



Orange County Fire Authority

FY 2020/21
Adopted Budget







FY 2020/21 Budget

Board of Directors

July, 2020

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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:

Professionalism
Enthusiasm
Organizational Integrity
Pride
Leadership
Effectiveness"

Our Motto

"In service of others!"



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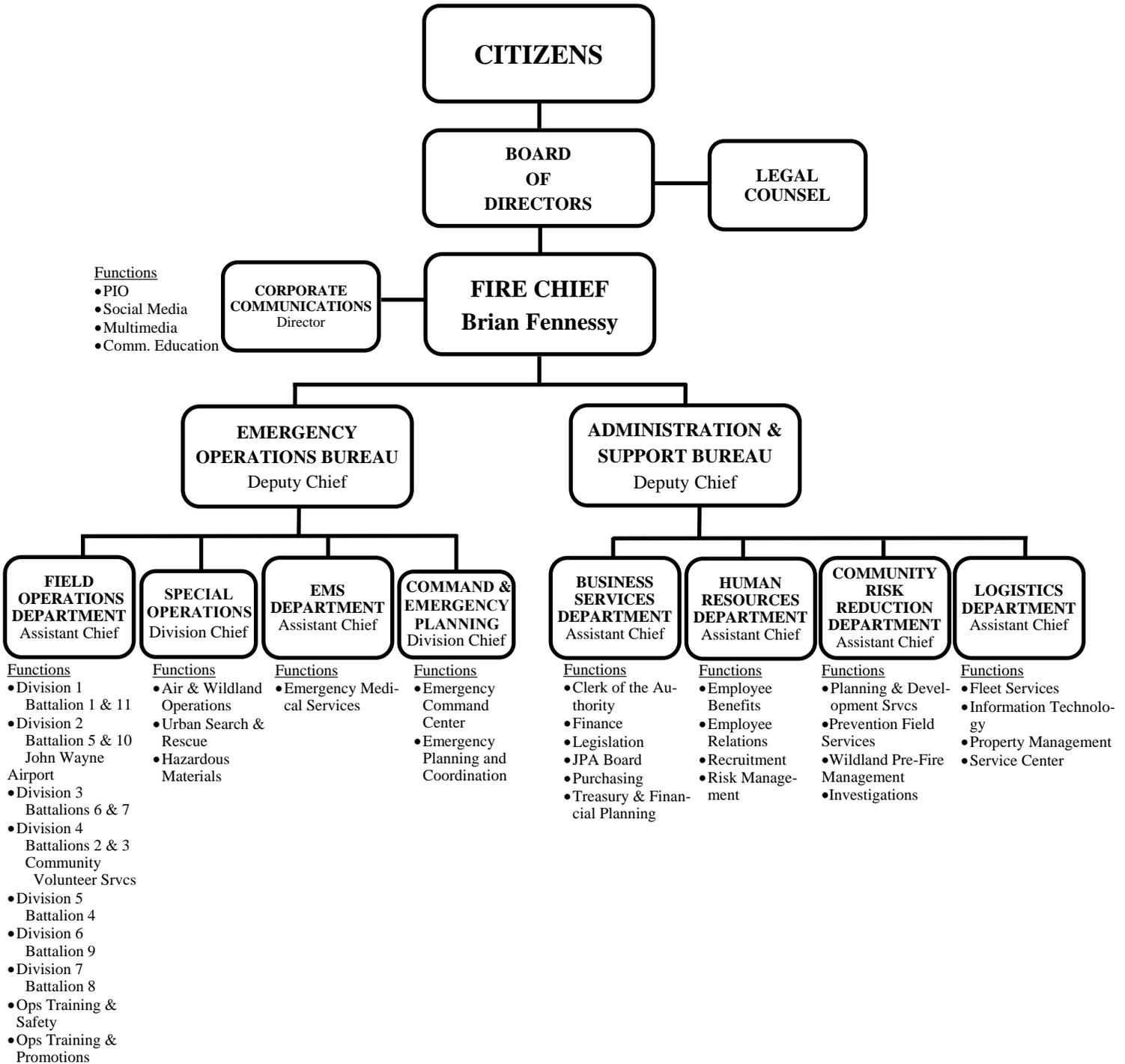
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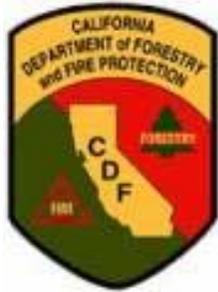
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ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART



Orange County Fire Authority at a Glance



Early in the 20th 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, the City of Santa Ana joined OCFA, and in August 2019, the City of Garden Grove joined OCFA. As of July 2020,

the City of Placentia departed OCFA bringing the current total of member agencies to 24.

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, Placentia and Fountain Valley). 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: 24

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

Area Served: 587 square miles (including over 190,822 acres of Federal and State Responsibility Areas)

Population Served: 1,930,382

Number of Stations: 77 (including two Specialty stations)



Apparatus:	Engine Companies:	118	Other Apparatus:	52
	Basic Life Support	3	Paramedic Squads	5
	Paramedic	60	Mass Casualty / Decon Unit	2
	Assessment	4	Air Utility/ Relief	2/ 2
	Wildland	13	Aircraft Rescue Firefighting	5
	Reserve	3	Hazardous Materials Teams	2
	“100 series”/ Surge/ Relief	15/20	Helicopters	4
			USAR Heavy / Medium Rescue	1/ 4
			Swift Water Rescue	4
			Command/Logistics/Rehab Unit	3
			Foam Tender	1
			Fuel Tender	3
			Patrols/Squads	14
	Truck Companies:	28		
	Basic Life Support	7		
	Paramedic	10		
	Relief	11		

Note: Please see the Appendix starting on pg. 269 for additional demographic information.

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 eight 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 2020/21, 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 three 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.

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 2020/21 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 2020/21. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2020/21 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 2020/21.

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.

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 2020/21, each section's services and supplies (S&S) budget was held flat at the FY 2019/20 level. This base budget excluded any one-time projects and grant funding that had been included in the FY 2019/20 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 2020/21 budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval by the Executive Management team.

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. 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 review, 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 discussion and

possible approval at the Board of Directors' Budget Workshop in May. A public hearing was held in May 2020 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, requires 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 2020/21 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2019

- Executive Management reviews draft budget policies and priorities

MARCH 2020

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

DECEMBER 2019

- 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 2020

- Property Tax Consultant provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/8/2020
- City Managers' Budget & Finance Committee reviews draft budget on 4/14/2020

JANUARY 2020

- CIP Managers submit the five-year CIP Budgets to respective Asst. 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 2020

- Budget & Finance Committee receives final property tax report from Property Tax Consultant, and reviews General Fund and CIP draft budget on 5/13/2020
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/28/2020
- Board of Directors adopts FY 2020/21 Proposed Budget on 5/28/2020

FEBRUARY 2020

- 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 Budget
- Cash Contract Cities notified of estimated charges

MARCH 2021

- Any necessary updates to the FY 2020/21 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 2020/21 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 2020/21 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.

Fund	Department(s) Responsible	Section(s)/Division(s) Responsible
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 2020/21 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, a fund 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.

SUMMARY OF DIFFERENCES		
Description	Fund-Based Financial Statements	Budget
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 2020/21.

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.

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 Association's best practices in financial reporting.

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

- **Financial Stability Budget Policy:** **Last Updated May, 2020**
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 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 to ensure an ongoing focus on fiscal health and a general process for 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, 2019

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.

- **Paydown 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 paydown the Unfunded Actuarial Accrued Liability (UAAL) for employee pensions, and the accrued Retiree Medical. Those strategies include:

- Contribute additional pension payments towards the UAAL from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year

- Contribute additional pension payments towards the UAAL 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, make an additional \$1 million payment towards the UAAL from the overfunded workers' compensation reserve
 - Beginning in FY 2017/18 make an additional payment of 50% of the General Fund surplus to the UAAL if CIP funds are sufficiently funded
 - Once the UAAL reaches 85% funding, redirect these payments to the unfunded Retiree Medical plan liability
-
- **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 establishes 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 option, known as Tax and Revenue Anticipation Notes (TRAN), allow the OCFA to operate without an interruption in service.
-
- **Emergency Appropriations Policy** **Last Updated September, 2008**
This policy establishes 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 November, 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, establishes 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.

This FY 2020/21 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 2020/21 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in November 2019 to guide FY 2020/21 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2020
- 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 joint labor management meetings

Key Budget Policies

Key budget policies established in November 2019 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 2019/20 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 Comprehensive Annual Financial Report (CAFR) on its website (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, 2019. 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; ensure 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, 2019

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, 2019. 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 2019/20 beginning July 1, 2019. 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. 2020-04

**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 2020/21**

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

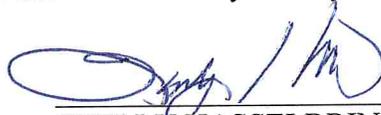
The appropriations budget for the Orange County Fire Authority for Fiscal Year 2020/21 is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$383,273,685
UAAL Pay-down to OCERS	\$12,368,859
Services and Supplies (including one-time)	\$31,997,741
Capital Outlay	<u>\$124,000</u>
Total Operating Appropriations	\$427,764,285
Operating Transfers-out of General Funds To CIP Fund(s) and Settlement Agreement Fund	\$22,788,603
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$8,062,500
Fund 123 – Fire Stations and Facilities	\$7,600,000
Fund 124 – Communications and Info. Systems	\$1,973,704
Fund 133 – Fire Apparatus	\$13,187,168
Fund 139 – Settlement Agreement	\$668,000
Fund 171 – Structural Fire Entitlement Fund	\$60,238
Fund 190 – Self-Insurance Fund	<u>\$20,057,235</u>
Total Other Funds Appropriations	\$51,608,845
<u>Reserves</u>	
10% Operating Contingency	\$38,806,343
Appropriation for Contingencies	\$3,000,000

FY 2020/21 OCFA Adopted Budget

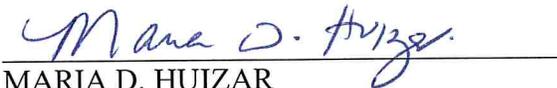
Orange County Fire Authority
Resolution No. 2020-04
Page 2

PASSED, APPROVED and ADOPTED this 28th day of May 2020.



SHELLY HASSELBRINK, CHAIR
OCFA Board of Directors

ATTEST:



MARIA D. HUIZAR
Clerk of the Authority

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

I, Maria D. Huizar, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2020-04 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 28, 2020, 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
	Rob Johnson, Cypress	Anthony Kuo, Irvine
	Thomas Moore, Seal Beach	Joseph Muller, Dana Point
	John O'Neill, Garden Grove	Sandy Rains, Laguna Niguel
	Vince Rossini, Villa Park	Ed Sachs, Mission Viejo
	Don Sedgwick, Laguna Hills	Dave Shawver, Stanton
	Michele Steggell, La Palma	Elizabeth Swift, Buena Park
	Tri Ta, Westminster	Mark Tettermer, Lake Forest
	Juan Villegas, Santa Ana	Donald P. Wagner, County of Orange
	Kathleen Ward, San Clemente	

NOES: None

ABSTAIN: None

ABSENT None

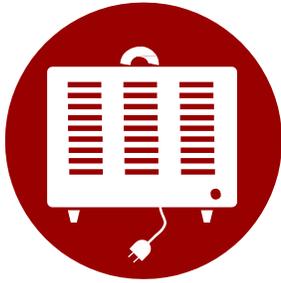


MARIA D. HUIZAR, CMC
Clerk of the Authority

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.

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) 2020/21. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2020/21 and meets our policy reserve requirements. We have adjusted revenues, expenditures, and positions associated with the City of Placentia's withdrawal from the OCFA and included additional position requests that will enhance the delivery of public safety services.

The OCFA continues to meet the unique challenges presented by the COVID-19 Pandemic, implementing comprehensive safety measures to protect the physical and behavioral health of our workforce and delivering on our mission to proudly serve the changing needs of our communities by providing exceptional emergency and support services. This budget is clearly one of conservation, yet continues enhancing services and provides funding for an array of necessary CIP projects. As the financial repercussions of the Pandemic are further understood in the coming months, we will continue to monitor and make adjustments where necessary to maintain fiscal stability and ensure the delivery of services.

At 63% of our revenues, property taxes are the largest component of our General Fund revenue budget. OCFA has contracted with Harris & Associates 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 73. Harris & Associates employs conservative assumptions and methodologies and has revised the forecast to include COVID-19 related impacts in their property tax revenue estimated growth rates. The property tax forecast projects an economic slowdown induced by the Pandemic followed by a recovery with average annual growth of 3.54% over the next five years.

In keeping with Harris & Associates forecasted trends, we have estimated that although property tax revenue dollars will continue to grow in FY 2020/21, the rate of estimated growth will slow as compared to previous years' estimates. Given 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; 24 positions were newly frozen with the City of Placentia’s withdrawal from the OCFA resulting in a total of 30 frozen, unfunded positions. At the highest point following the 2008 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 2019/20 level after one-time increases were removed. Requested increases for FY 2020/21 were reviewed and approved on a case-by-case basis.
- ***Salaries*** – The budget includes scheduled salary increases for positions in the Orange County Employees Association and OCFA Management Association labor groups. No salary increases were included for the Firefighter and Fire Management labor groups, since the MOUs for these two groups were set to expire early in the fiscal year, and successor MOUs had not yet been completed at the time of budget adoption. Merit increases are included for qualifying employees.
- ***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. Several projects were deferred out to later years within the five-year planning cycle, compared to the original proposed timelines, to remain fiscally conservative and to preserve capital funding while the OCFA is operating in an uncertain economic environment. The five-year CIP was also reviewed and approved by the CIP Ad Hoc Committee.
- ***Snowball Plan*** – The budget includes approximately \$12.4 million in additional unfunded pension liability payments, in accordance with Board direction to continue to pay down the UAAL.

Consistent with our approach since the end of the Great Recession, we have employed conservative measures in the development of the FY 2020/21 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.*

- **Explore service delivery improvements that can result from implementation of new technologies** – During the prior fiscal year, two pilot programs for service delivery improvement were completed: the Next Generation Aerial Operations Based Pilot Program made possible by funding from Southern California Edison; and the Fire Integrated Real-Time Intelligence System Pilot Program made possible by funding from the State. These pilot programs enhanced services by increasing our air operations response capabilities and creating a new source of intelligence related to fire behavior.
- **Continue policy efforts and Board action to reduce unfunded liabilities** – Pay down of OCFA’s Unfunded Pension Liability (aka, the “Snowball Plan”) with the Orange County Employees Retirement System (OCERS) continued in the prior year. 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 pay down 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 \$434.7 million as of December 2019. This is a result of actual voluntary UAAL payments of approximately \$108.4 million in the past seven 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 Snowball 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, 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, the Board approved a fourth 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.

In December of 2019, a total of \$13.6 million was transmitted by OCFA to OCERS for the accelerated pension paydown plan. This total included \$4 million approved by the Board in November of 2019 (coming from FY 2018/19 fund balance) and \$9.6 million accelerated pension paydown amount approved as part of the FY 2019-20 budget. As of the December 31, 2019 Actuarial Study, OCFA's pension plan is 80.04% funded.

As required under the Irvine Settlement Agreement, OCFA deposited \$2 million into the PARS 115 Trust to be used towards Member Cities' share of OCFA's UAAL.

- **Recognize and respond to changing budgetary conditions, not only on behalf of OCFA, but also considering OCFA financial impacts to member agencies** – In November 2019, the Board approved allocating \$1.0M of FY 2018/19 fund balance towards fire station improvement projects.

In May 2020, the Board approved the FY 2020/21 Budget and directed staff to delay the timing for when OCFA remits the FY 2020/21 Snowball pension paydown plan payment to OCERS until further direction is provided. In addition, the Board directed staff to exclude the FY 2020/21 Snowball pension paydown plan payment from the cash contract city charge calculation in order to provide relief from future ongoing increases.

- **Negotiate and implement successor MOUs for the Firefighters Association and the Chief Officers Association, keeping focus on OCFA's mission and sustainability of services** – OCFA reached agreement with the Orange County Professional Firefighters Association, and the proposed MOU was approved by the Board at the meeting of August 27, 2020. The impact of this MOU is not reflected in the Adopted Budget but will be incorporated as a mid-year budget adjustment

Negotiations with the Chief Officers Association have been successful and resulted in a tentative agreement that will be considered by the Board on September 24, 2020.

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** – The OCFA graduated Academies 48, 49, and 50 during FY 2019/20 and the intensive focus on putting paramedics into the field has resulted in a significant decrease in force hires for all ranks. Average forced overtime shifts per employee in every rank for the quarter ending June 2020 were significantly reduced

(or nearly eliminated), compared to the quarter ending June 2019. Forced overtime activity has also trended down for dispatchers from June 2019 to June 2020.

- **Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates** – OCFA created the Outreach & Recruitment Team to support short and long-term firefighter trainee recruitment goals. The team attends recruitment events that target potential candidates from underrepresented populations, those who are transitioning from the military, and those who are competitive athletes.
 - **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 continues to lead activities to reduce injuries and illnesses, while improving overall employee wellness. Injury reduction activities have focused on high frequency and severity of injuries including strains, cancer, cardiac, and post-traumatic stress disorder.
 - **Develop and implement strategic communications plans to highlight various programs that OCFA has in place** – A behavioral health campaign was completed in September 2019 to educate our workforce on help that is available. Concepts for additional topic campaigns have been established. Staff is continuing to gather information through research and discussions with subject matter experts in the development of a comprehensive communications plan for behavioral health, cancer awareness, and the Wellness and Fitness (WEFIT) programs.
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** – OCFA contracted with a cyber-security consultant to perform an assessment of OCFA's vulnerability. The initial assessment study has been completed and an RFP will be issued in the first quarter of FY 2020/21 to implement the recommendations.
 - **Improve capabilities for continuity of operations, including establishment of a data center colocation facility, and a data center fire protection upgrade** – An initial co-location site has been selected and site preparations and modification began in January 2020 with a second site to be located by the fourth quarter of 2020. OCFA has gone out to bid on the data center fire protection upgrade project.
 - **Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction** – The in-house built system named "IRIS" (OCFIRS replacement) is complete and actively being field tested for additional adjustments. Replacement of the Community Risk Reduction and EMS systems is in process.

- **Enhance internal communication of financial information and records management through automation and process improvements** – The Clerk’s Office launched an online payment portal for public records that will allow requestors ease of payment and better internal controls.

The Clerk’s Office is finalizing efforts to launch a pilot Board Member Web Portal. The portal will enhance communication of reference documents, calendaring of events, and distribution of information.

The Finance Division implemented MyFinance Web Portal for real-time reporting, viewing, and downloading of OCFA financial activity.

The Finance Division is in the process of implementing an Accounts Payable workflow and integrated document imaging solution, which will enable automated invoice data capture, electronic invoice routing, and electronic records storage, as well as reduce the time and effort between the receipt of invoice and payment.

The Purchasing Division implemented electronic Purchase Order/Blanket Orders to automate the delivery of documents to internal and external customers. In addition, staff is currently automating electronic requisitions to streamline purchasing processes.

The Treasury & Financial Planning Division implemented a check scanner to ensure same day deposit. This new technology has eliminated the need for a courier and expedited the deposit of checks.

Highlights of Priorities Established for the FY 2020/21 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 or public-private partnership, improve efficiencies, and assist to keep costs down. We will complete a pilot program of at least one new technology in pursuit of this objective.
- Initiate early planning for the next renewal of the OCFA JPA that will be effective in July 2030, including exploration of long-term solutions to address costing matters relative to cash contract member agencies. OCFA will initiate stakeholder input and develop draft timelines.

- Continue policy efforts and Board action to recognize and respond to changing budgetary conditions, and to reduce unfunded liabilities, thereby improving sustainability of services. As directed by the Board and the fourth Amendment to the JPA, we will continue our progress on the Snowball plan to pay down unfunded liabilities.
- Continue to pursue OCFA priorities through the implementation of the Board-adopted legislative platform and through pursuit of grant funding opportunities.

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

- Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring; we expect that the average number of vacant positions per rank will be reduced as compared to previous years.
- Continue fostering career progression and succession planning using strategic mentorships to develop future leaders within OCFA and by supporting an organizational culture that embraces learning, encourages vision, and celebrates employee 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 will implement training, messaging and actions stressing the importance of a diverse and inclusive workforce.
- Develop and offer new innovative methods to further advance organizational focus on behavioral health, including proactive and preventative activities focused on mental wellness. At least one new program will be implemented over the course of the fiscal year.
- Ensure that firefighter academy course content and associated testing processes are carefully reviewed to ensure they remain appropriately correlated with Firefighter job performance requirements. A dedicated Chief Officer position will be identified for focused leadership to perpetually refine course content and testing processes.
- Streamline the process of completing facility repairs and improvements, with increased urgency and priority. We will update the current facility repair request system to provide better visibility to the requestor on the status of the repair request.

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.*

FY 2020/21 OCFA Adopted Budget

- Enhance physical-security, cyber-security, and safety to personnel and systems. OCFA will utilize security consultants to assess and plan security enhancements.
- 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.
- Improve capabilities for continuity of operations, including establishment of a data center co-location facility, backup dispatch center, and a data center fire protection upgrade. During this fiscal year we expect to enter into a services agreement and install backup hardware and software for our critical IT systems.

Total Budget Overview

The total revenue budget for FY 2020/21 is \$473.2 million and total expenditures are \$479.4 million across all funds. 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 \$12.4 million to OCERS to pay down the unfunded pension liability.

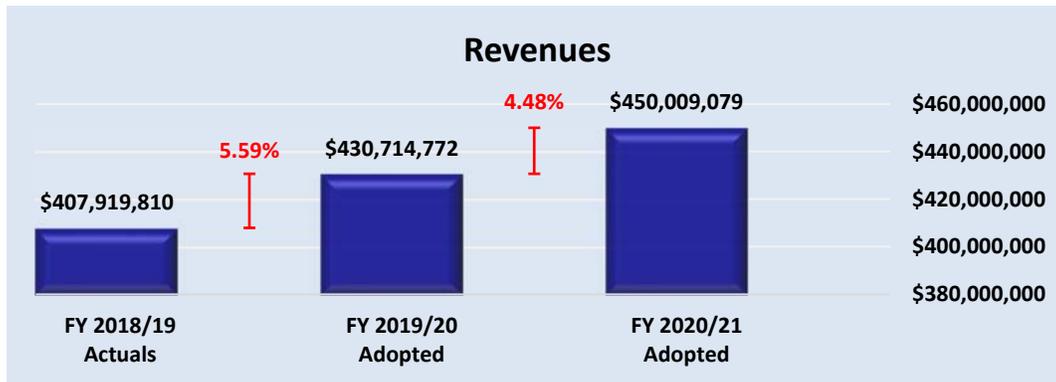
The Financial Stability Policy prescribes how to allocate the General Fund surplus. The policy requires that 50% of the surplus be transferred to the CIP and 50% be allocated to pay down OCFA's unfunded liabilities as part of the March mid-year budget adjustments. The policy allows for the transfer of surplus to CIP funds at the onset of the fiscal year to prevent the CIP fund from experiencing a negative fund balance during the fiscal year and also allows for up to 100% allocation of the surplus to CIP funds if the 50% allocation is insufficient to fund CIP expenditures. Both of these provisions were employed for FY 2020/21 to transfer approximately \$19.6 million in General Fund surplus to the CIP funds at the start of the fiscal year.

General Fund Budget Overview

General Fund revenue for FY 2020/21 is budgeted at \$450.0 million, and expenditures are budgeted at \$427.8 million, including a one-time adjustment of approximately \$12.4 million to pay down the UAAL. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing and one-time operating expenditures.

General Fund Revenues

The table on the following page 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 \$285.6 million. As a category, it is projected to increase by approximately 5.00% in FY 2020/21. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 4.54% based on an annual property tax study prepared by Harris & Associates.

The next largest revenue category, Charges for Current Services, represents 32% of the General Fund’s revenues at approximately \$137.8 million. This category is estimated to increase by 0.95%. Although most cash contract city base service charges are increasing by 4.38%, Placentia’s withdrawal from the OCFA resulted in a \$6.6 million revenue reduction.

The Intergovernmental revenue category is budgeted at approximately \$25.0 million, increasing 25.2% from the FY 2019/20 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. The 25.2% increase is due to a 37.2% increase in Redevelopment Area Pass-Through revenue based on projections provided by Harris & Associates and a 12.6% increase in OCFA’s CAL FIRE contract.

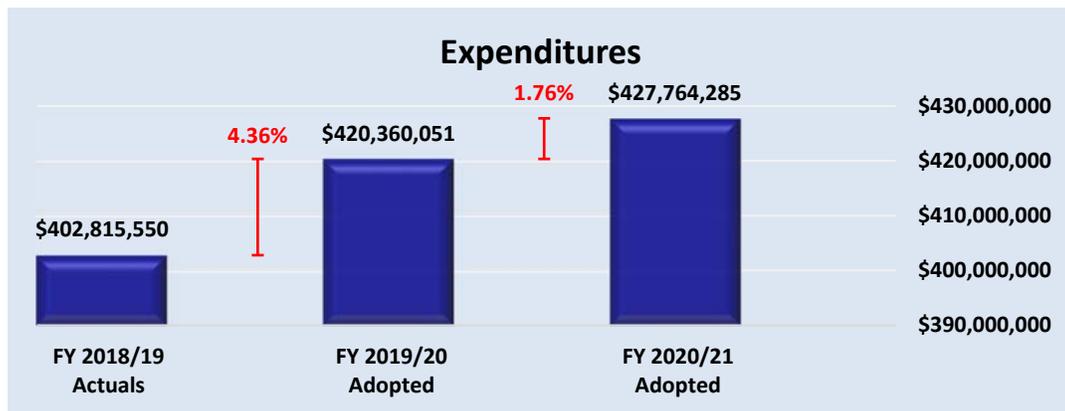
Interest revenue (Use of Money and Property) of approximately \$414K is based on estimated cash flows and a projected interest rate of 0.25% for the remainder of 2020 and 1.0% for the second half of FY 2020/21.

Finally, the Other, or miscellaneous revenue category is budgeted at \$1.1 million, growing by 10.8% in FY 2020/21.

General Fund Expenditures

As shown in the table on the following page, General Fund expenditures increased approximately 1.8% overall from FY 2019/20.

FY 2020/21 OCFA Adopted Budget



Salaries and Employee Benefits (S&EB) total approximately \$395.6 million in FY 2020/21, or a 2.5% increase compared to the FY 2019/20 Adopted Budget. Although Placentia's withdrawal from the OCFA reduced S&EB expenditures, increased retirement, workers compensation, and insurance costs contributed to the overall increase.

Services & Supplies total approximately \$32.0 million in FY 2020/21, a 3.9% decrease from the FY 2019/20 Adopted Budget. Services & Supplies budgets were held flat where possible and one-time increases that were approved for FY 2019/20 were not renewed in FY 2020/21.

Staffing Changes

With this FY 2020/21 budget, we made the following position changes:

- Froze 24 safety employees related to the City of Placentia. This includes 6 Fire Captains, 6 Fire Apparatus Engineers and 12 Firefighters.
- Added three Firefighter/Paramedics to provide for one additional post position for the Engine at Fire Station 15 in Silverado. 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 five years. (This change is funded by Structural Fire Fund property tax revenue.)
- Added a Limited-Term Construction Manager to oversee the architectural design and construction of bathroom and privacy related tenant improvement projects within existing fire stations.

The Chart of Authorized Positions and Summary of Regular Positions by Department on pages 67-70 of this document includes 30 remaining frozen positions which are not funded in the FY 2020/21 Adopted Budget. These include: 1 Organizational and Development Training Manager, 1 Office Services Specialist, 15 Firefighters, 6 Fire Apparatus Engineers, and 7 Fire Captains. The 5 Urban Search & Rescue (US&R) positions, namely 1 Battalion Chief, 1 Senior Fire Equipment

Technician, and 3 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 2020/21 is \$30.8 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 \$8.1 million funds projects including fire station alarm system upgrades; station bathroom gender accommodation; Fire Station 44 (Helicopter Ops) dormitory privacy and training room and kitchen remodel; 800 MHz and VHF Radio replacement; RFOTC uninterruptible power source replacement; and routine replacement of personal computers, printers, and network servers.

Fire Stations and Facilities (Fund 123)

- The approximately \$7.6 million budget will fund the expansion and upgrades of the RFOTC Training Grounds; infrastructure security enhancements, retrofit of existing station fire life safety systems; fire station bathroom improvements, and preliminary expenditures for the replacement of Fire Station 10 in Yorba Linda and Fire Station 24 in Mission Viejo.

Communications and Information Systems (Fund 124)

- The budget of approximately \$2.0 million will fund the replacement of the Community Risk Reduction – Integrated Fire Prevention application; replacement of the Emergency Medical Systems enterprise system; progress on the OCFA disaster recovery co-location facility; and Enterprise audio visual upgrades.

Fire Apparatus (Fund 133)

- Approximately \$13.2 million has been included in the FY 2020/21 budget for the replacement of five 100' quint trucks; one hazardous materials vehicle; seven pickup utility vehicles; two squad vehicles; one full-size SUV; one superintendent vehicle; and one terrain ATV vehicle. One TDA 100' quint truck is funded by a developer agreement. Finally, thirty-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. In years where there

is an MOU expiration, the Board is provided several scenarios using a 0%, 1% and 2% salary increase. 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.

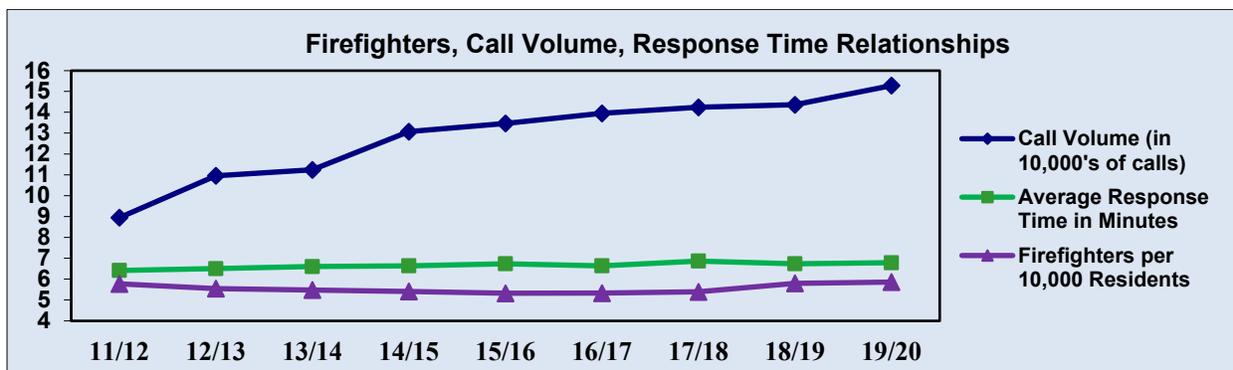
In order to maintain a balanced Five-Year Financial Forecast, staff continues to aggressively pursue the following measures:

- 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
- 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

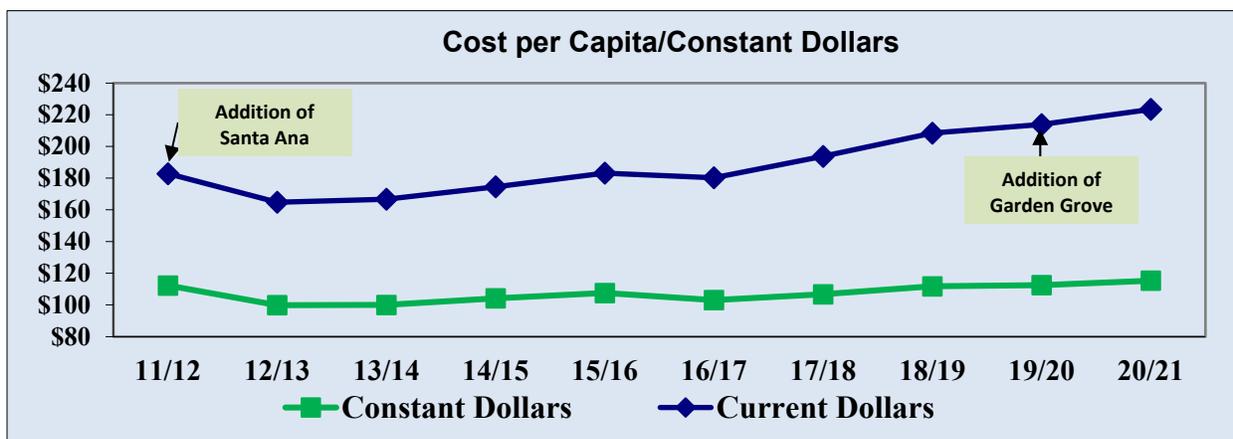
The graph below includes the addition of the City of Garden Grove to OCFA and shows that our ratio of firefighters per 10,000 residents increased slightly in the last two fiscal years from 5.39 to 5.86 firefighters for every 10,000 residents. At our lowest point in FY 2015/16 the ratio was 5.32. During the past 10-year time frame, our emergency call load has increased by 83%, due in part to the City of Santa Ana joining the OCFA in April of 2012 and the City of Garden Grove joining in August 2019.

During this period, the average response time for emergency calls has remained relatively constant at less than seven minutes per call. Response time, which measures the elapsed time between 9-1-1 answer and the first fire department unit arrival, is 7:59 at the 80th percentile (80% of emergency calls are responded to within 7:59) and 9:15 at the 90th percentile.



Cost per Capita

The graph below reflects the impact of staffing and demographic changes that have occurred during the ten-year period. 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 through 2020/21 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 forced hires. FY 2019/20 numbers include the approximate 175,000 increase in population from the City of Garden Grove joining OCFA during this fiscal year and FY 2020/21 reflects a reduction of approximately 51,000 for the City of Placentia.



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 745,000 in a 359 square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire’s case, 72% of their revenue is derived from property tax, while in OCFA’s case the number is approximately 63%. The OCFA serves a population of 1.93 million stretching over 587 square miles.

Metro Fire’s General Fund expenditure budget for FY 2020/21 is approximately \$229.1 million, while OCFA’s is \$427.8 million. This results in a spending ratio of approximately \$308 per capita for Metro Fire and \$222 per capita for OCFA.

Customer Satisfaction

During the first three quarters of FY 2019/20, more than 11,500 customer satisfaction surveys were distributed. The overall satisfaction ratings for the past 10 years have continued to range between 97% and 98%. These consistent high ratings demonstrate that our communities place a high value on the quality of OCFA's services, and we continue to meet or exceed service expectations. Over the next fiscal year, OCFA will explore opportunities to enhance the customer satisfaction survey by automating this process.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the twelfth time to the Orange County Fire Authority for its FY 2019/20 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 2020/21 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 28, 2020



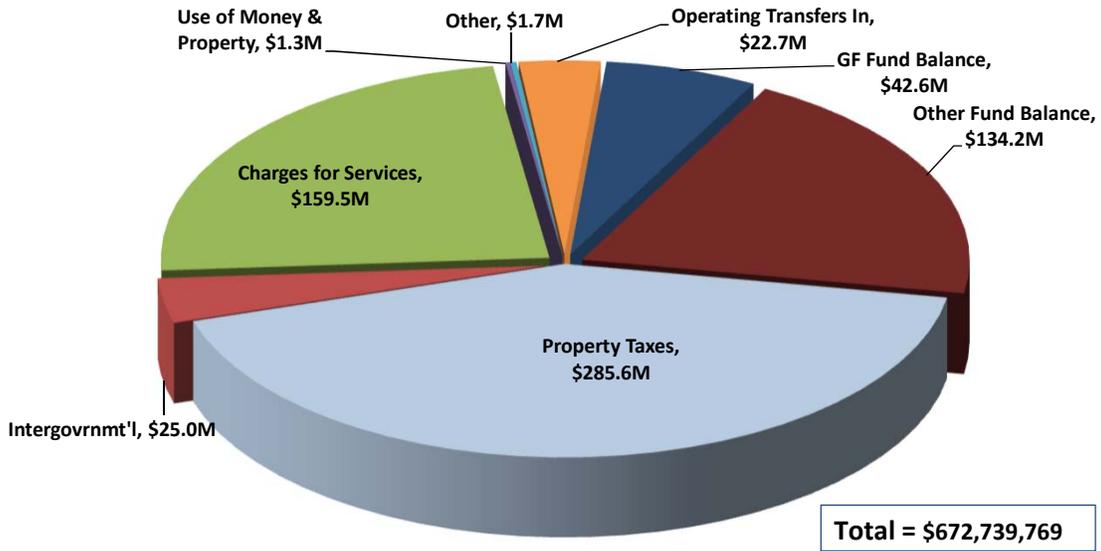
ORANGE COUNTY FIRE AUTHORITY

Budget Summary

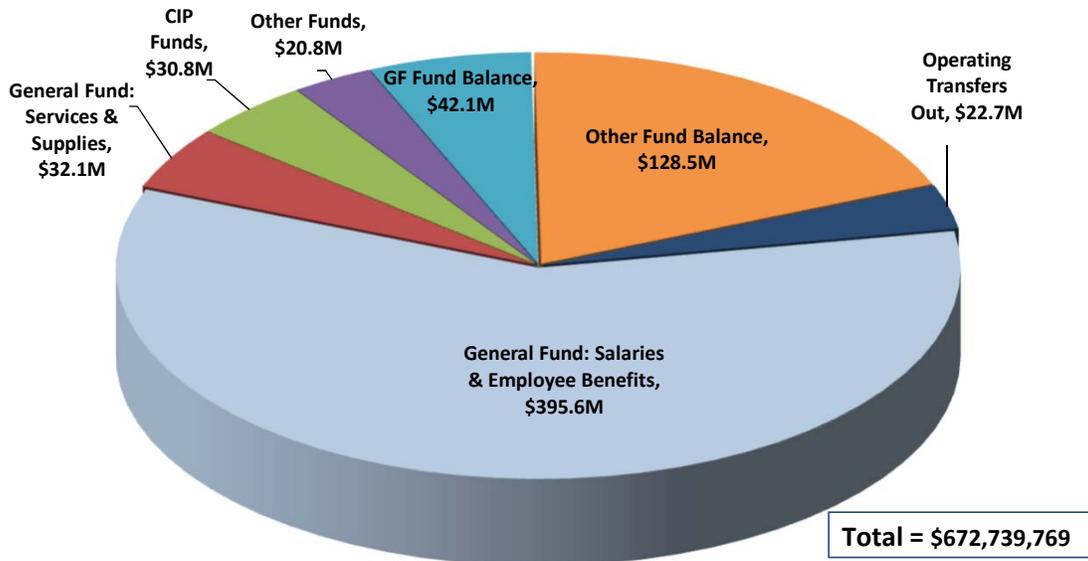


FY 2020/21 Funding Sources and Uses
All Funds

Where the Money Originates



Where the Money Goes



FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY
FY 2020/21**

	121 General Fund	12110 General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems	133 Fire Apparatus
FUNDING SOURCES					
Property Taxes	285,647,942	-	-	-	-
Intergovernmental	24,986,249	-	-	-	-
Charges for Current Services	137,821,137	-	-	-	1,632,441
Use of Money & Property	414,251	-	60,212	17,104	78,537
Other	1,139,500	-	540,000	-	-
Total Revenue & Other Financing Sources	450,009,079	-	600,212	17,104	1,710,978
Operating Transfer In	-	9,000,000	-	-	11,059,336
Beginning Fund Balance	42,619,205	277,969	8,848,639	2,755,328	640,927
TOTAL AVAILABLE RESOURCES	\$492,628,284	\$9,277,969	\$9,448,851	\$2,772,432	\$13,411,241
EXPENDITURES					
Salaries & Employee Benefits	\$383,273,685	-	-	-	-
Services & Supplies	31,997,741	7,332,500	-	450,000	-
Capital Outlay	124,000	730,000	7,600,000	1,523,704	13,187,168
Subtotal Expenditures	415,395,426	8,062,500	7,600,000	1,973,704	13,187,168
UAAL Paydown	12,368,859	-	-	-	-
Total Expenditures & Other Uses	427,764,285	8,062,500	7,600,000	1,973,704	13,187,168
Appropriation for Contingencies ⁽¹⁾	3,000,000	-	-	-	-
Operating Transfer Out	22,727,336	-	-	-	-
Ending Fund Balance	39,136,663	1,215,469	1,848,851	798,728	224,073
TOTAL FUND COMMITMENTS & FUND BALANCE	\$492,628,284	\$9,277,969	\$9,448,851	\$2,772,432	\$13,411,241

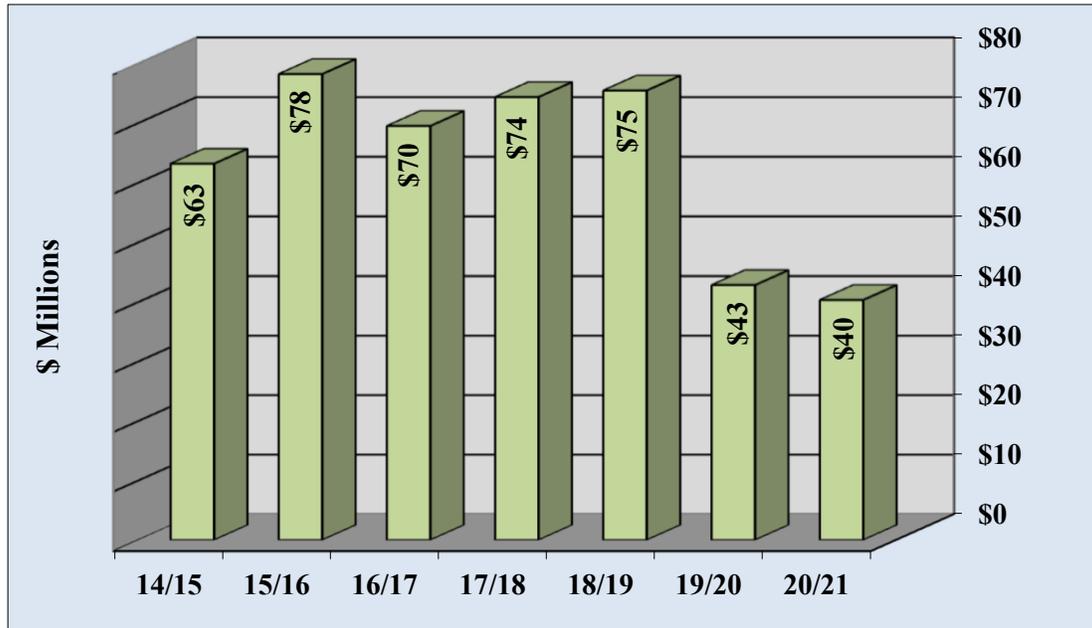
(1) Requires Board approval to spend

**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY
FY 2020/21**

	139 Settlement Agreement	171 SFF Entitlement	190 Self- Insurance	Total
FUNDING SOURCES				
Property Taxes	-	-	-	\$285,647,942
Intergovernmental	-	-	-	24,986,249
Charges for Current Services	-	-	20,093,346	159,546,924
Use of Money & Property	148,770	1,157	583,754	1,303,785
Other	-	-	-	1,679,500
Total Revenue & Other Financing Sources	148,770	1,157	20,677,100	473,164,400
Operating Transfer In	2,668,000	-	-	22,727,336
Beginning Fund Balance	21,902,402	59,081	99,744,482	176,848,033
TOTAL AVAILABLE RESOURCES	\$24,719,172	\$60,238	\$120,421,582	\$672,739,769
EXPENDITURES				
Salaries & Employee Benefits	-	-	-	\$383,273,685
Services & Supplies	668,000	60,238	20,057,235	60,565,714
Capital Outlay	-	-	-	23,164,872
Subtotal Expenditures	668,000	60,238	20,057,235	467,004,271
UAAL Paydown	-	-	-	12,368,859
Total Expenditures & Other Uses	668,000	60,238	20,057,235	479,373,130
Appropriation for Contingencies ⁽¹⁾	-	-	-	3,000,000
Operating Transfer Out	-	-	-	22,727,336
Ending Fund Balance	24,051,172	-	100,364,347	167,639,303
TOTAL FUND COMMITMENTS & FUND BALANCE	\$24,719,172	\$60,238	\$120,421,582	\$672,739,769

(1) Requires Board approval to spend

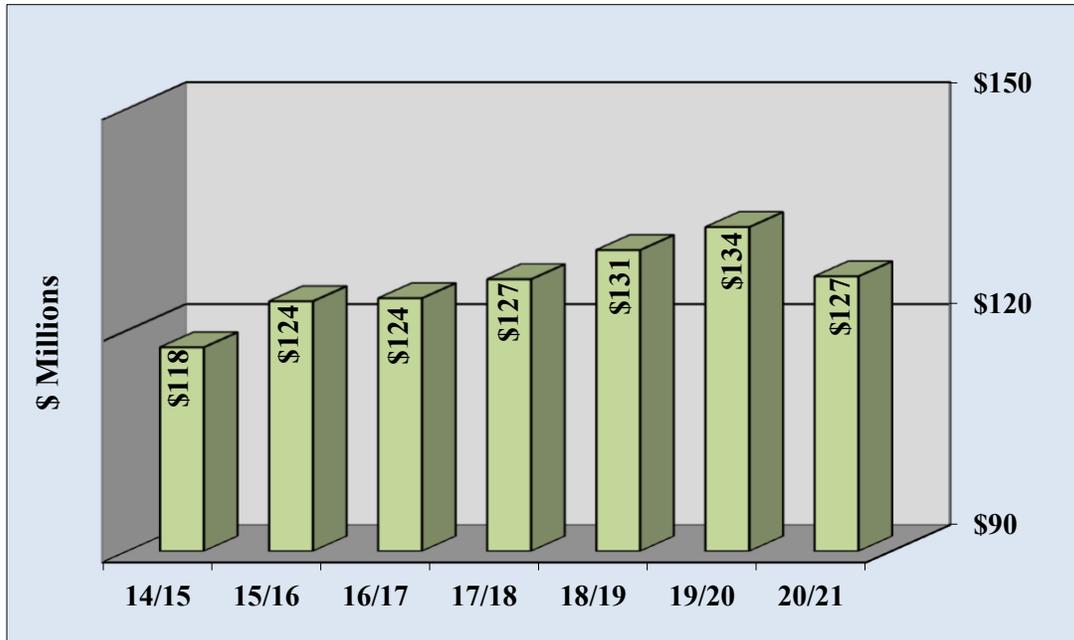
Ending Fund Balances General Fund



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 decreased significantly in FY 2019/20 due to a large transfer of funds to establish the new Fund for the Irvine Settlement Agreement.

Note: FY 2014/15 through FY 2018/19 are based on actuals, and FY 2019/20 through FY 2020/21 are budget figures. Refer to page 78 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; and 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 2020/21 include the expansion and upgrade of the RFOTC Training Grounds, the replacement of several stations including Station 24 (Mission Viejo) and Station 10 (Yorba Linda). The Five-Year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year.

Note: FY 2014/15 through FY 2018/19 are based on actuals, and FY 2019/20 through FY 2020/21 are budget figures. Refer to page 78 to review chart of contingency reserves.

FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2014/15 - FY 2020/21**

Fund No.	Fund Type	Fund Description	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual
Available Fund Balances - July 1			\$170,687,008	\$168,178,374	\$202,129,972	\$194,024,104
REVENUES						
121	General	General Fund	\$330,232,488	\$351,431,518	\$372,444,560	\$401,282,669
122	Capital Projects	Facilities Maintenance & Improvement	826,075	-	-	-
123	Capital Projects	Fire Stations & Facilities	7,974,165	3,492,661	1,224,108	2,426,292
124	Capital Projects	Communications & Info Systems	311,007	424,470	323,632	447,171
133	Capital Projects	Fire Apparatus	2,152,013	1,745,326	1,640,905	3,466,078
139	Other	Settlement Agreement	-	-	-	-
171	Other	SFF Entitlement	2,643	3,510	3,169	14,958
190	Other	Self Insurance	14,016,519	13,117,369	11,857,781	18,446,212
TOTAL REVENUES - ALL FUNDS			\$355,514,910	\$370,214,854	\$387,494,154	\$426,083,380
EXPENDITURES						
121	General	General Fund Departments/Divisions:				
		Executive Management	\$11,224,859	\$11,555,586	\$3,677,086	\$15,396,771
		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	240,403,063	250,182,843	264,804,785	298,240,219
		Special Operations	N/A	N/A	N/A	N/A
		Community Risk Reduction	14,058,785	15,329,443	15,717,388	10,834,134
		Organizational Planning	1,279,240	1,756,508	10,773,820	N/A
		Business Services	40,770,226	28,834,536	29,028,898	34,997,181
		Logistics (previously Support Services)	25,305,352	27,934,726	29,260,624	33,502,483
		Sub-total General Fund	333,041,526	335,593,643	353,262,601	392,970,788
12110	Capital Projects	General Fund CIP	775,832	1,084,433	5,288,854	2,557,479
122	Capital Projects	Facilities Maintenance & Improvement	(27,443)	-	-	-
123	Capital Projects	Fire Stations & Facilities	6,312,389	137,655	1,124,079	556,350
124	Capital Projects	Communications & Info Systems	519,009	90,188	7,373,476	1,186,357
133	Capital Projects	Fire Apparatus	11,051,007	4,367,357	18,409,924	7,424,749
139	Other	Settlement Agreement	-	-	-	-
171	Other	SFF Entitlement	95,996	110,312	37,981	67,655
190	Other	Self Insurance	6,443,251	7,892,111	10,202,005	13,306,197
TOTAL EXPENDITURES - ALL FUNDS			\$358,211,567	\$349,275,700	\$395,698,920	\$418,069,575
Net Operating Transfers In (Out)			-	-	-	-
Adjustments (a)			188,024	13,012,443	98,898	204,602
Available Fund Balances - June 30			\$168,178,374	\$202,129,972	\$194,024,104	\$202,242,511
% Fund Balance increase (decrease) from prior year (b)			-1.47%	20.19%	-4.01%	4.24%

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 2014/15 - FY 2020/21

Fund No.	Fund Type	Fund Description	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget
Available Fund Balances - July 1			\$202,242,511	\$206,299,209	\$176,848,033
REVENUES					
121	General	General Fund	\$407,919,810	\$459,670,070	\$450,009,079
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-
123	Capital Projects	Fire Stations & Facilities	1,078,047	963,115	600,212
124	Capital Projects	Communications & Info Systems	245,373	131,948	17,104
133	Capital Projects	Fire Apparatus	1,857,200	2,087,515	1,710,978
139	Other	Settlement Agreement	-	412,402	148,770
171	Other	SFF Entitlement	37,406	21,945	1,157
190	Other	Self Insurance	20,217,993	22,431,380	20,677,100
TOTAL REVENUES - ALL FUNDS			\$431,355,829	\$485,718,375	\$473,164,400
EXPENDITURES					
121	General	General Fund Departments/Divisions:			
		Executive Management	\$6,832,539	\$8,353,270	\$9,083,595
		Human Resources	8,964,735	11,167,614	10,492,214
		Emergency Medical Services	4,953,961	5,520,055	5,458,441
		Command and Emergency Planning	7,557,944	8,377,593	8,424,779
		Operations	284,952,505	315,612,180	309,789,091
		Special Operations	17,718,607	37,848,709	13,055,929
		Community Risk Reduction	9,804,441	11,664,231	15,835,456
		Organizational Planning	N/A	N/A	N/A
		Business Services	30,456,805	25,164,657	23,511,138
		Logistics (previously Support Services)	31,574,014	35,947,616	32,113,642
		Sub-total General Fund	402,815,551	459,655,925	427,764,285
12110	Capital Projects	General Fund CIP	2,065,551	8,900,884	8,062,500
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-
123	Capital Projects	Fire Stations & Facilities	1,437,316	9,511,707	7,600,000
124	Capital Projects	Communications & Info Systems	3,927,665	4,463,508	1,973,704
133	Capital Projects	Fire Apparatus	5,275,772	17,698,655	13,187,168
139	Other	Settlement Agreement	-	2,178,000	668,000
171	Other	SFF Entitlement	195,509	1,301,444	60,238
190	Other	Self Insurance	11,961,307	11,459,428	20,057,235
TOTAL EXPENDITURES - ALL FUNDS			427,678,671	\$515,169,551	\$479,373,130
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			379,540	-	-
Available Fund Balances - June 30			\$206,299,209	\$176,848,033	\$170,639,303
% Fund Balance increase (decrease) from prior year (b)			2.01%	-14.28%	-3.51%

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.

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2014/15 - FY 2020/21

	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual
REVENUES				
Property Taxes	\$205,141,237	\$219,840,417	\$232,832,738	\$250,326,173
Intergovernmental	23,565,213	25,978,081	29,069,065	37,063,147
Charges for Current Services	115,812,691	116,560,027	117,505,525	125,677,459
Use of Money and Property	841,513	1,671,316	1,257,156	2,576,399
Other	10,154,256	6,165,014	6,829,670	10,440,202
TOTAL REVENUES	\$355,514,910	\$370,214,854	\$387,494,154	\$426,083,380
EXPENDITURES				
Salaries & Employee Benefits	\$299,800,664	\$307,143,676	\$320,951,902	\$357,647,306
Services & Supplies	39,631,796	36,377,204	49,632,198	54,858,802
Capital Outlay	18,450,024	2,499,912	22,583,098	3,031,744
Debt Service	329,083	3,254,909	2,531,723	2,531,723
TOTAL EXPENDITURES	\$358,211,567	\$349,275,700	\$395,698,920	\$418,069,575

**REVENUES AND EXPENDITURES BY
MAJOR AND NONMAJOR FUNDS**

	FY 2014/15 Actual	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual
REVENUES				
General Fund	\$330,232,488	\$351,431,518	\$372,444,560	\$401,282,669
Other Governmental Funds	25,282,422	18,783,337	15,049,594	24,800,711
TOTAL REVENUES	\$355,514,910	\$370,214,854	\$387,494,154	\$426,083,380
EXPENDITURES				
General Fund	\$333,817,358	\$336,678,076	\$358,551,455	\$395,528,267
Other Governmental Funds	24,394,209	12,597,624	37,147,465	22,541,308
TOTAL EXPENDITURES	\$358,211,567	\$349,275,700	\$395,698,920	\$418,069,575

Note:

Only the General Fund qualifies as a major fund.

Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2014/15 - FY 2020/21**

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget
REVENUES			
Property Taxes	\$264,267,387	\$274,312,362	\$285,647,942
Intergovernmental	28,521,606	\$41,285,347	24,986,249
Charges for Current Services	131,085,286	\$157,779,034	159,546,924
Use of Money and Property	4,801,199	\$4,395,665	1,303,785
Other	2,680,351	\$7,945,967	1,679,500
TOTAL REVENUES	\$431,355,829	\$485,718,375	\$473,164,400
EXPENDITURES			
Salaries & Employee Benefits	\$364,319,946	\$397,925,878	\$395,642,544
Services & Supplies	51,754,745	79,572,951	60,565,714
Capital Outlay	10,338,119	37,670,722	23,164,872
Debt Service	1,265,861	-	-
TOTAL EXPENDITURES	\$427,678,671	\$515,169,551	\$479,373,130

**REVENUES AND EXPENDITURES BY
MAJOR AND NONMAJOR FUNDS**

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget
REVENUES			
General Fund	\$407,919,810	\$459,670,070	\$450,009,079
Other Governmental Funds	23,436,019	26,048,305	23,155,321
TOTAL REVENUES	\$431,355,829	\$485,718,375	\$473,164,400
EXPENDITURES			
General Fund	\$404,881,103	\$459,655,925	\$427,764,285
Other Governmental Funds	22,797,568	55,513,626	51,608,845
TOTAL EXPENDITURES	\$427,678,671	\$515,169,551	\$479,373,130

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 2020/21 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 2020/21 would result in a \$14.9 million increase to ending fund balance available in FY 2024/25 under Scenario 1.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2020/21 would result in a \$22.2 million increase to ending fund balance available in FY 2024/25 under Scenario 1.
 - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2020/21 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$5.7 million increase to the General Fund Surplus in FY 2024/25 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 Exp. Beg. FY2021/22

	PROJECTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25
A. BEGINNING FUND BALANCE	176,848,035	170,639,304	165,978,544	157,872,067	160,688,449
GENERAL FUND REVENUES					
Property Taxes	285,647,942	293,624,082	301,253,692	312,029,335	322,857,284
State Reimbursements	8,057,496	8,057,496	8,057,496	8,057,496	8,057,496
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	-	-	-	-	-
Community Redevelopment Agency Pass-thru	16,828,753	17,017,436	18,321,556	19,346,947	19,050,047
Cash Contracts	127,106,614	131,231,758	135,094,364	138,139,327	141,742,113
Community Risk Reduction Fees	6,061,323	6,061,323	6,061,323	6,061,323	6,061,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	414,251	677,675	708,311	736,032	763,576
Other Revenue	1,245,100	1,245,100	1,245,100	1,245,100	1,245,100
TOTAL REVENUES	450,009,079	462,562,470	475,389,441	490,263,161	504,424,539
GENERAL FUND EXPENDITURES					
New Positions for New Stations	-	2,875,776	5,847,276	5,944,592	8,691,379
Employee Salaries	231,055,537	233,833,371	234,311,456	234,799,102	234,799,102
Retirement - Regular Annual Payments	92,989,749	94,409,956	94,671,332	95,222,199	97,059,951
Retirement - Paydown of UAAL (Rate Savings)	2,368,859	3,279,280	4,787,217	5,772,547	6,814,115
Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year, Increasing)	9,000,000	11,000,000	13,000,000	15,000,000	15,000,000
Workers' Comp Transfer out to Self-Ins. Fund	20,093,346	21,612,796	22,261,180	22,929,015	23,616,886
Other Insurance	35,799,840	38,336,801	40,670,547	43,156,210	45,720,766
Medicare	3,335,213	3,389,348	3,396,280	3,403,351	3,403,351
One-Time Grant/ABH Expenditures	-	-	-	-	-
Salaries & Employee Benefits	395,642,544	408,737,329	418,945,287	426,227,016	435,105,549
Services & Supplies/Equipment	32,121,741	33,526,388	33,468,261	32,536,137	32,541,071
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	155,807	320,963	330,592	535,087
One-Time Grant Expenditures	-	-	-	-	-
TOTAL EXPENDITURES	430,432,285	445,087,524	454,402,511	461,761,746	470,849,708
NET GENERAL FUND REVENUE	19,576,793	17,474,946	20,986,930	28,501,415	33,574,831
B. Incremental Increase in GF 10% Contingency	-	1,007,682	847,505	437,390	804,639
GENERAL FUND SURPLUS / (DEFICIT)	19,576,793	16,467,264	20,139,425	28,064,024	32,770,192
C. Operating Transfers (from) Operating Contingency	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	19,576,793	16,467,264	20,139,425	28,064,024	32,770,192
One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-
Capital Improvement Program/Other Fund Revenues					
Interest Earnings	889,534	1,341,258	1,234,048	1,174,598	1,273,294
State/Federal Reimbursement	-	-	-	-	-
Cash Contracts	1,632,441	1,681,414	1,731,857	1,783,813	1,837,329
Developer Contributions	540,000	1,048,573	1,827,923	-	822,770
Workers' Comp Transfer in from GF	20,093,346	21,612,796	22,261,180	22,929,015	23,616,886
Fund 139 Transfer in from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Miscellaneous	-	-	-	-	-
Operating Transfers from General Fund	19,576,793	16,467,264	20,139,425	28,064,024	32,770,192
Total CIP, W/C, Other Revenues	45,400,114	44,819,305	49,862,433	56,619,451	62,988,471
Capital Improvement Program/Other Fund Expenses					
Fund 12110 - General Fund CIP	8,062,500	7,599,000	4,362,000	8,350,000	8,610,000
Fund 123 - Fire Stations and Facilities	7,600,000	11,675,000	16,000,000	11,750,000	4,500,000
Fund 124 - Communications & Information Systems	1,973,704	3,223,704	3,677,490	1,250,000	1,301,394
Fund 133 - Fire Apparatus	13,187,168	6,517,421	12,945,946	10,554,957	8,298,047
Sub-Total CIP Expenses	30,823,372	29,015,125	36,985,436	31,904,957	22,709,441
Fund 139 - Irvine Settlement	668,000	668,000	668,000	668,000	668,000
Fund 171 - SFF Entitlement	60,238	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	20,057,235	20,804,622	21,162,979	21,667,502	22,184,053
Total CIP, W/C, Other Expenses	51,608,845	50,487,747	58,816,415	54,240,459	45,561,494
D. CIP SURPLUS/(DEFICIT)	(6,208,731)	(5,668,442)	(8,953,982)	2,378,992	17,426,977
ENDING FUND BALANCE (A+B+C+D)	170,639,304	165,978,544	157,872,067	160,688,449	178,920,066
Fund Balances					
Operating Contingency (10% of Expenditures)	41,806,343	42,814,024	43,661,529	44,098,920	44,903,559
Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
Fund 139 - Settlement Agreement	24,051,172	26,275,491	28,481,879	30,678,324	32,891,276
Capital Improvement Program	3,907,442	(5,673,689)	(18,742,100)	(20,591,893)	(7,646,296)
Fund 190 - WC Self-Insurance	100,364,347	102,052,718	103,960,759	105,993,098	108,261,527
Total Fund Balances	170,639,304	165,978,544	157,872,067	160,688,449	178,920,066

FY 2020/21 OCFA Adopted Budget

Scenario 2 - 1% Salary Increase After MOU Exp. Beg. FY2021/22

	PROJECTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25
A. BEGINNING FUND BALANCE	176,848,035	170,639,304	163,131,502	148,712,521	141,689,606
GENERAL FUND REVENUES					
Property Taxes	285,647,942	293,624,082	301,253,692	312,029,335	322,857,284
State Reimbursements	8,057,496	8,057,496	8,057,496	8,057,496	8,057,496
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	-	-	-	-	-
Community Redevelopment Agency Pass-thru	16,828,753	17,017,436	18,321,556	19,346,947	19,050,047
Cash Contracts	127,106,614	131,231,758	135,094,364	138,139,327	141,742,113
Community Risk Reduction Fees	6,061,323	6,061,323	6,061,323	6,061,323	6,061,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	414,251	679,039	712,640	743,488	774,060
Other Revenue	1,245,100	1,245,100	1,245,100	1,245,100	1,245,100
TOTAL REVENUES	450,009,079	462,563,834	475,393,770	490,270,617	504,435,023
GENERAL FUND EXPENDITURES					
New Positions for New Stations	-	2,907,883	5,945,471	6,078,069	8,936,000
Employee Salaries	231,055,537	235,801,452	238,636,235	241,508,951	243,922,772
Retirement - Regular Annual Payments	92,989,749	95,211,197	96,426,151	97,952,017	100,841,626
Retirement - Paydown of UAAL (Rate Savings)	2,368,859	3,279,280	4,787,217	5,772,547	6,814,115
Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year, Increasing)	9,000,000	11,000,000	13,000,000	15,000,000	15,000,000
Workers' Comp Transfer out to Self-Ins. Fund	20,093,346	21,612,796	22,261,180	22,929,015	23,616,886
Other Insurance	35,799,840	38,336,801	40,670,547	43,156,210	45,720,766
Medicare	3,335,213	3,417,885	3,458,977	3,500,619	3,535,607
One-Time Grant/ABH Expenditures	-	-	-	-	-
Salaries & Employee Benefits	395,642,544	411,567,295	425,185,778	435,897,429	448,387,771
Services & Supplies/Equipment	32,121,741	33,526,388	32,468,261	32,536,137	32,541,071
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	155,807	320,963	330,592	535,087
One-Time Grant Expenditures	-	-	-	-	-
TOTAL EXPENDITURES	430,432,285	447,917,490	460,643,002	471,432,158	484,131,930
NET GENERAL FUND REVENUE	19,576,793	14,646,344	14,750,768	18,838,458	20,303,093
B. Incremental Increase in GF 10% Contingency	-	1,290,678	1,188,557	780,383	1,165,820
GENERAL FUND SURPLUS / (DEFICIT)	19,576,793	13,355,665	13,562,211	18,058,076	19,137,273
C. Operating Transfers (from) Operating Contingency	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	19,576,793	13,355,665	13,562,211	18,058,076	19,137,273
One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-
Capital Improvement Program/Other Fund Revenues					
Interest Earnings	889,534	1,322,818	1,157,707	998,257	953,393
State/Federal Reimbursement	-	-	-	-	-
Cash Contracts	1,632,441	1,681,414	1,731,857	1,783,813	1,837,329
Developer Contributions	540,000	1,048,573	1,827,923	-	822,770
Workers' Comp Transfer in from GF	20,093,346	21,612,796	22,261,180	22,929,015	23,616,886
Fund 139 Transfer in from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Miscellaneous	-	-	-	-	-
Operating Transfers from General Fund	19,576,793	13,355,665	13,562,211	18,058,076	19,137,273
Total CIP, W/C, Other Revenues	45,400,114	41,689,266	43,208,877	46,437,161	49,035,651
Capital Improvement Program/Other Fund Expenses					
Fund 12110 - General Fund CIP	8,062,500	7,599,000	4,362,000	8,350,000	8,610,000
Fund 123 - Fire Stations and Facilities	7,600,000	11,675,000	16,000,000	11,750,000	4,500,000
Fund 124 - Communications & Information Systems	1,973,704	3,223,704	3,677,490	1,250,000	1,301,394
Fund 133 - Fire Apparatus	13,187,168	6,517,421	12,945,946	10,554,957	8,298,047
Sub-Total CIP Expenses	30,823,372	29,015,125	36,985,436	31,904,957	22,709,441
Fund 139 - Irvine Settlement	668,000	668,000	668,000	668,000	668,000
Fund 171 - SFF Entitlement	60,238	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	20,057,235	20,804,622	21,162,979	21,667,502	22,184,053
Total CIP, W/C, Other Expenses	51,608,845	50,487,747	58,816,415	54,240,459	45,561,494
D. CIP SURPLUS/(DEFICIT)	(6,208,731)	(8,798,481)	(15,607,538)	(7,803,298)	3,474,157
ENDING FUND BALANCE (A+B+C+D)	170,639,304	163,131,502	148,712,521	141,689,606	146,329,583
Fund Balances					
Operating Contingency (10% of Expenditures)	41,806,343	43,097,021	44,285,579	45,065,961	46,231,781
Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
Fund 139 - Settlement Agreement	24,051,172	26,272,407	28,466,027	30,632,981	32,792,431
Capital Improvement Program	3,907,442	(8,788,542)	(28,447,644)	(40,334,511)	(41,078,299)
Fund 190 - WC Self-Insurance	100,364,347	102,040,616	103,898,559	105,815,175	107,873,670
Total Fund Balances	170,639,304	163,131,502	148,712,521	141,689,606	146,329,583

Budget Summary

Scenario 3 - 2% Salary Increase After MOU Exp. Beg. FY2021/22

	PROJECTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25
A. BEGINNING FUND BALANCE	176,848,035	170,639,304	160,280,293	139,481,550	122,419,080
GENERAL FUND REVENUES					
Property Taxes	285,647,942	293,624,082	301,253,692	312,029,335	322,857,284
State Reimbursements	8,057,496	8,057,496	8,057,496	8,057,496	8,057,496
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	-	-	-	-	-
Community Redevelopment Agency Pass-thru	16,828,753	17,017,436	18,321,556	19,346,947	19,050,047
Cash Contracts	127,106,614	131,231,758	135,094,364	138,139,327	141,742,113
Community Risk Reduction Fees	6,061,323	6,061,323	6,061,323	6,061,323	6,061,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	414,251	680,406	717,002	751,071	784,828
Other Revenue	1,245,100	1,245,100	1,245,100	1,245,100	1,245,100
TOTAL REVENUES	450,009,079	462,565,201	475,398,132	490,278,200	504,445,791
GENERAL FUND EXPENDITURES					
New Positions for New Stations	-	2,940,173	6,044,778	6,213,808	9,186,146
Employee Salaries	231,055,537	237,772,317	243,007,240	248,356,597	253,325,472
Retirement - Regular Annual Payments	92,989,749	96,013,572	98,199,770	100,737,979	104,739,082
Retirement - Paydown of UAAL (Rate Savings)	2,368,859	3,279,280	4,787,217	5,772,547	6,814,115
Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year, Increasing)	9,000,000	11,000,000	13,000,000	15,000,000	15,000,000
Workers' Comp Transfer out to Self-Ins. Fund	20,093,346	21,612,796	22,261,180	22,929,015	23,616,886
Other Insurance	35,799,840	38,336,801	40,670,547	43,156,210	45,720,766
Medicare	3,335,213	3,446,463	3,522,344	3,599,885	3,671,908
One-Time Grant/ABH Expenditures	-	-	-	-	-
Salaries & Employee Benefits	395,642,544	414,401,403	431,493,076	445,766,040	462,074,374
Services & Supplies/Equipment	32,121,741	33,526,388	32,468,261	32,536,137	32,541,071
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	155,807	320,963	330,592	535,087
One-Time Grant Expenditures	-	-	-	-	-
TOTAL EXPENDITURES	430,432,285	450,751,599	466,950,300	481,300,769	497,818,533
NET GENERAL FUND REVENUE	19,576,793	11,813,603	8,447,832	8,977,430	6,627,259
B. Incremental Increase in GF 10% Contingency	-	1,574,089	1,535,877	1,136,514	1,547,619
GENERAL FUND SURPLUS / (DEFICIT)	19,576,793	10,239,513	6,911,955	7,840,916	5,079,639
C. Operating Transfers (from) Operating Contingency	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	19,576,793	10,239,513	6,911,955	7,840,916	5,079,639
One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-
Capital Improvement Program/Other Fund Revenues					
Interest Earnings	889,534	1,304,351	1,080,880	819,730	627,489
State/Federal Reimbursement	-	-	-	-	-
Cash Contracts	1,632,441	1,681,414	1,731,857	1,783,813	1,837,329
Developer Contributions	540,000	1,048,573	1,827,923	-	822,770
Workers' Comp Transfer in from GF	20,093,346	21,612,796	22,261,180	22,929,015	23,616,886
Fund 139 Transfer in from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Miscellaneous	-	-	-	-	-
Operating Transfers from General Fund	19,576,793	10,239,513	6,911,955	7,840,916	5,079,639
Total CIP, W/C, Other Revenues	45,400,114	38,554,647	36,481,795	36,041,475	34,652,113
Capital Improvement Program/Other Fund Expenses					
Fund 12110 - General Fund CIP	8,062,500	7,599,000	4,362,000	8,350,000	8,610,000
Fund 123 - Fire Stations and Facilities	7,600,000	11,675,000	16,000,000	11,750,000	4,500,000
Fund 124 - Communications & Information Systems	1,973,704	3,223,704	3,677,490	1,250,000	1,301,394
Fund 133 - Fire Apparatus	13,187,168	6,517,421	12,945,946	10,554,957	8,298,047
Sub-Total CIP Expenses	30,823,372	29,015,125	36,985,436	31,904,957	22,709,441
Fund 139 - Irvine Settlement	668,000	668,000	668,000	668,000	668,000
Fund 171 - SFF Entitlement	60,238	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	20,057,235	20,804,622	21,162,979	21,667,502	22,184,053
Total CIP, W/C, Other Expenses	51,608,845	50,487,747	58,816,415	54,240,459	45,561,494
D. CIP SURPLUS/(DEFICIT)	(6,208,731)	(11,933,100)	(22,334,620)	(18,198,984)	(10,909,381)
ENDING FUND BALANCE (A+B+C+D)	170,639,304	160,280,293	139,481,550	122,419,080	113,057,318
Fund Balances					
Operating Contingency (10% of Expenditures)	41,806,343	43,380,432	44,916,308	46,052,822	47,600,442
Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
Fund 139 - Settlement Agreement	24,051,172	26,269,318	28,450,090	30,587,185	32,692,130
Capital Improvement Program	3,907,442	(11,907,954)	(38,230,871)	(60,366,409)	(75,225,355)
Fund 190 - WC Self-Insurance	100,364,347	102,028,497	103,836,023	105,635,481	107,480,102
Total Fund Balances	170,639,304	160,280,293	139,481,550	122,419,080	113,057,318

Forecast Assumptions – FY 2020/21 Budget

Basic Assumptions

- The first year of the forecast is based on the FY 2020/21 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** – Harris & Associates Final 2020 Report provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2020/21	4.54%
FY 2021/22	2.96%
FY 2022/23	2.75%
FY 2023/24	3.78%
FY 2024/25	3.66%

- **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** – Harris & Associates completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated 4/8/2020. 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 2.23% 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 0.25% for the first half of FY 2020/21 and 1.00% thereafter through FY 2024/25.
- **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)** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast assumes that vehicles will be in service beginning 1/1/2022 for Station 67 and 7/1/2024 for Station 12.
 - ✓ **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 beginning in FY 2021/22 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 2020/21. 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 6/28/2019. FY 2020/21 rates are approximately 3.74% higher for safety and 2.49% higher for non-safety compared to FY 2019/20 rates.

FY	Safety	General	Source
2020/21	53.94%	37.61%	FY 2020/21 based on OCERS provided rates. Outer years based on Segal Study dated 6/28/2019. Effective rates were adjusted to remove impact of additional OCFA UAAL contributions
2021/22	56.34%	39.51%	
2022/23	56.34%	39.71%	
2023/24	56.54%	39.91%	
2024/25	57.64%	40.71%	

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 \$2.4 million in FY 2020/21 and continuing in different amounts until payment is complete.
- Contributing an additional \$1 million each year starting in FY 2016/17 and increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million 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, if CIP is sufficiently funded, allocate 50% of the General Fund surplus, if any, to UAAL with the remaining 50% used to fund CIP.

FY 2020/21 OCFA Adopted Budget

- ✓ **Workers' Compensation** – FY 2020/21 assumes a 50% confidence level for ongoing Workers' Compensation costs. The 50% confidence level is assumed throughout the forecast period. Workers' Compensation costs in the forecast period are based on projected payments in the Rivelle Consulting Services February 2020 Study.
- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to increase by 5% for years 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 \$70,000 for unemployment insurance in FY 2020/21.
- ✓ **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 2020/21.
- **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. In years when there is a deficit, the deficit amount must be drawn from the 10% Contingency, and once that is exhausted, from fund balance for CIP.

Capital Improvement Program/Other Funds Revenue

- **Interest Earnings** – Assumes an annual return of 0.25% for the first half of FY 2020/21 and 1.00% thereafter through FY 2024/25.
- **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 we will receive developer contributions to fund fire stations and vehicles in FY 2020/21, FY 2021/22, FY 2022/23, and FY 2024/25.
- ***Workers' Compensation Transfer*** – These amounts equal the General Fund Workers' Compensation budget which reflects a reduction of \$1 million 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 2020/21.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance Fund expenditures are based on projected payments in the Rivelle Consulting Services February 2020 Workers' Compensation Actuarial Study.

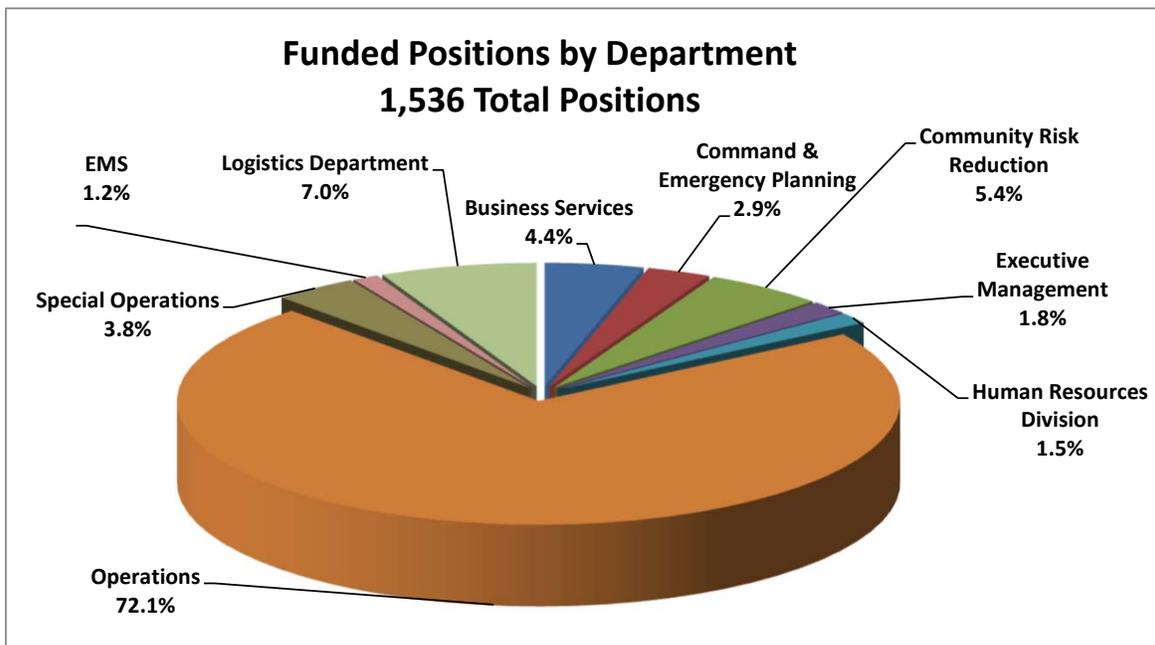
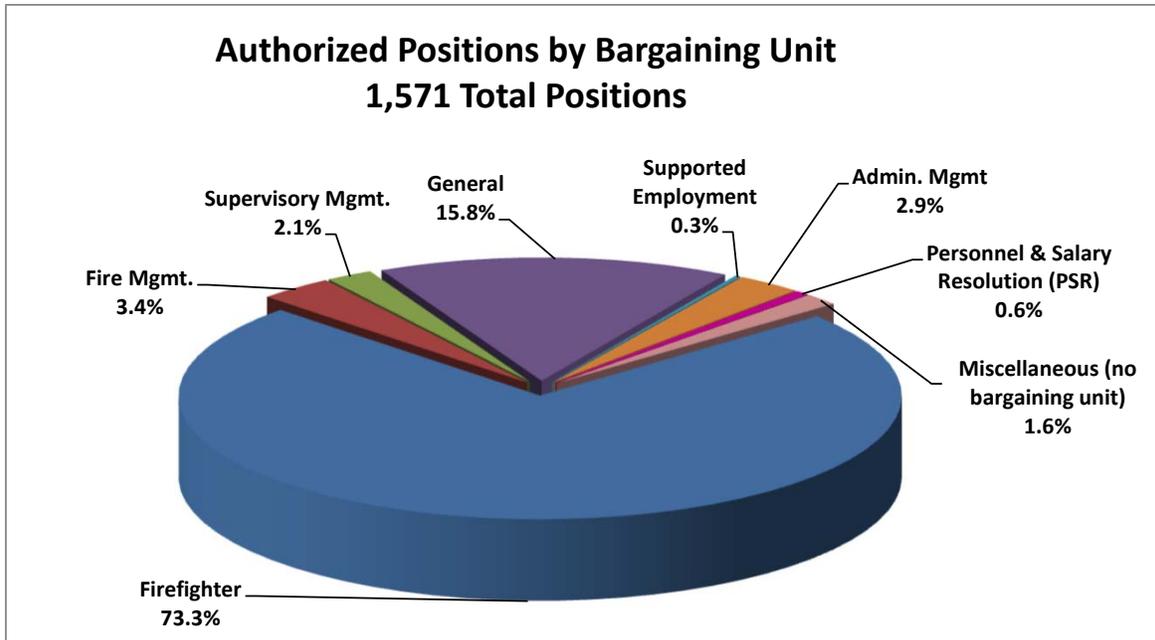
Fund Balances

- ***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.

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.

**ORANGE COUNTY FIRE AUTHORITY
FY 2020/21 POSITIONS**



Note: The Funded Positions Chart excludes 35 unfunded positions as follows:
 - 30 frozen positions (15 Firefighters, 7 Fire Captains, 6 Fire Apparatus Engineers , 1 Office Svcs. Specialist, and 1 Org. & Dev. Training Prog. Manager)
 - 5 US&R funded positions (1 Battalion Chief, 1 Sr. Fire Equipment Technician, and 3 Fire Equipment Technicians)

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2016/17 - FY 2020/21

Class	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget
FIREFIGHTER UNIT (LOCAL 3631)					
Fire Apparatus Engineer	249	247	247	268	268
Fire Captain	270	271	273	299	301
Fire Captain (Limited Term)	-	1	1	-	-
Fire Pilot	3	3	3	5	5
Lead Fire Pilot	1	1	1	1	1
Firefighter	475	487	502	547	544
Hand Crew Firefighter	22	22	22	22	22
Hand Crew Firefighter (Seasonal)	-	-	-	9	9
Heavy Fire Equipment Operator	3	2	2	2	2
UNIT TOTAL:	1,023	1,034	1,051	1,153	1,152

FIRE MANAGEMENT UNIT (COA)

Fire Battalion Chief	37	36	39	42	42
Fire Battalion Chief (Limited Term)	1	1	1	1	2
Fire Division Chief	7	8	8	9	9
UNIT TOTAL:	45	45	48	52	53

GENERAL UNIT (OCEA)

Accountant	6	6	7	7	7
Accountant (Part-Time)	-	1	1	1	1
Administrative Assistant	15	15	15	18	15
Assistant Fire Apparatus Technician	2	2	2	2	2
Assistant Purchasing Agent	1	1	2	2	2
Business Analyst	1	1	1	-	-
Buyer	1	1	-	1	1
Communications Installer	-	-	-	1	3
Communications Technician	4	4	4	4	4
Emergency Transportation Technician	6	6	-	-	-
EMS Nurse Educator	7	7	-	-	-
EMS Nurse Educator I	-	-	1	1	1
EMS Nurse Educator II	-	-	6	7	7
Executive Assistant	1	1	1	1	1
Facilities Maintenance Coordinator	4	4	4	4	4
Fire Apparatus Parts Specialist	1	1	1	1	9
Fire Apparatus Parts Specialist (Limited Term)	-	-	-	10	-
Fire Apparatus Technician	4	4	4	5	5
Fire Communications Dispatcher	25	25	28	33	32
Fire Communications Dispatcher (Limited Term)	-	1	1	-	-
Fire Communications Dispatcher (Part-Time)	3	3	-	-	-
Fire Comm. Relations/Education Specialist	4	4	4	5	5
Fire Delivery Driver	3	4	4	4	-
Fire Delivery Driver (Limited Term)	-	-	-	2	-
Fire Equipment Technician	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	3	3
Fire Prevention Analyst	12	10	8	8	8

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2016/17 - FY 2020/21

Class	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget
Fire Prevention Services Specialist	3	3	3	-	-
Fire Prevention Services Specialist (Part-Time)	-	-	-	1	1
Fire Prevention Specialist	12	12	12	16	16
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	1	1	1
Fleet Assistant	-	-	-	-	1
Fleet Assistant (LT, Part-Time)	-	-	-	-	1
GIS Technician	-	-	-	2	2
GIS Analyst	3	3	3	4	4
Human Resources Analyst II	2	2	3	4	4
Human Resources Analyst (Part-Time)	1	1	-	-	-
Human Resources Specialist	-	-	-	-	1
Information Technology Analyst	5	6	4	4	4
Information Tech. Help Desk Tech	2	1	1	4	4
Information Technology Technician	-	3	3	3	3
Information Technology Specialist	1	2	2	3	3
Management Assistant	9	8	8	8	8
Multimedia Specialist	1	1	2	1	1
Multimedia Specialist (Part-Time)	1	1	-	-	-
Office Services Specialist	10	10	9	10	10
Permit Technician I	-	-	-	3	3
Project Specialist	-	-	-	1	1
Risk Management Specialist	2	1	1	1	1
Env Health & Safety Specialist	-	1	1	1	1
Senior Accounting Support Specialist	11	11	11	12	12
Senior Communications Technician	1	1	1	1	1
Senior Executive Assistant	1	1	1	1	1
Senior Fire Apparatus Technician	10	10	10	11	11
Senior Fire Equipment Technician	5	4	4	4	-
Senior Fire Equipment Technician (LT, Part-Time)	-	-	1	1	-
Senior Fire Prevention Specialist	15	15	13	14	14
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	7	7	7	7	7
Senior Service Center Technician	-	-	-	-	5
Service Center Lead	1	1	1	1	1
Service Center Technician I	-	-	-	-	2
Service Center Technician I (LT, Full-Time)	-	-	-	-	1
Service Center Technician II	-	-	-	-	3
Supply Services Specialist	-	-	-	-	2
Training Program Specialist	1	1	1	1	-
US&R Warehouse Lgstcs. Spec. (LT, Full-Time)	-	-	-	-	3
US&R Warehouse Lgstcs. Spec. (LT, Part-Time)	-	-	-	-	1
UNIT TOTAL:	214	216	209	252	248

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2016/17 - FY 2020/21

Class	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget
SUPERVISORY MANAGEMENT UNIT (OCEA)					
Assistant Fire Marshal	10	10	9	10	10
Communications Services Supervisor	-	-	1	1	1
EMS Nurse Educator Supervisor	-	-	-	1	1
Fire Communications Supervisor	4	4	4	5	6
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	1
Information Tech Supervisor	2	2	2	2	2
Multimedia Supervisor	-	-	-	1	1
Permit Supervisor	-	-	1	1	1
Senior Fire Apparatus/Parts Specialist	1	1	1	1	1
Senior Fire Communications Supervisor	2	2	1	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
UNIT TOTAL:	27	28	29	32	33

SUPPORTED EMPLOYMENT UNIT

Services Aide	4	4	4	4	4
UNIT TOTAL:	4	4	4	4	4

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	-	-	-
Assistant IT Manager-Infrastructure & Workplace Supp.	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
Construction Manager (Limited Term)	-	-	-	-	1
Deputy Fire Marshal	2	2	2	2	3
ECC Manager	-	1	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	3	3	3	3
Information Technology Manager	1	1	1	1	1
Legislative Analyst	1	1	1	1	1

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2016/17 - FY 2020/21

Class	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget
Management Analyst	3	3	4	4	7
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	6	5	5	5
Senior Human Resources Analyst	3	2	2	2	2
Treasurer	1	1	1	1	1
UNIT TOTAL:	43	43	41	41	46

PERSONNEL & SALARY RESOLUTION (PSR)

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

MISCELLANEOUS

Board Director	-	25	25	25	25
UNIT TOTAL:	-	25	25	25	25

GRAND TOTAL	1,364	1,402	1,414	1,569	1,571
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Note: FY 2020/21 total includes 35 unfunded positions (30 frozen positions and 5 US&R positions).

Budget Summary

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF REGULAR POSITIONS BY DEPARTMENT FY 2016/17 - FY 2020/21

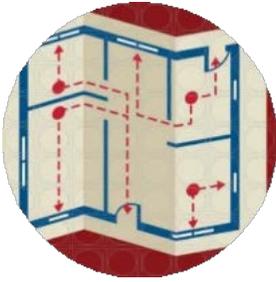
Department/Division/Section	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
121 - General Fund					
<u>Business Services</u>					
JPA Board of Directors	-	25	25	25	25
Clerk of the Authority	5	5	5	6	5
Finance Division	23	23	24	25	25
Purchasing	5	5	5	6	6
Treasury & Financial Planning	6	6	6	6	6
Legislation Division	2	1	1	1	1
<u>Command & Emergency Planning</u>					
Emergency Command Center	35	39	40	41	41
Command and Emerg. Planning Admin	-	-	-	3	3
Emergency Planning and Coordination	1	1	1	-	-
<u>Community Risk Reduction</u>					
Wildland Pre-Fire Management	5	5	5	5	7
Planning & Development Services	28	31	33	33	34
Prevention Field Services	26	25	30	32	31
Investigation Services	9	9	9	12	11
<u>Executive Management</u>					
Executive Management	9	9	9	13	15
Corporate Communications	4	4	4	9	12
<u>Human Resources Division</u>					
Human Resources Division	18	20	22	-	-
Risk Management	-	-	-	9	9
Employee Benefits	-	-	-	6	6
Employee Relations	-	-	-	4	3
Recruitment	-	-	-	4	5
<u>Operations</u>					
Division 1	88	85	99	174	177
Division 2	129	190	181	210	206
Division 3	240	203	209	207	202
Division 4	150	137	146	147	128
Division 5	106	123	135	126	126
Division 6	149	148	156	157	150
Division 7	96	97	107	104	105
Operations Training and Safety	12	12	10	10	11
Operations Training and Promotions	-	-	-	2	2
<u>Special Operations</u>					
Special Operations Admin	-	3	2	2	2
Air Operations	11	12	13	19	19
Wildland Operations	30	28	28	37	37
<u>Emergency Medical Services</u>					
Emergency Medical Services	14	13	15	18	18
Organizational Development and Training	2	3	2	-	-
<u>Logistics Department</u>					
Fleet Services	24	24	24	28	28
Information Technology Division	30	34	34	49	49
Materiel Management	15	15	15	19	19
Property Management	10	10	10	12	12
Subtotal	1,282	1,345	1,404	1,561	1,536
Total Funded Positions	1,282	1,345	1,404	1,561	1,536
Total Unfunded Positions [a]	79	57	8	8	35
Total Authorized Positions	1,361	1,402	1,412	1,569	1,571

[a] FY 2020/21 Includes 30 frozen positions and 5 US&R positions.

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.

General Fund

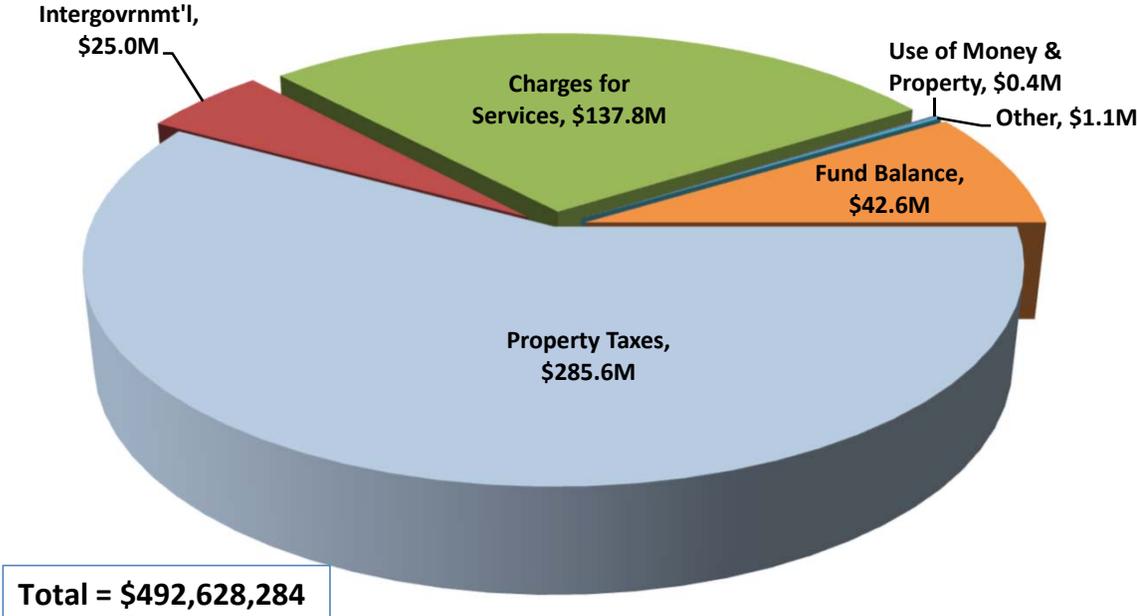


OATH OF OFFICE

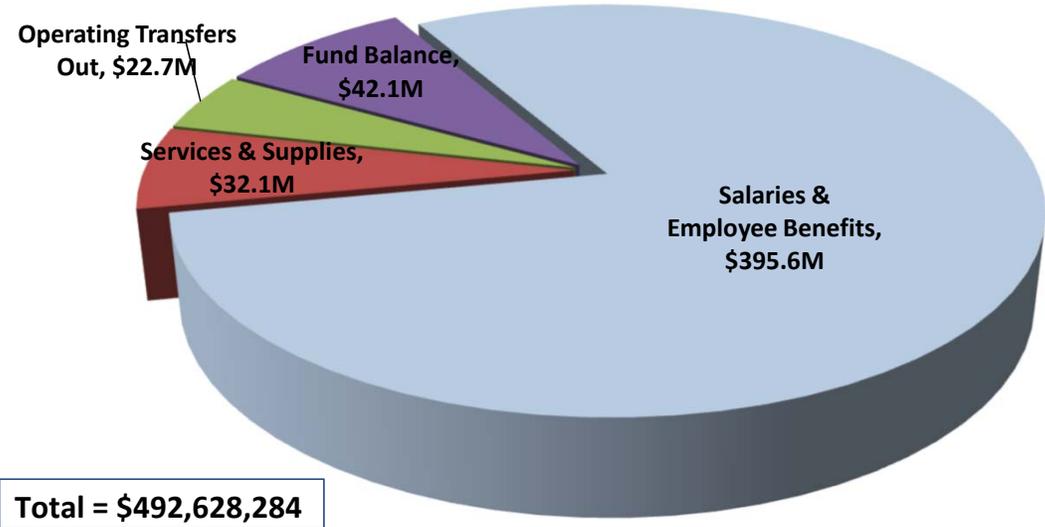


FY 2020/21 Funding Sources and Uses
General Fund

Where the Money Originates



Where the Money Goes



FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET

	FY 2019/20 Adjusted Budget	FY 2020/21 Adopted Budget	\$ Change from FY 2019/20 Adjusted	% Change from FY 2019/20 Adjusted
FUNDING SOURCES				
Property Taxes	\$274,312,362	\$285,647,942	\$11,335,580	4.13%
Intergovernmental	40,899,468	24,986,249	(\$15,913,219)	-38.91%
Charges for Current Services	118,825,822	137,821,137	\$18,995,315	15.99%
Use of Money & Property	1,256,026	414,251	(\$841,775)	-67.02%
Other	861,784	1,139,500	\$277,716	32.23%
Subtotal Revenues	436,155,462	450,009,079	13,853,617	3.18%
One-time/Grant Revenues	23,514,608	-	(23,514,608)	-100.00%
Total Revenues & Other Financing Sources	459,670,070	450,009,079	(9,660,991)	-2.10%
Operating Transfer In	507,495	-	-	-
Beginning Fund Balance	72,180,602	42,619,205	(29,561,397)	-40.95%
TOTAL AVAILABLE RESOURCES	\$532,358,167	\$492,628,284	(\$39,222,388)	-7.37%
EXPENDITURES				
Salaries & Employee Benefits	\$378,245,745	\$383,273,685	\$5,027,940	1.33%
Services & Supplies	36,636,242	31,997,741	(4,638,501)	-12.66%
Capital Outlay	3,838,871	124,000	(3,714,871)	-96.77%
Subtotal Expenditures	418,720,858	415,395,426	(3,325,432)	-0.79%
One-Time/Grant Expenditures	27,256,237	-	(27,256,237)	-100.00%
UAAL Paydowns	13,678,830	12,368,859	(1,309,971)	-9.58%
Total Expenditures & Other Uses	459,655,925	427,764,285	(31,891,640)	-6.94%
Operating Transfer Out	30,083,037	22,788,603	(7,294,434)	-24.25%
Appropriation for Contingencies ⁽¹⁾	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	39,619,205	39,075,396	(543,809)	-1.37%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$532,358,167	\$492,628,284	(\$39,729,883)	-7.46%

(1) Requires Board approval to spend

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 2020/21 BUDGET

BUDGET

The total FY 2020/21 expenditure budget is \$427,764,285.

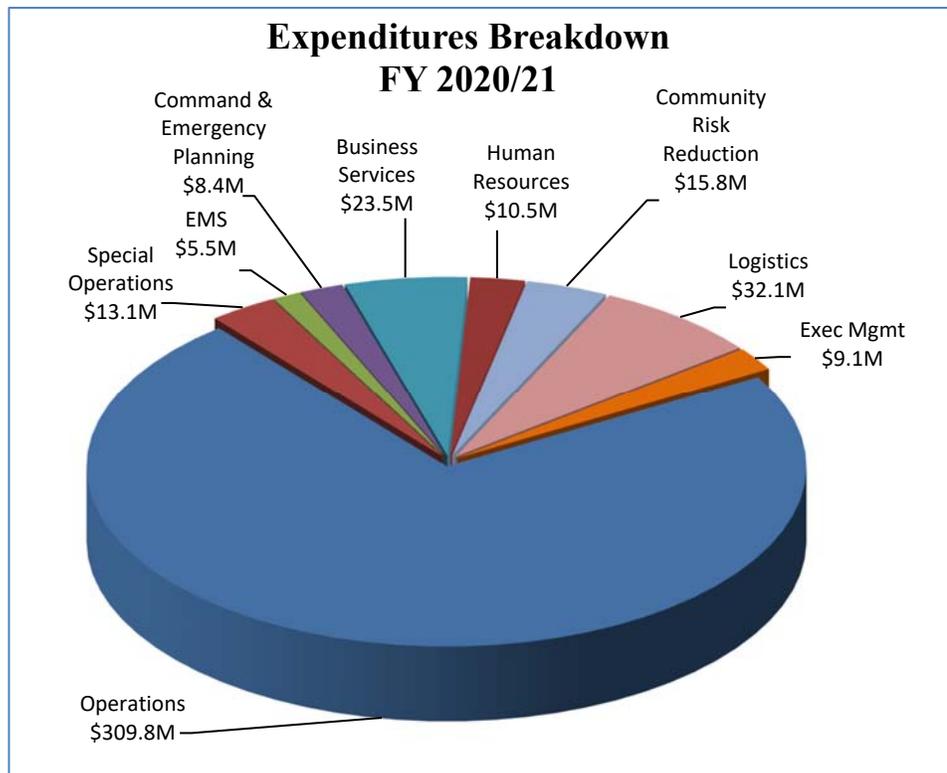
HIGHLIGHTS

Salary Increases

The FY 2020/21 budget includes scheduled salary increases as required by the approved 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 2020/21 budget reflects the freezing of 24 safety positions related to the City of Placentia’s departure from the Agency. Increases include one post position for FS 15 and one limited-term position in the Logistics Department. Six additional positions continue to be frozen and are not funded in this budget for a total of 30 frozen positions.



FY 2020/21 OCFA Adopted Budget

Retirement

The retirement budget for FY 2020/21 is based on OCERS' final adopted rates. When compared to FY 2019/20, the final FY 2020/21 rates from OCERS reflected a slight increase for both the suppression units as well as the general unit. Retirement costs also reflect \$1.8 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 2020/21 workers' compensation self-insurance program at \$20.1 million is based on the 50% confidence level provided by the actuarial study completed in February 2020. 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 saw a large decrease due to the majority of the supplemental budget requests in FY 2019/20 being approved on a one-time basis only. These increases were not considered part of the base budget and were removed for FY 2020/21. Additionally, many of the one-time projects were grant-funded and have not been included in FY 2020/21. 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.

Operating Transfer

The FY 2020/21 budget reflects an 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 2020/21. 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.

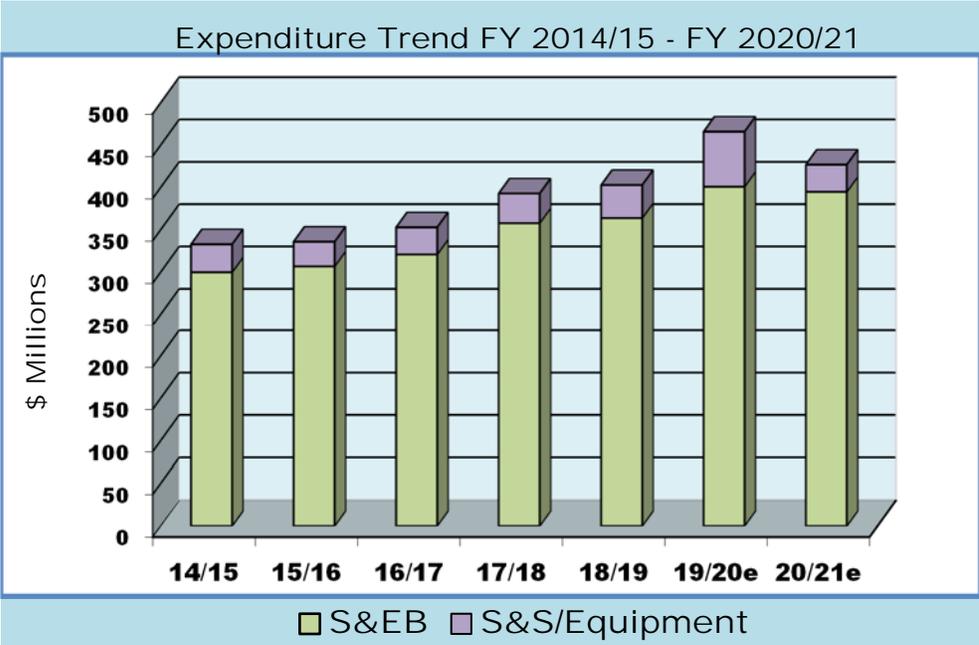
Expenditure Trends

The expenditure chart reflects trends for seven years from FY 2014/15 through FY 2020/21, with actual expenditures for FY 2014/15 through FY 2018/19, and budgeted expenditures for FY 2019/20 and FY 2020/21.

The S&S expenditures for FY 2014/15 also included Jurisdictional Equity Adjustment Payments. This payment was discontinued effective FY 2015/16.

S&EB in FY 2014/15 reflects a one-time \$21.3 million payment towards the agency's unfunded pension liability. FY 2015/16 S&EB includes staffing increases as well as increases in retirement and medical benefits, and a \$15.4 million payment towards the agency's unfunded pension liability. The FY 2016/17 and FY 2017/18 S&EB include payments towards the agency's unfunded pension liability of \$13.5 million and \$19.9 million respectively, and funding of several

previously frozen/unfunded positions. The FY 2018/19 budget reflects paydown of 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. The FY 2019/20 budget reflects a large increase due

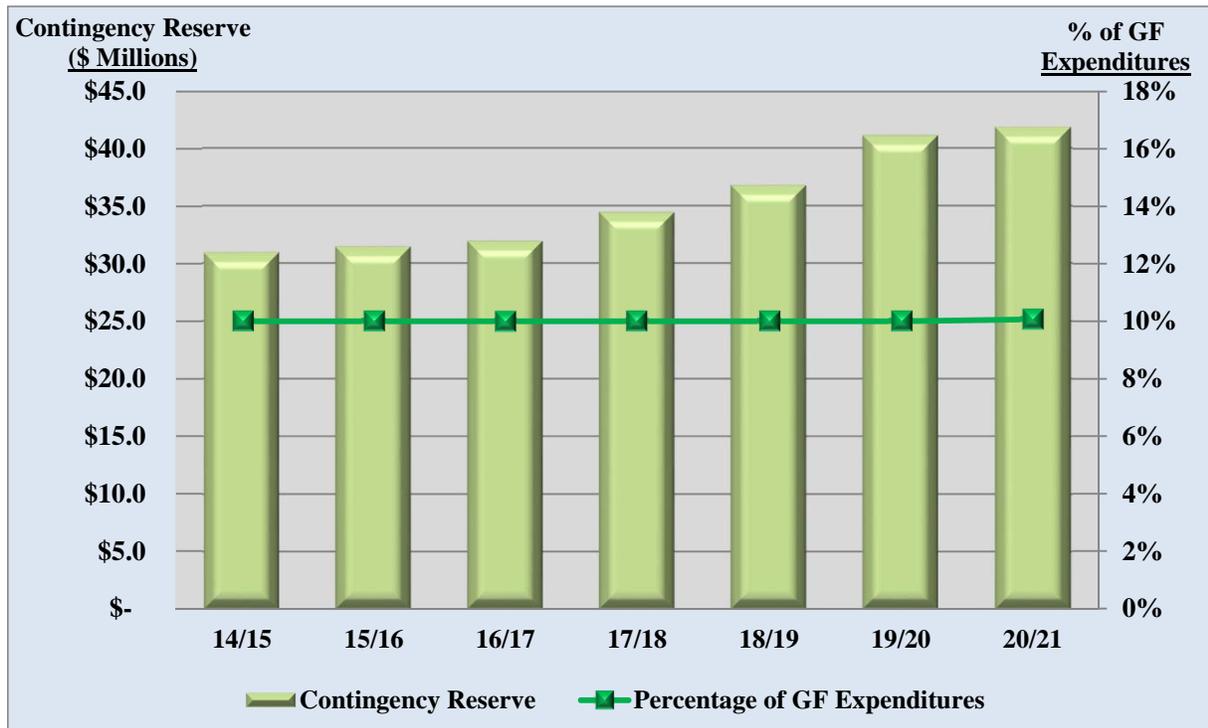


to paydown of the agency's unfunded pension liability of \$13.7 million, funding of previously frozen/unfunded positions as well as increased S&EB and S&S expenditures associated with the transition of the City of Garden Grove to OCFA effective 8/16/2019. FY 2020/21 includes staffing decreases due to the departure of the City of Placentia and a payment towards the agency's unfunded pension liability of \$12.4 million.

Expenditures have increased overall 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

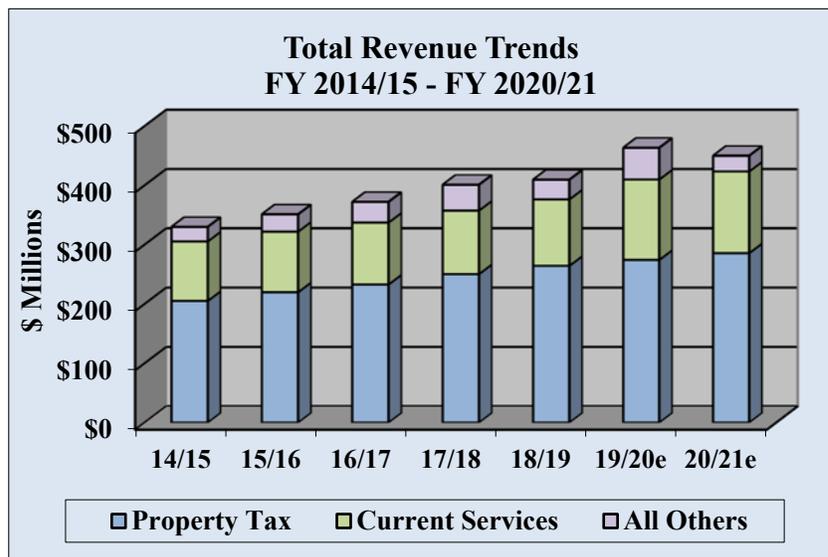
General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2020/21 is \$450,009,079 which is an increase of 4.48% 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 98.6% of the OCFA’s General Fund revenue and 93.77% the total revenue for FY 2019/20.

Revenue projections for FY 2020/21 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. The below graphs compare projections to estimated adjusted revenue for FY 2019/20.

ECONOMIC OUTLOOK

The most significant economic factor affecting the OCFA is the real estate market and the unknown impact of COVID-19. This impact is reflected primarily in property tax revenues and Community Risk Reduction fees. Increased unemployment along with unknown volatility in the markets, coupled with an anticipated future slowing in housing sales and development have been factored in when attempting to determine the impact to property tax revenues.



The Chapman Economic and Business Review dated June 2020 reported that 9,800 new dwelling units were permitted in Orange County in 2019. Due to the COVID-19 shutdown, a decrease of 15.3% is anticipated for 2020. Please refer to the Construction and Housing Activity data in the Appendix. According to the Chapman Economic and Business Review, housing affordability has increased due to record low mortgage rates and slower housing appreciation. Orange County home price appreciation is projected to increase but at a slower rate of 0.9% for the remainder of 2020 and increase to 1.4% for 2021. Our secured property tax revenue projections reflect an increase of 4.54% from FY 2019/20. Looking at California as a whole, the home price appreciation rate is projected to decrease to 0.4% in 2020, compared to 3.7% in 2019.

PROPERTY TAXES

Property taxes are the major revenue source of the OCFA, representing approximately 63.5% of General Fund revenues. Property taxes are received by the OCFA from the Structural Fire Fund (SFF)

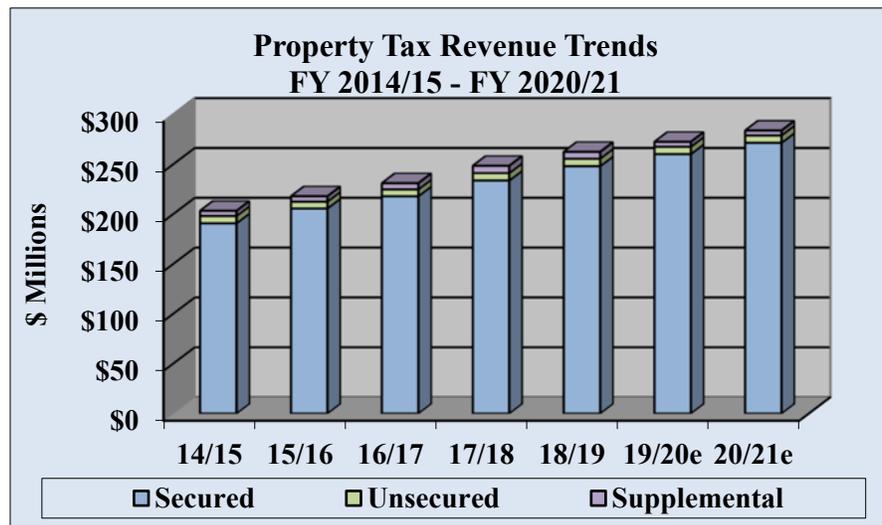
FY 2020/21 OCFA Adopted Budget

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 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. Harris and Associates, Inc. (Harris) was retained this year to provide these estimates.

Total property tax is estimated at \$285.6 million for FY 2020/21, representing a 5.0% increase from the FY 2019/20 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 95.1% of total property taxes and approximately 60.4% of total General Fund revenue. Harris has projected an increase of 4.54% for secured property taxes in FY 2020/21. This growth factor is applied to the FY 2019/20 actual tax charge, and then reduced by a 1% refund/net roll factor. Secured property



tax also includes public utility taxes, which are projected to remain at the FY 2019/20 level (\$2.2 million) based on the history of public utility assessed valuation from year to year. Total FY 2020/21 secured property tax is estimated at \$271.7 million.

Unsecured Property Tax

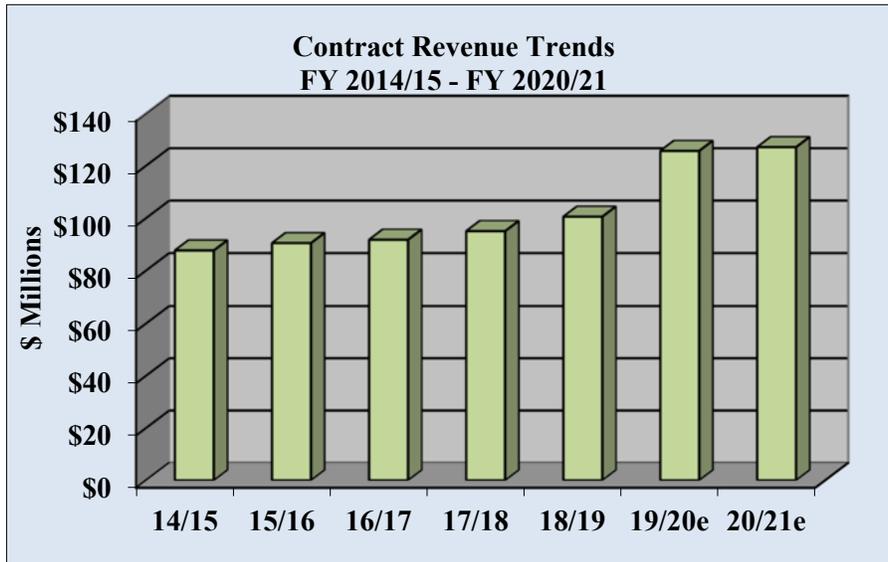
Unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 2.6% of total property taxes and 1.7% of total OCFA General Fund revenue. The FY 2020/21 unsecured property tax estimates are based on the FY 2019/20 tax ledger with no growth projected. An 7.82% 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 1st 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 1.1% 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 \$5.0 million in FY 2019/20. Since Harris does not provide estimates for supplemental growth, we conservatively projected this revenue for FY 2020/21 at \$5.0 million.

CONTRACTS

The cities of Buena Park, Garden Grove, 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. The FY 2020/21 budget includes the departure of the cash contract City of Placentia from the agency. Contract revenue represents approximately 28.3% of OCFA’s total General Fund



revenue. Cash contract revenue is estimated at \$127.1 million which represents an increase of 1.12% from FY 2019/20.

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 2020/21, the annual percentage change in the cost of OCFA operations was 1.75%. Most of the cash contract cities had banked balances from prior years which increased their total annual percentage increase above the 1.75% for FY 2020/21. The First Amendment also provides for cash contract cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.5% cap.

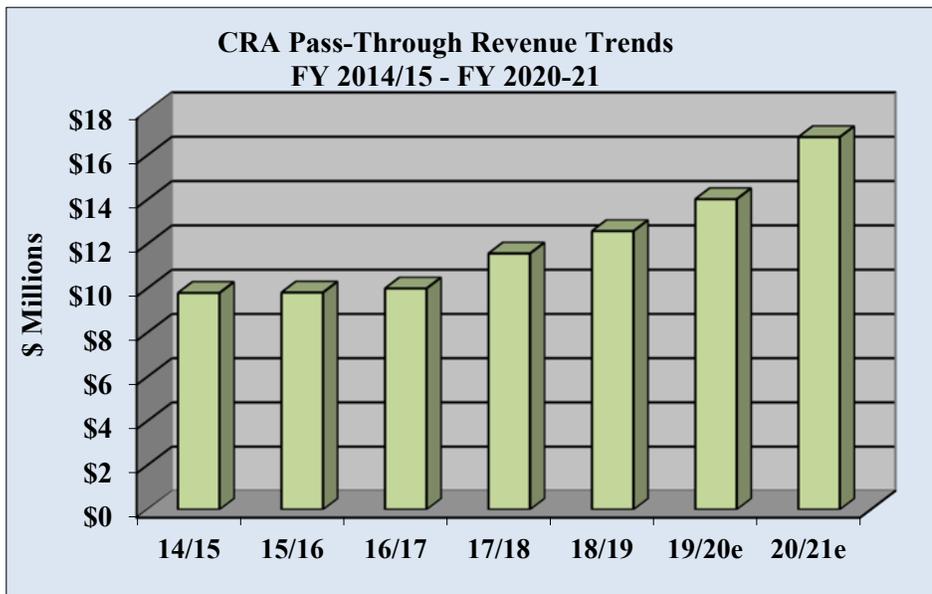
On June 22, 2017, the contract with John Wayne Airport (JWA) was extended via Amendment for five years through November 22, 2022 with an increased contract value of \$26,489,760. Total John Wayne Airport (JWA) contract revenue for FY 2020/21 is \$5.2 million reflecting an increase of 4.0% from FY 2019/20. The charge includes daily staffing of six post positions based on salary and benefit costs for staff assigned to JWA. It also includes an overhead cost rate of 6.97% and \$198K in services/supplies. The total JWA charge is capped at 4% for annual cost increases as provided in the agreement.

FY 2020/21 OCFA Adopted Budget

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

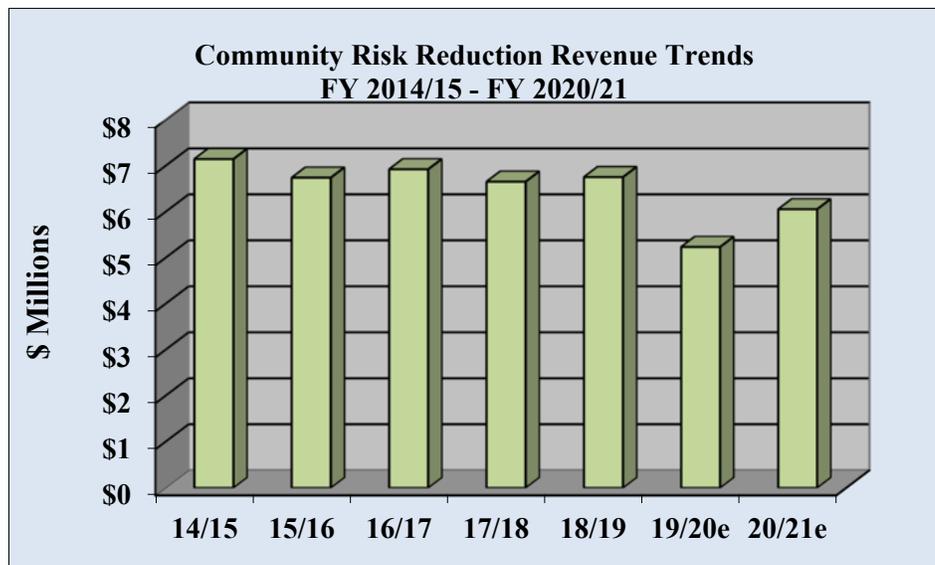
The CRA revenues, which comprise 3.74% of total General Fund revenues, are also projected by Harris.

The budget for FY 2020/21 is \$16.8 million, reflecting an increase of \$2.8 million from the estimated revenue for FY 2019/20. Changes in pass through revenues are driven mostly by the expected timing of successor agencies paying off all remaining obligations.



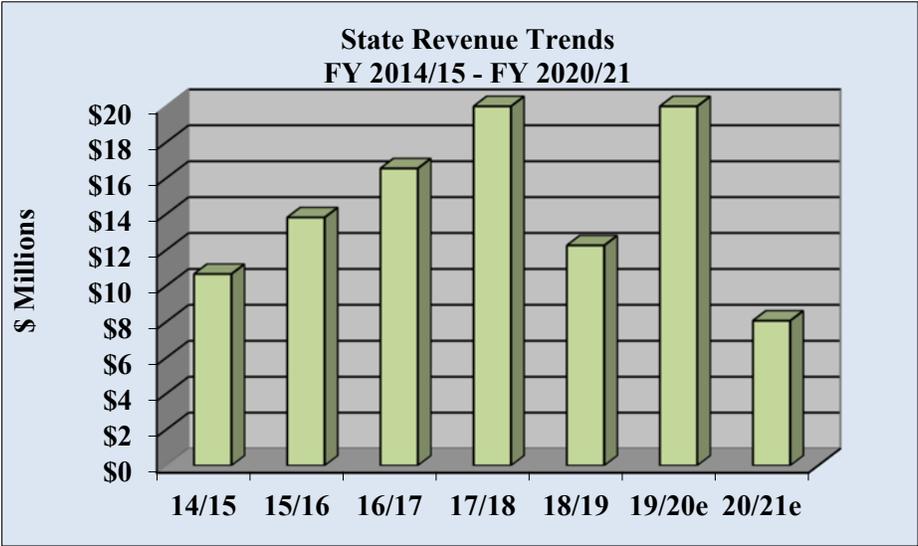
COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.4% of total General Fund revenues and include permits, inspections, and plan checks. FY 2019/20 CRR revenue is estimated to decrease due to COVID-19 closure issues. However, CRR Fees are projected to increase back to normal levels for FY 2020/21, and are budgeted at \$6.1 million.



STATE REVENUE

State Revenue is comprised primarily of the State Responsibility Area (SRA) wildlands 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 \$8.1million for FY 2020/21 and represents 1.8% of General Fund revenues.



FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2020/21**

DESCRIPTION	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	% Change from FY 2019/20 Budget
PROPERTY TAXES	\$260,069,047	\$272,047,362	\$285,647,942	5.00%
INTERGOVERNMENTAL	20,286,643	19,961,585	24,986,249	25.17%
CHARGES FOR CURRENT SVCS	111,444,977	136,507,014	137,821,137	0.96%
USE OF MONEY AND PROPERTY	1,036,063	1,170,026	414,251	-64.59%
OTHER	1,021,382	1,028,785	1,139,500	10.76%
TOTAL REVENUE	\$393,858,112	\$430,714,772	\$450,009,079	4.48%

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2020/21**

DESCRIPTION	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	% Change from FY 2019/20 Adopted Budget
TAXES				
Property Taxes, Current Secured	\$246,268,358	\$258,087,106	\$271,693,108	5.27%
Property Taxes, Current Unsecured	7,170,233	7,343,982	7,410,709	0.91%
Property Taxes, Prior Unsecured	92,818	103,918	80,542	-22.49%
Property Taxes, Supplemental	4,973,645	4,973,645	4,973,645	0.00%
Delinquent Supplemental	183,059	190,395	161,513	-15.17%
Homeowner Property Tax	1,380,934	1,348,316	1,328,425	-1.48%
TOTAL PROPERTY TAXES	260,069,047	272,047,362	285,647,942	5.00%
INTERGOVERNMENTAL				
State				
SRA Wildlands (CAL FIRE Contract)	6,764,627	6,972,575	7,847,496	12.55%
Assistance-by-Hire (State)	200,000	200,000	200,000	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	10,000	0.00%
SUB-TOTAL	6,974,627	7,182,575	8,057,496	12.18%
Federal				
Assistance-by-Hire (Federal)	100,000	100,000	100,000	0.00%
Misc Federal Revenue	888,606	414,682	-	-100.00%
SUB-TOTAL	988,606	514,682	100,000	-80.57%
CRA Pass-Through				
Mission Viejo Pass thru	1,048,428	1,097,620	1,173,281	6.89%
Cypress-CRA Pass thru	2,024,721	575,878	1,346,741	133.86%
Irvine - CRA Pass thru	345,357	2,354,067	2,917,722	23.94%
La Palma - CRA Pass thru	668,593	344,277	357,309	3.79%
Lake Forest - CRA Pass thru	1,257,550	783,761	1,127,706	43.88%
San Juan Caps - CRA Pass thru	1,333,949	1,126,273	1,372,813	21.89%
County of Orange Pass-Through	2,853,845	3,106,699	5,863,843	88.75%
Yorba Linda - CRA Pass thru	2,790,967	2,875,753	2,669,338	-7.18%
SUB-TOTAL	12,323,410	12,264,328	16,828,753	37.22%
TOTAL INTERGOVERNMENTAL	20,286,643	19,961,585	24,986,249	25.17%

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2020/21

DESCRIPTION	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	% Change from FY 2019/20 Adopted Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
Facility Maintenance Charges	250,000	355,000	300,000	-15.49%
Tustin	7,790,345	8,402,787	8,940,102	6.39%
Placentia	6,258,959	6,615,899	-	-100.00%
Seal Beach	5,371,942	5,675,835	5,924,437	4.38%
Stanton	4,391,778	4,649,978	4,853,647	4.38%
Santa Ana	40,104,954	41,893,008	43,762,981	4.46%
JWA Contract	5,002,974	5,203,093	5,411,217	4.00%
Buena Park	11,048,962	11,832,681	12,520,225	5.81%
San Clemente	8,570,835	9,185,173	9,748,031	6.13%
Westminster	11,693,717	11,817,002	12,261,107	3.76%
Garden Grove	-	20,062,176	23,384,867	16.56%
SUB-TOTAL	100,484,466	125,692,632	127,106,614	1.12%
Community Risk Reduction Fees				
AR Late Payment Penalty	19,000	19,000	19,000	0.00%
Inspection Services Revenue	1,742,323	1,742,323	1,742,323	0.00%
P&D Fees	5,004,412	4,200,000	4,200,000	0.00%
False Alarm	160,000	200,000	100,000	-50.00%
SUB-TOTAL	6,925,735	6,161,323	6,061,323	-1.62%
Other Charges for Services				
Haz. Mat. Response Subscription Prog	5,446	5,459	5,600	2.58%
Charge for C&E Services	100,000	100,000	100,000	0.00%
SUB-TOTAL	105,446	105,459	105,600	0.13%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,030,920	1,230,100	1,230,100	0.00%
ALS Transport Reimbursement	2,898,410	3,317,500	3,317,500	0.00%
SUB-TOTAL	3,929,330	4,547,600	4,547,600	0.00%
TOTAL CHGS FOR CURRENT SVCS	111,444,977	136,507,014	137,821,137	0.96%

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2020/21**

DESCRIPTION	FY 2018/19 Adopted Budget	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	% Change from FY 2019/20 Adopted Budget
USE OF MONEY AND PROPERTY				
Interest				
Interest	1,036,063	1,170,026	414,251	-64.59%
TOTAL USE OF MONEY/PROPERTY	1,036,063	1,170,026	414,251	-64.59%
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	14,000	14,000	14,000	0.00%
Miscellaneous Revenue	146,000	146,000	146,000	0.00%
Restitution	1,000	1,000	3,000	200.00%
RFOTC Cell Tower Lease Agreement	44,765	44,765	46,000	2.76%
Fullerton Airport Hangar Lease	201,117	208,520	-	-100.00%
Witness Fees	4,500	4,500	5,500	22.22%
Joint Apprenticeship Comm (CFFJAC)	100,000	100,000	400,000	300.00%
Santa Ana College Agreement	450,000	450,000	450,000	0.00%
Sales of Surplus	60,000	60,000	75,000	25.00%
TOTAL OTHER REVENUE	1,021,382	1,028,785	1,139,500	10.76%
SUBTOTAL REVENUE	\$393,858,112	\$430,714,772	\$450,009,079	4.48%

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2020/21 BUDGET

Account Description and Explanation of Significant Changes	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	\$ Change fr FY 2019/20 Budget	% Change fr FY 2019/20 Budget
EMPLOYEE SALARIES				
Regular Salaries	\$157,996,062	\$153,354,677	(\$4,641,385)	-2.94%
<ul style="list-style-type: none"> - Reflects freezing of 24 positions (6 Fire Captains, 6 Fire Apparatus Engineers, and 12 Firefighters) related to the City of Placentia withdrawing from the OCFA - Reflects three new positions for FY 2020/21 for enhancement of Engine 15. - Reflects one new Limited-Term Construction Manager - Reflects \$3.2M reduction for anticipated salary savings due to vacant positions - Reflects cost-of-living increases for OCEA and OCFAMA employee groups - Includes potential merit increases for eligible employees 				
Backfill/Overtime/FLSA	48,819,897	49,422,832	602,935	1.24%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years - Includes FLSA Adjustment/Holiday Pay 				
Extra Help	83,490	42,588	(40,902)	-48.99%
<ul style="list-style-type: none"> - Increase due to decreasing budgeted Extra Help positions from six in FY 2019/20 to three in FY 2020/21 				
Reserves	300,000	300,000	-	0.00%
<ul style="list-style-type: none"> - Based on historical levels; no change from FY 2019/20 				
Other Pay	21,557,379	23,600,727	2,043,348	9.48%
<ul style="list-style-type: none"> - Reflects cost-of-living increases for OCEA and OCFAMA employee groups - Includes potential merit increases for eligible employees - Increase due to budgeting of Other Pay for Garden Grove employees under salaries for initial transition year 				
Sick/Vacation Payoff	4,127,883	4,334,713	206,830	5.01%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	232,884,711	231,055,537	(1,829,174)	-0.79%

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2020/21 BUDGET**

Account Description and Explanation of Significant Changes	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	\$ Change fr FY 2019/20 Budget	% Change fr FY 2019/20 Budget
<u>RETIREMENT</u>	97,540,771	105,358,608	7,817,837	8.01%
- Reflects OCERS' final adopted rates & PEPRA rates for vacant positions. Retirement rates increased due to OCERS 2018 Actuarial Study showing an investment loss vs. 7% assumed ROI.				
- Reflects freezing of 24 positions (6 Fire Captains, 6 Fire Apparatus Engineers, and 12 Firefighters) related to the City of Placentia withdrawing from the OCFA				
- Reflects three new positions for FY 2020/21 for enhancement of Engine 15				
- Reflects one new Limited-Term Construction Manager				
- Reflects cost-of-living increases for OCEA and OCFAMA employee groups				
- Reflects OCERS' final adopted rates & PEPRA rates for vacant positions				
- Reflects \$3.2M reduction for anticipated salary savings due to vacant positions				
- Includes \$1.8M savings for OCERS prepayment				
- Includes \$12.4M UAAL buy-down				
<u>INSURANCE</u>				
Health Insurance	34,131,881	35,729,840	1,597,959	4.68%
- Reflects increasing healthcare costs and 5% increase for firefighters per the Health Plan Agreement between OCFA and Local 3631				
Workers' Compensation	17,855,023	20,093,346	2,238,323	12.54%
- Based on the 50% confidence level provided by the actuarial study, with \$1M in deduction to be directed to OCERS for UAAL pay down				
Unemployment Insurance	60,000	70,000	10,000	16.67%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	52,046,904	55,893,186	3,846,282	7.39%
<u>MEDICARE</u>	3,340,354	3,335,213	(5,141)	-0.15%
- Reflects freezing of 24 positions (6 Fire Captains, 6 Fire Apparatus Engineers, and 12 Firefighters) related to the City of Placentia withdrawing from the OCFA				
- Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not pay into medicare				
- Includes potential merit increases for eligible employees				
- Reflects a \$35K reduction for anticipated salary savings due to vacant positions				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$385,812,740	\$395,642,544	\$9,829,804	2.55%

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2020/21 BUDGET

Account Description and Explanation of Significant Changes	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	\$ Change fr FY 2019/20 Budget	% Change fr FY 2019/20 Budget
Clothing - FY 2020/21 reflects reduction of one-time increases for new outfitting for Garden Grove personnel in FY 2019/20	\$2,070,059	\$1,410,496	(\$659,563)	-31.86%
Communications - FY 2020/21 reflects reduction of one-time increases for upgrades of network routers/switches, remote connections, data circuits, etc. in FY 2019/20	1,376,529	1,281,926	(94,603)	-6.87%
Food	109,870	109,870	-	0.00%
Household Expenses - FY 2020/21 reflects reallocation of funds	257,000	220,914	(36,086)	-14.04%
Insurance - FY 2020/21 reflects reduction of one-time increase for excess loss premium in FY 2019/20	1,837,976	1,705,650	(132,326)	-7.20%
Maintenance/Repair - Equipment - FY 2020/21 reflects reduction of one-time enhancements to the Air Operations program in FY 2019/20	5,704,927	5,285,927	(419,000)	-7.34%
Maintenance/Repair - Buildings - FY 2020/21 reflects reduction of one-time maintenance projects at several fire stations in FY 2019/20	2,508,695	2,343,695	(165,000)	-6.58%
Medical Supplies and Equipment - FY 2020/21 reflects reduction of one-time increases in FY 2019/20	1,254,059	1,156,095	(97,964)	-7.81%
Memberships	58,529	59,286	757	1.29%
Miscellaneous Expenses	35,000	35,000	-	0.00%
Office Expense - FY 2020/21 reflects reallocation of funds	1,023,169	1,050,425	27,256	2.66%

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2020/21 BUDGET

Account Description and Explanation of Significant Changes	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	\$ Change fr FY 2019/20 Budget	% Change fr FY 2019/20 Budget
Professional and Specialized Services - FY 2020/21 reflects reduction of one-time increases to the HR Department in FY 2019/20	9,040,106	8,318,216	(721,890)	-7.99%
Publications and Legal Notices	7,845	8,300	455	5.80%
Rents and Leases - Equipment FY 2020/21 reflects reallocation of funds	203,000	220,000	17,000	8.37%
Rents and Leases - Facilities - FY 2020/21 reflects reallocation of funds	131,838	127,220	(4,618)	-3.50%
Small Tools and Instruments FY 2020/21 reflects reduction of one-time increases in FY 2019/20	191,508	152,408	(39,100)	-20.42%
Special Department Expense FY 2020/21 reflects reallocation of funds	2,444,105	2,473,629	29,524	1.21%
Transportation - FY 2020/21 reflects reduction of one-time increases in FY 2019/20	2,347,726	2,288,726	(59,000)	-2.51%
Travel, Training and Meetings FY 2020/21 reflects reallocation of funds	1,427,661	1,406,249	(21,412)	-1.50%
Utilities	2,311,500	2,311,500	-	0.00%
Taxes and Assessments	32,209	32,209	-	0.00%
TOTAL SERVICES & SUPPLIES	\$34,373,311	\$31,997,741	(\$2,375,570)	-7.94%

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND FY 2020/21 BUDGET

Account Description	Business Services	Command & Emergency Planning	Community Risk Reduction	Emergency Medical Services	Executive Management
EMPLOYEE SALARIES					
Regular Salaries	\$4,567,729	\$4,013,480	\$8,504,400	\$2,133,028	\$4,291,420
Backfill/Overtime	49,391	968,936	203,116	63,602	164,875
FLSA Adjustment/Holiday Pay	-	52,418	72,264	12,004	-
Extra Help	-	-	42,588	-	-
Reserves	-	-	-	-	-
Other Pay	111,884	405,571	471,621	193,416	263,993
Sick/Vacation Payoff	148,182	78,217	261,448	46,651	311,239
TOTAL SALARIES	4,877,186	5,518,622	9,555,437	2,448,701	5,031,527
RETIREMENT	14,141,771	1,800,374	3,719,886	972,867	2,096,819
INSURANCE					
Employee Insurance	853,345	648,365	1,322,396	351,664	686,815
Workers' Compensation	189,240	304,555	436,557	176,838	217,435
Unemployment Insurance	-	-	-	-	-
TOTAL INSURANCE	1,042,585	952,920	1,758,953	528,502	904,250
MEDICARE	70,664	79,890	139,967	35,340	72,586
TOTAL S&EB (SALARIES & EMPLOYEE BENEFITS)	20,132,206	8,351,806	15,174,243	3,985,410	8,105,182
SERVICES & SUPPLIES	3,378,932	72,973	661,213	1,473,031	978,413
EQUIPMENT	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-
TOTAL BUDGET	\$23,511,138	\$8,424,779	\$15,835,456	\$5,458,441	\$9,083,595
Funded Positions	68	44	83	18	27

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
FY 2020/21 BUDGET**

Account Description	Human Resources	Logistics	Operations	Special Operations	TOTAL
EMPLOYEE SALARIES					
Regular Salaries	\$2,497,216	\$9,073,535	\$113,834,591	\$4,439,278	\$153,354,677
Backfill/Overtime	20,163	391,254	35,556,833	989,004	38,407,174
FLSA Adjustment/Holiday Pay	-	-	10,766,668	112,304	11,015,658
Extra Help	-	-	-	-	42,588
Reserves	-	-	270,840	29,160	300,000
Other Pay	126,159	513,450	20,933,782	580,851	23,600,727
Sick/Vacation Payoff	78,194	191,599	3,103,841	115,342	4,334,713
TOTAL SALARIES	2,721,732	10,169,838	184,466,555	6,265,939	231,055,537
RETIREMENT	1,006,586	3,486,257	75,619,017	2,515,031	105,358,608
INSURANCE					
Employee Insurance	481,124	1,556,244	28,386,393	1,443,494	35,729,840
Workers' Compensation	107,741	670,714	17,242,079	748,187	20,093,346
Unemployment Insurance	-	-	56,000	14,000	70,000
TOTAL INSURANCE	588,865	2,226,958	45,684,472	2,205,681	55,893,186
MEDICARE	39,453	146,260	2,659,882	91,171	3,335,213
TOTAL S&EB (SALARIES & EMPLOYEE BENEFITS)	4,356,636	16,029,313	308,429,926	11,077,822	395,642,544
SERVICES & SUPPLIES	6,135,578	16,084,329	1,359,165	1,854,107	31,997,741
EQUIPMENT	-	-	-	124,000	124,000
DEBT SERVICE	-	-	-	-	-
TOTAL BUDGET	\$10,492,214	\$32,113,642	\$309,789,091	\$13,055,929	\$427,764,285
Funded Positions	23	108	1,107	58	1,536

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.

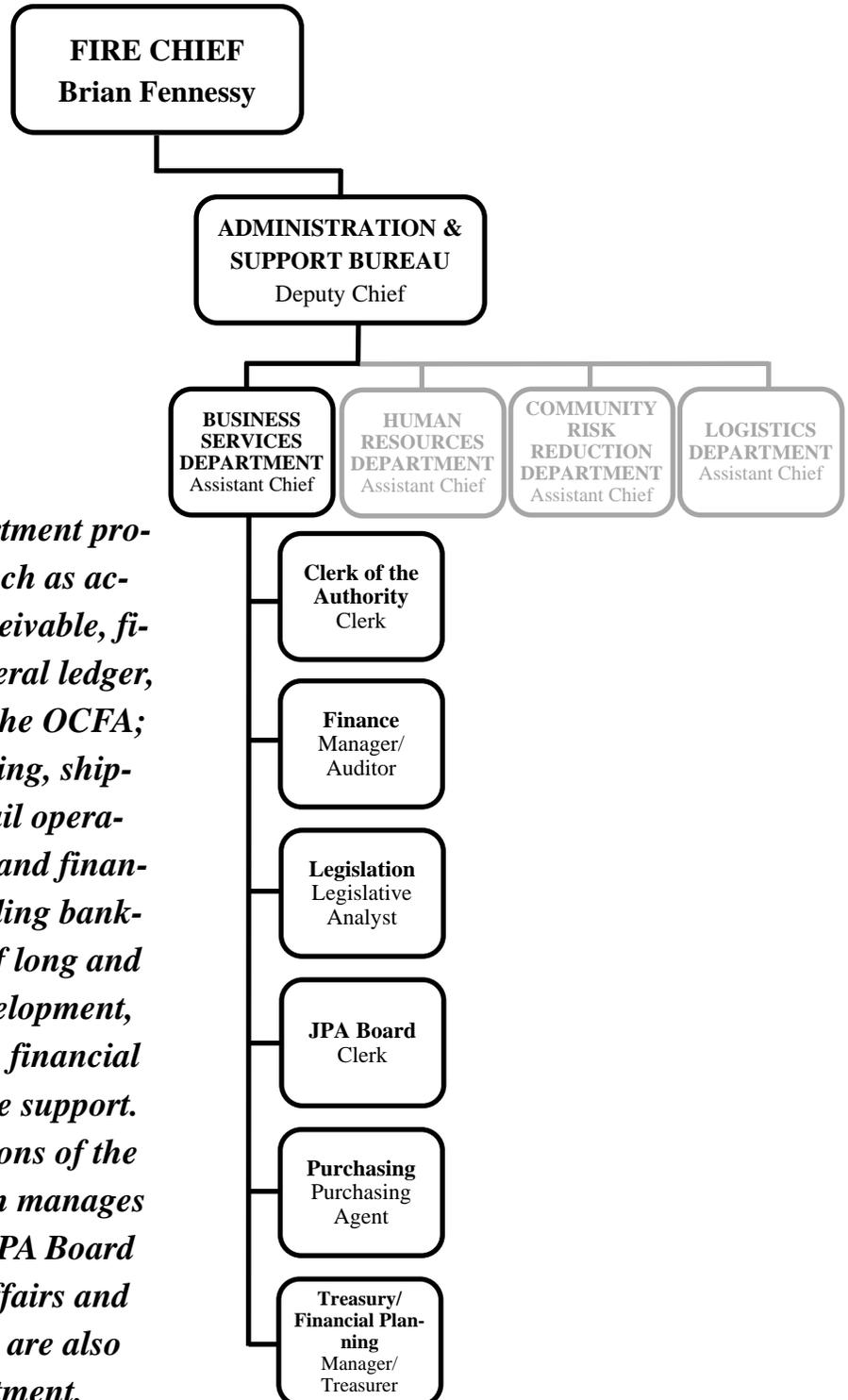


*Business Services
Department*





**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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2020/21 BUDGET

Account Description	JPA Board of Directors	Clerk of the Authority	Finance Division	Purchasing	Treasury & Financial Planning	Legislation Division	Department Total
EMPLOYEE SALARIES							
Regular Salaries	\$37,200	\$499,921	\$2,393,648	\$627,829	\$884,331	\$124,800	\$4,567,729
Backfill/Overtime	-	-	46,357	3,034	-	-	49,391
FLSA Adjmt./Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	8,414	80,223	20,247	2,500	500	111,884
Sick/Vacation Payoff	-	9,319	91,116	5,165	42,582	-	148,182
TOTAL SALARIES	37,200	517,654	2,611,344	656,275	929,413	125,300	4,877,186
RETIREMENT	-	196,140	941,092	241,304	12,715,317	47,918	14,141,771
INSURANCE							
Employee Insurance	-	101,417	441,221	99,089	181,740	29,878	853,345
Workers' Comp	-	16,520	102,460	23,785	40,809	5,666	189,240
TOTAL INSURANCE	-	117,937	543,681	122,874	222,549	35,544	1,042,585
MEDICARE	539	7,505	37,851	9,516	13,436	1,817	70,664
TOTAL S&EB	37,739	839,236	4,133,968	1,029,969	13,880,715	210,579	20,132,206
SERVICES AND SUPPLIES	35,328	12,869	2,906,956	48,842	212,312	162,625	3,378,932
EQUIPMENT	-	-	-	-	-	-	-
TOTAL BUDGET	\$73,067	\$852,105	\$7,040,924	\$1,078,811	\$14,093,027	\$373,204	\$23,511,138
Funded Positions	25	5	25	6	6	1	68

Business Services Department Summary

Budget Summary:

The FY 2020/21 budget for the Business Services Department is \$23.5 million, compared to \$20.5 million for FY 2019/20. The increase is primarily due to the increase in the unfunded liability payment that is budgeted in the Treasury Division. 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 68 positions in FY 2020/21. The FY 2020/21 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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. <u>Our Service Delivery</u> <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 style="color: #800000;">As required under the Irvine Settlement Agreement, OCFA deposited \$2M into the PARS 115 Trust to be used towards Member Cities’ share of OCFA’s UAAL.</p> <p style="color: #800000;">In December of 2019, a total of \$13.6M was transmitted by OCFA to OCERS for the accelerated pension paydown plan. This total included \$4M approved by the Board in November of 2019 (coming from FY 2018-19 fund balance) and \$9.6M accelerated pension paydown amount approved as part of the FY 2019-20 budget.</p> <p style="color: #800000;">As of the December 31, 2019 Actuarial Study, OCFA’s pension plan is 80.04% funded.</p>	Business Services	<p>TSD: 9/26/13 TCD: 12/31/22 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 style="color: #800000;">In November 2019, the Board approved allocating \$1M of FY 2018-19 fund balance towards fire station improvement projects.</p> <p style="color: #800000;">In May 2020, the Board approved the FY 2020/21 Budget and directed staff to delay the timing for when OCFA remits the FY 2020/21 Snowball pension paydown plan payment to OCERS until further direction is provided. In addition, the Board directed staff to exclude the FY 2020/21 Snowball pension paydown plan payment from the cash contract city charge calculation in order to provide relief from future ongoing increases.</p>	Business Services	<p>TSD: 7/1/19 TCD: 6/30/20 CB: OCFA’s 5-year financial forecast reflects a balanced budget with a flow of funds for CIP needs.</p>
<p>c. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform.</p> <p style="color: #800000;">Due to the impacts of COVID-19, State legislative and budget priorities shifted significantly. Staff identified bills that support</p>	Business Services	<p>TSD: 7/1/19 TCD: 6/30/20 CB: Legislation is monitored, positions taken align with the</p>

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

<p>OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>OCFA and its personnel in their response. Bills of potential impact were identified and provided to the Board as needed.</p> <p>Funding by the State for OCFA as a contract county and other wildfire projects remains stable, but will face pressure in coming months depending on federal and state actions. Staff is monitoring and communicating to our delegation the need to keep critical funding in place.</p> <p>Staff is working to support efforts at the federal level for any new round of relief funding to come directly to fire agencies.</p>			<p>platform, and the Board is kept apprised of activity and outcomes.</p>
<p>d. Actively seek grant funding opportunities to enhance service delivery, education, and prevention efforts.</p> <p>Under the Federal CARES ACT a number of funds were provided to assist local agencies. A portion of the funding was directed to fire agencies for Personal Protective Equipment (PPE). OCFA submitted and obtained an award of \$718,635 in federal funds for PPE. Staff has also requested assistance from the County in the use of other relief funds that were directed to county governments for COVID-19 response costs. Staff will also seek COVID-19 cost reimbursements from FEMA.</p>	<p align="center">Business Services</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Grant funding is pursued in alignment with OCFA priorities and needs.</p>
<p>2. <u>Our Technology</u> <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 internal communication of financial information and records management through automation and process improvements.</p> <p>The Clerk’s Office launched an on-line payment portal for public records that will allow requestors ease of payment and better internal controls. In addition, the Clerk’s Office, in collaboration with the Purchasing Division, developed a process by which to track contract expenditures and forms that include search criteria that will create efficiencies.</p> <p>The Clerk’s Office is finalizing efforts to launch a pilot Board Member Web Portal. The portal will enhance communication of reference documents, calendaring of events, and distribution of information.</p>	<p align="center">Business Services</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Implement at least one new process-automation during the fiscal year.</p>

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

FY 2020/21 OCFA Adopted Budget

<p>OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>The Finance Division implemented MyFinance web portal for real-time reporting, viewing, and downloading of OCFA financial activity. The portal enables users to create, view and share budget availability, encumbrance and payroll queries and to drill down into line-item invoice and purchase order details.</p> <p>The Finance Division is in the process of implementing an Accounts Payable workflow and integrated document imaging solution, which will enable automated invoice data capture, electronic invoice routing, and electronic records storage, as well as reduce the time and effort between the receipt of invoice and payment.</p> <p>The Purchasing Division implemented electronic Purchase Order/Blanket Orders to automate the delivery of documents to internal and external customers. In addition, staff is currently automating electronic requisitions to streamline purchasing processes.</p> <p>The Treasury & Financial Planning Division implemented a check scanner to ensure same day deposit. This new technology has eliminated the need for a courier and expedited the deposit of checks. In addition, quarterly budget reports for section managers are now distributed electronically allowing for faster receipt and eliminating paper copies.</p>			

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

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <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 recognize and respond to changing budgetary conditions, and to reduce unfunded liabilities, thereby improving sustainability of services.	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA’s pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA’s financial forecast is balanced with CIP funds.
b. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform and through pursuit of grant funding opportunities.	Business Services	TSD: TCD: CB:	7/1/20 6/30/21 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.

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



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

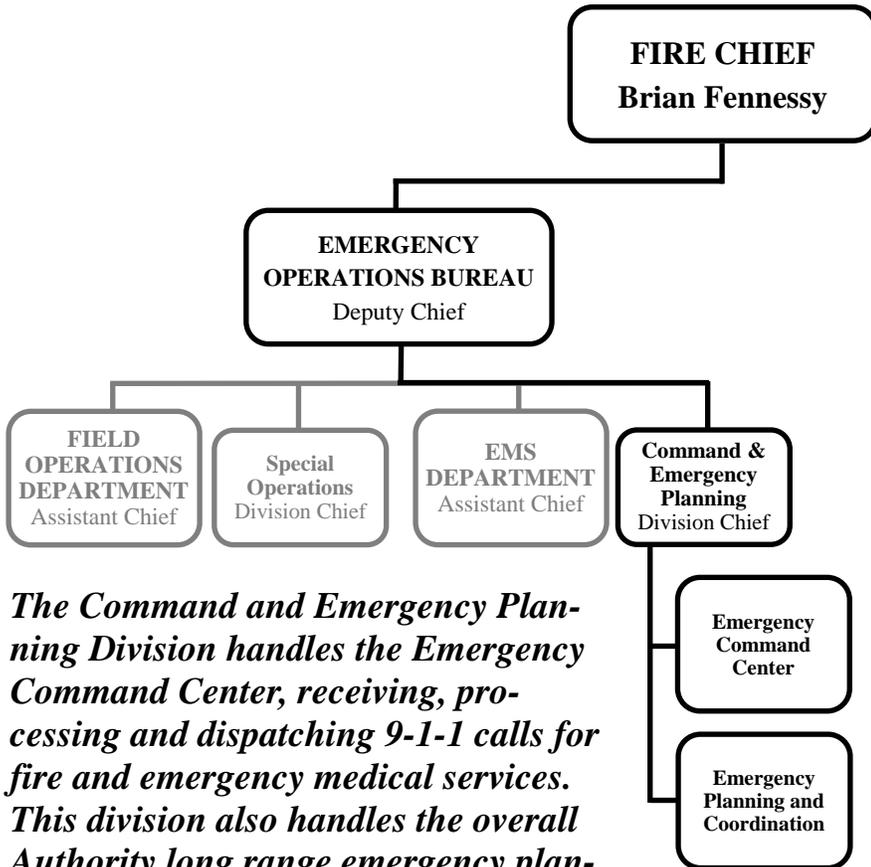


*Command &
Emergency
Planning Division*





ORANGE COUNTY FIRE AUTHORITY
COMMAND & 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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
COMMAND & EMERGENCY PLANNING DIVISION
FY 2020/21 BUDGET

Account Description	ECC	Comm and Emerg Planning Admin	EPAC	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$3,483,312	\$530,168	-	\$4,013,480
Backfill/Overtime	968,936	-	-	968,936
FLSA Adjustment/Holiday Pay	-	52,418	-	52,418
Extra Help	-	-	-	-
Reserves	-	-	-	-
Other Pay	374,645	30,926	-	405,571
Sick/Vacation Payoff	71,156	7,061	-	78,217
TOTAL SALARIES	4,898,049	620,573	-	5,518,622
RETIREMENT	1,459,463	340,911	-	1,800,374
INSURANCE				
Employee Insurance	585,502	62,863	-	648,365
Workers' Comp	236,379	68,176	-	304,555
TOTAL INSURANCE	821,881	131,039	-	952,920
MEDICARE	70,893	8,997	-	79,890
TOTAL S&EB	7,250,286	1,101,520	-	8,351,806
SERVICES AND SUPPLIES	70,023	-	2,950	72,973
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$7,320,309	\$1,101,520	\$2,950	\$8,424,779
Funded Positions	41	3	-	44

Command & Emergency Planning Department Summary

Budget Summary:

The FY 2020/21 budget for the Command & Emergency Planning Department is \$8.4 million, compared to \$8.3M for FY 2019/20, for funding of the following functions: Emergency Command Center and Emergency Planning & Coordination services. The budget includes funding for 44 positions in FY 2020/21.

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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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

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

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



BBQ GRILL SAFETY



If you smell gas while cooking, immediately get away from the grill and call the Fire Department.

Do NOT move the grill.

There's nothing like an outdoor barbeque. But a barbeque too close to anything that can burn is a fire hazard. Follow these simple steps and stay safe this grilling season.

Grilling Safety:

- Propane and charcoal BBQ grills should only be used outdoors.
- The grill should be placed well away from the home, deck railings, tables, overhanging branches and where people gather.
- Keep children and pets at least three feet away from the grill area.
- Keep your grill clean by removing grease or fat buildup from the grills and in trays below the grill.
- Never leave a heated grill, lighter or matches unattended.

Charcoal Grills:

- If you use a starter fluid, use only charcoal starter fluid. Never add charcoal fluid or any other flammable liquids to the fire.
- When you are finished grilling, let the coals completely cool (for about 48 hours) before disposing in a metal container.

Propane Grills:

Check the gas tank hose for leaks before using for the first time each year.

- If your grill has a gas leak and the leak stops, get the grill serviced by a professional before using it again. If the leak does not stop, call the fire department.
- If the flame goes out, turn the grill and gas off and wait at least 15 minutes before re-lighting it.

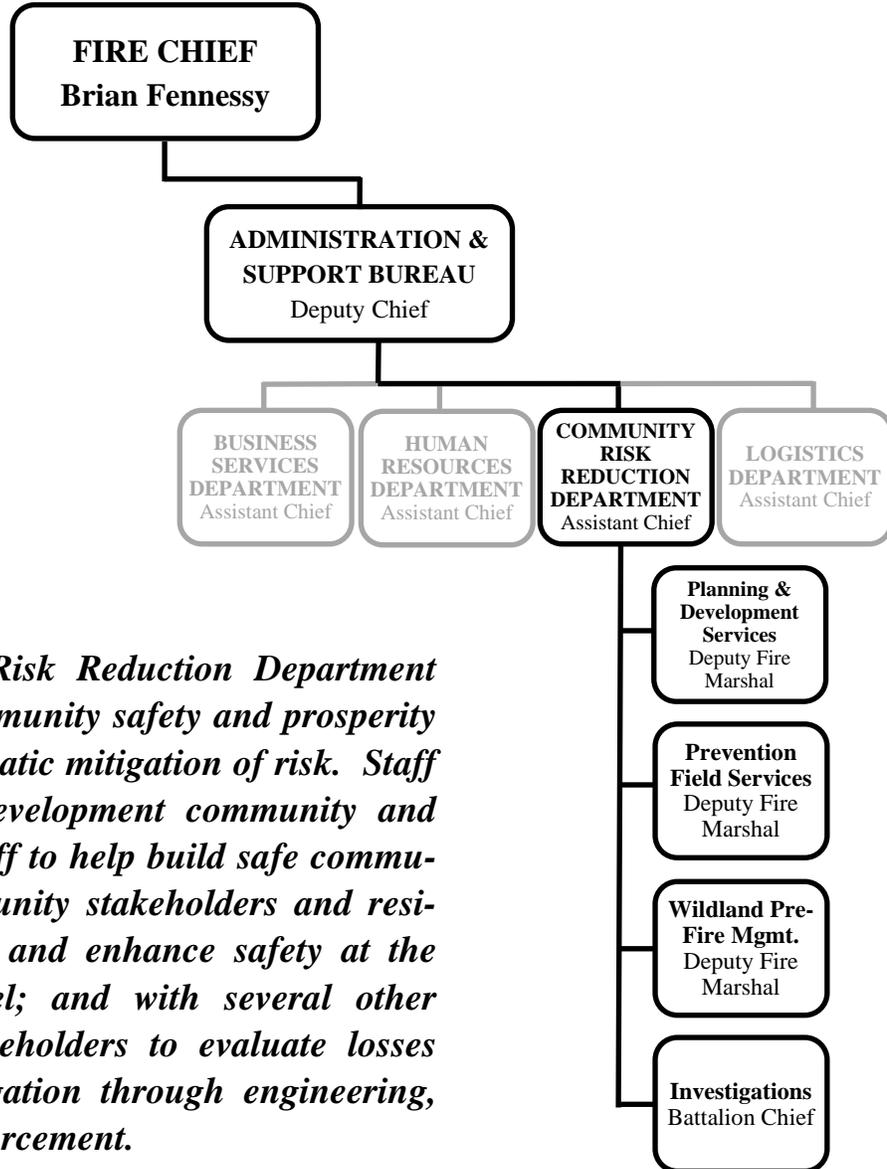


*Community Risk
Reduction
Department*





**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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2020/21 BUDGET

Account Description	Planning & Development	Prevention Field Services	Wildland Pre-Fire Management	Investigations	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$3,447,497	\$2,976,039	\$733,451	\$1,347,413	\$8,504,400
Backfill/Overtime	42,594	26,847	20,451	113,224	203,116
FLSA Adjustment/Holiday Pay	-	-	-	72,264	72,264
Extra Help	14,196	14,196	14,196	-	42,588.00
Reserves	-	-	-	-	-
Other Pay	127,930	121,241	27,014	195,436	471,621
Sick/Vacation Payoff	75,285	75,156	45,702	65,305	261,448
TOTAL SALARIES	3,707,502	3,213,479	840,814	1,793,642	9,555,437
RETIREMENT	1,354,827	1,154,444	293,602	917,013	3,719,886
INSURANCE					
Employee Insurance	501,799	440,964	112,146	267,487	1,322,396
Workers' Comp	130,598	107,913	24,154	173,892	436,557
TOTAL INSURANCE	632,397	548,877	136,300	441,379	1,758,953
MEDICARE	55,116	46,585	12,188	26,078	139,967
TOTAL S&EB	5,749,842	4,963,385	1,282,904	3,178,112	15,174,243
SERVICES & SUPPLIES	215,980	44,649	151,571	249,013	661,213
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$5,965,822	\$5,008,034	\$1,434,475	\$3,427,125	\$15,835,456
Funded Positions	34	31	7	11	83

Community Risk Reduction Department Summary

Budget Summary:

The FY 2020/21 budget for the Community Risk Reduction (CRR) Department is \$15.8 million compared to \$11.5 million for FY 2019/20. The increase is due primarily to the creation of the Wildland Pre-Fire Management Division and the movement of the Investigations Division back to the CRR Department. The CRR Department funds the following functions: Planning & Development, Prevention Field Services, Wildland Pre-Fire Management and Investigations. The budget includes funding for 83 positions in FY 2020/21.

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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i>	Responsibility	Performance Measures	
GOALS, OBJECTIVES & PERFORMANCE MEASURES	Designated department lead	Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <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. Conduct a risk assessment analysis of Garden Grove’s Community Risk Reduction data to build-out the workplan for this new annual inspection workload.</p> <p style="color: #800000;">Workload efforts from Garden Grove data analysis include:</p> <ul style="list-style-type: none"> • 5,499 records were evaluated for workload inclusion • 1,269 inspections were assigned to Operations • 2,380 were assigned to Low Frequency Low Consequence (LFLC) as-needed inspections • Remaining are assigned to the area-office for field evaluation 	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.	
2. Our Technology <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>a. Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.</p> <p style="color: #800000;">The in-house built system named “IRIS” (OCFIRS replacement) is complete and actively being field tested for additional adjustments. Community Risk Reduction (IFP replacement) and EMS will also utilize this methodology for their new systems. A contract was awarded in November 2019 to begin this work. IFP assessment is nearly complete. Framework for the look and feel of the new Community Risk Reduction system is underway. The project is estimated to take 2-3 years to complete.</p>	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.	
<p>b. Continue the Records Management System (RMS) data clean-up, as well as Garden Grove data integration, in preparation for the new RMS design.</p> <p style="color: #800000;">The project is approximately 70% complete. The next step will include assistance from IT with IFP/GIS data comparison. We anticipate this project to be ongoing throughout the new RMS development.</p>	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

Community Risk Reduction Department

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. <u>Our Technology</u> <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: TCD: CB:	7/1/20 6/30/21 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



HOARDING AND FIRE RISK



Hoarding affects up to six percent of the population, including 19 million Americans.

Extreme clutter creates serious health risks, increases fire danger, and impacts quality of life. Help is available if you or someone you know has ongoing difficulty getting rid of possessions that are no longer useful.

Hoarding Fire Risk

- Cooking is unsafe in a cluttered kitchen if flammable items are too close to the stove or oven.
- Heaters are often too close to furniture, boxes, stacks of paper, or other items that can burn.
- Electrical wires often fray under the weight of stacks or piles.
- Open flames from smoking materials or candles can easily come into contact with excess clutter.
- Cramped living quarters result in narrow pathways and blocked exits.
- During a fire, stacks of belongings can easily fall over and entrap residents or firefighters.
- The weight of stored items, especially if water is added to put out a fire, can lead to building collapse.
- Excess clutter can make searching for, rescuing, or providing medical care to residents difficult or even impossible in a hoarding home.

You Can Help

- Never ignore potential hoarding situations. Early intervention might save someone's life.
- When addressing hoarding, focus on risk prevention rather than clutter. Appeal to the resident's sense of safety and the well-being of family members, pets, neighbors, and first responders. Be caring and empathetic, not judgmental.
- Encourage the resident to start with small steps, such as installing smoke and carbon monoxide alarms, clearing exit paths from each room, and creating a home escape plan.
- Discuss possible solutions and local resources, including the Orange County Task Force on Hoarding's Intervention Resource Guide (<http://www.ochealthinfo.com/bhs/about/aoabh/hoarding>).

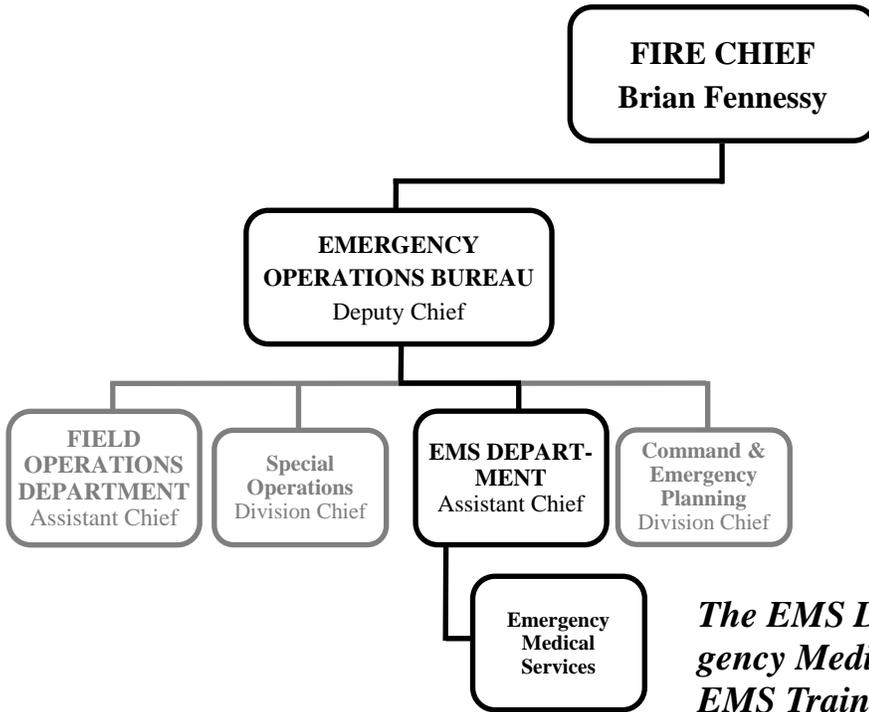


*Emergency
Medical Services
Department*





ORANGE COUNTY FIRE AUTHORITY
EMS DEPARTMENT
ORGANIZATION CHART



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

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
EMERGENCY MEDICAL SERVICES DEPARTMENT SUMMARY
FY 2020/21 BUDGET

<u>Account Description</u>	<u>Emergency Medical Services</u>	<u>Department Total</u>
EMPLOYEE SALARIES		
Regular Salaries	\$2,133,028	\$2,133,028
Backfill/Overtime	63,602	63,602
FLSA Adjustment/Holiday Pay	12,004	12,004
Extra Help	-	-
Reserves	-	-
Other Pay	193,416	193,416
Sick/Vacation Payoff	46,651	46,651
TOTAL SALARIES	2,448,701	2,448,701
RETIREMENT	972,867	972,867
INSURANCE		
Employee Insurance	351,664	351,664
Workers' Compensation	176,838	176,838
TOTAL INSURANCE	528,502	528,502
MEDICARE	35,340	35,340
TOTAL S&EB	3,985,410	3,985,410
SERVICES & SUPPLIES	1,473,031	1,473,031
EQUIPMENT	-	-
TOTAL BUDGET	\$5,458,441	\$5,458,441
Funded Positions	18	18

Emergency Medical Services Department Summary

Budget Summary:

The FY 2020/21 budget for the Emergency Medical Services (EMS) Department is \$5.5 million, and is equivalent to the FY 2019/20 budget. The budget provides funding for the EMS function and for 18 positions in FY 2020/21.

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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. <u>Our Service Delivery</u> <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. 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></p> <p>Private ambulance companies currently engage with OCFA in public-private partnerships through their provision of ambulance transport service to all areas covered by OCFA. The County of Orange recently awarded BLS ambulance transport contracts to private ambulance companies who cover large areas of OCFA’s jurisdiction.</p> <p>Consultant AP Triton stands ready to assist OCFA with a more in-depth analysis into the ambulance system within OCFA’s jurisdiction, including the contract cities. This analysis could include a fiscal outlook for the system and lay the groundwork for assessing alternative options to ambulance delivery models.</p>	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.
<p>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.</p> <p>The final report for the EMS SLA is near completion by Citygate.</p>	Emergency Medical Services	TSD: 7/1/19 TCD: 6/30/20 CB: The EMS SLA is completed and the report findings are prioritized.
2. <u>Our People</u> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>		
<p>a. Continue to pursue additional opportunities to increase the number of paramedics through recruitment, paramedic training and the local accreditation process.</p> <p>With the completion of the academies in November, and other efforts to increase paramedics, EMS has successfully put 97 new paramedics into the field in 2019. This has significantly decreased the amount of force hires for paramedics in all ranks.</p>	Human Resource & 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**

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter</i> <i>Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<u>Responsibility</u> Designated department lead	<u>Performance Measures</u> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
In Academy 50, there were additional state licensed paramedics who will be activated at the end of their probation. Additional personnel will continue to be provided opportunities to attend paramedic school, as availabilities occur for the training program.			

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring.	Human Resources, Field Operations & EMS	TSD: TCD: CB:	7/1/20 6/30/21 The number of vacant positions per rank (average over the FY) is reduced compared to FY 2019/20.
b. Sustain the Cancer Awareness & Prevention Program to guide further development and implementations for the Program in perpetuity.	EMS	TSD: TCD: CB:	7/1/20 6/30/21 Program continuity/expansions are implemented.

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

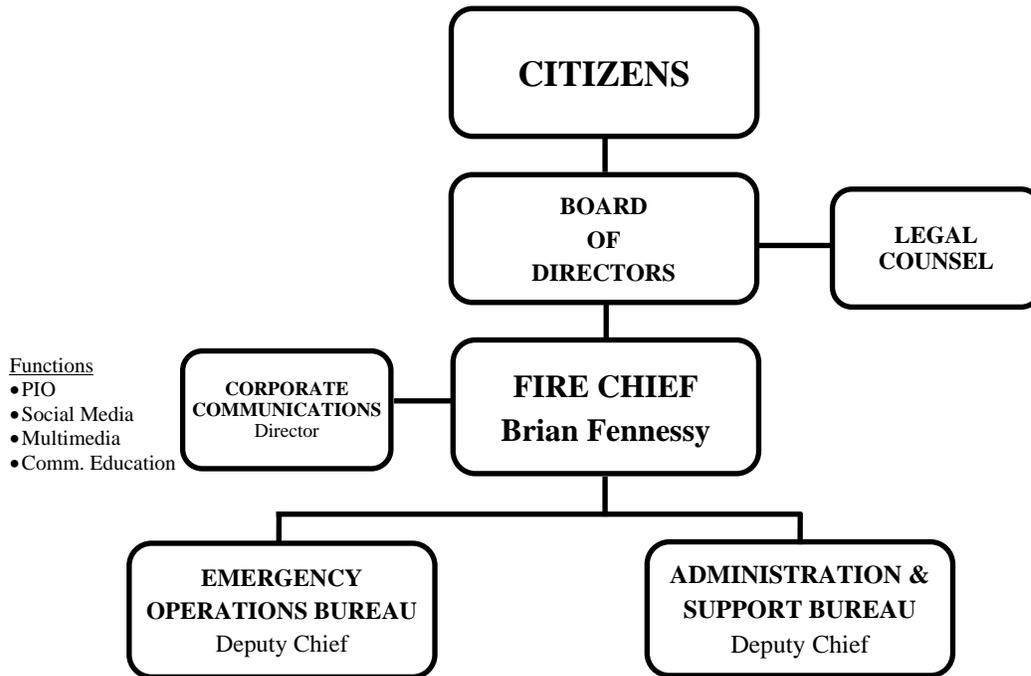


*Executive
Management*





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



- Functions
- PIO
 - Social Media
 - Multimedia
 - Comm. Education

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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT
FY 2020/21 BUDGET

Account Description	Executive Management	Corporate Communications	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$3,121,166	\$1,170,254	\$4,291,420
Backfill/Overtime	10,716	154,159	164,875
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	69,278	194,715	263,993
Sick/Vacation Payoff	301,588	9,651	311,239
TOTAL SALARIES	3,502,748	1,528,779	5,031,527
RETIREMENT	1,531,536	565,283	2,096,819
INSURANCE			
Employee Insurance	470,137	216,678	686,815
Workers' Comp	161,024	56,411	217,435
TOTAL INSURANCE	631,161	273,089	904,250
MEDICARE	50,758	21,828	72,586
TOTAL S&EB	5,716,203	2,388,979	8,105,182
SERVICES AND SUPPLIES	771,184	207,229	978,413
EQUIPMENT	-	-	-
TOTAL BUDGET	\$6,487,387	\$2,596,208	\$9,083,595
Funded Positions	15	12	27

Executive Management Summary

Budget Summary:

The FY 2020/21 budget for the Executive Management is \$9.1 million, for funding of the following functions: Executive Management and Corporate Communications. This budget is about \$1.6 million higher when compared to the FY 2019/20 budget due to the addition of several positions in Executive Management and Corporate Communications. The budget includes funding for 27 positions in FY 2020/21. The FY 2020/21 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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. <u>Our Service Delivery</u> <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. 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></p> <p>Two pilot programs for service delivery improvement were completed, including (1) the Next Generation Aerial Operations Based Pilot Program (NextGen) made possible by funding from Southern California Edison; and (2) the FIRIS Pilot Program made possible by funding from the State. These pilot programs enhanced services by increasing our air operations response capabilities and creating a new source of intelligence related to fire behavior.</p>	Fire Chief	TSD: 7/1/19 TCD: 6/30/20 CB: OCFA completes a pilot program of at least one new technology to improve service delivery.
<p>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></p> <p>The Executive Team assessed Analyst functions currently assigned to specific sections in OCFA to consider pulling the resources together into a Strategic Planning/Process Improvement Unit. At this time, findings indicated a need to keep analytical-support dedicated to specialized units of OCFA. However, we will continue assessing this option in the future for much improved strategic focus on business efficiencies.</p>	Fire Chief	TSD: 7/1/19 TCD: 6/30/20 CB: An assessment of options to re-establish a Strategic Planning/Process Improvement Unit is completed.
<p>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></p> <p>Private ambulance companies currently engage with OCFA in public-private partnerships through their provision of ambulance transport service to all areas covered by OCFA. The County of Orange recently awarded BLS ambulance transport contracts to private ambulance companies who cover large areas of OCFA’s jurisdiction.</p>	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.

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

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Consultant AP Triton stands ready to assist OCFA with a more in-depth analysis into the ambulance system within OCFA’s jurisdiction, including the contract cities. This analysis could include a fiscal outlook for the system and lay the groundwork for assessing alternative options to ambulance delivery models.</p>			
<p>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></p> <p>Strategic data analysis for field deployment is underway as part of the Service Level Assessment being completed by Citygate.</p>	Field Operations	TSD: TCD: CB:	7/1/19 6/30/20 Top priorities from data analysis are implemented.
<p>e. Continue policy efforts and Board action to reduce unfunded liabilities, thereby improving sustainability of services.</p> <p>As required under the Irvine Settlement Agreement, OCFA deposited \$2M into the PARS 115 Trust to be used towards Member Cities’ share of OCFA’s UAAL.</p> <p>In December of 2019, a total of \$13.6M was transmitted by OCFA to OCERS for the accelerated pension paydown plan. This total included \$4M approved by the Board in November of 2019 (coming from FY 2018-19 fund balance) and \$9.6M accelerated pension paydown amount approved as part of the FY 2019-20 budget.</p> <p>As of the December 31, 2019 Actuarial Study, OCFA’s pension plan is 80.04% funded.</p>	Business Services	TSD: TCD: CB:	9/26/13 12/31/22 OCFA’s pension plan with OCERS achieves an 85% funding level.
<p>f. Recognize and respond to changing budgetary conditions, not only on behalf of OCFA, but also considering OCFA financial impacts to member agencies.</p> <p>In November 2019, the Board approved allocating \$1M of FY 2018-19 fund balance towards fire station improvement projects.</p> <p>In May 2020, the Board approved the FY 2020/21 Budget and directed staff to delay the timing for when OCFA remits the FY 2020/21 Snowball pension paydown plan payment to</p>	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.

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

FY 2020/21 OCFA Adopted Budget

<p>OCFA STRATEGIC GOALS – FY 2019/20 – Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>OCERS until further direction is provided. In addition, the Board directed staff to exclude the FY 2020/21 Snowball pension paydown plan payment from the cash contract city charge calculation in order to provide relief from future ongoing increases.</p>			
<p>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.</p> <p>Per authorization provided by the Board at its June 25 meeting, we have reached a tentative agreement with the Firefighters Association, and the proposed MOU is proceeding forward for membership ratification, and submittal to the Board for final approval at the meeting of August 27.</p> <p>Negotiations with the Chief Officers Association are ongoing, with the parties continuing to share information and ideas relevant to a potential successor MOU.</p>	<p>Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Successor MOUs are approved by the Board, ratified by the associations, and implemented.</p>
<p>h. Improve efficiencies in Communications to reduce and/or eliminate duplication of efforts and time-consuming miscommunications.</p> <p>Moving Community Education to Communications has significantly streamlined efforts and improved efficiency. Duplication of efforts also has been eliminated by clearly delineating types of communications, especially to the Board, between Communications and the Clerk’s office. Processes are being established to effectively communicate through social media and responsibilities have been re-established as to media contacts.</p> <p>The PIO function has been transitioned from one single PIO working a regular 40-hour week schedule, to three shift PIOs for 24/7 coverage. Constant coverage by on-call and call-back is no longer needed, and the depth of PIO coverage has been significantly improved.</p> <p>Efforts are continuing in this area.</p>	<p>Communications</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 New communications processes are developed and implemented by end of FY.</p>

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

<p>OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>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.</p> <p>Workload efforts from Garden Grove data analysis include:</p> <ul style="list-style-type: none"> • 5,499 records were evaluated for workload inclusion • 1,269 inspections were assigned to Operations • 2,380 were assigned to Low Frequency Low Consequence (LFLC) as-needed inspections • Remaining are assigned to the area-office for field evaluation 	<p>Community Risk Reduction</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Assessment is completed, workload is assigned, and rolled into regular departmental ongoing work.</p>
<p>j. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform.</p> <p>Due to the impacts of COVID-19, State legislative and budget priorities shifted significantly. Staff identified bills that support OCFA and its personnel in their response. Bills of potential impact were identified and provided to the Board as needed.</p> <p>Funding by the State for OCFA as a contract county and other wildfire projects remains stable but will face pressure in coming months depending on federal and state actions. Staff is monitoring and communicating to our delegation the need to keep critical funding in place.</p> <p>Staff is working to support efforts at the federal level for any new round of relief funding to come directly to fire agencies.</p>	<p>Business Services</p>	<p>TSD: TCD: CB:</p>	<p>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.</p>
<p>k. Actively seek grant funding opportunities to enhance service delivery, education, and prevention efforts.</p> <p>Under the Federal CARES ACT a number of funds were provided to assist local agencies. A portion of the funding was directed to fire agencies for Personal Protective Equipment (PPE). OCFA submitted and obtained an award of \$718,635 in federal funds for PPE. Staff has also requested assistance from the County in the use of other relief funds that were directed to county governments for COVID-19 response costs. Staff will also seek COVID-19 cost reimbursements from FEMA.</p>	<p>Business Services</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Grant funding is pursued in alignment with OCFA priorities and needs.</p>

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)																								
<p>I. 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.</p> <p style="color: #a52a2a;">The final report for the EMS SLA is near completion by Citygate.</p>	Emergency Medical Services	TSD: 7/1/19 TCD: 6/30/20 CB: The EMS SLA is completed and the report findings are prioritized.																								
<p>2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i></p>																										
<p>a. Pursue additional actions to reduce force hiring for all firefighter ranks and for dispatchers.</p> <p style="color: #a52a2a;">The graduation of Academies 48, 49, and 50 during FY 2019/20 combined with intensive focus on putting paramedics into the field, has resulted in significant decrease in force hires for all ranks.</p> <p style="color: #a52a2a;">Average forced overtime shifts per employee in every rank for the quarter ending June 2020 were significantly reduced (or nearly eliminated), compared to the quarter ending June 2019, as demonstrated by the following data:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="2" style="color: #a52a2a;"><u>Rank</u></th> <th colspan="2" style="color: #a52a2a;"><u>Average Forced OT Shifts Per Employee</u></th> </tr> <tr> <th style="color: #a52a2a;"><u>June 2020</u></th> <th style="color: #a52a2a;"><u>June 2019</u></th> </tr> </thead> <tbody> <tr> <td>Captain/PM</td> <td style="text-align: center;">1.3</td> <td style="text-align: center;">5.4</td> </tr> <tr> <td>Captain</td> <td style="text-align: center;">1.1</td> <td style="text-align: center;">4.6</td> </tr> <tr> <td>Fire App Engineer/PM</td> <td style="text-align: center;">0.3</td> <td style="text-align: center;">3.3</td> </tr> <tr> <td>Fire App Engineer</td> <td style="text-align: center;">0.5</td> <td style="text-align: center;">3.2</td> </tr> <tr> <td>Firefighter/PM</td> <td style="text-align: center;">1.1</td> <td style="text-align: center;">7.6</td> </tr> <tr> <td>Firefighter</td> <td style="text-align: center;">0.2</td> <td style="text-align: center;">5.9</td> </tr> </tbody> </table> <p style="color: #a52a2a;">We have also seen forced overtime activity trend down for dispatchers, as follows:</p>	<u>Rank</u>	<u>Average Forced OT Shifts Per Employee</u>		<u>June 2020</u>	<u>June 2019</u>	Captain/PM	1.3	5.4	Captain	1.1	4.6	Fire App Engineer/PM	0.3	3.3	Fire App Engineer	0.5	3.2	Firefighter/PM	1.1	7.6	Firefighter	0.2	5.9	Human Resources & Field Operations	TSD: 7/1/19 TCD: 6/30/20 CB: The number of vacant positions per rank (average over the FY) is reduced compared to FY 2018/19.	
<u>Rank</u>		<u>Average Forced OT Shifts Per Employee</u>																								
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OCFA STRATEGIC GOALS – FY 2019/20 – Fourth Quarter Update			Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)													
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Fire Comm Dispatcher	1.6	4.8															
Fire Comm Supervisor	0.7	2.0															
<p>We will continue these efforts to build and sustain our progress.</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>With the completion of the academies in November, and other efforts to increase paramedics, EMS has successfully put 97 new paramedics into the field in 2019. This has significantly decreased the amount of force hires for paramedics in all ranks.</p> <p>In Academy 50, there were additional state licensed paramedics who will be activated at the end of their probation. Additional personnel will continue to be provided opportunities to attend paramedic school, as availabilities occur for the training program.</p>			Human Resource & 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.													
<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 style="text-align: center;"><i>(Note: Goal from the Board of Directors.)</i></p> <p>Several annual conferences, comprised of multiple training opportunities, are being offered to all members of the Executive Leadership Team. In addition, attendance at job-specific annual conferences is being offered to departmental staff, as identified by each Assistant Chief for their own respective departments.</p> <p>Preliminary plans were underway to re-establish a former training platform titled “Opportunity Knocks.” This new</p>			Fire Chief	TSD: 7/1/19 TCD: 6/30/20 CB: A variety of personnel identified by Executive Management attend three or more development opportunities over the course of the FY.													

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FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>training platform is envisioned to be open for attendance by all employees with interest and provide a variety of ½ day training opportunities hosted at RFOTC with a variety of speakers covering leadership, motivational topics, and personal development. These plans have been on hold since March 2020 due to the COVID pandemic. We will resume planning and implementation as soon as feasibly possible.</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. <i>(Note: Goal from the Board of Directors.)</i></p> <p>All members of Executive Management and all Chief Officers attended a “United in Service” training class in December, focused on continued improvement to building an inclusive OCFA environment and welcoming diversity in our workforce.</p> <p>In November of 2019, the Board approved allocating \$1M of FY 2018-19 fund balance towards fire station improvement projects.</p> <p>In January 2020, the Executive Committee approved the award of contracts to project managers/construction managers, enabling faster progress with making the needed fire station facility modifications to bathrooms/showers for gender inclusion.</p> <p>In addition, a special assignment recruitment was completed to bring a safety employee from the field into a temporary staff assignment. This temporary position began in June 2020, and it will partner with Property Management, Human Resources, Logistics, and Operations to assist in developing recommended scope, sequencing, and expedite progress with this important initiative to complete bathroom modifications.</p>	Fire Chief	TSD: 7/1/19 TCD: 6/30/20 CB: 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>e. Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates.</p> <p>The Outreach & Recruitment Team was developed and supports OCFA’s short and long-term firefighter trainee recruitment goals. The team attends recruitment events that</p>	Human Resources	TSD: 7/1/19 TCD: 6/30/20 CB: Outreach and recruiting plan developed; resources	

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<p>OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter</i> <i>Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>target potential candidates from underrepresented populations, those who are transitioning from the military, and those who are competitive athletes. Additional activities will resume as soon as feasible following the COVID pandemic.</p>			<p>identified and assigned.</p>
<p>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.</p> <p>Human Resources continues to lead activities to reduce injuries and illnesses, while improving overall employee wellness. Injury reduction activities have focused on high frequency and severity injuries including strains, cancer, cardiac, and post-traumatic stress disorder (PTSD). In terms of the safety management system, we’re focusing our initial implementation on two areas:</p> <ol style="list-style-type: none"> 1. Incident Management – this module includes injury, vehicle accident, property damage, and near miss management of reporting, investigation, root cause analysis, corrective actions, and reporting & trend analysis. 2. Audit & Inspections – this module includes compliance audits, self-assessments, routine inspections, management system audits, corrective actions, and reporting & trend analysis. <p>Due to the current COVID pandemic, completion of this project will be later than originally planned.</p>	<p style="text-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>
<p>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.</p> <p>Staff is working on a systematic approach of determining pertinent information to share, including the use of an external media gathering entity that can be consistently shared, and assigning staff responsibility to be completed.</p>	<p style="text-align: center;">Communications</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Standard communication tools are developed and implemented, issued with routine frequency.</p>

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>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.</p> <p><i>A behavioral health campaign was completed in September to educate our workforce on help that is available. Concepts for additional topic campaigns have been established. Staff is continuing to gather information through research and discussions with subject matter experts in the development of a comprehensive communications plan for all three programs.</i></p>	Human Resources & Communications	TSD: TCD: CB:	7/1/19 6/30/20 A strategic communications plan is developed and implemented.
<p>i. Continue implementation of the Lexipol web-based policy management services.</p> <p><i>The clean-up of all General Orders (GO) has been completed, and all have been migrated into the Lexipol format.</i></p>	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.
<p>3. <u>Our Technology</u> <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. Develop a formal process for reviewing, vetting, and prioritizing IT projects through the Executive Team on a routine basis.</p> <p><i>The list of the top Information Technology projects is presented to Executive Management quarterly.</i></p>	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.
<p>b. Enhance physical-security, cyber-security, and safety to personnel and systems.</p> <p><i>Purchase Order has been issued for a cyber-security consultant to perform an assessment of OCFA’s vulnerability. The initial assessment study has been completed and an RFP</i></p>	Logistics	TSD: TCD: CB:	7/1/19 6/30/20 Utilize security consultant to assess and plan

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<p>will be issued in the 1st quarter of FY 2020/21 to implement the recommendations.</p>			<p>security enhancements.</p>
<p>c. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, and a data center fire protection upgrade.</p> <p>An initial colocation site has been located and site preparations / modification began in January 2020. A second site will be located by the 4th quarter. The data center fire protection upgrade project is out to bid for potential solutions.</p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 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 service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.</p> <p>The in-house built system named “IRIS” (OCFIRS replacement) is complete and actively being field tested for additional adjustments. Community Risk Reduction (IFP replacement) and EMS will also utilize this methodology for their new systems. A contract was awarded in November 2019 to begin this work. IFP assessment is nearly complete. Framework for the look and feel of the new Community Risk Reduction system is underway. The project is estimated to take 2-3 years to complete.</p>	<p>Logistics & Community Risk Reduction</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 Implement new technologies or utilize pilot programs to test capabilities of new technology.</p>
<p>e. Continue the Records Management System (RMS) data clean-up, as well as Garden Grove data integration, in preparation for the new RMS design.</p> <p>The project is approximately 70% complete. The next step will include assistance from IT with IFP/GIS data comparison. We anticipate this project to be ongoing throughout the new RMS development.</p>	<p>Community Risk Reduction</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20 All duplicate records scrubbed, Building Shell records verified, and IFP/GIS address comparison is complete.</p>
<p>f. Enhance internal communication of financial information and records management through automation and process improvements.</p>	<p>Business Services</p>	<p>TSD: TCD: CB:</p>	<p>7/1/19 6/30/20</p>

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FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter</i> <i>Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<p>The Clerk’s Office launched an on-line payment portal for public records that will allow requestors ease of payment and better internal controls. In addition, the Clerk’s Office, in collaboration with the Purchasing Division, developed a process by which to track contract expenditures and forms that include search criteria that will create efficiencies.</p> <p>The Clerk’s Office is finalizing efforts to launch a pilot Board Member Web Portal. The portal will enhance communication of reference documents, calendaring of events, and distribution of information.</p> <p>The Finance Division implemented MyFinance web portal for real-time reporting, viewing, and downloading of OCFA financial activity. The portal enables users to create, view and share budget availability, encumbrance and payroll queries and to drill down into line-item invoice and purchase order details.</p> <p>The Finance Division is in the process of implementing an Accounts Payable workflow and integrated document imaging solution, which will enable automated invoice data capture, electronic invoice routing, and electronic records storage, as well as reduce the time and effort between the receipt of invoice and payment.</p> <p>The Purchasing Division implemented electronic Purchase Order/Blanket Orders to automate the delivery of documents to internal and external customers. In addition, staff is currently automating electronic requisitions to streamline purchasing processes.</p> <p>The Treasury & Financial Planning Division implemented a check scanner to ensure same day deposit. This new technology has eliminated the need for a courier and expedited the deposit of checks. In addition, quarterly budget reports for section managers are now distributed electronically allowing for faster receipt and eliminating paper copies.</p>		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

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>OCFA’s Strategic Goals & Objectives function in a waterfall manner, with overarching goals at the top (Fire Chief) flowing down through the Departments, Sections, and ultimately to individual managers/employees. As our goals flow from the top to the bottom of the organization, they increase in volume, become more detailed in definition, gain sequencing as incremental tasks, and are measurable.</p> <ul style="list-style-type: none"> ➤ At the highest level, OCFA’s Strategic Goals are small in number, broad in scope, designed with a long-term outlook, and relatively static to keep the organization perpetually focused on fulfilling our mission. Strategic Goals are guided by the Fire Chief. ➤ Strategic goals are further supported by Departmental Objectives which provide greater definition. They are designed for annual measurement, and they are aimed at achieving forward progress towards the Strategic Goals. Departmental Objectives are guided by Executive Management/department heads. 			
<p>OCFA’s FY 2020/21 Strategic Goals, led by Fire Chief Brian Fennessy:</p>			
<p>1. <u>Our Service Delivery</u> <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>			
<p>2. <u>Our People</u> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i></p>			
<p>3. <u>Our Technology</u> <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>OCFA’s FY 2020/21 Departmental Objectives, led by Executive Management:</p>			
<p>1. <u>Our Service Delivery</u> <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>			
<p>a. Explore service delivery improvements that can (1) result from implementation of new technologies or public-private partnerships,</p>	<p>Deputy Chiefs</p>	<p>TSD: TCD: CB:</p>	<p>7/1/20 6/30/21</p>

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
(2) improve efficiencies, and (3) assist to keep costs down.			OCFA completes a pilot program of at least one new technology to improve service delivery.
b. Initiate early planning for the next renewal of the OCFA JPA that will be effective in July 2030, including exploration of long-term solutions to address costing matters relative to cash contract member agencies.	Deputy Chief Administration & Support	TSD: TCD: CB:	7/1/20 6/30/30 Stakeholder input is initiated, draft timelines are developed.
c. Continue policy efforts and Board action to recognize and respond to changing budgetary conditions, and to reduce unfunded liabilities, thereby improving sustainability of services.	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA's pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA's financial forecast is balanced with CIP funds.
d. Negotiate and implement successor MOUs, as applicable, keeping focus on OCFA's mission and sustainability of services.	Human Resources	TSD: TCD: CB:	2/1/21 6/30/21 Successor MOUs are approved by the Board, ratified by the associations, and implemented.
e. Improve efficiencies in Communications to reduce and/or eliminate duplication of efforts and time-consuming miscommunications.	Communications	TSD: TCD: CB:	7/1/20 6/30/21 New communications processes are developed and

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

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
			implemented by end of FY.
f. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform and through pursuit of grant funding opportunities.	Business Services	TSD: TCD: CB:	7/1/20 6/30/21 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.
g. Develop a plan to proactively incorporate modernized features into our automotive fleet such as clean cab, etc.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 The Fleet SLA is completed and findings/ recommendatio ns are prioritized.
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring.	Human Resources, Field Operations & EMS	TSD: TCD: CB:	7/1/20 6/30/21 The number of vacant positions per rank (average over the FY) is reduced compared to FY 2019/20.
b. 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	Deputy Chiefs	TSD: TCD: CB:	7/1/20 6/30/21 A variety of personnel identified by Executive Management

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
vision, and celebrates employee successes/accomplishments.			attend three or more development opportunities over the course of the FY.
c. 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.	Deputy Chiefs	TSD: TCD: CB:	7/1/20 6/30/21 Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
d. For all tentatively selected firefighter recruits, provide pre-hire physical fitness exams, preparation and guidance to improve their likelihood of success during the academy.	Human Resources & Ops/Training	TSD: TCD: CB:	7/1/20 6/30/21 A pre-academy fitness assessment is provided to recruits, to help identify areas of focus for improving fitness preparation.
e. Ensure that firefighter academy course content and associated testing processes are carefully reviewed to ensure they remain appropriately correlated with Firefighter job performance requirements.	Human Resources & Ops/Training	TSD: TCD: CB:	7/1/20 6/30/21 A dedicated Chief Officer position is identified for focused leadership to perpetually refine course content and testing processes.

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

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
f. Sustain the Cancer Awareness & Prevention Program to guide further development and implementations for the Program in perpetuity.	EMS	TSD: TCD: CB:	7/1/20 6/30/21 Program continuity/expansions are implemented.
g. Develop and offer new innovative methods to further advance organizational focus on Behavioral Health, including proactive and preventative activities focused on mental “wellness”.	Human Resources	TSD: TCD: CB:	7/1/20 6/30/21 At least one new program is developed and implemented during the year.
h. Complete classification and compensation studies as required by MOUs, and as otherwise required by various changes in work assignments. Begin development of guiding policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/20 6/30/21 Funding is prioritized in the annual budget, and vendor contract is implemented to enable completion.
i. Share consistent 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:	7/1/20 6/30/21 Standard communication tools are developed and implemented, issued with routine frequency.
j. Streamline the process of completing facility repairs and improvements, with increased urgency and priority, to demonstrate dedicated focus on taking care of our people.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Update the current facility repair request system to provide better visibility to the requestor on the

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
			status of the repair request.
3. Our Technology <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, cyber-security, and safety to personnel and systems.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Utilize security consultant to assess and plan security enhancements.
b. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, backup dispatch center and a data center fire protection upgrade.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Enter into agreement for colocation; install backup hardware/software for critical systems.
c. 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:	7/1/20 6/30/21 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**

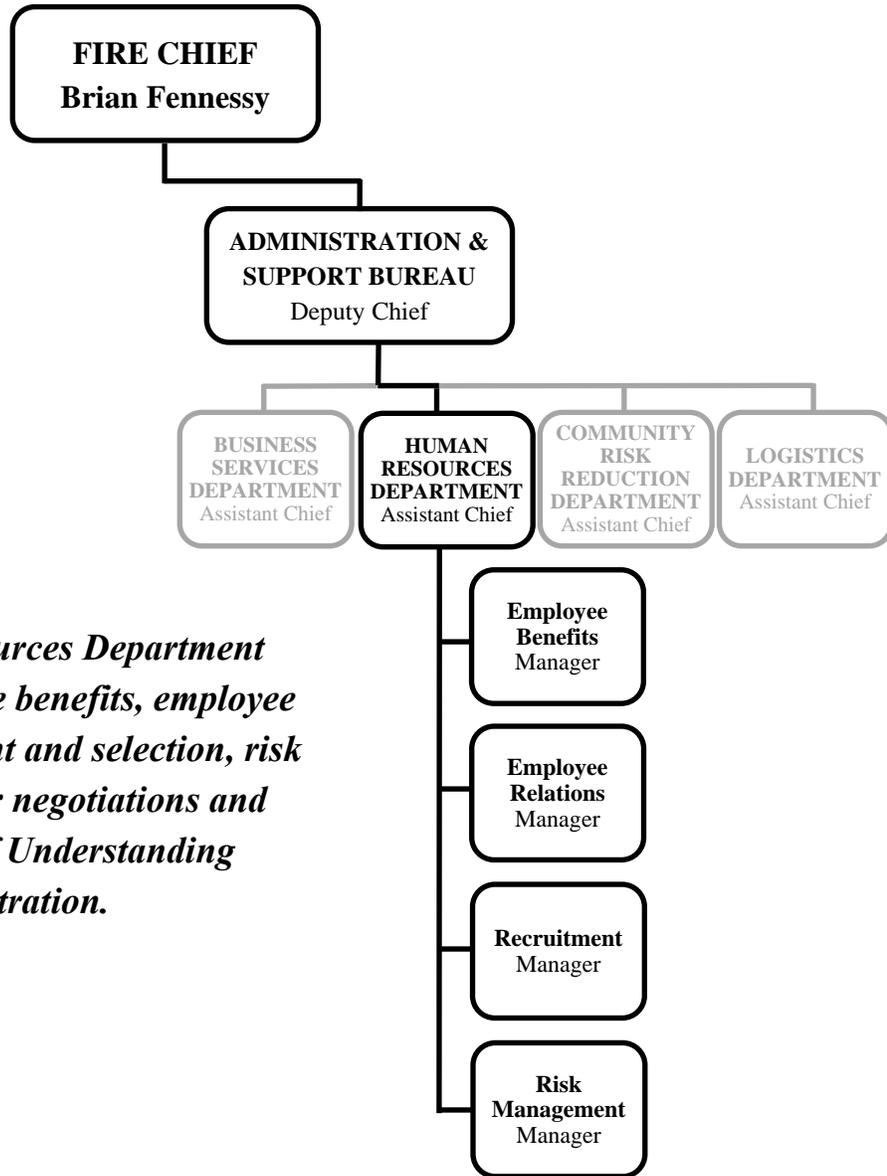


Human Resources





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



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

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
HUMAN RESOURCES DIVISION
FY 2020/21 BUDGET

Account Description	Employee Benefits	Employee Relations	Recruitment	Risk Management	Division Total
EMPLOYEE SALARIES					
Regular Salaries	\$562,767	\$382,882	\$621,951	\$929,616	\$2,497,216
Backfill/Overtime	3,226	5,953	3,764	7,220	20,163
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	17,276	-	45,723	63,160	126,159
Sick/Vacation Payoff	20,324	-	23,499	34,371	78,194
TOTAL SALARIES	603,593	388,835	694,937	1,034,367	2,721,732
RETIREMENT	221,193	135,579	250,689	399,125	1,006,586
INSURANCE					
Employee Insurance	92,253	74,060	113,869	200,942	481,124
Workers' Comp	25,650	2,686	25,673	53,732	107,741
TOTAL INSURANCE	117,903	76,746	139,542	254,674	588,865
MEDICARE	8,750	5,638	10,073	14,992	39,453
TOTAL S&EB	951,439	606,798	1,095,241	1,703,158	4,356,636
SERVICES AND SUPPLIES	368,925	147,266	885,265	4,734,122	6,135,578
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$1,320,364	\$754,064	\$1,980,506	\$6,437,280	\$10,492,214
Funded Positions	6	3	5	9	23

Human Resources Department Summary

Budget Summary:

The FY 2020/21 budget for the Human Resources Department is \$10.5 million, for funding of the following functions: Employee Benefits, Employee Relations, Recruitment, and Risk Management. This budget is about \$0.4 million lower when compared to the FY 2019/20 budget primarily due to decreased services and supplies costs across all human resources functions in an effort of cost containment. The budget includes funding for 23 positions in FY 2020/21. The FY 2020/21 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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)												
1. Our Service Delivery <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. 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.</p> <p>Per authorization provided by the Board at its June 25 meeting, we have reached a tentative agreement with the Firefighters Association, and the proposed MOU is proceeding forward for membership ratification, and submittal to the Board for final approval at the meeting of August 27.</p> <p>Negotiations with the Chief Officers Association are ongoing, with the parties continuing to share information and ideas relevant to a potential successor MOU.</p>	Human Resources	TSD: 7/1/19 TCD: 6/30/20 CB: Successor MOUs are approved by the Board, ratified by the associations, and implemented.												
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>														
<p>a. Pursue additional actions to reduce force hiring for all firefighter ranks and for dispatchers.</p> <p>The graduation of Academies 48, 49, and 50 during FY 2019/20 combined with intensive focus on putting paramedics into the field, has resulted in significant decrease in force hires for all ranks.</p> <p>Average forced overtime shifts per employee in every rank for the quarter ending June 2020 were significantly reduced (or nearly eliminated), compared to the quarter ending June 2019, as demonstrated by the following data:</p> <table border="1" data-bbox="224 1640 959 1848"> <thead> <tr> <th></th> <th colspan="2" style="text-align: center;"><u>Average Forced OT Shifts Per Employee</u></th> </tr> <tr> <th style="text-align: left;"><u>Rank</u></th> <th style="text-align: center;"><u>June 2020</u></th> <th style="text-align: center;"><u>June 2019</u></th> </tr> </thead> <tbody> <tr> <td>Captain/PM</td> <td style="text-align: center;">1.3</td> <td style="text-align: center;">5.4</td> </tr> <tr> <td>Captain</td> <td style="text-align: center;">1.1</td> <td style="text-align: center;">4.6</td> </tr> </tbody> </table>		<u>Average Forced OT Shifts Per Employee</u>		<u>Rank</u>	<u>June 2020</u>	<u>June 2019</u>	Captain/PM	1.3	5.4	Captain	1.1	4.6	Human Resources & Field Operations	TSD: 7/1/19 TCD: 6/30/20 CB: The number of vacant positions per rank (average over the FY) is reduced compared to FY 2018/19.
	<u>Average Forced OT Shifts Per Employee</u>													
<u>Rank</u>	<u>June 2020</u>	<u>June 2019</u>												
Captain/PM	1.3	5.4												
Captain	1.1	4.6												

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

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i>				Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)																								
GOALS, OBJECTIVES & PERFORMANCE MEASURES																													
<table border="1"> <tr> <td>Fire App Engineer/PM</td> <td>0.3</td> <td>3.3</td> </tr> <tr> <td>Fire App Engineer</td> <td>0.5</td> <td>3.2</td> </tr> <tr> <td>Firefighter/PM</td> <td>1.1</td> <td>7.6</td> </tr> <tr> <td>Firefighter</td> <td>0.2</td> <td>5.9</td> </tr> </table> <p>We have also seen forced overtime activity trend down for dispatchers, as follows:</p> <table border="1"> <thead> <tr> <th></th> <th colspan="2"><u>Average Forced OT Shifts Per Employee</u></th> </tr> <tr> <th><u>Rank</u></th> <th><u>June 2020</u></th> <th><u>June 2019</u></th> </tr> </thead> <tbody> <tr> <td>Fire Comm Dispatcher</td> <td>1.6</td> <td>4.8</td> </tr> <tr> <td>Fire Comm Supervisor</td> <td>0.7</td> <td>2.0</td> </tr> </tbody> </table> <p>We will continue these efforts to build and sustain our progress.</p>				Fire App Engineer/PM	0.3	3.3	Fire App Engineer	0.5	3.2	Firefighter/PM	1.1	7.6	Firefighter	0.2	5.9		<u>Average Forced OT Shifts Per Employee</u>		<u>Rank</u>	<u>June 2020</u>	<u>June 2019</u>	Fire Comm Dispatcher	1.6	4.8	Fire Comm Supervisor	0.7	2.0		
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Fire Comm Dispatcher	1.6	4.8																											
Fire Comm Supervisor	0.7	2.0																											
<p>b. Continue to pursue additional opportunities to increase the number of paramedics through recruitment, paramedic training and the local accreditation process.</p> <p>With the completion of the academies in November, and other efforts to increase paramedics, EMS has successfully put 97 new paramedics into the field in 2019. This has significantly decreased the amount of force hires for paramedics in all ranks.</p> <p>In Academy 50, there were additional state licensed paramedics who will be activated at the end of their probation. Additional personnel will continue to be provided opportunities to attend paramedic school, as availabilities occur for the training program.</p>				Human Resource & 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.																								
<p>c. Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates.</p> <p>The Outreach & Recruitment Team was developed and supports OCFA’s short and long-term firefighter trainee recruitment goals. The team attends recruitment events that target potential candidates from underrepresented populations, those who are transitioning from the military, and those who are competitive athletes. Additional activities</p>				Human Resources	TSD: 7/1/19 TCD: 6/30/20 CB: Outreach and recruiting plan developed; resources identified and assigned.																								

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
will resume as soon as feasible following the COVID pandemic.			
<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>Human Resources continues to lead activities to reduce injuries and illnesses, while improving overall employee wellness. Injury reduction activities have focused on high frequency and severity injuries including strains, cancer, cardiac, and post-traumatic stress disorder (PTSD). In terms of the safety management system, we’re focusing our initial implementation on two areas:</p> <ol style="list-style-type: none"> 1. Incident Management – this module includes injury, vehicle accident, property damage, and near miss management of reporting, investigation, root cause analysis, corrective actions, and reporting & trend analysis. 2. Audit & Inspections – this module includes compliance audits, self-assessments, routine inspections, management system audits, corrective actions, and reporting & trend analysis. <p>Due to the current COVID pandemic, completion of this project will be later than originally planned.</p>	Human Resources	TSD: 7/1/19 TCD: 6/30/20 CB: Implementation of safety management system, including build-out of new software functionality.	
<p>e. 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.</p> <p>A behavioral health campaign was completed in September to educate our workforce on help that is available. Concepts for additional topic campaigns have been established. Staff is continuing to gather information through research and discussions with subject matter experts in the development of a comprehensive communications plan for all three programs.</p>	Human Resources & Communications	TSD: 7/1/19 TCD: 6/30/20 CB: 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

Human Resources Department

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <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, as applicable, keeping focus on OCFA's mission and sustainability of services.	Human Resources	TSD: TCD: CB:	2/1/21 6/30/21 Successor MOUs are approved by the Board, ratified by the associations, and implemented.
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring.	Human Resources, Field Operations & EMS	TSD: TCD: CB:	7/1/20 6/30/21 The number of vacant positions per rank (average over the FY) is reduced compared to FY 2019/20.
b. For all tentatively selected firefighter recruits, provide pre-hire physical fitness exams, preparation and guidance to improve their likelihood of success during the academy.	Human Resources & Ops/Training	TSD: TCD: CB:	7/1/20 6/30/21 A pre-academy fitness assessment is provided to recruits, to help identify areas of focus for improving fitness preparation.
c. Ensure that firefighter academy course content and associated testing processes are carefully reviewed to ensure they remain	Human Resources & Ops/Training	TSD: TCD: CB:	7/1/20 6/30/21 A dedicated Chief Officer

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
appropriately correlated with Firefighter job performance requirements.			position is identified for focused leadership to perpetually refine course content and testing processes.
d. Develop and offer new innovative methods to further advance organizational focus on Behavioral Health, including proactive and preventative activities focused on mental “wellness”.	Human Resources	TSD: TCD: CB:	7/1/20 6/30/21 At least one new program is developed and implemented during the year.
e. Complete classification and compensation studies as required by MOUs, and as otherwise required by various changes in work assignments. Begin development of guiding policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/20 6/30/21 Funding is prioritized in the annual budget, and vendor contract is implemented to enable completion.

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

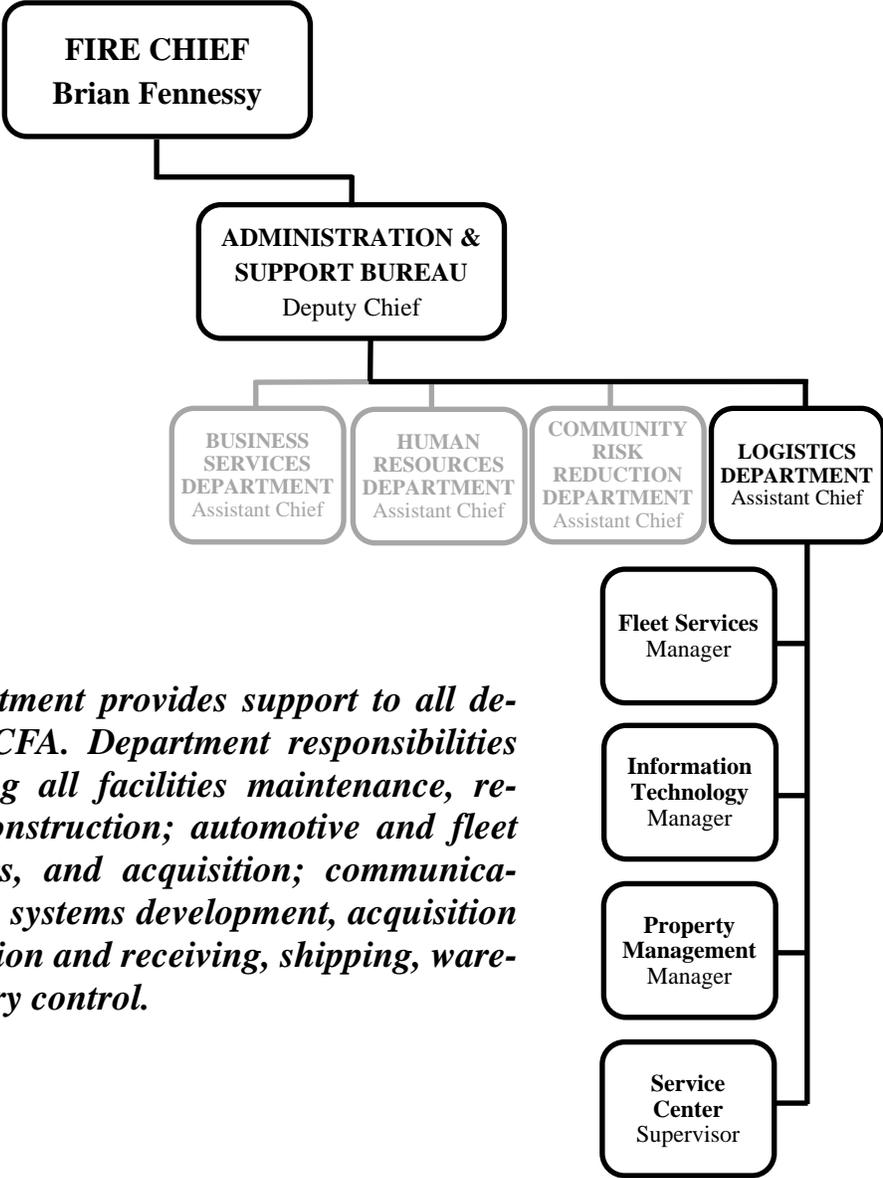


*Logistics
Department*





**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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
LOGISTICS DEPARTMENT SUMMARY
FY 2020/21 BUDGET

Account Description	Fleet Services	Information Technology	Property Management	Service Center	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$2,071,755	\$4,933,630	\$956,110	\$1,112,040	\$9,073,535
Backfill/Overtime	94,251	223,530	17,475	55,998	391,254
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	88,700	288,820	10,689	125,241	513,450
Sick/Vacation Payoff	79,283	69,145	24,627	18,544	191,599
TOTAL SALARIES	2,333,989	5,515,125	1,008,901	1,311,823	10,169,838
RETIREMENT	803,670	1,858,839	363,474	460,274	3,486,257
INSURANCE					
Employee Insurance	392,735	706,184	199,239	258,086	1,556,244
Workers' Comp	253,618	204,747	85,240	127,109	670,714
TOTAL INSURANCE	646,353	910,931	284,479	385,195	2,226,958
MEDICARE	33,821	78,807	14,626	19,006	146,260
TOTAL S&EB	3,817,833	8,363,702	1,671,480	2,176,298	16,029,313
SERVICES AND SUPPLIES	3,434,809	5,029,396	5,026,494	2,593,630	16,084,329
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$7,252,642	\$13,393,098	\$6,697,974	\$4,769,928	\$32,113,642
Funded Positions	28	49	12	19	108

Logistics Department Summary

Budget Summary:

The FY 2020/21 budget for the Logistics Department is \$32.1 million, for funding of the following functions: Fleet Services, Information Technology, Property Management, and Service Center. This budget is about \$0.3 million lower than the FY 2019/20 budget. The budget includes funding for 108 positions in FY 2020/21. The FY 2020/21 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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. Our Technology <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. <i>The list of the top Information Technology projects is presented to Executive Management quarterly.</i>	Logistics	TSD: 7/1/19 TCD: 6/30/20 CB: 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. <i>Purchase Order has been issued for a cyber-security consultant to perform an assessment of OCFA’s vulnerability. The initial assessment study has been completed and an RFP will be issued in the 1st quarter of FY 2020/21 to implement the recommendations.</i>	Logistics	TSD: 7/1/19 TCD: 6/30/20 CB: 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. <i>An initial colocation site has been located and site preparations / modification began in January 2020. A second site will be located by the 4th quarter. The data center fire protection upgrade project is out to bid for potential solutions.</i>	Logistics	TSD: 7/1/19 TCD: 6/30/20 CB: 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. <i>The in-house built system named “IRIS” (OCFIRS replacement) is complete and actively being field tested for additional adjustments. Community Risk Reduction (IFP replacement) and EMS will also utilize this methodology for their new systems. A contract was awarded in November 2019 to begin this work.</i>	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.

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

OCFA STRATEGIC GOALS – FY 2019/20 – <i>Fourth Quarter</i> <i>Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
IFP assessment is nearly complete. Framework for the look and feel of the new Community Risk Reduction system is underway. The project is estimated to take 2-3 years to complete.			

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <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. Develop a plan to proactively incorporate modernized features into our automotive fleet such as clean cab, etc.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 The Fleet SLA is completed and findings/recommendations are prioritized.
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Streamline the process of completing facility repairs and improvements, with increased urgency and priority, to demonstrate dedicated focus on taking care of our people.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Update the current facility repair request system to provide better visibility to the requestor on the status of the repair request.
3. Our Technology <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, cyber-security, and safety to personnel and systems.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Utilize security consultant to assess and plan security enhancements.
b. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, backup dispatch center and a data center fire protection upgrade.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Enter into agreement for colocation; install backup

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

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
			hardware/software for critical systems.
c. 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:	7/1/20 6/30/21 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



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.

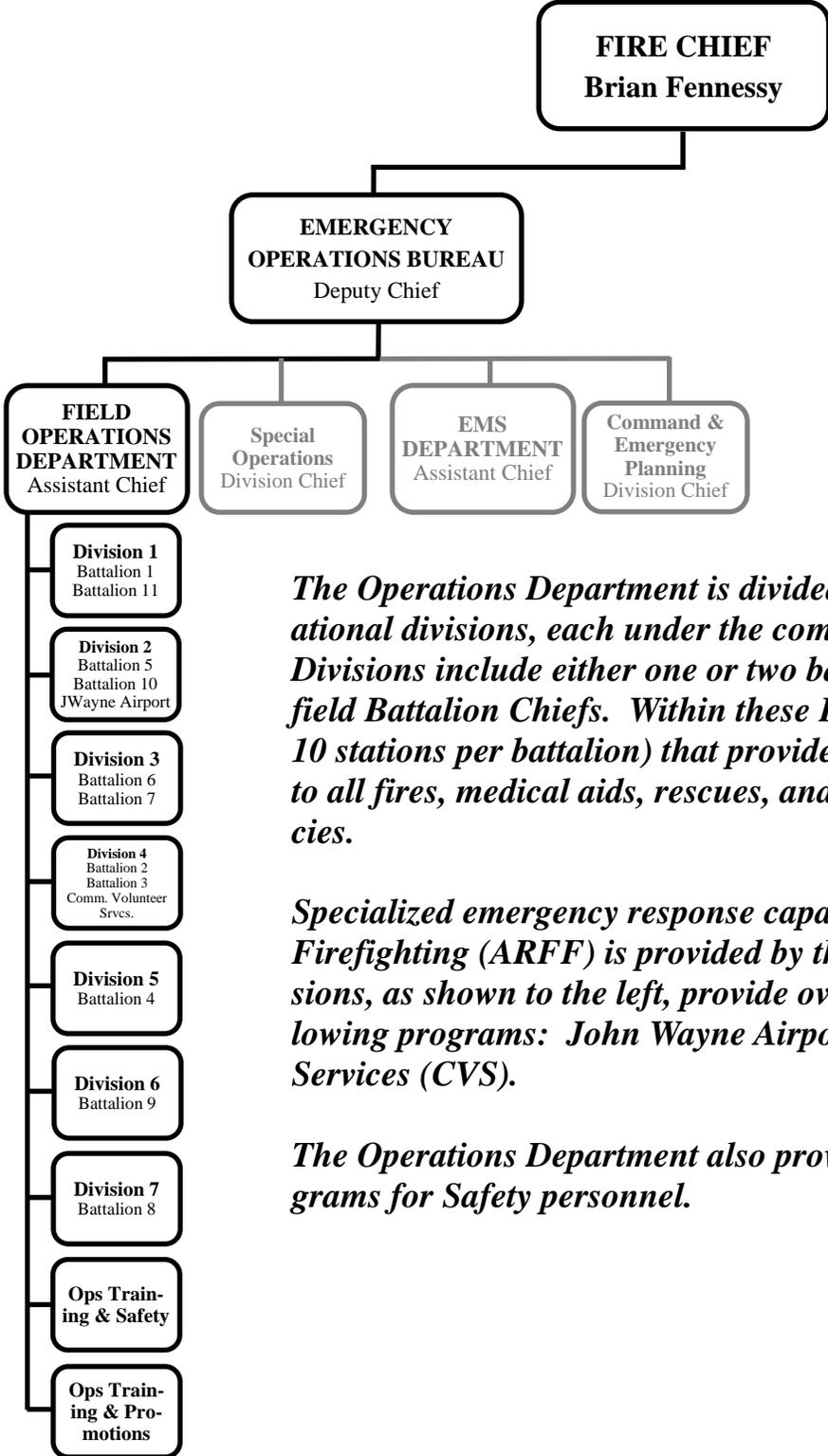


*Operations
Department*





**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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY OPERATIONS DEPARTMENT SUMMARY FY 2020/21 BUDGET

Account Description	Division 1 Field/Admin	Division 2 Field/Admin	Division 3 Field/Admin	Division 4 Field/Admin	Division 5 Field/Admin
EMPLOYEE SALARIES					
Regular Salaries	\$18,113,578	\$21,225,193	\$20,721,698	\$13,490,441	\$12,762,307
Backfill/Overtime	3,546,864	6,610,958	6,471,759	5,254,835	4,632,712
FLSA Adjustment/Holiday Pay	1,745,002	2,042,434	2,001,316	1,265,206	1,220,499
Extra Help	-	-	-	-	-
Reserves	-	24,210	125,910	104,940	15,780
Other Pay	3,126,464	3,932,964	3,711,246	2,547,272	2,384,271
Sick/Vacation Payoff	328,554	564,803	686,366	539,042	267,818
TOTAL SALARIES	26,860,462	34,400,562	33,718,295	23,201,736	21,283,387
RETIREMENT	11,554,777	14,321,663	14,050,181	9,128,865	8,460,755
INSURANCE					
Employee Insurance	4,533,017	5,299,077	5,204,837	3,286,059	3,231,565
Workers' Compensation	2,350,907	3,192,753	3,145,232	2,424,506	1,961,057
Unemployment Insurance	8,000	8,000	8,000	8,000	8,000
TOTAL INSURANCE	6,891,924	8,499,830	8,358,069	5,718,565	5,200,622
MEDICARE	388,412	466,304	485,413	336,380	329,271
TOTAL S&EB	45,695,575	57,688,359	56,611,958	38,385,546	35,274,035
SERVICES & SUPPLIES	16,269	198,374	25,743	68,604	15,065
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$45,711,844	\$57,886,733	\$56,637,701	\$38,454,150	\$35,289,100
Funded Positions	177	206	202	128	126

ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT SUMMARY
FY 2020/21 BUDGET

Account Description	Division 6 Field/Admin	Division 7 Field/Admin	Ops Training & Safety	Ops Training & Promotion	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$15,278,730	\$10,777,523	\$1,173,655	\$291,466	\$113,834,591
Backfill/Overtime	4,710,986	4,113,370	210,625	4,724	35,556,833
FLSA Adjustment/Holiday Pay	1,468,140	1,024,071	-	-	10,766,668
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	270,840
Other Pay	2,958,562	1,893,840	346,325	32,838	20,933,782
Sick/Vacation Payoff	353,735	269,009	78,764	15,750	3,103,841
TOTAL SALARIES	24,770,153	18,077,813	1,809,369	344,778	184,466,555
RETIREMENT	10,150,214	6,940,426	845,311	166,825	75,619,017
INSURANCE					
Employee Insurance	3,849,532	2,684,824	246,823	50,659	28,386,393
Workers' Compensation	2,306,727	1,639,515	186,152	35,230	17,242,079
Unemployment Insurance	8,000	8,000	-	-	56,000
TOTAL INSURANCE	6,164,259	4,332,339	432,975	85,889	45,684,472
MEDICARE	359,980	262,613	26,512	4,997	2,659,882
TOTAL S&EB	41,444,606	29,613,191	3,114,167	602,489	308,429,926
SERVICES & SUPPLIES	14,900	16,854	984,856	18,500	1,359,165
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$41,459,506	\$29,630,045	\$4,099,023	\$620,989	\$309,789,091
Funded Positions	150	105	11	2	1,107

Operations Department Summary

Budget Summary:

The FY 2020/21 budget for the Operations Department is \$309.8 million, compared to \$307.5 million in FY 2019/20. The increase is primarily due to increasing retirement costs offset by a reduction in total salaries as a result of a staffing reduction caused by the City of Placentia leaving the Authority's service area. 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 1,107 positions in FY 2020/21. The FY 2020/21 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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

The overall Goals for FY 2020/21 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>OCFA STRATEGIC GOALS – FY 2019/20 – Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>																							
<p>1. Our Service Delivery <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>																									
<p>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></p> <p>Strategic data analysis for field deployment is underway as part of the Service Level Assessment being completed by Citygate.</p>	<p align="center">Field Operations</p>	<p>TSD: 7/1/19 TCD: 6/30/20 CB: Top priorities from data analysis are implemented.</p>																							
<p>2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i></p>																									
<p>a. Pursue additional actions to reduce force hiring for all firefighter ranks and for dispatchers.</p> <p>The graduation of Academies 48, 49, and 50 during FY 2019/20 combined with intensive focus on putting paramedics into the field, has resulted in significant decrease in force hires for all ranks.</p> <p>Average forced overtime shifts per employee in every rank for the quarter ending June 2020 were significantly reduced (or nearly eliminated), compared to the quarter ending June 2019, as demonstrated by the following data:</p> <table border="1" data-bbox="224 1354 959 1717"> <thead> <tr> <th rowspan="2">Rank</th> <th colspan="2">Average Forced OT Shifts Per Employee</th> </tr> <tr> <th>June 2020</th> <th>June 2019</th> </tr> </thead> <tbody> <tr> <td>Captain/PM</td> <td align="center">1.3</td> <td align="center">5.4</td> </tr> <tr> <td>Captain</td> <td align="center">1.1</td> <td align="center">4.6</td> </tr> <tr> <td>Fire App Engineer/PM</td> <td align="center">0.3</td> <td align="center">3.3</td> </tr> <tr> <td>Fire App Engineer</td> <td align="center">0.5</td> <td align="center">3.2</td> </tr> <tr> <td>Firefighter/PM</td> <td align="center">1.1</td> <td align="center">7.6</td> </tr> <tr> <td>Firefighter</td> <td align="center">0.2</td> <td align="center">5.9</td> </tr> </tbody> </table> <p>We have also seen forced overtime activity trend down for dispatchers, as follows:</p>	Rank	Average Forced OT Shifts Per Employee		June 2020	June 2019	Captain/PM	1.3	5.4	Captain	1.1	4.6	Fire App Engineer/PM	0.3	3.3	Fire App Engineer	0.5	3.2	Firefighter/PM	1.1	7.6	Firefighter	0.2	5.9	<p align="center">Human Resources & Field Operations</p>	<p>TSD: 7/1/19 TCD: 6/30/20 CB: The number of vacant positions per rank (average over the FY) is reduced compared to FY 2018/19.</p>
Rank		Average Forced OT Shifts Per Employee																							
	June 2020	June 2019																							
Captain/PM	1.3	5.4																							
Captain	1.1	4.6																							
Fire App Engineer/PM	0.3	3.3																							
Fire App Engineer	0.5	3.2																							
Firefighter/PM	1.1	7.6																							
Firefighter	0.2	5.9																							

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

FY 2020/21 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2019/20 – Fourth Quarter			Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
Update GOALS, OBJECTIVES & PERFORMANCE MEASURES					
		<u>Average Forced OT Shifts Per Employee</u>			
	<u>Rank</u>	<u>June 2020</u>	<u>June 2019</u>		
	Fire Comm Dispatcher	1.6	4.8		
	Fire Comm Supervisor	0.7	2.0		
<p>We will continue these efforts to build and sustain our progress.</p>					
<p>b. Continue implementation of the Lexipol web-based policy management services.</p> <p>The clean-up of all General Orders (GO) has been completed, and all have been migrated into the Lexipol format.</p>			Ops/Training	TSD: 7/1/19 TCD: 6/30/20 CB: 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**

OCFA STRATEGIC GOALS – FY 2020/21 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring.	Human Resources, Field Operations & EMS	TSD: TCD: CB:	7/1/20 6/30/21 The number of vacant positions per rank (average over the FY) is reduced compared to FY 2019/20.
b. For all tentatively selected firefighter recruits, provide pre-hire physical fitness exams, preparation and guidance to improve their likelihood of success during the academy.	Human Resources & Ops/Training	TSD: TCD: CB:	7/1/20 6/30/21 A pre-academy fitness assessment is provided to recruits, to help identify areas of focus for improving fitness preparation.
c. Ensure that firefighter academy course content and associated testing processes are carefully reviewed to ensure they remain appropriately correlated with Firefighter job performance requirements.	Human Resources & Ops/Training	TSD: TCD: CB:	7/1/20 6/30/21 A dedicated Chief Officer position is identified for focused leadership to perpetually refine course content and testing processes.

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



COOKING FIRE SAFETY



Unattended cooking is the #1 cause of home cooking fires.

More than half of all cooking fire injuries happen when people try to fight the fire themselves.

Cooking is the leading cause of fires, fire injuries, and fire deaths in Orange County.

Follow these simple tips to help prevent cooking fires in your home:

- Stay in the kitchen when frying, grilling, or broiling food. If you have to leave the kitchen, even for a second, turn off the stove.
- Check food often while cooking. Use a timer to remind you that the stove or oven is on.
- Keep anything that can catch fire (pot holders, oven mitts, paper towels, paper or plastic bags, curtains, loose clothing) away from the stove, oven, or other kitchen appliances that heat up when used.
- Keep the stovetop, burners, and oven clean.
- Turn pot or pan handles toward the back of the stove.
- Have a "kid-free zone" of at least three feet around the stove.
- Always check the oven to make sure it's empty before turning it on.
- Use the oven for cooking only, not for storage.
- Keep the lid or a fire extinguisher nearby when cooking.
- Avoid cooking while tired/sleepy or under the influence of alcohol, drugs, or medication.

In Case of Fire:

- Never pour water on a grease fire! Cover the pan with the lid and turn off the stove.
- Leave the pan covered until it's completely cooled.
- If there's a fire in the oven, turn it off and keep the door closed.
- Leave your home immediately if a cooking fire is large or spreading quickly.
- Close the door behind you to slow the spread of fire and call 911 from outside the home.

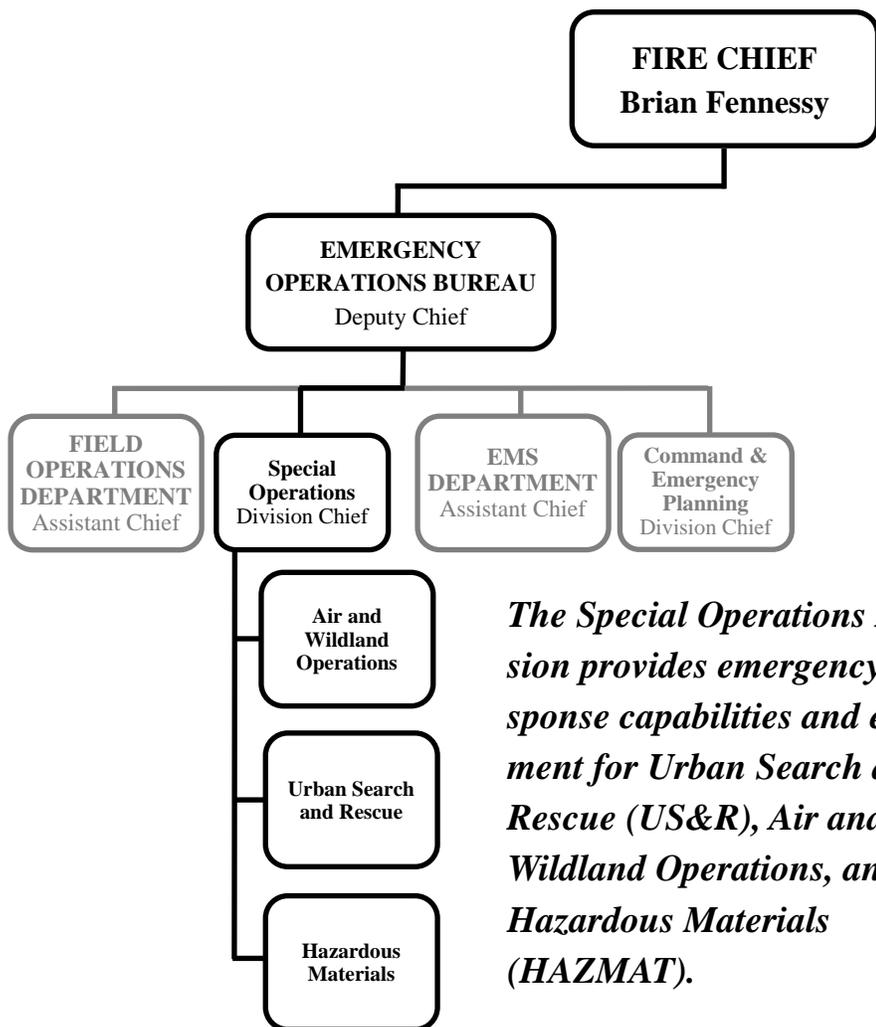


*Special
Operations
Division*





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



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

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SPECIAL OPERATIONS DEPARTMENT SUMMARY
FY 2020/21 BUDGET

Account Description	Special Operations Admin	Air & Wildland Operations	Urban Search & Rescue	Hazardous Materials Team	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$324,916	\$4,114,362	-	-	\$4,439,278
Backfill/Overtime	10,908	978,096	-	-	989,004
FLSA Adjustment/Holiday Pay	-	112,304	-	-	112,304
Extra Help	-	-	-	-	-
Reserves	-	29,160	-	-	29,160
Other Pay	62,552	518,299	-	-	580,851
Sick/Vacation Payoff	12,900.00	102,442	-	-	115,342
TOTAL SALARIES	411,276	5,854,663	-	-	6,265,939
RETIREMENT	223,965	2,291,067	-	-	2,515,032
INSURANCE					
Employee Insurance	47,419	1,396,075	-	-	1,443,494
Workers' Compensation	94,362	653,825	-	-	748,187
Unemployment Insurance	-	14,000	-	-	14,000
TOTAL INSURANCE	141,781	2,063,900	-	-	2,205,681
MEDICARE	5,970	85,200	-	-	91,170
TOTAL S&EB	782,992	10,294,830	-	-	11,077,822
SERVICES & SUPPLIES	41,042	1,578,577	104,107	130,381	1,854,107
EQUIPMENT	-	124,000	-	-	124,000
TOTAL BUDGET	\$824,034	\$11,997,407	\$104,107	\$130,381	\$13,055,929
Funded Positions	2	56	-	-	58

Special Operations Division Summary

Budget Summary:

The FY 2020/21 budget for the Special Operations Division is \$13.1 million, compared to \$16.2 million for FY 2019/20. The decrease is primarily due to the reorganization of the Investigations section from Special Operations to Community Risk Reduction. The Special Operations budget funds the following functions: Special Operations Admin, Air & Wildland Operations, Urban Search & Rescue, and Hazardous Materials Team. The budget includes funding for 58 positions in FY 2020/21. The FY 2020/21 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, this work is still ongoing.

While this work continues, OCFA is utilizing the same format for Strategic Goals and Objectives that has been used for the past five years. This format is broad in approach, however goals and objectives assigned to departments or divisions for FY 2020/21 are separated and included in their respective sections. Accomplishments for the past fiscal year are also included.

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- **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

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

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



PLANNING FOR DISASTER



*Planning in
advance helps
families survive
and recover from
disasters.*

Be prepared for the unexpected. Take steps now to protect your family and your home before the next earthquake, wildfire, or other disaster strikes.

Make a Family Disaster Plan

Discuss how to prepare for and respond to a disaster. Plan to share responsibilities and work together as a team.

- Consider special needs for elderly or disabled family members, children, and pets.
- Choose meeting places outside your home and outside your neighborhood. Discuss what to do in an evacuation and plan multiple routes in case of road closures.
- Choose an out-of-state contact person who can relay information to and from everyone in your household.
- Register for AlertOC, Orange County's emergency notification system, to receive information during and after an emergency.
- Enroll in CPR and first aid classes so you can take care of yourself and your family while you wait for first responders to arrive.

Create Emergency Supply Kits

Your emergency supply kits should have enough supplies to last you and your family for at least three days.

- Make sure your family kit is portable in case you need to evacuate.
- Consider individual and family needs.
- Include supplies for your pets.

Prepare Your Home

Identify and find solutions for any hazards in your home.

- Bolt or brace water heaters, major appliances, bookcases, and other top-heavy furniture to wall studs.
- Anchor or brace overhead fixtures such as lights and ceiling fans.
- Use flexible connections where gas lines meet appliances.
- Secure televisions, computers, and other electronics.
- Secure or relocate heavy pictures or mirrors over beds and furniture.
- Know where and how to shut off gas, water, and electricity

Capital Improvement Program



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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 Fund and 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 include an annual return of 0.25% for the first half of FY 2020/21 and 1.00% for the remainder of the forecast period.
- Cash contract city contributions to the CIP funds are calculated along with the charge for service as provided by the Joint Powers Agreement and subsequent amendments and are discussed in the General Fund Revenue Assumptions section of this document. The total charges to the cities are subject to estimated charges between 2.23% and 4.50% per year. Cash contract cities' participation in the vehicle depreciation program will generate about \$1.63 million to Fund 133 – Fire Apparatus Fund in FY 2020/21. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total cash contract city charges.

Capital Improvement Program Overview

Below is a matrix reflecting project funding for FY 2020/21:

FY 2020/21		Operating Transfer	Use of Fund Balance	
Fund	Revenue			TOTAL
Fund 12110 - General Fund CIP	-	8,062,500	-	8,062,500
Fund 123 - Fire Stations and Facilities	600,212	-	6,999,788	7,600,000
Fund 124 - Comm. & Information Systems	17,104	-	1,956,600	1,973,704
Fund 133 - Fire Apparatus	1,710,978	11,059,336	416,854	13,187,168

Operating transfers necessary to fund the FY 2020/21 CIP expenditures will be transferred from the General Fund.

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.

FY 2020/21 OCFA Adopted Budget

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 2019/20 budget cycle, the following budgeted projects were either completed or have made significant advancement in the work process:

General Fund CIP (Fund 12110)

- New phone systems installed at eleven fire stations plus the US&R warehouse
- Completed vehicle communications equipment installations in 38 new apparatus and vehicles plus 19 ambulances as part of the COVID-19 response
- Completed station alerting systems upgrades at FS #33 (John Wayne Airport); planning completed for FS #21 (Tustin), FS #23 (Villa Park), FS #31 (Mission Viejo), FS #43 (Tustin Ranch), FS#51 (Irvine)
- Ordered and replaced all Uninterruptible Power System (UPS) in all fire stations
- Purchased and set-up 150 laptops due to COVID-19
- Garden Grove transition included installing station alerting upgrades, providing new PCs, internet connections at each station, and providing radios and MDCs in all apparatus (13)
- Provided additional updates to the Incident Reporting Investigation System (IRIS)
- Flooring for FS #26 (Irvine) was completed
- Tarmac repairs at Fire Station #41 (Helicopter Ops) are complete
- Painting and leak repairs are complete at FS# 51 (Irvine)

Fire Stations and Facilities (Fund 123)

- Continued efforts to determine an alternate location for Fire Station #10 (Yorba Linda)
- Structural design completed for the Fire Station #49 apparatus bay floor reconstruction project; ready for permitting with the City of Laguna Niguel
- Construction for the site stabilization for Fire Station #42 (Lake Forest) was completed

Communications and Information Systems (Fund 124)

- Enterprise Network upgrade project included the installation of 18,000 feet of new fiber
- Completed Next Generation CAD2CAD development and testing
- Placentia transition for CAD and GIS included updating all systems to reflect new units and stations and all mapping systems updated

Fire Apparatus (Fund 133)

- Outfitted and placed into service one low-bed trailer, one chipper, one PIO vehicle, one command suburban, eleven half-ton pickup trucks for staff employees, three sport utility vehicles, eleven battalion utility vehicles, two utility vehicles, two investigation shift vehicles, two staff Battalion Chief vehicles, seven Type I engines, one truck, one staff van, two hook trucks, three tractor transports, four $\frac{3}{4}$ -ton pickup trucks, one bulldozer and two compact track loaders
- Received and in the process of outfitting one staff sport utility vehicle and two dozer tenders

Capital Improvement Program Overview

- Issued purchase orders for three service trucks, 13 Type 1 engines, two utility vans, two passenger vans, one landscape trailer, one truck, one hazardous support truck, one foam tender and one air utility vehicle. These vehicles were placed on order but not yet delivered by the end of FY 2019/20.

FY 2020/21 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2020/21 CIP budget is \$30.8 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2020/21 budget for the General Fund CIP is \$8.1 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include a fire station alarm systems upgrade (\$1.0M), Fire Station 41 (Helicopter Ops) dormitory privacy, training room and kitchen (\$1.0M), station bathroom gender accommodation (\$1.2M), personal computer (PC), tablets and printer replacements (\$650K), VFH radios (\$556K), 800 MHz radios (\$540K) and WMD protective suits and air purifying respirator canisters (\$529K).

Fire Stations and Facilities (Fund 123)

The FY 2020/21 budget for the Fire Stations and Facilities Fund is \$7.6 million. Projects budgeted include RFOTC training grounds expansion and upgrade (\$4.3M), the replacement of Fire Station #24 (Mission Viejo) (\$1.0M) and infrastructure security enhancements (\$800K).

Communications and Information Systems Fund (Fund 124)

The budget for FY 2020/21 in the Communications and Information Systems Fund is \$2.0 million. Projects include the replacement of the Community Risk Reduction (CRR) – Integrated Fire Prevention (IFP) application (\$1.0M) and the EMS Enterprise System Development (\$500K).

Fire Apparatus (Fund 133)

The budget for FY 2020/21 in the Fire Apparatus Fund is \$13.2 million. Emergency vehicles scheduled for purchase include one hazardous materials vehicle (\$1.1M), one developer-funded truck (\$1.8M) and five new trucks (\$7.5M). The budget also includes the purchase of 32 vehicles (\$1.6M) for support staff as well as two forklifts (\$108K) and a hook truck (\$140K).

FUTURE OPERATING IMPACT

Implementation of the five-year 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 that 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 annual maintenance is estimated at \$10,000 initially, with 5% increases thereafter
- The replacement of pagers with 500 smartphones will result in an increase of \$150K per year effective FY 2021/22 for mobile communication charges
- 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 after completion of the project with estimated annual costs of \$25K
- The Community Risk Reduction Automation – IFP project will impact the General Fund beginning in FY 2023/24 with estimated annual costs of \$50K
- The OCFA disaster recovery co-location facility project will impact the General Fund beginning in FY 2022/23 with estimated annual cost of \$100K
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2024/25 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
- The addition of developer-funded vehicles will increase annual maintenance and service costs by approximately \$3.5K per year during the five-year warranty period and \$7K per year afterwards

Capital Improvement Program Overview

ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2020/21 - FY 2024/25

Fund	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year TOTAL
<i>Fund 12110</i> General Fund CIP	\$8,062,500	\$7,599,000	\$4,362,000	\$8,350,000	\$8,610,000	\$36,983,500
<i>Fund 123</i> Fire Stations and Facilities	7,600,000	11,675,000	16,000,000	11,750,000	4,500,000	51,525,000
<i>Fund 124</i> Communications and Information Systems	1,973,704	3,223,704	3,677,490	1,250,000	1,301,394	11,426,292
<i>Fund 133</i> Fire Apparatus	13,187,168	6,517,421	12,945,946	10,554,957	8,298,047	51,503,539
GRAND TOTAL	\$30,823,372	\$29,015,125	\$36,985,436	\$31,904,957	\$22,709,441	\$151,438,331

FY 2020/21 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2020/21
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GENERAL FUND CIP - FUND 12110

IT-Communications and IT Infrastructure

1	A	Data Storage and Servers	96,000
2	A	Fire Station Alarm System Upgrades	1,000,000
3	A	RFOTC and Fire Station Data Network Upgrades	430,000
4	A	Enterprise Phone and Public Address Systems Upgrade	300,000
5	B	RFOTC Uninterruptible Power System (UPS) Replacement	500,000

IT-Communications and Workplace Support

6	A	800 MHz Radios	540,000
7	A	Small Equipment/Personal Communications	125,000
8	A	Personal Computer (PC)/Tablets/Printer Replacements	650,000
9	A	Mobile Data Computer (MDC) System	305,500
10	A	VHF Radios	556,000

IT-Geographic Information System

11	B	Digital Orthophotography	80,000
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Property Management

12	A	Station Bathroom Gender Accommodation	1,180,000
13	A	FS#53 (Yorba Linda) Dormitory Privacy	200,000
14	A	FS#41 (Helicopter Ops) Dorm. Privacy Training Rm, Kitchen	1,000,000
15	A	Installation of SCBA Bottle Filling Stations	100,000
16	A	FS#44 (Seal Beach) Bathroom Remodel	-

Service Center

17	A	Body Armor Replacement	150,000
18	A	Fire Shelters	100,000
19	A	Self-Contained Breathing Apparatus (SCBA)	-
20	A	WMD Protective Suits/Air Purifying Respirator Canisters	529,000
21	A	Chainsaws	-
22	A	Gas Powered Exhaust Fans	-
23	A	Portable Fire Pumps	-

Emergency Medical Services

24	A	Tetanus Vaccine Booster	90,000
25	A	Duo-Dote Auto-Injectors	131,000
26	A	Cardiac Monitors/Defibrillators	-

Special Operations

27	A	Hazmat Air Monitors	-
28	A	Carbon Monoxide Monitors	-
		Total - Fund 12110	8,062,500

Capital Improvement Program Overview

FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year TOTAL
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96,000	96,000	96,000	96,000	480,000
1,500,000	1,750,000	2,000,000	2,000,000	8,250,000
160,000	160,000	160,000	160,000	1,070,000
1,000,000	-	-	-	1,300,000
150,000	-	-	-	650,000

180,000	180,000	180,000	180,000	1,260,000
40,000	40,000	40,000	40,000	285,000
400,000	250,000	250,000	250,000	1,800,000
420,000	240,000	210,000	210,000	1,385,500
1,528,000	64,000	64,000	64,000	2,276,000

-	80,000	-	80,000	240,000
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1,600,000	1,350,000	800,000	-	4,930,000
-	-	-	-	200,000
-	-	-	-	1,000,000
-	-	-	-	100,000
150,000	-	-	-	150,000

-	-	-	350,000	500,000
100,000	140,000	-	-	340,000
-	-	4,500,000	-	4,500,000
-	-	-	-	529,000
75,000	-	-	-	75,000
50,000	-	-	-	50,000
-	12,000	-	-	12,000

-	-	-	-	90,000
-	-	-	180,000	311,000
-	-	-	5,000,000	5,000,000

150,000	-	-	-	150,000
-	-	50,000	-	50,000
7,599,000	4,362,000	8,350,000	8,610,000	36,983,500

FY 2020/21 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2020/21
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FIRE STATIONS & FACILITIES - FUND 123

1	A	RFOTC Training Grounds Expansion and Upgrade	4,300,000
2	A	Infrastructure Security Enhancements	800,000
3	A	Retrofit Existing Station Fire Life Safety Systems	500,000
4	A	Fire Station Bathroom Improvements	500,000
5	A	Replacement of Fire Station 10 (Yorba Linda)	500,000
6	A	Construction of New Fire Station 12 (Laguna Woods)	-
7	A	Replacement of Fire Station 24 (Mission Viejo)	1,000,000
8	A	Replacement of Fire Station 9 (Mission Viejo)	-
9	B	RFOTC 2nd Emergency Power Generator	-
10	A	Construction of New Fire Station 52 (Irvine Business District)	-
		Total - Fund 123	7,600,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

IT-Communications and IT Infrastructure

1	B	OCFA Enterprise Audio Visual Upgrades	200,000
2	B	OCFA Disaster Recovery Co-Location Facility	250,000

IT-Systems Development & Support

3	A	Community Risk Reduction Automation - IFP Replacement	1,023,704
4	A	EMS Enterprise System Development	500,000
5	B	TheHIVE Cloud Upgrade	-
6	B	Fleet Services Fuel Management Tracking System	-
		Total - Fund 124	1,973,704

FIRE APPARATUS - FUND 133

1	A/B	Emergency Vehicles	9,442,621
2	A	Developer Funded Vehicles	1,827,923
3	A/B	Support Vehicles	1,916,624
		Total - Fund 133	13,187,168

		GRAND TOTAL - ALL CIP FUNDS	30,823,372
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Project Priority: A=Essential; B=Important; C=Could Defer

Capital Improvement Program Overview

FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year TOTAL
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2,675,000	-	-	-	6,975,000
-	-	-	-	800,000
500,000	-	-	-	1,000,000
1,500,000	750,000	-	-	2,750,000
3,000,000	4,000,000	-	-	7,500,000
500,000	4,000,000	4,000,000	-	8,500,000
3,500,000	3,500,000	-	-	8,000,000
-	3,750,000	3,750,000	-	7,500,000
-	-	-	500,000	500,000
-	-	4,000,000	4,000,000	8,000,000
11,675,000	16,000,000	11,750,000	4,500,000	51,525,000

200,000	200,000	1,000,000	200,000	1,800,000
750,000	2,000,000	250,000	-	3,250,000

1,023,704	227,490	-	-	2,274,898
1,250,000	1,250,000	-	-	3,000,000
-	-	-	500,000	500,000
-	-	-	601,394	601,394
3,223,704	3,677,490	1,250,000	1,301,394	11,426,292

6,104,445	11,864,720	7,405,615	8,298,047	43,115,448
-	822,770	822,770	-	3,473,463
412,976	258,456	2,326,572	-	4,914,628
6,517,421	12,945,946	10,554,957	8,298,047	51,503,539

29,015,125	36,985,436	31,904,957	22,709,441	151,438,331
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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.



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 a 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.

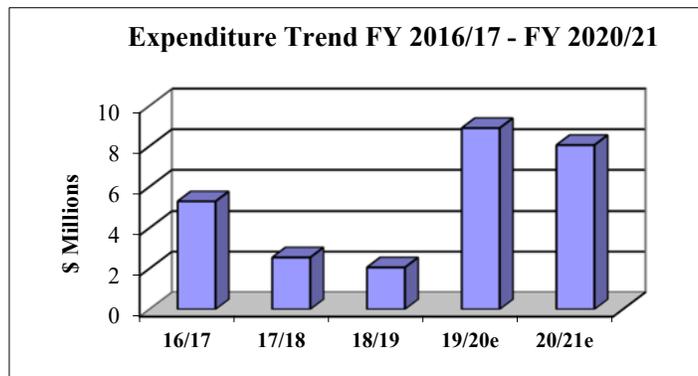
BUDGET

The total FY 2020/21 budget is \$8,062,500.

HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment, software, and facilities have been identified for this budget cycle. These improvements and replacements include modifications identified at various fire stations, purchase of 800 MHz and VHF radios, and the RFOTC uninterruptible power system (UPS) replacement. Significant projects budgeted in FY 2020/21 include \$1.0 million for fire station alarm system upgrades, \$1.2 million for station bathroom gender accommodation and \$1.0 million for dormitory privacy, training room and kitchen at FS #41 (Helicopter Ops).

The chart provides actual expenditures for FY 2016/17 through FY 2018/19, and total budgeted amounts for FY 2019/20 and FY 2020/21.



SIGNIFICANT CHANGES

The replacement of defibrillators of about \$4.1 million is reflected in FY 2016/17. In addition to the routine expenditures identified above, the 2019/20 budget includes the purchase of thermal imaging cameras, the Enterprise phone and public address systems upgrade, and CPR automatic continuous chest compression devices.

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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 12110 - GENERAL FUND CIP
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget	% Change fr FY 2019/20 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	3,928,761	5,907,542	9,000,000	52.35%
Total Beginning Fund Balance	1,408,101	3,271,311	277,969	-91.50%
TOTAL AVAILABLE RESOURCES	\$5,336,862	\$9,178,853	\$9,277,969	1.08%
EXPENDITURES				
Services & Supplies	\$1,399,221	\$4,570,884	\$7,332,500	60.42%
Capital Outlay	666,330	4,330,000	730,000	-83.14%
Total Expenditures & Other Uses	2,065,551	8,900,884	8,062,500	-9.42%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	3,271,311	277,969	1,215,469	337.27%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$5,336,862	\$9,178,853	\$9,277,969	1.08%

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 servers hosting all of the business systems including: Exchange (E-mail), Records Management Systems (RMS), Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), GIS, SharePoint (TheHive), etc.



The useful life of servers, SANs, and other related hardware is between five to seven years. The five-year capital replacement plan will replace between five to eight servers per year which supports all server hardware being replaced within its expected life cycle.

Project Status: Ongoing

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$480,000

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: The OCFA is upgrading and replacing legacy fire station alerting systems at all OCFA fire stations with the Westnet, Inc. (Westnet) fire station digital electronic alerting technology known as the SmartStation. Westnet was selected through an RFP process in 2013 to integrate OCFA fire stations and their existing legacy alerting systems with the new TriTech CAD system that went live in September 2014.



Fire Station Alerting/Sound Systems

The expected life of the legacy OCFA fire station alarm system is fifteen years. The legacy station alerting systems utilize electro-mechanical relays and amplifiers and will be upgraded with the digital electronic SmartStation. The cost per fire station upgrade varies substantially depending on the size of the fire station, number of crew, and apparatus that are deployed. Staff is budgeting about \$125,000 for each fire station upgrade. When a new fire station is constructed, the Westnet SmartStation will be installed as part of the construction.



Nine OCFA fire stations have been upgraded over the past several years with the complete Westnet SmartStation.

Staff is accelerating upgrade frequency effective FY 2020/21 to complete all OCFA fire stations as quickly as possible over the next five years.

Project Status: Ongoing

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$1,000,000	\$1,500,000	\$1,750,000	\$2,000,000	\$2,000,000	\$8,250,000

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. Several key component upgrades were completed in FY 2019/20 including the 15 - IDFs (Intermediate Distribution Facility), more commonly known as data closets that are located across the campus at the RFOTC, and replacing the Fiber-Optic backbone comprising 15,000 feet of fiber-optic cable linking all RFOTC buildings.



The core network routers and firewalls will be replaced in FY 2020/21, followed by upgrading the wireless network infrastructure at the RFOTC and all OCFA fire stations to extend the coverage of the OCFA’s wireless computer network.

The network equipment being installed is expected to last up to ten years before needing replacement.

Project Status: Ongoing

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$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 (PBX) was placed in service in 2004. Replacement of the PBX was started in FY 2019/20 and projected to be completed in FY 2021/22.



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 began installation in FY 2019/20 and is projected to be completed in FY 2021/22. The fire stations 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.

Security Enhancement

The new VoIP phone systems installed at RFOTC and OCFA fire stations will be a key part of improving physical security for the RFOTC and fire stations by adding public address and paging functionality. The new VoIP phone systems will be capable of broadcasting messages simultaneously to all fire stations, RFOTC offices, and conference rooms.

The enterprise phone system and public address / paging VoIP systems are expected to last between 10 to 15 years before needing replacement.

Project Status: Project is in-process with RFOTC phone system upgrade.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$300,000	\$1,000,000				\$1,300,000

Impact on Operating Budget: Ongoing annual maintenance costs are included in the General Fund. The OCFA will utilize third-party professional services to assist in the installation of the new phone systems.

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 data center and network closets also known as IDFs at the RFOTC, and the UPS equipment installed in each fire station.

The current RFOTC data center UPS was installed during the construction of the RFOTC facilities in 2004 and is reaching the end of its service life. The UPS installed in fire stations vary in age. All of the UPS systems utilize batteries to supply power when city power is interrupted for a short period of time as well as conditioning circuitry to filter incoming city power and protect critical computer equipment. They also integrate with the facility’s emergency power generators to ensure a smooth, constant power source for the critical data center computer systems. In the case of a power outage, the UPS will power the equipment load until the emergency power generator starts up and is online.



Project Status: The fire station and IDF closet UPS equipment was replaced in FY 2019/20. The RFOTC data center UPS will be replaced beginning in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$500,000	\$150,000				\$650,000

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 budget is for new 800MHz mobile radios to be installed in new OCFA apparatus, and for use in training, academies, and supplying equipment caches. Mobile radio purchases also synchronize 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.



For FY 2020/21, OCFA will also purchase an additional 60 portable 800 MHz radios to build up radio caches and supply the academies with requested radios.

All new radios are P25* ready and 100% compatible with the 800 MHz radio countywide coordinated communication system (800 MHz CCCS) that was upgraded in 2019.



*P25 is the suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders.

Project Status: Ongoing

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$540,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,260,000

Impact on Operating Budget: Adding new 800 MHz radios to the total active radio count will result in increased annual operational expenses of approximately \$14,000 in FY 2021/22 and \$17,500 per year effective FY 2022/23.

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 numerous devices for personal communications including pagers, smartphones, vehicle intercom headsets, and portable radio lapel microphones. Replacement is required every three to five years because of wear and exposure factors.



In FY 2020/21, OCFA plans to transition away from using pagers and the County paging system which is obsolete and in need of a major hardware upgrade. OCFA is the only remaining customer of the County Paging system and the upgrade cost in 2011 was estimated at over \$1,500,000.

OCFA plans to switch from pagers to smartphones and commercial broadband service for emergency incident notifications. The smart phones will receive texts and other notifications to emergency incidents from the OCFA computer aided dispatch (CAD) system. These notifications are in addition to alerts received on portable 800 MHz radios and OCFA fire station alerting systems.



In addition to emergency incident notifications, OCFA personnel will be able to use numerous in-house and commercial smartphone computer applications (apps) that provide additional situational awareness tools and access to other OCFA computer systems. Some of these apps include iNotify, DSR (Daily Status Report), PulsePoint, OCFA Staffing, WhatsApp, etc.

Project Status: Ongoing

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$125,000	\$40,000	\$40,000	\$40,000	\$40,000	\$285,000

Impact on Operating Budget: Replacing pagers with approximately 500 smartphones will result in increased annual operational expenses of \$150,000 per year effective FY 2021/22 for mobile communications fees.

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 and FY 2021/22 to replace all of the OCMEDS electronic prehospital care reporting (ePCR) ruggedized iPad tablets (300+) that were deployed in 2016 and 2017 and are approaching the end of their lifecycle.



Project Status: Ongoing

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$650,000	\$400,000	\$250,000	\$250,000	\$250,000	\$1,800,000

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 location/address, patient status, premise information, etc. from the computer aided dispatch (CAD) system for Operations personnel in OCFA apparatus.

Currently, Operations personnel also use Apple iPads inside OCFA apparatus for patient care reporting, accessing GIS data, special area maps, and numerous other computer applications, or apps. The OCFA’s CAD vendor does not yet support full functionality of their CAD system on Apple iPads, so it is necessary to continue operating CAD on Windows MDCs.

A new ruggedized Windows tablet type MDC has been selected to replace the current “legacy” Windows MDCs which were installed eight years ago and of which the manufacturer has ceased production. All legacy MDCs in existing OCFA apparatus will be replaced by end of FY 2021/22 with the new, ruggedized Windows tablet MDCs which also will be installed in all new emergency apparatus.

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

Project Status: Ongoing



Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$305,500	\$420,000	\$240,000	\$210,000	\$210,000	\$1,385,500

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.



The current VHF portable radio model has been discontinued and a new radio has been requested by the Operations Department. The OCFA will purchase and deploy 1,500 new portable VHF radios in FY 2020/21. The cost for each new portable radio is approximately \$1,000.

Staff anticipates a total of 300 mobile VHF radios will be needed to upgrade the OCFA fleet of emergency apparatus in FY 2021/22. The cost for each new mobile VHF radio is approximately \$1,600.

Additional portable and mobile VHF radios will also be purchased for new OCFA apparatus each year.

Expected useful life of all new VHF radios is between nine and ten years.

Project Status: Ongoing



Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$556,000	\$1,528,000	\$64,000	\$64,000	\$64,000	\$2,276,000

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 aerial 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: New orthophotography of Orange County is purchased biennially which is sufficiently frequent to capture new developments and growth.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$80,000		\$80,000		\$80,000	\$240,000

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: An evaluation of all bathrooms located in the OCFA fire stations began in FY 2019/20. Based on the results of the evaluation, a comprehensive and multi-year project plan will be developed to modify or enhance bathroom facilities in fire stations where the changes are needed. Currently Fire Stations 13 (La Palma), 14, 16, (County) and 32 (Yorba Linda) are moving forward with modifications.

Project Status: The project is a multi-year plan to modify or enhance bathroom facilities in the fire stations which began in FY 2019/20. Fire Stations 13, 14, 16, and 32 are currently in various stages of progress.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$1,180,000	\$1,600,000	\$1,350,000	\$800,000		\$4,930,000

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

FIRE STATION 53 (YORBA LINDA) 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 is anticipated to commence in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$200,000					\$200,000

Impact on Operating Budget: No anticipated impact.

**FIRE STATION 41 (HELICOPTER OPS) 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 have not been 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; OCFA is in the process of getting an architect on board for design work and plan check through the City of Fullerton.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$1,000,000					\$1,000,000

Impact on Operating Budget: No anticipated impact.

INSTALLATION OF SCBA BOTTLE FILLING STATIONS

Project Priority: A
Project Org: P426
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: This project would add additional filling stations to accommodate the significant increase of self-contained breathing apparatus (SCBA) bottles being serviced by the service center.

Project Status: The project is scheduled to commence in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$100,000					\$100,000

Impact on Operating Budget: No anticipated impact.

FIRE STATION 44 (SEAL BEACH) 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 are 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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$150,000				\$150,000

Impact on Operating Budget: No anticipated impact.

BODY ARMOR REPLACEMENT

Project Priority: A

Project Org: P427

Project Type: Service Enhancement/Replacement

Project Management: Service Center

Project Description: In late 2018 the OCFA took possession of new grant funded body armor that was distributed to our field personnel. The grant funding did not provide enough body armor for our Executive Team and for our staff suppression personnel.



The purchase of body armor in FY 2020/21 is necessary to provide our Executive Team and staff suppression personnel with updated body armor.

In addition, the body armor previously purchased with the grant will need to be replaced by FY 2024/25 as well.

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

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$150,000				\$350,000	\$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 scheduled in FY 2022/23.

Fiscal Years:	2020//21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$100,000	\$100,000	\$140,000			\$340,000

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 2023/24. The expected life of the SCBA will peak in 2020 and 2021. The additional years the units are in service will allow staff to perform a comprehensive needs analysis and prepare a Request for Proposal (RFP) to ensure that we procure the most current equipment that incorporates the latest in firefighter safety technology. 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 face-piece 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 is planned to occur in FY 2023/24.



The SCBA total is based on current need. Additional SCBA might be needed over the next three to five years due to expansion of the OCFA with addition of new fire stations.

Project Status: Project is scheduled to begin in FY 2023/24.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:				\$4,500,000		\$4,500,000

Impact on Operating Budget: No anticipated impact.

WMD PROTECTIVE SUITS / AIR PURIFYING RESPIRATOR CANISTERS

Project Priority: A

Project Org: P428

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: This is the replacement of expiring weapon of mass destruction (WMD) suits/air-purifying canisters currently assigned on each OCFA fire apparatus.

Unlike previous purchases, these new generation suits will no longer have a limited 10-year shelf life.

WMD Suits are generally certified to NFPA Class 1 and Class 2, they offer CBRN/Hazmat protection in a tactical style garment. They are designed for response to Hazardous Materials Incidents including handling the rigors of exposure to Terrorist Chemical Agents within a multi-use single exposure garment. These replacement suits will maintain OCFA's current capability.

Project Status: Project is scheduled for FY 2020/21.



Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$529,000					\$529,000

Impact on Operating Budget: No anticipated impact.

CHAINSAWS

Project Priority: A

Project Org: TBD

Project Type: Service Enhancement/Replacement

Project Management: Service Center

Project Description: The OCFA has 17 truck companies that are staffed daily to help mitigate emergencies throughout the county. Each of the truck companies has three chainsaws that are primarily used to provide ventilation on structure fires. Our current fleet of chainsaws has been in service for several years and will need to be replaced in FY 2021/22.



The wholesale replacement of these saws would allow us to utilize some of the older better condition saws for training purposes and some for Battalion level loaners.

Project Status: Project is scheduled to begin in FY 2021/22.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$75,000				\$75,000

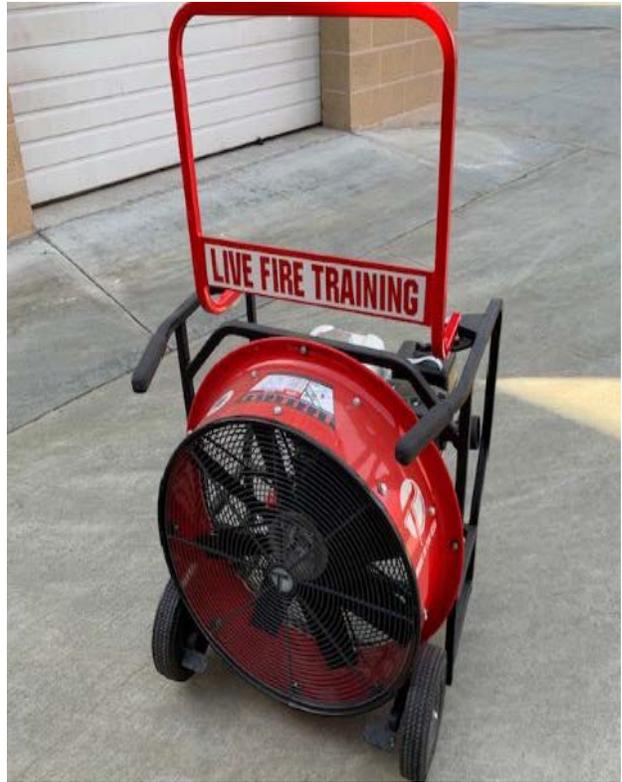
Impact on Operating Budget: No anticipated impact.

GAS POWERED EXHAUST FAN**Project Priority:** A**Project Org:** TBD**Project Type:** Service Enhancement/Replacement**Project Management:** Service Center

Project Description: The OCFA has 17 truck companies that are staffed daily to mitigate emergencies throughout the county. Each of the truck companies has a gas-powered exhaust fan that is utilized for positive pressure ventilation and other fire ground activities. Our current fleet of exhaust fans are becoming obsolete and the motor on them is no longer made which makes it difficult to obtain parts to make repairs.

This replacement project would provide one new fan per truck company and also provide an additional exhaust fan for the Service Center to use as a loaner.

Project Status: Project is scheduled to begin in FY 2021/22.



Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$50,000				\$50,000

Impact on Operating Budget: No anticipated impact.

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 approximately \$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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:			\$12,000			\$12,000

Impact on Operating Budget: Potential cost with equipment failure after 90-day warranty expiration.

TETANUS VACCINE BOOSTER**Project Priority:** A**Project Org:** P429**Project Type:** Required Service Enhancement**Project Management:** Emergency Medical Services

Project Description: The sworn employees of the Orange County Fire Authority need Tetanus boosters every ten years from the initial vaccination. The Tetanus vaccine helps prevent and protect the employees from infection by Clostridium tetani bacteria, a potentially deadly disease.

Project Status: Project to commence in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$90,000					\$90,000

Impact on Operating Budget: No anticipated impact.

DUO-DOTE AUTO-INJECTORS

Project Priority: A

Project Org: P430

Project Type: Service Replacement

Project Management: Emergency Medical Services

Project Description: The Orange County Fire Authority received a grant to purchase the initial inventory of Duo-Dote Auto-Injectors, and they are now in need of replacement. The Duo-Dote Auto-Injectors are used as an initial treatment of the symptoms of an organophosphorus insecticide or a chemical weapon nerve agent poisoning. They are used primarily to treat first responders but may also be used for victims of a chemical agent attack.

This request will replace the current inventory with approximately 2000 auto-injectors.

Project Status: Project to commence in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$131,000				\$180,000	\$311,000

Impact on Operating Budget: Potential replacement cost if used prior to expiration date.

CARDIAC MONITORS/DEFIBRILLATORS**Project Priority:** A**Project Org:** TBD**Project Type:** Service Replacement**Project Management:** Emergency Medical Services

Project Description: The Orange County Emergency Medical Service has mandated that all Advanced Life Support (ALS) units carry a cardiac monitor/defibrillator. The service life for these highly technical and mission critical pieces of equipment is approximately six to eight years. Technology is changing rapidly and the OCFA should anticipate the need to replace the current inventory of cardiac monitors with new and updated versions in FY 2024/25. This would be the seventh year of service on our current fleet of cardiac monitors.

The plan would be to replace the current inventory of approximately 140 cardiac monitors with the latest model determined through an RFP process. The cost is an estimate based on the current value of monitors, the current number needed and inflation.

Project Status: Project to commence in FY 2024/25.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:					\$5,000,000	\$5,000,000

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

HAZMAT AIR MONITORS

Project Priority: A
Project Org: TBD
Project Type: Hazmat Air Monitor Replacement
Project Management: Operations

Project Description: The Hazardous Materials program under the OCFA’s Emergency Operations 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 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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$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 current carbon monoxide detectors are projected to have a five-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.



Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:				\$50,000		\$50,000

Impact on Operating Budget: No anticipated impact.



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.

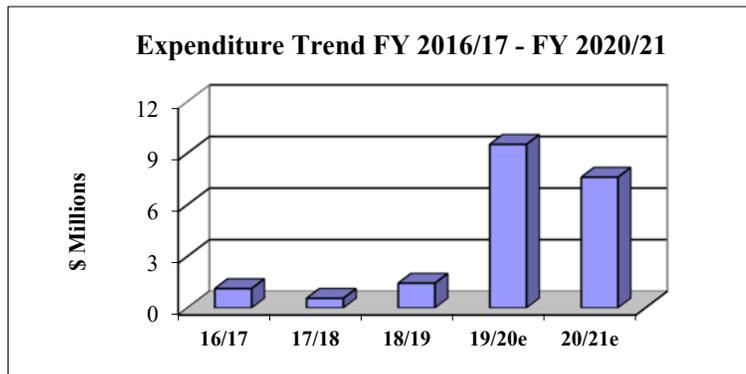
BUDGET

The total FY 2020/21 budget is \$7,600,000.

HIGHLIGHTS

Projects budgeted in FY 2020/21 include \$4.3 million for the RFOTC Training Grounds Expansion and Upgrade, \$1.0 million for the replacement of Fire Station 24 (Mission Viejo), and \$0.8 million for infrastructure security enhancements.

The chart shows the trend of actual expenditures for FY 2016/17 through FY 2018/19, and budgeted amounts for FY 2019/20 and FY 2020/21.



SIGNIFICANT CHANGES

There was very little significant activity from FY 2016/17 to FY 2018/19. 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 replacement of fire station (FS#24) at Mission Viejo is proposed to begin in FY 2020/21. 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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget	% Change fr FY 2019/20 Budget
FUNDING SOURCES				
Use of Money and Property	\$623,846	\$375,115	\$60,212	-83.95%
Other	454,200	588,000	540,000	-8.16%
Total Revenues & Other Financing Sources	1,078,046	963,115	600,212	-37.68%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	25,756,499	25,397,231	8,848,639	-65.16%
TOTAL AVAILABLE RESOURCES	\$26,834,545	\$26,360,346	\$9,448,851	-64.16%
EXPENDITURES				
Services & Supplies	919,432	-	-	-
Capital Outlay	517,882	9,511,707	7,600,000	-20.10%
Total Expenditures & Other Uses	1,437,314	9,511,707	7,600,000	-20.10%
Operating Transfer Out	-	8,000,000	-	-100.00%
Ending Fund Balance	25,397,231	8,848,639	1,848,851	-79.11%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$26,834,545	\$26,360,346	\$9,448,851	-64.16%

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 (i.e. one 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, classrooms were installed on the training grounds and supplied with temporary power.
- In FY 2020/21, the plan is to replace the burn props, safety sensor system, and computer operating system in the current tower, install permanent power to the classrooms, expand power supply capabilities to the training grounds, and install additional training props.
- In FY 2021/22, the plan is to build a new three-story training tower, modify existing strip mall training prop and develop north end of the property.

Project Status: Temporary classrooms were installed during FY 2018/19. Project will continue subject to negotiations with City of Irvine.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$4,300,000	\$2,675,000				\$6,975,000

Impact on Operating Budget: Annual maintenance contracts for burn props at approximately \$40,000 per year.

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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$800,000					\$800,000

Impact on Operating Budget: Security enhancements will add to existing features and systems which assist in safeguarding the OCFA staff and critical infrastructure. No further funding or operating budget impacts are anticipated for these modifications after the completion of this project.

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 scheduled to commence in FY 2019/20.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$500,000	\$500,000				\$1,000,000

Impact on Operating Budget: Ongoing annual operational costs of about \$25,000 are projected after the completion of the project.

FIRE STATION BATHROOM IMPROVEMENTS**Project Priority:** A**Project Org:** P261**Project Type:** Facilities/Site Repair**Project Management:** Property Management

Project Description: An evaluation of all bathrooms located in the OCFA fire stations began in FY 2019/20. Based on the results of the evaluation, a comprehensive and multi-year project plan will be developed to modify or enhance bathroom facilities in fire stations where the changes are needed. This project will fund any additional construction required to add square footage to an existing property to accommodate the identified need.

Project Status: The project is scheduled to commence in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$500,000	\$1,500,000	\$750,000			\$2,750,000

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

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, anticipated to be exchanged for a replacement one acre site a quarter of a mile from the current stations location. The project is contemplated in concert with a general renewal of Historic Old Town Yorba Linda currently in process with the City of Yorba Linda. The project includes all demolition of current sites, planning, design and construction of a temporary fire station, grading and planning design and construction of an approximately 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: The project delivery is anticipated to be Design-Build. Historic Architectural Review Reporting is required for compliance with the California Environmental Quality Act and permitting is in process.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$500,000	\$3,000,000	\$4,000,000			\$7,500,000

Impact on Operating Budget: Replacement of Fire Station 10 (Yorba Linda) will improve Division 4 operational control and service delivery.

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 complement to be determined by operations.**Project Status:** Available sites are being evaluated in the geographical area for construction.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$500,000	\$4,000,000	\$4,000,000		\$8,500,000

Impact on Operating Budget: Construction of Fire Station 12 (Laguna Woods) will require additional personnel and operating budget to ensure facility is maintained.

REPLACEMENT OF FIRE STATION 24 (MISSION VIEJO)

Project Priority: A

Project Org: P554

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition and replacement of Fire Station 24, constructed in 1970. The station occupies about 0.98 of an acre. The project includes replacement construction of an approximate 10,000 square foot 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: Project is anticipated to commence in FY 2020/21. Project delivery is anticipated to be Design-Build.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$1,000,000	\$3,500,000	\$3,500,000			\$8,000,000

Impact on Operating Budget: Replacement of Fire Station 24 (Mission Viejo) will alleviate current significant overcrowding and improve the operational readiness of the station.

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 a fire station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction.

Project Status: There are discussions of possible alternate locations to accommodate. Project delivery is anticipated to be Design-Build. The project commenced in FY 2019/20.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:			\$3,750,000	\$3,750,000		\$7,500,000

Impact on Operating Budget: Replacement of Fire Station 9 (Mission Viejo) will alleviate current significant overcrowding and improve the operational readiness of the station.

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 second 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 second 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 2024/25.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:					\$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, with 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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:				\$4,000,000	\$4,000,000	\$8,000,000

Impact on Operating Budget: Construction of Fire Station 52 (Irvine Business District) will require additional personnel and operating budget to ensure facility is maintained.



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.

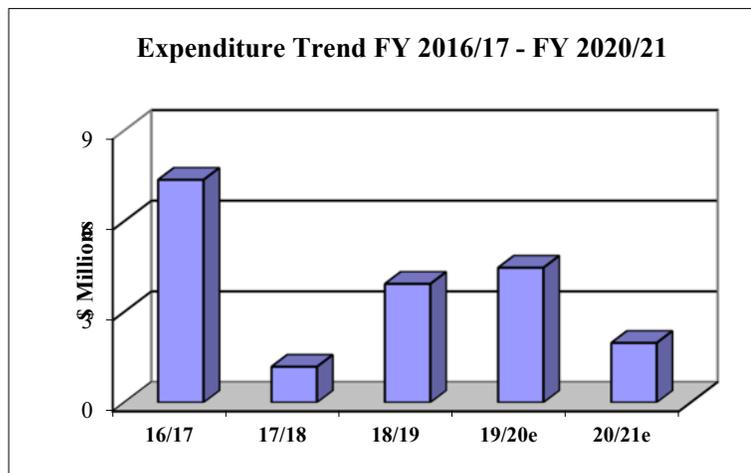
BUDGET

The total FY 2020/21 budget is \$1,973,704.

HIGHLIGHTS

The FY 2020/21 budget includes projects related to systems development and support such as \$1.0 million for the replacement of the Community Risk Reduction Automation – Integrated Fire Prevention (IFP) application and \$0.5 million for the EMS Enterprise System development. It also includes projects related to communications and infrastructure such as \$0.3 million for the OCFA Disaster Recovery Co-Location Facility and \$0.2 million for the OCFA Enterprise Audio Visual Upgrades.

The chart shows the trend of actual expenditures for FY 2016/17 through FY 2018/19, and budgeted amounts for FY 2019/20 and FY 2020/21.



SIGNIFICANT CHANGES

Expenditures from FY 2016/17 through FY 2018/19 reflect \$6.8 million, \$0.7 million and \$3.1 million, respectively for the upgrade of the 800 MHz Countywide Coordinated Communication System. The

budget for 2019/20 includes \$1.0 million for the RFOTC Data Center Fire Suppression System upgrade, \$0.6 million for the Incident Reporting Application Replacement project, and \$0.8 million for 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 which includes the Community Risk Reduction Automation – IFP Replacement, will increase future maintenance costs in the General Fund operating budget.

FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET**

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget	% Change fr FY 2019/20 Budget
FUNDING SOURCES				
Use of Money and Property	\$245,373	\$131,948	\$17,104	-87.04%
Other	-	-	-	-
Total Revenues & Other Financing Sources	245,373	131,948	17,104	-87.04%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	10,769,180	7,086,888	2,755,328	-61.12%
TOTAL AVAILABLE RESOURCES	\$11,014,553	\$7,218,836	\$2,772,432	-61.59%
EXPENDITURES				
Services & Supplies	\$580,156	2,172,019	450,000	-79.28%
Capital Outlay	3,347,509	2,291,489	1,523,704	-33.51%
Total Expenditures & Other Uses	3,927,665	4,463,508	1,973,704	-55.78%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	7,086,888	2,755,328	798,728	-71.01%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$11,014,553	\$7,218,836	\$2,772,432	-61.59%

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 2017, the OCFA’s Board Room and five classrooms had new audio-visual (AV) systems installed. Since then, numerous other RTOFC and fire station conference rooms have had new AV systems installed, but many more areas remain to be upgraded.



Next steps are to upgrade conference rooms at all Battalion and Division fire stations, as well as the remaining conference rooms at the RFOTC. In FY 2023/24 the plan is to install a digital Video Wall in the Emergency Command Center (ECC). The new Video Wall design will include capacity to display numerous video sources and feeds from wilderness, traffic, security, personnel, vehicle, and airborne video cameras, TV and internet content, and critical safety systems computer data. The new Video Wall is anticipated to require substantial construction modifications to the ECC ceiling and walls. It is expected that normal 911 dispatch workflows will not be possible in the ECC during construction and therefore will require displacing dispatchers to the OCFA’s alternate dispatch location, which currently is being developed. Therefore, the implementation of the Video Wall will not proceed until the OCFA’s co-location dispatcher facility is fully functional.



When the overall project is completed, each OCFA Battalion will have at least three fire stations with 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, utilize video conferencing with other fire stations and Headquarters, and minimize the time crews have to leave their response areas for training or meetings.

When the overall project is completed, each OCFA Battalion will have at least three fire stations with 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, utilize video conferencing with other fire stations and Headquarters, and minimize the time crews have to leave their response areas for training or meetings.

Project Status: The project will continue through FY 2024/25.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$200,000	\$200,000	\$200,000	\$1,000,000	\$200,000	\$1,800,000

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

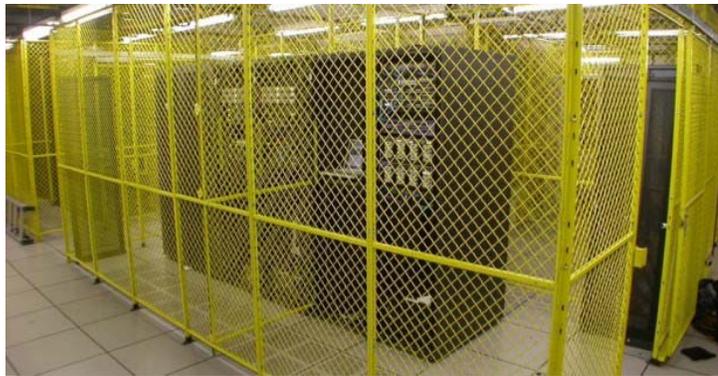
Org Number: P349

Project Type: New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This project has two major parts including:

- Establish an in-county Disaster Recovery Co-Location (DR/Co-Lo) capability for OCFA’s 911 dispatch function
- Establish out-of-county DR/Co-Lo for OCFA’s critical business systems and data.



Both project components are critically important to maintain continuity of operations for the OCFA in a crisis situation where the OCFA Emergency Command Center (ECC) or data center at the RFOTC are not functional.

OCFA reviewed numerous facilities including:

- Several OCFA fire stations and the Urban Search & Rescue (US&R) warehouse
- Other Orange County Agency and Commercial sites (County data center, ATT commercial data center, OCSD facilities, etc.)

The OCFA’s Operations Department leadership has selected the OCFA US&R warehouse located in Foothill Ranch, California as the primary location to establish an in-county DR/Co-Lo 911 dispatching capability. OCFA staff are currently working with third-party engineering firms to analyze and make necessary modifications to the US&R warehouse to support backup dispatch functions.

OCFA staff are continuing to consider multiple out-of-county including out-of-state locations for dispatching and data center co-location capability.

Previous plans to build a new logistics command trailer have been cancelled and the funds have been moved to the Disaster Recovery Co-Lo project in FY 2022/23 for the out-of-county phase of the project.

Project Status: Project is currently in process and continues through FY 2023/24.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$250,000	\$750,000	\$2,000,000	\$250,000		\$3,250,000

Impact on Operating Budget: Annual maintenance/license costs for backup CAD, Fire Station alerting, and Motorola radio consoles are estimated at approximately \$100,000 beginning in FY 2022/23.

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 the final part of the larger Records Management Systems (RMS) replacement project. The RMS replacement project originally would proceed concurrently with the OCFA’s Computer Assisted Dispatch (CAD) system. Both projects are collectively referred to as the Public Safety Systems (PSS) replacement project. RMS replacement was split off from the PSS project as a separate project to expedite replacement of the CAD system which was completed in September 2014.

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 Microsoft technology and modern web-enabled design elements was approved by Executive Management to develop and deploy the new Incident Reporting and Investigations System (IRIS) which went live in July 2019.

At its November 21, 2019 meeting, the Executive Committee approved to develop in-house the IFP replacement for the OCFA’s Community Risk Reduction Department with a new custom developed system that is similar in look and feel to the recently deployed IRIS. The project duration is expected to take between two to three years of programming, development, and testing.

Project Status: Project kicked off January 2020.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$1,023,704	\$1,023,704	\$227,490			\$2,274,898

Impact on Operating Budget: Typically, annual maintenance, licensing, and user fees are approximately 20-25% of the total system purchase price. However, as the IFP replacement system will be developed with in-house resources augmented by third-party professional services and will use Microsoft technology. The annual maintenance, license, and user fees will be substantially less and are projected to be approximately \$50,000 starting in FY 2023/24.

EMERGENCY MEDICAL SYSTEMS (EMS) ENTERPRISE SYSTEM**Project Priority:** A**Org Number:** P353**Project Type:** Application Replacement**Project Management:** IT – Systems Development & Support

Project Description: This project is to replace and automate the OCFA’s outdated and complicated Emergency Medical Systems (EMS) workflows consisting of Microsoft Excel spreadsheets, SharePoint (OCFA – Intranet) InfoPath forms, and manual processes utilized to manage EMS activities. Staff desires deploying a modern enterprise-class computer solution that combines mobile web-compatible applications with a design emphasizing modern user interface and experience elements. The desired solution should be built with commercial off-the-shelf Microsoft technology (Windows, .NET, SQL, etc.).

The new EMS enterprise-class computer system will manage all OCFA EMS activities including: track OCFA patient data, OCFA personnel immunizations, training and certifications records; manage the inventory of OCFA controlled medications; manage EMS equipment; ensure compliance with all applicable State and Federal EMS reporting and data exchange requirements including California Health Information Exchange.

Staff estimates the project will take two to three years to complete and consist of several phases including:

- 1) Utilize third-party subject matter experts to complete a needs analysis of the OCFA’s EMS technology requirements.
- 2) Develop a Request for Proposal (RFP) for a formal solicitation of existing commercial off-the-shelf EMS enterprise computer system technology that will meet the needs of the OCFA EMS section.
- 3) Determine if the OCFA is better served by deploying a custom, in-house developed EMS enterprise system utilizing standard Microsoft operating system, database, and programming.
- 4) Develop and implement the new EMS enterprise system.

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

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$500,000	\$1,250,000	\$1,250,000			\$3,000,000

Impact on Operating Budget: Application Maintenance/License Costs cannot be determined at this time but are expected to have an impact on the operating budget in FY 2022/23 after complete implementation of the project.

THEHIVE CLOUD UPGRADE

Project Priority: B

Project Org: P351

Project Type: Application Replacement

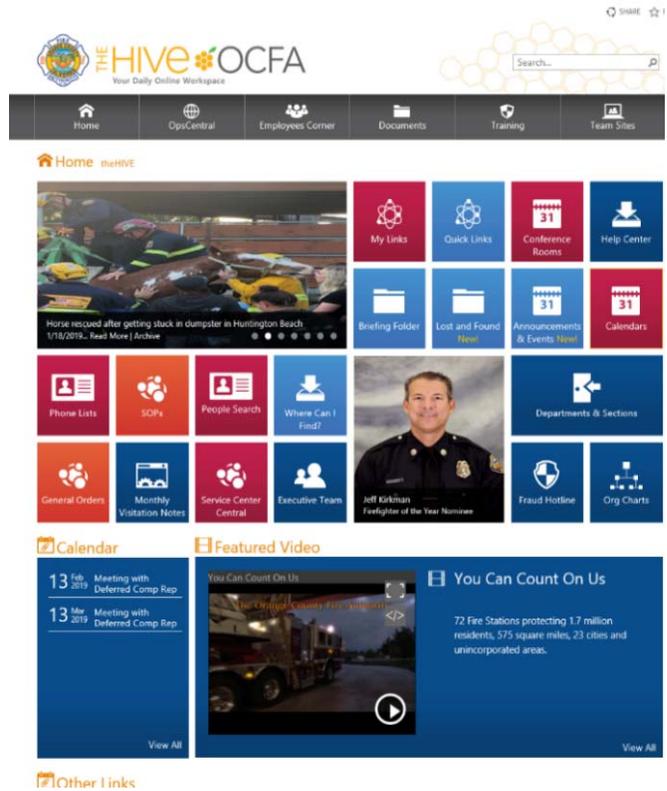
Project Management: IT – Systems Development & Support

Project Description: TheHIVE or the OCFA intranet, is a critical system/tool used by all OCFA departments and was last upgraded in 2015. It is highly integrated with many OCFA systems providing important data storage, reports, and workflows.

TheHIVE utilizes Microsoft SharePoint technology and is hosted on-premises at the RFOTC. This project includes redesigning and upgrading the user interface and user experience utilizing best practice design elements, and potentially hosting TheHIVE in the Cloud.

Primary goals of the project include improving usability, search accuracy, integrating with other OCFA systems, improving redundancy, and zero downtime. Because of the high integration of this project with many OCFA systems, this project is expected to be complex and time-consuming.

Project Status: Project is scheduled to commence in FY 2024/25 and will continue into future years.



Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:					\$500,000	\$500,000

Impact on Operating Budget: Application Maintenance/License costs are largely included in the OCFA’s existing Microsoft Enterprise Agreement. Any increase in the Microsoft Enterprise Agreement 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 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 2024/25 after reprioritizing projects.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:					\$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 which is included in our Five-Year Financial Forecast beginning in FY 2024/25.



Fund 133

Fire Apparatus



Fund 133: Fire Apparatus

DESCRIPTION

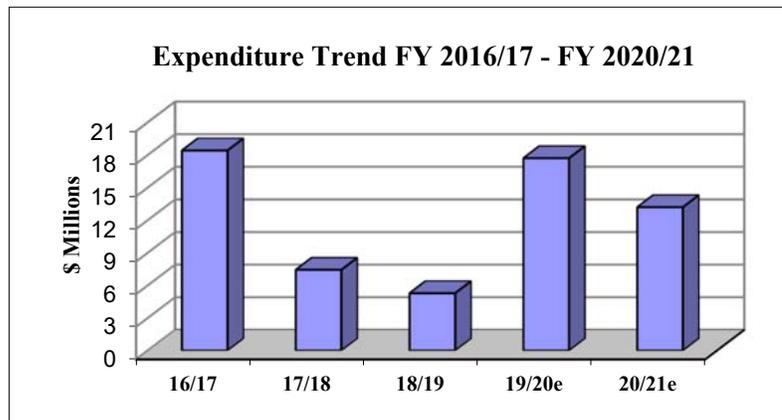
This fund is a capital projects fund used for the significant acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers and helicopters. Funding sources typically include operating transfers from the General Fund, cash contract city contributions, developer contributions, and proceeds from lease purchase agreements, if needed.

BUDGET

The total FY 2020/21 budget is \$13,187,168.

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 2020/21 include one developer-funded truck (\$1.8 million), one hazardous materials vehicle (\$1.1 million) and five trucks (\$7.5 million). The budget also includes the purchase of thirty-two support vehicles (\$1.6M).



The chart shows the trend of actual expenditures for FY 2016/17 through FY 2018/19, and budgeted amounts for FY 2020/21 and FY 2020/21.

SIGNIFICANT CHANGES

Expenditures in FY 2016/17 were high as several vehicles were delayed from FY 2015/16, and rebudgeted to FY 2016/17. Budgeted expenditures in FY 2019/20 include a hazardous materials vehicle (\$1.0 million), six Type1 engines (\$4.0 million), a heavy rescue vehicle (\$0.8 million), a TDA 100' quint (\$1.4 million) and two developer-funded vehicles (\$1.0 million).

IMPACT ON OPERATING BUDGET

Replacement of aging vehicles will help control vehicle maintenance costs included in the General Fund.

FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET**

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget	% Change fr FY 2019/20 Budget
FUNDING SOURCES				
Charges for Current Services	\$1,446,217	\$1,750,537	\$1,632,441	-6.75%
Use of Money and Property	410,983	336,978	78,537	-76.69%
Other	-	-	-	-
Total Revenues & Other Financing Sources	1,857,200	2,087,515	1,710,978	-18.04%
Operating Transfer In	2,000,000	8,000,000	11,059,336	38.24%
Total Beginning Fund Balance	9,670,639	8,252,067	640,927	-92.23%
TOTAL AVAILABLE RESOURCES	\$13,527,839	\$18,339,582	\$13,411,241	-26.87%
EXPENDITURES				
Services & Supplies	-	-	-	-
Capital Outlay	4,009,911	17,698,655	13,187,168	-25.49%
Debt Service	1,265,861	-	-	-
Total Expenditures & Other Uses	5,275,772	17,698,655	13,187,168	-25.49%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	8,252,067	640,927	224,073	-65.04%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$13,527,839	\$18,339,582	\$13,411,241	-26.87%

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year Total
EMERGENCY VEHICLES							
Air Utility							
5415	Air Utility Vehicle	-	527,878	-	-	-	527,878
Battalion Chief Command							
2185	BC Command Vehicle	-	107,675	-	-	-	107,675
2186	BC Command Vehicle	-	107,675	-	-	-	107,675
2187	BC Command Vehicle	-	107,675	-	-	-	107,675
2188	BC Command Vehicle	-	-	110,905	-	-	110,905
2189	BC Command Vehicle	-	-	110,905	-	-	110,905
2190	BC Command Vehicle	-	-	110,905	-	-	110,905
2191	BC Command Vehicle	-	-	-	116,450	-	116,450
2192	BC Command Vehicle	-	-	-	116,450	-	116,450
2193	BC Command Vehicle	-	-	-	116,450	-	116,450
2194	BC Command Vehicle	-	-	-	116,450	-	116,450
Compressed Air Foam System Patrol Vehicle - Type 6							
3687	CAFS-Patrol Veh.-Type 6	-	-	216,632	-	-	216,632
3689	CAFS-Patrol Veh.-Type 6	-	-	216,632	-	-	216,632
3796	CAFS-Patrol Veh.-Type 6	-	-	216,632	-	-	216,632
3685	CAFS-Patrol Veh.-Type 6	-	-	216,632	-	-	216,632
3686	CAFS-Patrol Veh.-Type 6	-	-	216,632	-	-	216,632
3688	CAFS-Patrol Veh.-Type 6	-	-	-	224,630	-	224,630
3795	CAFS-Patrol Veh.-Type 6	-	-	-	224,630	-	224,630
3797	CAFS-Patrol Veh.-Type 6	-	-	-	224,630	-	224,630
3799	CAFS-Patrol Veh.-Type 6	-	-	-	224,630	-	224,630
3683	CAFS-Patrol Veh.-Type 6	-	-	-	224,630	-	224,630
3690	CAFS-Patrol Veh.-Type 6	-	-	-	-	231,369	231,369
3798	CAFS-Patrol Veh.-Type 6	-	-	-	-	231,369	231,369
3684	CAFS-Patrol Veh.-Type 6	-	-	-	-	231,369	231,369
Dozer Transport Trailer							
6146	Dozer Transport Trailer	-	170,000	-	-	-	170,000
Engine - Type I							
5222	Engine - Type I	-	737,632	-	-	-	737,632
5241	Engine - Type I	-	737,632	-	-	-	737,632
5216	Engine - Type I	-	737,632	-	-	-	737,632
5159	Engine - Type I	-	737,632	-	-	-	737,632
5154	Engine - Type I	-	737,632	-	-	-	737,632
5215	Engine - Type I	-	737,632	-	-	-	737,632
5218	Engine - Type I	-	-	774,230	-	-	774,230
5225	Engine - Type I	-	-	774,230	-	-	774,230
5200	Engine - Type I	-	-	774,230	-	-	774,230
5211	Engine - Type I	-	-	774,230	-	-	774,230
5155	Engine - Type I	-	-	774,230	-	-	774,230
5219	Engine - Type I	-	-	774,230	-	-	774,230
5151	Engine - Type I	-	-	774,230	-	-	774,230
5153	Engine - Type I	-	-	774,230	-	-	774,230
5263	Engine - Type I	-	-	774,230	-	-	774,230
5264	Engine - Type I	-	-	774,230	-	-	774,230

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FUND 133 - FIRE APPARATUS LIST OF VEHICLES TO BE REPLACED

Existing Vehicle Number	Current Vehicle Type	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year Total
5267	Engine - Type I	-	-	774,230	-	-	774,230
5226	Engine - Type I	-	-	-	812,941	-	812,941
5242	Engine - Type I	-	-	-	812,941	-	812,941
5243	Engine - Type I	-	-	-	812,941	-	812,941
5180	Engine - Type I	-	-	-	812,941	-	812,941
5182	Engine - Type I	-	-	-	812,941	-	812,941
5181	Engine - Type I	-	-	-	812,941	-	812,941
5162	Engine - Type I	-	-	-	-	853,588	853,588
5163	Engine - Type I	-	-	-	-	853,588	853,588
5164	Engine - Type I	-	-	-	-	853,588	853,588
5165	Engine - Type I	-	-	-	-	853,588	853,588
5166	Engine - Type I	-	-	-	-	853,588	853,588
Engine - Type III							
5140	Engine - Type III	-	-	-	-	655,200	655,200
5141	Engine - Type III	-	-	-	-	655,200	655,200
5144	Engine - Type III	-	-	-	-	655,200	655,200
5147	Engine - Type III	-	-	-	-	655,200	655,200
5149	Engine - Type III	-	-	-	-	655,200	655,200
Full-Size 4-Door Exec Mgmt.							
2350	Full-Size 4-Door 4x4	-	-	66,864	-	-	66,864
2353	Full-Size 4-Door 4x4	-	-	66,864	-	-	66,864
2354	Full-Size 4-Door 4x4	-	-	39,253	-	-	39,253
2351	Full-Size 4-Door 4x4	-	-	-	68,869	-	68,869
2352	Full-Size 4-Door 4x4	-	-	-	68,869	-	68,869
2355	Full-Size 4-Door 4x4	-	-	-	40,500	-	40,500
Hazardous Materials Vehicle							
5253	Hazardous Materials Vehicle	1,095,121	-	-	-	-	1,095,121
Paramedic Squad							
3662	Paramedic Squad	-	-	208,667	-	-	208,667
3664	Paramedic Squad	-	-	208,667	-	-	208,667
3661	Paramedic Squad	-	-	-	214,927	-	214,927
3663	Paramedic Squad	-	-	-	214,927	-	214,927
3660	Paramedic Squad	-	-	-	214,927	-	214,927
Pick-Up Utility 3/4 Ton							
3038	Pickup Utility 3/4 Ton	42,000	-	-	-	-	42,000
New	Pickup Utility 3/4 Ton	70,000	-	-	-	-	70,000
New	Pickup Utility 3/4 Ton	70,000	-	-	-	-	70,000
3030	Pickup Utility 3/4 Ton	35,000	-	-	-	-	35,000
New	Pickup Utility 3/4 Ton	63,000	-	-	-	-	63,000
New	Pickup Utility 3/4 Ton	63,000	-	-	-	-	63,000
New	Pickup Utility 3/4 Ton	55,000	-	-	-	-	55,000
New	Pickup Utility 3/4 Ton	-	66,000	-	-	-	66,000
New	Pickup Utility 3/4 Ton	-	66,000	-	-	-	66,000
New	Pickup Utility 3/4 Ton	-	57,750	-	-	-	57,750
New	Pickup Utility 3/4 Ton	-	72,000	-	-	-	72,000
New	Pickup Utility 3/4 Ton	-	72,000	-	-	-	72,000
New	Pickup Utility 3/4 Ton	-	72,000	-	-	-	72,000

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle							5-Year
Number	Current Vehicle Type	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	Total
3339	Pickup Utility 3/4 Ton	-	-	75,000	-	-	75,000
3677	Pickup Utility 3/4 Ton	-	-	55,000	-	-	55,000
3041	Pickup Utility 3/4 Ton	-	-	80,000	-	-	80,000
3043	Pickup Utility 3/4 Ton	-	-	80,000	-	-	80,000
New	Pickup Utility 3/4 Ton	-	-	69,500	-	-	69,500
New	Pickup Utility 3/4 Ton	-	-	69,500	-	-	69,500
New	Pickup Utility 3/4 Ton	-	-	60,500	-	-	60,500
New	Pickup Utility 3/4 Ton	-	-	60,500	-	-	60,500
3676	Pickup Utility 3/4 Ton	-	-	-	-	60,000	60,000
Squad							
3801	Squad	100,000	-	-	-	-	100,000
3804	Squad	100,000	-	-	-	-	100,000
3805	Squad	-	-	-	116,000	-	116,000
SUV Full Size 4x4							
2370	SUV Full Size 4x4	60,000	-	-	-	-	60,000
2320	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2321	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2322	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2323	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2324	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2325	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2327	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2328	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2329	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2330	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2331	SUV Full Size 4x4	-	-	66,000	-	-	66,000
2332	SUV Full Size 4x4	-	-	66,000	-	-	66,000
Superintendent Vehicle							
3039	Superintendent Vehicle	154,500	-	-	-	-	154,500
Swift Water Vehicle							
3800	Swift Water Vehicle	-	84,000	-	-	-	84,000
3803	Swift Water Vehicle	-	84,000	-	-	-	84,000
3806	Swift Water Vehicle	-	84,000	-	-	-	84,000
Terrain Vehicle -Quad - ATV							
New	Terrain Vehicle-Quad-ATV	35,000	-	-	-	-	35,000
Truck							
5104	Truck	1,500,000	-	-	-	-	1,500,000
5132	Truck	1,500,000	-	-	-	-	1,500,000
5237	Truck	1,500,000	-	-	-	-	1,500,000
5238	Truck	1,500,000	-	-	-	-	1,500,000
5236	Truck	1,500,000	-	-	-	-	1,500,000
Total Emergency Vehicles		9,442,621	6,104,445	11,864,720	7,405,615	8,298,047	43,115,448

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FUND 133 - FIRE APPARATUS LIST OF VEHICLES TO BE REPLACED

Existing Vehicle Number	Current Vehicle Type	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year Total
DEVELOPER FUNDED VEHICLES							
Engine - Type I							
Station 52	Engine - Type I	-	-	822,770	-	-	822,770
Station 12	Engine - Type I	-	-	-	822,770	-	822,770
Truck							
Station 67	Truck	1,827,923	-	-	-	-	1,827,923
Total Developer Funded Vehicles		1,827,923	-	822,770	822,770	-	3,473,463
SUPPORT VEHICLES							
Floor Scrubber							
FFS1	Floor Scrubber	-	-	5,000	-	-	5,000
Forklift							
9642	Forklift	8,000	-	-	-	-	8,000
FFL7	Forklift	-	-	8,820	-	-	8,820
FFL1	Forklift	-	-	-	9,300	-	9,300
FFL2	Forklift	-	-	-	9,300	-	9,300
FFL5	Forklift	-	-	-	9,300	-	9,300
9625	Forklift	-	-	-	9,300	-	9,300
Gradall Forklift							
2026	Gradall Forklift	100,000	-	-	-	-	100,000
Fuel Tender							
5412	Fuel Tender	-	-	-	500,000	-	500,000
Full-Size Cargo Van							
4340	Full-Size cargo van	50,000	-	-	-	-	50,000
Golf Cart/Utility Cart							
8210	Golf Cart/Utility Cart	5,000	-	-	-	-	5,000
8998	Golf Cart/Utility Cart	8,000	-	-	-	-	8,000
Hook Truck							
New	Hook Truck	140,000	-	-	-	-	140,000
Hook Truck Bin							
New	Hook Truck Bin	40,000	-	-	-	-	40,000
Mid-Size 4-Door							
New	Mid-Size 4-Door	40,000	-	-	-	-	40,000
New	Mid-Size 4-Door	40,000	-	-	-	-	40,000
New	Mid-Size 4-Door	-	42,000	-	-	-	42,000
New	Mid-Size 4-Door	-	42,000	-	-	-	42,000

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year Total
Mid-Size Pickup - 1/2 Ton							
2301	Mid-Size Pickup - 1/2 Ton	38,000	-	-	-	-	38,000
2340	Mid-Size Pickup - 1/2 Ton	38,000	-	-	-	-	38,000
2171	Mid-Size Pickup - 1/2 Ton	36,104	-	-	-	-	36,104
2172	Mid-Size Pickup - 1/2 Ton	36,104	-	-	-	-	36,104
2173	Mid-Size Pickup - 1/2 Ton	36,104	-	-	-	-	36,104
3116	Mid-Size Pickup - 1/2 Ton	36,104	-	-	-	-	36,104
3115	Mid-Size Pickup - 1/2 Ton	36,104	-	-	-	-	36,104
3120	Mid-Size Pickup - 1/2 Ton	36,104	-	-	-	-	36,104
New	Mid-Size Pickup - 1/2 Ton	40,000	-	-	-	-	40,000
2175	Mid-Size Pickup - 1/2 Ton	-	38,992	-	-	-	38,992
2176	Mid-Size Pickup - 1/2 Ton	-	38,992	-	-	-	38,992
3118	Mid-Size Pickup - 1/2 Ton	-	38,992	-	-	-	38,992
3117	Mid-Size Pickup - 1/2 Ton	-	-	40,159	-	-	40,159
3119	Mid-Size Pickup - 1/2 Ton	-	-	40,159	-	-	40,159
3112	Mid-Size Pickup - 1/2 Ton	-	-	40,159	-	-	40,159
New	Mid-Size Pickup - 1/2 Ton	-	-	40,159	-	-	40,159
3114	Mid-Size Pickup - 1/2 Ton	-	-	-	41,372	-	41,372
2305	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2306	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2307	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2308	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2309	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2310	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2311	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2312	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2313	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2314	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
2315	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3124	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3125	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3126	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3127	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3128	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3129	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3130	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3131	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3132	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3133	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3134	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3135	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3136	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3137	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3138	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3139	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3140	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3141	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3142	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3143	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000
3468	Mid-Size Pickup - 1/2 Ton	-	-	-	44,000	-	44,000

FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
LIST OF VEHICLES TO BE REPLACED**

Existing Vehicle Number	Current Vehicle Type	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	5-Year Total
Pickup Crew Cab - 1/2 Ton							
New	Pickup Crew Cab - 1/2 Ton	38,000	-	-	-	-	38,000
New	Pickup Crew Cab - 1/2 Ton	38,000	-	-	-	-	38,000
New	Pickup Crew Cab - 1/2 Ton	38,000	-	-	-	-	38,000
New	Pickup Crew Cab - 1/2 Ton	-	-	42,000	-	-	42,000
New	Pickup Crew Cab - 1/2 Ton	-	-	42,000	-	-	42,000
Mule							
8331	Kawasaki Mule	25,000	-	-	-	-	25,000
Passenger Van							
2344	Passenger Van	-	50,000	-	-	-	50,000
Service Truck - Light							
New	Service Truck - Light	170,000	-	-	-	-	170,000
New	Service Truck - Light	170,000	-	-	-	-	170,000
3047	Service Truck - Light	-	-	-	170,000	-	170,000
3048	Service Truck - Light	-	-	-	170,000	-	170,000
SUV Full-Size 4X4							
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
SUV Mid-Size							
2368	SUV Mid-Size	35,000	-	-	-	-	35,000
3122	SUV Mid-Size	35,000	-	-	-	-	35,000
Step Van							
4000	Step Van	58,000	-	-	-	-	58,000
4002	Step Van	58,000	-	-	-	-	58,000
New	Step Van	38,000	-	-	-	-	38,000
New	Step Van	38,000	-	-	-	-	38,000
New	Step Van	38,000	-	-	-	-	38,000
New	Step Van	38,000	-	-	-	-	38,000
New	Step Van	38,000	-	-	-	-	38,000
New	Step Van	38,000	-	-	-	-	38,000
4001	Step Van	-	60,000	-	-	-	60,000
4003	Step Van	-	60,000	-	-	-	60,000
New	Step Van	40,000	-	-	-	-	40,000
New	Step Van	40,000	-	-	-	-	40,000
New	Step Van	-	42,000	-	-	-	42,000
Total Support Vehicles		1,916,624	412,976	258,456	2,326,572	-	4,914,628
TOTAL VEHICLES		13,187,168	6,517,421	12,945,946	10,554,957	8,298,047	51,503,539

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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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 ten command vehicles: three in FY 2021/22, three in FY 2022/23 and four in 2023/2024.



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 as scheduled effective FY 2021/22.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$323,025	\$332,715	\$465,800		\$1,121,540

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 TYPE 6

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 units in FY 2022/23, five units in FY 2023/24 and three units in FY 2024/25.



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, FY 2023/24 and FY 2024/25.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:			\$1,083,160	\$1,123,150	\$694,107	\$2,900,417

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

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 replacement of a dozer transport trailer to the fleet 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 target for dozer transport trailers is 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 2021/22.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$170,000				\$170,000

Impact on Operating Budget: 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.



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 as scheduled starting FY 2021/22.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$4,425,792	\$8,516,530	\$4,877,646	\$4,267,940	\$22,087,908

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.



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 2024/25.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:					\$3,267,000	\$3,267,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

FULL-SIZE 4-DOOR EXECUTIVE MANAGEMENT

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicles are used by Executive Management, Fire Chief and Assistant Chiefs. These vehicles are frequently used in Command situations on large scale events.



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 FY 2022/23 and FY 2023/24.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:			\$172,981	\$178,238		\$351,219

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 mitigate 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.



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: Purchase to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$1,095,121					\$1,095,121

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 advanced life support (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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:			\$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. The project will replace older vehicles in the fleet, as well as add new vehicles as a result of needs assessment.



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 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 begin in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$398,000	\$405,750	\$550,000		\$60,000	\$1,413,750

Impact on Operating Budget: The addition of each new 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.

SQUAD

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The squad vehicles have a regular standard utility body placed on a crew cab chassis. Squad vehicles help operations with rehab.

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 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 2023/24.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$200,000			\$116,000		\$316,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SUV FULL-SIZE 4X4

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicle is used by for fire station support and various operations support.

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 2020/21 and FY 2022/23.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$60,000		\$792,000			\$852,000

Impact on Operating Budget: 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

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.



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: Purchase to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$154,500					\$154,500

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

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 a 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.



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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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.

TERRAIN VEHICLE-QUAD-ATV

Project Priority: B

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: The Prowler ATV will be used for remote rescue challenges.

- Capable of transporting a patient on a backboard in a stokes basket with an attendant
- Seating for five persons with all necessary equipment
- Roll Cage
- Five-point restraints
- Light weight
- Nimble and maneuverable



The prowler ATV will provide OCFA with the following:

- Enhanced safety for rescuers & public
- More efficient and effective response
 - Better response time, access, maneuverability
 - Increased capability

Project Status: Purchase to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$35,000					\$35,000

Impact on Operating Budget: The addition of this unit to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$500 per unit.

TRUCK

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.

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



Project Status: Purchases to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$7,500,000					\$7,500,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

ENGINE-TYPE 1 (DEVELOPER FUNDED)

Project Priority: A

Project Type: Vehicle Addition

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 two Type 1 engines: one for Fire Station 52 (Irvine Business District), and one for Fire Station 12 (Laguna Woods).



Project Status: Purchases to occur in FY 2022/23 and FY 2023/24.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:			\$822,770	\$822,770		\$1,645,540

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.

TRUCK (DEVELOPER FUNDED)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: The truck 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 truck in FY 2020/21 for the new 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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$1,827,923					\$1,827,923

Impact on Operating Budget: The addition of a truck 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.

FLOOR SCRUBBER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The floor scrubber is used to keep the hangar at the Fullerton airport clean.

The current scrubber is 22 years old.

Project Status: Purchase to occur in FY 2022/23.



Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:			\$5,000			\$5,000

Impact on Operating Budget: The replacement of an older unit reduces downtime and maintenance costs in the operating budget.

FORKLIFT**Project Priority:** B**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager**Project Description:** The forklifts currently in the OCFA fleet get used for support in Service Center, Fleet, Crews and Equipment, Air Operations, and Communication Services.

All the current fleet forklifts need replacement due to age.

Future replacement evaluation is based on the following criteria:

- Actual hours 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 forklift 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: Purchases to occur in various years.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$8,000		\$8,820	\$37,200		\$54,020

Impact on Operating Budget: The replacement of older units reduces downtime and maintenance costs in the operating budget.

GRADALL FORKLIFT

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The need for a Gradall forklift in training is due to capacity. Training uses this equipment to lift heavy equipment/supplies on training grounds.

The current lift does not support the weight limits needed and it is beyond its useful life.

Future replacement evaluation is based on the following criteria:

- Actual hours 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 forklift 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 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$100,000					\$100,000

Impact on Operating Budget: The replacement of an older unit reduces downtime and maintenance costs in the operating budget.

FUEL TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The fuel tender carries five hundred gallons of gasoline and five hundred gallons of diesel fuel. This unit is used for emergency and remote fueling for both gasoline and diesel fuel aircraft, vehicles and apparatus. This unit can fuel aircraft, vehicles, and apparatus and will be used in air operations. This project is for the replacement of one fuel tender 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 – heavy vehicles are 18 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 2023/24.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:				\$500,000		\$500,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

FULL SIZE CARGO VAN

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The full-size cargo vans will be used to replace existing fleet vehicles that have gone beyond life cycle. These are used for support services in IT and Communications.



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 vans 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: Purchase to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$50,000					\$50,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

GOLF CART/UTILITY CART**Project Priority:** B**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager**Project Description:** The golf cart and utility cart currently in the OCFA fleet get used for support in Security, and Service Center.

The current Golf cart/Utility carts need replacement due to age.

Future replacement evaluation is based on the following criteria:

- Actual hours 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 Golf Cart/Utility Cart 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 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$13,000					\$13,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

Hook Truck

Project Priority: B

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: The hook truck concept has a variety of applications i.e., dump truck, flat bed, or brush chipper container. This chassis can be used for different sections as needed eliminating vehicles from sitting stagnate for long periods of time.

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 projection for the replacement of this vehicle is based on age. The age target for compact track loaders is 20 years. However, the service and repair costs 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.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$140,000					\$140,000

Impact on Operating Budget: This is a new addition to the fleet and will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,500 per unit.

HOOK TRUCK BINS

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: The addition of hook truck bins for training, wildland, storage, and delivery will limit the need of having to purchase more power equipment. We currently have a hook truck cab to pick up and deliver bins.



The lifecycle age has yet to be determined. The projection for the replacement of the hook truck bins will be based on age.

Project Status: Purchase to occur FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$40,000					\$40,000

Impact on Operating Budget: The addition of the hook truck bins will prevent us from having to purchase a power unit.

MID-SIZE 4-DOOR

Project Priority: A

Project Type: Vehicle Addition

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. Based on a needs assessment, this project is for the addition of two pool vehicles each year in FY 2020/21 and 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 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: Purchases to occur in FY 2020/21 and FY 2021/22.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$80,000	\$84,000				\$164,000

Impact on Operating Budget: This is a new addition to the fleet and will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit.

MID-SIZE PICKUP-1/2 TON

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are primarily used by staff in Community Risk Reduction, Property Management, and Community Education to conduct off-site inspections and education programs.



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 as scheduled effective FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$332,624	\$116,976	\$160,636	\$1,449,372		\$2,059,608

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PICKUP CREW CAB 1/2 TON

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: These 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. Based on a needs assessment, this project will add five vehicles to the fleet.



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 such 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: Purchases to occur in FY 2020/21 and FY 2022/23.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$114,000		\$84,000			\$198,000

Impact on Operating Budget: The addition of these vehicles to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,400 per unit.

MULE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description:

This support vehicle is utilized in training to support operations. The recommended replacement is due to age and life cycle of these vehicles.

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 utility task vehicles 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: Purchases to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$25,000					\$25,000

Impact on Operating Budget: The replacement of these vehicles will reduce maintenance costs.

PASSENGER VAN

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: This vehicle is used by Crews & Equipment to transport personnel. 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.



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 van 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: Purchase to occur in FY 2021/22.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:		\$50,000				\$50,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SERVICE TRUCK - LIGHT VEHICLE

Project Priority: B

Project Type: Vehicle Replacement and Addition

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 will add two new service trucks in FY 2020/21 and replace two service trucks 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 2020/21 and FY 2023/24.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$340,000			\$340,000		\$680,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. The addition of each new vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,400 per unit.

SUV FULL-SIZE 4X4

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicle is used by for fire station support and various operations support. This project is to recommend the addition of three SUV’s to be utilized in the pool fleet. All the old SUV’s have either been surplused or need to be due to age or miles.

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: Purchases to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$180,000					\$180,000

Impact on Operating Budget: The addition of these 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.

SUV MID-SIZE

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The mid-size 4-door vehicle is used by Corporate Communications for support and various operations support.

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: Purchases to occur in FY 2020/21.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$70,000					\$70,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

STEP VAN

Project Priority: B

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services Manager

Project Description: The full-size cargo vans will be used to replace existing fleet vehicles that have gone beyond life cycle. These are used for support services in IT and Communications. Also, based on a needs assessment, it is necessary to add more step vans to the existing fleet.

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 step van 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 between FY 2020/21 and FY 2021/22.

Fiscal Years:	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget:	\$424,000	\$162,000				\$586,000

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 \$1,400 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



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% 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.



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:

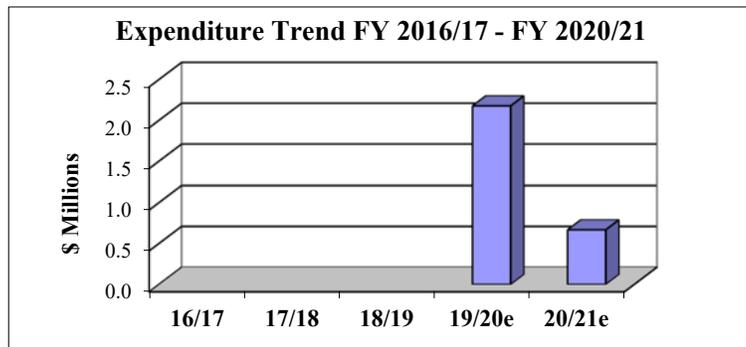
- Irvine’s Notice of Withdrawal is deemed rescinded and Irvine will remain a member of the JPA through the next renewal period of June 30, 2030.
- One-time funding of \$20.5 million will be provided over time by OCFA for a joint police-fire training facility located in Irvine, including an Emergency Operations Center.
- One-time funding of \$500,000 will be provided by OCFA to Irvine for the installation of bidirectional 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 2020/21 budget is \$668,000. Funding sources include transfers from the General Fund and interest earnings.

HIGHLIGHTS

FY 2020/21 marks the second year of the Settlement Agreement provisions in the Budget. Funded projects include: a drone program, 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

Expenditures decreased from FY 2019/20 to FY 2020/21 since the first year of the Settlement Agreement included one-time upfront expenditures of \$1 million for the Irvine-Owned Joint Police-Fire Training Facility and \$500K for bidirectional amplifiers.

IMPACT ON OPERATING BUDGET

The impact includes the annual transfers from the General Fund to support the required provisions.

FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 139 - SETTLEMENT AGREEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET**

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget	% Change fr FY 2019/20 Budget
FUNDING SOURCES				
Other	-	-	-	-
Use of Money and Property	-	412,402	148,770	-63.93%
Total Revenues & Other Financing Sources	-	412,402	148,770	-63.93%
Operating Transfer In	-	24,175,495	2,668,000	-88.96%
Total Beginning Fund Balance	-	-	21,902,402	-
TOTAL AVAILABLE RESOURCES	-	\$24,587,897	\$24,719,172	0.53%
EXPENDITURES				
Services & Supplies	-	\$2,178,000	\$668,000	-69.33%
Total Expenditures & Other Uses	-	2,178,000	668,000	-69.33%
Operating Transfer Out	-	507,495	-	-100.00%
Ending Fund Balance	-	21,902,402	24,051,172	9.81%
TOTAL FUND COMMITMENTS & FUND BALANCE	-	\$24,587,897	\$24,719,172	0.53%



Fund 171

Structural Fire

Fund Entitlement



Fund 171: Structural Fire Fund Entitlement

DESCRIPTION

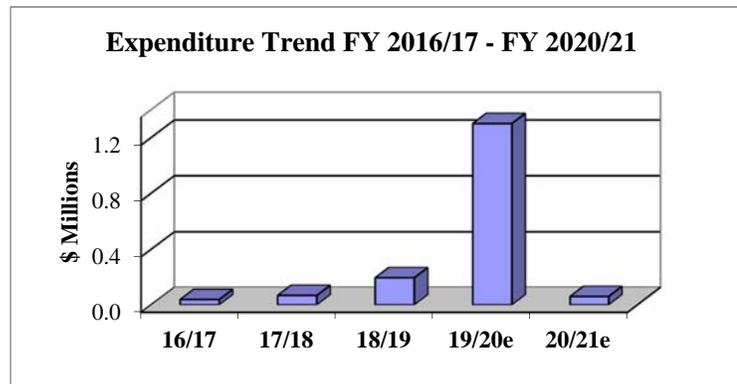
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding source is primarily interest earnings.

BUDGET

The total FY 2020/21 budget is \$60,238.

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 significant increase in FY 2019/20 is due to budgeting all remaining funds available for service enhancement expenditures. It is anticipated that any unspent funds in FY 2019/20 will be rebudgeted to FY 2020/21.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget	% Change fr FY 2019/20 Budget
FUNDING SOURCES				
Use of Money and Property	\$37,405	\$21,945	\$1,157	-94.73%
Total Revenues & Other	37,405	21,945	1,157	-94.73%
Financing Sources				
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	1,496,954	1,338,580	59,081	-95.59%
TOTAL AVAILABLE	\$1,534,359	\$1,360,525	\$60,238	-95.57%
RESOURCES				
EXPENDITURES				
C001 Dana Point	11,781	101,956	4,812	-95.28%
C001 Irvine	60,157	975,089	45,981	-95.28%
C004 Laguna Niguel		97,529	4,603	-95.28%
C008 Aliso Viejo		24,282	-	-100.00%
C009 Rancho Santa Margarita		15,252	720	-95.28%
C005 San Juan Capistrano		909	43	-95.27%
C006 Villa Park	840	6,938	327	-95.29%
C007 Unincorporated	122,731	59,792	2,822	-95.28%
C010 Lake Forest		19,697	930	-95.28%
Total Expenditures & Other Uses	195,509	1,301,444	60,238	-95.37%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	1,338,850	59,081	-	-100.00%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$1,534,359	\$1,360,525	\$60,238	-95.57%



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 2020/21 budget is \$20,057,235.

HIGHLIGHTS

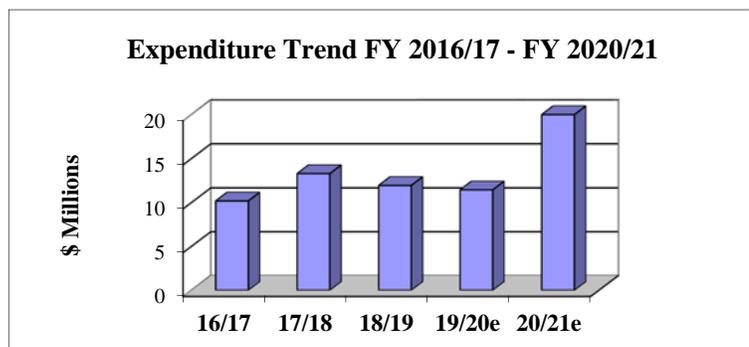
In March 2002, the OCFA implemented a workers’ compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the 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 2016/17 through FY 2018/19, and total budgeted amounts for FY 2019/20 and FY 2020/21.

SIGNIFICANT CHANGES

Large settlements and claims were processed in FY 2017/18. FY 2019/20 and FY 2020/21 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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2020/21 BUDGET

	FY 2018/19 Actual	FY 2019/20 Budget	FY 2020/21 Budget	% Change fr FY 2019/20 Budget
FUNDING SOURCES				
Charges for Services	\$17,366,238	\$19,573,946	\$20,093,346	2.65%
Use of Money and Property	2,083,605	1,861,251	583,754	-68.64%
Miscellaneous	768,150	996,183	-	-100.00%
Total Revenues & Other Financing Sources	20,217,993	22,431,380	20,677,100	-7.82%
Operating Transfer In		-	-	-
Total Beginning Fund Balance	80,515,844	88,772,530	99,744,482	12.36%
TOTAL AVAILABLE RESOURCES	\$100,733,837	\$111,203,910	\$120,421,582	8.29%
EXPENDITURES				
Services & Supplies	\$11,961,307	\$11,459,428	\$20,057,235	75.03%
Total Expenditures & Other Uses	11,961,307	11,459,428	20,057,235	75.03%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	88,772,530	99,744,482	100,364,347	0.62%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$100,733,837	\$111,203,910	\$120,421,582	8.29%



Appendix



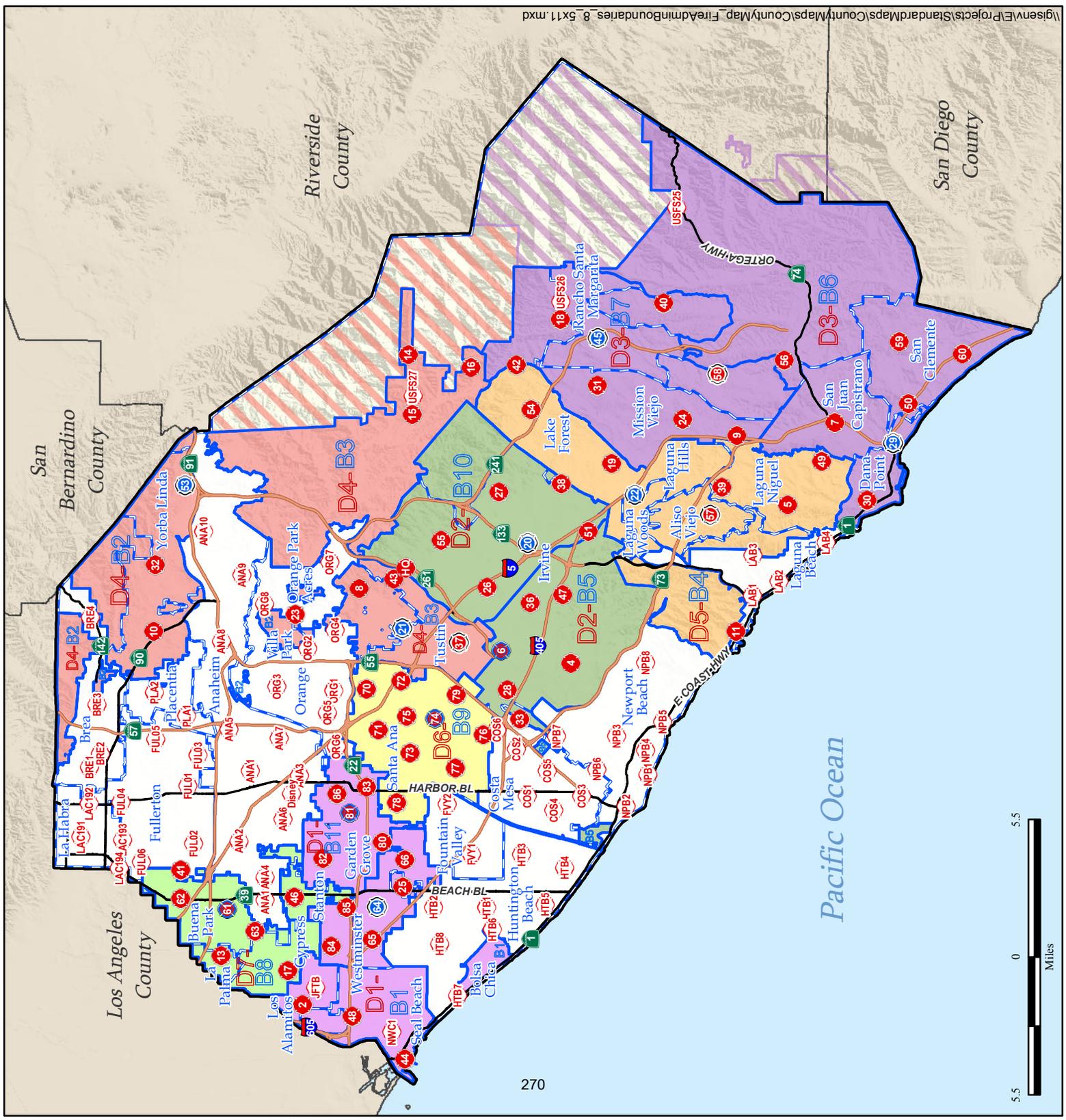
Fire Administrative Boundaries

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
 7/01/2020



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**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

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 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

City of Villa Park

Station 23, 5020 Santiago Canyon Rd, 92860

City of Westminster

Station 64, 7351 Westminster Blvd, 92683

Station 65, 6061 Hefley St, 92683

Station 66, 15061 Moran St, 92683

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

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

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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

<u>INCIDENTS (1)</u>	<u>FY 2014/15 TOTAL</u>	<u>FY 2015/16 TOTAL</u>	<u>FY 2016/17 TOTAL</u>	<u>FY 2017/18 TOTAL</u>	<u>FY 2018/19 TOTAL</u>	<u>FY 2019/20 TOTAL</u>
Aliso Viejo	2,462	2,511	2,654	2,810	2,871	3,022
Buena Park	6,738	7,016	7,053	7,193	7,242	7,175
Cypress	2,868	3,013	3,145	3,238	3,292	3,215
Dana Point	3,330	3,291	3,663	3,717	3,399	3,343
Garden Grove (2)	-	-	-	-	-	11,288
Irvine	14,123	14,688	15,967	16,325	16,797	16,481
La Palma	1,037	1,059	1,212	3,303	1,282	1,224
Laguna Hills	2,800	2,887	3,078	3,947	3,303	3,122
Laguna Niguel	3,727	3,861	4,054	5,281	4,192	4,421
Laguna Woods	5,222	5,319	5,636	5,333	5,342	4,967
Lake Forest	4,874	4,995	5,474	1,303	5,335	5,378
Los Alamitos	1,353	1,380	1,360	1,477	1,468	1,405
Mission Viejo	7,345	7,508	7,777	8,041	7,989	7,718
Placentia	3,037	3,132	3,325	3,609	3,564	3,616
Rancho Santa Margarita	2,322	2,415	2,447	2,542	2,366	2,521
San Clemente	4,928	5,080	5,311	5,239	5,069	4,999
San Juan Capistrano	3,421	3,629	3,899	3,931	3,786	3,571
Santa Ana (2)	22,331	23,455	25,074	26,707	27,518	27,335
Seal Beach	4,494	4,882	4,753	4,591	4,216	4,300
Stanton	3,255	3,413	3,396	3,284	3,343	3,645
Tustin	5,428	5,406	5,419	5,470	5,748	5,623
Villa Park	392	452	475	448	480	469
Westminster	7,223	7,442	7,560	7,702	7,772	7,945
Yorba Linda	3,619	3,716	3,747	4,059	4,146	4,023
Unincorporated	6,585	6,719	7,390	7,437	7,573	7,788
TOTAL	122,914	127,269	133,869	136,987	138,093	148,594

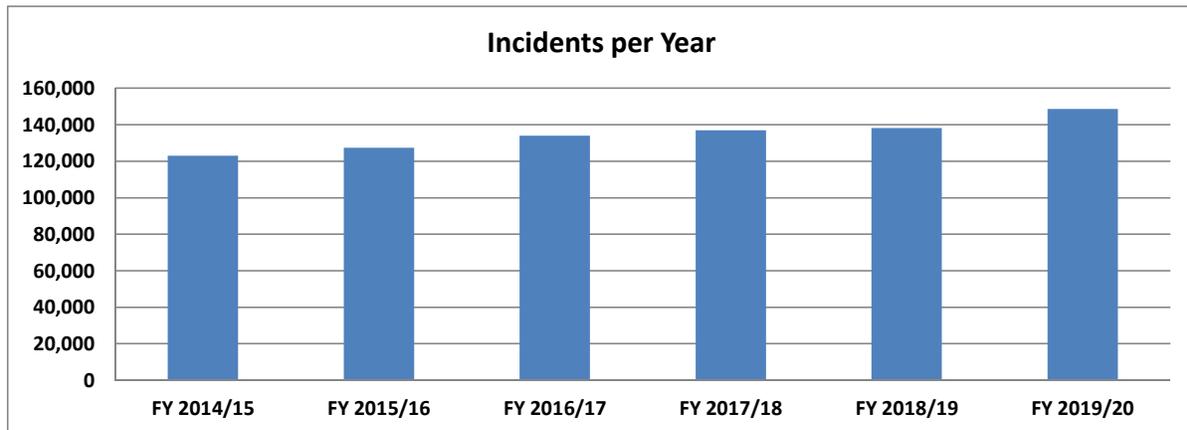
SOURCE: Strategic Services Division

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. Garden Grove joined the OCFA on August 16, 2019.

(3) Excludes mutual aid.

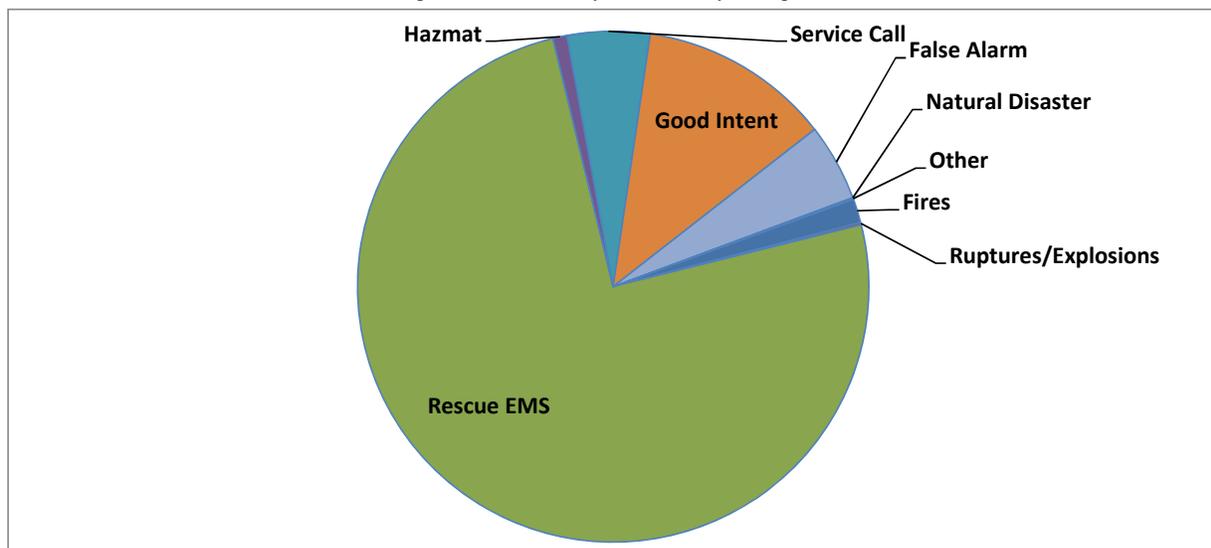


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Fires	2,086	2,338	2,372	2,651	2,161	2,313
Ruptures/Explosions	212	197	192	147	154	226
Rescue EMS	99,858	102,994	106,679	110,327	111,044	114,758
Hazmat	1,210	1,314	1,466	1,163	1,322	1,348
Service Call	7,530	7,921	7,819	7,955	6,948	7,978
Good Intent	12,730	13,261	14,207	14,010	14,353	18,532
False Alarm	6,626	6,575	6,644	6,060	7,016	7,482
Natural Disaster	3	6	37	3	13	12
Other	458	9	67	68	589	137
Total	130,713	134,615	139,483	142,384	143,600	152,786

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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Aliso Viejo	x		8,765,964,235	9,262,104,730	9,757,602,814	10,320,677,681	10,706,653,293
Buena Park		x	8,769,022,395	9,229,491,055	9,771,180,116	10,534,142,623	11,010,946,020
Cypress	x		6,463,650,467	6,751,018,895	7,049,084,643	7,492,894,724	7,865,560,138
Dana Point	x		10,513,667,218	11,209,516,043	12,184,560,468	12,716,978,213	13,330,882,538
Garden Grove		x				16,905,098,847	17,647,291,388
Irvine	x		60,912,693,965	65,754,243,380	71,898,708,288	78,439,755,961	85,045,012,271
Laguna Hills	x		6,256,109,022	6,506,373,771	6,744,151,507	7,169,367,194	7,360,864,516
Laguna Niguel	x		14,015,646,739	14,571,803,337	15,341,993,870	15,925,157,522	16,566,378,732
Laguna Woods	x		2,620,217,130	2,772,774,055	2,949,710,076	3,141,574,001	3,308,199,147
Lake Forest	x		12,672,969,354	13,710,657,105	14,701,560,696	15,968,846,956	17,239,224,679
La Palma	x		1,904,949,953	1,998,104,819	2,042,167,124	2,137,828,771	2,218,934,763
Los Alamitos	x		1,887,770,540	1,961,259,113	2,068,339,266	2,165,015,762	2,279,997,603
Mission Viejo	x		15,262,434,352	15,835,376,499	16,538,594,766	17,362,619,028	18,087,504,763
Placentia		x	5,878,472,691	6,133,423,292	6,445,280,269	6,778,268,541	7,057,342,473
Rancho Santa Margarita	x		7,572,862,043	7,810,951,199	8,247,182,511	8,640,697,353	8,947,481,219
San Clemente		x	14,447,433,531	15,269,877,772	16,078,964,868	16,904,336,045	17,783,909,910
San Juan Capistrano	x		6,828,238,629	7,190,142,697	7,600,134,619	7,959,761,841	8,336,033,901
Santa Ana		x	23,013,226,208	23,886,126,355	25,232,514,520	26,520,241,206	27,943,960,825
Seal Beach		x	5,081,691,350	5,167,628,512	5,428,186,516	5,625,919,713	5,981,330,597
Stanton		x	2,433,266,346	2,569,936,575	2,679,870,249	2,836,468,798	3,015,953,419
Tustin		x	11,004,027,235	11,577,792,122	12,399,614,364	13,043,122,290	13,658,893,858
Villa Park	x		1,596,806,253	1,674,085,299	1,755,259,382	1,836,352,144	1,912,173,385
Westminster		x	8,279,643,537	8,410,334,862	8,907,507,276	9,391,193,921	9,801,405,362
Yorba Linda	x		13,488,124,162	14,098,052,704	14,862,265,209	15,623,191,050	16,292,117,775
Unincorporated (3)	x		24,999,335,956	26,380,369,799	28,230,719,718	29,526,543,695	31,132,441,986
Total SFF Cities			194,067,050,666	205,809,305,538	220,170,132,715	234,564,833,084	250,629,460,709
Percentage Change			6.94%	6.05%	6.98%	6.54%	6.85%
Total Cash Cities			80,601,172,645	83,922,138,452	88,745,020,420	110,401,220,796	113,901,033,852
Total Assessed Valuation			274,668,223,311	289,731,443,990	308,915,153,135	344,966,053,880	364,530,494,561
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.11%	0.11%

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

ORANGE COUNTY FIRE AUTHORITY
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)

For the Year Ended June 30	(A) Population Estimates (In Thousand)	(B) Total Personal Income (In Thousand)	Per Capita Income	(C) Unemployment Rate
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	193,081,000	63,615	3.6
2016	3,194	200,027,000	62,625	3.2
2017	3,184	208,950,000	65,620	2.6
2018	3,192	220,685,000	69,135	2.5
2019	3,193	230,299,000	72,127	2.4

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 2020/21 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	<u>Population by City, 2011 and 2020</u>			<u>Housing Units by City, 2011 and 2020</u>		
	<u>(1)</u> <u>2011</u>	<u>(2)</u> <u>2020</u>	<u>Percent</u> <u>Change</u>	<u>(1)</u> <u>2011</u>	<u>(2)</u> <u>2020</u>	<u>Percent</u> <u>Change</u>
Aliso Viejo	48,404	50,044	3.4%	19,020	20,192	6.2%
Buena Park	81,050	81,998	1.2%	24,675	25,134	1.9%
Cypress	48,016	49,272	2.6%	16,072	16,631	3.5%
Dana Point	33,474	33,146	-1.0%	15,944	16,172	1.4%
Garden Grove (3)		174,801	--		48,257	--
Irvine	218,870	281,707	28.7%	82,692	108,822	31.6%
Laguna Hills	30,417	31,508	3.6%	10,992	11,298	2.8%
Laguna Niguel	63,352	65,316	3.1%	25,363	26,236	3.4%
Laguna Woods	16,343	16,243	-0.6%	13,079	13,079	0.0%
Lake Forest	77,792	84,711	8.9%	27,188	30,244	11.2%
La Palma	15,630	15,492	-0.9%	5,223	5,240	0.3%
Los Alamitos	11,500	11,567	0.6%	4,356	4,414	1.3%
Mission Viejo	93,536	94,267	0.8%	34,154	34,959	2.4%
Placentia	50,852	51,494	1.3%	16,900	17,184	1.7%
Rancho Santa Margarita	48,076	48,793	1.5%	17,260	17,346	0.5%
San Clemente	63,825	64,581	1.2%	25,998	26,573	2.2%
San Juan Capistrano	34,813	36,318	4.3%	11,966	12,558	4.9%
Santa Ana (4)		335,052	--		78,761	--
Seal Beach	24,289	24,992	2.9%	14,558	14,535	-0.2%
Stanton	38,416	39,077	1.7%	11,300	11,448	1.3%
Tustin	75,961	80,382	5.8%	26,509	28,257	6.6%
Villa Park	5,833	5,766	-1.1%	2,016	2,031	0.7%
Westminster	90,184	92,421	2.5%	27,669	28,002	1.2%
Yorba Linda	64,928	68,650	5.7%	22,447	23,795	6.0%
Unincorporated	121,781	128,421	5.5%	39,968	42,433	6.2%
Total:						
Orange County Fire Authority	1,357,342	1,966,019	44.8%	495,349	663,601	34.0%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2011
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2020
- (3) The City of Garden Grove joined the OCFA on August 16, 2019.
- (4) The City of Santa Ana joined the OCFA on April 20, 2012.

ORANGE COUNTY FIRE AUTHORITY

PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)

Property Tax Payer	FY 2009/10			FY 2018/19		
	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied
The Irvine Company	\$ 64,587	1	1.29%	\$ 81,402	1	1.19%
Walt Disney Parks & Resorts US	42,743	2&8	0.85%	55,432	2	0.81%
So Cal Edison Co.	23,180	3	0.46%	48,649	3	0.71%
Five Points Holding, LLC				27,188	4	0.40%
Sempra Energy (SDG&E, So Cal. Gas)				13,288	5	0.19%
United Laguna Hills Mutual				10,673	6	0.16%
AT&T (Pacific Bell)	8,290	7	0.02%	9,448	7	0.14%
BEX Portfolio, Inc.				8,588	8	0.13%
Anbang Insurance Group Company				6,876	9	0.10%
Bella Terra Associates, LLC				6,229	10	0.09%
Irvine Company LLC	23,681	4&5	0.47%			
Irvine Apartment Communities	9,653	6	0.19%			
Irvine Community Development	7,487	9	0.15%			
Heritage Fields El Toro, LLC	7,098	10	0.14%			

SOURCES:

County of Orange Comprehensive Annual Financial Report for the Year Ended June 30, 2019

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.

FY 2020/21 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
PRINCIPAL EMPLOYERS (COUNTY OF ORANGE)**

Employer	FY 2009/10			FY 2018/19		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	20,000	2	1.27%	30,000	1	1.86%
University of California, Irvine	20,650	1	1.31%	23,884	2	1.48%
County of Orange	17,324	3	1.10%	18,313	3	1.14%
St. Joseph Health System	11,965	4	0.76%	14,000	4	0.87%
Kaiser Permanente	5,397	9	0.34%	8,178	5	0.51%
Albertsons				7,670	6	0.48%
Target Corporation	5,325	10	0.34%	6,300	7	0.39%
Walmart				6,200	8	0.38%
Hoag Memorial Hospital				6,100	9	0.38%
Boeing Co.	8,060	5	0.51%	6,000	10	0.37%
Bank of America	6,500	6	0.41%			
Yum Brands Inc.	6,500	7	0.41%			
Supervalu Inc.	5,900	8	0.37%			

SOURCES:

County of Orange Comprehensive Annual Financial Report for the Year Ended June 30, 2019

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**

Calendar Year	Total Dwelling Units	Building Permit Valuation (Million \$)	Home Price Index (2009=100)
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	5,647	145.0
2017	10,294	5,279	153.9
2018	8,105	6,283	161.2
2019	9,816	5,625	162.7

SOURCE:
Chapman University, Economic & Business Review (June editions)



ORANGE COUNTY FIRE AUTHORITY GLOSSARY

Accounting System	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
Accrual Basis Accounting	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
Advanced Life Support (ALS)	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
Aircraft Rescue & Firefighting (ARFF)	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.
Appropriation	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
Assessed Valuation	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.
Audit (Financial Statement)	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.
Automatic / Mutual Aid	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.
Balanced Budget	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.
Biennial Budget	A budget applicable to a two-year cycle.

OCFA GLOSSARY continued

Biennium	A two-year period.
Budget	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.
Budget Document	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
CAL FIRE	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).
California Accidental Release Prevention Program (CalARP)	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.
California Environmental Quality Act (CEQA)	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.
California Occupational Safety and Health Agency (CalOSHA)	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.
California Public Employees Retirement System (CalPERS)	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 eight cities (Buena Park, Garden Grove, 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

Comprehensive Annual Financial Report (CAFR)	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.
Computer Aided Dispatch (CAD)	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.
Confidence Level	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.
Consumer Price Index (CPI)	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.
COVID-19 Pandemic	The coronavirus disease 2019 is a respiratory illness which was declared a pandemic on March 11, 2020.
Debt Service	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
Deficit	A condition in which revenues are insufficient to cover expenditures.
Deployment Study	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
Design-Build	A method to deliver a project in which design and construction services as contracted by a single entity.

OCFA GLOSSARY continued

Division or Section Budget	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
Emergency Medical Technician (EMT)	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.
Encumbrance	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.
Expenditure	Represents the actual payment for goods and services or the accrual thereof.
Executive Management Team	The Fire Chief, two Deputy Chiefs, six Assistant Chiefs, and Communications Director of the OCFA.
Fair Labor Standards Act (FLSA)	This is a federal wage-hour law, which sets mandates for the compensation of employees.
False Alarm Call	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.
Federal Emergency Management Agency (FEMA)	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.
Fees	A general term used for any charge levied for providing a service or permitting an activity.
Fiduciary Fund	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.
Fire Agencies Insurance Risk Authority (FAIRA)	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

Fire/Explosion Call	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.
Fire F.R.I.E.N.D.S.	The Firesetter Regional Intervention Education Network and Delivery System is an intervention program for children and families affected by fireplay and firesetting.
Fiscal Year	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.
Five-Year Capital Improvement Plan	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.
Fleet Management System	This system provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
Force Hire/Hiring	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.
Fuel Modification Plan	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.
Fund	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.
Fund Accounting	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

Fund Balance	The difference between the assets and liabilities for a particular accounting entity.
General Fund	The primary operating fund of the Authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards for financial accounting reporting. They govern the form and content of the basic financial statements of the Authority.
Geographic Information System (GIS)	A computerized data collection, analysis, and presentation system that handles both tabular and geographic information.
Good Intent Call	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.
Governmental Accounting Standards Board (GASB)	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.
Governmental Accounting Standards Board Statement #54 (GASB 54)	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

Government Finance Officers Association (GFOA)	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.
Governmental Funds	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.
Hazardous Materials (HazMat) Call	Includes Hazardous Material incidents, electrical wire arcing, suspected drug labs, or perceived problems that may prove to be a potential emergency.
Hazardous Material Response Team (HMRT)	A team of specially trained firefighters assigned to the HazMat units that are dispatched to hazardous material spills throughout the County.
Insurance Services Office (ISO)	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.
Integrated Fire Prevention System (IFP)	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.
Intranet/(TheHIVE)	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 TheHIVE.

OCFA GLOSSARY continued

Jurisdictional Equity Adjustment Payment (JEAP)	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.
John Wayne Airport (JWA)	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).
Joint Powers Agreement (JPA)	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 th , 2019.
Lease-Purchase Agreement	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.
Local Agency Investment Fund (LAIF)	LAIF is operated by the State of California to manage the pooled investments of the state’s local government agencies.
Major Funds	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.
Memorandum of Understanding (MOU)	An MOU sets forth the terms of employment reached between the OCFA and the employee bargaining units.
Mobile Data Computers (MDC)	The MDCs are used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.

OCFA GLOSSARY continued

Modified Accrual Basis	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
Natural Disaster Call	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
Objective	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.
Orange County Fire Way	A booklet developed by staff and distributed to staff that summarizes the OCFA mission, vision, and values.
Office of Emergency Services (OES)	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.
Operating Budget	Day-to-day costs of delivering Authority services included in the General Fund.
Operating Transfer	Routine or recurring transfers of assets between funds, which must be authorized by the Board of Directors.
Orange County Employees Retirement System (OCERS)	Provides retirement benefits to OCFA employees
Orange County Fire Incident Reporting System (OCFIRS)	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.
Other Calls	Includes citizen complaints and reports of fire code or ordinance violations.
Paramedic Unit	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

Public Information Officer (PIO)	The Public Information Office serves as the media liaison for the OCFA.
Public Safety System	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.
Ready, Set, Go! Program	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.
Regional Fire Operations and Training Center (RFOTC)	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.
Rescue EMS Call	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
Reserve Firefighter (RFF)	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
Resources	The amounts available for appropriation including estimated revenues and beginning fund balances.
Revenue	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
Rupture Call	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.
Salaries & Employee Benefits (S&EB)	Salaries and benefits paid to the OCFA's employees. Included are items such as retirement and insurance.

OCFA GLOSSARY continued

Secured Fire Protection Agreement	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.
Service Call	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.
Service Charges	Charges for specific services rendered.
Services & Supplies (S&S)	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.
San Onofre Nuclear Generation Station / Nuclear Power Plant (SONGS/NPP)	The OCFA provides radiological monitoring and support teams in the event of emergencies.
Snowball Plan	Strategies to paydown the OCFA's Unfunded Pension Liability with OCERS.
Standard Operating Procedures (SOP)	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.
State Responsibility Area (SRA)	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.
Strategic Plan	The Customer Centered Strategic Plan is composed of goals and objectives designed to guide the Authority into the future.

OCFA GLOSSARY continued

Structural Fire Fund (SFF)	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.
Structural Fire Fund (SFF) City	Fifteen of the twenty- four 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.
Taxes	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
Tax and Revenue Anticipation Notes (TRAN)	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.
United States Forest Service (USFS)	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.
Urban Search and Rescue (US&R)	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
Warehouse Inventory System	This system provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
Wellness and Fitness (WEFIT) Program	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**

ABH	Assistance-by-Hire
ACD	Automatic Call Distribution
AEP	Achievement of Excellence in Procurement
AFG	Assistance to Firefighters Grant
ALS	Advanced Life Support
ARFF	Aircraft Rescue & Firefighting
AV	Audio Visual
ATV	All-Terrain Vehicle
AVL	Automatic Vehicle Location
BDU	Battle Dress Uniform
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAFS	Compressed Air Foam System
CalARP	California Accidental Release Prevention Program
CAL EMA	California Emergency Management Agency
CAL FIRE	California Department of Forestry and Fire Protection
CalOSHA	California Occupational Safety and Health Agency
CalPERS	California Public Employees Retirement System
CBD	Criteria-Based-Dispatch
CCCS	Countywide Coordinated Communication System
CDF	California Department of Forestry (aka CAL FIRE)
CEPA	Community Emergency Preparedness Academy
CEQA	California Environmental Quality Act
CERT	Community Emergency Response Teams
CFAI	Commission on Fire Accreditation International
CFFJAC	California Fire Fighter Joint Apprenticeship Commission

**OCFA ACRONYMS
continued**

CIP	Capital Improvement Program
COVID-19	Coronavirus Disease 2019
CPA	Certified Public Accountant
CPI	Consumer Price Index
CPU	Central Processing Unit
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CRR	Community Risk Reduction
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DCAP	Dependent Care Assistance Program
DHS	Department of Homeland Security
DOC	Department Operations Center
DOP	Digital Ortho Photography
DR/CO-LO	Disaster Recovery Co-Location
DSR	Daily Status Report
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Agency
EMT	Emergency Medical Technician
EOA	Exclusive Operating Area
EPAC	Emergency Planning and Coordination
EPR	Electronic Plan Review
FAIRA	Fire Agencies Insurance Risk Authority
FEPP	Federal Excess Personal Property
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act

**OCFA ACRONYMS
continued**

FPPC	Fair Political Practices Commission
F.R.I.E.N.D.S.	Fire setter Regional Intervention Education Network and Delivery System
FSO	Fire Station Order
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GBT	Goal Based Training
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPS	Global Positioning System
HAZMAT	Hazardous Materials
HMD	Hazardous Materials Disclosure
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
ICS	Incident Command System
ICMS	Investigations Case Management System
IDF	Intermediate Distribution Facility
IFP	Integrated Fire Prevention (System)
IMT	Incident Management Team
IQS	Incident Qualifications System
IRIS	Incident Reporting Investigation System (replaces OCFIRS)
ISO	Insurance Services Office
IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LAFCO	Local Agency Formation Commission
LAIF	Local Agency Investment Fund

**OCFA ACRONYMS
continued**

LPDM	Legislative Pre-Disaster Mitigation
MDC	Mobile Data Computers
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
OCERS	Orange County Employees Retirement System
OCFA	Orange County Fire Authority
OCFD	Orange County Fire Department
OCHCA	Orange County Health Care Agency
OCFIRS	Orange County Fire Incident Reporting System
OCMEDS	Orange County Medical Emergency Data System
OSHA	Occupational Safety and Health Administration
P&D	Planning and Development
PC	Personal Computer
PCR	Pre-hospital Care Report or Patient Care Report
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer
PO	Purchase Order
PPE	Personal Protective Equipment
PSS	Public Safety System
RAME	Risk Analysis and Mitigation Evaluation
RDA	Redevelopment Agency
RDK	Rapid Deployment Kits
RFF	Reserve Firefighter
RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROSS	Resource Ordering and Status System
R,S,G!	Ready, Set, Go! Program

**OCFA ACRONYMS
continued**

S&EB	Salaries & Employee Benefits
S&S	Services & Supplies
SAFER	Staffing for Adequate Fire Emergency Response
SAN	Storage Area Network
SCBA	Self-Contained Breathing Apparatus
SFF	Structural Fire Fund
SHSG	State Homeland Security Grant
SONGS/NPP	San Onofre Nuclear Generation Station/Nuclear Power Plant
SOP	Standard Operating Procedures
SQL	Structured Query Language
SRA	State Responsibility Area
STEPP	Severity, Treatment, Education, Planning, & Prevention
SUV	Sport Utility Vehicle
TAG	Training Activities Group
TBD	To-Be-Determined
TCD	Target Completion Date
TDA	Tractor Drawn Aerial (apparatus)
TPA	Third Party Administrator
TRAN	Tax and Revenue Anticipation Notes
TRS	Training Records System
TSD	Target Start Date
UAAL	Unfunded Actuarial Accrued Liability
UASI	Urban Area Security Initiative
UCI	University of California at Irvine
UPS	Uninterruptible Power System
US&R	Urban Search and Rescue
USFS	United States Forest Service
VHF	Very High Frequency

**OCFA ACRONYMS
continued**

VoIP	Voice over Internet Protocol (system)
WEFIT	Wellness and Fitness Program
WMD	Weapon of Mass Destruction
WUI	Wildland Urban Interface

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

