosen thru the RFP process to upgrade and install new fire station alerting technology in all OCFA fire stations to integrate the new TriTech CAD system with the existing legacy fire station alerting systems. This project was completed in September 2014 in time for the go-live of the new TriTech CAD system.



During the FY 2013/14 integration project, a thorough evaluation of existing fire station alerting systems was completed. All OCFA fire stations were using outdated electro-mechanical relays and amplifiers that need to be upgraded with the full Westnet “Smart Station” alerting system. The cost per station upgrade varies significantly depending on the size of the fire station, number of crew, and apparatus that are deployed. The average price for the last 6 – fire station Westnet “Smart Station” upgrades was \$110,000 each. The “Smart Station” will also be installed when new Fire Stations are constructed. Staff plans to upgrade six fire stations per year.



**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$660,000	\$660,000	\$660,000	\$660,000	\$660,000	\$3,300,000

**Impact on Operating Budget:** The replacement of old equipment may help control maintenance costs included in the operating budget.

**RFOTC AND FIRE STATION DATA NETWORK UPGRADES**

**Project Priority:** A

**Project Org:** P337

**Project Type:** Equipment Replacement/New Technology

**Project Management:** IT – Communications & IT Infrastructure

**Project Description:** This project replaces core network infrastructure components installed at the RFOTC and OCFA fire stations. It is a multi-year project and continues recent upgrades to the IDF’s (Intermediate Distribution Facility – more commonly known as data/phone connection closets) located across the campus at the RFOTC, and other core network equipment installed in 2004. Also being upgraded are the core data center routers and firewalls and the fiber-optic network backbone.



Next steps include upgrading the wireless network infrastructure at the RFOTC and all OCFA fire stations to extend the coverage of the OCFA’s wireless computer network.

**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>	\$430,000	\$160,000	\$160,000	\$160,000	\$160,000	\$1,070,000

**Impact on Operating Budget:** Replacement of the hardware may help control maintenance costs included in the operating budget.

**ENTERPRISE PHONE AND PUBLIC ADDRESS SYSTEMS UPGRADE**

**Project Priority:** A

**Project Org:** P408

**Project Type:** New Equipment

**Project Management:** IT – Communications & IT Infrastructure

**Project Description:**

**OCFA RFOTC phones**

The OCFA’s Regional Fire Operations and Training Center (RFOTC) administrative telephone system was placed in service in 2004. The system continues to function but repair parts are becoming difficult to obtain and it is reaching the end of its service life and must be replaced. Various key components were upgraded in FY 2015/16 to extend the life of the system a few more years. A state



of the art Voice over Internet Protocol (VoIP) phone system will be installed in FY 2019/20 and will integrate with the new VoIP systems to be installed afterwards in OCFA fire stations.

**OCFA Fire Station phones**

The current OCFA fire station phone systems vary widely in age and will also be replaced with VoIP phone systems. The new VoIP phone systems will begin installation in FY 2019/20 and complete in FY 2020/21. They will be fully integrated with the RFOTC’s VoIP phone system yet retain the capability to operate independently if the data connection to the RFOTC fails.

This project will also add public address functionality that will utilize the new VoIP phone systems installed at the RFOTC and the fire stations. The system will be capable of addressing all fire stations and RFOTC offices and conference rooms from any installed VoIP phone external speaker.

OCFA will utilize 3<sup>rd</sup> party professional services to assist in the installation of the new phone systems.

**Project Status:** The fire station public address / paging equipment will be purchased and installed in FYs 2019/20 and 2020/21.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$1,200,000	\$1,300,000				\$2,500,000

**Impact on Operating Budget:** Ongoing annual maintenance costs are included in the General Fund.

**RFOTC UNINTERRUPTIBLE POWER SYSTEM (UPS) REPLACEMENT**

**Project Priority:** B

**Project Org:** P409

**Project Type:** Equipment Replacement/New Technology

**Project Management:** IT – Communications & IT Infrastructure

**Project Description:** This item is to replace and upgrade the RFOTC data center Uninterruptible Power System (UPS) installed in the RFOTC data center, and the smaller UPS equipment installed in all fire stations, and other locations including network closets at the RFOTC to protect critical equipment.

The current RFOTC data center Uninterruptible Power System (UPS) was installed during the construction of the RFOTC facilities. The system is critical for managing the incoming power from the city as well as from the emergency power generator to ensure a smooth, constant power source for the critical data center computer systems that house the 9-1-1 safety systems, business systems, payroll, email, radios communications, and other very important systems that house OCFA data. In the case of a power outage, the UPS will power the entire data center until the emergency power generator starts up and is online. In the case of a failure of the emergency power generator, the current UPS can power the data center for less than an hour before its battery reserves are exhausted.



The budgetary amount is a preliminary estimate and may need revision as requirements are developed.

**Project Status:** This primary UPS is expected to be replaced in FY 2020/21, but additional funds are budgeted each year to upgrade fire station UPS equipment and other important locations (network closets at RFOTC).

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$100,000	\$400,000	\$100,000	\$60,000		\$660,000

**Impact on Operating Budget:** Annual maintenance estimated at \$10,000 with 5% annual increases.

**800 MHZ RADIOS**

**Project Priority:** A

**Project Org:** P332

**Project Type:** Equipment Replacement

**Project Management:** IT – Communications & Workplace Support

**Project Description:** This purchase is for new 800MHz mobile radios to be installed in new apparatus, and additional portable radios for use in training, academies, and supplying equipment caches. Mobile radio purchases coincide with the vehicle replacement plan. Current pricing per mobile radio averages \$4,500 and adding dual head radios for command vehicles increases costs to approximately \$5,000. Portable 800MHz radios cost approximately \$6,000 each.

All radios purchased are P25 ready and are 100% compatible with the 800MHz CCCS that currently is underway and projected to go online in summer 2019.



**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$183,500	\$177,500	\$143,000	\$111,500	\$111,500	\$727,000

**Impact on Operating Budget:** Ongoing replacement of radios will help control maintenance costs in the operating budget.

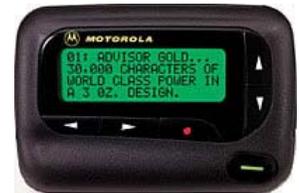
**900MHZ PAGERS / SMALL EQUIPMENT / PERSONAL COMMUNICATIONS**

**Project Priority:** A  
**Project Org:** P330  
**Project Type:** Equipment Replacement  
**Project Management:** IT – Communications & Workplace Support

**Project Description:** The OCFA utilizes about 1,375 pagers, vehicle intercom headsets, portable radio lapel microphones, and several other related small equipment items. Replacement is required approximately every three to five years because of wear and exposure factors. The components in pagers break down over time and lose critical sensitivity capability needed for optimal performance. The OCFA reserve firefighter personnel use pagers as their primary alerting system for emergency incidents. Their responsibilities require that the pager be reliable 24 hours a day. The budget allows for the annual purchase of replacement equipment at a cost of about \$130 each.



Staff is actively reviewing other technologies to replace the OCFA’s pagers which despite the “legacy” nature of the technology, are still an effective means of notification for OCFA Operations personnel.



**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$41,600	\$41,600	\$41,600	\$41,600	\$41,600	\$208,000

**Impact on Operating Budget:** The timely replacement of 900 MHz pagers, intercom headsets, lapel microphones, and other small equipment may result in fewer maintenance expenditures in the operating budget.

**PERSONAL COMPUTER (PC)/TABLETS/PRINTER REPLACEMENTS**

**Project Priority:** A

**Project Org:** P331

**Project Type:** Equipment Replacement

**Project Management:** IT – Communications & Workplace Support

**Project Description:** The PC replacement budget is based on \$1,500 per unit, which includes adequate funding to replace associated printers and peripherals at the same time, as well as purchasing ruggedized iPad tablets. It also includes replacement of department-authorized, mission-critical computers and tablets on an as-needed basis. The replacement cycle is every three to four years for iPad tablets and up to six years for desktop PCs.



Additional funding has been added in FY 2020/21 to replace all of the OCMEDS electronic prehospital care reporting (ePCR) ruggedized iPad tablets that were deployed in 2016 and 2017.

**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$250,000	\$650,000	\$250,000	\$250,000	\$250,000	\$1,650,000

**Impact on Operating Budget:** Deferral of PC and tablet replacements beyond four years will increase repair and maintenance costs.

**MOBILE DATA COMPUTER (MDC) SYSTEM**

**Project Priority:** A

**Project Org:** P303

**Project Type:** Equipment Replacement

**Project Management:** IT – Communications & Workplace Support

**Project Description:** The mobile data computers (MDC) provide emergency incident information such as address, patient status, premise information, etc. from the computer aided dispatch (CAD) system to Operations personnel in OCFA emergency apparatus.

The current modular “legacy” MDCs (separate CPU, keyboard, and monitor) were installed seven years ago and the manufacturer has ceased further production. The computer environment in OCFA’s emergency apparatus is also changing as multipurpose, computer tablets capable of running numerous computer applications (apps) are increasingly used. The OCFA’s CAD vendor is developing app type software tools to supplement the current Windows CAD/Mobile program, but has not released plans yet to replace the current CAD/Mobile with a tablet-based app. Therefore, after evaluating other MDC platforms including ruggedized laptops and tablets to replace the current “legacy” MDCs, staff have selected a new ruggedized Windows tablet MDC. It is detachable in anticipation of a future need to use the MDC outside the emergency apparatus.



Staff recommends only purchasing the new Windows tablet-type MDCs for new vehicles, or to replace failing “legacy” MDCs for another year and delaying overall replacement of the “legacy” MDCs until FY 2020/21 as the environment is changing so rapidly. Staff has provided additional iPads for use inside OCFA emergency apparatus that are capable of running multiple public safety apps to supplement the information available on the “legacy” MDCs.

The cost of the ruggedized Windows tablets with associated mounting accessories is approximately \$6,000 per unit.

**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$214,500	\$420,000	\$420,000	\$120,000	\$120,000	\$1,294,500

**Impact on Operating Budget:** Replacing the existing MDCs with ruggedized computer tablets will result in lower capital expense to purchase new MDCs as well as lower ongoing maintenance costs.

**VHF RADIOS**

**Project Priority:** A

**Project Org:** P333

**Project Type:** Equipment Replacement

**Project Management:** IT – Communications & Workplace Support

**Project Description:** This project is for the purchase and replacement of VHF mobile and portable radios. These radios are used for state and mutual aid communications with agencies that are not part of the County 800 MHz radio system and are installed in all OCFA emergency apparatus. Use of VHF radios ensures communication and enhances the safety of firefighters on automatic and mutual aid responses with the California Department of Forestry, Fire Protection (CAL FIRE), and the United States Forest Service (USFS) in state and federal responsibility areas, as well as contracts with agencies outside Orange County. These radios have a useful life of nine years. Budgeted replacement costs are based on the useful life of the existing radio inventory, and are tied to the new vehicle replacement schedule. Average price per mobile radios is \$1,600.



**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$52,800	\$40,000	\$38,400	\$27,200	\$27,200	\$185,600

**Impact on Operating Budget:** The replacement of radios helps control maintenance costs included in the operating budget.

**DIGITAL ORTHOPHOTOGRAPHY**

**Project Priority:** B  
**Project Org:** P341  
**Project Type:** Equipment Replacement  
**Project Management:** IT – GIS

**Project Description:** Digital Orthophotography provides an accurate record of all physical data that exists in the County and area of service at a given point in time. It is important to the OCFA as a management tool for the effective and efficient operation of a number of business needs and for spatial data capture and verification. Some of the OCFA business needs supported by digital orthophotography include:

- Special Area Maps and preplans to guide first responders into difficult areas such as apartment complexes and shopping centers.
- Provide dispatchers a visual record to facilitate response assignments.
- Establish a default map viewing context for the Automatic Vehicle Location System (AVL).
- Facilitate vehicle routing to target locations.
- Assist in reconstructing and investigating crimes.
- More effectively manage urban and wildland interfaces.
- Quality control addresses for run maps.
- Verify pre-existing or non-conforming conditions for inspections.
- Include aerial imagery of new developments.



**Project Status:** The next GIS digital orthophotography will be purchased in FY 2020/21 and proceed every other year due to the increased development occurring in the County.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>		\$80,000		\$80,000		\$160,000

**Impact on Operating Budget:** No impact.

**STATION BATHROOM GENDER ACCOMMODATION****Project Priority:** A**Project Org:** P413**Project Type:** Facilities/Site Repair**Project Management:** Property Management

**Project Description:** This project would upgrade approximately 3 SFF fire stations over the next two years and plan for 10 City owned stations to accommodate gender needs. The impacted stations are: Fire Stations 14, 16, and 32. City owned stations: 35, 44, 70, 72, 73, 78, 82, 83, 84, 85. City owned stations are scheduled beginning FY 2021/22 pending funding agreements between the Authority and City.

**Project Status:** Project is scheduled to begin in FY 2019/20 for Fire Stations 14, 16. The upgrade is anticipated to begin in FY 2020/21 for Fire Station 32. City owned stations are dependent on funding availability and scheduling. City owned station costs are estimated at approximately \$200,000 per station, however cost estimates will be refined for each individual station when funding agreements are entered into.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$360,000	\$180,000	\$600,000	\$600,000	\$800,000	\$2,540,000

**Impact on Operating Budget:** No further operating budget impacts are anticipated for these modifications after the completion of this project.

**FIRE STATION 26 KITCHEN, FLOORING AND BATHROOM REMODEL**

**Project Priority:** A

**Project Org:** P414

**Project Type:** Station Improvement

**Project Management:** Property Management

**Project Description:** This project will remodel the kitchen including new cabinets, countertops, appliances, lighting and flooring area in the station. Also included in the scope is remodeling of the crew bathrooms.

**Project Status:** Project commenced in FY 2018/19. Remodel work is anticipated to begin in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$240,000					\$240,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE STATION 53 DORMITORY PRIVACY****Project Priority:** A**Project Org:** P416**Project Type:** Construction of Partitions in Sleeping Area**Project Management:** Property Management

**Project Description:** This project will remove existing temporary curtain partitions, lockers and furniture and replace with a more rigid permanent structure to provide better privacy in the sleeping quarters. The project will require construction of walls, doors, flooring, HVAC, electrical, lockers and additional furniture. This project will allow for more privacy in the sleeping quarters and will better accommodate the crews.

**Project Status:** Project commenced in FY 2018/19. Construction is anticipated to begin in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$130,000					\$130,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE STATION 41 DORMITORY PRIVACY, TRAINING ROOM,  
KITCHEN**

**Project Priority:** A

**Project Org:** P417

**Project Type:** Facilities/Site Repair

**Project Management:** Property Management

**Project Description:** Since the air operations program went to a 24/7 operation, there is a need for adequate areas to sleep the crews. This project would address the 24/7 operation in addition to another day shift crew and upstaffing when necessary. The project involved significant design, engineering and construction to accommodate the operation.

**Project Status:** Needs assessment is being evaluated and in process of getting an architect on board for design work and plan check through the City of Fullerton.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$350,000					\$350,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE STATION 51 PAINTING AND LEAK REPAIRS****Project Priority:** A**Project Org:** TBD**Project Type:** Facilities/Site Repair**Project Management:** Property Management

**Project Description:** Due to the nature of the style of building being a concrete tilt-up construction, it is common for water leakage to occur through the concrete walls. The repair involves an elastomer coating and painting of the entire structure both internal and external to seal the structure preventing water penetrations.

**Project Status:** Project is scheduled to begin in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$150,000					\$150,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE STATION 44 BATHROOM REMODEL**

**Project Priority:** A

**Project Org:** P419

**Project Type:** Remodel Bathroom

**Project Management:** Property Management

**Project Description:** This project will remodel and provide an additional shower facility to accommodate the transition from a three-person crew to a four-person crew. There is currently two stalls and one shower. There will be significant structural modifications required to provide the additional shower facility and may trigger ADA requirements for other parts of the station.

**Project Status:** Project is anticipated to commence pending City agreement.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:					\$150,000	\$150,000

**Impact on Operating Budget:** No anticipated impact.

**HIGH-PRESSURE AIRBAGS**

**Project Priority:** A  
**Project Org:** P410  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** The Operations Department projects a need to replace the aging high-pressure airbags based on current need. Priority is placed on truck companies. A small amount of additional airbags are also needed for engines stationed in remote locations with a high probability of traffic collisions, such as Ortega Highway.

The airbags needed are made in different sizes. Each size has different overall dimensions. This allows flexibility in their use. Larger airbags are ideal for lifting vehicles and heavy equipment. Smaller airbags are needed for more detailed rescue operations. As such, each OCFA truck will be receiving a set of six airbags, differing in size.

The purchase was originally scheduled to begin in FY 2018/19, but due to the extensive research required to ensure that the selection meets OCFA needs in the face of improved technology, staff recommended that the item be pushed out to FY 2019/20.

**Project Status:** Project scheduled to begin in FY 2019/20.



<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$170,000					\$170,000

**Impact on Operating Budget:** Potential cost with equipment failure after one year warranty expiration.

**THERMAL IMAGING CAMERAS**

**Project Priority:** A  
**Project Org:** P411  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** The majority of OCFA’s current supply of thermal imaging cameras were purchased in 2007. There have been several technological improvements over that time period. The Operations Department projects a need to replace all of OCFA’s thermal imaging cameras:

Thermal Imaging Camera (\$8,400 each with tax)  
 Battery (\$240 each with tax)  
 Battery Charger (\$1,000 each with tax)

The purchase of the requested thermal imaging cameras is based on current need and has a planned roll-out date for the FY 2019/20 budget year. Purchase of each camera is accompanied by a battery charge as well as several back-up batteries. Priority for replacement will be as follows:



1. Oldest units
2. Units whose batteries no longer hold an adequate charge
3. Trucks
4. Engines
5. Units that are in a relief status
6. Units primarily used for training purposes

**Project Status:** The first phase began in FY 2018/19. FY 2019/20 is the second and final phase of the planned replacement schedule.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$550,000					\$550,000

**Impact on Operating Budget:** Potential cost with equipment failure after one year warranty expiration.

**SELF-CONTAINED BREATHING APPARATUS (SCBA)**

**Project Priority:** A

**Project Org:** TBD

**Project Type:** Service Enhancement/Replacement

**Project Management:** Operations

**Project Description:** The OCFA’s Operations Department currently uses 833 Self Contained Breathing Apparatus. The Operations Department projects a need for service enhancement and replacement at the 10-year use of life in FY 2020/21 and FY 2021/22. The expected life of the SCBA will peak in 2020 and 2021. Service enhancements of the SCBA have already occurred and will likely increase before our next replacement giving us the ability to incorporate increased temperature tolerance on the facepiece mask, clearer use of the heads-up display, increased visibility of the remote air use gauge, and a more ergonomic harness for wearer. The need for replacement could occur over two fiscal years: \$2.5M in FY 2020/21 and \$2.0M in FY 2021/22.



The SCBA total is based on current need. Additional SCBA might be needed over the next 3-5 years due to expansion of the Fire Authority and new fire stations.

Project Status: Project is scheduled to begin in FY 2020/21.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>		\$2,500,000	\$2,000,000			\$4,500,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE SHELTERS**

**Project Priority:** A  
**Project Org:** P412  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** The majority of OCFA’s current supply of 1000 shelters were purchased between 2008 and 2012. The shelters have a shelf life of 10 years. The Operations Department projects a need to replace all OCFA’s fire shelters over four fiscal years:



Fire Shelter (\$300 each with tax)

The purchase of the requested Fire Shelters is based on current need. Priority for replacement will be as follows:

1. Oldest units
2. Worn out units

The replacement was originally scheduled to begin in FY 2018/19. However, the sole manufacturer was still in the process of introducing an improved version of the fire shelters to the market. As such the replacement schedule was pushed out to ensure that the shelters procured meets the high standard of safety.

**Project Status:** Phase 1 of the project is scheduled to begin in FY 2019/20, with the completion of this replacement schedule in FY 2022/23.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$100,000	\$100,000	\$100,000	\$140,000		\$440,000

**Impact on Operating Budget:** Potential cost with equipment failure after one year warranty expiration.

**PORTABLE FIRE PUMPS**

**Project Priority:** A

**Project Org:** TBD

**Project Type:** Service Enhancement/Replacement

**Project Management:** Operations

**Project Description:** OCFA purchased the current supply of 20 Waterax Mini-Striker pumps in 2012. The fire pumps have an estimated service life of 10 years. The Operations Department projects a need to replace all OCFA’s portable fire pumps in FY 2022/23.

The Waterax Mini-Striker pump pairs a reliable single stage pump end with the Honda 4-stroke 2.5 HP engine to achieve pressures of up to 85 PSI (5.9 BAR) and offer volume supply of up to 80 GPM (303 L/Min). Extremely portable and lightweight, this mini powerhouse performs well when used by itself or in tandem with other pumps. It is also particularly suited to some of the latest fire control techniques where small, lightweight equipment is a requirement.



Cost of each portable pump is about \$600 plus tax.

The purchase of the requested portable fire pumps is based on current need and has a planned roll-out date in the FY 2022/23 budget year. Priority for replacement will be as follows:

1. Worn out units
2. Oldest units

**Project Status:** Project is scheduled for FY 2022/23.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:				\$12,000		\$12,000

**Impact on Operating Budget:** Potential cost with equipment failure after 90-day warranty expiration.

**CPR AUTOMATIC CARDIAC COMPRESSION DEVICE (ACCD)**

**Project Priority:** A

**Project Org:** TBD

**Project Type:** Service Enhancement/Replacement

**Project Management:** Emergency Medical Services

**Project Description:** The Orange County Emergency Medical Service has mandated that all Advanced Life Support (ALS) units carry an Automatic Cardiac Compression Device (ACCD) by January 1, 2020. The ACCD has been proven in national studies to increase the return of spontaneous circulation (ROSC) and improve mental outcomes of cardiac arrest patients by providing continuous perfect CPR. The ACCD ability to allow for continuous perfect CPR to take place while paramedics move/transfer the patient will keep the cardiac output consistent and allow perfusion to take place.

The plan is to purchase 78 ACCDs for OCFA paramedic units. The cost also includes the initial purchase of the disposable one-time use Strap/Plunger for patient use, and ten battalion loaners if a device needs repairs and/or to meet surge capacity.

**Project Status:** Project to commence in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$1,500,000					\$1,500,000

**Impact on Operating Budget:** Potential cost with equipment failure after one year warranty expiration.

**AREA RAE HAZMAT RAPID DEPLOYMENT KITS (RDK)**

**Project Priority:** A

**Project Org:** TBD

**Project Type:** Service Enhancement/Replacement

**Project Management:** Hazardous Material Response Team

**Project Description:**

The current area monitoring system is deteriorating, and the manufacturer will no longer be supporting the system. Replacement is necessary in order to maintain an operable system.

The Area RAE System provides for GPS tracked remote monitoring of air to detect contaminants. These units are industry standard within the hazmat community, and are used as a force multiplier and to bridge the safety gap. They enable one responder to monitor multiple instruments over a large geographical area at the same time. They provide instant readouts, enable the team to categorize the environment, and direction of a chemical release. This system does all of this while safeguarding responders by not placing them in the path of contaminants. They have been used on multiple incidents throughout the county. This update is also required to maintain compatibility with the other hazmat teams in Orange County.



This is an estimate based on current needs. Due to development of technology, this estimate may change.

**Project Status:** Project is scheduled to begin in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$122,000					\$122,000

**Impact on Operating Budget:** None.

**GAS MONITORS**

**Project Priority:** A  
**Project Org:** TBD  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** OCFA’s current supply of 25 Gas Monitors were purchased with grant funds from UASI to enhance the safety of responding fire personnel to potential chemical/biological hazard incidents. The Monitors were purchased in 2014 and will need to be replaced in FY 2019/20. The monitors have a shelf life of five years. The Operations Department projects a need to replace all OCFA’s gas monitors in a single fiscal year. The unit cost of the Multi-RAE 6 gas monitor is estimated at \$900 each with tax.



The purchase of the requested monitors is based on a future need and has a planned roll-out date in the FY 2019/20 budget year. Replacement of the entire stock will be necessary.

**Project Status:** Project scheduled to begin in FY 2019/20.

Fiscal Years:	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Budget:	\$25,000					\$25,000

**Impact on Operating Budget:** Potential cost with equipment failure after 180-day warranty expiration.

**HAZMAT AIR MONITORS**

**Project Priority:** A

**Project Org:** TBD

**Project Type:** Hazmat Air Monitor Replacement

**Project Management:** Operations

**Project Description:** The OCFA’s Operations Department - Hazmat Section currently administrates 40 Handheld Gas Monitors. These monitors are placed on all truck companies as well as both hazmat and requisite units for the purpose of identifying toxic and hazardous atmospheres to ensure personnel safety. These devices are instrumental in compliance with Occupational Safety and Health and Safety Administration (OSHA) regulations on confined space incidents, technical rescues, hazardous materials incidents and fires. As these devices age, the cost of maintenance increases due to component replacement and the need for additional spares increases to compensate for downtime. With technological advances in development of this highly technical device, the manufacturer will discontinue its support of older equipment. It is forecasted that the effective service life expectancy of current units will be reached by FY 2021/22.



**Project Status:** Project is scheduled to begin in FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>			\$150,000			\$150,000

**Impact on Operating Budget:** No anticipated impact.

**CARBON MONOXIDE MONITORS**

**Project Priority:** A  
**Project Org:** TBD  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** This is the replacement of carbon monoxide monitors on each OCFA fire apparatus. The newly acquired Carbon Monoxide detectors are projected to have a 5 year life cycle concluding in FY 2023/24.

Carbon Monoxide is an insidious, colorless, odorless gas undetectable by the senses. During 2010-2015 a total of 2,224 deaths nationwide resulted from carbon monoxide poisoning. Sources of carbon monoxide include faulty heating and cooking appliances in homes and buildings. The ability to rapidly detect carbon monoxide by OCFA fire units is a valuable capability.

**Project Status:** Project is scheduled for FY 2023/24.



<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>					\$50,000	\$50,000

**Impact on Operating Budget:** No anticipated impact.

## **HELICOPTER PLANNED INSPECTION AND MAINTENANCE**

**Project Priority:** A

**Project Org:** TBD

**Project Type:** Helicopter Maintenance

**Project Management:** Special Operations Division/Air Operations Section

**Project Description:** Based on Hobbs Meter flight hours, the FAA requires scheduled inspections and maintenance of OCFA Bell 412 helicopter. This process is mandatory and can be accurately forecast based on aircraft use. Further, it involves the teardown and re-assembly of the airframe which is a very labor intensive process that involves OCFA aircraft mechanics as well as vendors for out of scope tasks.



**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:			\$1,200,000	\$400,000	\$400,000	\$2,000,000

**Impact on Operating Budget:** Ongoing forecasting of planned inspections and maintenance will help control maintenance costs in the operating budget.



*Fund 123*

*Fire Stations &*

*Facilities*



# Fund 123: Fire Stations and Facilities

## DESCRIPTION

This fund is a capital projects fund for significant, non-routine, capital expenditure requirements such as replacing sub-standard fire stations and constructing new fire stations. New station construction is based on Secured Fire Protection Agreements, triggered by the pulling of building permits for new development projects. Significant funding sources typically include interest earnings, operating transfers from the General Fund, and contributions or reimbursements from developers and cities responsible for a share of new fire station development costs.

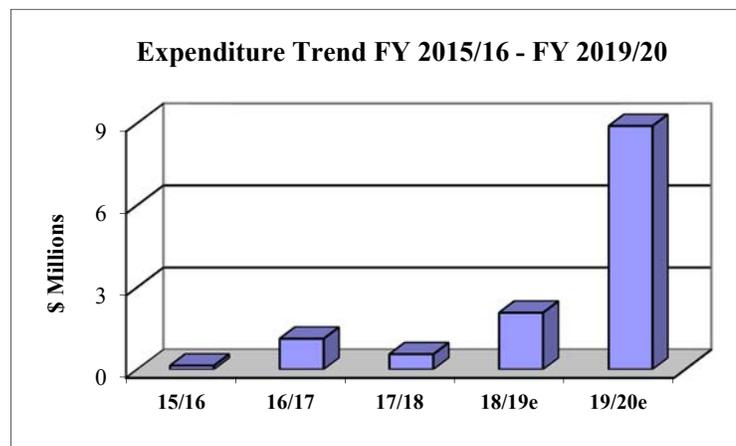
## BUDGET

The total FY 2019/20 budget is \$8,895,000.

## HIGHLIGHTS

Projects budgeted in FY 2019/20 include \$2.0M each for the replacement of Fire Station 9 (Mission Viejo) and Fire Station 10 (Yorba Linda), \$2.5M for RFOTC Training Grounds Expansion and Upgrade, and \$1.0M for Fire Station 49 apparatus bay floor reconstruction and \$600K for infrastructure security enhancements.

The chart shows the trend of actual expenditures for FY 2015/16 through FY 2017/18, and budgeted amounts for FY 2018/19 and FY 2019/20.



## SIGNIFICANT CHANGES

There has not been much significant activity since FY 2015/16. Major projects originally budgeted in FY 2018/19 were postponed to FY 2019/20 and beyond due to timing issues.

## IMPACT ON OPERATING BUDGET

The construction of a new fire station (FS#12) at Laguna Woods is proposed to begin in FY 2019/20. After the construction of this new station is completed, it will require additional personnel and operating budget to ensure that the facility is manned and maintained. The future impact will be included in the General Fund budget.

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 123 - FIRE STATIONS AND FACILITIES**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2019/20 BUDGET**

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget	% Change fr FY 2018/19 Budget
<b>FUNDING SOURCES</b>				
Use of Money and Property	\$320,295	\$536,925	\$385,115	-28.27%
Other	2,105,997	361,800	-	-100.00%
Total Revenues & Other	2,426,292	898,725	385,115	-57.15%
<b>Financing Sources</b>				
Operating Transfer In		-	-	-
Total Beginning Fund Balance	24,155,997	25,756,381	24,581,544	-4.56%
<b>TOTAL AVAILABLE</b>	<b>\$26,582,289</b>	<b>\$26,655,106</b>	<b>\$24,966,659</b>	<b>-6.33%</b>
<b>RESOURCES</b>				
<b>EXPENDITURES</b>				
Services & Supplies	\$33,081	-	-	-
Capital Outlay	792,827	2,073,562	8,895,000	328.97%
Total Expenditures & Other Uses	825,908	2,073,562	8,895,000	328.97%
Operating Transfer Out	-	-	8,000,000	100.00%
Ending Fund Balance	25,756,381	24,581,544	8,071,659	-67.16%
<b>TOTAL FUND COMMITMENTS</b>	<b>\$26,582,289</b>	<b>\$26,655,106</b>	<b>\$24,966,659</b>	<b>-6.33%</b>
<b>&amp; FUND BALANCE</b>				

**REPLACEMENT OF FIRE STATION 9 (MISSION VIEJO)**

**Project Priority:** A

**Project Org:** P536

**Project Type:** Replacement Fire Station Construction

**Project Management:** Property Management

**Project Description:** This project contemplates planning, design, demolition and replacement of Fire Station 9, constructed in 1974. The station occupies about 0.6 of an acre. The project includes replacement construction of approximately a 10,000 square foot two-story station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction. The station will house two companies.

**Project Status:** There are discussions of possible alternate locations to accommodate. Project delivery is anticipated to be Design-Build.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$2,000,000	\$7,500,000				\$9,500,000

**Impact on Operating Budget:** Replacement Fire Station 9 (Mission Viejo) will alleviate current significant overcrowding and improve the operational readiness of the station.

**REPLACEMENT OF FIRE STATION 10 (YORBA LINDA)****Project Priority:** A**Project Org:** P503**Project Type:** Replacement Fire Station Construction**Project Management:** Property Management

**Project Description:** This project contemplates planning, design, demolition and replacement of Fire Station 10, constructed in 1972 along with the adjacent Old Fire Station 10, constructed in 1938. Both facilities currently occupy a combined site comprising 0.74 of one acre. Studies are underway to find alternate locations for the construction of a new 12,000-15,000 square foot, two company, three apparatus bay fire station with added standard modules to support a Division Chief and a station training room.

**Project Status:** Project delivery is anticipated to be Design-Build.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$2,000,000	\$7,500,000				\$9,500,000

**Impact on Operating Budget:** Replacement Fire Station 10 (Yorba Linda) will improve Division 4 Operational Control and Service Delivery.

**RFOTC TRAINING GROUNDS EXPANSION AND UPGRADE**

**Project Priority:** A

**Project Org:** P251

**Project Type:** Facilities/Site Repair

**Project Management:** Property Management

**Project Description:** Although the OCFA has grown in size by 25%, the current RFOTC drill ground has not been upgraded or expanded. The current tower was out of service greater than 50% of the time in FY 2016/17, and the service vendor struggled to find timely solutions. The live-burn training system, designed in 1992, is obsolete and no longer has repair parts available. Exacerbating the down-time issues is that the system was designed so that when one burn prop (out of seven in the tower) goes down, the whole system is inoperable.

The OCFA has also increased the size of our recruit academies from an average of 30 recruits in 2010 to 50 recruits today. Large academies results in more instructors (5:1 ratio) and results in greater need for office space, classroom space, and bathrooms.

To address these shortcomings, the project will be handled in stages.

- In FY 2019/20, the plan is to upgrade the concrete deck and water recirculating system to provide large volume water training capabilities; this portion of the project is estimated at \$1,000,000. Additionally, the plan is to add large metal buildings in the existing drill grounds to house existing training engines and provide additional storage. Utilities, concrete, and buildings are estimated to be \$1,525,000.
- In FY 2020/21, the plan is to replace the burn props, safety sensor system, and computer operating system in the current tower at an estimated cost of \$1,100,000.
- In FY 2021/22, the plan is to build a new burn tower (\$1,000,000) along with construction of portable classrooms (\$1,100,000). Grading and utilities are estimated to be an additional \$575,000.

**Project Status:** Temporary classrooms were installed during FY 2018/19. Project will continue subject to negotiations with City of Irvine.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>	\$2,525,000	\$1,100,000	\$2,675,000			\$6,300,000

**Impact on Operating Budget:** Annual maintenance contracts for burn props at approximately \$40,000 per year.

**FIRE STATION 49 APPARATUS BAY FLOOR RECONSTRUCTION****Project Priority:** A**Project Org:** P253**Project Type:** Facilities/Site Repair**Project Management:** Property Management

**Project Description:** The apparatus bay floor is cracking, spalling and deteriorating due to possible settling of the ground. Analysis of the structure and subgrade needs to be performed along with development of a repair plan.

**Project Status:** Project commenced in late FY 2018/19 with initial design planning, with construction scheduled in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$1,000,000					\$1,000,000

**Impact on Operating Budget:** No further funding or operating budget impacts are anticipated for these modifications after the completion of this project.

**INFRASTRUCTURE SECURITY ENHANCEMENTS**

**Project Priority:** A

**Project Org:** P247

**Project Type:** Facilities/Site Repair

**Project Management:** Property Management

**Project Description:** This project is part of a larger security upgrade effort at the RFOTC. This particular project will provide additional separation and security in the board room by building walls, access doors and card reading systems to separate board members from the general public areas. Recently a contract was awarded to a consultant project manager to develop projects and prioritize them for implementation. Additional projects as deemed necessary by the board or executive management can be included in the scope of this project.

**Project Status:** This project began in FY 2018/19 and will continue through FY 2020/21.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$600,000	\$500,000				\$1,100,000

**Impact on Operating Budget:** Security enhancements will add to existing features and systems which assist in safeguarding OCFA staff and critical infrastructure. No further funding or operating budget impacts are anticipated for these modifications after the completion of this project.

**CONSTRUCTION OF NEW FIRE STATION 12 (LAGUNA WOODS)****Project Priority:** A**Org Number:** TBD**Project Type:** New fire station construction**Project Management:** Property Management

**Project Description:** This project contemplates planning, design, and construction of a new Fire Station 12. Station size and equipment compliment to be determined by operations.

**Project Status:** Available sites are being evaluated in the geographical area for construction.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$500,000	\$2,000,000	\$6,500,000			\$9,000,000

**Impact on Operating Budget:** Construction of this the Fire Station 12 (Laguna Woods) will require additional personnel and operating budget to ensure facility is maintained.

**RETROFIT EXISTING STATION FIRE LIFE SAFETY SYSTEMS**

**Project Priority:** A

**Project Org:** P258

**Project Type:** Facilities/Site Repair

**Project Management:** Property Management

**Project Description:** This project would upgrade approximately six existing stations without hard wired fire detection systems. In an effort to have more robust detection and notification fire life safety systems this will include installation of smoke detectors that connect to the existing alerting system which are monitored by Emergency Communications Center.

**Project Status:** The project was originally scheduled to commence in FY 2018/19, but now postponed to begin in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$270,000					\$270,000

**Impact on Operating Budget:** Ongoing annual operational costs of about \$25,000 is projected effective FY 2019/20.

## **RFOTC 2ND EMERGENCY POWER GENERATOR**

**Project Priority:** B

**Project Org:** TBD

**Project Type:** Facilities/Site Repair

**Project Management:** Property Management

**Project Description:** This project is to add a 2<sup>nd</sup> backup Emergency Power Generator to supply the RFOTC facilities critical emergency power in the case of a long term power outage. The RFOTC facilities currently have one Emergency Power Generator that supplies emergency power in the case of a power outage to the RFOTC ‘B’ building including the 9-1-1 Dispatch Emergency Command Center (ECC), the Data Center, and other designated power outlets throughout the RFOTC facilities. The current Emergency Power Generator was installed during the construction of the RFOTC in 2004. Space for a 2<sup>nd</sup> backup Emergency Power Generator is available next to the current Emergency Power Generator.

If there is a mechanical or other issue with the current Emergency Power Generator during a power outage, the Data Center and 9-1-1 ECC would be inoperable until a portable Emergency Power Generator can be brought in from a supplier, a process that could take several hours at minimum.

This project will provide critical redundancy to the current Emergency Power Generator in the case of a prolonged power outage, ensuring ongoing emergency operations capability for the 9-1-1 ECC Dispatch center and the OCFA Data Center, as well as supplying emergency power to additional offices and classrooms at the RFOTC.



The budget is a preliminary estimate, and may need revision as requirements are further developed.

**Project Status:** This project is scheduled to begin in FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>			\$500,000			\$500,000

**Impact on Operating Budget:** No anticipated impact.

**CONSTRUCTION OF NEW FIRE STATION 52 (IRVINE BUSINESS DISTRICT)**

**Project Priority:** A

**Project Org:** TBD

**Project Type:** New Fire Station Construction

**Project Management:** Property Management

**Project Description:** This project contemplates planning, design, and construction of a new Fire Station 52. The project includes construction of a new station, size and equipment compliment to be determined by operations. There may be additional costs associated with land purchase.

**Project Status:** Project delivery is anticipated to be Design-Build.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:				\$8,000,000		\$8,000,000

**Impact on Operating Budget:** Construction of this the Fire Station 52 (Irvine Business District) will require additional personnel and operating budget to ensure facility is maintained.

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## FIRE EXTINGUISHER SAFETY



*Since fire grows and spreads rapidly, the number one priority is to get out safely.*

*Fire extinguishers can save lives and property but should only be used if the fire is small and smoke and heat have not filled the room. If you're unsure, evacuate immediately and call 9-1-1.*

### ***Types of Fire Extinguishers***

Fire extinguishers are classified as A, B, or C to indicate which type of fire they will extinguish. Multipurpose (ABC) fire extinguishers are recommended for home use.

- **A** For use with ordinary materials like cloth, wood, and paper.
- **B** For use with flammable liquids like grease, gasoline, oil, and oil-based paints.
- **C** For use with electrical equipment that is connected to an outlet.

### ***Using a Fire Extinguisher***

- Alert others that there is a fire.
- Have someone call 9-1-1.
- Make sure you have a clear escape route.

### ***The P.A.S.S. Method***

When operating a fire extinguisher, remember P.A.S.S.

- Pull the pin.
- Aim low. Stand six to eight feet away and point the extinguisher nozzle at the base of the fire.
- Squeeze the lever slowly and evenly.
- Sweep the nozzle from side to side until the fire is completely out. If the fire does not extinguish, evacuate immediately.

### ***Fire Extinguisher Maintenance***

Inspect your extinguisher regularly to ensure that it will operate safely and effectively.

- Keep your extinguisher in plain view and out of reach of children.
- If your extinguisher has a pressure indicator, make sure the needle is in the green zone.
- Check for dents, scratches, corrosion, or other damage. Make sure the lock pin is firmly in place and that the discharge nozzle is clean.
- Read and follow all instructions on the label and in the owner's manual. Some extinguishers may need to be shaken or tested monthly for adequate pressure.
- Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.



*Fund 124*

*Communications*

*& Information*

*Systems*



# Fund 124: Communications & Information Systems

## DESCRIPTION

This fund is a capital projects fund used to account for the significant acquisition, improvement, or replacement of specialized communications and information technology systems and/or equipment. Funding sources are interest earnings and operating transfers from the General Fund.

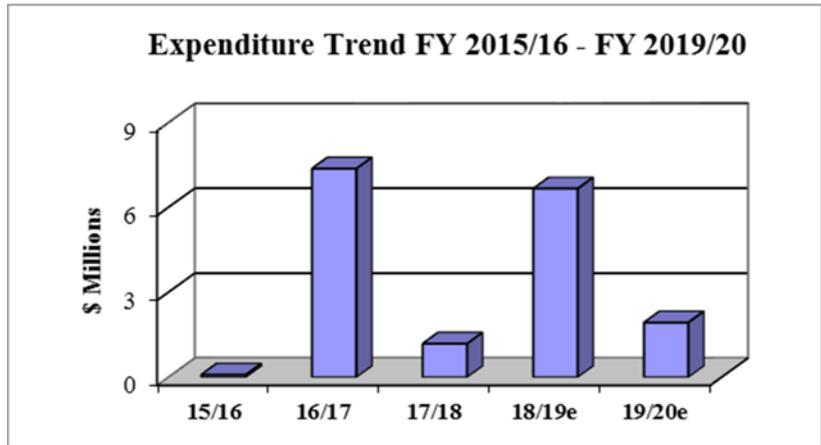
## BUDGET

The total FY 2019/20 budget is \$1,935,117.

## HIGHLIGHTS

The FY 2019/20 budget includes projects related to systems development and support such as \$900K for the replacement of the CRR – Integrated Fire Prevention application and \$100K for TheHIVE Cloud Upgrade. It also includes projects related to communications and infrastructure such as \$500K for the OCFA Disaster Recovery Co-Location Facility and \$430K for the OCFA Enterprise Audio Visual Upgrades.

The chart shows the trend of actual expenditures for FY 2015/16 through FY 2017/18, and budgeted amounts for FY 2018/19 and FY 2019/20.



## SIGNIFICANT CHANGES

Expenditure in FY 2016/17 reflects \$6.8M for the upgrade of the 800 MHz Countywide Coordinated Communication System. The budget in FY 2018/19 includes additional funding to complete the 800 MHz Countywide Coordinated Communication System upgrade, as well as funding for other projects including the RFOTC Data Center Fire Suppression System upgrade, the Incident Reporting Application Replacement project, the OCFA Disaster Recovery Co-Location Facility project and the OCFA Disaster Recovery Co-Location Facility project.

## IMPACT ON OPERATING BUDGET

This fund is designated for improvements and replacements of capital communication and information systems. The proactive replacement of worn out or aged equipment will help contain maintenance costs included in the General Fund. Significant project additions, such as the Public Safety Systems Project, will increase future maintenance costs in the General Fund operating budget.

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2019/20 BUDGET**

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget	% Change fr FY 2018/19 Budget
<b>FUNDING SOURCES</b>				
Use of Money and Property	\$152,409	\$195,302	\$91,948	-52.92%
Other	294,763	-	-	-
Total Revenues & Other Financing Sources	447,172	195,302	91,948	-52.92%
Operating Transfer In	-	150,000	-	-100.00%
Total Beginning Fund Balance	11,393,186	10,612,727	4,291,739	-59.56%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$11,840,358</b>	<b>\$10,958,029</b>	<b>\$4,383,687</b>	<b>-60.00%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$711,543	(\$250,000)	-	100.00%
Capital Outlay	516,088	6,916,290	1,935,117	-72.02%
Total Expenditures & Other Uses	1,227,631	6,666,290	1,935,117	-70.97%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	10,612,727	4,291,739	2,448,570	-42.95%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$11,840,358</b>	<b>\$10,958,029</b>	<b>\$4,383,687</b>	<b>-60.00%</b>

**OCFA ENTERPRISE AUDIO VISUAL UPGRADES**

**Project Priority:** B

**Project Org:** P350

**Project Type:** Equipment Replacement / New Technology

**Project Management:** IT – Communications & IT Infrastructure

**Project Description:**

In FY 2016/17, the Audio Visual (AV) systems in the OCFA’s Board Room and five classrooms were upgraded, which included new displays, projectors, cameras, recorders, microphones, video-streaming/conferencing, wireless connectivity, touch-screen LCD controllers, and a new voting system.



Most of the AV technology projects except for the US&R Warehouse were delayed in FY 2018/19 due to insufficient resources, so the project was deferred to later years. The plan for FY 2019/20 is the AV technology upgrade in classrooms at one fire station in each OCFA Battalion, for a total of 10 classrooms, plus selected conference rooms at the RFOTC. The Audio Visual Wall upgrade to the Emergency Command Center (ECC) is scheduled to be completed in FY 2020/21.



In FYs 2021/22 and 2023/24, AV technology will be upgraded at one additional fire station in each Battalion, and remaining conference rooms at the RFOTC per budget year. This project is scheduled to be completed by 2024, such that at least three fire stations in each OCFA Battalion will have the upgraded AV technology. The upgraded AV technology will enable RFOTC staff and fire station crews to access video and other electronic training materials more efficiently at their local stations utilizing video conferencing with other fire stations and HQ, minimizing the time crews have to leave their response areas for training or meetings.

**Project Status:** The project began in FY 2018/19 and will continue through FY 2023/24.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$430,000	\$1,000,000	\$450,000		\$450,000	\$2,330,000

**Impact on Operating Budget:** The budgetary amount is a preliminary estimate and may need revision as requirements are further developed.

## **OCFA DISASTER RECOVERY CO-LOCATION FACILITY**

**Project Priority:** B

**Org Number:** P349

**Project Type:** New Technology

**Project Management:** IT – Communications & IT Infrastructure

**Project Description:** Disaster Recovery (DR) facilities must be secure and have redundant power and high-speed data connections. A DR facility may be a leased space within a dedicated facility located in another city/county/state. It may also be an appropriate OCFA facility, or a part of one that is secure and located away from the RFOTC facilities, or it could be a secure co-location facility shared with other PSAPs.



This project will develop Disaster Recovery (DR) co-location capabilities to store and replicate critical OCFA backup emergency 9-1-1 and business systems and data in order to maintain continuity of operations in an extended emergency scenario.

OCFA and OCSO staff have been working to develop co-location capabilities at each agencies Dispatch Centers as a first level co-location capability. Staff is continuing to develop out-of-county co-location capabilities to provide additional DR capabilities in the event of a regional disaster.

The OCFA currently backs up and maintains multiple versions of critical business, financial, and public safety systems data and stores it offsite with 3<sup>rd</sup> party vendors that specialize in secure data storage. The data storage can be recalled to restore to OCFA systems as needed.

The budgetary amount is a preliminary estimate and may need revision as requirements are developed.

**Project Status:** Project is currently in process and continues through FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>	\$500,00		\$1,000,000			\$1,500,000

**Impact on Operating Budget:** Annual facility lease expense of \$60,000 starting FY 2022/23 for 2<sup>nd</sup> out-of-state co-location facility with 5% annual increases thereafter.

**COMMUNITY RISK REDUCTION AUTOMATION – IFP REPLACEMENT**

**Project Priority:** A

**Project Org:** P326

**Project Type:** Application Replacement

**Project Management:** IT – Systems Development & Support

**Project Description:** This project is to replace the Integrated Fire Prevention (IFP) system which is part of the larger Records Management Systems (RMS) replacement project. The RMS replacement project was originally planned to be replaced concurrently with the OCFA’s Computer Assisted Dispatch (CAD) system with both projects collectively referred to as the Public Safety Systems (PSS) replacement project. RMS replacement was split off the PSS project as separate projects to expedite replacement of the CAD system which was completed in September 2014.

**Project Status:** Commercially available RMS solutions were reviewed extensively, but none were found to meet the needs of the OCFA. Developing a custom built RMS using commercial off the shelf (COTS) Microsoft technology and modern web-based design elements was approved by Executive Management in 2016. Staff and contracted 3<sup>rd</sup> party professional software developers have been actively developing workflows and coding for the new Incident Reporting and Investigations System (IRIS) since early 2018 and will deploy the completed system in summer 2019.

Staff is also reviewing a customized and configured cloud-based solution as a possible replacement for IFP that Orange County Public Works (OCPW) is developing with multiple technology vendors including Salesforce, BasicGov, Deloitte, and Carahsoft. This innovative solution may meet the needs of OCFA Community Risk Reduction (CRR) department IFP system replacement, and staff is closely monitoring OCPW’s planned go-live scheduled in early 2019 in multiple phases of deployment. For this reason, CIP funds for this project have been re-budgeted to FY 2019/20 and FY 2020/21 pending further review.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$905,117	\$2,274,898				\$3,180,015

**Impact on Operating Budget:** If the OCFA chooses a 3<sup>rd</sup> party solution, application maintenance, license, and user fees for the customized and configured cloud-based solution is estimated at \$600,000 beginning in FY 2022/23 with 5% annual increases thereafter.

**THEHIVE CLOUD UPGRADE**

**Project Priority:** B

**Project Org:** TBD

**Project Type:** Application Replacement

**Project Management:** IT – Systems Development & Support

**Project Description:** This item is to upgrade the OCFA’s Microsoft SharePoint on-premises implementation of **TheHIVE**, the OCFA’s intranet system, to Office 365 Cloud-based technology.

Upgrading to Cloud technology will realize several major advantages including improved system redundancy, 24X7 up-time, the latest monthly software and security updates applied by Microsoft, and reducing the amount of in-house support to maintain TheHIVE system environment. The OCFA will also benefit from a more native and integrated solution with other Office 365 products like One Drive for business.

Project funds will be expended for 3<sup>rd</sup> party professional services to assist staff to transition TheHIVE from on-premises to the Cloud.



**Project Status:** Project is scheduled to begin in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$100,000	\$500,000	\$500,000	\$250,000	\$150,000	\$1,500,000

**Impact on Operating Budget:** Application Maintenance/License Costs are largely included in the OCFA’s existing Microsoft Enterprise Agreement (EA). Any increase in the Microsoft EA will be included in the Information Technology operating budget.

**FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM**

**Project Priority:** B

**Project Org:** TBD

**Project Type:** Application Replacement

**Project Management:** IT – Systems Development & Support

**Project Description:** This item is to add Fuel Module functionality to the Fleet Management system.

The current Fleet Management system has the capability to track fuel usage of all OCFA vehicles and all OCFA fuel dispensing locations. This project adds an additional software module to the Fleet system as well as additional hardware to the fuel ‘islands’ and tracking devices on each OCFA vehicle. Professional services for installation and testing are included in the budget.

The implementation of this module to the Fleet application for the Fleet Services Section will improve accountability for consumable assets, pump control, card lockout, less shrinkage of inventory, and overall fuel consumption savings.

**Project Status:** This project has been delayed to begin in FY 2022/23 after reprioritizing projects.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>				\$601,394		\$601,394

**Impact on Operating Budget:** Application Maintenance/License Costs are expected to be 20% - 25% of the new software costs, or \$60,000 annually beginning in FY 2023/24.

# ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



## ELECTRICAL FIRE SAFETY



*Inspections by qualified electricians reduce fire risk and are required by many home insurance policies.*

*Home electrical fires are responsible for an estimated 51,000 fires and \$1.3 billion in property damage each year (Electrical Safety Foundation International, 2015). Protect your family and your home by following these electrical safety tips.*

### ***Appliances***

- Always plug major appliances directly into wall outlets.
- Unplug small appliances when they are not in use.
- Check electrical cords on all appliances regularly. Replace any cracked, damaged, or loose cords. Never try to fix them yourself.
- Place lamps on level surfaces, away from things that can burn.
- Always use bulbs that match the recommended wattage for each lamp or fixture.

### ***Outlets***

- Never overload wall outlets.
- Insert plugs fully into sockets.
- Install tamper-resistant electrical outlets if you have young children.

### ***Extension Cords, Power Strips, and Surge Protectors***

- Replace worn, old, or damaged extension cords right away.
- Extension cords are meant for short-term use only. If necessary, have a qualified electrician add more outlets to prevent long-term use.
- Do not run electrical cords across doorways or under carpets.
- Do not overload power strips.
- Use surge protectors, not power strips, with electrical devices that require a lot of electricity to operate.

### ***Electrical Fire Warning Signs***

- Frequent problems with blowing fuses or tripping circuit breakers
- A tingling feeling when you touch an electrical appliance
- Discolored or warm wall outlets
- A burning or rubbery odor coming from an appliance
- Flickering lights
- Sparks from an outlet



*Fund 133*

*Fire Apparatus*



# Fund 133: Fire Apparatus

**DESCRIPTION**

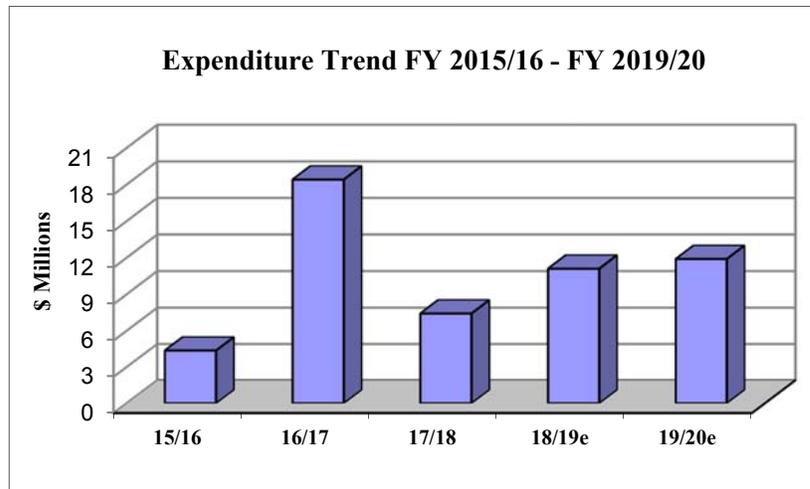
This fund is a capital projects fund used for the significant acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers and helicopters. Funding sources typically include operating transfers from the General Fund, cash contract city contributions, developer contributions, and proceeds from lease purchase agreements, if needed.

**BUDGET**

The total FY 2019/20 budget is \$11,894,741.

**HIGHLIGHTS**

The budget includes replacement of emergency and support vehicles based on the Twenty-Year Vehicle Replacement Plan. An inflation factor of 3% has been used to estimate future costs for each budget year. Emergency vehicles scheduled for purchase in FY 2019/20 include six Type I Engines (\$4.0M), a TDA 100' Quint (\$1.4M), a Hazardous Material vehicle (\$1.0M), a Heavy Rescue vehicle (\$835K), a Foam Tender (\$600K), a Dozer (\$605K), two Crew Carrying vehicles (\$625K) and two developer-funded vehicles (\$1.0M). The budget also includes the purchase of nine support vehicles (\$350K).



The chart shows the trend of actual expenditures for FY 2015/16 through FY 2017/18, and budgeted amounts for FY 2018/19 and FY 2019/20.

**SIGNIFICANT CHANGES**

Expenditures in FY 2015/16 were lower as several vehicles were delayed, and rebudgeted to FY 2016/17; many of the vehicles were purchased in FY 2016/17.

**IMPACT ON OPERATING BUDGET**

Replacement of aging vehicles will help control vehicle maintenance costs included in the General Fund.

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 133 - FIRE APPARATUS**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2019/20 BUDGET**

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget	% Change fr FY 2018/19 Budget
<b>FUNDING SOURCES</b>				
Charges for Current Services	\$1,310,005	\$1,446,217	\$1,750,537	21.04%
Use of Money and Property	361,452	356,327	434,978	22.07%
Other	1,794,622	-	-	-
Total Revenues & Other Financing Sources	3,466,079	1,802,544	2,185,515	21.25%
Operating Transfer In	-	2,000,000	8,000,000	300.00%
Total Beginning Fund Balance	30,004,043	9,501,481	2,202,371	-76.82%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$33,470,122</b>	<b>\$13,304,025</b>	<b>\$12,387,886</b>	<b>-6.89%</b>
<b>EXPENDITURES</b>				
Services & Supplies	-	-	-	-
Capital Outlay	21,436,918	9,835,792	11,894,710	20.93%
Debt Service	2,531,723	1,265,862	-	-100.00%
Total Expenditures & Other Uses	23,968,641	11,101,654	11,894,710	7.14%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	9,501,481	2,202,371	493,176	-77.61%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$33,470,122</b>	<b>\$13,304,025</b>	<b>\$12,387,886</b>	<b>-6.89%</b>

## Fund 133 - Fire Apparatus

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 133 - FIRE APPARATUS**  
**LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	5-Year Total
<b>EMERGENCY VEHICLES</b>								
<b>Air Utility</b>								
5415	Air Utility	Operations	-	-	527,878	-	-	527,878
<b>Battalion Chief Command</b>								
2185	BC Command Vehicle	Operations	-	-	107,675	-	-	107,675
2186	BC Command Vehicle	Operations	-	-	107,675	-	-	107,675
2187	BC Command Vehicle	Operations	-	-	107,675	-	-	107,675
2188	BC Command Vehicle	Operations	-	-	-	110,905	-	110,905
2189	BC Command Vehicle	Operations	-	-	-	110,905	-	110,905
2190	BC Command Vehicle	Operations	-	-	-	110,905	-	110,905
<b>Compressed Air Foam System Patrol Vehicle</b>								
3687	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	266,632	-	266,632
3689	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	266,632	-	266,632
3796	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	266,632	-	266,632
3690	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	-	274,630	274,630
3798	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	-	274,630	274,630
3684	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	-	274,630	274,630
<b>Brush Chipper</b>								
New	Brush Chipper	Spec Opers.	90,000	-	-	-	-	90,000
<b>Crew Cab-Swift Water Vehicle</b>								
3800	Swift Water Vehicle	Operations	-	-	84,000	-	-	84,000
3803	Swift Water Vehicle	Operations	-	-	84,000	-	-	84,000
3806	Swift Water Vehicle	Operations	-	-	84,000	-	-	84,000
<b>Crew Carrying Vehicle</b>								
New	Crew Carrying Vehicle	Spec Opers.	312,432	-	-	-	-	312,432
New	Crew Carrying Vehicle	Spec Opers.	312,432	-	-	-	-	312,432
<b>Mini Compact Track Loader</b>								
New	Mini Compact Track Loader	Operations	55,000	-	-	-	-	55,000
<b>Compact Track Loader</b>								
New	Compact Track Loader	Operations	150,000	-	-	-	-	150,000
<b>Dozer</b>								
New	Dozer	Operations	605,000	-	-	-	-	605,000
<b>Dozer Transport Tractor</b>								
New	Dozer Transport Tractor	Operations	216,520	-	-	-	-	216,520
<b>Dozer Transport Trailer</b>								
New	Dozer Transport Trailer	Operations	92,564	-	-	-	-	92,564
6146	Dozer Transport Trailer	Operations	-	-	98,201	-	-	98,201
<b>Engine - Type I</b>								
5229	Engine - Type I	Operations	663,946	-	-	-	-	663,946
5161	Engine - Type I	Operations	663,946	-	-	-	-	663,946
5214	Engine - Type I	Operations	663,946	-	-	-	-	663,946
5210	Engine - Type I	Operations	663,946	-	-	-	-	663,946
5240	Engine - Type I	Operations	663,946	-	-	-	-	663,946
5227	Engine - Type I	Operations	663,946	-	-	-	-	663,946

# FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 133 - FIRE APPARATUS**  
**LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	5-Year Total
5213	Engine - Type I	Operations	-	683,864	-	-	-	683,864
5241	Engine - Type I	Operations	-	683,864	-	-	-	683,864
5216	Engine - Type I	Operations	-	683,864	-	-	-	683,864
5159	Engine - Type I	Operations	-	683,864	-	-	-	683,864
5154	Engine - Type I	Operations	-	683,864	-	-	-	683,864
5215	Engine - Type I	Operations	-	683,864	-	-	-	683,864
5200	Engine - Type I	Operations	-	-	704,379	-	-	704,379
5211	Engine - Type I	Operations	-	-	704,379	-	-	704,379
5155	Engine - Type I	Operations	-	-	704,379	-	-	704,379
5219	Engine - Type I	Operations	-	-	704,379	-	-	704,379
5151	Engine - Type I	Operations	-	-	704,379	-	-	704,379
5153	Engine - Type I	Operations	-	-	704,379	-	-	704,379
5226	Engine - Type I	Operations	-	-	-	725,510	-	725,510
5242	Engine - Type I	Operations	-	-	-	725,510	-	725,510
5243	Engine - Type I	Operations	-	-	-	725,510	-	725,510
5180	Engine - Type I	Operations	-	-	-	725,510	-	725,510
5182	Engine - Type I	Operations	-	-	-	725,510	-	725,510
5181	Engine - Type I	Operations	-	-	-	725,510	-	725,510
5162	Engine - Type I	Operations	-	-	-	-	747,275	747,275
5163	Engine - Type I	Operations	-	-	-	-	747,275	747,275
5164	Engine - Type I	Operations	-	-	-	-	747,275	747,275
5165	Engine - Type I	Operations	-	-	-	-	747,275	747,275
5166	Engine - Type I	Operations	-	-	-	-	747,275	747,275
<b>Engine - Type III</b>								
5140	Engine - Type III	Operations	-	-	-	-	624,000	624,000
5141	Engine - Type III	Operations	-	-	-	-	624,000	624,000
5144	Engine - Type III	Operations	-	-	-	-	624,000	624,000
5147	Engine - Type III	Operations	-	-	-	-	624,000	624,000
5149	Engine - Type III	Operations	-	-	-	-	624,000	624,000
<b>Foam Tender</b>								
5168	Foam Tender	Operations	600,000	-	-	-	-	600,000
<b>Full-Size 4-Door</b>								
New	Full-Size 4-Door 4x4	Operations	60,475	-	-	-	-	60,475
<b>Full-Size 4-Door Exec Mgmt</b>								
New	Full-Size 4-Door 4x4	Operations	37,000	-	-	-	-	37,000
New	Full-Size 4-Door 4x4	Operations	37,000	-	-	-	-	37,000
New	Full-Size 4-Door 4x4	Operations	37,000	-	-	-	-	37,000
2350	Full-Size 4-Door 4x4	Operations	-	-	66,864	-	-	66,864
2353	Full-Size 4-Door 4x4	Operations	-	-	66,864	-	-	66,864
2354	Full-Size 4-Door 4x4	Operations	-	-	39,253	-	-	39,253
2351	Full-Size 4-Door 4x4	Operations	-	-	-	68,869	-	68,869
2352	Full-Size 4-Door 4x4	Operations	-	-	-	68,869	-	68,869
2355	Full-Size 4-Door 4x4	Operations	-	-	-	40,500	-	40,500
<b>Hazardous Materials Vehicle</b>								
5323	Haz Mat Vehicle	Operations	1,042,973	-	-	-	-	1,042,973
5253	Haz Mat Vehicle	Operations	-	-	1,105,577	-	-	1,105,577
<b>Hazardous Materials Support Vehicle</b>								
5322	Haz Mat Support Vehicle	Operations	415,000	-	-	-	-	415,000

## Fund 133 - Fire Apparatus

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 133 - FIRE APPARATUS**  
**LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	5-Year Total
<b>Heavy Rescue</b>								
5320	Heavy Rescue	Operations	835,000	-	-	-	-	835,000
<b>Paramedic Squad</b>								
3662	Paramedic Squad	Operations	-	-	-	208,667	-	208,667
3664	Paramedic Squad	Operations	-	-	-	208,667	-	208,667
3661	Paramedic Squad	Operations	-	-	-	-	214,927	214,927
3663	Paramedic Squad	Operations	-	-	-	-	214,927	214,927
3660	Paramedic Squad	Operations	-	-	-	-	214,927	214,927
<b>Pick-Up Utility 3/4 Ton</b>								
New	Pick-Up Utility 3/4 Ton	Operations	48,461	-	-	-	-	48,461
3029	Pick-Up Utility 3/4 Ton	Operations	48,461	-	-	-	-	48,461
<b>Superintendent Vehicle</b>								
New	Superintendent Vehicle	Operations	150,000	-	-	-	-	150,000
3039	Superintendent Vehicle	Operations	-	154,500	-	-	-	154,500
<b>TDA 100' Quint</b>								
5235	TDA 100' Quint	Operations	1,366,861	-	-	-	-	1,366,861
<b>Mobile 911 Emergency Command Center</b>								
New	Mobile 911 ECC	Operations	-	2,000,000	-	-	-	2,000,000
<b>Total Emergency Vehicles</b>			<b>10,495,855</b>	<b>6,257,684</b>	<b>6,705,936</b>	<b>6,081,243</b>	<b>8,325,046</b>	<b>37,865,764</b>

**DEVELOPER FUNDED VEHICLES**

<b>Engine - Type I</b>								
Station 67	Engine - Type I	Operations	775,540	-	-	-	-	775,540
Station 52	Engine - Type I	Operations	-	798,806	-	-	-	798,806
Station 12	Engine - Type I	Operations	-	-	822,770	-	-	822,770
<b>Paramedic Squad</b>								
Station 67	Paramedic Squad	Operations	273,033	-	-	-	-	273,033
<b>TDA 100' Quint</b>								
Station 67	TDA 100' Quint	Operations	-	1,827,923	-	-	-	1,827,923
<b>Total Developer Funded Vehicles</b>			<b>1,048,573</b>	<b>2,626,729</b>	<b>822,770</b>	<b>-</b>	<b>-</b>	<b>4,498,072</b>

# FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 133 - FIRE APPARATUS**  
**LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	5-Year Total
<b>SUPPORT VEHICLES</b>								
<b>Mid-Size 4-Door</b>								
3123	Mid-Size 4-Door	CRR	39,964	-	-	-	-	39,964
<b>Mid-Size Pickup - 1/2 Ton</b>								
2341	Mid-Size Pickup - 1/2 Ton	Comm Educ.	35,053	-	-	-	-	35,053
3111	Mid-Size Pickup - 1/2 Ton	Comm Educ.	35,053	-	-	-	-	35,053
4102	Mid-Size Pickup - 1/2 Ton	Comm Educ.	35,053	-	-	-	-	35,053
2120	Mid-Size Pickup - 1/2 Ton	Property Mgt.	35,053	-	-	-	-	35,053
3113	Mid-Size Pickup - 1/2 Ton	CRR	35,053	-	-	-	-	35,053
3121	Mid-Size Pickup - 1/2 Ton	CRR	35,053	-	-	-	-	35,053
2171	Mid-Size Pickup - 1/2 Ton	CRR	-	36,104	-	-	-	36,104
2172	Mid-Size Pickup - 1/2 Ton	CRR	-	36,104	-	-	-	36,104
2173	Mid-Size Pickup - 1/2 Ton	CRR	-	36,104	-	-	-	36,104
3116	Mid-Size Pickup - 1/2 Ton	CRR	-	36,104	-	-	-	36,104
3115	Mid-Size Pickup - 1/2 Ton	CRR	-	36,104	-	-	-	36,104
3120	Mid-Size Pickup - 1/2 Ton	CRR	-	36,104	-	-	-	36,104
2175	Mid-Size Pickup - 1/2 Ton	CRR	-	-	38,992	-	-	38,992
2176	Mid-Size Pickup - 1/2 Ton	CRR	-	-	38,992	-	-	38,992
3118	Mid-Size Pickup - 1/2 Ton	CRR	-	-	38,992	-	-	38,992
3117	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	40,159	-	40,159
3119	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	40,159	-	40,159
3112	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	40,159	-	40,159
3114	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	-	41,372	41,372
3111	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	-	41,372	41,372
<b>Passenger Van</b>								
New	Passenger Van	Fleet Svcs	50,000	-	-	-	-	50,000
New	Passenger Van	Fleet Svcs	50,000	-	-	-	-	50,000
<b>Service Truck - Light</b>								
3047	Service Truck - Light	Fleet Svcs	-	-	-	-	110,000	110,000
3048	Service Truck - Light	Fleet Svcs	-	-	-	-	110,000	110,000
<b>Step Van</b>								
4000	Step Van	Service Ctr.	-	58,000	-	-	-	58,000
4002	Step Van	Service Ctr.	-	58,000	-	-	-	58,000
4001	Step Van	Service Ctr.	-	-	60,000	-	-	60,000
4003	Step Van	Service Ctr.	-	-	60,000	-	-	60,000
<b>Total Support Vehicles</b>			<b>350,282</b>	<b>332,624</b>	<b>236,976</b>	<b>120,477</b>	<b>302,744</b>	<b>1,343,103</b>
<b>TOTAL VEHICLES</b>			<b>11,894,710</b>	<b>9,217,037</b>	<b>7,765,682</b>	<b>6,201,720</b>	<b>8,627,790</b>	<b>43,706,939</b>

**AIR UTILITY VEHICLE**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The air utility vehicle brings to the fire scene a cache of self-contained breathing apparatus, air cylinders and provides on-scene lighting. This apparatus has a built-in compressor that can fill the self-contained breathing apparatus cylinders at the emergency scene. This project is for the replacement of one air utility vehicle with one new air utility vehicle in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for air utility vehicles are 15 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:			\$527,878			\$527,878

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

**BATTALION CHIEF (BC) COMMAND VEHICLES**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** Each of the ten battalions is assigned a command vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of six command vehicles; three in FY 2021/22 and three in FY 2022/23.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for BC command vehicles are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2021/22 and FY 2022/23.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:			\$323,025	\$332,715		\$655,740

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**COMPRESSED AIR FOAM SYSTEM (CAFS)-PATROL UNIT**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The CAFS unit carries hose, water and a skid mounted pump. The system injects air into making a very rich foam allowing the crews to pretreat buildings and vegetation in the line of fire. This unit also has the ability to pump and roll. The CAFS unit is primarily for urban interface firefighting and rescue operations. These units are smaller by design to maneuver on truck trails and rural areas. This project is for the replacement of six CAFS units; three in FY 2022/23, and three in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for CAFS units are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2022/23 and FY 2023/24.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:				\$799,896	\$823,890	\$1,623,786

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**BRUSH CHIPPER**

**Project Priority:** B

**Project Type:** Vehicle Addition

**Project Management:** Fleet Services Manager

**Project Description:** The brush chipper is used for weed-abatement, landscaping, tree care, and wood waste processing. This apparatus is operated by Crews and Equipment or Hand Crews for brush and tree removal. This project is for the addition of one brush chipper in FY 2019/20.



This apparatus is an addition to the fleet, and requested by Operations for fuel modification and brush mitigation in the open spaces in the City of Irvine and other areas throughout Orange County as needed.

Future replacement evaluation will be based on the following criteria:

- Actual hours of operation of the brush chipper
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and hour targets for brush chipper is about 20 years and/or 5,000 hours.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$90,000					\$90,000

**Impact on Operating Budget:** The addition of this apparatus to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$3,000 per unit.

**CREW CAB –SWIFT WATER VEHICLE**

**Project Priority:** B

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** Crew cab swift water vehicles are used to support our US&R truck companies. These units are outfitted with all tools and equipment needed in swift water rescue event, and to tow the necessary boats and equipment needed for such rescues. These units are also sent out of the county to support large scale emergencies. Approximately twenty five percent of the cost of this vehicle is for outfitting the vehicle i.e., the service body and code III lighting. This project is for the replacement of three swift water vehicles in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service trucks are 15 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:			\$252,000			\$252,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**CREW CARRYING VEHICLES**

**Project Priority:** A

**Project Type:** Vehicle Addition

**Project Management:** Fleet Services Manager

**Project Description:** Crew carrying vehicles carry 9 passengers and are used to transport fire crews to brush fires. Fire crews can perform fire line construction. This project is for the addition of two crew carrying vehicles in FY 2019/20.



The purpose of adding these two vehicles to the fleet is to better meet the California State mission by mitigating hazardous wildland brush conditions in an effort to save life and property.

Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for crew carrying vehicles are 10 years and/or 120,000 miles.

**Project Status:** Purchases to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$624,864					\$624,864

**Impact on Operating Budget:** The addition of vehicles to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$6,000 per unit.

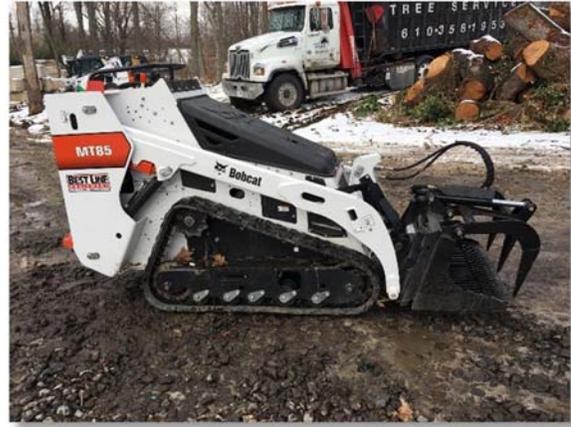
**MINI COMPACT TRACK LOADER**

**Project Priority:** B

**Project Type:** Vehicle Addition

**Project Management:** Fleet Services Manager

**Project Description:** The mini compact track loader is a smaller maneuverable piece of equipment that will allow the OCFA staff to more effectively meet their mission throughout the county. Examples include fuels maintenance, fire roads, trails and a variety of miscellaneous projects throughout the organization. This project is for the purchase of one compact mini track loader and attachments. The goal is to have a mini track loader for the smaller confined tasks meeting the needs of the changing pre-fire environment. With the variety of attachments, the operators will be able to address projects which currently require the hand crew. The purchase is scheduled for FY 2019/20.



This apparatus is an addition to the fleet and requested by Operations. It will be used for fuel modification and brush mitigation in the open spaces in the City of Irvine and other areas throughout Orange County as needed.

Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age target for a mini compact track loader is 10 years. However, the service and repair costs will be reviewed before a replacement is made, and may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

Fiscal Years:	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Budget:	\$55,000					\$55,000

**Impact on Operating Budget:** The addition of this apparatus to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$3,000 per unit.

**COMPACT TRACK LOADER**

**Project Priority:** B

**Project Type:** Vehicle Addition

**Project Management:** Fleet Services Manager

**Project Description:** The compact track loader is a small maneuverable piece of equipment that will allow the OCFA staff to more effectively meet their mission throughout the county. Examples include fuels maintenance, fire roads, and a variety of miscellaneous projects throughout the organization. This project is for the purchase of one compact track loader and attachments, including a grappling bucket, mulcher, brushcutter, and stump grinder to replace an older and larger track loader and dozer in the current fleet. The goal is to reduce the size of the current heavy equipment fleet and better focus on the changing pre-fire environment. With the variety of attachments, the heavy equipment operators will be able to address projects which currently require the hand crew. Purchase will occur in FY 2019/20.



This apparatus is an addition to the fleet and requested by Operations. It will be used for fuel modification and brush mitigation in the open spaces in the City of Irvine and other areas throughout Orange County as needed.

Future replacement evaluation is based on the following criteria:

- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age target for compact track loaders is 20 years. However, the service and repair costs will be reviewed before a replacement is made, and may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$150,000					\$150,000

**Impact on Operating Budget:** The addition of apparatus to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$8,000 per unit.

**DOZER**

**Project Priority:** A

**Project Type:** New Vehicle

**Project Management:** Fleet Services Manager

**Project Description:** The bulldozer, equipped with protective equipment to ensure the safety of the operator, is used to construct a line around a fire, build firebreaks and roads to incidents/wildland areas, and assists in other operations as needed. The addition of a dozer adds depth to the fleet for continuity of service in the event of a drawdown of committed equipment. This request is for a new dozer in FY 2019/2020.



The vehicle replacement evaluation is based on the following criteria:

- Actual hours of operation of the vehicle
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and hours of operation are the primary targets for dozers and our replacement interval is 20 years. The projection for the replacement of this vehicle is based on age. However, operation hours will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$605,000					\$605,000

**Impact on Operating Budget:** The addition of a dozer to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$1,000 per year during the three-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$3,000 per year.

**DOZER TRANSPORT TRACTOR**

**Project Priority:** A

**Project Type:** New Vehicle

**Project Management:** Fleet Services Manager

**Project Description:** The dozer transport tractor is designed for hauling heavy equipment, specifically bulldozers. The addition of a tractor adds depth to the fleet for continuity of service in the event of a drawdown of committed equipment. This project is for a new dozer transport tractor in FY 2019/20.



The vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for dozer transport tractors are 20 years. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$216,520					\$216,520

**Impact on Operating Budget:** The addition of a dozer transport tractor to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$1,500 per year during the three-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$4,300 per year.

**DOZER TRANSPORT TRAILER**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The dozer transport trailer is designed for hauling heavy equipment, specifically bull dozers. This project is for the addition of a dozer transport trailer to the fleet in FY 2019/20 as well as the replacement of one dozer transport trailer in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for dozer transport trailers are 20 years. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2019/20 and FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$92,564		\$98,201			\$190,765

**Impact on Operating Budget:** The addition of a dozer transport trailer to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$500 per year during the 3-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$1,900 per year. The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

**ENGINE – TYPE I****Project Priority:** A**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager

**Project Description:** The Type I engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This project is for the replacement of twenty-nine (29) Type I engines as follows: six in FY 2019/20, six in FY 2020/21, six in FY 2021/22, six in FY 2022/23, and five in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Type I engines are 13 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur annually.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$3,983,676	\$4,103,184	\$4,226,274	\$4,353,060	\$3,736,375	\$20,402,569

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**ENGINE – TYPE III**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The Type III engine carries hose, water and a skid mounted pump giving the apparatus the capability to pump while driving. The unit’s primary objective is for off-road wildland firefighting and rescue operations. These engines are smaller by design to maneuver on truck trails and rural areas. This project is for the replacement of five Type III engines in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Type III engines are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2023/24.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:					\$3,120,000	\$3,120,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

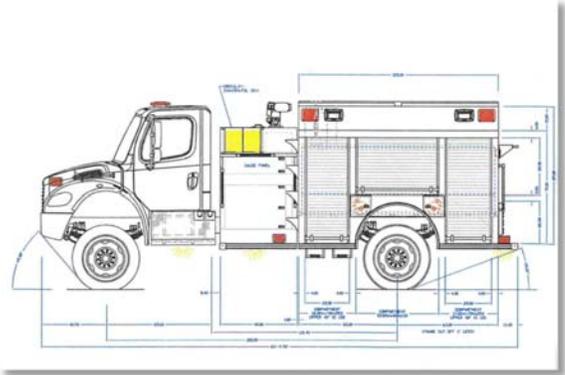
**FOAM TENDER**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The foam tender carries 1000 gallons of class B foam and has the ability to pump raw foam to replenish an Aircraft Rescue and Firefighting (ARFF) truck on an extended incident or pump finish foam independently if needed. Used primarily for Aircraft and large fuel incidents. This project is for the replacement of one foam tender in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage target for a foam tender are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$600,000					\$600,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**FULL-SIZE 4-DOOR VEHICLES**

**Project Priority:** A

**Project Type:** Vehicle Addition

**Project Management:** Fleet Services Manager

**Project Description:** The full-size 4-door vehicle is used by all staff Battalion Chiefs and Division Chiefs. These vehicles are frequently used in Battalion Command situations similar to BC Command Vehicles.



This project is for the addition of one full-size 4-door vehicle scheduled in FY 2019/20. The vehicle is an addition to the fleet as requested by Operations for the newly developed Division Chief position in the Command and Emergency Planning Division.

Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for full-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement is made, and may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$60,475					\$60,475

**Impact on Operating Budget:** The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

**FULL-SIZE 4-DOOR EXECUTIVE MANAGEMENT****Project Priority:** A**Project Type:** Vehicle Replacement and Addition**Project Management:** Fleet Services Manager

**Project Description:** The full-size 4-door vehicles are used by all Executive Management, Fire Chief and Assistant Chiefs. These vehicles are frequently used in Command situations on large scale events. This project is for the replacement of six and the addition of three full-size 4-door vehicles scheduled as follows: three FY 2019/20, three FY 2021/22, and three in FY 2022/23.



The addition of three vehicles to the fleet is requested for new positions in the Executive Management level.

Future vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for full-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement is made, and may be deferred if warranted.

**Project Status:** Purchases to occur in FYs 2019/20, 2021/22 and 2022/23.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$111,000		\$172,981	\$178,238		\$462,219

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget. Addition of two vehicles will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance costs will be \$2,500 per unit.

**HAZARDOUS MATERIALS VEHICLE**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The Hazardous Materials vehicle’s primary role is to identify and mitigating hazardous incidents that threaten the environment and the public. These vehicles carry the specialists and all the needed equipment to identify and mitigate such hazards. This project is for the replacement of two Hazardous Materials vehicles as follows: one in FY 2019/20, and one in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Hazardous Materials vehicles are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2019/20 and FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$1,042,973		\$1,105,577			\$2,148,550

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

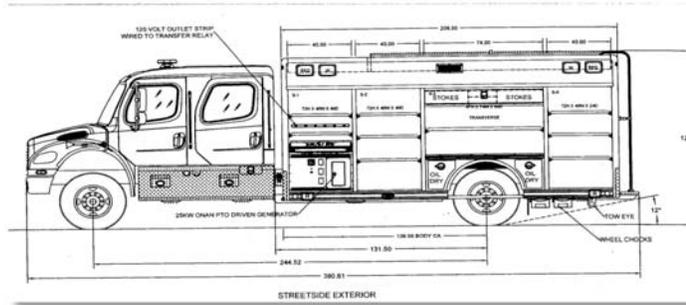
**HAZARDOUS MATERIALS SUPPORT VEHICLE**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The Hazardous Materials Support vehicle’s primary role is to support the Hazardous Materials units bringing the needed specialized equipment to the scene to assist in the mitigation of hazards. This project is for the replacement of one Hazardous Materials Support vehicle in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Hazardous Materials Support vehicles are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$415,000					\$415,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**HEAVY RESCUE**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The Heavy Rescue vehicle primary role is to deal with natural disasters from earthquakes, building collapse, confined space rescues, technical rescues. This vehicle carries a multitude of specialty rescue, trenching, shoring and rigging equipment. This project is for the replacement of one Heavy Rescue vehicle in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Heavy Rescue vehicle are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$835,000					\$835,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**PARAMEDIC SQUAD****Project Priority:** A**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager

**Project Description:** This unit carries a full complement of (ALS) paramedic equipment. This project is for the replacement of five paramedic squads, two scheduled to be purchased in FY 2022/23, and three in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for paramedic squads are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2022/23 and FY 2023/24.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>				\$417,334	\$644,781	\$1,062,115

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**PICKUP UTILITY – ¾ TON VEHICLES**

**Project Priority:** A

**Project Type:** Vehicle Replacement and Addition

**Project Management:** Fleet Services Manager

**Project Description:** The pickup utility – ¾ ton unmarked units are used by investigations staff for the daily operations in investigations and for undercover operations when needed. This project is for the purchase of two pickup utility vehicles in FY 2019/20 – one is the replacement of an existing vehicle, and the other is a new addition to the fleet.



Increasing the fleet by one additional vehicle was the request of Operations to meet the needs of the Investigations section.

Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for pickup utility – ¾ ton vehicles are eight years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$96,922					\$96,922

**Impact on Operating Budget:** The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**SUPERINTENDENT VEHICLE****Project Priority:** B**Project Type:** Vehicle Replacement/Addition**Project Management:** Fleet Services Manager

**Project Description:** The superintendent vehicles have a multitude of uses for Crews and Equipment. The primary use is to support and supervise the hand crews with the construction fire line construction and brush clearing operations. These units are also sent out of the county to support the section on large campaign fires. This project is for the addition of one superintendent vehicle in FY 2019/20 and the replacement of one in FY 2020/21.



The addition of one extra superintendent vehicle to the fleet was requested by Operations to allow OCFA to better meet the California State mission by mitigating hazardous wildland brush conditions to save life and property

Replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2019/20 and FY 2020/21.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$150,000	\$154,500				\$304,500

**Impact on Operating Budget:** The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$4,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**TRACTOR-DRAWN AERIAL (TDA) 100' QUINT**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The 100' quint apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations, and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial, 300-gallon water tank, and a fire pump similar to a fire engine. This project is for the replacement of one 100' quint in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for TDA - 100' Quints are 17 years and/or 120,000 miles.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$1,366,861					\$1,366,861

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

**MOBILE 911 EMERGENCY COMMAND CENTER**

**Project Priority:** B

**Project Type:** New Vehicle

**Project Management:** Information Technology

**Project Description:** This project will fund a new Mobile Emergency Command Center (ECC) trailer and tractor to be used for 9-1-1 dispatching in emergency situations when the OCFA’s ECC is unavailable. The Current OCFA Logistics and Communications Trailer (LCT) can be used for manual 9-1-1 dispatching and was put in service in 2003. It requires a physical computer cable connection to the ECC ‘B’ building at the RFOTC campus to enable it to receive 9-1-1 phone calls. Emergency responses are dispatched via radio. The trailer must be in close proximity (< 50 feet) to the ECC ‘B’ building to connect to the 9-1-1 phone system. The LCT does not have true emergency dispatch capabilities as it requires a physical connection to the RFOTC Data Center, nor can dispatchers use the OCFA CAD system that is used in the OCFA ECC.



The new Mobile ECC trailer and tractor will have fully operational versions of the OCFA Computer Assisted Dispatch (CAD) and VESTA 9-1-1 Phone Systems for up to 8 – dispatcher console positions. It is planned to have diverse connection capabilities including hard lines, wireless, microwave, satellite, 800MHz and VHF radio communications. In a natural disaster event where the RFOTC facilities are unusable, the new Mobile ECC Trailer can be moved to a parking lot or other open area to continue emergency 9-1-1 dispatch services.

The budgetary amount is a preliminary estimate and may need revision as requirements are developed. The life of the new Mobile ECC trailer and tractor is expected to be about 15 years.

**Project Status:** This project is deferred to FY 2020/21 after reprioritizing projects.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>		\$2,000,000				\$2,000,000

**Impact on Operating Budget:** Annual maintenance is likely to be minimal since the Mobile ECC trailer and tractor will be used only in emergency situations and semi-annual training drills.

**ENGINE-TYPE 1 (DEVELOPER FUNDED)**

**Project Priority:** A

**Project Type:** New Vehicle

**Project Management:** Fleet Services Manager

**Project Description:** The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This apparatus is the same as our replacement Type I engines; however, this apparatus is funded by a local developer including hose and other equipment. This project is for the purchase of three Type 1 engines: one in FY 2019/20 for Fire Station 67 (Rancho Mission Viejo), one in FY 2020/21 for Fire Station 52 (Irvine Business District), and one in FY 2021/22 for Fire Station 12 (Laguna Woods).



**Project Status:** Purchases to occur in FYs 2019/20, 2020/21 and 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$775,540	\$798,806	\$822,770			\$2,397,116

**Impact on Operating Budget:** The addition of a Type 1 engine to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$3,500 per year during the five-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$7,000 per year.

**PARAMEDIC SQUAD (DEVELOPER FUNDED)**

**Project Priority:** A

**Project Type:** New Vehicle

**Project Management:** Fleet Services Manager

**Project Description:** The paramedic van platform will be changing from a van to a pickup truck with a utility body. This platform change will increase storage capability while reducing vehicle cost. This unit carries a full complement of paramedic equipment. This project is for the addition of one paramedic squad that will be funded by a local developer including all the advanced life support equipment (ALS) needed for the unit to go into service. Purchase of this one paramedic squad will be made in FY 2019/20 for Fire Station 67 (Rancho Mission Viejo).



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for paramedic squads are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>	\$273,033					\$273,033

**Impact on Operating Budget:** The addition of a Paramedic Squad to the vehicle fleet is considered a significant non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$3,500 per year during the five-year warranty period. After the warranty period, the costs are expected to increase to approximately \$7,000 per year.

**TRACTOR-DRAWN AERIAL (TDA) 100' QUINT (DEVELOPER FUNDED)**

**Project Priority:** A

**Project Type:** New Vehicle

**Project Management:** Fleet Services Manager

**Project Description:** The TDA apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial ladder, 300-gallon water tank, and a fire pump similar to a fire engine. This apparatus, including hose and other equipment, is funded by local developers. This project is for the addition of one new TDA 100' Quint in FY 2020/21 for Fire Station 67 (Rancho Mission Viejo).



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for TDA 100' Quints are 17 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2020/21.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:		\$1,827,923				\$1,827,923

**Impact on Operating Budget:** The addition of a TDA 100' Quint to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$3,500 per year during the five-year warranty period. After the warranty period, the costs are expected to increase to approximately \$7,000 per year.

**MID-SIZE 4-DOOR VEHICLES**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** The mid-size 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections. This project is for the replacement of one mid-size 4-door vehicle in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for mid-size 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>	\$39,964					\$39,964

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

**MID-SIZE PICKUP-1/2 TON VEHICLES**

**Project Priority:** B

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** These vehicles are primarily used by the Fire Prevention, Property Management, and Community Education Departments to conduct off-site inspections and conduct education. This project is for the replacement of twenty (20) mid-size pickup-1/2-ton vehicles as follows: six in FY 2019/20, six in FY 2020/21, three in FY 2021/22, three in FY 2022/23 and two in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for mid-size pickup–1/2 ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur annually.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$210,318	\$216,624	\$116,976	\$120,477	\$82,744	\$747,139

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**PASSENGER VAN****Project Priority:** B**Project Type:** Vehicle Addition**Project Management:** Fleet Services Manager

**Project Description:** These vehicles are available in the OCFA pool fleet for general use. These are used for transporting larger groups of staff for off-site classes and training events, and for switching out fire crews on extended incidents as needed.



The addition of these (2) two vehicles to the pool fleet was requested by Operations, and will allow the movement of larger groups of staff in a single vehicle.

Future replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for these passenger vans vehicles are ten years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a replacement purchase is made, and may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2019/20.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:	\$100,000					\$100,000

**Impact on Operating Budget:** The addition of two vehicles to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit.

**SERVICE TRUCK - LIGHT VEHICLE**

**Project Priority:** B

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services Manager

**Project Description:** Service trucks – light vehicles are used for field service throughout the department for both heavy and light apparatus in the fleet for fleet services and communication services. These units are also sent out of county if technicians are requested on large campaign fires. This project is for the replacement of two service trucks - in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for service truck - light vehicles are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2023/24.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
Budget:					\$220,000	\$220,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

**STEP VANS****Project Priority:** B**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager

**Project Description:** These vehicles are used by the Material Management section for the interdepartmental mail delivery and pick-up. Project costs include the replacement of four step vans with new step vans, two in FY 2020/21 and two in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for step vans are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2020/21 and FY 2021/22.

<b>Fiscal Years:</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Total</b>
<b>Budget:</b>		\$116,000	\$120,000			\$236,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

# Other Funds







*Fund 139  
Settlement  
Agreement*



# Fund 139: Settlement Agreement

## DESCRIPTION

This fund was established concurrent with adoption of the FY 2019/20 budget, in accordance with the Settlement Agreement between OCFA and the City of Irvine. The Settlement Agreement was the outcome of negotiations between OCFA and the City of Irvine after Irvine notified OCFA of its intent to withdraw from OCFA, effective July 1, 2020. Following the notice to withdraw, OCFA and the City of Irvine entered into extensive negotiations focused on the shared interests of enhancing fire safety, decreasing future pension liabilities, and pursuing operational efficiencies. The Agreement includes the following provisions:

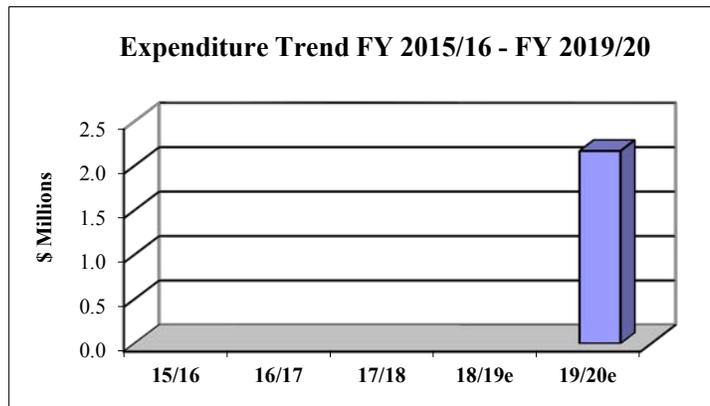
- Irvine’s Notice of Withdrawal is deemed rescinded and Irvine will remain a member of the JPA through the next renewal period of June 30, 2030.
- One-time funding of \$20.5 million will be provided over time by OCFA for a joint police-fire training facility located in Irvine, including an Emergency Operations Center.
- One-time funding of \$500,000 will be provided by OCFA to Irvine for the installation of bi-directional amplifiers intended to improve public safety communications.
- Annual funding of up to \$2,668,000 will be provided by OCFA to Irvine for support of a Drone Program, CERT Coordinator program, training of Irvine PD EMTs, and payments to a 115 Trust dedicated solely for future application to OCFA’s unfunded pension liability.

## BUDGET

The total FY 2019/20 budget is \$2,168,000. Funding sources include transfers from the General Fund.

## HIGHLIGHTS

FY 2019/20 marks the first year of the Settlement Agreement provisions in the Budget. Funded projects include: the first stage of the joint police-fire training facility, a drone program, bi-directional amplifiers, training of Irvine Police Department EMTs, and supporting the cost of a full-time CERT Coordinator. The \$2 million deposit to the 115 Trust does not require an appropriation under accounting rules.



## SIGNIFICANT CHANGES

N/A

## IMPACT ON OPERATING BUDGET

The impact includes the annual transfers from the General Fund to support the required provisions. The majority of the training facility funding existed in OCFA reserves prior to the approval of the Settlement Agreement.

**FY 2019/20 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY  
 FUND 139 - SETTLEMENT AGREEMENT  
 REVENUE AND EXPENDITURE SUMMARY  
 FY 2019/20 BUDGET**

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget	% Change fr FY 2018/19 Budget
<b>FUNDING SOURCES</b>				
Other	-	-	\$357,402	100.00%
Use of Money and Property	-	-	-	-
Total Revenues & Other Financing Sources	-	-	357,402	100.00%
Operating Transfer In	-	-	23,668,000	100.00%
Total Beginning Fund Balance	-	-	-	-
<b>TOTAL AVAILABLE RESOURCES</b>	-	-	<b>\$24,025,402</b>	<b>100.00%</b>
<b>EXPENDITURES</b>				
Services & Supplies	-	-	\$2,168,000	100.00%
Total Expenditures & Other Uses	-	-	2,168,000	100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	-	-	21,857,402	100.00%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	-	-	<b>\$24,025,402</b>	<b>100.00%</b>



*Fund 171*

*Structural Fire*

*Fund Entitlement*



# Fund 171: Structural Fire Fund Entitlement

## DESCRIPTION

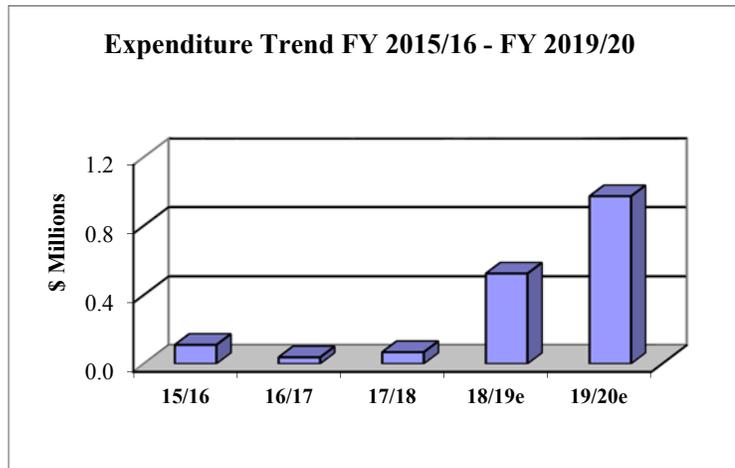
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding source is primarily interest earnings.

## BUDGET

The total FY 2019/20 budget is \$971,617.

## HIGHLIGHTS

Under prior terms of the OCFA’s Joint Powers Agreement (JPA), the Board of Directors would periodically review year-end savings for possible allocation to this fund. However, the ratification of the Second Amendment to the JPA established a new methodology for compensating over-funded SFF members; therefore no additional transfers to this fund were anticipated. The Second Amendment was invalidated by the Courts; therefore allocations to this fund are periodically made in accordance with the First Amendment to the JPA.



## SIGNIFICANT CHANGES

The increase in FY 2018/19 is due to budgeting for service enhancement expenditures for the cities of Dana Point, Irvine, Laguna Niguel, Aliso Viejo, Rancho Santa Margarita, San Juan Capistrano, Villa Park, Lake Forest as well as the unincorporated areas in Orange County which the OCFA serves. In FY 2019/20, the budget includes service enhancement expenditures for cities of Dana Point, Irvine, Laguna Niguel, Lake Forest Rancho Santa Margarita, San Juan Capistrano, Villa Park, as well as the unincorporated areas in Orange County which the OCFA serves.

## IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2019/20 BUDGET**

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget	% Change fr FY 2018/19 Budget
<b>FUNDING SOURCES</b>				
Use of Money and Property	\$14,958	\$28,285	\$17,945	-36.56%
Total Revenues & Other	14,958	28,285	17,945	-36.56%
Financing Sources				
Operating Transfer In	1,000,000	-	-	-
Total Beginning Fund Balance	549,651	1,496,954	999,903	-33.20%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$1,564,609</b>	<b>\$1,525,239</b>	<b>\$1,017,848</b>	<b>-33.27%</b>
<b>EXPENDITURES</b>				
C001 Dana Point	-	112,600	1,137	100.00%
C001 Irvine	43,373	68,000	967,246	1322.42%
C004 Laguna Niguel	-	96,554	975	-98.99%
C008 Aliso Viejo	24,282	24,282	-	-100.00%
C009 Rancho Santa Margarita	-	15,100	152	-98.99%
C005 San Juan Capistrano	-	900	9	-99.00%
C006 Villa Park	-	7,700	78	-98.99%
C007 Unincorporated	-	180,700	1,823	-98.99%
C010 Lake Forest	-	19,500	197	-98.99%
Total Expenditures & Other Uses	67,655	525,336	971,617	84.95%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	1,496,954	999,903	46,231	-95.38%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$1,564,609</b>	<b>\$1,525,239</b>	<b>\$1,017,848</b>	<b>-33.27%</b>



*Fund 190*

*Self-Insurance*



# Fund 190: Self-Insurance

**DESCRIPTION**

This fund was established in May 2003 to track funding and expenditures for workers’ compensation claims liability. Funding sources include revenue from the General Fund and interest earnings.

**BUDGET**

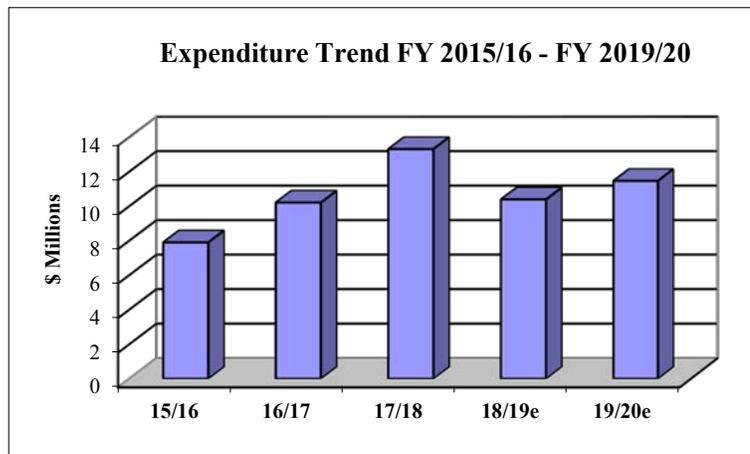
The total FY 2019/20 budget is \$11,459,428.

**HIGHLIGHTS**

In March 2002, the OCFA implemented a workers’ compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the fund balance set aside for payment of these future claim costs.

This fund was established similar to an internal service fund in that the amount determined to be needed to fund future claims by the annual independent actuarial study is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue to this Fund. The annual estimated claims payment specified in the actuarial study is appropriated in Fund 190. As a result of actual expenditures remaining well below the actuary’s estimate for several years, effective FY 2015/16 the Board approved using the 50% confidence level on the actuarial estimate for budgeting purposes.

The chart provides actual expenditures for FY 2015/16 through FY 2017/18, and total budgeted amounts for FY 2018/19 and FY 2019/20.



**SIGNIFICANT CHANGES**

Large settlements and claims were processed in FY 2017/18. Funding for FY 2018/19 and FY 2019/20 reflect the projected expenditures at the 50% confidence level based on actuarial estimate.

**IMPACT ON OPERATING BUDGET**

The General Fund reflects the full cost of workers’ compensation insurance offset by projected interest earnings on fund balance designated for future claims. The cost allocation methodology is based on the percentage of pay by workers’ compensation employee classifications, current payroll data, and the amount to be allocated. The OCFA has five different workers’ compensation employee classifications based on the employee’s job duties.

## FY 2019/20 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 190 - SELF-INSURANCE**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2019/20 BUDGET**

	FY 2017/18 Actual	FY 2018/19 Budget	FY 2019/20 Budget	% Change fr FY 2018/19 Budget
<b>FUNDING SOURCES</b>				
Other	\$17,505,896	\$17,581,486	\$17,855,023	1.56%
Use of Money and Property	940,316	1,735,554	2,084,251	20.09%
Total Revenues & Other Financing Sources	18,446,212	19,317,040	19,939,274	3.22%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	75,375,829	80,515,844	89,449,523	11.10%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$93,822,041</b>	<b>\$99,832,884</b>	<b>\$109,388,797</b>	<b>9.57%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$13,306,197	\$10,383,361	\$11,459,428	10.36%
Total Expenditures & Other Uses	13,306,197	10,383,361	11,459,428	10.36%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	80,515,844	89,449,523	97,929,369	9.48%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$93,822,041</b>	<b>\$99,832,884</b>	<b>\$109,388,797</b>	<b>9.57%</b>



# Appendix



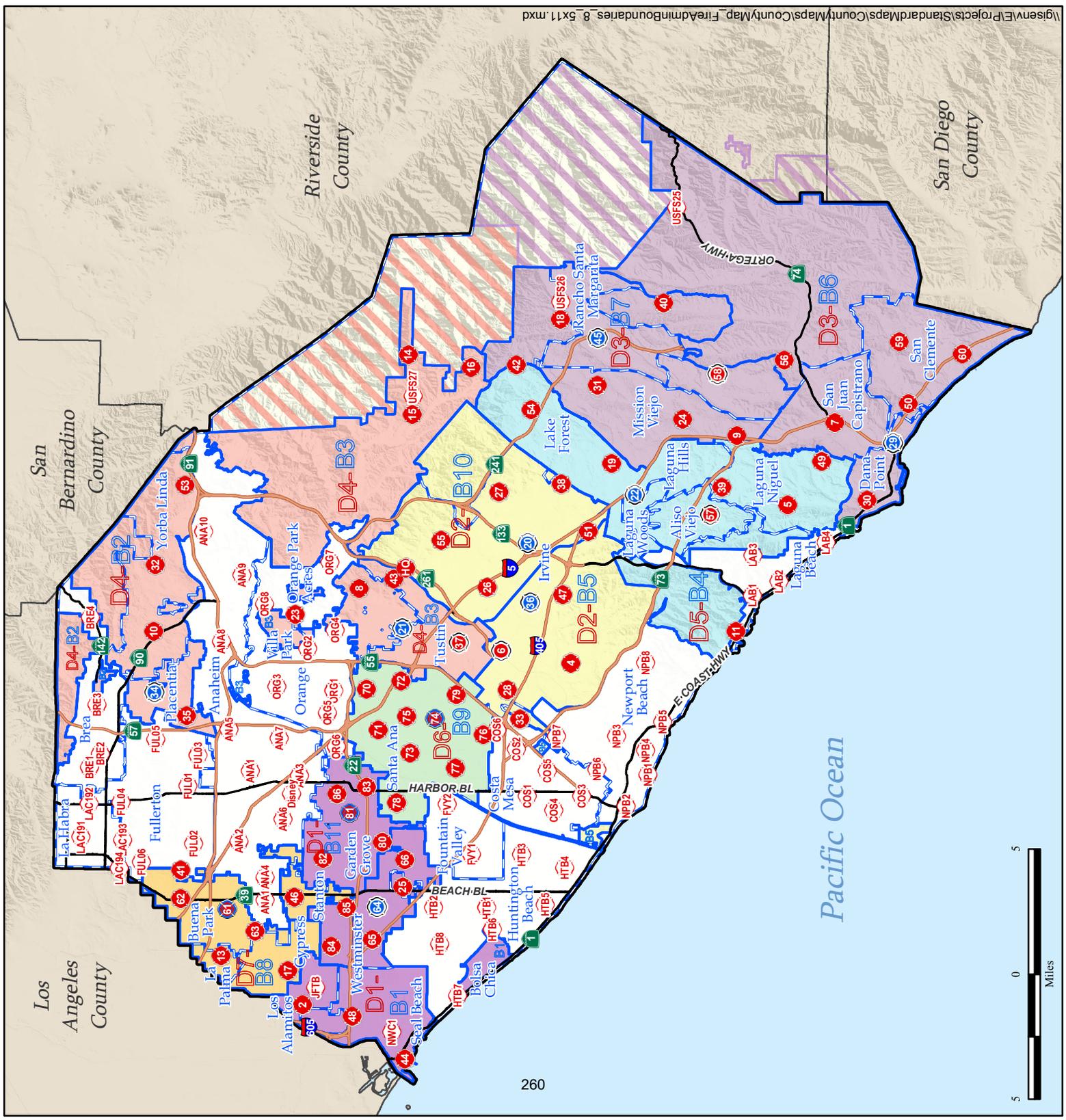
# Fire Administrative Boundaries

Orange County Fire Authority

-  OCFA Division and Battalion Stations
-  OCFA Division Stations
-  OCFA Battalion Stations
-  OCFA Fire Stations
-  Non OCFA Fire Stations
-  Major Roads
-  Highways
-  City Jurisdictions
-  Battalions
-  Division 1
-  Division 2
-  Division 3
-  Division 4
-  Division 5
-  Division 6
-  Division 7
-  Division 3 Protection Agreement
-  Division 4 Protection Agreement



Information Technology Division  
 Geographic Information Systems  
 8/14/2019



**Orange County Fire Authority  
Fire Stations by Member Agency**

**City of Aliso Viejo**

Station 57, 57 Journey, 92656

**City of Buena Park**

Station 61, 7440 La Palma Ave, 90620

Station 62, 7780 Artesia Blvd, 90621

Station 63, 9120 Holder St, 90620

**City of Cypress**

Station 17, 4991 Cerritos Ave, 90630

**City of Dana Point**

Station 29, 26111 Victoria Blvd, 92624

Station 30, 23831 Stonehill Dr, 92629

**City of Garden Grove, effective 8/16/19**

Station 80, 14162 Forsyth Ln, 92844

Station 81, 11301 Acacia Pkwy, 92840

Station 82, 11805 Gilbert St, 92841

Station 83, 12132 Trask Ave, 92843

Station 84, 12191 Valley View St, 92845

Station 85, 12751 Western Ave, 92841

Station 86, 12232 West St, 92840

**City of Irvine**

Station 4, 2 California Ave, 92612

Station 6, 3180 Barranca Pkwy, 92606

Station 20, 7050 Corsair, 92618

Station 26, 4691 Walnut Ave, 92604

Station 27, 12400 Portola Springs, 92618

Station 28, 17862 Gillette Ave, 92614

Station 36, 301 E. Yale Loop, 92604

Station 38, 26 Parker, 92618

Station 47, 47 Fossil, 92603

Station 51, 18 Cushing, 92618

Station 55, 4955 Portola Pkwy, 92620

**Cities of Laguna Hills and Laguna Woods**

Station 22, 24001 Paseo de Valencia, 92637

**City of Laguna Niguel**

Station 5, 23600 Pacific Island Dr, 92677

Station 39, 24241 Avila Rd, 92677

Station 49, 31461 St. of the Golden Lantern, 92677

**City of Lake Forest**

Station 19, 23022 El Toro Rd, 92630

Station 42, 19150 Ridgeline Rd, 92679

Station 54, 19811 Pauling Ave, 92610

**City of La Palma**

Station 13, 7822 Walker St, 90623

**City of Los Alamitos**

Station 2, 3642 Green Ave, 90720

**City of Mission Viejo**

Station 9, #9 Shops Blvd, 92691

Station 24, 25862 Marguerite Pkwy, 92692

Station 31, 22426 Olympiad Rd, 92692

**City of Placentia**

Station 34, 1530 N. Valencia, 92870

Station 35, 110 S. Bradford, 92870

**City of Rancho Santa Margarita**

Station 45, 30131 Aventura, 92688

**City of San Clemente**

Station 50, 670 Camino de los Mares, 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria, 92672

**City of San Juan Capistrano**

Station 7, 31865 Del Obispo, 92675

**City of Santa Ana**

Station 70, 2301 N. Old Grand St, 92705

Station 71, 1029 W. 17th St, 92706

Station 72, 1688 E. 4th St, 92701

Station 73, 419 Franklin St, 92703

Station 74 (Admin), 1439 S. Broadway St, 92707

Station 74, 1427 S. Broadway St, 92707

Station 75, 120 W. Walnut St, 92701

Station 76, 950 W. MacArthur Ave, 92707

Station 77, 2317 S. Greenville St, 92704

Station 78, 501 N. Newhope St, 92703

Station 79, 1320 E. Warner Ave, 92705

**City of Seal Beach**

Station 44, 718 Central Ave, 90740

Station 48, 3131 N. Gate Rd, 90740

**City of Stanton**

Station 46, 7871 Pacific St, 90680

**City of Tustin**

Station 37, 15011 Kensington Park Dr, 92780

Station 43, 11490 Pioneer Way, 92782

## Orange County Fire Authority Fire Stations by Member Agency

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**City of Villa Park**

Station 23, 5020 Santiago Canyon Rd, 92860

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**City of Westminster**

Station 64, 7351 Westminster Blvd, 92683

Station 65, 6061 Hefley St, 92683

Station 66, 15061 Moran St, 92683

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**City of Yorba Linda**

Station 10, 18422 E. Lemon Dr, 92886

Station 32, 20990 Yorba Linda Blvd, 92887

Station 53, 25415 La Palma Ave, 92887

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**County of Orange, Unincorporated**

Station 8, 10631 Skyline Dr, Santa Ana, 92705

Station 11, 259 Emerald Bay, Laguna Beach, 92651

Station 14, 29402 Silverado Canyon , PO Box 12, Silverado, 92676

Station 15, 27172 Silverado Canyon Rd, Silverado, 92676

Station 16, 28891 Modjeska Canyon Rd, Silverado, 92676

Station 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679

Station 21, 1241 Irvine Blvd, Tustin, 92780

Station 25, 8171 Bolsa Ave, Midway City, 92655

Station 33, 374 Paularino, Costa Mesa, 92626

Station 40, 25082 Vista del Verde, Cota de Caza 92679

Station 56, 56 Sendero Way, Rancho Mission Viejo 92694

Station 58, 58 Station Way, Ladera Ranch 92694

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**Specialty Stations**

Helicopter Operations - Station 41, 3900 West Artesia Ave, Fullerton, 92833

Crews & Equipment – Camp 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679

# FY 2019/20 OCFA Adopted Budget

## ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

INCIDENTS (1)	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
Aliso Viejo	2,227	2,462	2,511	2,654	2,810	2,871
Buena Park	6,378	6,738	7,016	7,053	7,193	7,242
Cypress	2,649	2,868	3,013	3,145	3,238	3,292
Dana Point	3,131	3,330	3,291	3,663	3,717	3,399
Irvine	13,497	14,123	14,688	15,967	16,325	16,797
La Palma	4,505	1,037	1,059	1,212	3,303	1,282
Laguna Hills	1,192	2,800	2,887	3,078	3,947	3,303
Laguna Niguel	970	3,727	3,861	4,054	5,281	4,192
Laguna Woods	2,584	5,222	5,319	5,636	5,333	5,342
Lake Forest	3,603	4,874	4,995	5,474	1,303	5,335
Los Alamitos	4,398	1,353	1,380	1,360	1,477	1,468
Mission Viejo	6,848	7,345	7,508	7,777	8,041	7,989
Placentia	2,854	3,037	3,132	3,325	3,609	3,564
Rancho Santa Margarita	2,153	2,322	2,415	2,447	2,542	2,366
San Clemente	4,478	4,928	5,080	5,311	5,239	5,069
San Juan Capistrano	3,063	3,421	3,629	3,899	3,931	3,786
Santa Ana (2)	20,273	22,331	23,455	25,074	26,707	27,518
Seal Beach	3,500	4,494	4,882	4,753	4,591	4,216
Stanton	3,000	3,255	3,413	3,396	3,284	3,343
Tustin	4,873	5,428	5,406	5,419	5,470	5,748
Villa Park	367	392	452	475	448	480
Westminster	6,390	7,223	7,442	7,560	7,702	7,772
Yorba Linda	3,353	3,619	3,716	3,747	4,059	4,146
Unincorporated	6,297	6,585	6,719	7,390	7,437	7,573
<b>TOTAL</b>	<b>112,583</b>	<b>122,914</b>	<b>127,269</b>	<b>133,869</b>	<b>136,987</b>	<b>138,093</b>

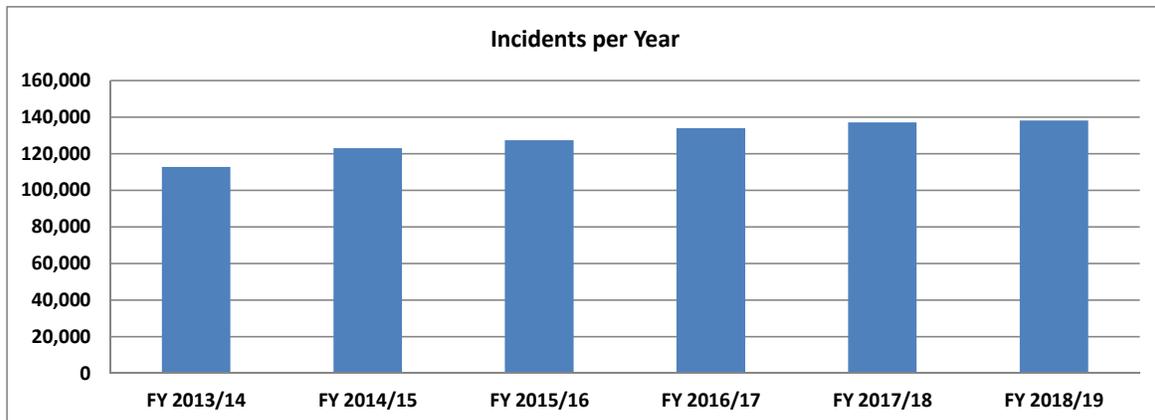
SOURCE: Strategic Services Division

Notes: (1) Response statistics are normally reported on a calendar year basis in other reports.

These statistics have been reported on the fiscal year basis, July through June.

(2) Santa Ana joined the OCFA on April 20, 2012.

(3) Excludes mutual aid.

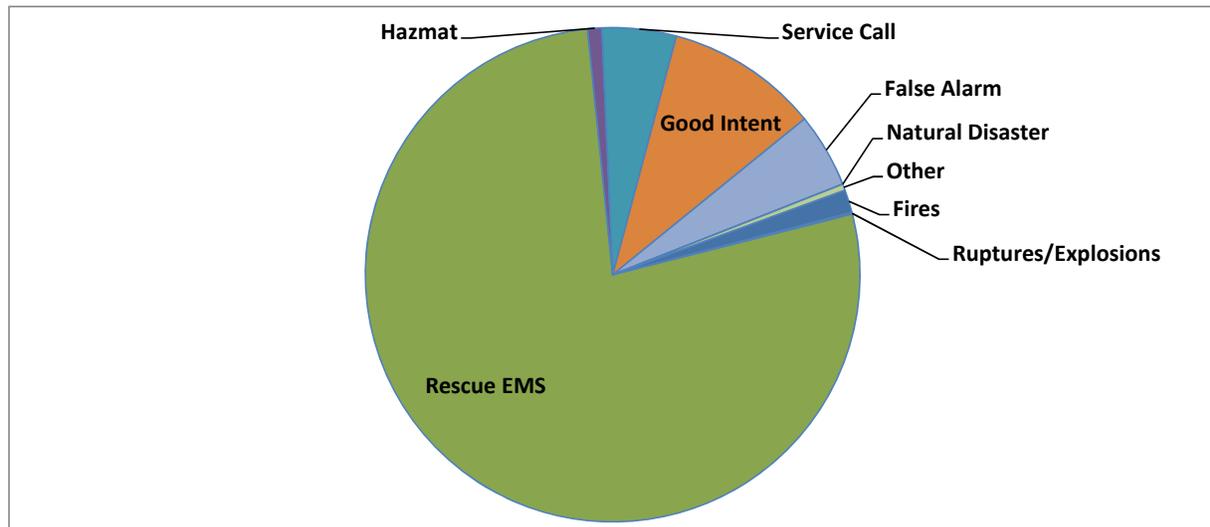


**ORANGE COUNTY FIRE AUTHORITY  
INCIDENTS BY TYPE**

<b>INCIDENTS (1)</b>	<b>FY 2013/14</b>	<b>FY 2014/15</b>	<b>FY 2015/16</b>	<b>FY 2016/17</b>	<b>FY 2017/18</b>	<b>FY 2018/19</b>
Fires	1,980	2,086	2,338	2,372	2,651	2,161
Ruptures/Explosions	226	212	197	192	147	154
Rescue EMS	88,222	99,858	102,994	106,679	110,327	111,044
Hazmat	1,278	1,210	1,314	1,466	1,163	1,322
Service Call	6,655	7,530	7,921	7,819	7,955	6,948
Good Intent	12,346	12,730	13,261	14,207	14,010	14,353
False Alarm	6,311	6,626	6,575	6,644	6,060	7,016
Natural Disaster	8	3	6	37	3	13
Other	81	458	9	67	68	589
<b>Total</b>	<b>117,107</b>	<b>130,713</b>	<b>134,615</b>	<b>139,483</b>	<b>142,384</b>	<b>143,600</b>

SOURCE: Strategic Services Division

Note: (1) Response statistics are normally reported on a calendar year basis in other reports. These statistics have been reported on the fiscal year basis, July through June.



# FY 2019/20 OCFA Adopted Budget

## ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Aliso Viejo	x		8,440,740,446	8,765,964,235	9,262,104,730	9,757,602,814	10,320,677,681
Buena Park		x	8,313,495,571	8,769,022,395	9,229,491,055	9,771,180,116	10,534,142,623
Cypress	x		6,104,217,916	6,463,650,467	6,751,018,895	7,049,084,643	7,492,894,724
Dana Point	x		9,787,131,567	10,513,667,218	11,209,516,043	12,184,560,468	12,716,978,213
Garden Grove		x					16,905,098,847
Irvine	x		55,693,885,275	60,912,693,965	65,754,243,380	71,898,708,288	78,439,755,961
Laguna Hills	x		5,961,946,732	6,256,109,022	6,506,373,771	6,744,151,507	7,169,367,194
Laguna Niguel	x		13,270,851,137	14,015,646,739	14,571,803,337	15,341,993,870	15,925,157,522
Laguna Woods	x		2,424,735,877	2,620,217,130	2,772,774,055	2,949,710,076	3,141,574,001
Lake Forest	x		11,920,080,577	12,672,969,354	13,710,657,105	14,701,560,696	15,968,846,956
La Palma	x		1,829,352,816	1,904,949,953	1,998,104,819	2,042,167,124	2,137,828,771
Los Alamitos	x		1,778,110,229	1,887,770,540	1,961,259,113	2,068,339,266	2,165,015,762
Mission Viejo	x		14,533,544,020	15,262,434,352	15,835,376,499	16,538,594,766	17,362,619,028
Placentia		x	5,519,084,672	5,878,472,691	6,133,423,292	6,445,280,269	6,778,268,541
Rancho Santa Margarita	x		7,231,596,550	7,572,862,043	7,810,951,199	8,247,182,511	8,640,697,353
San Clemente		x	13,666,850,501	14,447,433,531	15,269,877,772	16,078,964,868	16,904,336,045
San Juan Capistrano	x		6,443,224,268	6,828,238,629	7,190,142,697	7,600,134,619	7,959,761,841
Santa Ana		x	22,075,383,494	23,013,226,208	23,886,126,355	25,232,514,520	26,520,241,206
Seal Beach		x	4,891,059,519	5,081,691,350	5,167,628,512	5,428,186,516	5,625,919,713
Stanton		x	2,297,507,749	2,433,266,346	2,569,936,575	2,679,870,249	2,836,468,798
Tustin		x	10,292,804,580	11,004,027,235	11,577,792,122	12,399,614,364	13,043,122,290
Villa Park	x		1,527,255,049	1,596,806,253	1,674,085,299	1,755,259,382	1,836,352,144
Westminster		x	7,628,668,713	8,279,643,537	8,410,334,862	8,907,507,276	9,391,193,921
Yorba Linda	x		12,668,129,854	13,488,124,162	14,098,052,704	14,862,265,209	15,623,191,050
Unincorporated (3)	x		23,573,390,338	24,999,335,956	26,380,369,799	28,230,719,718	29,526,543,695
Total SFF Cities			181,475,680,773	194,067,050,666	205,809,305,538	220,170,132,715	234,564,833,084
Percentage Change			6.45%	6.94%	6.05%	6.98%	6.54%
Total Cash Cities			76,397,366,677	80,601,172,645	83,922,138,452	88,745,020,420	110,401,220,796
Total Assessed Valuation			257,873,047,450	274,668,223,311	289,731,443,990	308,915,153,135	344,966,053,880
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.11%	0.10%

SOURCE: County of Orange, Auditor-Controller website

(1) Assessed Value for these cities is part of the Structural Fire Fund (SFF).

(2) These cities pay for services on a cash contract basis. Assessed Value is shown for comparison only.

(3) Newly incorporated cities remain included in the Unincorporated total until the roll year after their incorporation.

**NOTE:**

In 1978, the voters of the State of California passed Proposition 13 which limited property taxes to a total maximum rate of 1% based upon the assessed value of the property being taxed. Each year, the assessed value of property may be increased by an "inflation factor" (limited to a maximum increase of 2%). With few exceptions, property is only re-assessed at the time that it is sold to a new owner. At that point, the new assessed value is reassessed at the purchase price of the property sold. The assessed valuation data shown above represents the only data currently available with respect to the actual market value of taxable property and is subject to the limitations described above.

**ORANGE COUNTY FIRE AUTHORITY  
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)**

<b>For the Year Ended June 30</b>	<b>(A) Population Estimates (In Thousand)</b>	<b>(B) Total Personal Income (In Thousand)</b>	<b>Per Capita Income</b>	<b>(C) Unemployment Rate</b>
2008	3,121	155,925,200	49,960	5.3
2009	3,139	146,052,500	46,528	8.9
2010	3,010	147,195,100	48,902	9.5
2011	3,029	155,259,400	51,258	8.8
2012	3,058	169,584,000	55,456	7.6
2013	3,114	166,370,000	53,426	5.0
2014	3,148	179,141,000	56,906	4.4
2015	3,035	193,359,000	63,706	3.6
2016	3,194	199,442,000	62,442	3.2
2017	3,199	208,653,000	65,225	2.6
2018	3,213	220,368,000	68,580	2.5

**SOURCES:**

- (A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.
- (B) Center for Economic Research, Chapman University (estimates).
- (C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at May of each year.

# FY 2019/20 OCFA Adopted Budget

## ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	Population by City, 2010 and 2019			Housing Units by City, 2010 and 2019		
	(1) 2010	(2) 2019	Percent Change	(1) 2010	(2) 2019	Percent Change
Aliso Viejo	47,816	51,372	7.4%	47,347	50,903	7.5%
Buena Park	80,520	83,384	3.6%	79,706	82,570	3.6%
Cypress	47,802	49,833	4.2%	47,300	49,331	4.3%
Dana Point	33,351	34,249	2.7%	33,110	34,008	2.7%
Garden Grove (4)		175,155	--		173,214	--
Irvine	212,375	280,202	31.9%	199,037	263,140	32.2%
Laguna Hills	30,270	31,572	4.3%	29,901	31,203	4.4%
Laguna Niguel	62,979	66,748	6.0%	62,731	66,324	5.7%
Laguna Woods	16,273	16,518	1.5%	16,106	16,351	1.5%
Lake Forest	77,395	86,346	11.6%	76,880	85,831	11.6%
La Palma	15,568	15,820	1.6%	15,548	15,800	1.6%
Los Alamitos	11,449	11,721	2.4%	11,206	11,478	2.4%
Mission Viejo	93,174	96,434	3.5%	92,232	95,492	3.5%
Placentia	50,598	52,333	3.4%	50,261	51,996	3.5%
Rancho Santa Margarita	47,853	48,960	2.3%	47,851	48,958	2.3%
San Clemente	63,522	65,405	3.0%	63,249	65,132	3.0%
San Juan Capistrano	34,593	36,821	6.4%	34,506	36,734	6.5%
Santa Ana (3)		337,716	--		332,871	--
Seal Beach	24,168	25,073	3.7%	23,943	24,841	3.8%
Stanton	38,186	39,307	2.9%	37,836	38,957	3.0%
Tustin	75,540	81,369	7.7%	75,020	80,849	7.8%
Villa Park	5,812	5,933	2.1%	5,767	5,888	2.1%
Westminster	89,701	92,610	3.2%	89,031	91,940	3.3%
Yorba Linda	64,234	68,706	7.0%	64,044	68,516	7.0%
Unincorporated	121,160	129,128	6.6%	120,392	128,360	6.6%
<b>Total:</b>						
<b>Orange County Fire Authority</b>	<b>1,344,339</b>	<b>1,982,715</b>	<b>47.5%</b>	<b>1,323,004</b>	<b>1,950,687</b>	<b>47.4%</b>

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2010
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2019
- (3) The City of Santa Ana joined the OCFA on April 20, 2012.
- (4) The City of Garden Grove joined the OCFA on August 16, 2019.

**ORANGE COUNTY FIRE AUTHORITY  
PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)**

Property Tax Payer	FY 2008/09			FY 2017/18		
	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied
The Irvine Company	\$ 59,816	1	1.18%	\$ 94,856	1	1.47%
Walt Disney Parks & Resorts US	40,304	2&7	0.79%	55,322	2	0.86%
So Cal Edison Co.	23,001	3	0.45%	38,458	3	0.59%
Five Points Holding, LLC				19,542	4	0.30%
Sempra Energy (SDG&E, So Cal. Gas)				10,785	5	0.17%
AT&T (Pacific Bell)	7,885	6	0.16%	10,026	6	0.16%
United Laguna Hills Mutual	6,981	8	0.14%	9,883	7	0.15%
BEX Portfolio, Inc.				8,443	8	0.13%
Anbang Insurance Group Company				7,572	9	0.12%
Bella Terra Associates, LLC				5,949	10	0.09%
Irvine Apartment Communities	22,440	4	0.44%			
Irvine Community Development	11,277	5	0.22%			
Irvine Company LLC	6,901	9	0.14%			
Heritage Fields El Toro, LLC	6,061	10	0.12%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2018

NOTE:

- (1) This schedule presents data for the entire County of Orange and is not limited to the cities/unincorporated areas served by the Orange County Fire Authority.

**ORANGE COUNTY FIRE AUTHORITY  
PRINCIPAL EMPLOYERS (COUNTY OF ORANGE)**

<b>Employer</b>	<b>FY 2008/09</b>			<b>FY 2017/18</b>		
	<b>Number of Employees</b>	<b>Rank</b>	<b>Percent of Total Employment</b>	<b>Number of Employees</b>	<b>Rank</b>	<b>Percent of Total Employment</b>
Walt Disney Co.	20,000	1	1.25%	30,000	1	1.87%
University of California, Irvine	17,500	3	1.10%	23,605	2	1.47%
County of Orange	18,668	2	1.17%	18,257	3	1.14%
St. Joseph Health System	10,656	4	0.67%	13,786	4	0.86%
Kaiser Permanente				7,800	5	0.49%
Boeing Co.	8,100	5	0.51%	6,103	6	0.38%
Albertsons				6,057	7	0.38%
Walmart				6,000	8	0.37%
Hoag Memorial Hospital				5,680	9	0.35%
Target Corporation	6,100	7	0.38%	5,400	10	0.34%
Yum! Brands Inc.	7,000	6	0.44%			
Supervalu Inc.	6,082	8	0.38%			
Cal State University Fullerton	5,768	9	0.36%			
Bank of America Corporation	5,500	10	0.35%			

**SOURCES:**

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2018

**NOTE:**

Data presented on this schedule is for the County of Orange and is not limited to the cities/county unincorporated areas served by the OCFA.

**ORANGE COUNTY FIRE AUTHORITY**  
**CONSTRUCTION AND HOUSING ACTIVITY**

<b>Calendar Year</b>	<b>Total Dwelling Units</b>	<b>Building Permit Valuation (Million \$)</b>	<b>Home Price Index (2009=100)</b>
2008	3,159	2,477	108.3
2009	2,200	1,808	100.0
2010	3,091	2,181	107.6
2011	4,807	2,537	101.5
2012	6,163	2,826	106.5
2013	10,453	4,175	128.1
2014	10,636	4,634	135.7
2015	10,897	5,030	139.0
2016	12,134	5,279	145.0
2017	10,294	5,605	153.9
2018	8,417	6,462	161.2

SOURCE:  
Chapman University, Economic & Business Review (June editions)



## ORANGE COUNTY FIRE AUTHORITY GLOSSARY

<b>Accounting System</b>	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
<b>Accrual Basis Accounting</b>	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
<b>Advanced Life Support (ALS)</b>	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
<b>Aircraft Rescue &amp; Firefighting (ARFF)</b>	ARFF refers generally to the functions and services associated with the control and mitigation of crashes, fire, hazardous conditions, and other incidents related to airport operations. These services are provided at John Wayne Airport.
<b>Appropriation</b>	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
<b>Assessed Valuation</b>	The value assigned to real property (land and buildings) and tangible personal property (moveable property) by the Orange County Assessor's Office for use as a basis in levying property taxes.
<b>Audit (Financial Statement)</b>	An examination of OCFA's financial statements by an independent Certified Public Accountant (CPA) in order to render an opinion as to the fair presentation of the financial statements and related disclosures.
<b>Automatic / Mutual Aid</b>	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.
<b>Balanced Budget</b>	A budget in which planned on-going expenditures do not exceed planned on-going revenues. The OCFA also requires on-going revenues to cover any incremental increase in the Board mandated General Fund 10% contingency fund balance.
<b>Biennial Budget</b>	A budget applicable to a two-year cycle.

**OCFA GLOSSARY continued**

<b>Biennium</b>	A two-year period.
<b>Budget</b>	A financial plan that identifies revenues, specific types and levels of services to be provided, and establishes the amount of money which can be spent.
<b>Budget Document</b>	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
<b>CAL FIRE</b>	The State fire protection and suppression agency that contracts with the OCFA for protection of state responsibility areas (SRA), formerly known as the California Department of Forestry (CDF).
<b>California Accidental Release Prevention Program (CalARP)</b>	The purpose of the CalARP program is to reduce the frequency of releases of hazardous substances and reduce the consequences in the event a release occurs. The statutory basis for the program is the California Health and Safety Code Division 20, Chapter 6.95, Article 2.
<b>California Environmental Quality Act (CEQA)</b>	The CEQA objectives are to disclose the significant environmental effects of proposed activities; to identify ways to avoid or reduce environmental damage; to prevent environmental damage through feasible alternatives or mitigations; to disclose to the public reasons for agency approval of projects with significant environmental effects; to foster interagency coordination; and to enhance public participation in the planning process.
<b>California Occupational Safety and Health Agency (CalOSHA)</b>	The State agency that protects workers and the public from safety hazards by enforcing California's occupational and public safety laws, and that provides information and consultative assistance to employers, workers, and the public about workplace and public safety matters.
<b>California Public Employees Retirement System (CalPERS)</b>	CalPERS provides a variety of retirement and health benefit programs and services, and administers other programs dedicated to protecting the financial security of public employees and public agencies. CalPERS provides health benefit programs for non-firefighter unit employees only.

**OCFA GLOSSARY continued**

**California Society of  
Municipal Finance Officers  
(CSMFO)**

The California Society of Municipal Finance Officers is an association of local government finance officers that promotes excellence in financial management through innovation, continuing education, and the professional development of members.

**California Task Force 5  
(CATF-5)**

California Task Force 5 is one of twenty-eight regional urban search and rescue task forces throughout the country that responds as a FEMA or California OES resource during national or regional emergencies such as earthquakes, terrorist attacks, hurricanes, or any other natural or manmade disaster that requires highly skilled search and rescue personnel. The OCFA is the lead agency for CATF-5.

**Capital Improvement Program  
(CIP)**

A multi-year financial plan comprised of several funds for construction of physical assets such as fire stations and the replacement of capital assets such as apparatus, communications, and information systems.

**Cash Contract City**

Cash Contract Cities are those municipalities that formerly had their own fire departments but currently contract with the OCFA for emergency services. These nine cities (Buena Park, Garden Grove, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster) are billed for the service costs.

**Commission on Fire  
Accreditation International  
(CFAI) Accreditation**

The accreditation process is a comprehensive self-assessment and evaluation that enables fire and emergency service organizations to examine past, current, and future service levels and compare them to industry best practices.

**Community Emergency  
Response Teams (CERT)**

Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.

**Community Redevelopment  
Agency (CRA)**

Agencies established by a city or a county for the remediation of blight in a community. Within the Structural Fire Fund jurisdictions, the OCFA receives revenues from these agencies either through pass-through agreements or statutory formula.

**OCFA GLOSSARY continued**

<b>Comprehensive Annual Financial Report (CAFR)</b>	The CAFR sets forth fairly the financial position and the results of the OCFA's operations as measured by the financial activity of the various funds. All necessary disclosures are included to allow full understanding of the financial activities and operations of the OCFA.
<b>Computer Aided Dispatch (CAD)</b>	The Emergency 911 Computer Aided Dispatch system manages 911 calls, recommends and dispatches appropriate units and personnel for specific types of incidents, and interfaces with other systems for records management requirements.
<b>Confidence Level</b>	A statistical measure of certainty regarding a given outcome. When applied to Workers' Compensation, it relates to the sufficiency of funding to cover future expenditures (often over the following ten years). For example, a confidence level of 80% indicates that funding is actuarially projected to meet or exceed expenditures for eight out of the next ten years. A higher confidence level equates to higher appropriations.
<b>Consumer Price Index (CPI)</b>	A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.
<b>Debt Service</b>	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
<b>Deficit</b>	A condition in which revenues are insufficient to cover expenditures.
<b>Deployment Study</b>	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
<b>Division or Section Budget</b>	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.

**OCFA GLOSSARY continued**

<b>Emergency Medical Technician (EMT)</b>	An EMT-I is an individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.
<b>Encumbrance</b>	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
<b>Expenditure</b>	Represents the actual payment for goods and services or the accrual thereof.
<b>Executive Management Team</b>	The Fire Chief, two Deputy Chiefs, six Assistant Chiefs, and Communications Director of the OCFA.
<b>Fair Labor Standards Act (FLSA)</b>	This is a federal wage-hour law, which sets mandates for the compensation of employees.
<b>False Alarm Call</b>	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.
<b>Federal Emergency Management Agency (FEMA)</b>	Provides assistance for activities that must be necessary to do one of the following: eliminate or reduce an immediate threat to life, public health, or safety.
<b>Fees</b>	A general term used for any charge levied for providing a service or permitting an activity.
<b>Fiduciary Fund</b>	Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. OCFA fiduciary funds are not included in the Adopted Budget. Two fiduciary funds are reported in OCFA's CAFR, both of which are pension and other employee benefit trust funds.
<b>Fire Agencies Insurance Risk Authority (FAIRA)</b>	A public non-profit agency created by firefighters operated by and for Fire Districts. The OCFA participates in a pooled public entity liability coverage program through FAIRA.

**OCFA GLOSSARY continued**

<b>Fire/Explosion Call</b>	These are fire responses, even if the fire has been extinguished upon arrival. The category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires, and vehicle fires.
<b>Fire F.R.I.E.N.D.S.</b>	The Firesetter Regional Intervention Education Network and Delivery System is an intervention program for children and families affected by fireplay and firesetting.
<b>Fiscal Year</b>	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.
<b>Five-Year Capital Improvement Plan</b>	The Capital Improvement Program (CIP) has a Five-Year Plan that coincides with the OCFA's five-year Financial Forecasts. It reflects the budget developed for each CIP fund for five years.
<b>Fleet Management System</b>	This system provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
<b>Force Hire/Hiring</b>	A Force Hire is when an employee is required to work a shift they are not regularly scheduled to work, or had volunteered to work. This action applies to front-line response and dispatch personnel for which minimum staffing levels are required, to ensure adequate staffing on that shift..
<b>Fuel Modification Plan</b>	A plan for structures located next to vegetation to create a "defensible space" around the structure by removing dead plants, thinning existing foliage, using fire-resistive plants, and clearing space around the structure.
<b>Fund</b>	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.
<b>Fund Accounting</b>	System used by nonprofit organizations, particularly governments. Since there is no profit motive, accountability is measured instead of profitability. The main purpose is stewardship of financial resources received and expended in compliance with legal requirements.

**OCFA GLOSSARY continued**

<b>Fund Balance</b>	The difference between the assets and liabilities for a particular accounting entity.
<b>General Fund</b>	The primary operating fund of the Authority.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum standards for financial accounting reporting. They govern the form and content of the basic financial statements of the Authority.
<b>Geographic Information System (GIS)</b>	A computerized data collection, analysis, and presentation system that handles both tabular and geographic information.
<b>Good Intent Call</b>	Includes incidents that are cleared prior to arrival, such as a medical aid where the injured party has left the scene, or the initial information indicated that there were injuries and upon arrival no persons were injured. This category may also include calls where the informant has mistaken steam for smoke.
<b>Governmental Accounting Standards Board (GASB)</b>	The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.
<b>Governmental Accounting Standards Board Statement #54 (GASB 54)</b>	In March 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, <i>Fund Balance Reporting and Governmental Fund Type Definitions</i> . The intent of Statement No. 54 is to enhance the usefulness of fund balance information, clarify governmental fund type definitions, and promote greater comparability and consistency among municipal financial statements. Statement No. 54 eliminates the three existing fund balance categories (Reserved; Unreserved, designated; and Unreserved, undesignated), and replaces them with five new categories (Nonspendable, Restricted, Committed, Assigned, and Unassigned). The OCFA was required to implement GASB 54 during FY 2010/11.

**OCFA GLOSSARY continued**

<b>Government Finance Officers Association (GFOA)</b>	An organization of government finance officials in the United States and Canada. GFOA annually sponsors a Distinguished Budget Presentation Awards program and makes awards to those governmental budgets that meet program criteria as a policy document, an operations guide, a financial plan, and a communication device.
<b>Governmental Funds</b>	The OCFA's Governmental Funds include the General Fund, the Capital Funds, and the Debt Service Fund after implementation of GASB #54. The OCFA no longer has Special Revenue Funds.
<b>Hazardous Materials (HazMat) Call</b>	Includes Hazardous Material incidents, electrical wire arcing, suspected drug labs, or perceived problems that may prove to be a potential emergency.
<b>Hazardous Material Response Team (HMRT)</b>	A team of specially trained firefighters assigned to the HazMat units that are dispatched to hazardous material spills throughout the County.
<b>Insurance Services Office (ISO)</b>	ISO is an independent organization that collects information about municipal fire-protection efforts in communities throughout the nation. In each of those communities, ISO analyzes the relevant data and assigns a rating. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.
<b>Integrated Fire Prevention System (IFP)</b>	The Integrated Fire Prevention system provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.
<b>Intranet/(HIVE)</b>	The Intranet is a web-based system similar in nature to the Internet only for the OCFA employees. It provides all OCFA employees a centralized focal point to obtain Authority and personal information and data, and gives management the ability to distribute announcements, policy changes, and other information in a timely manner. Currently SharePoint is used to maintain the Intranet and is also called the HIVE.

**OCFA GLOSSARY continued**

<b>Jurisdictional Equity Adjustment Payment (JEAP)</b>	Pursuant to the second amendment to the OCFA's Joint Powers Agreement, Structural Fire Fund agencies are to be issued equity payments based on a calculation of the average Structural Fire Fund Tax Rate. These payments are intended to address member agency concerns regarding the relationship of financial contributions to level of service received. The second amendment was invalidated by ruling of the Courts. This reference is retained for historical purposes.
<b>John Wayne Airport (JWA)</b>	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).
<b>Joint Powers Agreement (JPA)</b>	The OCFA was formed as a joint powers authority pursuant to California Government Code section 6500 et seq. The joint powers agreement, which governs the point execution of powers by its members, was initially executed on March 1, 1995, and has subsequently been amended four times. The fourth amendment was ratified on February 5 <sup>th</sup> , 2019.
<b>Lease-Purchase Agreement</b>	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
<b>Local Agency Investment Fund (LAIF)</b>	LAIF is operated by the State of California to manage the pooled investments of the state's local government agencies.
<b>Major Funds</b>	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.
<b>Memorandum of Understanding (MOU)</b>	An MOU sets forth the terms of employment reached between the OCFA and the employee bargaining units.
<b>Mobile Data Computers (MDC)</b>	The MDCs are used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.

**OCFA GLOSSARY continued**

<b>Modified Accrual Basis</b>	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
<b>Natural Disaster Call</b>	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
<b>Objective</b>	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.
<b>Orange County Fire Way</b>	A booklet developed by staff and distributed to staff that summarizes the OCFA mission, vision, and values.
<b>Office of Emergency Services (OES)</b>	The Governor's Office of Emergency Services coordinates overall state agency response to major disasters in support of local government. The office is responsible for assuring the state's readiness to respond to and recover from natural, man-made, and war-caused emergencies, and for assisting local governments in their emergency preparedness, response, and recovery efforts. It is also known as CAL EMA.
<b>Operating Budget</b>	Day-to-day costs of delivering Authority services included in the General Fund.
<b>Operating Transfer</b>	Routine or recurring transfers of assets between funds, which must be authorized by the Board of Directors.
<b>Orange County Employees Retirement System (OCERS)</b>	Provides retirement benefits to OCFA employees
<b>Orange County Fire Incident Reporting System (OCFIRS)</b>	This system provides records management for all fire service (Fire, EMS, HazMat, etc.) incidents and investigations as mandated by County, State, and Federal Fire and EMS agencies/bureaus.
<b>Other Calls</b>	Includes citizen complaints and reports of fire code or ordinance violations.
<b>Paramedic Unit</b>	These vehicles are staffed by at least one paramedic and include paramedic vans, paramedic assessment units (PAU), and paramedic engines or trucks.

**OCFA GLOSSARY continued**

<b>Public Information Officer (PIO)</b>	The Public Information Office serves as the media liaison for the OCFA.
<b>Public Safety System</b>	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.
<b>Ready, Set, Go! Program</b>	The wildfire action plan for residents in the wildland-urban interface areas designed to help them prepare their homes, prepare their families, and leave the path of an approaching fire in a timely fashion.
<b>Regional Fire Operations and Training Center (RFOTC)</b>	The RFOTC is a twenty-acre facility, located in the City of Irvine, which houses a training center, automotive maintenance facility, warehouse, emergency communications, and administrative offices.
<b>Rescue EMS Call</b>	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
<b>Reserve Firefighter (RFF)</b>	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
<b>Resources</b>	The amounts available for appropriation including estimated revenues and beginning fund balances.
<b>Revenue</b>	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
<b>Rupture Call</b>	Includes vessels or containers that suffer failure or near failure due to extreme pressure from either an outside source, such as direct heating, or internally due to a cooling system failure or over-filling, such as a propane tank. Examples of this category also include explosions from bombs, dynamite, or similar explosives.
<b>Salaries &amp; Employee Benefits (S&amp;EB)</b>	Salaries and benefits paid to the OCFA's employees. Included are items such as retirement and insurance.

**OCFA GLOSSARY continued**

<b>Secured Fire Protection Agreement</b>	An agreement between the OCFA and a property developer addressing the provision of fire safety and emergency medical services for the benefit of future residents who will reside within the developed area.
<b>Service Call</b>	Includes incidents for persons in distress, such as a lock in or lock out of a vehicle or dwelling creating an emergency situation or critical need, and smoke or odor problems. This category would also include moving units from one station to another to provide area coverage.
<b>Service Charges</b>	Charges for specific services rendered.
<b>Services &amp; Supplies (S&amp;S)</b>	Items categorized as services & supplies in this budget include office supplies and other materials used in the normal operations of Authority's departments. Includes items such as uniforms, books, maintenance materials, and contractual services.
<b>San Onofre Nuclear Generation Station / Nuclear Power Plant (SONGS/NPP)</b>	The OCFA provides radiological monitoring and support teams in the event of emergencies.
<b>Standard Operating Procedures (SOP)</b>	A set of written procedures that document the intent, purpose, criteria, and course of action for specified practices of the OCFA. The SOPs are divided into four categories – Administration, Operations, Community Risk Reduction, and Support Services.
<b>State Responsibility Area (SRA)</b>	State Responsibility Areas are those portions of the County for which the State of California has primary fire suppression jurisdiction. The State contracts with the OCFA to provide these services.
<b>Strategic Plan</b>	The Customer Centered Strategic Plan is composed of goals and objectives designed to guide the Authority into the future.

**OCFA GLOSSARY continued**

<b>Structural Fire Fund (SFF)</b>	The Shade Tree Law of 1909 (Government Code § 25620 et seq.) empowered certain county boards of supervisors to levy property taxes designated to pay for county fire suppression/protection services. Within Orange County, this fund is called the Structural Fire Fund and each Tax Rate Area (except those in Cash Contract Cities) has a corresponding SFF rate that is applied to the 1% basic property tax levy.
<b>Structural Fire Fund (SFF) City</b>	Fifteen of the twenty- five member agencies of the OCFA are Structural Fire Fund cities. These municipalities, along with the unincorporated portions of the County, pay for their emergency services by a direct allocation of property tax revenue.
<b>Taxes</b>	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
<b>Tax and Revenue Anticipation Notes (TRAN)</b>	Short term financing mechanism that provides monies to cover temporary cash flow deficits within the General Fund, which is repaid during the same fiscal year.
<b>United States Forest Service (USFS)</b>	The Forest Service was established in 1905 and is an agency of the U.S. Department of Agriculture. The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres.
<b>Urban Search and Rescue (US&amp;R)</b>	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
<b>Warehouse Inventory System</b>	This system provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
<b>Wellness and Fitness (WEFIT) Program</b>	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.



**ORANGE COUNTY FIRE AUTHORITY  
COMMON ACRONYMS**

<b>ABH</b>	Assistance-by-Hire
<b>ACD</b>	Automatic Call Distribution
<b>AEP</b>	Achievement of Excellence in Procurement
<b>AFG</b>	Assistance to Firefighters Grant
<b>ALS</b>	Advance Life Support
<b>ARFF</b>	Aircraft Rescue & Firefighting
<b>AV</b>	Audio Visual
<b>AVL</b>	Automatic Vehicle Location
<b>BDU</b>	Battle Dress Uniform
<b>BLS</b>	Basic Life Support
<b>CAD</b>	Computer Aided Dispatch
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAFS</b>	Compressed Air Foam System
<b>CalARP</b>	California Accidental Release Prevention Program
<b>CAL EMA</b>	California Emergency Management Agency
<b>CAL FIRE</b>	California Department of Forestry and Fire Protection
<b>CalOSHA</b>	California Occupational Safety and Health Agency
<b>CalPERS</b>	California Public Employees Retirement System
<b>CBD</b>	Criteria-Based-Dispatch
<b>CCCS</b>	Countywide Coordinated Communication System
<b>CDF</b>	California Department of Forestry (aka CAL FIRE)
<b>CEPA</b>	Community Emergency Preparedness Academy
<b>CEQA</b>	California Environmental Quality Act
<b>CERT</b>	Community Emergency Response Teams
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CFFJAC</b>	California Fire Fighter Joint Apprenticeship Commission
<b>CIP</b>	Capital Improvement Program

**OCFA ACRONYMS  
continued**

<b>CPA</b>	Certified Public Accountant
<b>CPI</b>	Consumer Price Index
<b>CPU</b>	Central Processing Unit
<b>CQI</b>	Continuous Quality Improvement
<b>CRA</b>	Community Redevelopment Agency
<b>CRR</b>	Community Risk Reduction
<b>CSMFO</b>	California Society of Municipal Finance Officers
<b>CVS</b>	Community Volunteer Services
<b>DCAP</b>	Dependent Care Assistance Program
<b>DHS</b>	Department of Homeland Security
<b>DOC</b>	Department Operations Center
<b>DOP</b>	Digital Ortho Photography
<b>ECC</b>	Emergency Command Center
<b>EMD</b>	Emergency Medical Dispatch
<b>EMS</b>	Emergency Medical Services
<b>EMSA</b>	Emergency Medical Services Agency
<b>EMT</b>	Emergency Medical Technician
<b>EOA</b>	Exclusive Operating Area
<b>EPAC</b>	Emergency Planning and Coordination
<b>EPR</b>	Electronic Plan Review
<b>FAIRA</b>	Fire Agencies Insurance Risk Authority
<b>FEPP</b>	Federal Excess Personal Property
<b>FEMA</b>	Federal Emergency Management Agency
<b>FLSA</b>	Fair Labor Standards Act
<b>FPPC</b>	Fair Political Practices Commission
<b>F.R.I.E.N.D.S.</b>	Firesetter Regional Intervention Education Network and Delivery System
<b>FSO</b>	Fire Station Order
<b>GAAP</b>	Generally Accepted Accounting Principles

**OCFA ACRONYMS  
continued**

<b>GASB</b>	Governmental Accounting Standards Board
<b>GBT</b>	Goal Based Training
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GPS</b>	Global Positioning System
<b>HAZMAT</b>	Hazardous Materials
<b>HMD</b>	Hazardous Materials Disclosure
<b>HMRT</b>	Hazardous Material Response Team
<b>HVAC</b>	Heating, Ventilation & Air Conditioning
<b>ICS</b>	Incident Command System
<b>ICMS</b>	Investigations Case Management System
<b>IDF</b>	Intermediate Distribution Facility
<b>IFP</b>	Integrated Fire Prevention (System)
<b>IMT</b>	Incident Management Team
<b>IQS</b>	Incident Qualifications System
<b>ISO</b>	Insurance Services Office
<b>IT</b>	Information Technology
<b>JEAP</b>	Jurisdictional Equity Adjustment Payment
<b>JOC</b>	Job Order Contracting
<b>JPA</b>	Joint Powers Authority or Joint Powers Agreement
<b>JWA</b>	John Wayne Airport
<b>LAFCO</b>	Local Agency Formation Commission
<b>LAIF</b>	Local Agency Investment Fund
<b>LPDM</b>	Legislative Pre-Disaster Mitigation
<b>MDC</b>	Mobile Data Computers
<b>MOU</b>	Memorandum of Understanding
<b>NFPA</b>	National Fire Protection Association
<b>OCERS</b>	Orange County Employees Retirement System

**OCFA ACRONYMS  
continued**

<b>OCFA</b>	Orange County Fire Authority
<b>OCFD</b>	Orange County Fire Department
<b>OCHCA</b>	Orange County Health Care Agency
<b>OCFIRS</b>	Orange County Fire Incident Reporting System
<b>OCMEDS</b>	Orange County Medical Emergency Data System
<b>P&amp;D</b>	Planning and Development
<b>PC</b>	Personal Computer
<b>PCR</b>	Pre-hospital Care Report or Patient Care Report
<b>PEPRA</b>	Public Employees' Pension Reform Act
<b>PIO</b>	Public Information Office or Officer
<b>PO</b>	Purchase Order
<b>PPE</b>	Personal Protective Equipment
<b>PSS</b>	Public Safety System
<b>RAME</b>	Risk Analysis and Mitigation Evaluation
<b>RDA</b>	Redevelopment Agency
<b>RFF</b>	Reserve Firefighter
<b>RFOTC</b>	Regional Fire Operations and Training Center
<b>RFP</b>	Request for Proposal
<b>RMS</b>	Records Management System
<b>ROSS</b>	Resource Ordering and Status System
<b>RSG</b>	Rosenow Spevacek Group, Inc.
<b>R,S,G!</b>	Ready, Set, Go! Program
<b>S&amp;EB</b>	Salaries & Employee Benefits
<b>S&amp;S</b>	Services & Supplies
<b>SAFER</b>	Staffing for Adequate Fire Emergency Response
<b>SAN</b>	Storage Area Network
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SFF</b>	Structural Fire Fund

**OCFA ACRONYMS**  
**continued**

<b>SHSG</b>	State Homeland Security Grant
<b>SONGS/NPP</b>	San Onofre Nuclear Generation Station/Nuclear Power Plant
<b>SOP</b>	Standard Operating Procedures
<b>SQL</b>	Structured Query Language
<b>SRA</b>	State Responsibility Area
<b>STEPP</b>	Severity, Treatment, Education, Planning, & Prevention
<b>TAG</b>	Training Activities Group
<b>TDA</b>	Tractor Drawn Aerial (apparatus)
<b>TPA</b>	Third Party Administrator
<b>TRAN</b>	Tax and Revenue Anticipation Notes
<b>TRS</b>	Training Records System
<b>UAAL</b>	Unfunded Actuarial Accrued Liability
<b>UASI</b>	Urban Area Security Initiative
<b>UCI</b>	University of California at Irvine
<b>US&amp;R</b>	Urban Search and Rescue
<b>USFS</b>	United States Forest Service
<b>VHF</b>	Very High Frequency
<b>VoIP</b>	Voice over Internet Protocol (system)
<b>WEFIT</b>	Wellness and Fitness Program
<b>WUI</b>	Wildland Urban Interface

