

Orange County Fire Authority



**FY 2015/16
Adopted Budget**



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Learn the ABC'S of Pool Safety

A – ADULT SUPERVISION

- ✓ Never leave children in or around the pool unattended.
- ✓ Assign an adult “water watcher”, who can swim, to specifically watch the water, not supervise the swimmers.

B – BARRIERS

- ✓ Install and maintain fencing around the pool and spa to separate it from the home and rest of the yard.
- ✓ Make sure all gates are self-closing, self-latching and open outward away from the pool.

C – CLASSES

- ✓ Learn CPR, first aid, and rescue techniques.
- ✓ Find out and understand the proper behavior in and around water. Teach children the same behaviors.



FY 2015/16 Budget

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July, 2015

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City of Laguna Niguel

John Perry
City of San Juan Capistrano

Jeff Bowman
Fire Chief

Prepared by Treasury and Financial Planning
Lori Zeller, Assistant Chief, Business Services Department

Our Vision

OCFA is a premier public safety agency providing superior services that result in no lives or property lost. We reach this through exceptional teamwork and strong partnerships in our community.



Our Mission

We enhance public safety and meet the evolving needs of our communities through education, prevention, and emergency response.

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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 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.

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 (US&R), aircraft rescue firefighting (ARFF), and helicopter firefighting and evacuation.

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

Orange County Fire Authority at a Glance

As of June 30, 2015

Date of Formation March 1, 1995
Form of Government Joint Powers Authority, State of California
Number of Member Agencies: 24

Members:

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

Area Served: 576 square miles (including
over 172,000 acres of Federal
and State Responsibility Areas)

Population Served: 1,755,436

Number of Stations: 72 (including two
specialty stations)



Vehicles:	Type 1 Engines	63	Air Support Vehicles	2
	Paramedic Engine Units	28	Aircraft Rescue Units	4
	Paramedic Assessment Units	29	Bull Dozers	3
	Wildland Interface Engines	8	Heavy Rescue	1
	Type 2 Engines	1	Command Vehicles	3
	Type 3 Engines	13	Haz Mat Response	1
	Type I Relief Engines	10	Helicopters	4
	Type I Strike Team Engines	10	Helicopter Support	1
	Type I Spare Engines	18	Squad/Patrol Vehicles	7
	Truck Companies	15	Mass Casualty Unit	1
	Paramedic Vans	15	Communications Unit	1
	Emergency Transport	3		

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 2015/16, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has four standing committees which also meet monthly; an Executive Committee, a Budget and Finance Committee, a Claims Settlement 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

FY 2015/16 OCFA Adopted Budget

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

Claims Settlement Committee – The Claims Settlement Committee has the authority to settle claims for amounts between \$50,000, and \$250,000. The committee also advises and recommends to OCFA’s attorney of record the settlement of any lawsuit in an amount not to exceed \$250,000. Settlements of lawsuits in amounts exceeding \$250,000 go to the Board of Directors for approval. The Claims Settlement Committee consists of the Board Chair and Vice Chair, the Budget and Finance Committee Chair, the Fire Chief, and the Human Resources Director.

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

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

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

Advisory Committees to the Board of Directors

City Managers’ Technical Advisory Committee -- The City Managers’ Technical Advisory Committee is comprised of 10 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 2015/16 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 2015/16. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2015/16 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

This section also includes the budget for each of the five departments and their sections, as well as the Executive Management group. Included in the Executive Management

group are Executive Management, Communications and Public Affairs, and the Human Resources Division.

The five departments are:

- Business Services Department
- Community Risk Reduction Department
- Operations Department
- Organizational Planning Department
- Support Services Department

The Fire Chief established a set of domain objectives which serves as the strategic plan for the OCFA. The domain objectives for FY 2014/15 and FY 2015/16 are listed for the respective department in this section of the budget document.

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 2015/16.

OTHER FUNDS SECTION

Funds included in this section are 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

When Fire Chief Bowman took office in 2014, he established a set of domain objectives which serves as the Strategic Plan for the OCFA. Based on the domain objectives for FY 2014/15 and FY 2015/16, Executive Management established policies and guidelines for developing the budget and strategically leading the organization into the future. Budget instructions were provided to Division and Section Managers who then prepared and compiled their budget requests using the approved budget policies and guidelines.

Each section's services and supplies (S&S) budget was held flat at the FY 2014/15 level, which already included reductions from prior years. This base budget excluded any one-time projects and grant funding included in the FY 2014/15. Supplemental Budget Request forms were submitted for requests that exceeded the base budget. These supplemental requests were submitted to the respective Assistant Chief 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 2015/16 budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval during the Executive Management budget workshop.

In determining the recommended budget, Executive Management considered the projected amount of available resources, the direction of the OCFA Board, the OCFA's budget policies, and the operational issues that affect the budget development process to incorporate the most cost-effective and efficient method of service delivery to the member agencies the OCFA serves. Five-year financial forecasts prepared throughout the budget development process by the Budget Unit helped Management and the Board with these decisions.

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

A draft proposed budget was presented to the City Managers' Budget and Finance Committee for review and recommendation to the OCFA's Budget and Finance Committee. This Committee then recommended the draft budget for approval at the

Board of Directors' Budget Workshop in May. A public hearing was held in May 2015 for the Board to adopt the budget in accordance with the Authority's First Amendment to the Amended Joint Powers Agreement, which requires the budget to be adopted at or prior to the last meeting of the Board for each fiscal year.

BUDGET ADJUSTMENTS

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

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

**ORANGE COUNTY FIRE AUTHORITY
FY 2015/16 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2014

- Executive Management reviews draft budget policies and priorities

MARCH 2015

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

DECEMBER 2014

- Budget staff provides General Fund and CIP Budget Preparation instructions to Division Chiefs and Section Managers
- Business Services staff meets with Rosenow Spvacek Group (RSG) to discuss property tax projections

APRIL 2015

- RSG provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/8/2015
- City Managers' Budget & Finance Committee reviews draft budget on 4/20/2015

JANUARY 2015

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

MAY 2015

- Budget & Finance Committee receives final property tax report from RSG, and reviews General Fund and CIP draft budget on 5/14/2015
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/28/2015
- Board of Directors adopts FY 2015/16 Proposed Budget on 5/28/2015

FEBRUARY 2015

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

MARCH 2016

- Any necessary updates to the FY 2015/16 budget are submitted for Board approval

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 64% 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 2015/16 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.

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 2015/16 Budget since there are no appropriations.

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, Operations, Community Risk Reduction, Business Services and Support Services. 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	Support Services Operations	Information Technology EMS (Division 6)
Fund 123 – Fire Stations and Facilities Fund	Support Services	Property Management
Fund 124 – Communications & Information Systems Fund	Support Services	Information Technology
Fund 133 – Fire Apparatus Fund	Support Services	Fleet Services
Fund 171 – Structural Fire Fund Entitlement Fund	Business Services Operations	Finance Field Divisions
Fund 190 – Self Insurance Fund	Business Services Executive Management	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.
- 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

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based on revenues and expenditures of the appropriated budget. Major fund determination for financial statements of governmental funds is based on revenues, expenditures, assets or liabilities. Therefore, some funds may be considered a major fund for the CAFR, but would not be a major fund in the budget. The General Fund is always considered a major fund for both the CAFR and the budget. Beginning in FY 2010/11, the OCFA elected to present all of its funds as major in the CAFR.

- The Structural Fire Fund Entitlement Fund (Fund 171) and the Self-Insurance Fund (Fund 190) 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)	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.

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. The repayment schedule for the current lease-purchase financing agreement for two of OCFA's helicopters is located in the Appendix. 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.

The Board of Directors at the May 28, 2015 meeting approved the issuance of the FY 2015/16 Tax and Revenue Anticipation Notes (TRANs) not to exceed \$40 million to provide cash liquidity for the first half of the fiscal year in anticipation of property tax receipts and cash contract revenues to be received later in the FY 2015/16. The FY 2015/16 TRANs has a rating of SP-1+ by Standard and Poor's, the highest possible rating for short-term United States (US) municipal notes.

Budget Policies, Guidelines, and Objectives

OVERVIEW

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

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

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

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

- **Financial Stability Budget Policy:** **Last updated November, 2013**
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.

- **Fiscal Health Plan**

Last updated November, 2013

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

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

- **Investment Policy**

Last updated November, 2014

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

- **Internal Control Review Plan**

Last updated January, 2006

This plan formally assigned the Budget and Finance Committee to act as the Audit Committee with responsibility to oversee the annual financial audit and internal control audits. The internal control audit process is a cyclical process whereby an independent third party auditor meets with the Audit Committee annually to determine selected areas for internal control audits each year (annual scope); reports back on results of completed audits; and reports on follow-up reviews of prior audits to highlight corrective actions implemented or additional action needed. Staff is in the process of preparing a request for proposal for a qualified firm to perform internal control reviews for the next three to five years.

• **Pay-down of Unfunded Pension Liability** **Last Updated September, 2013**

Recognizing the potential long-term savings to the OCFA, the Board of Directors directed staff to implement several strategies to pay-down the unfunded pension liability accrued to-date. Those strategies include:

- Contribute additional pension payments towards the unfunded pension liabilities from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year.
- Contribute additional funds from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
- Contribute an additional annual payment, with a staggered increased amount up to \$5 million and then reassess.

Implementation of these strategies may result in a shortened pay-down schedule of 16, rather than 29 years.

• **Jurisdictional Equity Adjustment Payments** **Last Updated September, 2013**

Now included as the Second Amendment to the Joint Powers Agreement (JPA), the OCFA implemented a policy to provide equity payments to SFF members whose property tax contributions exceeded the average share of the 1% ad valorem property taxes being received by OCFA throughout its jurisdiction. The Board of Directors approved requesting a judicial review of the 2nd Amendment to seek court validation. On August 7, 2014, a Superior Court judge ruled the 2nd Amendment invalid. As of the publishing of this document, the Board is pursuing an appeal. The 2nd Amendment is very important to the long-term stability of OCFA and all member agencies.

• **Roles/Responsibilities/Authorities** **Last Updated February, 2015**

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

• **Accounts Receivable Write-off Policy** **Last Updated May, 2002**

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

- **Short-Term Debt Policy** **Last Updated March, 2007**
The Short-Term Debt Policy established guidelines for the issuance and management of short-term debt, to enhance the Board’s ability to manage cash flow in a fiscally conservative and prudent manner. Property taxes represent about 63% of the OCFA’s General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing known as Tax and Revenue Anticipation Notes, allow the OCFA to operate without an interruption in service.

- **Emergency Appropriations Policy** **Last updated September, 2008**
This policy established guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board of Directors meeting of the fiscal year, which is typically in May. The budget reflects a \$3 million Appropriation for Contingencies, which is funded by a reduction in the 10% General Fund contingency fund balance. Use of the Contingency Appropriation must be approved by the Chair of the Board or Vice Chair if the Chair is absent, and reported at the next scheduled Board of Directors meeting.

- **Workers’ Compensation Funding Policy** **Last Updated May, 2015**
In March 2002, the OCFA implemented a workers’ compensation self-insurance program. A separate fund, Fund 190: Self-Insurance, was established in May 2003 to track funding and expenditures for workers’ compensation claims liability. The required funding levels are 50% for outstanding losses and 50% for projected losses as determined by an independent actuarial study.

- **Assigned Fund Balance Policy** **Last Updated July 2014**
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Assigned Fund Balance Policy establishes various levels of authority by which the OCFA may set aside cumulative resources in fund balance for an intended future use.

- **Fund Balance Flow Assumption Policy** **Last Updated April, 2011**
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Fund Balance Flow Assumption Policy establishes the order of spending of five new governmental fund balance categories.

- **Grant Management Policy** **Last Updated January, 2012**

This policy, which became effective January 2012, established an overall framework for guiding the OCFA's use and management of grant resources.

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

- **Budget Detail / Policy and Guidelines**

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

- **Internal Policies and Comprehensive Desk Procedures**

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

This Fiscal Year 2015/16 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 2015/16 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in November 2014 to guide FY 2015/16 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2015.
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted.
- Continue accelerating funding of the UAAL, implementing options as directed by the Board.
- Continue to accrue equity payments on behalf of qualifying structural fire fund agencies in the event the appeal to the 2nd Amendment invalidation ruling is successful.
- Preserve sufficient revenues to support future capital needs, which may not be met by current CIP fund balances, when all 5 years of the Financial Forecast are balanced.
- Develop a prioritized phase-in plan for potential restoration of prior budget reductions.

Key Budget Priorities

First priority is to be given to the following:

- Sustain service levels for the communities we serve
- Continue the accelerated payment plan for funding the UAAL
- Accrue 100% of the required equity payments, pending completion of appeal

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

- Funding 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)
- Reinstatement of prior budget reductions (frozen positions)
- Support for Fire Chief and Board Chair's Current Year Goals and Objectives for OCFA
- Addressing service needs identified, and agreed to, in JLM meetings
- Preserving funding for potential labor negotiation outcomes

Key Budget Policies

Key budget policies established in November 2014 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 2014/15 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. The only exceptions to this policy are cost increases beyond our control such as utilities, fuel costs, leases or contracts for services with built in cost escalators
- All requests for Capital Improvement-related items must be reviewed for technical merit, feasibility, and workload impact as follows:
 - ✓ Facilities maintenance/replacement – Property Manager
 - ✓ Information technology – Information Technology Manager
 - ✓ Communications and other electrical additions to vehicles – Information Technology Manager
 - ✓ Automotive – Fleet Services Manager
- Funding for frozen positions must be approved by the Board before filling.

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, one-time, and JEAP 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 to any cash flow needs per management and Board direction, and finally to fund capital improvement projects.

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. The goal is to fully fund the five-year CIP. GASB 54 requires that funding not exceed planned projects.

FINANCIAL REPORTING ***(Fiscal Health Plan)***

Annual Reporting

The OCFA prepares annual financial statements as follows:

- In accordance with the First Amendment to the Amended Joint Powers Agreement, the OCFA will contract for an annual audit by a qualified independent certified public accountant. The OCFA will continue to strive for an unqualified auditor's opinion.
- The OCFA will use Generally Accepted Accounting Principles in preparing its annual financial statements, and will strive to meet the requirements of the Government Finance Officers Association (GFOA) Awards for Excellence in Financial Reporting programs.
- The OCFA will issue audited financial statements within 180 days after year-end and post its CAFR on its website (www.ocfa.org) 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 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 October, 2014. The Study examines the following long-term liabilities:

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

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

Five-Year Forecast

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

INVESTMENTS

(Investment Policy, Fiscal Health Plan)

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

The Treasurer will strive to keep all idle cash balances fully invested through daily projections of cash flow requirements. To avoid forced liquidations and losses of investment earnings, cash flow and future requirements will be the primary consideration when selecting maturities. A diversified portfolio shall be maintained in order to minimize the risk of loss resulting from over concentration of assets in a specific maturity, issuer, or security type and investments will be only in those instruments authorized by the California Government Code Section 53600 et seq., 53620 et seq., and Section 5922(d). The OCFA does not invest in derivatives, repurchase agreements, corporate bonds, common stocks, futures, or options. Ownership of the OCFA's investment securities will be protected through third-party custodial safekeeping.

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

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

CAPITAL FINANCING and DEBT MANAGEMENT

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

Short-Term Debt

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

Long-Term Debt

The OCFA's First Amendment to the Amended Joint Powers Agreement requires that two-thirds of the OCFA's member agencies must approve the issuance of any long-term bonded indebtedness. The OCFA issued its only long-term debt in August 2001 to provide funding for the construction of the

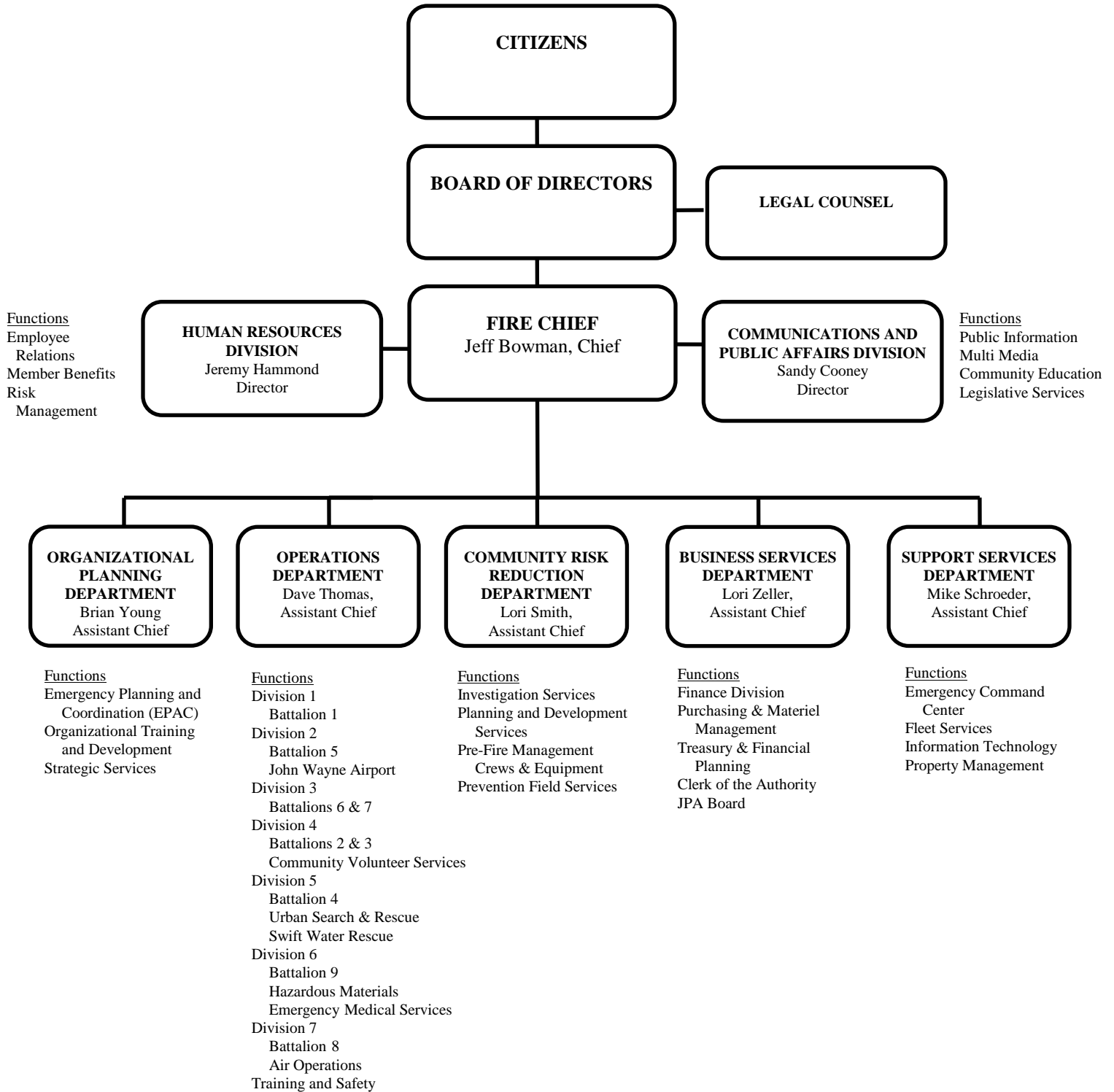
Regional Fire Operations and Training Center. The 2001 Revenue Bonds were issued for a nine year period to coincide with the ten year JPA Agreement and have since been paid off. There are no plans to issue additional long-term debt.

Lease-Purchase Financing

The OCFA uses lease-purchase financing to fund certain capital expenditures including vehicles, communication equipment, and information systems. The term of the lease-purchase agreement is equal to or less than the useful life of the equipment being purchased. Use of lease purchase financing may be authorized by a majority of the members of the Board of Directors.

In December 2008, the OCFA entered into a Master Aircraft Lease Agreement with SunTrust Equipment Finance and Leasing Corp. The OCFA purchased two helicopters and the related equipment for a total amount of \$21.5 million. Under the terms of the agreement, SunTrust leased the equipment to the OCFA at an annual rate of 3.7609%. Lease payments, which are payable quarterly, commenced in March 2009, and will terminate December 2018. In November 2011, the OCFA refinanced the lease at a lower interest rate of 2.58%. The current outstanding principal balance as of June 30, 2015 is approximately \$8.4 million. This is currently the OCFA's only lease-purchase agreement.

**ORANGE COUNTY FIRE AUTHORITY
ORGANIZATION CHART**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Fiscal Year Beginning

July 1, 2014

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, 2014. 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 2014/15 beginning July 1, 2014. 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. 2015-07**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 2015/16**

*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 2015/16 is approved and adopted by the Board of Directors as follows:

GENERAL FUND**Operating Appropriations**

Salary and Employee Benefits	\$287,352,080
UAAL Pay-down to OCERS (from Rate Savings)	\$2,802,122
Services and Supplies	\$34,578,778
Capital Outlay	\$154,095
Debt Service on TRAN	\$318,050
Total Operating Appropriations	\$325,205,125

Operating Transfers-Out

From General Fund to CIP Fund(s)	\$2,127,821
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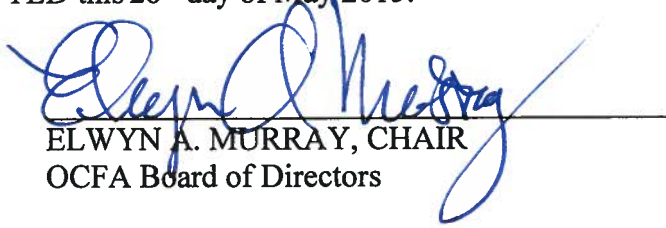
Other Funds

Fund 12110 – General Fund CIP	\$5,234,000
Fund 123 – Fire Stations and Facilities	\$854,248
Fund 124 – Communications and Info. Systems	\$6,531,152
Fund 133 – Fire Apparatus	\$10,011,393
Fund 171 – Structural Fire Entitlement Fund	\$0
Fund 190 – Self-Insurance Fund	\$7,702,911
Total Other Funds	\$30,333,704

Reserves

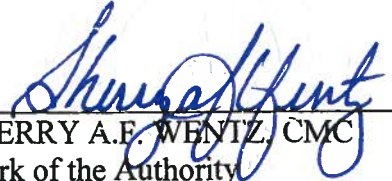
10% Operating Contingency	\$31,455,496
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PASSED, APPROVED and ADOPTED this 28th day of May 2015.



ELWYN A. MURRAY, CHAIR
OCFA Board of Directors

ATTEST:



SHERRY A.E. WENTZ, CMC
Clerk of the Authority

FY 2015/16 OCFA Adopted Budget

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

I, Sherry A. F. Wentz, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2015-07 was duly passed and adopted at a special meeting of the Board of Directors of the Orange County Fire Authority held on the day of May 28, 2015, by the following roll call vote, to wit:

AYES:	Angelica Amezcua, Santa Ana	Robert Baker, San Clemente
	Rick Barnett, Villa Park	Ellery Deaton, Alternate, Seal Beach
	Carol Gamble, Rancho Santa Margarita	Gerard Goedhart, La Palma
	Noel Hatch, Laguna Woods	Robert Johnson, Cypress
	Warren Kusumoto, Los Alamitos	Jerry McCloskey, Laguna Niguel
	Joe Muller, Dana Point	John Perry, San Juan Capistrano
	Dwight Robinson, Lake Forest	Ed Sachs, Mission Viejo
	Don Sedgwick, Laguna Hills	David Shawver, Stanton
	Tri Ta, Westminster	Jeremy Yamaguchi, Alternate, Placentia

NOES: None

ABSTAIN: None

ABSENT:	Lisa Bartlett, County of Orange	Craig Greene, Placentia
	Gene Hernandez, Yorba Linda	Jeffrey Lalloway, Irvine
	Al Murray, Tustin	David John Sloan, Seal Beach
	Elizabeth Swift, Buena Park	Todd Spitzer, County of Orange
	Phillip Tsunoda, Aliso Viejo	



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

Chief's Message





ORANGE COUNTY FIRE AUTHORITY

Safety Message

Are You Prepared?

✓ **READY**

⇒ **SET**

⇒ **GO!**

✓ **READY! Prepare your home and family now.**

Take steps now to safeguard your property.

- Vegetation Management:
 - Remove dead/dying trees, shrubs, plants and vines.
 - Reduce vegetation by pruning and thinning within 100 feet of structures.
 - Go Green! Replant with fire-resistive, drought tolerant plants.
- Home Hardening:
 - Utilize non-combustible roofing materials.
 - Cover attic and garage vents with 1/8" metal mesh.
 - Ensure that decks and porches are made of non-combustible materials.

✓ **SET! Make sure evacuation plans are in place.**

- Be "Red Flag" aware. This means the Santa Ana Winds are blowing, which increases the risk of wildfire.
- Plan your evacuation with two different ways out and don't forget your pets.
- Assemble an emergency kit with a list of emergency phone numbers and credit cards/cash.
- Know what to do if trapped by fire. Understanding and following survival tips will help you make it out alive.

✓ **GO! Leave early, before evacuation is ordered if necessary.**

- Avoiding road congestion will give your family the best chance of surviving.
- Take your emergency kit, pets, cash, water, clothes, medicines, and other valuables.
- Go to your predetermined location (relatives, friends, or evacuation center).

For more detailed information, visit www.ReadySetGoOC.org

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) 2015/16. This budget continues the progress made toward building OCFA's strong financial future. Our conservative approach to budgeting has served us well, and allowed us to weather the Great Recession without impacting frontline services to our citizens or negatively impacting services to our member agencies. However, the extended period of time that OCFA sustained frozen positions in the administrative ranks has negatively impacted support services provided internally within the organization.

Looking forward, we have reason to be cautiously optimistic as property tax revenues, which represent approximately 64% of our revenues, are estimated to grow beyond pre-recession levels. These rebounding revenues have provided us an opportunity to re-examine our staffing levels and needs in each of our departments. We are now poised to turn our attention to developing and expanding the capacity of our employees and the organization as a whole, both internally for support functions, and externally for frontline services. These efforts will undoubtedly improve and expand the services we provide to our member agencies and the citizens we serve.

To further this goal, for the first time in many years with this budget we have added and unfrozen several positions. Wherever possible, cost increases were mitigated by reducing previously outsourced contract service providers. This allowed us to add and restore 24 positions in FY 2015/16, without excessively raising costs for our cash contract cities.

The added and restored positions are as follows:

- One firefighter/paramedic post-position in Dana Point. Each post-position is comprised of three full-time employees to provide 24/7 staffing of the position
- Four post-positions for newly-opened fire station 56 in Ortega Valley. This equates to 12 full-time employees comprised of three fire captains; three fire apparatus engineers; and six firefighters. Six positions will be paramedic qualified.
- One full-time Human Resources Analyst
- One part-time Human Resources Analyst
- One Fire Delivery Driver
- One Senior Fire Apparatus Technician
- Three Fire Communications Dispatchers
- Two Senior IT Analysts

Fiscal Measures Implemented During Budget Development

Our budget development process included the following measures:

- **Salaries** – The proposed budget includes scheduled salary increases as required by MOUs in place at budget adoption; however, these salary increases are largely offset by increased employee contributions to the cost of retirement. Merit increases are also included for qualifying employees.
- **Vacant/Frozen Positions** – Funding for frozen positions must be approved by the Board before filling; 93 positions are not funded in this proposed budget; 90 are frozen and three are funded through annual US&R grants. 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 2014/15 level. Requested increases were reviewed and approved on a case-by-case basis, taking into consideration the criticality of the request and other legal, risk, or technical ramifications which may arise if the request was not approved.
- **Workers' Compensation** – The Board approved funding of the workers' compensation annual budget at the 50% confidence level in this FY budget going forward, compared to the prior 60% confidence level. Actual workers' compensation expenditures have remained well below the actuary's estimates for several years; therefore, staff concluded that the additional margin of funding derived by the higher 60% confidence level is no longer needed.
- **Prioritization of Five-Year Capital Improvement Plan** – The five-year CIP was updated and approved by the Board. Projects were scrutinized 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. An operating transfer from the General Fund to the CIP funds is included in each of the next five years.
- **Introduction of New Annual Strategic Plan** – During FY 2014/15 OCFA established a new Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. Many of the objectives and initiatives carried forward to the FY 2015/16 Strategic Plan, which was adopted by the Board of Directors on August 27, 2015. Both annual Plans are contained in this Budget document, separated into the sections pertinent to their respective budgets.

Accomplishment of Goals Established in the Prior Budget Cycle

We are pleased to report on the progress toward meeting the priorities established for the prior budget cycle:

- ***Paydown of OCFA's Unfunded Pension Liability with the Orange County Employees Retirement System*** – The Board previously directed staff to address the sizable Unfunded Actuarial Accrued Liability (UAAL) with the Orange County Employees Retirement System (OCERS), which as of the end of 2014 amounted to approximately \$442 million. During FY 2014/15, staff continued to accelerate funding of the UAAL in keeping with the Board's adopted "Snowball" Plan. Strategies included in the Plan are:
 - ✓ Use unencumbered fund balances available from the close of each fiscal year to make annual lump sum payments
 - ✓ Include savings from reduced retirement rates resulting from the implementation of the Public Employees' Pension Reform Act in the annual budget to make bi-weekly additional payments
 - ✓ Beginning in FY 2016/17, budget an additional \$1 million for each of the next five years for additional UAAL payments

During FY 2014/15, payments of \$21.3 million were made to OCERS. These payments were a combination of \$3.0 million in unencumbered fund balance as described above, as well as \$18.3 million from the Cash-Flow Reserve. The use of our Cash-Flow reserve for payment of pension liability came from a previously negotiated term in the MOUs of the Orange County Professional Firefighters Association and the Orange County Employees Association.

To evaluate the impact of the Snowball Plan and the additional \$18.3 million payment on our UAAL paydown timeline, staff recently obtained an estimate from OCERS' actuary. The estimate indicated that our UAAL paydown timeline has shortened to 13 years from an original 29 years before the plan was implemented.

- ***Standard and Poor's SP1+ Rating*** – On May 28, 2015, the Board of Directors authorized the issuance of FY 2015/16 Tax and Revenue Anticipation Notes (TRAN), which is short-term debt. The purpose of the TRAN is to provide cash liquidity in anticipation of property tax and cash contract revenues to be received later in the year. The TRAN covers temporary cashflow deficits in the General Fund that result from timing differences between the receipt of revenues and disbursements. After a comprehensive analysis, the rating agency, Standard and Poor's Rating Services, assigned the obligations the highest short-term rating of SP1+. An SP1+ rating indicates that an issue is determined to possess a very strong capacity to pay debt service.

- ***Board Member Orientations*** – Beginning in FY 2014/15 we initiated several Board member orientation days we called a “Day in the Life Demo.” These in-depth presentations included mock emergency medical and fire suppression calls meant to illustrate the difference in patient care and deployment requirements between handling calls with three employees and four. These orientations have been very well received and feedback from the Board indicate that the information was valuable and instructive, and left them better positioned to understand the impact of the decisions we ask them to make on the Board.
- ***Smoke Alarm Installations*** – After a devastating fire in San Juan Capistrano in which two children and one adult lost their life, we stepped up our outreach efforts in our Smoke Alarm Program. The Community Relations and Education Division completed smoke alarm installation events in San Juan Capistrano, Tustin and Westminster, installing a total of 971 alarms in 304 homes. My thanks go out to Kidde who donated the smoke alarms and to the hundreds of volunteers from throughout the community, including OCFA staff, Orange County Sheriff’s Department, the Red Cross and other church and community groups which assisted us.
- ***New OCFA.org Website*** – As FY 2014/15 closed, our new public facing website was launched. This launch was the culmination of months of hard work during the year from the Communications and Public Affairs and Information Technology divisions. Numerous other departments provided internal staff to review the structure, content and links embedded in the website to ensure a successful launch. We hope that you’ll find it easier to read and, more importantly, easier to access areas that are important to you.
- ***Fire Safe Council Grant***– In February 2015, we completed the OCFA/East Tustin Fire Safe Council Grant. The grant funded project included removal of hazardous vegetation in Peters Canyon, vegetation reduction and native vegetation replanting in Bent Tree County Park, a series of community chipper days, and the initial phase of a fire safe/drought tolerant garden at Fire Station 8.
- ***EMS Deployment Study***– Throughout FY 2014/15, efforts were under way to research, define, and develop recommendations that identified the most efficient and effective deployment models to enhance the quality and safety of our employees and the citizens we serve. During the fiscal year, a presentation was provided to the Board seeking approval of phase one of our recommended enhancements. The phase one enhancements included service reconfigurations in Dana Point, Laguna Niguel, Tustin, and Yorba Linda. These service reconfigurations were intended to improve levels of service and firefighter safety, reduce response times on medical calls, reduce the number of responding units, and reduce the burden placed on neighboring fire jurisdictions to respond and assist with OCFA calls. The Board approved the phase one enhancements, which went into effect as the new FY began.
- ***Construction of Fire Station 56 (FS 56)*** – Delivered under a Design-Build contract, FS 56 was constructed in FY 2014/15 and successfully opened at the start of FY 2015/16. FS 56 in

the Village of Sendero represents the first time the OCFA has employed the Design-Build project delivery method.

- ***Labor Negotiations for Expired and new Contracts*** – The Memorandum of Understanding (MOU) for the Orange County Employees Association (OCEA) expired during the FY and a new three-year term was successfully negotiated. We also negotiated MOU terms for the newly formed Orange County Fire Authority Management Association (OCFAMA) for a three-year term.

We negotiated a one-year extension of the Orange County Professional Firefighter's Association (OCPFA) MOU, and have begun negotiations with them again for a new successor MOU. The contract with the Orange County Fire Authority Chief Officers Association expires during FY 2015/16 and we will begin negotiations with them soon.

- ***Completed and Implemented the Alternative Dispute Resolution Process (Labor Code 3207.1)*** – Management and labor collaborated in developing a Workers' Compensation Alternative Dispute Resolution Program (ADR), which was approved by the Board on June 26, 2014 and the Division of Industrial Relations on August 14, 2014. Since approval and implementation, the ADR Program has (1) streamlined the time it takes for industrially injured workers to receive appropriate medical evaluations and treatment, (2) provided an opportunity for early involvement of a nurse case manager to assist the injured workers to navigate more quickly through the workers' compensation process, and (3) instituted a mediation process to reduce court appearances and to resolve certain disputed matters in an expedited fashion. Although it's still early in the program implementation, we expect these improvements to result in a reduced workers' compensation cost over the long-term.
- ***Partial Completion on the Public Safety Systems Project*** – This is a major, multi-year project for replacement of the Public Safety Systems, which are comprised of the Computer Aided Dispatch (CAD) system application, Orange County Fire Incident Reporting System (OCFIRS), and the Integrated Fire Prevention (IFP) application that have been in use since the 1980s. The CAD portion of the project began with an RFP in January of 2011. The final contract was signed in September of 2012, and we are pleased to report that we went live on the new system on September 9, 2014. Although we continue to work with our vendors on minor post go-live issues, the CAD side of the project is substantially complete, and marks a tremendous milestone in the project as a whole.

The records management system (RMS) portion of the project, which includes both OCFIRS and IFP, is being re-evaluated and a contract has not yet been awarded. We expect to complete our evaluation and award a contract in 2016 for the RMS portion of the project. Total project completion will occur when the new CAD system is integrated with the new RMS systems.

Priorities Established for the FY 2015/16 Budget Cycle

The following priorities have been established for the FY 2015/16 budget cycle:

- ***Continue to look for ways to address OCFA's Liabilities*** -- Staff will continue to work with the Board to identify strategies for addressing and reducing the cost of pensions, workers' compensation, compensated absences, and debt financing. Specific to pension liability we will be seeking additional options to pay the pension liability faster than our current 13-year timeline.
- ***Continue to Foster Positive Labor/Management Relationships*** – In an effort to establish and maintain good working relationships between labor and management, periodic meetings, referred to as “Joint Labor-Management” meetings are held in order to promote open communications and transparency relating to various issues that may arise during the course of daily operations of the organization. This will continue to be a priority during FY 2015/16.
- ***Continue Appeals Process for Second Amendment to the JPA*** – In response to concerns from OCFA member agencies about the relationship of financial contributions to level of service received, the Board of Directors empowered an Equity Ad Hoc Committee to identify methods for mitigating equity concerns. The Committee presented a solution and the Board approved it September of 2013. The solution required OCFA to issue equity payments to qualifying Structural Fire Fund agencies, based on a calculation of average Structural Fire Fund Tax Rate. The equity solution requires that equity payments be made from unrestricted revenue sources (non-property tax revenues) in the OCFA budget. Staff began the process of amending the JPA and seeking approval from member agencies.

The Second Amendment was ratified by the 16th member agency on November 18, 2013 and concurrently the Board of Directors approved requesting a judicial review of the Second Amendment to seek court validation. On August 7, 2014, the Second Amendment was declared invalidated. OCFA and the City of Irvine have appealed the decision as the Second Amendment is very important to the long-term stability of OCFA and all member agencies. We will continue the legal process through its conclusion, which could take the entirety of the fiscal year. Depending on the outcome we will either continue with implementing the Second Amendment or reconvene the Equity Ad Hoc Committee.

- ***Establish a Professional Standards Unit*** – To facilitate accountability and consistency in our approach to disciplinary issues, OCFA will be establishing a Professional Standards Unit during this fiscal year. The Unit will assume first line responsibility for investigating complaints (both internal and external), reports of rule violations, and employee misconduct.
- ***Develop and Implement Organization-Wide Training Initiatives*** –With the creation of the new Organizational Planning Department, we are now positioned to focus some much

needed attention on internal employee development. During the fiscal year, we intend on developing and implementing leadership training, succession planning, and employee on-boarding programs: all quite necessary programs which currently do not exist.

- ***Build a Customer Service Mindset*** – To reinforce our approach to customer service and our new motto “We visualize problems and solutions through the eyes of those we serve,” we will be creating a new Joint Labor-Management working group to provide activities and reminders for our employees. We expect to produce and distribute pocket cards with our vision, mission, and guiding principles.
- ***Improve Risk Management Outcomes*** – We will conduct a review of our workers’ compensation injury analysis in an attempt to reduce annual claims, expenses, and backfill costs with a goal of returning 75% of employees released by a physician to light duty work within 4 days. Also in the risk management arena, in addition to conducting at least two emergency drills during the fiscal year, we will also conduct an active shooter drill for RFOTC staff and Board members. We plan to provide some form of employee and Board training on an annual basis.
- ***Continue to Hold Firefighter Recruit Academies*** – In order to keep pace with anticipated retirements of front line safety personnel, the OCFA is planning to have at least one firefighter academy each fiscal year. Carrying too many vacancies can put undue strain on the existing work force by requiring extensive overtime to provide the necessary 24/7 coverage for emergency response. Because of the large number of current vacancies, we may seek ways to reduce the length of some academies and add additional academies this year.
- ***Continue to Pursue Grant Funding*** – The OCFA will continue to pursue state and federal grants to assist in obtaining critical resources, such as emergency vehicles, protective equipment, and materials required to implement or enhance fire safety programs.
- ***Continue Progress on the Public Safety Systems Project*** – Building on our success with the CAD side of this project, during the fiscal year we will continue work on this major, multi-year endeavor on the Records Management (RMS) side. This includes establishing timelines and objectives for the replacement of the RMS components including: Incident Reporting application, Integrated Fire Prevention application, and Investigations Case Management System.
- ***Develop a Continuity of Operations Plan*** – To ensure OCFA is able to continue functioning in the event of a disaster, we will be developing a Continuity of Operations (COOP) plan during the fiscal year. The plan will involve meeting with stakeholders and identifying needs, followed by generating any required policy changes.

Total Budget Overview

The total revenue budget for FY 2015/16 is \$350,320,882 and total expenditures are \$355,538,829. The OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures and any increases to the Board-required 10% General Fund contingency fund balance. The budget includes a one-time payment of approximately \$2.8 million to OCERS to pay-down the UAAL.

In FY 2015/16, an operating transfer from the General Fund to the CIP funds of \$7.4 million is budgeted; however, as in most years, the transfer is not adequate to fund the entire budget year's CIP projects; therefore, use of CIP fund balance is necessary. In past fiscal years, operating transfers from the General Fund have been accumulated in the CIP funds to establish a funding source for future CIP budgets. At the beginning of FY 2015/16, CIP fund balances are approximately \$39 million, which will fund approximately the first two years of the Five-Year CIP plan totaling \$71.6 million in projects. In addition, the Five-Year CIP plan has identified approximately \$31.6 million in CIP projects which have been deferred.

General Fund Budget Overview

General Fund revenue for FY 2015/16 is budgeted at \$333.1 million and expenditures are budgeted at \$325.2 million. The expenditure budget includes the approximately \$2.8 million one-time payment to OCERS to paydown the UAAL, as discussed earlier in this document. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing operating expenditures.

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

<i>Revenue</i>	2013/14 Actual	2014/15 Adjusted Budget	2015/16 Adopted Budget
Budget	\$308,084,546	\$318,287,992	\$333,074,587
Dollar Change		10,203,446	\$14,786,595
Percentage Change		3.31%	4.65%

Property tax represents the largest revenue category at approximately 64% of the General Fund's total revenue, or \$214.4 million. As a category, it is projected to increase by approximately 4.7% in FY 2015/16. The largest portion of the Property

Tax revenue category is Secured Property Tax, which is projected to grow by 5.11% based on an annual property tax study prepared by Rosenow, Spevacek Group (RSG), Inc.

The next largest revenue category, Charges for Current Services, represents 31% of the General Fund's revenues at approximately \$101.9 million. The category is estimated to increase by 2.95%. The projected increase is based primarily on a 2.38% increase to the base component of the Cash Contract City Charge, combined with an added catch-up provision for most cash contract cities that resulted from the First Amendment to the Amended JPA.

The Intergovernmental revenues category is budgeted at approximately \$14.9 million, a 17% increase from the FY 2014/15 adjusted budget. This is primarily due to Community Redevelopment Agency Pass-thru revenues, which were budgeted based on projections from RSG.

Interest revenue (Use of Money and Property) of approximately \$659,000 is based on estimated cash flows and a projected interest rate of 1.25%. In FY 2015/16, interest revenues include interest earned on the Tax and Revenue Anticipation Notes.

Expenditures

	2013/14 Actual	2014/15 Adjusted Budget	2015/16 Adopted Budget
Budget	\$296,379,139	\$316,468,414	\$322,403,003
Dollar Change		\$20,089,275	\$5,934,589
Percentage Change		6.78%	1.88%

Salaries and Employee Benefits (S&EB) total approximately \$287.3 million in FY 2015/16, or a 2.22% increase compared to the adjusted FY 2014/15 budget. The increase is due primarily to the addition of 24 new positions mentioned earlier in this document.

Services & Supplies total approximately \$34.5 million in FY 2015/16, a \$463K increase or 1.36% from the adjusted FY 2014/15 budget. The increase is due to section budget increases as approved by Executive Management, and includes increases from required Jurisdictional Equity Adjustment Payments.

Staffing Changes

The change to the number of approved positions reflected on the Chart of Authorized Positions is the result of the addition of 24 positions throughout the organization,

including 12 positions at FS 56 (Village of Sendero), which opened early in FY 2015/16. The Summary of Regular Positions by Department includes positions not funded due to ongoing cost containment measures.

A total of 93 positions are not funded in FY 2015/16 and include: 18 Firefighters, 21 Fire Apparatus Engineers, 24 Fire Captains, 1 Heavy Fire Equipment Operator, 1 Fire Pilot, 2 Battalion Chiefs and 23 non-safety positions. This includes three US&R positions, namely 1 Battalion Chief, 1 Senior Fire Equipment Technician and 1 Fire Equipment Technician. These three positions will be funded with regular annual US&R Grant funds during the fiscal year. Thirty of the unfunded Firefighter Unit positions are backfilled with overtime; there is no reduction to service levels.

CIP Funds Overview

The Capital Improvement Program budget for FY 2015/16 is \$22.6 million. Revenues for the CIP funds during this budget cycle include interest and contributions from Cash Contract cities. Use of fund balance is also necessary in each of the CIP funds.

Significant projects in the CIP funds include the following:

General Fund CIP (Fund 12110)

- The budget of approximately \$5.2 million funds projects including replacement of defibrillators and equipment replacement for communications and workplace support.

Fire Stations and Facilities (Fund 123)

- The approximately \$854,000 budget funds a project in the RFOTC to extend the emergency electrical circuit, as well as some improvements and repairs to the newly purchased USAR warehouse.

Communications and Information Systems (Fund 124)

- The budget of approximately \$6.5 million will fund systems development and support projects such as the replacement of the Incident Reporting Application and Integrated Fire Protection application. The budget also supports the upgrade of the audio/video functionality in the RFOTC Boardroom, classrooms and training rooms.

Fire Apparatus (Fund 133)

- Approximately \$10 million has been included in the FY 2015/16 budget for the replacement of 26 emergency and support vehicles as well as lease-purchase debt service payments for two existing helicopters.

Financial Forecasts

Five-year financial forecasts are provided throughout the budget development process to assist 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 and expenditures projected aggressively. 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 forecast potentially causing a multi-million dollar impact to the bottom-line by the last year of the forecast.

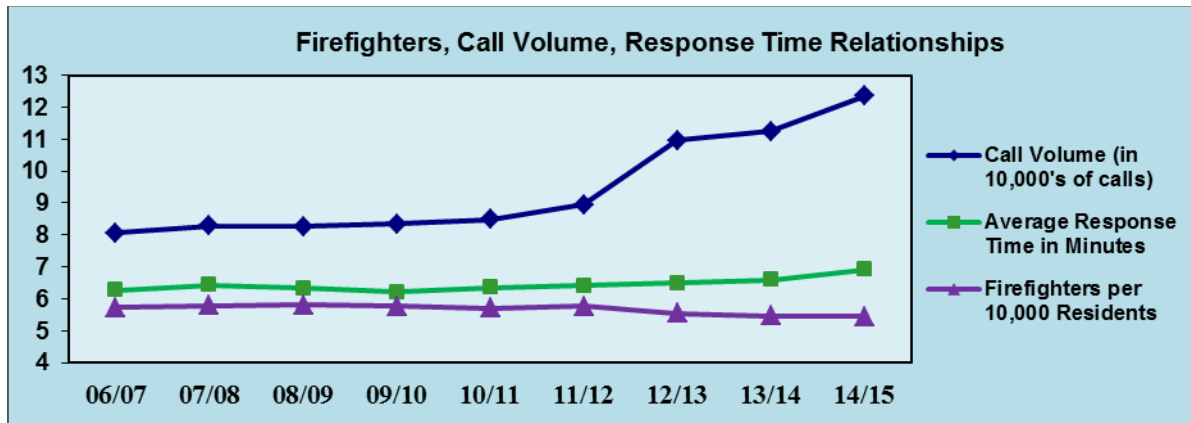
In order to maintain a balanced Five-Year Financial Forecast, staff continues to aggressively pursue the following measures:

- Continue to pursue cost containment, cost savings, and revenue enhancement
- Continue to improve employee safety through the 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

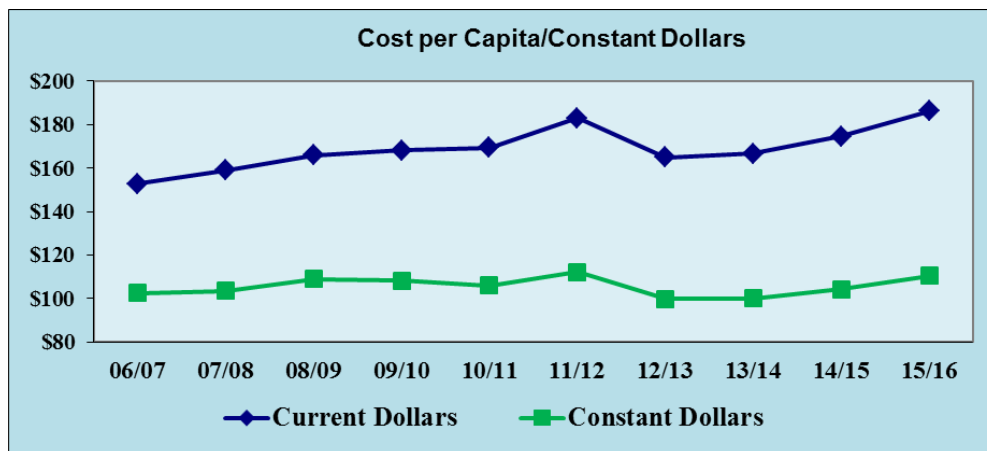
The graph on the following page shows that our ratio of firefighters per 10,000 residents has decreased slightly during the past nine years (on average 0.7% per year) while at the same time our emergency call load has increased by 55%. The significant jump in call volume is due to the City of Santa Ana joining the OCFA.

During this period, the average response time for emergency calls has remained relatively constant at less than seven minutes per call. Response time at the 80th percentile is 8.17 minutes and 9.52 minutes at the 90th percentile. With the implementation of OCFA's new CAD system in 2014/15, OCFA's response time data now includes response times for all OCFA jurisdictions, including Santa Ana. This new data is more inclusive and accurate than the prior two fiscal years, and establishes a new baseline for OCFA to use in measuring future response time improvements.



Cost per Capita

The following graph reflects the impact of rising salary and employee benefits costs as well as staffing for new stations and service enhancements that have occurred during the ten-year period. The increase in the FY 2011/12 cost per capita is due to a net decrease of 3.4% in the OCFA service population due to population adjustments resulting from the 2010 census. The drop in FY 2012/13 is due mainly to the increase in service population with the addition of Santa Ana, which added more than 300,000 residents. The higher cost per capita in FY 2015/16 is primarily due to higher salary and retirement costs due to staffing restorations and MOU changes.



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 720,000 in a 417 square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire's case, 67% of their revenue is derived from property tax, while in OCFA's case the number is approximately 64%. The OCFA serves a population of approximately 1.75 million stretching over 576 square miles.

Metro Fire's General Fund expenditure budget for FY 2015/16 is approximately \$184 million, while OCFA's is \$322 million. This results in a spending ratio of approximately \$256 per capita for Metro Fire and \$184 per capita for OCFA.

Customer Satisfaction

During FY 2014/15, more than 60,000 customer satisfaction surveys were distributed with an approximately 21% return response rate. Overall satisfaction was rated approximately 97%; ratings have continued to be between 97% and 98% for the last ten years. These repeated high ratings demonstrate that our communities place high value on the quality of the OCFA's services, and we continue to meet or exceed service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the eighth time to the Orange County Fire Authority for its FY 2014/15 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 2015/16 budget for award consideration.

Acknowledgements

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,

Jeff Bowman
Fire Chief

Budget Adoption – Board of Directors Meeting of May 28, 2015



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Fire Extinguishers – Your Small Fire Defense

A fire extinguisher can be a lifesaver. But remember only use a fire extinguisher if:

- ✓ You have alerted other occupants and someone has called the fire department;
- ✓ The fire is small and contained to a single object, such as a wastebasket;
- ✓ You are safe from the toxic smoke produced by the fire;
- ✓ You have a means of escape identified and the fire is not between you and the escape route; and
- ✓ Your instincts tell you that it is safe to use an extinguisher

Remember the PASS method:

Pull the pin

Aim the extinguisher or nozzle at the base of the fire

Squeeze the handle and release the extinguishing agent

Sweep the extinguisher from side to side across the base of the fire until it appears to be out

Budget Summary





ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS SAFE LIVES!

✓ **INSTALL** ⇨ **INSPECT** ⇨ **PROTECT**

✓ **INSTALL**

- On every level of a home
- Outside each sleeping area
- In every room

✓ **INSPECT**

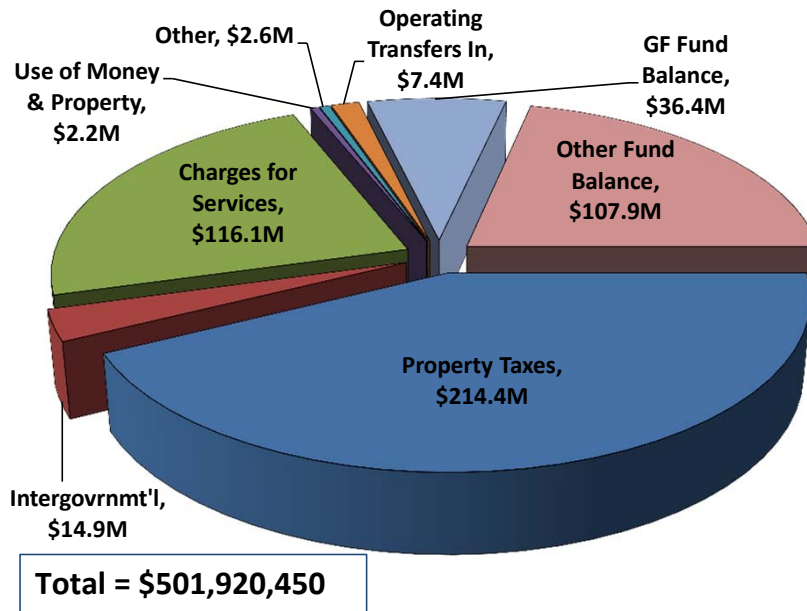
- Test smoke alarms every month and when you change your clocks
- Must be replaced every 10 years
- Change batteries
 - A “chirping” smoke alarm means the battery is weak and it’s time to install new batteries
 - Never “borrow” a battery from a smoke alarm.

✓ **PROTECT**

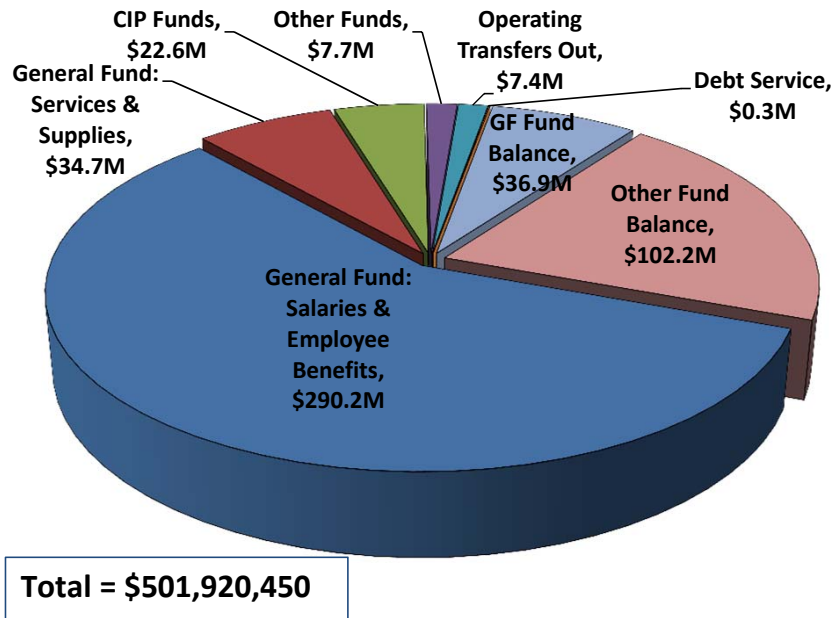
- Discuss and Practice family fire drills
- Plan a Home Escape Plan
 - Have two ways out of each room
 - Have an outside meeting place
- Download Home Escape Grid from:
<http://www.ocfa.org/Menu/Departments/FirePrevention/SmokeAlarm/smokealarmimages/Escapegrid.pdf>

FY 2015/16 Funding Sources and Uses
All Funds

Where the Money Originates



Where the Money Goes*



* Sum of pie chart components total \$502.0M due to rounding.

**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY
FY 2015/16**

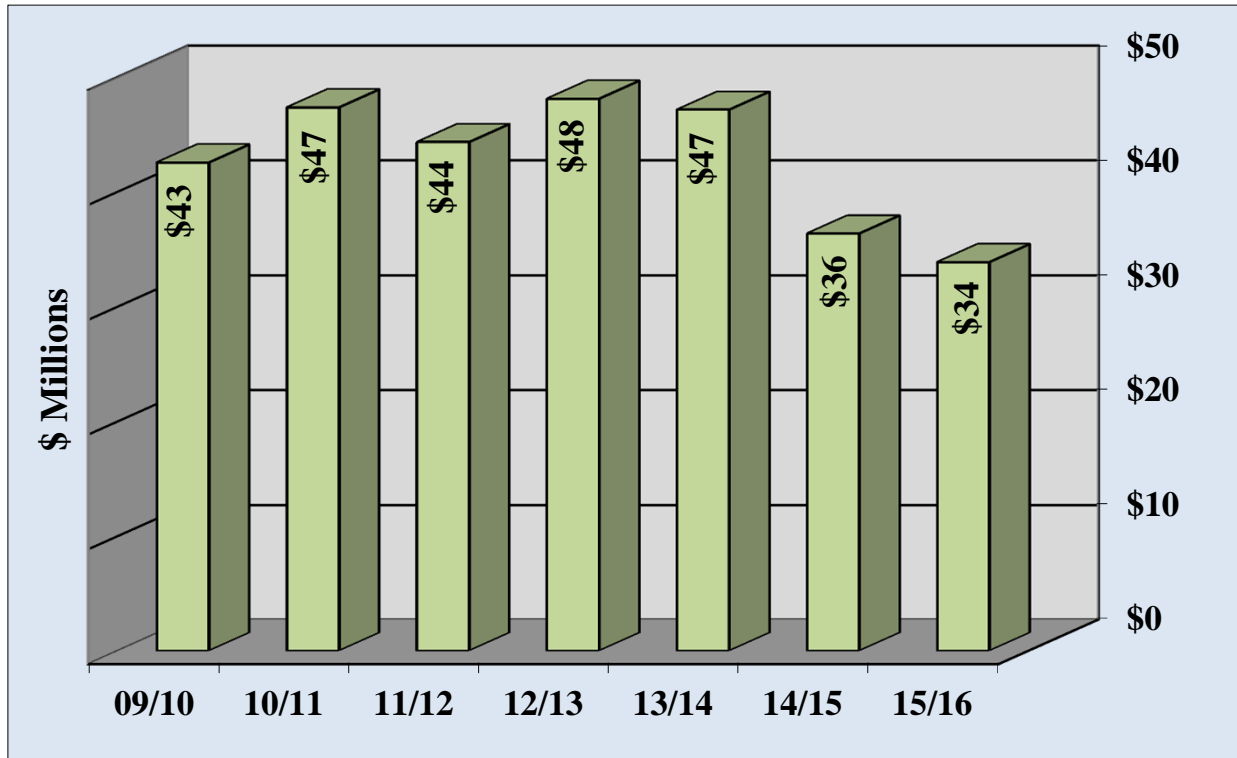
	121 General Fund	12110 (1) General Fund CIP	123 Fire Stations & Facilities
FUNDING SOURCES			
Property Taxes	\$214,445,545	-	-
Intergovernmental	14,942,177	-	-
Charges for Current Services	101,969,304	-	-
Use of Money & Property	658,828	-	220,188
Other	1,058,733	-	-
Total Revenue & Other	333,074,587	-	220,188
Financing Sources			
Operating Transfer In	-	5,234,000	-
Beginning Fund Balance	36,361,470	-	11,697,708
TOTAL AVAILABLE RESOURCES	\$369,436,057	\$5,234,000	\$11,917,896
EXPENDITURES			
Salaries & Employee Benefits	\$287,352,080	-	-
Services & Supplies	34,578,778	-	-
Capital Outlay	154,095	5,234,000	854,248
Debt Service	318,050	-	-
Subtotal Expenditures	322,403,003	5,234,000	854,248
UAAL Pay-down	2,802,122	-	-
Total Expenditures & Other Uses	325,205,125	5,234,000	854,248
Appropriation for Contingencies	3,000,000	-	-
Operating Transfer Out	7,361,821	-	-
Ending Fund Balance	33,869,111	-	11,063,648
TOTAL FUND COMMITMENTS & FUND BALANCE	\$369,436,057	\$5,234,000	\$11,917,896

- (1) Project related budgets segregated for operational budget clarity purposes. As a sub-fund of the General Fund, revenues and expenditures are accounted for as the General Fund in the CAFR, however for cash-flow purposes the expenditures are tracked outside of the General Fund. Therefore 12110 requires cash-flow transfers in the same manner as the other CIP Funds.

Budget Summary

124 Communications & Information Systems	133 Fire Apparatus	171 SFF Entitlement	190 Self- Insurance	Total
-	-	-	-	\$214,445,545
-	-	-	-	14,942,177
-	1,428,656	-	12,729,592	116,127,552
169,956	221,456	11,999	887,704	2,170,131
-	1,576,744	-	-	2,635,477
169,956	3,226,856	11,999	13,617,296	350,320,882
2,127,821	-	-	-	7,361,821
11,995,773	15,592,558	570,730	68,019,508	144,237,747
\$14,293,550	\$18,819,414	\$582,729	\$81,636,804	\$501,920,450
-	-	-	-	\$287,352,080
-	-	-	-	34,578,778
6,531,152	10,011,393	-	7,702,911	30,487,799
-	-	-	-	318,050
6,531,152	10,011,393	-	7,702,911	352,736,707
6,531,152	10,011,393	-	7,702,911	2,802,122
6,531,152	10,011,393	-	7,702,911	355,538,829
-	-	-	-	3,000,000
-	-	-	-	7,361,821
7,762,398	8,808,021	582,729	73,933,893	136,019,800
\$14,293,550	\$18,819,414	\$582,729	\$81,636,804	\$501,920,450

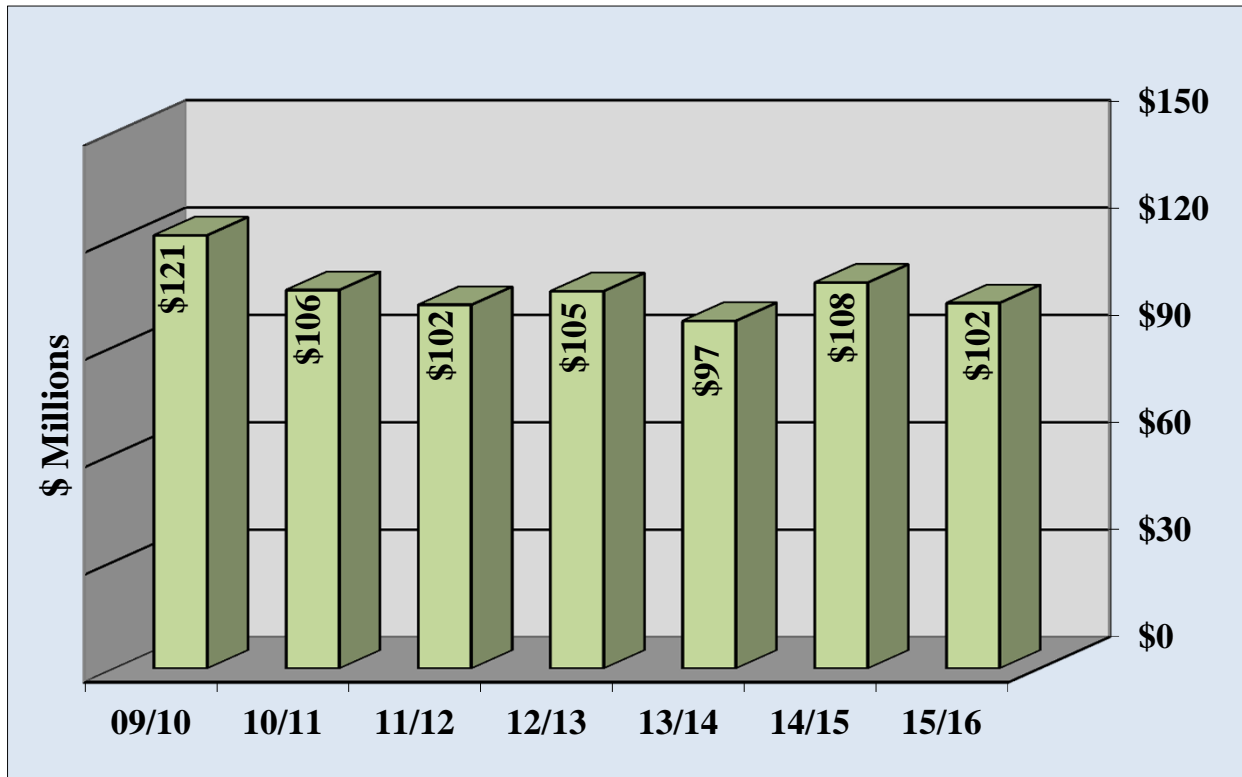
Ending Fund Balances General Fund



The largest component of General Fund 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. The decrease in FY 2014/15 reflects a transfer of the remaining General Fund Cashflow fund balance to OCERS to paydown OCFA's unfunded pension liability pursuant to a side letter agreement to the Memorandum of Understanding between OCFA and the Orange County Professional Firefighters Association.

Note: FY 2009/10 through FY 2013/14 are based on actuals, and FY 2014/15 through FY 2015/16 are budget figures.

Ending Fund Balances CIP/Other Funds



As the economy began to decline, a significant number of capital projects were postponed and as the recession continued, the decision was made to retain excess funds in the General Fund to prepay retirement. As shown by the general overall decline above, fund balances were used to fund necessary projects. Operating transfers from the General Fund resumed in FY 2013/14 in order to fully fund all of the approved projects. Significant projects in recent years include replacement of the Computer Aided Dispatch system; replacement of emergency and support vehicles; negotiation and acquisition of the US&R Warehouse; and construction of Fire Station 56 (Village of Sendero). The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year.

Note: FY 2009/10 through FY 2013/14 are based on actuals, and FY 2014/15 through FY 2015/16 are budget figures.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2009/10 - FY 2015/16

Fund No.	Fund Type	Fund Description	FY 2009/10 Actual	FY 2010/11 Actual	FY 2011/12 Actual
Available Fund Balances - July 1			\$165,803,198	\$163,643,163	\$162,885,946
REVENUES					
121	General	General Fund	\$247,946,529	\$245,187,306	\$257,684,088
122	Capital Projects	Facilities Maintenance & Improv	189,547	140,957	256,676
123	Capital Projects	Fire Stations & Facilities	425,647	270,054	211,142
124	Capital Projects	Communications & Info Systems	1,482,764	616,063	309,934
133	Capital Projects	Fire Apparatus	1,713,801	1,093,779	17,993,980
171	Other	SFF Entitlement	5,405	3,787	3,908
190	Other	Self Insurance	5,190,743	3,716,645	5,255,273
201	Debt Service	Debt Service	694	-	-
TOTAL REVENUES - ALL FUNDS			\$256,955,130	\$251,028,591	\$281,715,001
EXPENDITURES					
121	General	General Fund Departments:			
		Executive Management	\$11,724,915	\$10,710,784	\$9,608,337
		Operations	185,890,402	188,958,209	202,901,082
		Community Risk Reduction	8,806,448	9,750,346	10,384,303
		Organizational Planning	-	-	-
		Business Services	16,243,853	10,314,194	13,592,774
		Support Services	8,919,807	15,004,853	20,862,652
		Sub-total General Fund	231,585,425	234,738,386	257,349,148
12110	Capital Projects	General Fund CIP	-	-	-
122	Capital Projects	Facilities Maintenance & Improv	793,599	804,041	1,103,620
123	Capital Projects	Fire Stations & Facilities	559,559	4,264,166	169,688
124	Capital Projects	Communications & Info Systems	3,762,587	2,992,646	1,784,796
133	Capital Projects	Fire Apparatus	12,441,969	4,461,605	20,399,582
171	Other	SFF Entitlement	25,463	66,966	51,160
190	Other	Self Insurance	5,062,159	5,482,248	6,243,356
201	Debt Service	Debt Service	7,179,075	-	-
TOTAL EXPENDITURES - ALL FUNDS			\$261,409,836	\$252,810,058	\$287,101,350
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			2,294,671	1,024,250	(1,420)
Available Fund Balances - June 30			\$163,643,163	\$162,885,946	\$157,498,177
% Fund Balance increase (decrease) from prior yr (b)			-1.30%	-0.46%	-3.31%

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

FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Budget	FY 2015/16 Budget
\$157,498,177	\$172,407,421	\$171,491,889	\$144,228,359
\$308,982,925	\$308,084,446	\$326,719,309	\$333,074,587
276,705	311,980	872,780	-
612,571	1,437,449	7,321,170	220,188
136,020	239,294	298,868	169,956
2,284,009	1,617,354	2,254,121	3,226,856
(907)	6,825	2,326	11,999
9,850,534	13,138,561	13,989,874	13,617,296
-	-	-	-
<u>\$322,141,857</u>	<u>\$324,835,907</u>	<u>\$351,458,448</u>	<u>\$350,320,882</u>
\$9,756,556	\$11,185,514	\$11,805,591	\$11,413,967
232,599,505	233,761,173	245,688,084	245,765,243
11,450,914	13,652,799	14,915,743	15,054,320
-	-	1,669,362	1,365,058
11,417,414	21,451,192	41,408,165	23,796,469
22,484,807	21,858,811	27,635,080	27,810,068
<u>287,709,196</u>	<u>301,909,489</u>	<u>343,122,025</u>	<u>325,205,125</u>
-	-	1,599,326	5,234,000
957,441	1,300,881	861,300	-
63,863	7,202,513	6,541,928	854,248
5,215,470	3,560,884	6,612,023	6,531,152
5,566,811	5,976,390	12,877,268	10,011,396
103,722	490,367	216,213	-
6,011,212	5,447,416	6,891,895	7,702,911
-	-	-	-
<u>\$305,627,715</u>	<u>\$325,887,940</u>	<u>\$378,721,978</u>	<u>\$355,538,832</u>
-	-	-	-
(1,604,898)	136,501	-	-
<u>\$172,407,421</u>	<u>\$171,491,889</u>	<u>\$144,228,359</u>	<u>\$139,010,409</u>
9.47%	-0.53%	-15.90%	-3.62%

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
FY 2009/10 - FY 2015/16
REVENUES AND EXPENDITURES BY CATEGORY

	FY 2009/10	FY 2010/11	FY 2011/12
	Actual	Actual	Actual
REVENUES			
Property Taxes	\$179,001,919	\$177,181,087	\$177,728,289
Intergovernmental	14,202,209	11,080,620	12,894,881
Charges for Current Services	60,290,499	60,137,504	70,676,158
Use of Money and Property	1,341,990	822,005	660,620
Other	2,118,513	1,807,375	2,998,975
Issuance of Capital Lease			16,756,078
TOTAL REVENUES	\$256,955,130	\$251,028,591	\$281,715,001
EXPENDITURES			
Salaries & Employee Benefits	\$211,907,536	\$215,356,527	\$233,571,264
Services & Supplies	28,636,910	28,274,817	32,836,970
Capital Outlay	6,924,581	6,587,329	1,676,999
Debt Service	13,940,809	2,591,385	2,639,026
Refinanced Debt			16,377,091
TOTAL EXPENDITURES	\$261,409,836	\$252,810,058	\$287,101,350

REVENUES AND EXPENDITURES BY MAJOR AND NONMAJOR FUNDS

	FY 2009/10	FY 2010/11	FY 2011/12
	Actual	Actual	Actual
REVENUES			
General Fund	\$247,946,529	\$245,187,306	\$257,684,088
Other Governmental Funds	9,008,601	5,841,285	24,030,913
TOTAL REVENUES	\$256,955,130	\$251,028,591	\$281,715,001
EXPENDITURES			
General Fund	\$231,585,425	\$234,738,386	\$257,349,148
Other Governmental Funds	29,824,411	18,071,672	29,752,202
TOTAL EXPENDITURES	\$261,409,836	\$252,810,058	\$287,101,350

Note:

Only the General Fund qualifies as a major fund.

Budget Summary

FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Budget	FY 2015/16 Budget
\$181,720,252	\$190,873,686	\$205,079,822	\$214,445,545
28,883,650	19,111,811	21,802,738	14,942,177
105,796,763	97,705,186	100,434,837	104,974,704
(20,556)	932,281	732,424	2,170,131
5,761,748	16,212,943	23,408,627	13,788,325
-			
<u>\$322,141,857</u>	<u>\$324,835,907</u>	<u>\$351,458,448</u>	<u>\$350,320,882</u>

\$265,194,627	\$269,959,939	\$306,889,129	\$290,154,202
31,305,907	\$40,497,227	44,356,337	42,435,784
6,595,458	\$15,430,774	24,615,706	20,099,070
2,531,723	\$0	2,860,806	2,849,773
<u>\$305,627,715</u>	<u>\$325,887,940</u>	<u>\$378,721,978</u>	<u>\$355,538,829</u>

FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget	FY 2014/15 Budget
\$308,982,925	\$308,084,446	\$326,719,309	\$333,074,587
13,158,932	16,751,462	24,739,139	17,246,295
<u>\$322,141,857</u>	<u>\$324,835,907</u>	<u>\$351,458,448</u>	<u>\$350,320,882</u>
\$287,709,196	\$301,909,489	\$343,122,025	\$325,205,125
17,918,519	23,978,451	35,599,953	30,333,704
<u>\$305,627,715</u>	<u>\$325,887,940</u>	<u>\$378,721,978</u>	<u>\$355,538,829</u>

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 2015/16 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 2015/16 would result in a \$10.4 million increase to ending fund balance available in FY 2019/20.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2015/16 would result in a \$16.2 million increase to ending fund balance available in FY 2019/20.
 - ✓ If the cost of workers' compensation self-insurance in the General Fund could be contained at the FY 2015/16 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$1.3 million increase to the General Fund Surplus in FY 2019/20.

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

	ADJUSTED FY 2014/15	ADOPTED FY 2015/16	PROJECTED FY 2016/17	PROJECTED FY 2017/18	PROJECTED FY 2018/19	PROJECTED FY 2019/20
A. BEGINNING FUND BALANCE	171,491,991	144,229,026	139,011,079	147,585,799	163,809,221	188,464,324
GENERAL FUND REVENUES						
Property Taxes	204,827,822	214,445,545	224,253,862	234,524,853	243,965,087	253,218,171
State Reimbursements	4,429,534	4,893,198	4,893,198	4,893,198	4,893,198	4,893,198
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	8,425,989	-	-	-	-	-
Community Redevelopment Agency Pass-thru	8,226,435	9,948,979	10,643,280	11,094,201	11,594,173	12,107,860
Cash Contracts	87,862,963	90,778,591	93,932,595	96,628,466	99,915,012	103,278,385
Community Risk Reduction Fees	6,448,604	6,448,604	6,448,604	6,448,604	6,448,604	6,448,604
ALS Supplies & Transport Reimbursement	4,570,574	4,570,574	4,570,574	4,570,574	4,570,574	4,570,574
Interest Earnings	389,728	658,828	812,418	1,152,319	1,245,092	1,263,010
Other Revenue	1,437,660	1,230,268	1,230,268	1,230,268	1,230,268	1,230,268
Transfers from General Fund Cashflow Fund (OCERS Pre-Pay)	18,290,238	-	-	-	-	-
TOTAL REVENUES	345,009,547	333,074,587	346,884,799	360,642,483	373,962,009	387,110,070
GENERAL FUND EXPENDITURES						
New Positions for New Stations	-	-	1,503,081	3,083,071	3,161,947	8,335,087
Employee Salaries	172,482,949	177,233,421	178,301,226	179,004,776	179,004,776	179,004,776
Retirement - Regular Annual Payments	69,246,953	69,518,172	71,105,315	70,402,415	68,627,256	67,489,521
Retirement - Paydown of UAAL (Rate Savings)	-	2,802,122	1,197,007	1,899,907	5,844,136	9,216,013
Retirement - Paydown of UAAL (Unencumbered Funds)	21,290,238	-	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year)	-	-	1,000,000	2,000,000	3,000,000	4,000,000
Workers' Comp Transfer out to Self-Ins. Fund	13,811,667	12,729,592	12,937,934	13,226,823	13,541,804	13,948,058
Other Insurance	23,273,037	25,430,748	27,834,436	30,432,565	33,224,693	36,273,432
Medicare	2,307,455	2,440,147	2,576,295	2,579,586	2,579,586	2,579,586
One-Time Grant/ABH Expenditures	4,378,980	-	-	-	-	-
Salaries & Employee Benefits	306,791,280	290,154,202	296,455,294	302,629,143	308,984,198	320,846,472
Equity Payments	6,989,875	7,848,048	8,760,646	10,413,173	11,435,694	12,302,032
Services & Supplies/Equipment	28,012,394	26,884,825	28,181,302	27,796,252	28,457,517	28,358,996
New Station/Enhancements S&S Impacts	-	-	63,708	127,416	127,416	328,096
One-Time Grant Expenditures	999,394	-	-	-	-	-
Debt Service: Interest on TRAN	329,083	318,050	-	-	-	-
TOTAL EXPENDITURES	343,122,025	325,205,125	333,460,950	340,965,984	349,004,825	361,835,596
NET GENERAL FUND REVENUE	1,887,522	7,869,462	13,423,849	19,676,499	24,957,184	25,274,474
B. Incremental Increase in GF 10% Contingency	-	507,642	794,834	414,961	207,209	759,256
GENERAL FUND SURPLUS / (DEFICIT)	1,887,522	7,361,821	12,629,015	19,261,538	24,749,975	24,515,218
C. Operating Transfers (from) Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds						
Transfers to CIP from General Fund Surplus	1,887,522	7,361,821	12,629,015	19,261,538	24,749,975	24,515,218
Total Operating Transfers to CIP	1,887,522	7,361,821	12,629,015	19,261,538	24,749,975	24,515,218
Capital Improvement Program/Other Fund Revenues						
Interest Earnings	343,261	1,511,303	3,067,501	4,749,568	5,431,568	6,457,050
State/Federal Reimbursement	872,780	-	-	-	-	-
Cash Contracts	1,381,161	1,428,656	1,471,516	1,515,662	1,561,132	1,607,966
Developer Contributions	7,771,556	1,576,744	-	-	928,706	1,744,683
Workers' Comp Transfer in from GF	13,811,667	12,729,592	12,937,934	13,226,823	13,541,804	13,948,058
Miscellaneous	559,279	-	-	-	-	-
Operating Transfers In	1,887,522	7,361,821	12,629,015	19,261,538	24,749,975	24,515,218
Total CIP, W/C, Other Revenues	26,627,226	24,608,116	30,105,967	38,753,591	46,213,185	48,272,975
Capital Improvement Program/Other Fund Expenses						
Fund 12110 - General Fund CIP	1,515,430	5,234,000	947,250	1,520,600	1,347,100	1,456,100
Fund 123 - Fire Stations and Facilities	7,403,228	854,248	-	-	-	-
Fund 124 - Communications & Information Systems	6,612,023	6,531,152	6,379,394	6,092,500	3,717,500	-
Fund 133 - Fire Apparatus	12,961,164	10,011,393	6,698,786	6,458,921	7,277,660	7,172,441
Sub-Total CIP Expenses	28,491,845	22,630,793	14,025,430	14,072,021	12,342,260	8,628,541
Fund 171 - SFF Entitlement	216,213	-	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	6,891,895	7,702,911	8,300,651	8,873,108	9,423,031	10,007,036
Total CIP, W/C, Other Expenses	35,599,953	30,333,704	22,326,081	22,945,129	21,765,291	18,635,577
D. CIP SURPLUS/(DEFICIT)	(8,972,727)	(5,725,588)	7,779,886	15,808,462	24,447,894	29,637,398
ENDING FUND BALANCE (A+B+C+D) [a]	144,229,026	139,011,079	147,585,799	163,809,221	188,464,324	218,860,978
Fund Balances						
Operating Contingency (10% of Expenditures)	30,947,854	31,455,496	32,250,330	32,665,290	32,872,499	33,631,755
Reserve for Cash Contract City Station Maintenance	405,000	405,000	405,000	405,000	405,000	405,000
Donations & Developer Contributions	4,923	4,923	4,923	4,923	4,923	4,923
Fund 171 - Structural Fire Fund Entitlement	571,287	583,982	609,749	649,646	695,271	749,510
Capital Improvement Program	44,316,928	32,927,947	34,778,211	44,231,965	62,272,766	85,248,787
Fund 190 - WC Self-Insurance	67,983,033	73,633,731	79,537,586	85,852,397	92,213,865	98,821,003
Total Fund Balances	144,229,026	139,011,079	147,585,799	163,809,221	188,464,324	218,860,978

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

Forecast Assumptions – FY 2015/16 Budget

Basic Assumptions:

The first year of the forecast is based on the FY 2014/15 adjusted budget. The second year is based on the FY 2015/16 adopted budget. CIP expenditures for the final four years are based on the CIP Five-Year Plan included in the adopted budget.

General Fund Revenues:

- **Secured Property Taxes** – Rosenow Spevacek Group’s Final 2015 Report provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2015/16	5.11%
FY 2016/17	4.93%
FY 2017/18	4.92%
FY 2018/19	4.31%
FY 2019/20	4.05%

- **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.
- **Community Redevelopment Agency Pass-thru Revenue** – RSG completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated 4/9/2015. 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 2.38% and 2.75% per year, with a 4.5% cap. 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 1.25% for FY 2015/16, 2.50% for FY 2016/17, 3.50% for FY 2017/18 and 3.75% for FY 2018/19 and FY 2019/20. Interest earnings in FY 2015/16 include earnings from the reinvestment of TRAN proceeds.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors and reflects an estimated \$1.4M net increase in annual costs resulting from the latest Firefighter MOU and an approximate \$1.3M increase spread over four years based on the latest OCEA MOU:
 - ✓ **New Positions for New Stations** – Fire Station #56 (Village of Sendero) is anticipated to be operational on 7/1/2015 and a new Rancho Mission Viejo station is expected to open on 7/1/2019. The forecast also assumes that four positions for a Station 20 Truck will be unfrozen 1/1/2017.
 - ✓ **Employee Salaries** – Salaries reflect an increase for the Firefighter MOU and anticipated OCEA MOU impacts. The forecast does not contain estimated increases based on the “trigger” formula. In addition, salary increases are not projected for the years that follow expiration of the current MOUs.
 - ✓ **Retirement** – Retirement costs reflect a downward adjustment for the Firefighter MOU and anticipated OCEA MOU impacts due to increasing employee retirement contributions. Retirement costs reflecting the projected employer retirement rates are based on the initial December 31, 2013 Actuarial Valuation Report prepared by Segal Consulting and provided by OCERS on 7/3/2014. FY 2015/16 rates in the 12/31/2013 valuation are 1.0% lower for non-safety and 2.1% lower for safety compared to the projected rates for FY 2015/16 presented in the Segal Study dated 8/30/2013.

FY	Safety	General	Source
2015/16	49.8%	37.1%	December 31, 2013 Actuarial Valuation Report prepared by Segal Consulting dated 7/3/2014
2016/17	49.0%	36.6%	
2017/18	48.4%	36.3%	
2018/19	47.0%	35.5%	
2019/20	46.1%	35.00%	

As approved by the Board of Directors on 9/26/2013, savings that result from the new PEPPRA provisions and other reductions in OCFA's retirement contribution rates shall be used as a source of additional UAAL payment. The FY 2015/16 Budget includes a \$2.8M paydown of OCFA's Unfunded Actuarial Accrued Liability (UAAL) from retirement rate savings.

In accordance with a September 2013 board action, outer years of the forecast include projected UAAL paydowns based on retirement rate savings and an additional \$1 million per year for five years beginning in FY 2016/17.

FY 2015/16 OCFA Adopted Budget

- ✓ **Workers' Compensation** – FY 2015/16 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 January 2015 Study less \$150,000 in savings in FY 2016/17 and thereafter due to implementation of Alternative Dispute Resolution.
- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to grow annually by 9%. For staff members, it is projected to grow by 10% annually. This category also includes \$40,000 for unemployment insurance in FY 2015/16.
- ✓ **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 2014/15.
- **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).

Equity Payments

Equity Payments are calculated based on procedures set forth in the Second Amendment to the Joint Powers Agreement which references various reports produced by the County Auditor Controller's office. Equity payments are projected based on property tax growth forecasts in RSG's Final 2015 Report. Pursuant to the Second Amendment to the Joint Power Agreement, if there are insufficient funds to make Irvine Equity Payments in FY 2015/16, a portion of the Irvine Equity Payment may be deferred for two years. The forecast assumes no deferral of equity payments, however the payments will be accrued and held in an internal Equity Payment holding account pending resolution of the appeal of the validation ruling.

General Fund Surplus/(Deficit):

This figure is equal to the Net General Fund Revenue less the incremental increase in the General Fund 10% Contingency. In years when there is a surplus, the amount is transferred to the General Fund Cash Flow (OCERS Pre-Pay) or to the CIP funds. In years when there is a deficit, the deficit amount must be drawn from the Cash Flow, then the 10% Contingency, and once those are exhausted, from fund balance for CIP.

Capital Improvement Program/Other Funds Revenue:

- ***Interest Earnings*** – Assumes an annual return of 1.25% for FY 2015/16, 2.50% for FY 2016/17, 3.50% for FY 2017/18 and 3.75% for FY 2018/19 and FY 2019/20.
- ***State/Federal Reimbursement*** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- ***Cash Contracts*** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- ***Developer Contributions*** – The forecast assumes developer contributions will be used to fund a truck for Station 20 in FY 2015/16 and various vehicles for Rancho Mission Viejo Station 67 in FY 2018/19 and FY 2019/20.
- ***Workers' Compensation Transfer*** – These amounts equal the General Fund Workers' Compensation budget.
- ***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. The CIP budget reflects changes introduced as a result of the adoption of the new Capital Improvement Program policy, which results in the reclassification of selected expenditures from the Capital Improvement Program to the General Fund.

- ***Structural Fire Fund Entitlement (Fund 171)*** – The forecast period assumes no Structural Fire Fund Entitlement expenditures.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance fund expenditures are based on projected payments in the Rivelle Consulting Services January 2015 Workers' Compensation Actuarial Study.

Fund Balances:

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

Assigned Fund Balances

- ***Self-Insurance Fund (Fund 190)*** – Funding is set aside for Workers' Compensation outstanding claims at the 50% confidence level per Board policy. The required amount is based on the actuarial report for Estimated Outstanding Losses as of the last full fiscal year prior to report issuance. The required funding levels are maintained by retaining

funds in fund balance that reflect the difference between the workers' compensation transfer and Fund 190 expenditures.

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

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2011/12 - FY 2015/16

Class	Positions Authorized FY 2011/12 Budget	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget
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FIREFIGHTER UNIT (LOCAL 3631)

Fire Apparatus Engineer	250	250	250	250	250
Fire Captain	269	269	269	269	269
Fire Pilot	3	3	3	3	3
Lead Fire Pilot	0	1	1	1	1
Firefighter	463	463	463	463	472
Hand Crew Firefighter	22	22	22	22	22
Heavy Fire Equipment Operator	3	3	3	3	3
UNIT TOTAL:	1,010	1,011	1,011	1,011	1,020

FIRE MANAGEMENT UNIT (COA)

Fire Battalion Chief	37	37	37	37	37
Fire Battalion Chief (Limited Term)	1	1	1	1	1
Fire Division Chief	7	7	7	7	7
UNIT TOTAL:	45	45	45	45	45

GENERAL UNIT (OCEA)

Accountant	7	7	7	7	7
Administrative Assistant	19	19	19	19	19
Assistant Fire Apparatus Technician	2	2	2	2	2
Assistant Purchasing Agent	1	1	1	1	1
Business Analyst	1	1	1	1	1
Buyer	0	1	1	1	1
Communications Installer	1	1	1	0	0
Communications Technician	1	1	1	2	2
Emergency Transportation Technician	6	6	6	6	6
EMS Nurse Educator	6	6	6	6	6
Executive Assistant	2	2	2	1	1
Facilities Maintenance Coordinator	2	2	2	2	2
Fire Apparatus Parts Specialist	1	1	1	1	1
Fire Apparatus Technician	4	4	4	4	4
Fire Communications Dispatcher	22	22	22	22	25
Fire Communications Dispatcher (Part-time)	3	3	3	3	3
Fire Comm. Relations/Education Specialist	4	4	4	4	4
Fire Delivery Driver	0	0	1	2	3
Fire Equipment Technician	8	8	7	5	5
Fire Helicopter Technician	1	1	1	1	1
Fire Prevention Analyst	12	12	12	12	12
Fire Prevention Services Specialist	3	3	3	3	3
Fire Prevention Specialist	12	12	12	14	14
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	0	0	0	0
GIS Specialist	3	3	3	0	0

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2011/12 - FY 2015/16

Class	Positions Authorized FY 2011/12 Budget	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget
GIS Analyst	0	0	0	3	3
Human Resources Analyst	2	2	2	2	2
Human Resources Analyst (part-time)	0	0	0	0	1
Information Technology Analyst	4	4	5	5	5
Information Tech. Help Desk Tech	1	1	1	2	2
Information Technology Specialist	1	1	1	1	1
Management Assistant	9	9	9	9	9
Multimedia Specialist	1	1	1	1	1
Multimedia Specialist (part-time)	0	0	1	1	1
Office Services Specialist	14	14	14	13	13
Risk Management Specialist	1	1	1	1	1
Senior Accounting Support Specialist	11	11	11	11	11
Senior Communications Technician	2	2	1	1	1
Senior Executive Assistant	0	0	0	1	1
Senior Fire Apparatus Technician	8	8	8	8	9
Senior Fire Equipment Technician	4	4	4	5	5
Senior Fire Prevention Specialist	15	15	15	13	13
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	3	3	3	3	5
Service Center Lead	1	1	1	1	1
Training Program Specialist	0	1	1	1	1
WEFIT Coordinator	0	1	0	0	0
UNIT TOTAL:	203	205	205	205	213

SUPERVISORY MANAGEMENT UNIT (OCEA)

Assistant Fire Marshal	10	10	10	10	10
Fire Communications Supervisor	4	4	4	4	4
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
Information Tech Supervisor	2	2	2	2	2
Multimedia Supervisor	1	1	0	0	0
Senior Fire Apparatus/Parts Specialist	1	1	1	1	1
Senior Fire Communications Supervisor	2	2	2	2	2
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:	28	28	27	27	27

SUPPORTED EMPLOYMENT UNIT

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

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2011/12 - FY 2015/16

Class	Positions Authorized FY 2011/12 Budget	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget
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ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)

Accounting Manager	2	2	2	2	2
Assistant Clerk of Authority	1	1	1	1	1
Assistant IT Manager-Customer Relations & Consulting	1	1	1	1	1
Assistant IT Manager-GIS & Data Mgmt.	1	1	1	1	1
Assistant IT Manager-Infrastructure & Workplace Supp.	1	1	1	1	1
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	1	1	1
Assistant Treasurer	1	1	1	1	1
Benefit Services Manager	1	1	1	1	1
Clerk of the Authority	1	1	1	1	1
Construction Manager	1	1	1	1	1
Deputy Fire Marshal	2	2	2	2	2
EMS Coordinator	1	1	1	1	1
Employee Relations Manager	0	1	1	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Manager	1	1	1	1	1
Finance Manager - Limited-term	0	0	1	1	0
Fleet Services Manager	1	1	1	1	1
Information Technology Manager	1	1	1	1	1
Legislative Analyst	1	1	1	1	1
Management Analyst	3	3	3	3	3
Medical Director	1	1	1	1	1
Org & Dev Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	1	1
Purchasing & Materials Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	2	2
Risk Management Safety Officer	1	1	1	1	1
Risk Manager	1	1	1	1	1
Senior Accountant	7	7	7	7	7
Senior Human Resources Analyst	3	3	3	3	3
Treasurer	1	1	1	1	1
UNIT TOTAL:	42	43	44	44	43

PERSONNEL & SALARY RESOLUTION (PSR)

Assistant Chief	4	4	4	5	5
Deputy Fire Chief	1	1	1	0	0
Director of Communications	0	0	0	1	1
Fire Chief	1	1	1	1	1
Human Resources Director	1	1	1	1	1
UNIT TOTAL:	7	7	7	8	8

GRAND TOTAL	1,339	1,343	1,343	1,344	1,360
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FY 2015/16 OCFA Adopted Budget

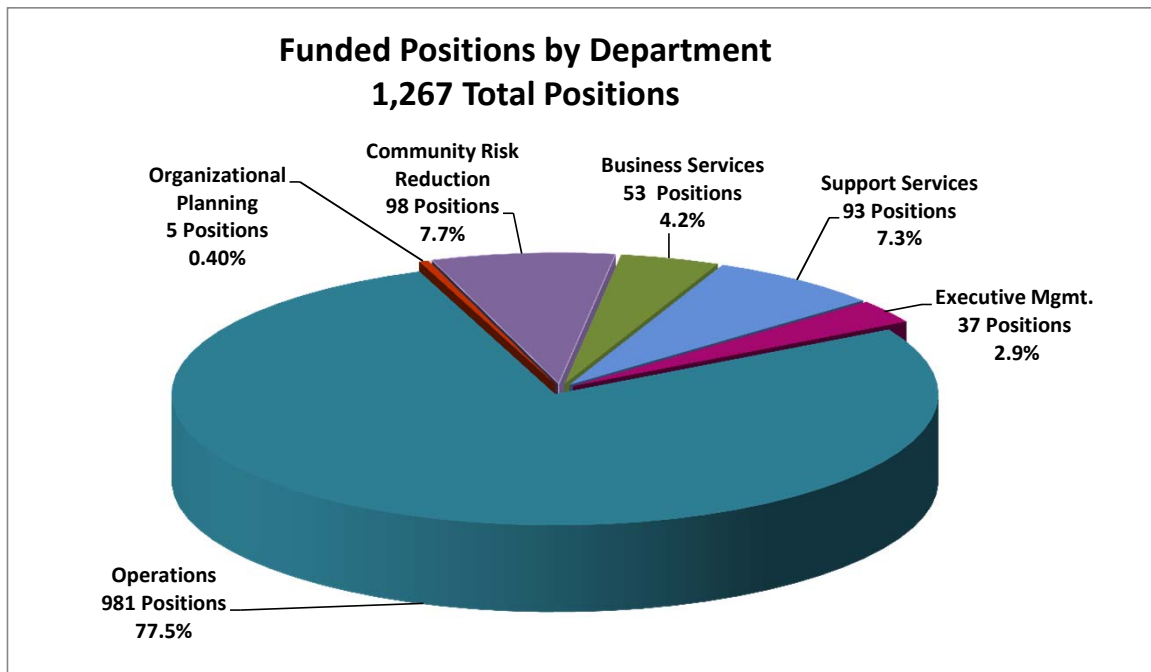
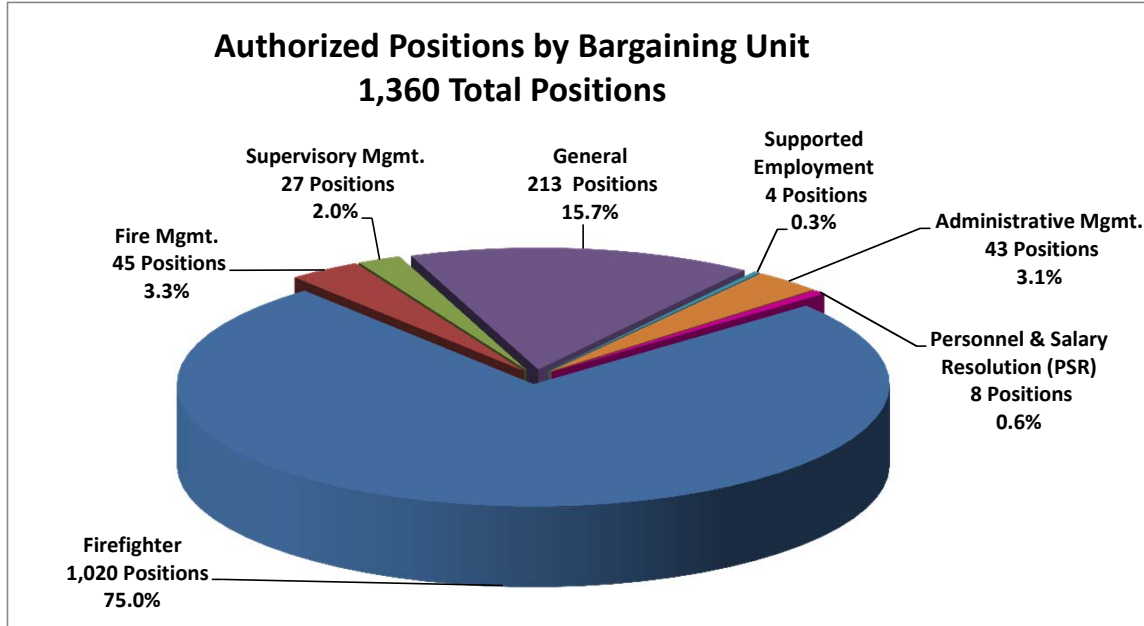
ORANGE COUNTY FIRE AUTHORITY

SUMMARY OF REGULAR POSITIONS BY DEPARTMENT

FY 2011/12 - FY 2015/16

Department/Division/Section	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
<u>Business Services</u>					
JPA Board of Directors	-	-	-	-	-
Clerk of the Authority	4	4	5	5	5
Finance Division	22	22	22	22	22
Materiel Management	16	15	15	15	15
Purchasing	3	4	5	5	5
Treasury & Financial Planning	6	6	6	6	6
<u>Community Risk Reduction</u>					
Investigation Services	11	10	10	9	9
Planning & Development Services	25	25	25	28	30
Pre-Fire Management	38	39	35	33	33
Safety & Environmental Services	28	28	26	28	26
<u>Executive Management</u>					
Executive Management	9	9	10	12	11
Communications and Public Affairs	7	7	11	11	11
Human Resources Division	14	14	15	13	15
<u>Operations</u>					
Division 1					
Division Administration/field	181	86	86	86	87
Division 2					
Division Administration/field	132	129	129	129	129
Division 3					
Division Administration/field	232	232	232	232	243
Division 4					
Division Administration/field	151	151	150	150	152
Community Volunteer Services	1	1	-	-	-
Division 5					
Division Administration/field	99	101	101	101	101
Division 6					
Division Administration/field	147	147	147	147	146
Emergency Medical Services	12	12	12	12	12
Division 7					
Division Administration/field	3	92	92	92	95
Air Operations	8	8	8	7	6
Training and Safety	9	9	10	10	10
<u>Organizational Planning</u>					
Emergency Planning and Coordination	-	-	1	1	1
Strategic Services	2	2	2	3	3
Organizational Training and Development	-	-	-	1	1
<u>Support Services</u>					
Emergency Command Center	32	32	32	32	35
Fleet Services	21	21	21	21	23
Information Technology Division	24	24	24	25	27
Property Management	8	8	8	8	8
Total Funded Positions	1,245	1,238	1,240	1,244	1,267
Unfunded Positions					
Total Unfunded Positions	94	105	103	100	93
Total Authorized Positions	1,339	1,343	1,343	1,344	1,360

ORANGE COUNTY FIRE AUTHORITY
FY 2015/16 POSITIONS



Note: The Funded Positions Chart reflects 93 unfunded positions in FY 2015/16



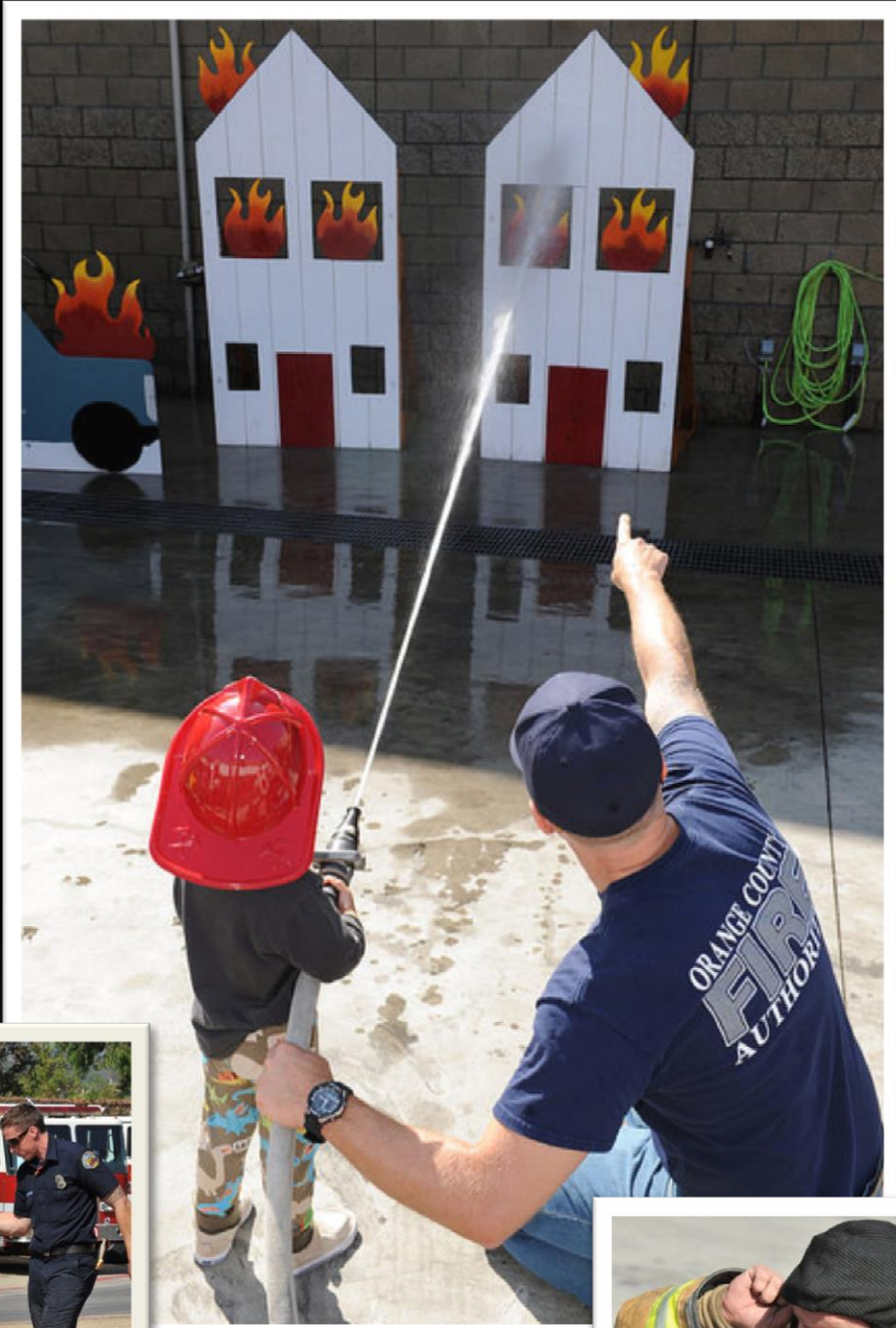
ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRES ARE PREVENTABLE

- ✓ **Stay in the kitchen while cooking on the stove.**
Unattended cooking is the leading cause of home fires.
- ✓ **Keep objects that can catch fire away from cooking surfaces.**
Pot holders, paper towels, loose clothing, and other items can catch fire while the stove is in use or accidentally turned on.
- ✓ **Keep the stovetop, burners, and oven clean.**
Spilled oil, splattered grease, or built up food increases the risk of a fire.
- ✓ **Always check the oven to make sure it's empty before turning it on.**
Items stored in the oven can be overlooked and cause a fire.
- ✓ **Have the lid or fire extinguisher nearby when cooking.**
Fires can happen at any time! Be prepared!
- ✓ **Never use water on a grease fire.**
Fires can happen at any time! Be prepared!
- ✓ **When in doubt, just get out.**

General Fund





ORANGE COUNTY FIRE AUTHORITY

Safety Message

Are You Prepared?

✓ **READY**

⇒ **SET**

⇒ **GO!**

✓ **READY! Prepare your home and family now.**

Take steps now to safeguard your property.

- Vegetation Management:
 - Remove dead/dying trees, shrubs, plants and vines.
 - Reduce vegetation by pruning and thinning within 100 feet of structures.
 - Go Green! Replant with fire-resistive, drought tolerant plants.
- Home Hardening:
 - Utilize non-combustible roofing materials.
 - Cover attic and garage vents with 1/8" metal mesh.
 - Ensure that decks and porches are made of non-combustible materials.

✓ **SET! Make sure evacuation plans are in place.**

- Be "Red Flag" aware. This means the Santa Ana Winds are blowing, which increases the risk of wildfire.
- Plan your evacuation with two different ways out and don't forget your pets.
- Assemble an emergency kit with a list of emergency phone numbers and credit cards/cash.
- Know what to do if trapped by fire. Understanding and following survival tips will help you make it out alive.

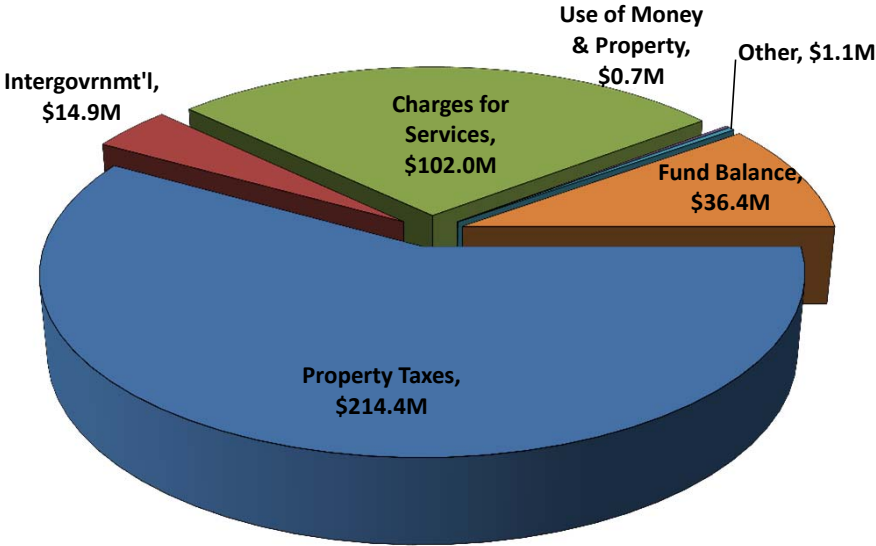
✓ **GO! Leave early, before evacuation is ordered if necessary.**

- Avoiding road congestion will give your family the best chance of surviving.
- Take your emergency kit, pets, cash, water, clothes, medicines, and other valuables.
- Go to your predetermined location (relatives, friends, or evacuation center).

For more detailed information, visit www.ReadySetGoOC.org

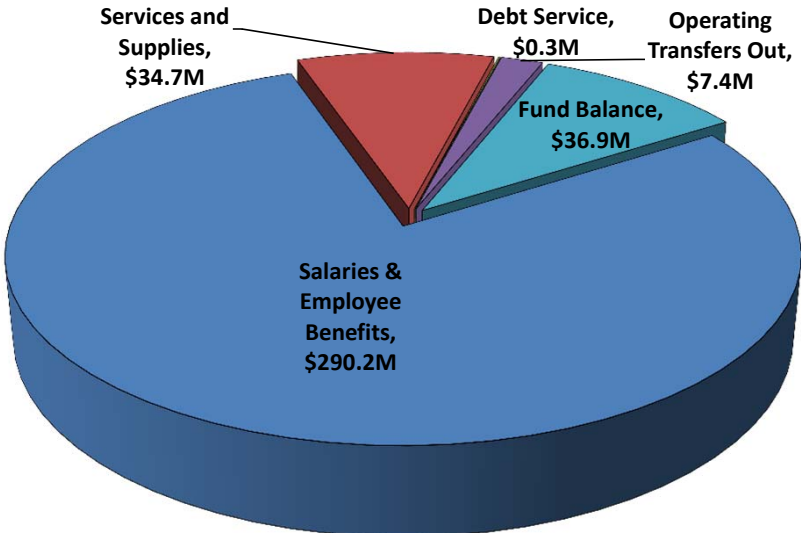
FY 2015/16 Funding Sources and Uses
General Fund

Where the Money Originates*



Total = \$369,436,057

Where the Money Goes*



Total = \$369,436,057

* Sum of pie chart components total \$369.5M due to rounding.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY

FUND 121 - GENERAL FUND

REVENUE AND EXPENDITURE SUMMARY BASELINE COMPARISON

FY 2015/16 BUDGET

	FY 2014/15 Adjusted Budget	FY 2015/16 Adopted Budget	\$ Change from FY 2014/15 Adjusted	% Change from FY 2014/15 Adjusted
FUNDING SOURCES				
Property Taxes	\$204,827,822	\$214,445,545	\$9,617,723	4.70%
Intergovernmental	12,755,969	14,942,177	2,186,208	17.14%
Charges for Current Services	98,882,141	101,969,304	3,087,163	3.12%
Use of Money & Property	389,728	658,828	269,100	69.05%
Other	1,437,660	1,058,733	(378,927)	-26.36%
Subtotal Revenue	318,293,320	333,074,587	14,781,267	4.64%
Extraordinary/Grant/One-time	8,425,989	-	(8,425,989)	-100.00%
Total Revenues & Other Financing Sources	326,719,309	333,074,587	6,355,278	1.95%
Operating Transfer In	-	-	-	-
Beginning Fund Balance	51,940,706	36,361,470	(15,579,236)	-29.99%
TOTAL AVAILABLE RESOURCES	\$378,660,015	\$369,436,057	(\$9,223,958)	-2.44%
EXPENDITURES				
Salaries & Employee Benefits	\$281,122,061	\$287,352,080	\$6,230,019	2.22%
Services & Supplies	34,100,377	34,578,778	478,401	1.40%
Capital Outlay	901,892	154,095	(747,797)	-82.91%
Debt Service: TRAN Interest Expense	329,083	318,050	(11,033)	-3.35%
Subtotal Expenditures	316,453,413	322,403,003	5,949,590	1.88%
Extraordinary/Grant/One-time	26,668,612	2,802,122	(23,866,490)	-89.49%
Total Expenditures & Other Uses	343,122,025	325,205,125	(17,916,900)	-5.22%
Operating Transfer Out	1,887,522	7,361,821	5,474,299	290.03%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	33,361,470	33,869,111	507,641	1.52%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$381,371,017	\$369,436,057	(\$11,934,960)	-3.13%

(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 2015/16 BUDGET

BUDGET

The total FY 2015/16 expenditure budget is \$325,205,125.

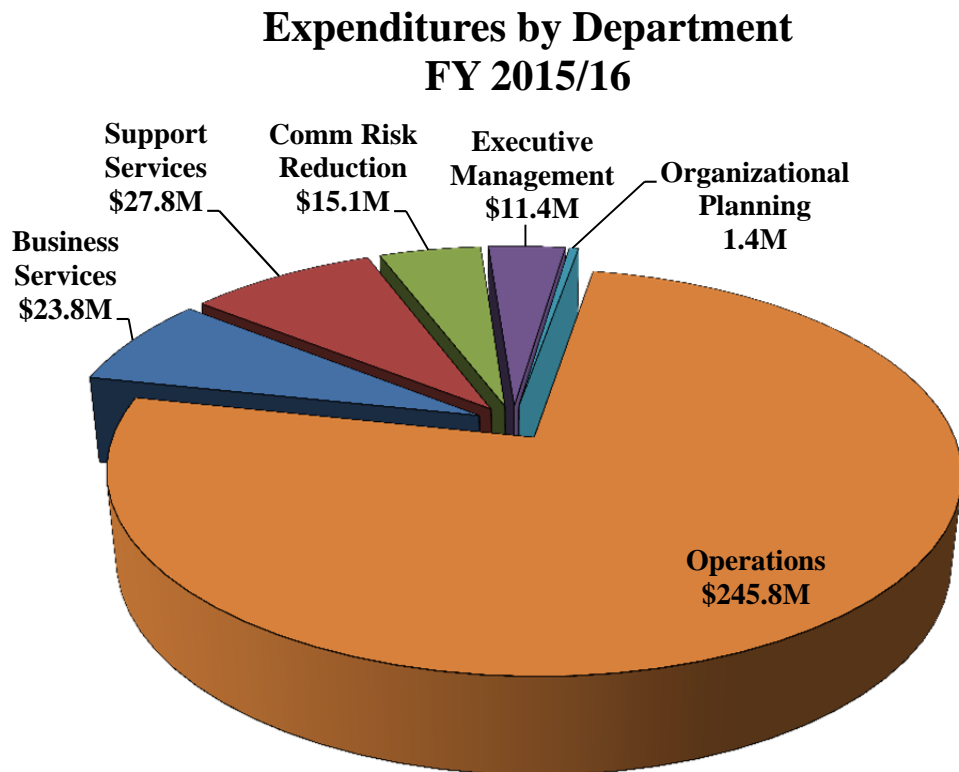
HIGHLIGHTS

Salary Increases

The FY 2015/16 budget includes scheduled salary increases as required by approved MOUs; however, these salary increases are largely offset by increased employee contributions to the cost of retirement. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

A hiring freeze remains in place for 93 positions that do not provide frontline service to the public. The FY 2015/16 Budget reflects 24 additional positions to be added or restored. These include 9 non-safety and 15 safety positions. The safety positions are primarily for the staffing of the new fire station 56.



FY 2015/16 OCFA Adopted Budget

Retirement

The retirement budget for FY 2015/16 is based on OCERS' final adopted rates. The final FY 2015/16 rates from OCERS reflect a continued increase due to the impact of OCERS' 0.50% decrease in the assumed rate of return from 7.75% to 7.25%. This change is being phased-in over two fiscal years and started in FY 2014/15. Retirement also reflects ongoing employee retirement contributions. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions. Employee rates were increased for OCEA, FF Unit, and Executive Management as a result of MOU or Personnel and Salary Resolution changes. This has resulted in a multi-year phased in approach to achieving employees paying 50% of normal costs for employee retirement contributions.

Workers' Compensation

Funding for the FY 2015/16 workers' compensation self-insurance program at \$7.7 million is based on the 50% confidence level provided by the actuarial study completed in January 2015. This is a decrease from the previously used 60% confidence level but is more aligned with actual prior years' expenditures.

Services & Supplies/Equipment

Overall, the budget for Services and Supplies (S&S) and Equipment was held flat from FY 2014/15, excluding one-time projects. 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 OCFA's domain objectives, as well as availability of funding, and the risks/consequences of not approving the request.

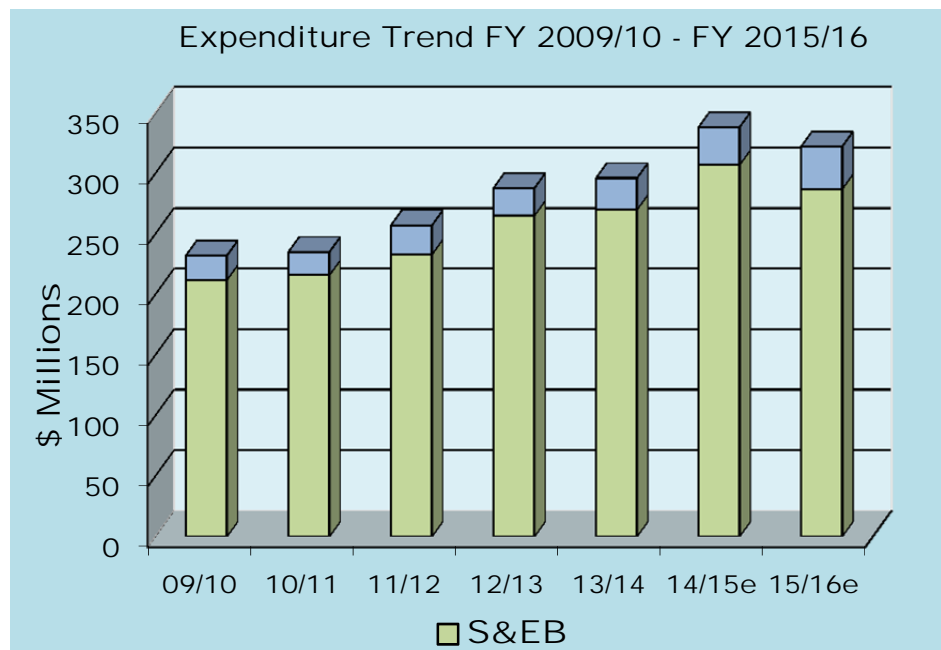
Operating Transfer

The FY 2015/16 budget includes an operating transfer out of \$7.36 million to the CIP funds.

Expenditure Trends

The chart reflects expenditure trends for seven years through FY 2015/16. Increases in both the S&EB and S&S reflect the addition of the Santa Ana Fire Department effective April 20, 2012.

S&EB reflects a marked increase in FY 2014/15 due to a one-time \$21 million payment towards the agen-

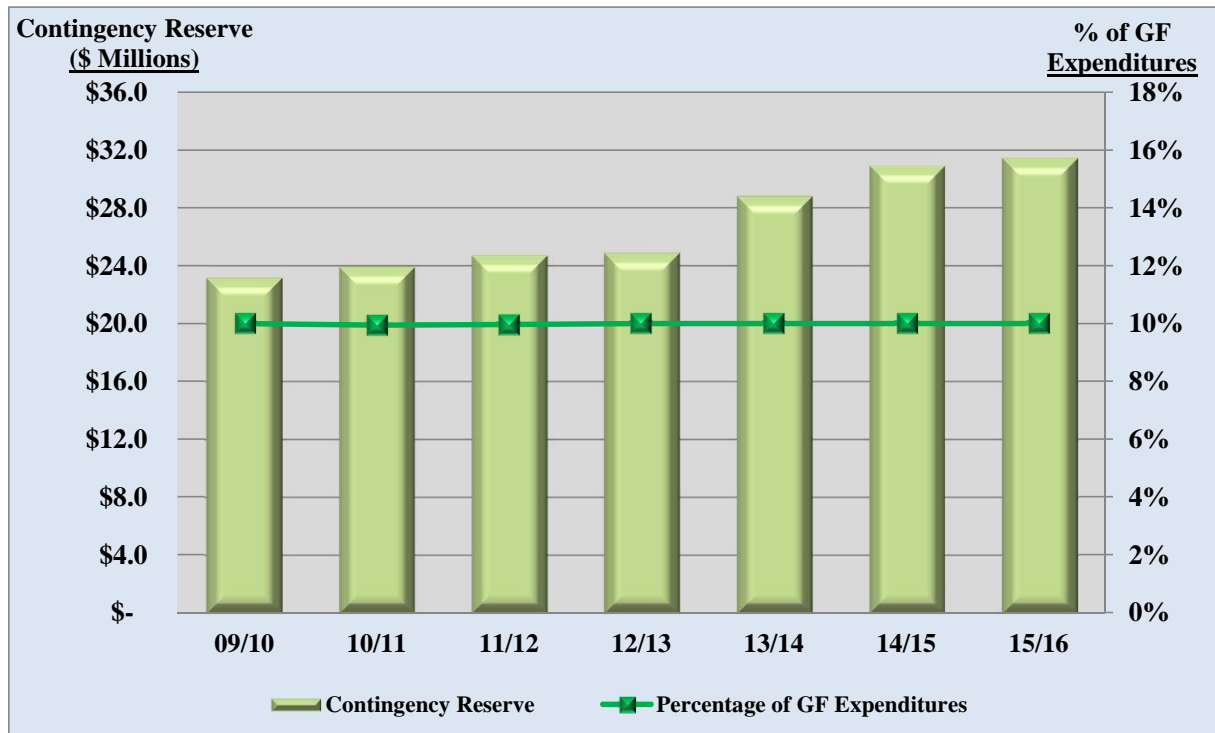


cy's unfunded pension liability. FY 2015/16 S&EB includes staffing increases as well as increases in retirement and medical benefits. The adopted FY 2015/16 budget also includes both merit and MOU required salary increases; however, as previously stated, the MOU required increases are mostly offset by increased employee retirement contributions. FY 2015/16 S&S expenditures increased primarily due to Jurisdictional Equity Adjustment Payments.

Expenditures have increased during this seven-year period primarily due to the addition of the City of Santa Ana to the OCFA. 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

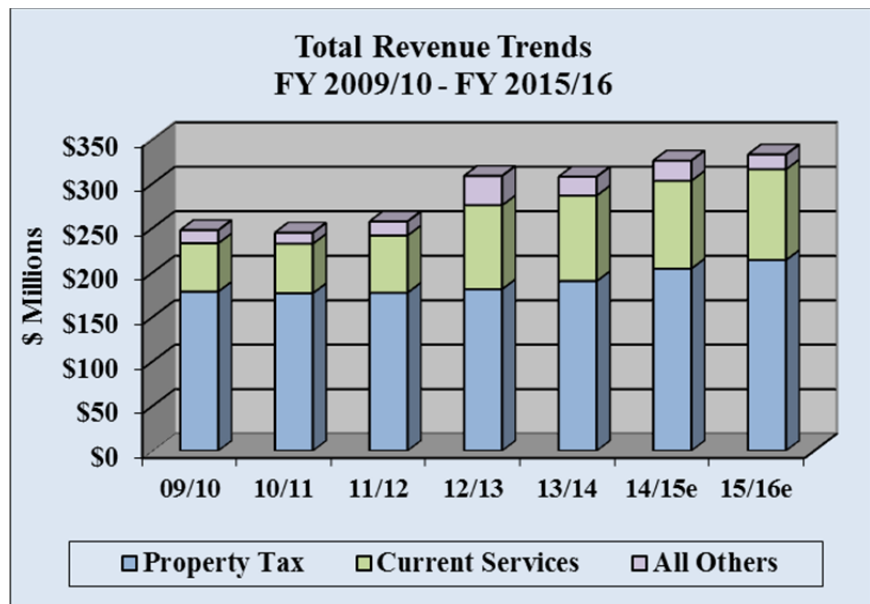
General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2015/16 is \$333,074,587 which is an increase of 2.03% over the prior year's budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, Community Risk Reduction Fees, and Advanced Life Support Reimbursements are the top five sources of revenue for the OCFA and represent 97.9% of the OCFA's General Fund revenue and 93.1% our total revenue for FY 2015/16.

Revenue projections for FY 2015/16 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement.

ECONOMIC OUTLOOK

The most significant economic factor affecting the OCFA is the real estate market; that impact is reflected primarily in property tax revenues and Community Risk Reduction fees. The Chapman Economic and Business Review dated June 2015 reported that 10,533 new dwelling units were permitted in Orange County in 2014, and an increase of 7.1% and 4.3% is anticipated for 2014 and 2015. Please refer to the Construction and Housing Activity data in the Appendix. According to the Chapman



Economic and Business Review, job growth and tight resale inventory are placing upward pressure on home prices, but these forces are being mitigated by higher projected inventory of new homes and lower affordability. Orange County housing prices are projected to increase by 4.8% in 2015 and 3.7% in 2016, down from a peak of 20.3% in 2013 and growth of 6% in 2014. Looking at California as a whole, home prices are projected to increase by 5.4% in 2015 and 4.4% in 2016. Our secured property tax revenue projections reflect an increase of 5.11% from FY 2014/15.

PROPERTY TAXES

Property taxes are the major revenue source of the OCFA representing approximately 64% of General Fund revenues. Property taxes are received by the OCFA from the Structural Fire Fund (SFF) maintained by the County of Orange. Fifteen member cities and the unincorporated areas of Orange County are part of the SFF. State law provides for a maximum 1% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the

FY 2015/16 OCFA Adopted Budget

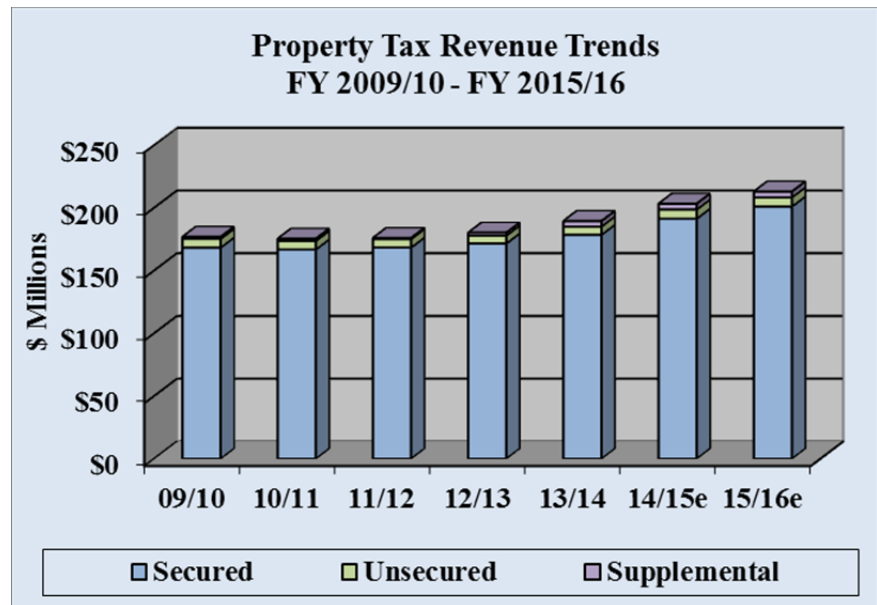
County from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.6% of the one percent basic levy for all SFF areas. This rate is set by law and has not changed significantly since it was established in 1978; therefore, 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. The Rosenow Spevacek Group, Inc. (RSG) was retained again this year to provide these estimates.

Total property tax is estimated at \$214.4 million for FY 2015/16, representing a 4.7% increase from FY 2014/15. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property, i.e. real property and attached improvements comprises 94% of total property taxes and approximately 60% of total General Fund revenue. RSG has projected an increase of 5.11% for secured property taxes in FY 2014/15. This growth factor is applied to the FY 2014/15 actual tax charge, and then reduced by a 1% refund/net roll factor. The Secured property tax also includes public utility taxes, which are projected to remain

at the FY 2014/15 level (\$2.0 million) based on the history of public utility assessed valuation from year to year. FY 2015/16 Secured property tax is estimated at \$201.0 million.



Unsecured Property Tax

The unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 3.4% of total property taxes and 2.2% of total OCFA General Fund revenue. The FY 2015/16 unsecured property tax estimates are based on the FY 2014/15 tax ledger with no growth projected. An 8.7% 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

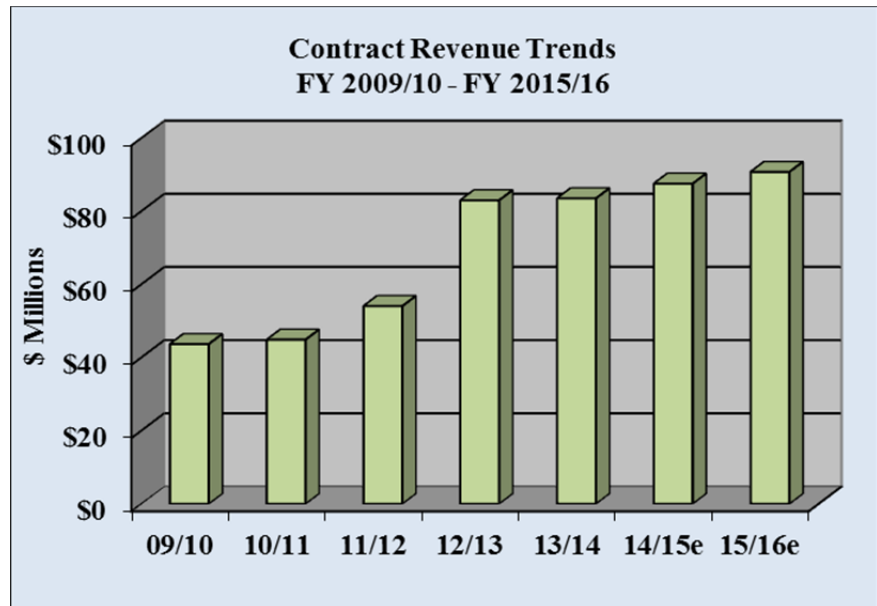
Supplemental property tax is generated when property changes ownership after the Assessor's annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 2.2% of total property taxes

and approximately 1.4% 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 \$9.4 million in actual receipts and declined to \$0.9 million in FY 2011/12; we are projecting \$4.6 million in FY 2014/15. Since RSG does not provide estimates for supplemental growth, we conservatively projected this revenue in FY 2015/16 at \$4.6 million.

CONTRACTS

The cities of Buena Park, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. This source of revenue represents approximately 27.3% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$90.8 million which represents a 3.3% increase over FY 2014/15. As reflected in the graph, this category showed a significant increase in April 2012 due to the addition of the city of Santa Ana.

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. The First Amendment to the Amended Joint Powers Authority (JPA) Agreement, effective July 1, 2010, also requires each city to pay their calculated “2010 Shortfall”, which is the difference between the FY 2009/10 capped charge under the prior JPA Agreement and the actual FY 2009/10 cost. This shortfall, which is outside the



4.5% cap, is amortized over a ten-year period beginning July 2010. The First Amendment to the Amended JPA Agreement also provides for the cash contract cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.5% cap. FY 2014/15 was the first fiscal year since FY 2009/10 that the budget for operational services increased in excess of the cap at 4.54%. The banked amount of 0.04% from FY 2014/15 was added to the FY 2015/16 operational services budget increase of 2.34% for a total increase of 2.38%.

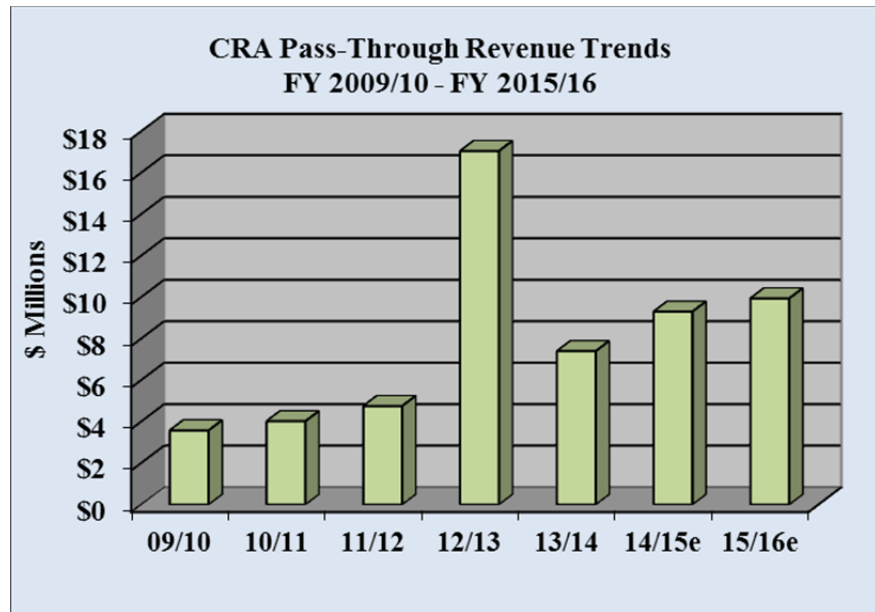
Total John Wayne Airport (JWA) contract revenue is \$4.4 million reflecting a 2.9% increase from FY 2014/15. A five-year contract, effective November 2012, includes daily staffing of six personnel down from seven personnel. These charges are based on salary and benefit costs for staff assigned to Station 33. The total charge includes a 6.97% overhead cost rate and a cap of 4% on annual cost increases as provided in the agreement.

FY 2015/16 OCFA Adopted Budget

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

The CRA revenues, which comprise 3.0% of total General Fund revenues, are also projected by RSG.

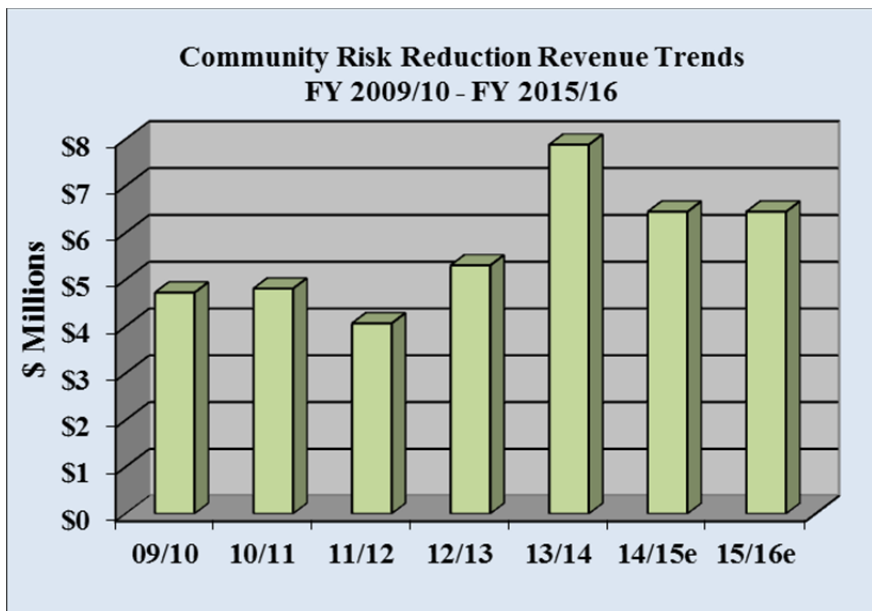
The FY 2012/13 budget reflects \$10.6 million in one-time revenue related to the state audit of Low-to-Moderate Income Housing Funds and Non-Housing Funds. Unobligated funds were forwarded to the taxing entities, which include the OCFA. The budget for FY 2015/16 is \$9.9 million, reflecting an increase of 6.8%



from FY 2014/15. FY 2014/15 includes one-time revenue of \$1.1 million. The increase in CRA revenue in FY 2015/16 is primarily being driven by a 67% increase in County of Orange CRA revenue. The County of Orange, which composes approximately 27.8% of total CRA revenue, is anticipated to complete payments on large enforceable obligations which increases the funds available to distribute to the taxing entities including the OCFA.

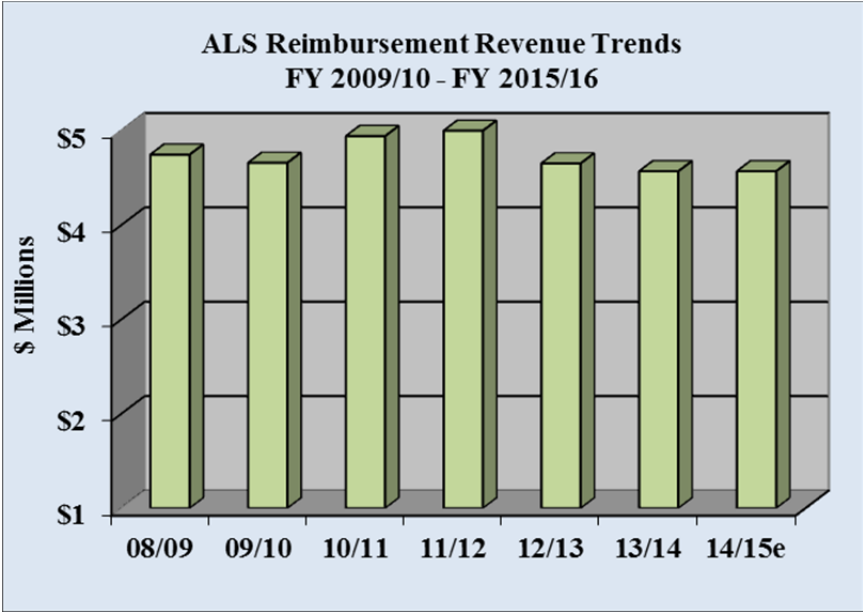
COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.9% of total General Fund revenues and include permits, inspections, and plan checks. CRR Fees are estimated at \$6.4 million. Community risk reduction fees are conservatively estimated to remain flat for FY 2015/16 as the growth rate in the real estate market slows. The OCFA is preparing a new CRR fee study and a mid-year adjustment may be necessary in FY 2015/16, pending any changes approved by the Board.



ADVANCED LIFE SUPPORT (ALS) REIMBURSEMENTS

Advanced Life Support (ALS) reimbursements represent 1.4% of total General Fund revenues and include reimbursements for medical supplies and ALS paramedic service costs. ALS reimbursement revenue is estimated at \$4.6 million. In February 2014, the Orange County Health Care Agency (OCHCA) was ordered by the State of California to take over the ambulance selection process from the OCFA. This revenue will continue to be collected by the ambulance companies for pass-through to OCFA.



The 9-1-1 Emergency Ambulance Contracts administered by OCHCA include the rates at which the OCFA will be reimbursed for paramedic services and medical supplies. Under the terms of the 9-1-1 Emergency Ambulance Contracts, those rates may be updated annually, are limited to the OCFA’s actual cost of providing the services, and cannot exceed the annual percentage increase in the Basic Life Support (BLS) maximum emergency 9-1-1 transportation billing rate as updated annually by the County Board of Supervisors. No fee increases are reflected in this adopted budget.

FY 2015/16 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2015/16**

DESCRIPTION	FY 2013/14 Budget	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
PROPERTY TAXES	\$190,156,251	\$204,827,822	\$214,445,545	4.70%
INTERGOVERNMENTAL	17,872,333	20,929,958	14,942,177	-28.61%
CHARGES FOR CURRENT SVCS	96,288,619	99,048,348	101,969,304	2.95%
USE OF MONEY AND PROPERTY	128,487	389,728	658,828	69.05%
OTHER	1,572,631	1,266,125	1,058,733	-16.38%
TOTAL REVENUE	\$306,018,321	\$326,461,981	\$333,074,587	2.03%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2015/16

DESCRIPTION	FY 2013/14 Budget	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
TAXES				
Property Taxes, Current Secured	177,981,650	\$191,315,111	\$200,957,801	5.04%
Property Taxes, Current Unsecured	6,725,590	7,187,571	7,187,571	0.00%
Property Taxes, Prior Unsecured	112,894	112,894	112,894	0.00%
Property Taxes, Supplemental	3,743,750	4,623,340	4,623,340	0.00%
Delinquent Supplemental	201,867	201,867	201,867	0.00%
Homeowner Property Tax	1,390,500	1,387,039	1,362,072	-1.80%
TOTAL PROPERTY TAXES	190,156,251	204,827,822	214,445,545	4.70%
INTERGOVERNMENTAL				
State				
State-Civil Defense SONGS/NPP	9,113	-	-	0.00%
SRA-Wild lands (CAL FIRE Contract)	4,219,534	4,219,534	4,683,198	10.99%
Assistance by Hire (State)	2,924,209	3,893,426	200,000	-94.86%
Mandated Reimb. SB90	-	69,468	-	-100.00%
Helicopters' Billing - CAL FIRE	47,068	220,736	10,000	-95.47%
Misc. State Revenue	26,142	210,000	-	-100.00%
SUB-TOTAL	7,226,066	8,613,164	4,893,198	-43.19%
Federal				
Disaster Relief-Federal	33,412	4,357	-	-100.00%
USAR Reimbursements	1,546,174	1,631,714	-	-100.00%
Assistance by Hire (Federal)	595,110	837,614	100,000	-88.06%
Misc Federal Revenue	1,114,310	531,121	-	-100.00%
SUB-TOTAL	3,289,006	3,004,806	100,000	-96.67%
CRA Pass-Through				
Cypress-CRA Pass thru	591,899	811,064	685,283	-15.51%
Irvine - CRA Pass thru	633,766	642,321	977,141	52.13%
La Palma - CRA Pass thru	262,948	262,367	402,713	53.49%
Lake Forest - CRA Pass thru	373,755	299,222	404,999	35.35%
Mission Viejo Pass thru	889,407	1,399,412	1,452,372	3.78%
San Juan Caps - CRA Pass thru	751,837	990,120	1,007,659	1.77%
County of Orange Pass-Through	1,521,239	1,655,955	2,764,296	66.93%
Yorba Linda - CRA Pass thru	2,124,647	2,165,974	2,254,516	4.09%
Misc. One-Time RDA revenue	207,763	1,085,553	-	-100.00%
SUB-TOTAL	7,357,261	9,311,988	9,948,979	6.84%
TOTAL INTERGOVERNMENTAL	17,872,333	20,929,958	14,942,177	-28.61%

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2015/16

DESCRIPTION	FY 2013/14 Budget	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
San Clemente-Ambulance S&EB	533,806	498,938	525,320	5.29%
San Clemente-Ambulance S&S	26,469	28,360	27,853	-1.79%
Facility Maintenance Charges	-	292,968	250,000	-14.67%
Tustin	6,080,404	6,462,533	6,778,478	4.89%
Placentia	5,127,063	5,449,278	5,659,590	3.86%
Santa Ana	34,617,975	36,161,560	37,014,682	2.36%
Santa Ana S&EB Reimbursement	405,000	35,000	200,000	471.43%
Seal Beach	4,232,812	4,498,827	4,672,456	3.86%
Stanton	3,438,886	3,654,206	3,800,518	4.00%
JWA Contract	4,194,160	4,301,824	4,425,479	2.87%
Buena Park	8,774,652	9,307,967	9,651,490	3.69%
San Clemente	6,911,619	7,304,176	7,549,855	3.36%
Westminster	9,300,304	9,861,998	10,222,871	3.66%
SUB-TOTAL	83,643,150	87,857,635	90,778,591	3.32%
Community Risk Reduction Fees				
AR Late Payment Penalty	13,450	8,400	8,400	0.00%
Inspection Services Revenue	2,622,300	2,253,602	2,253,602	0.00%
P&D Fees	5,118,060	4,036,602	4,036,602	0.00%
False Alarm	150,000	150,000	150,000	0.00%
SUB-TOTAL	7,903,810	6,448,604	6,448,604	0.00%
Other Charges for Services				
Hazmt Respnse Subscription Prog	4,501	4,951	4,951	0.00%
Charge for Hand Crew Services	166,584	166,584	166,584	0.00%
SUB-TOTAL	171,085	171,535	171,535	0.00%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,030,920	1,030,920	1,030,920	0.00%
ALS Transport Reimbursement	3,539,654	3,539,654	3,539,654	0.00%
SUB-TOTAL	4,570,574	4,570,574	4,570,574	0.00%
TOTAL CHGS FOR CURRENT SVCS	96,288,619	99,048,348	101,969,304	2.95%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2015/16

DESCRIPTION	FY 2013/14 Budget	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
USE OF MONEY AND PROPERTY				
Interest				
Interest	128,487	389,728	658,828	69.05%
TOTAL USE OF MONEY/PROPERTY	128,487	389,728	658,828	69.05%
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	5,000	5,000	5,000	0.00%
Miscellaneous Revenue	156,600	128,512	123,145	-4.18%
Restitution	1,000	1,000	1,000	0.00%
RFOTC Cell Tower Lease Agreement	40,000	41,000	41,000	0.00%
Fullerton Airport Hangar Lease	123,658	60,200	59,088	-1.85%
Witness Fees	4,500	4,500	4,500	0.00%
Misc Revenue - Donations	100,000	-	-	0.00%
Joint Apprenticeship Comm (CFFJAC)	150,000	150,000	150,000	0.00%
Santa Ana College Agreement	500,000	600,000	600,000	0.00%
Bankruptcy Loss Recovery	79,745	155,630	25,000	-83.94%
Insurance Settlements	362,128	5,135	-	-100.00%
Sales of Surplus	50,000	113,596	50,000	-55.98%
Non-Taxable Sales	-	1,552	-	-100.00%
TOTAL OTHER REVENUE	1,572,631	1,266,125	1,058,733	-16.38%
TOTAL	\$306,018,321	\$326,461,981	333,074,587	2.03%

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2015/16 BUDGET

Account Description and Explanation of Significant Changes	FY 2014/15 Adjusted Budget [A]	FY 2015/16 Approved Budget	\$ Change fr FY 2014/15 Budget	% Change fr FY 2014/15 Budget
<u>EMPLOYEE SALARIES</u>				
Regular Salaries	\$112,345,549	\$113,120,461	\$774,912	0.69%
<ul style="list-style-type: none"> - FY 2014/15 base includes rebudgeted items from FY 2013/14, and one-time costs for various grants accepted during the fiscal year - Cost-of-living adjustment included for only the OCEA bargaining unit; no cost-of-living adjustments included for the remaining groups - Includes potential merit increases for eligible employees - New FS56 Staffing is included - Reflects 93 unfunded positions 				
Backfill/Overtime/FLSA	45,047,877	43,710,065	(1,337,812)	-2.97%
<ul style="list-style-type: none"> - FY 2014/15 includes rebudgeted items from FY 2013/14, one-time costs for various grants accepted during the fiscal year, and one-time increases for out-of-county emergencies - FY 2015/16 based on historical trends for the last two fiscal years, adjusted for impact of the new FF working schedule - Includes potential merit increases for eligible employees 				
Extra Help	162,498	64,400	(98,098)	-60.37%
<ul style="list-style-type: none"> - Extra help in several sections were reduced in FY 2015/16 				
Reserves	409,760	350,000	(59,760)	-14.58%
<ul style="list-style-type: none"> - FY 2014/15 includes costs related to a one-time grant accepted during the fiscal year 				
Other Pay	15,231,153	16,488,495	1,257,342	8.26%
<ul style="list-style-type: none"> - FY 2014/15 base includes rebudgeted items from FY 2013/14, and one-time costs for various grants accepted during the fiscal year - Includes potential merit increases for eligible employees - Includes new AFTO special bonus pay introduced in FY 2014/15 - Includes Car Allowances to two new Executive Management team members - Reflects increase in education incentive pays as more employees are eligible for the higher incentive levels - Reflects 93 unfunded positions 				
Sick/Vacation Payoff	3,617,463	3,500,000	(117,463)	-3.25%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	176,814,300	177,233,421	419,121	0.24%

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2015/16 BUDGET

Account Description and Explanation of Significant Changes	FY 2014/15 Adjusted Budget [A]	FY 2015/16 Approved Budget	\$ Change fr FY 2014/15 Budget	% Change fr FY 2014/15 Budget
<u>RETIREMENT</u>	90,723,613	72,320,294	(18,403,319)	-20.29%
- FY 2014/15 includes a one-time \$18.3M UAAL pay-down				
- Reflects OCERS' final adopted rates and PEPRA rates for vacant positions				
- Reflects cost-offset from ongoing employee retirement contributions				
- Includes \$1.7M savings related to the prepayment to OCERS				
- Includes \$2.8M UAAL buy-down				
- Reflects 93 unfunded positions				
<u>INSURANCE</u>				
Health Insurance	23,201,251	25,390,748	2,189,497	9.44%
- Includes estimated 9% increase for the FF group based on the FF Unit Health Plan Agreement				
- Management dental and vision insurance reflects an increase of 5%				
Workers' Compensation	13,813,015	12,729,592	(1,083,423)	-7.84%
- Workers' Comp for FY 2015/16 budgeted based on the 50% confidence level provided by the actuarial study, which is about \$1M lower than FY 2014/15				
Unemployment Insurance	30,000	40,000	10,000	33.33%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	37,044,266	38,160,340	1,116,074	3.01%
<u>MEDICARE</u>	2,306,950	2,440,147	133,197	5.77%
- Includes potential merit increases for eligible employees				
- Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not				
- Reflects 93 unfunded positions				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$306,889,129	\$290,154,202	(\$16,734,927)	-5.45%

Footnote:

[A] FY 2014/15 Budget has been adjusted for one-time internal budget transfers that occurred during FY 2014/15

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2015/16 GENERAL FUND BUDGET

Account Description and Explanation of Significant Changes	FY 2014/15 Adjusted Budget [A]	FY 2015/16 Approved Budget	\$ Change fr FY 2014/15 Budget	% Change fr FY 2014/15 Budget
Clothing - FY 2014/15 reflects a one-time increase of \$118K for US&R grant funds. - FY 2015/16 includes an increase for safety clothing for the additional recruit academy.	1,179,711	\$1,114,036	(\$65,675)	-5.57%
Communications - FY 2014/15 reflects a one-time increase for US&R grant funds.	957,860	939,640	(18,220)	-1.90%
Food	65,013	63,029	(1,984)	-3.05%
Household Expenses	254,500	254,500	-	0.00%
Insurance - FY 2015/16 reflects a net increase in insurance costs due to higher costs in Risk Management in the Human Resources division.	1,436,705	1,459,661	22,956	1.60%
Maintenance/Repair - Equipment - FY 2015/16 reflects increased costs in the Fleet Services section.	3,935,227	4,131,657	196,430	4.99%
Maintenance/Repair - Buildings - FY 2014/15 reflects one time \$100K increase at the mid-year. - FY 2015/16 includes an increase in Property Management.	2,092,321	2,004,254	(88,067)	-4.21%
Medical Supplies and Equipment - FY 2014/15 reflects an increase in medical supplies & equipment for EMS in Division 6 section.	977,760	1,031,503	53,743	5.50%
Memberships	46,644	45,408	(1,236)	-2.65%
Miscellaneous Expenses - Budget reflects increased costs for FY 2015/16 Jurisdictional Equity Adjustment Payments (JEAP).	6,989,875	7,879,298	889,423	12.72%
Office Expense	831,635	829,599	(2,036)	-0.24%

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2015/16 GENERAL FUND BUDGET**

Account Description and Explanation of Significant Changes	FY 2014/15 Adjusted Budget [A]	FY 2015/16 Approved Budget	\$ Change fr FY 2014/15 Budget	% Change fr FY 2014/15 Budget
Professional and Specialized Services - FY 2014/15 includes one time increases at the mid-year and for the State Responsibility Area Fire Prevention Grant. Also includes rebudgeted funds from FY 2013/14. - FY 2015/16 budget reflects a \$328K decrease for information technology consultants to offset new staff positions.	8,779,683	7,798,354	(981,329)	-11.18%
Publications and Legal Notices	7,006	7,006	-	0.00%
Rents and Leases - Equipment	153,000	153,000	-	0.00%
Rents and Leases - Facilities	105,000	103,031	(1,969)	-1.88%
Small Tools and Instruments	161,008	161,008	-	0.00%
Special Department Expense - FY 2014/15 includes \$241K in rebudgeted items from FY 2013/14.	1,685,338	1,440,439	(244,899)	-14.53%
Transportation - FY 2015/16 reflects increased fuel costs for helicopters and vehicles.	1,838,736	2,020,736	182,000	9.90%
Travel, Training and Meetings - FY 2014/15 reflects one time grant and mid-year increases for various sections, and rebudgeted funds from FY 2013/14.	1,150,267	952,729	(197,538)	-17.17%
Utilities	2,162,380	2,161,336	(1,044)	-0.05%
Taxes and Assessments - FY 2015/16 reflects a decrease in Finance of misc. taxes and assessments	39,912	28,554	(11,358)	-28.46%
TOTAL SERVICES & SUPPLIES	\$34,849,581	\$34,578,778	(\$270,803)	-0.78%

Footnotes:

[A] FY 2014/15 Budget has been adjusted for one-time internal budget transfers that occurred during FY 2014/15



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Hands Only CPR

If you see someone suddenly collapse...ACT FAST!

- ✓ Call 911
- ✓ Push hard and fast in the center of the chest until help arrives
 - Push at a rate of 100 beats per minute which about the same tempo of the song "Stayin' Alive"

Your actions can help save a life!

To learn more visit: www.heart.org/handsonlyCPR



Business Services



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Are You Prepared?

✓ **READY**

⇒ **SET**

⇒ **GO!**

✓ **READY! Prepare your home and family now.**

Take steps now to safeguard your property.

- Vegetation Management:
 - Remove dead/dying trees, shrubs, plants and vines.
 - Reduce vegetation by pruning and thinning within 100 feet of structures.
 - Go Green! Replant with fire-resistive, drought tolerant plants.
- Home Hardening:
 - Utilize non-combustible roofing materials.
 - Cover attic and garage vents with 1/8" metal mesh.
 - Ensure that decks and porches are made of non-combustible materials.

✓ **SET! Make sure evacuation plans are in place.**

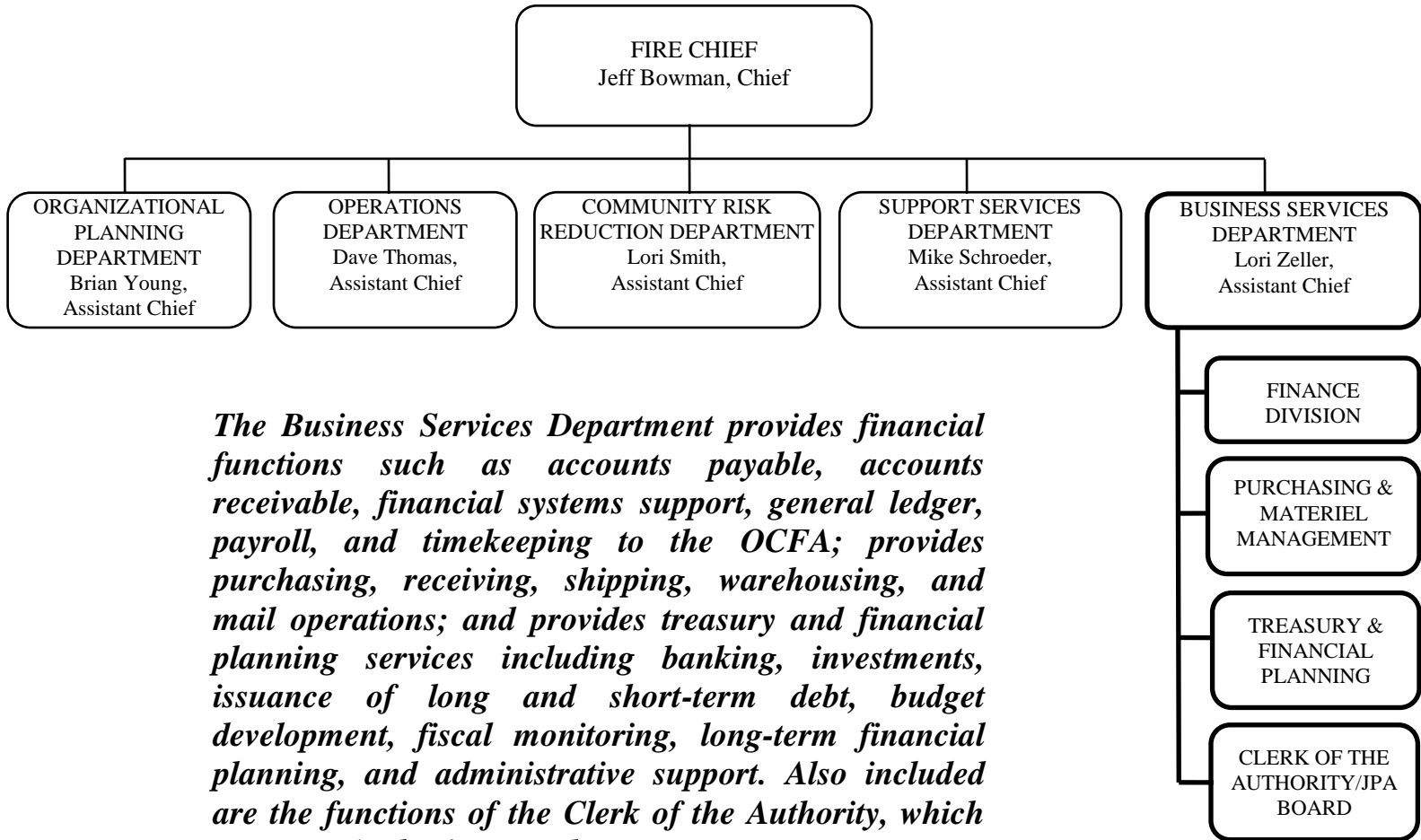
- Be "Red Flag" aware. This means the Santa Ana Winds are blowing, which increases the risk of wildfire.
- Plan your evacuation with two different ways out and don't forget your pets.
- Assemble an emergency kit with a list of emergency phone numbers and credit cards/cash.
- Know what to do if trapped by fire. Understanding and following survival tips will help you make it out alive.

✓ **GO! Leave early, before evacuation is ordered if necessary.**

- Avoiding road congestion will give your family the best chance of surviving.
- Take your emergency kit, pets, cash, water, clothes, medicines, and other valuables.
- Go to your predetermined location (relatives, friends, or evacuation center).

For more detailed information, visit www.ReadySetGoOC.org

BUSINESS SERVICES DEPARTMENT



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.

Business Services Department

Budget Summary:

The FY 2015/16 budget for the Business Services Department is \$23.8 million, which is a decrease of 41.92% compared to FY 2014/15. The decrease is primarily attributable to a one-time payment of \$21.3 million in FY 2014/15 to paydown OCFA's unfunded pension liability. For FY 2015/16 the unfunded pension payment was reduced to \$3.0 million. This decrease was offset by a \$5.8 million increase in FY 2015/16 for the Jurisdictional Equity Adjustment Payments (JEAP). The FY 2015/16 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval. During FY 2014/15 the Clerk of the Authority and the JPA were moved to the Business Services Department from the Executive Management Department. The budget includes funding for 53 positions in FY 2015/16.

Department Domain Objectives:

During FY 2014/15, OCFA established a new Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. Many of the objectives and initiatives carried forward to the FY 2015/16 Strategic Plan, which was adopted by the Board of Directors on August 27, 2015. Both annual Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Focus on Fiscal Health
- Improve Department Communications
- Establish Consistency in HR Functions and Improve Labor Relations
- Conduct Analysis of Field Operations.
- Continue Development of Records Management System
- Maintain Flexibility of Unforeseen Events

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2015/16 BUDGET

Account Description	JPA Board of Directors	Clerk of the Authority	Finance Division	Materiel Management	Purchasing	Treasury & Financial Planning	Department Total
EMPLOYEE SALARIES							
Regular Salaries	-	\$352,482	\$1,906,258	\$751,774	\$464,527	\$753,993	\$4,229,034
Backfill/Overtime	-	-	2,460	38,124	-	-	40,584
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	3,628	49,245	62,908	11,390	-	127,171
Sick/Vacation Payoff	-	11,450	52,183	9,893	942	38,082	112,550
TOTAL SALARIES	-	367,560	2,010,146	862,699	476,859	792,075	4,509,339
RETIREMENT	-	133,612	750,703	303,929	179,447	3,094,972	4,462,663
INSURANCE							
Employee Insurance	-	73,366	313,703	158,717	69,449	157,435	772,670
Workers' Comp	-	11,207	77,823	83,249	17,604	30,630	220,513
TOTAL INSURANCE	-	84,573	391,526	241,966	87,053	188,065	993,183
MEDICARE	-	5,322	28,140	12,439	6,914	11,459	64,274
TOTAL S&EB	-	591,067	3,180,515	1,421,033	750,273	4,086,571	10,029,459
SERVICES AND SUPPLIES	61,915	32,089	2,944,264	2,267,283	34,468	8,095,941	13,435,960
EQUIPMENT	-	-	-	13,000	-	-	13,000
DEBT SERVICE	-	-	-	-	-	318,050	318,050
TOTAL BUDGET	\$61,915	\$623,156	\$6,124,779	\$3,701,316	\$784,741	\$12,500,562	\$23,796,469
Funded Positions	-	5	22	15	5	6	53

FY 2015/16 OCFA Adopted Budget

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
BUSINESS SERVICES DEPARTMENT
Lori Zeller, Assistant Chief

	Role	Not Started	In Progress	Completed	Target Date
Focus on Fiscal Health					
Initiative 1.1 – Assess financial changes and make recommendations to further fiscal health.	P	<ul style="list-style-type: none"> • 2015/16 proposed budget and change to W/C funding policy were approved by Board in May • Recommended phase-in approach for funding service enhancements was approved by Board in April • Phase-in approach for restoring frozen positions was approved with budget adoption 			06/30/15
Initiative 1.2 – Develop creative strategies relating to the Equity matter.	P	<ul style="list-style-type: none"> • Met w/Supervisors to request they reconsider opposition to appeal • Preparing draft plans to reconvene the Equity Committee if OCFA/Irvine do not prevail in appeal • Estimated 5% completion 			06/30/16 Carry forward to FY 2015/16 Plan
Initiative 1.3 – Sustain financial discipline to continue the Accelerated Pension Paydown Plan.	P	<ul style="list-style-type: none"> • The 2015/16 adopted budget and the 5-year financial forecast include continued accelerated payments • Accelerated payments through the next 5 years = 37.5% of OCFA’s UAAL • OCFA is on schedule for full payment of the pension liability 13 years from when we started of our paydown plan, by 2025/26 			06/30/15
Initiative 1.4 – Provide leadership and oversight for all financial/administrative responsibilities assigned to the Business Services Department.	P	<ul style="list-style-type: none"> • Ongoing 			06/30/15
Initiative 1.5 – Provide a Business Services liaison to the Organizational Planning Department to assist with efficiency measures.	S	<ul style="list-style-type: none"> • A memo was distributed to all Bus. Svcs. employees requesting candidates to submit interest • Bus. Svcs. managers will review candidates and select the liaison • Estimated 25% completion 			06/30/15 Carry forward to FY 2015/16 Plan
Improve Department Communications					
Initiative 2.1 – Foster productive and positive working relationships, while also requiring accountability from all employees.	P	<ul style="list-style-type: none"> • Joint-Labor Management meetings were held monthly with all represented groups to foster ongoing communications and positive relationships • Performance evaluations for Bus. Svcs. 			06/30/15



FY14/15 DOMAIN OBJECTIVES – June 2015

Progress Update

BUSINESS SERVICES DEPARTMENT

Lori Zeller, Assistant Chief



Role	Not Started	In Progress	Completed	Target Date
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			<p>employees were completed timely, providing feedback and requiring accountability</p> <ul style="list-style-type: none"> • Pursuit of this initiative will be ongoing 	
Initiative 2.2 – Build an environment where employees are energized and committed to continuous improvement.	P		<ul style="list-style-type: none"> • Several Bus. Svcs. employees participated in promotional processes during the year, and were promoted to higher level positions as a result • Many promotions were to higher levels within Bus. Svcs., and two moved to higher level positions in the CRR Department • The Finance, Budget, and Purchasing Sections each pursued and achieved award certifications from professional associations demonstrating our employees' commitment to continuous improvement • Pursuit of this initiative will be ongoing 	06/30/15
Initiative 2.3 – Pursue high-quality agenda materials and presentations for Board and Committees, improving clarity and use of Director's time and resources.	P		<ul style="list-style-type: none"> • New format for agendas has been implemented • Pursuit of high quality agendas will be ongoing 	06/30/15
Initiative 2.4 – Facilitate annual Board Orientations and Board Academies to train new Directors appointed to the OCFA.	P		<ul style="list-style-type: none"> • New Board orientation was completed in February • Support was provided for the Day in the Life demos 	06/30/15
Establish Consistency in HR Functions and Improve Labor Relations				 ∞
Initiative 3.1 – Develop a succession plan for all areas of the Business Services Department.	P		<ul style="list-style-type: none"> • Bus. Svcs. managers have begun to work on plans for each section • Estimated 5% completion 	<u>06/30/16</u> Carry forward to FY 2015/16 Plan
Initiative 3.2 – Provide leadership and financial support in negotiation of successor MOUs.	S		<ul style="list-style-type: none"> • Successor MOU for OCEA was completed • A first-time agreement with the newly formed OCFAMA was completed • Language clean-up negotiations were completed with OCPFA 	12/31/15
Conduct Analysis of Field Operations				 ∞
Initiative 4.1 – Provide financial/administrative support to the various analyses of field	S		<ul style="list-style-type: none"> • Phase 1 recommendations relating to EMS deployment were approved by the 	06/30/16

FY 2015/16 OCFA Adopted Budget




FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
BUSINESS SERVICES DEPARTMENT
Lori Zeller, Assistant Chief

Role	Not Started	In Progress	Completed	Target Date
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operations, including but not limited to; Air Ops/USAR/TRT, HazMat Response/Staffing, EMS, BC/DC Alignment, and SC Hospital Closure.		Board in April		
Initiative 4.2 – Monitor the Ambulance RFP process for opportunities to assist the HCA and member cities.	S	<ul style="list-style-type: none"> New contracts implemented June 1 		06/30/15
Initiative 4.3 – Explore staffing options in the Service Center to facilitate a return to daily fire station deliveries in the field.	P	<ul style="list-style-type: none"> Review of options will be completed for consideration during FY 2015/16 Estimated 10% completion 		06/30/16 Carry forward to FY 2015/16 Plan
Continue Development of Records Management System				 ∞
Initiative 5.1 – Assist with development of a new RMS replacement for IFP.	S	<ul style="list-style-type: none"> Input is provided as needed to project team Estimated 10% completion 		12/31/16 Support needs are minimal; item is not added to 15/16 Plan, but support will continue
Maintain flexibility for unforeseen events.				 ∞
Examples: Board Director requests, Member City requests, OCERS policy deliberations, Public Record Act requests, employee matters.		<ul style="list-style-type: none"> Ongoing 		06/30/15



KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role


**FY 2015/16 DOMAIN OBJECTIVES
BUSINESS SERVICES DEPARTMENT
Lori Zeller, Assistant Chief**

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Focus on Fiscal Health 								
Initiative 1.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities.	P				General Fund is balanced	Contract increases less than cap	Flow of surplus funds to CIP	06/30/16
Initiative 1.2 – Depending upon the Equity Appeal outcome, either continue implementation of the Second Amendment or reconvene the Equity Committee to identify new options.	P				Reconvene Equity Committee	Prevail in appeal	Agree on alternative options	06/30/16
Initiative 1.3 – Identify additional options for the Board to accelerate paydown of OCFA’s pension liability at a faster pace than our current 13-year plan.	P				Continue current 13-year plan	Reduce plan by 1 or 2 years	Reduce plan by 3 years or more	03/31/16
Initiative 1.4 – Provide a Business Services liaison to the Organizational Planning Department to assist with efficiency measures.	S				Provide liaison by August	Work under way by December	Producing outcomes by June	06/30/16
Initiative 1.5 – Complete an updated Fee Study to ensure that OCFA fees remain aligned with cost of services.	P				Board action by November	Board action by August	Board action in July	08/31/15
Establish Consistency in HR Functions and Improve Labor Relations 								
Initiative 2.1 – Develop a succession plan for all areas of the Business Services Department.	P				Written plan done by June	Action started by June	Action plans well under way by June	06/30/16
Initiative 2.2 – Provide support in negotiation of MOUs with the Firefighter and Chief Officers’ bargaining units.	S				Continued negotiation of MOUs	New MOUs done by expiration	MOUs done in advance of expiration	12/31/15
Initiative 2.3 – Improve sustainability of the Retiree Medical Defined Benefit Plan through a collaborative process with all labor groups.	P				Productive discussions	Agree on outcomes	Improve funding	12/31/16
Initiative 2.4 – Provide support in negotiation of a renewed Firefighter Healthcare Agreement.	S				Continued negotiation	Renewal by expiration	Early renewal	12/31/16
Conduct Analysis of Field Operations 								
Initiative 3.1 – Provide financial/administrative support to the various analyses of field operations, including but not limited to; Air Ops/USAR/TRT, HazMat Response/Staffing, EMS, BC/DC	S				Provide support, as requested	Anticipate support needs	Participate in analyses	06/30/16

FY 2015/16 OCFA Adopted Budget

**FY 2015/16 DOMAIN OBJECTIVES
BUSINESS SERVICES DEPARTMENT
Lori Zeller, Assistant Chief**

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Alignment, and SC Hospital Closure.								
Initiative 3.2 – Explore staffing options in the Service Center to facilitate a return to daily fire station deliveries in the field.	P				Analysis done by June	Analysis done by Jan.	Budgeted for 16/17	06/30/16
Build Customer Service Mindset 								
Initiative 4.1 – Integrate the new motto, “We visualize problems and solutions through the eyes of those we serve” into the culture and practices of the Business Services Department.	P				Select cust. service ambassadors	Ambassadors identify action plans	Implement action plans	06/30/16
Initiative 4.2 – Refine historical information databases in SharePoint to enable the Clerk to easily fulfill information requests.	P				Begin building databases	Data access is improved	Data is easily accessible	06/30/16
Maintain flexibility for unforeseen events. 								

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

Initiative Designates long term (LT) or perpetual (∞)

Community Risk Reduction





ORANGE COUNTY FIRE AUTHORITY

Safety Message

Fire Extinguishers – Your Small Fire Defense

A fire extinguisher can be a lifesaver. But remember only use a fire extinguisher if:

- ✓ You have alerted other occupants and someone has called the fire department;
- ✓ The fire is small and contained to a single object, such as a wastebasket;
- ✓ You are safe from the toxic smoke produced by the fire;
- ✓ You have a means of escape identified and the fire is not between you and the escape route; and
- ✓ Your instincts tell you that it is safe to use an extinguisher

Remember the PASS method:

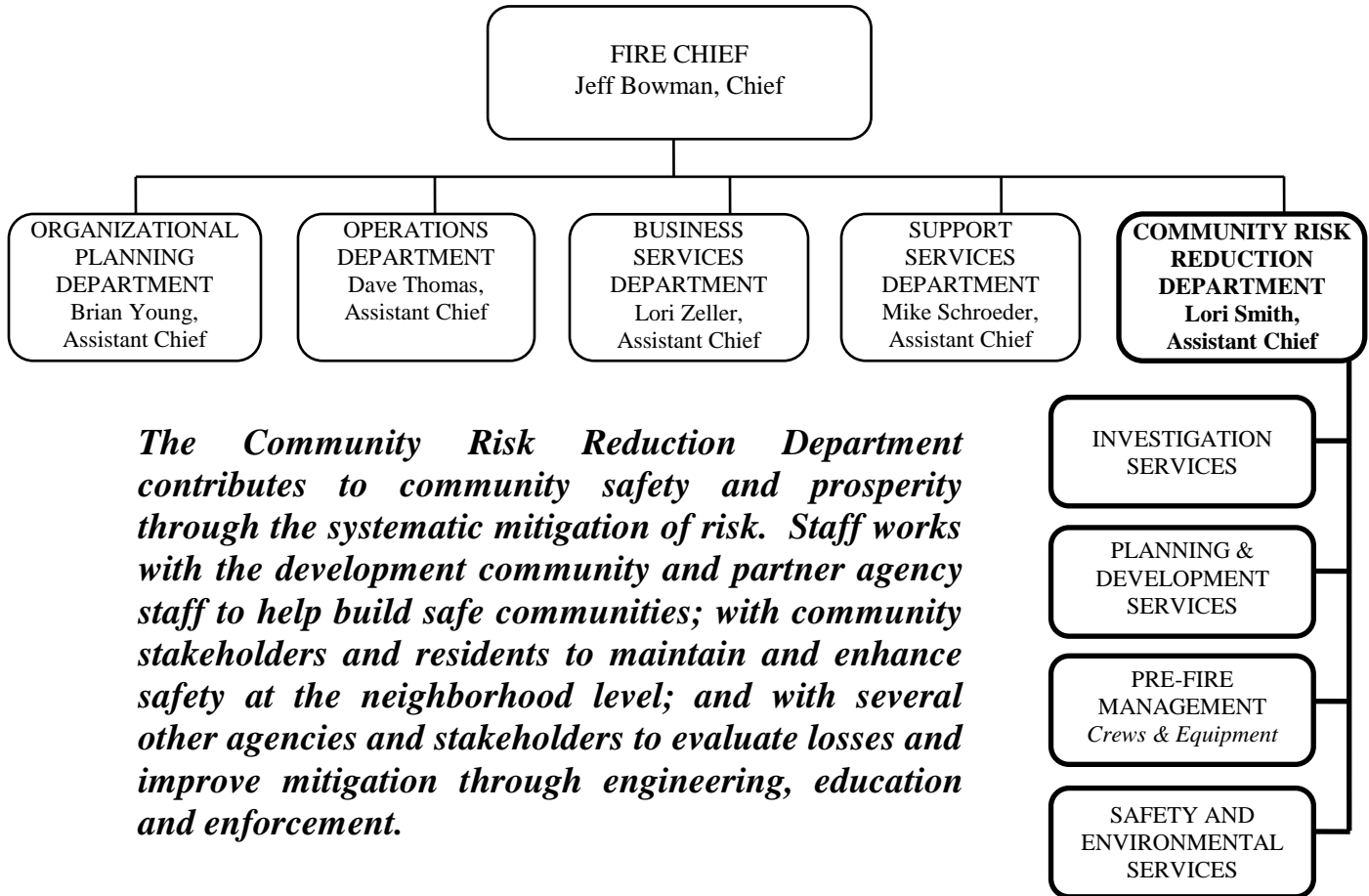
Pull the pin

Aim the extinguisher or nozzle at the base of the fire

Squeeze the handle and release the extinguishing agent

Sweep the extinguisher from side to side across the base of the fire until it appears to be out

COMMUNITY RISK REDUCTION DEPARTMENT



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.

Community Risk Reduction Department

Budget Summary:

The FY 2015/16 budget is \$15.1 million, a 0.9% increase from FY 2014/15. This increase is due to higher salary and employee benefit costs which are 1.6% higher than FY 2014/15. Services and supplies expenditures decreased by approximately 13.3% due to a \$110K CalFire State Recreation Area Fire Prevention Fund Grant that is included in the FY 2014/15 budget, but not in FY 2015/16.

Department Domain Objectives:

During FY 2014/15, OCFA established a new Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. Many of the objectives and initiatives carried forward to the FY 2015/16 Strategic Plan, which was adopted by the Board of Directors on August 27, 2015. Both annual Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Reduce Injuries, Loss of Life, and Loss of Property
- Provide Effective, Efficient, and Quality Services
- Create and Maintain Collaborative Working Relationships with Internal and External Customers
- Create a Community Risk Reduction Team that Models and Is Dedicated to Excellence
- Manage Daily Operations in Community Risk Reduction
- Maintain Flexibility for Unforeseen Events

Community Risk Reduction

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2015/16 BUDGET

Account Description	Investigation Services	Planning & Development	Pre-Fire Management	Safety & Environmental Services	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$983,997	\$2,651,129	\$1,911,672	\$2,227,086	\$7,773,884
Backfill/Overtime	131,133	48,103	372,983	39,846	592,065
FLSA Adjustment/Holiday Pay	63,555	-	-	-	63,555
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	108,362	121,982	88,550	83,649	402,543
Sick/Vacation Payoff	39,463	43,993	70,968	59,748	214,172
TOTAL SALARIES	1,326,510	2,865,207	2,444,173	2,410,329	9,046,219
RETIREMENT	624,031	1,027,057	872,501	850,292	3,373,881
INSURANCE					
Employee Insurance	182,249	336,941	653,933	293,755	1,466,878
Workers' Comp	92,921	91,001	176,812	80,141	440,875
Unemployment Insurance			10,000		10,000
TOTAL INSURANCE	275,170	427,942	840,745	373,896	1,917,753
MEDICARE	19,115	41,481	33,448	34,008	128,052
TOTAL S&EB	2,244,826	4,361,687	4,190,867	3,668,525	14,465,905
SERVICES & SUPPLIES	262,387	155,916	140,678	29,434	588,415
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$2,507,213	\$4,517,603	\$4,331,545	\$3,697,959	\$15,054,320
Funded Positions	9	30	33	26	98

FY 2015/16 OCFA Adopted Budget

**FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
COMMUNITY RISK REDUCTION DEPARTMENT
Lori Smith, Assistant Chief**

	Role	Not Started	In Progress	Completed	Target Date
Create and maintain collaborative working relationships w/internal and external customers					
Initiative 1.1 Develop OCEA JLM Team.	P		<ul style="list-style-type: none"> Meeting dates established 2nd Monday 10:30. Rules and purpose agreed upon. I manage agenda, OCEA rep manages minutes. OCEA has 6 members; 2 OCEA reps, 2 CRR, 1 Finance, 1 Support Services. 		06/30/15
Initiative 1.2 – Reconstruct False Alarm Program (Op/CRR).	P		<ul style="list-style-type: none"> Moving away from daily QC to a training model for Ops. Assessment of QC; the results rarely change a billing status but do frequently change Incident Type indicating that Ops needs training to select the right code. Training built for mid-June delivery. 		06/30/15
Initiative 1.3 – Complete City Outreach Project	P		<ul style="list-style-type: none"> 75% survey return rate. 25% of those requested a meet and greet. 50% of total survey returns requested more information about our code enforcement efforts. 85% rating in categories doing “very well” and “acceptable”. We have delivered on all requests and questions asked. 		06/30/15
Create a Community Risk Reduction Team that models and is dedicated to excellence					
Initiative 2.1 – Develop employee development and succession plans/guidelines. Include ICC Certification guidelines for plan reviewers and inspectors. (Initiative 2.1 and 2.2 combined).	P		<ul style="list-style-type: none"> Draft provided to OCEA reps for review. Negotiating certification recommendations and requirements, may take some time. Estimated at 90% completion 		06/30/15 Carry forward to FY 2015/16 Plan
Initiative 2.2 – Develop a Heavy Fire Equipment Operator Apprenticeship Program. <i>(Moved from Initiative 2.3 to stand alone).</i>	S		<ul style="list-style-type: none"> Curriculum and timeframes complete. 3631 approval done. HR approval will require more time. Estimated 50% completion 		06/30/15 Carry forward to FY 2015/16 Plan

Community Risk Reduction

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
COMMUNITY RISK REDUCTION DEPARTMENT
Lori Smith, Assistant Chief



Role	Not Started	In Progress	Completed	Target Date
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Initiative 2.3 – Develop a Pre-Fire team with an integrated understanding of wildfire prevention.	P	<ul style="list-style-type: none"> New Pre Fire team is now established by disseminating programs to remote offices and transferring freed up employees to this work unit. All positions have defined duties. All members attended statewide training in March and are currently cross training. The Crew has been established full time, org chart and purpose approved by 3631 and Ops Chief. One year ago this was a two member team. It is now 5 strong without hiring new staff and by streamlining other programs. 	06/30/15
Provide effective, efficient and quality service			
Initiative 3.1 – Implement electronic plan review.	S	<ul style="list-style-type: none"> RFP and vendor selection is done. Equipment purchases still needed; with IT. 6/2/15 update – terms of contract under way with legal counsel. Estimated 30% completion 	06/30/15 Carry forward to FY 2015/16 Plan
Initiative 3.2 – Refine quality control and fiscal integrity tracking	P	<ul style="list-style-type: none"> The assessment work is done, new procedures have been developed. We lost a staff members due to promotions, retirements and release of probationary staff. This put us way behind in our logging efforts. Additionally the mid-year check-up from our 3rd party vendor is due in August. Estimated 90% completion 	06/30/15 Carry forward to FY 2015/16 Plan
Initiative 3.3 - Develop Pre-Fire electronic inspection tool based on GIS mapping.	S	<ul style="list-style-type: none"> GIS has completed the Phase 1 build (mapping) IT has a design contractor on the project for Phase 2 (program). Test equipment has been purchased. In waiting mode for design completion. 	06/30/15 Carry forward to FY 2015/16 Plan

FY 2015/16 OCFA Adopted Budget

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
COMMUNITY RISK REDUCTION DEPARTMENT
Lori Smith, Assistant Chief



Role	Not Started	In Progress	Completed	Target Date
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			<ul style="list-style-type: none"> • Estimated 75% completion 	
Initiative 3.4 - Participate in the RMS development.	S		<ul style="list-style-type: none"> • In retrospect way too ambitious for a 180 day plan, perhaps even for a 1 year plan. • We have participated in all of the vendor meetings and provided feedback. • Estimated 5% completion 	06/30/15 Carry forward to FY 2015/16 Plan
Maintain Flexibility for unforeseen events				 ∞
Examples: Board requests, city requests, policy issues, employee matters, JLM matters.	S		<ul style="list-style-type: none"> • Ongoing 	06/30/15 ∞
Manage Daily Operations in Community Risk Reduction				 ∞
Provide daily oversight and support of the Planning & Development Section.			<ul style="list-style-type: none"> • Provided ongoing oversight leadership and management to operations in all sections. • Included directing, planning, training, mentoring, coaching, and team development. 	06/30/15
Provide daily oversight and support of the Prevention Field Services Section.				
Provide daily oversight and support of the Investigations Services Section.				
Provide daily oversight and support of the Pre-Fire Management Section.				

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role





Community Risk Reduction

FY 2015/16 DOMAIN OBJECTIVES
COMMUNITY RISK REDUCTION
 Lori Smith, Assistant Chief – Fire Marshal

		Lead	Not Started	In Progress	Completed	Metric			Target Date
						Min	Target	Max	
Reduce injuries, loss of life and loss of property									
Initiative 1.1 – Establish the foundation for the Countywide remote sensing platform for real-time weather data and fire detection/monitoring.	P				All research complete, stakeholders identified, funding identified.	A work plan is completed to move the project forward.	Work plan is complete and funding is in place.	06/30/16	
Initiative 1.2 – Improve construction inspection turnaround times.	P				Current benchmark status is understood and improvement plans are in place.	90% of requested inspections are conducted within 72 hours.	Exceed 90% success rate.	06/30/16	
Initiative 1.3 – Improve plan review turnaround times.	P				Current benchmark status is understood and improvement plans are in place.	90% of all plan reviews are completed within 10 days of submittal to OCFA.	Exceed 90% success rate.	06/30/16	
Initiative 1.4 – Review and streamline OCFA’s local code amendments.	P				By 12/31/15 the current amendment package is reviewed and all proposed changes are identified.	Amendment package is complete and ready to present to cities by June 1, 2016.	By Sept.30, 2016 all cities are on board with proposed amendment and preparing for adoption.	06/30/16	
Provide effective, efficient, and quality services									
Initiative 2.1 – Develop a training program to improve OCFIRS code error rates.	P				Program tools are created and ready for roll out.	Program is ready to deliver to Operations personnel.	Operations embrace the program and ISS begins to see a marked change in coding error rates.	06/30/16	
Initiative 2.2 – Create an Investigation Report Writing Handbook.	P				Handbook is at least in draft form ready for FM review.	Handbook is fully utilized by ISS team.	ISS begins to see a marked improve-ment in report writing.	12/31/15	
Initiative 2.3 – Complete Pre-Fire GIS based Inspection Program.	S				Program is released to Pre Fire and training is complete.	Program is fully operational in the field for Pre-fire staff.	Our ability to track and report inspection work is realized.	12/31/15	


FY 2015/16 OCFA Adopted Budget


FY 2015/16 DOMAIN OBJECTIVES
COMMUNITY RISK REDUCTION
 Lori Smith, Assistant Chief – Fire Marshal

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 2.4 – Refine quality control and fiscal integrity tracking.	P				All new initiatives are evaluated for efficiency and ease of use and improvement considered.	All quality control and fiscal integrity initiatives are fully integrated as a daily activity in CRR.	All efforts in each initiative are in a tracking tool for reporting out.	12/31/15
Create and maintain collaborative working relationships with internal and external customers								
Initiative 3.1 – Improve functionality of the website (all Sections).	S				All customer products (documents and tools) are updated for accuracy and function.	CRR site is fully functional for our customer to access and all customer service information is updated.	Look, feel and function receive high marks from our customers.	06/30/16 ∞ 
Initiative 3.2 – Implement the electronic plan review program.	S				Program is released to P&D and training is underway.	Program is fully functional and pilot program is in place for selected cities.	Pilot program is assessed and receiving high marks.	06/30/16 ∞ 
Initiative 3.3 – Continue to contribute to the RMS program development.					Identify the product and get it in house for development.	Program is selected and CRR team is engaged with the build team.	Have a significant amount of the database and tools built.	06/30/16 ∞ 
Create a Community Risk Reduction Team that models and is dedicated to excellence								
Initiative 4.1 – Complete the countywide Community Wildfire Prevention Plan (CWPP).	S				RFP is complete, contractor on board and framework built.	Plan is fully developed and ready for stakeholder review and approval.	Complete rollout to the stakeholders for use in acquiring grants.	06/30/16 
Initiative 4.2 – Complete and implement the Career Path guidebook.	P				Guidebook draft is completed and a team is progressing thru feedback process.	Guidebook is in the hands of CRR staff and supervisors are engaged with staff.	Supervisors are utilizing the book for personnel growth and succession planning.	06/30/16

Community Risk Reduction

**FY 2015/16 DOMAIN OBJECTIVES
COMMUNITY RISK REDUCTION**
Lori Smith, Assistant Chief – Fire Marshal

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 4.3 – Develop the Heavy Fire Equipment Operator (HFEO) Apprenticeship program.					Program framework is complete and plan is under development.	Program is underway and back up HFEO training begins. This is a 3 year process for certification.	A solid interest and participation is realized . Potential relief operators looks good.	12/31/15 
Initiative 4.4 – Develop a cross training program for CRR staff.	P				Cross training concepts are fully vetted by supervisor and management team and program is drafted.	Program is fully developed and all CRR Sections are supporting the training efforts.	By June 30, 2016,10% of staff has participated in cross training efforts.	6/30/16 ∞
Manage Daily Operations in Community Risk Reduction								
Initiative 5.1 – Provide daily oversight and support of the Planning & Development Section.								
Initiative 5.2 – Provide daily oversight and support of the Prevention Field Services Section.								
Initiative 5.3 – Provide daily oversight and support of the Investigations Services Section.								
Initiative 5.4 – Provide daily oversight and support of the Pre-Fire Management Section.								
Maintain flexibility for unforeseen events								
Initiative 6.1 –								
Initiative 6.2 –								
Initiative 6.3 –								

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

Initiative

Designates long term (LT) or perpetual (∞)



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ARE YOU PREPARED TO RIDE IT OUT IF AN EARTHQUAKE HIT TODAY?

- ✓ **Before an Earthquake**
 - Prepare an emergency supply kit
 - Know the safe spots in each room
 - Conduct practice drills
 - Choose an out-of-state friend/relative to call after the quake

- ✓ **During an Earthquake**
 - If indoors, stay there and **drop, cover, and hold on**
 - If outdoors, get into an open area away from trees, buildings, walls and power lines
 - If driving, pull over safely to an open area on the side of the road and stop

- ✓ **After an Earthquake**
 - Do not attempt to use the phone unless there is an immediate, life-threatening emergency
 - Check for gas and water leaks
 - Check your building/home for cracks and damage
 - Turn on your portable radio for emergency instructions
 - Do not use your vehicle unless there is an emergency
 - Be prepared for aftershocks

Executive Management





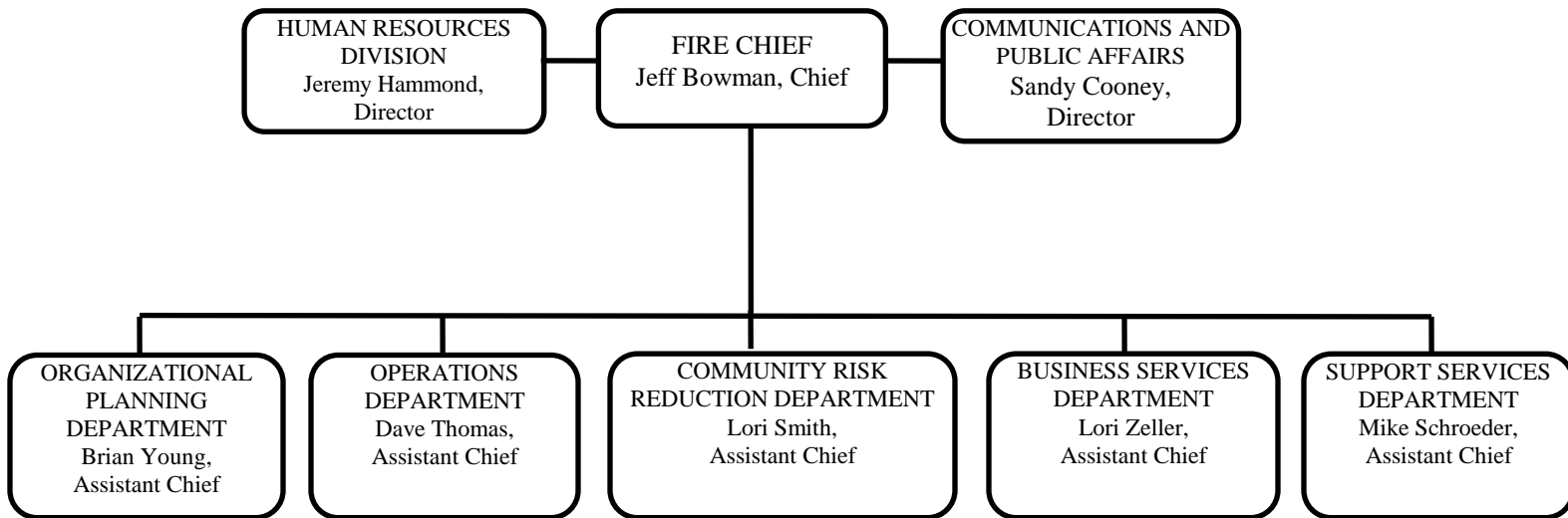
ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRES ARE PREVENTABLE

- ✓ **Stay in the kitchen while cooking on the stove.**
Unattended cooking is the leading cause of home fires.
- ✓ **Keep objects that can catch fire away from cooking surfaces.**
Pot holders, paper towels, loose clothing, and other items can catch fire while the stove is in use or accidentally turned on.
- ✓ **Keep the stovetop, burners, and oven clean.**
Spilled oil, splattered grease, or built up food increases the risk of a fire.
- ✓ **Always check the oven to make sure it's empty before turning it on.**
Items stored in the oven can be overlooked and cause a fire.
- ✓ **Have the lid or fire extinguisher nearby when cooking.**
Fires can happen at any time! Be prepared!
- ✓ **Never use water on a grease fire.**
Fires can happen at any time! Be prepared!
- ✓ **When in doubt, just get out.**

EXECUTIVE MANAGEMENT



The Orange County Fire Authority is a Joint Powers Authority (JPA) and is managed by an appointed fire chief, and five assistant chiefs. Service activities are organized into five departments: Business Services, Community Risk Reduction, Operations, Organizational Planning, and Support Services. Also included are the functions Human Resources which administers the employee relations program involving classification and compensation, recruitment and selection, labor negotiations and Memorandum of Understanding administration, risk management, and benefits administration; and Communications and Public Affairs, which administers internal and external communications.

Executive Management

Budget Summary:

The FY 2015/16 budget for Executive Management, Communications and Public Affairs, and the Human Resources Division is \$11.4 million or a 3.3% reduction when compared to FY 2014/15. Please note that one-time mid-year appropriations included in FY 2014/15 are not included in FY 2015/16. As a result of an organizational re-structure, the budget for the Board of Directors and Clerk of the Authority, previously under Executive Management are now reflected in the Business Services Department, and the Legislative Services section, previously under Support Services Department, is now reflected under Communications and Public Affairs. Funding for 37 positions is included in the FY 2015/16 budget.

Department Domain Objectives:

During FY 2014/15, OCFA established a new Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. Many of the objectives and initiatives carried forward to the FY 2015/16 Strategic Plan, which was adopted by the Board of Directors on August 27, 2015. Both annual Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Improve OCFA Communications at All Levels
- Establish Consistency in Human Resources Functions and Improve Labor Relations
- Conduct Analysis of Field Operations and Internal Support Functions
- Focus on Fiscal Health
- Build Customer Service Mindset
- Improve Risk Management Outcomes
- Implement Performance Improvement/Efficiency Measures
- Improve Public Safety Systems
- Develop Continuity Of Operations Plan for OCFA
- Maintain Flexibility for Unforeseen Events

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT SUMMARY
FY 2015/16 BUDGET

<u>Account Description</u>	<u>Executive Management</u>	<u>Communications and Public Affairs</u>	<u>Human Resources</u>	<u>Department Total</u>
EMPLOYEE SALARIES				
Regular Salaries	\$1,902,207	\$934,771	\$1,344,408	\$4,181,386
Backfill/Overtime	7,414	100,764	8,784	116,962
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	10,000	-	-	10,000
Reserves	-	-	-	-
Other Pay	56,185	103,794	16,716	176,695
Sick/Vacation Payoff	95,992	25,148	81,060	202,200
TOTAL SALARIES	2,071,798	1,164,477	1,450,968	4,687,243
RETIREMENT	867,220	438,992	503,691	1,809,903
INSURANCE				
Employee Insurance	284,767	151,033	264,533	700,333
Workers' Comp	137,863	54,946	49,538	242,347
TOTAL INSURANCE	422,630	205,979	314,071	942,680
MEDICARE	23,199	16,770	20,020	59,989
TOTAL S&EB	3,384,847	1,826,218	2,288,750	7,499,815
SERVICES AND SUPPLIES	590,432	302,954	3,020,766	3,914,152
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$3,975,279	\$2,129,172	\$5,309,516	\$11,413,967
Funded Positions	11	11	15	37

FY 2015/16 OCFA Adopted Budget

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORANGE COUNTY FIRE AUTHORITY
Jeff Bowman, Fire Chief

	Role	Not Started	In Progress	Completed	Target Date
Improve OCFA Communications at All Levels ∞					
Initiative 1.1 – Provide consistent, relevant, and timely communications between the OCFA staff and Board of Directors	CAPA			<ul style="list-style-type: none"> Expanded or established communications methods; daily media reports, daily news emails, board advisories, board news alerts, and legal board advisories 	10/31/14 ∞
Initiative 1.2 – Provide consistent, relevant, and timely communications between the OCFA staff and the media	CAPA			<ul style="list-style-type: none"> Developed proactive approach; increased positive coverage, managed and resolved internal issues to reduce negative coverage 	06/30/15 ∞
Initiative 1.3 – Develop and implement a restructured community relations/outreach program	CAPA			<ul style="list-style-type: none"> Build foundation of community-based organizations as an OCFA resource, info delivery network Estimated at 85% completed 	06/30/15 Carry forward to FY 2015/16 Plan
Initiative 1.4 – Consistently deliver internal communications via station site visits, written monthly updates, video newsletter appearances, all-hands meetings, and other opportunities	CAPA			<ul style="list-style-type: none"> This includes, but is not limited to, an improved video newsletter format, written weekly staff reports, and through communications between departments and communications and public affairs Estimated at 85% completed 	06/30/15 ∞
Establish Consistency in HR Functions and Improve Labor Relations ∞					
Initiative 2.1 – Develop a professional standards unit for investigating complaints (internal and external), reports of rule violations, and employee misconduct	HR			<ul style="list-style-type: none"> Exploratory meetings held Stakeholder committee Identified Flow chart drafted RFP needed Estimated at 50% completed 	06/30/15 Carry forward to FY 2015/16 Plan
Initiative 2.2 – Oversee the implementation of the NEOGOV performance evaluation system	HR			<ul style="list-style-type: none"> Product acquisition completed Data analysis and download completed Vendor performing validation Testing and training to occur Estimated at 60% completed 	4/2015 Carry forward to FY 2015/16 Plan
Initiative 2.3 – Oversee the evaluation and restructuring of promotional/recruitment processes for Battalion Chief, Fire Apparatus Engineer, and Fire Captain	HR			<ul style="list-style-type: none"> BC process revised; testing and selection administered with seven promotions Completed 	1/2015

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORANGE COUNTY FIRE AUTHORITY
Jeff Bowman, Fire Chief

Role	Not Started	In Progress	Completed	Target Date
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			<ul style="list-style-type: none"> FAE process revised; testing and selection occurred with 21 passing testing and 19 in Academy Estimated at 90% completed 	5/2015 Carry forward to FY 2015/16 Plan
			<ul style="list-style-type: none"> Fire Captain minimum qualification revision occurring; plan to open recruitment in June Estimated at 40% completed 	6/2015 Carry forward to FY 2015/16 Plan
	Initiative 2.4 – Oversee succession planning efforts at all levels of the OCFA	HR	<ul style="list-style-type: none"> Some succession planning occurring at department level To occur at organizational level when Organizational Training and Development is completed Estimated at 10% completed 	6/2105 Carry forward to FY 2015/16 Plan
	Initiative 2.5 – Oversee leadership/management development at all levels of the OCFA	HR	<ul style="list-style-type: none"> Leadership advisory committee developed Recruitment for Manager position in progress; 116 applications received; minimum qualification screening in progress Contract organizational development professional engaged to develop leadership platform; implementation forthcoming Estimated at 60% completed 	6/2015 Carry forward to FY 2015/16 Plan
Conduct Analysis of Field Operations				
	Initiative 3.1 – Establish working groups to address these key operational issues: (1) Air Ops staffing; (2) HazMat unit staffing; (3) US&R/technical rescue trucks staffing; (4) San Clemente Hospital closure; (5) Board operational training	Ops	(1) 24-hour staffing/operation approved by Board; 6-month study being evaluated	06/30/15 08/31/15
			(2) HMRT (HazMat) program and (3) Technical Truck Rescue Program improvements waiting on final action plans, approval, and recommendations from Exec <ul style="list-style-type: none"> Estimated at 80% completed 	01/31/16 Carry forward to FY 2015/16 Plan
			(4) Provided concerns to SCL City Council; waiting for Memorial Care’s final decision	06/30/15

FY 2015/16 OCFA Adopted Budget

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORANGE COUNTY FIRE AUTHORITY
Jeff Bowman, Fire Chief

Role	Not Started	In Progress	Completed	Target Date
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			(5) Developed and delivered Board training	03/31/15
	Initiative 3.2 – Maintain connectivity with Orange County Medical Services Authority (OC EMSA) staff regarding ambulance ordinances	Ops	<ul style="list-style-type: none"> Attending monthly meetings with Fire Chiefs' OC EMS Committee 	06/30/15 ∞
	Initiative 3.3 – Oversee review of workers' compensation injury analysis (i.e. accident cost reduction efforts)	Ops	<ul style="list-style-type: none"> In process Estimated at 50% completed 	06/30/15
	Initiative 3.4 – Oversee the active shooter incident (ASI) drill for headquarters staff	HR-Plng	<ul style="list-style-type: none"> ASI drill to occur in July; for BOD in August closed session Estimated at 75% completed 	04/30/15 Carry forward to FY 2015/16 Plan
Focus on Fiscal Health				∞
	Initiative 4.1 – Assess financial changes and make recommendations to further fiscal health	Bus. Srvcs	<ul style="list-style-type: none"> 2015/16 proposed budget and change to W/C funding policy were approved by Board in May Recommended phase-in approach for funding service enhancements was approved by Board in April Phase-in approach for restoring frozen positions was approved with budget adoption 	06/30/15
	Initiative 4.2 – Develop creative strategies relating to the Equity matter	Bus. Srvcs	<ul style="list-style-type: none"> Met w/Supervisors to request they reconsider opposition to appeal Preparing draft plans to reconvene the Equity Committee if OCFA/Irvine do not prevail in appeal Estimated at 5% completed 	06/30/16 Carry forward to FY 2015/16 Plan
	Initiative 4.3 – Sustain financial discipline to continue the Accelerated Pension Paydown Plan	Bus. Srvcs	<ul style="list-style-type: none"> The 2015/16 adopted budget and the 5-year financial forecast include continued accelerated payments Accelerated payments through the next 5 years = 37.5% of OCFA's UAAL OCFA is on schedule for full payment of the pension liability 13 years from when we started our paydown plan, by 2025/26 	06/30/15
	Initiative 4.4 – Coordinate with departments on performance improvement efforts	Bus. Srvcs	<ul style="list-style-type: none"> Identifying performance improvement strategies 	06/30/15

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORANGE COUNTY FIRE AUTHORITY
Jeff Bowman, Fire Chief


Role	Not Started	In Progress	Completed	Target Date
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			<ul style="list-style-type: none"> Analyzing organization performance to identify gaps Identify and implement interventions that will enhance performance Monitor and evaluate enhancements to determine the effectiveness and need for revision Estimated at 5% completion 	
Integrate a Customer Service Mindset into all OCFA Operations				∞
	Initiative 5.1 – Reinforce customer service mindset in employees by providing activities and reminders (e.g. pocket cards) with the OCFA vision, mission, and guiding principles	OCFA Wide	<ul style="list-style-type: none"> Each department implementing as applicable Estimated at 15% completion 	06/30/15
	Initiative 5.2 – Integrate the new motto, “We visualize problems and solutions through the eyes of those we serve,” into the culture and practices	CRR	<ul style="list-style-type: none"> Discussed in CRR all-hands meeting; posted at front customer counter; incorporated in email signature blocks; staff seeking customer-oriented solutions 	06/30/15
Oversee CAD/RMS Public Safety System Implementations				∞
	Initiative 6.1 – Work through improvements/updates to recently implemented CAD system	Support	<ul style="list-style-type: none"> Automated system for field input Estimated at 75% completion for initial deployment 	06/30/16 ∞
			<ul style="list-style-type: none"> Continue modifications which enhance user interface and reduce response times Estimated at 95% completion 	06/30/16 ∞
			<ul style="list-style-type: none"> Integration of AVL dispatching (Complete for OCFA) 	06/30/15
			<ul style="list-style-type: none"> Integration of LIVE MUM (unit coverage software) to reduce response times County-wide implementation discussions occurring w/OC Chiefs Estimated at 5% completion 	06/30/16
	Initiative 6.2 – Create working groups to begin the records management system (RMS) program implementation	Support	<ul style="list-style-type: none"> Complete for Electronic Plan Review (EPR) 	06/30/15
			<ul style="list-style-type: none"> Working on IFP, ICMS, & OCFIRS replacements Estimated at 10% completion 	12/30/15
			<ul style="list-style-type: none"> Evaluating possible consultants 	

FY 2015/16 OCFA Adopted Budget


FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORANGE COUNTY FIRE AUTHORITY
Jeff Bowman, Fire Chief

Role	Not Started	In Progress	Completed	Target Date
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			<ul style="list-style-type: none"> • Estimated at 10% completion 	03/30/16
			<ul style="list-style-type: none"> • Completed 2 RFP processes w/ no award of contract except EPR 	06/30/14
			<ul style="list-style-type: none"> • Need to evaluate possible use of Commercially Off The Shelf (COTS) software • Estimated at 10% completion 	In process
Oversee the Preparation of a Continuity of Operations Plan (COOP) for OCFA  ∞				
	Initiative 7.1 – Ensure the agency is able to continue performance of essential functions under a broad range of disaster circumstances	Plng	<ul style="list-style-type: none"> • Initial launch complete • Outreach has begun • Evaluating grant options • Estimated at 5% completion 	12/31/15 Carry forward to FY 2015/16 Plan
	Initiative 7.2 – Identify and generate policy changes to allow for COOP implementation	Plng	<ul style="list-style-type: none"> • Initial development in progress • Estimated at 5% completion 	12/31/15 Carry forward to FY 2015/16 Plan

ABBREVIATIONS:

Bus. Svcs = Business Services Department
 CAPA = Communications and Public Affairs Section
 CCR = Community Risk Reduction
 HR = Human Resources Department
 Ops = Operations Department
 Plng = Organizational Planning Department
 Sup-port = Support Services Department

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments

FY 2015/16 STRATEGIC PLAN
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
 Jeff Bowman, Fire Chief

Lead	Not Started	In Progress	Completed	Metric			Target Date
				Min	Target	Max	



1. Improve OCFA Communications at All Levels

Initiative 1.1 – Provide consistent, relevant, timely communications among OCFA staff, the Executive Committee and the Board of Directors.	CAPA			#/quality of advisories >40 – feedback measured by BOD tool	#/quality of advisories >50 – feedback measured by BOD tool	#/quality of advisories >60 – feedback measured by BOD tool	06/30/16
Initiative 1.2 – Advance consistent, relevant and timely communications between OCFA staff and media. Develop a proactive approach.	CAPA			10% increase in positive coverage per month - feedback measured by BOD tool	15% increase in positive coverage per month - feedback measured by BOD tool	20% increase in positive coverage per month - feedback measured by BOD tool	06/30/16
Initiative 1.3 – Consistently deliver internal communications via station visits, written monthly updates, video newsletter appearances, all-hands meetings, and other opportunities.	CAPA			Sustain same level of activities as FY 2014/15	5% increase in internal comm. activities	10% increase in internal comm. activities	06/30/16
Initiative 1.4 – Oversee the implementation of a restructured community relations/outreach program.	CAPA			Increase new community-based partnerships by 25%	Increase new community-based partnerships by 30%	Increase new community-based partnerships by 50%	06/30/16
Initiative 1.5 – Train a total of 30 OCFA staff liaisons for content-based Web site responsibilities.	CAPA			Target 50% of identified staff trained	Target 75% of identified staff trained	Target 100% of identified staff trained	06/30/16





2. Establish Consistency in HR Functions and Improve Labor Relations

Initiative 2.1 – Establish a professional standards unit (PSU) for investigating complaints (internal and external), reports of rule violations and employee misconduct.	HR			PSU structure determined	PSU staffed (contract or employees)	PSU staffed; tracking system & processes established	06/30/16
Initiative 2.2 – Oversee the evaluation and restructuring of all promotional/recruitment processes.	HR			Evaluation of all safety recruitments	Process updates implemented	Evaluation of revisions	06/30/16
Initiative 2.3 – Oversee succession planning efforts at all levels of OCFA.	O.P.			Written plan done by June	Action started by June	Action plans well under way by June	06/30/16
Initiative 2.4 – Develop and implement organization-wide leadership training programs and initiatives.	O.P.			Written plan done by June	Action started by June	Action plans well under way by June	06/30/16

FY 2015/16 OCFA Adopted Budget

FY 2015/16 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Jeff Bowman, Fire Chief		Lead	Not Started	In Progress	Completed	Metric			Target Date
						Min	Target	Max	
Initiative 2.5 – Oversee implementation of NeoGov performance evaluation system.		HR				Pilot testing completed	Online system utilized by all OCFA	Working group(s) to revise rating areas	06/30/16
Initiative 2.6 – Establish and implement new employee “on-boarding” initiatives.		HR				Establish basic needs	Basic online “on-boarding” process	Include leadership development	06/30/16
3. Conduct Analysis of Field Operations & Internal Support Functions									
Initiative 3.1 – Establish working groups to address operational issues, including: Air Ops staffing, USAR/Technical Rescue Truck staffing, HazMat unit staffing, EMS, BC/DC Alignment, and SC Hospital closure.		Ops				Analysis complete by June	Action plans written & presented to BOD by January	Action plan BOD-approved & implemented by June	06/30/16
Initiative 3.2 – Complete needs assessment and full implementation of the Organizational Planning Department.		O.P.				No change	Gap-analysis of shortcomings	Address shortcomings	12/31/15
Initiative 3.3 – Develop essential functions of the Organizational Training & Development Manager, including leadership initiatives and succession planning programs.		O.P.				Framework done by Dec. 2015	Written plans done by June	Action plans well under way by June	06/30/16
Initiative 3.4 – Improve system for Legislative Services to better identify, evaluate, track, and communicate legislation that impacts OCFA.		CAPA				Quarterly legislative status reports	Monthly legislative status reports	Individual bill & legislative status reports prepared monthly	06/30/16
4. Focus on Fiscal Health									
Initiative 4.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities.		BS				General Fund is balanced	Contract increases are less than cap	OCFA has a flow of funds to CIP	06/30/16
Initiative 4.2 – Depending upon the Equity Appeal outcome, either continue implementation of the Second Amendment or reconvene the Equity Committee to identify new options.		BS				Reconvene Equity Committee	Prevail in appeal	Agree on alternative options	06/30/16

FY 2015/16 STRATEGIC PLAN
DOMAIN OBJECTIVES & PERFORMANCE MEASURES
Jeff Bowman, Fire Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 4.3 – Identify additional options for the Board to accelerate pay-down of OCFA’s pension liability at a faster pace than our current 13-year plan.	BS				Continue current 13-year plan	Reduce plan by 1 or 2 years	Reduce plan by 3 years or more	03/31/16
Initiative 4.4 – Develop plans to convert the RFOTC grounds to a drought tolerant landscape and lessen OCFA irrigation costs.	SS				RFP complete for architect	Plans received from architect	Work begins/costs savings realized	06/30/16
5. Build Customer Service Mindset  								
Initiative 5.1 – Create JLM working group to reinforce customer service mindset in employees by providing activities and reminders (e.g. pocket cards) with the OCFA vision, mission, and guiding principles.	OCFA Wide				Work product approved by 1/31/16	Work product approved by 4/30/16	Work product approved by 6/30/16	06/30/16
Initiative 5.2 – Integrate the new motto, “We visualize problems and solutions through the eyes of those we serve” into the culture and practices of the entire organization.	OCFA Wide				Select customer service ambassadors	Ambassadors identify action plans	Implement action plans	06/30/16
6. Improve Risk Management Outcomes  								
Initiative 6.1 – Oversee review of workers’ compensation injury analysis (accident cost reduction effort) to reduce annual claims, annual expenses, and backfill costs.	HR				Reduce claims by 5% during Fiscal Year	Reduce claims by 7% during Fiscal Year	Reduce claims by 10% during Fiscal Year	06/30/16
Initiative 6.2 – Return 75% of employees released by physician to a transitional light duty position within 4 days.	HR				50% within 4 days	75% within 4 days	85% within 4 days	06/30/16
Initiative 6.3 – Oversee an active shooter incident (ASI) drill for headquarters staff and for the Board of Directors.	HR				Conduct drill for RFOTC staff by 7/15/15	Conduct drill for BOD by 9/30/15	Changes made on lessons identified from drills	06/30/16
Initiative 6.4 – Increase emergency preparedness at OCFA facilities by having at least 2 emergency drills during the year.	HR				1 drill	2 drills	3 drills	06/30/16

FY 2015/16 OCFA Adopted Budget

FY 2015/16 STRATEGIC PLAN
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
 Jeff Bowman, Fire Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
7. Implement Performance Improvement / Efficiency Measures								
Initiative 7.1 – Analyze organizational performance in order to identify gaps, and identify interventions that will enhance performance and/or improve efficiency	O.P.				Framework done by Dec. 2015	Written plan done by June	Action under way by June	06/30/16
Initiative 7.2 – Evaluate performance enhancements and efficiency measures to determine the effectiveness and need for revision	O.P.				Realize cost savings	Cost savings at \$250,000	Cost savings in excess of target	12/31/16
8. Improve Public Safety Systems								
Initiative 8.1 – Solicit input to improve efficiency of the new CAD system, and continue making modifications to reduce response times and enhance user interface.	SS				Continue team meetings; retain work ticket portal	Reduction in work tickets; complete alterations	No work tickets submitted; CAD becomes benchmark	06/30/16
Initiative 8.2 – Integrate complete Automatic Vehicle Location (AVL) “closest unit” dispatching.	SS				100% OCFA-wide use	OCFA and one metro city	OCFA and all metro cities	06/30/16
Initiative 8.3 – Establish timelines and objectives for replacement of the various Records Management Systems (RMS) including IFP, ICMS, and OCFIRS.	SS				Draft action plan in place	Written plan in place	Final plan adopted	06/30/16
Initiative 8.4 – Review and streamline OCFA’s local code amendments.	CRR				Amendment package reviewed; proposed changes are identified by Dec. 2015	Amendment package is complete; ready to present to cities by June 2016	All cities are preparing for adoption of amendments by September 2016	06/30/16
Initiative 8.5 – Complete the countywide Community Wildfire Prevention Plan (CWPP).	CRR				Contractor is hired by RFP and framework is built	Plan is ready for stakeholder approval	Complete rollout to stakeholders for use/ acquiring grants	06/30/16



FY 2015/16 STRATEGIC PLAN
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
 Jeff Bowman, Fire Chief

Lead	Not Started	In Progress	Completed	Metric			Target Date
				Min	Target	Max	

9. Develop Continuity of Operations Plan (COOP) for OCFA  

Initiative 7.1 – Ensure the agency is able to continue performance of essential functions under a broad range of disaster circumstances.	O.P.			Meet with stakeholders	Framework done by Dec. 2015	New policies done by June 2016	12/31/15
Initiative 7.2 – Identify and generate policy changes to allow for COOP implementation.	O.P.			Meet with stakeholders	Framework done by Dec. 2015	Written plan done by June 2016	12/31/15

10. Maintain flexibility for unforeseen events.  

KEY:  = Crosscutting effort between groups, sections, and/or departments; ∞ = Ongoing/Multi-year effort;  = Designates long-term or perpetual initiative; BS = Business Svcs, CAPA = Communications and Public Affairs, CCR = Community Risk Reduction, HR = Human Resources, Ops = Operations, O.P. = Organizational Planning, SS = Support Services



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

✓ SAFETY PRECAUTIONS

The Orange County Fire Authority provides the following safety tips to assist you in preventing the loss of life and property resulting from electrical fires:

- ✓ Routinely check your electrical appliances and wiring. Replace all worn, old or damaged cords or appliances immediately.
- ✓ Unplug small appliances when they are not in use (toasters, coffeemakers, etc.)
- ✓ Use surge protectors with on/off switches and circuit breakers instead of multi-plug adapters.
- ✓ Don't run cords under carpets or across doorways, and don't pinch cords against walls or furniture.
- ✓ If an appliance has a three-prong plug, use it only in a three-slot outlet. Never force it to fit into a two-slot outlet or extension cord.
- ✓ Allow adequate space around electronic components such as computers and stereo systems to prevent overheating.
- ✓ Never overload extension cords or wall sockets.
- ✓ Use safety closures to "child proof" electrical outlets.



Operations



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Hands Only CPR

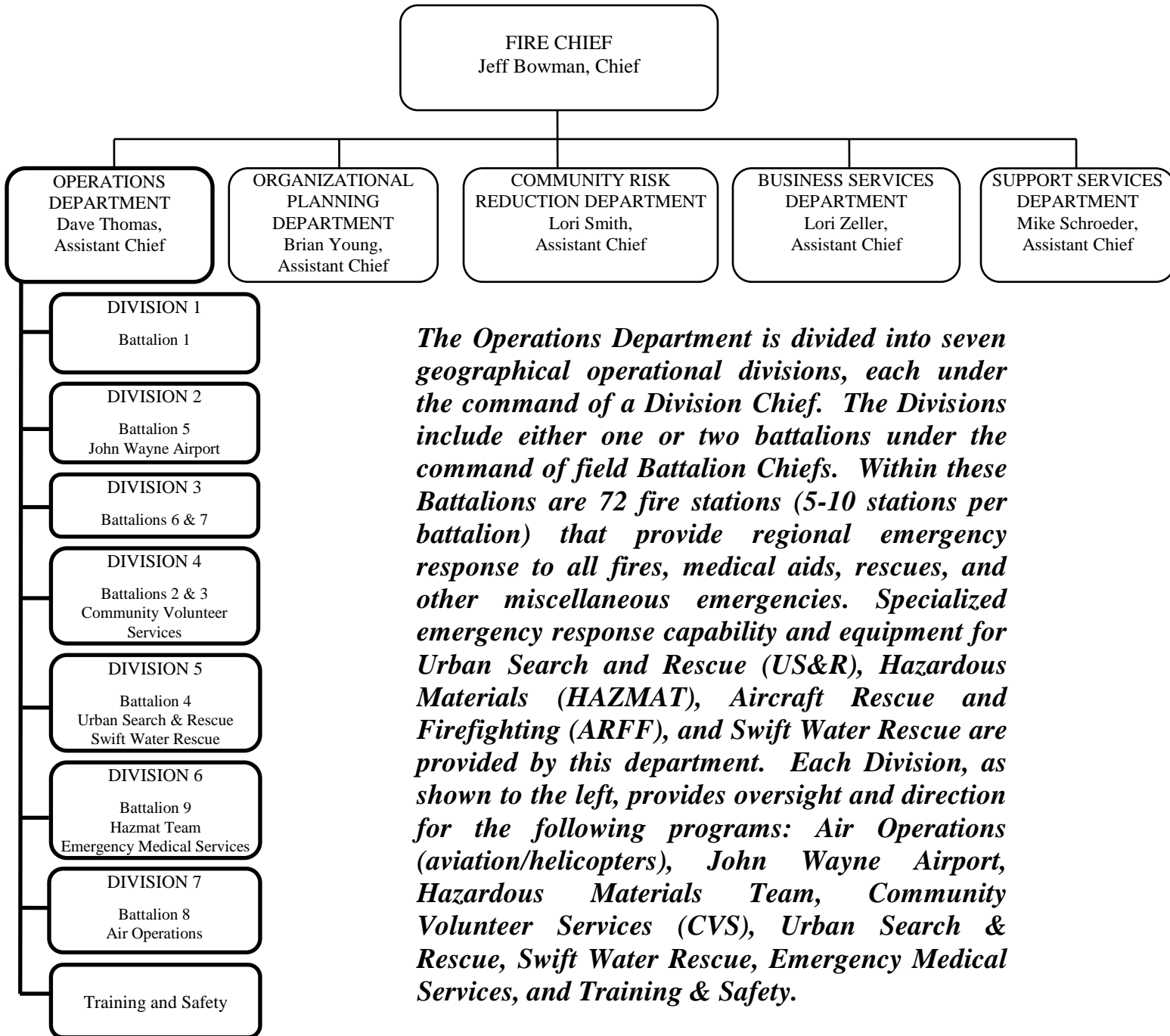
If you see someone suddenly collapse...ACT FAST!

- ✓ Call 911
- ✓ Push hard and fast in the center of the chest until help arrives
 - Push at a rate of 100 beats per minute which about the same tempo of the song "Stayin' Alive"

Your actions can help save a life!

To learn more visit: www.heart.org/handsonlyCPR

OPERATIONS DEPARTMENT



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 and equipment for Urban Search and Rescue (US&R), Hazardous Materials (HAZMAT), Aircraft Rescue and Firefighting (ARFF), and Swift Water Rescue are provided by this department. Each Division, as shown to the left, provides oversight and direction for the following programs: Air Operations (aviation/helicopters), John Wayne Airport, Hazardous Materials Team, Community Volunteer Services (CVS), Urban Search & Rescue, Swift Water Rescue, Emergency Medical Services, and Training & Safety.

Operations Department

Budget Summary:

The FY 2015/16 budget for the Operations Department is \$245.8 million, an increase of about \$76,000 compared to FY 2014/15. Please note that grants and other one-time appropriations (over \$1.3 million) included in the FY 2014/15 budget are not included in FY 2015/16 since most grants, and other one-time funding, will be added during the course of the fiscal year as the Board of Directors provides approval. In FY 2015/16, the budget reflects the additional personnel costs associated with the opening of new Fire Station 56 (Village of Sendero) and Fire Station 30 in July 2015, and increases in retirement, workers' compensation and insurance costs. The increase in retirement is somewhat offset by the lower benefit retirement tiers for the new hires.

During the course of FY 2014/15, Emergency Planning and Coordination section was moved from the Operations Department to Organizational Planning Department for improved program management. Funding for 981 positions is included in the FY 2015/16 budget.

Department Domain Objectives:

During FY 2014/15, OCFA established a new Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. Many of the objectives and initiatives carried forward to the FY 2015/16 Strategic Plan, which was adopted by the Board of Directors on August 27, 2015. Both annual Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Conduct Analysis of Field Operations
- Improve OCFA Communications at all levels (Internal and External)
- Establish Consistency in Human Resources Functions and Improve Labor Relations
- Maintain Flexibility for Unforeseen Events



ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIREPLACE SAFETY

✓ SAFETY PRECAUTIONS

To assist in keeping residents safe, the following tips will help make sure that your fireplace is working properly and will trim down the risks to your family:

- ✓ Make sure your fireplace is designed for the wood you are burning. Don't burn wood in a unit designed for gas logs.
- ✓ Keep decorations and furniture at least three-feet away.
- ✓ Always use a fireplace screen.
- ✓ Don't overload your fireplace with too much wood.
- ✓ Make sure the damper is open before lighting the fire.
- ✓ Ensure the chimney outlet is equipped with approved spark arrestor.
- ✓ Keep a fire extinguisher close by.
- ✓ Never leave the fire unattended.
- ✓ Never burn trash, plastics or flammable liquids.
- ✓ Have the chimney and fireplace inspected and cleaned every year by a certified chimney sweep.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY OPERATIONS DEPARTMENT SUMMARY FY 2015/16 BUDGET

Account Description	Division 1 Field/Admin	Division 2 Field/Admin	Division 3 Field/Admin	Division 4 Field/Admin	Division 4 Community Volunteer Services
EMPLOYEE SALARIES					
Regular Salaries	\$7,872,707	\$11,616,857	\$21,425,654	\$13,891,355	-
Backfill/Overtime	3,795,682	4,336,505	7,583,471	5,473,323	-
FLSA Adjustment/Holiday Pay	742,015	1,087,793	2,016,908	1,326,084	-
Extra Help	-	-	47,000	-	-
Reserves	40,495	85,750	183,540	40,215	-
Other Pay	1,339,098	2,013,007	3,613,753	2,349,375	-
Sick/Vacation Payoff	292,286	403,325	759,378	472,178	-
TOTAL SALARIES	14,082,283	19,543,237	35,629,704	23,552,530	-
RETIREMENT	5,305,798	7,820,148	14,348,549	9,465,346	-
INSURANCE					
Employee Insurance	1,891,126	2,821,960	5,263,966	3,307,598	-
Workers' Compensation	1,043,535	1,492,068	2,709,948	1,879,543	-
Unemployment Insurance	3,300	5,000	3,300	5,000	-
TOTAL INSURANCE	2,937,961	4,319,028	7,977,214	5,192,141	-
MEDICARE	198,712	259,339	484,227	330,651	-
TOTAL S&EB	22,524,754	31,941,752	58,439,694	38,540,668	-
SERVICES & SUPPLIES	12,537	92,503	12,569	37,148	27,820
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$22,537,291	\$32,034,255	\$58,452,263	\$38,577,816	\$27,820
Funded Positions	87	129	243	152	-

Operations

Division 5 Field/Admin	Division 6 Field/Admin	Division 6 Emergency Medical Services	Division 7 Field/Admin	Division 7 Air Ops	Training and Safety	Department Total
\$8,973,574	\$13,390,863	\$1,216,429	\$8,579,938	\$627,745	\$952,178	\$88,547,300
3,681,417	4,476,808	52,390	3,585,268	375,513	88,692	33,449,069
846,444	1,254,298	-	803,692	-	-	8,077,234
-	-	-	-	7,400	-	54,400
-	-	-	-	-	-	350,000
1,658,951	2,499,776	99,873	1,422,752	50,498	255,789	15,302,872
252,893	222,029	73,458	225,568	11,846	35,485	2,748,446
15,413,279	21,843,774	1,442,150	14,617,218	1,073,002	1,332,144	148,529,321
5,990,339	9,213,851	545,576	5,738,052	303,353	539,494	59,270,506
2,193,890	3,184,094	189,003	2,072,776	109,445	192,956	21,226,814
1,199,962	1,665,204	69,505	1,122,576	105,258	43,798	11,331,397
3,400	5,000	-	5,000	-	-	30,000
3,397,252	4,854,298	258,508	3,200,352	214,703	236,754	32,588,211
210,357	303,277	19,878	201,428	13,399	19,150	2,040,418
25,011,227	36,215,200	2,266,112	23,757,050	1,604,457	2,127,542	242,428,456
78,107	109,690	1,758,379	29,442	497,280	557,312	3,212,787
-	-	-	-	124,000	-	124,000
\$25,089,334	\$36,324,890	\$4,024,491	\$23,786,492	\$2,225,737	\$2,684,854	\$245,765,243
101	146	12	95	6	10	981

FY 2015/16 OCFA Adopted Budget

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
OPERATIONS DEPARTMENT
Dave Thomas, Assistant Chief



	Role	Not Started	In Progress	Completed	Target Date
Improve OCFA Communications at All Levels					
Initiative 1.1 - Develop and deliver Board of Directors training that demonstrates OCFA emergency response functions.	P		<ul style="list-style-type: none"> Training developed and delivered on March 28 and May 9, 2015. Additional training will be provided to CM and TAC in July 2015. 		03/31/15
Initiative 1.2 – Build and maintain collaborative working relationships with internal stakeholders, including but not limited to: JLM, specialty program working groups, Training and Safety, etc.	S		<ul style="list-style-type: none"> Continuing to support all working relationships by meeting with all stakeholders and working groups regularly. 		06/30/15
Initiative 1.3 – Improve external relationships and outreach to partnership agencies, including but not limited to: CAL FIRE, US Forest Service, Orange County fire agencies, FIRESCOPE, CICC, and Camp Pendleton.	P		<ul style="list-style-type: none"> Individual meetings conducted with CAL FIRE, USFS, OC fire agencies, CICC, and Camp Pendleton. Ongoing meetings will occur annually. Estimated 90% completed. 		12/31/15 Carry forward to 2015/16 Plan
Initiative 1.4 - Foster greater interaction and coordination between the Assistant Chief of Operations and division chiefs as well as among the division chiefs.	P		<ul style="list-style-type: none"> Ongoing – Held 7 individual meetings with each division chief Scheduled weekly lunch meetings and identified off-site team building dates. 		12/31/15 Carry forward to 2015/16 Plan
Establish Consistency in HR Functions and Improve Labor Relations					
Initiative 2.1 – Support enhancements to organization-wide succession planning and recruiting processes.	S		<ul style="list-style-type: none"> Ongoing – Participated in working group that established two year calendar for all future Ops promotions. Providing support for succession planning. 		06/30/15 Carry forward to FY 2015/16 Plan
Initiative 2.2 – Assist with improvements to the grievance process and associated outcomes.	S		<ul style="list-style-type: none"> Ongoing – Participated in 2 meetings and discussions about current process and outcomes. Estimated 50% completed. 		06/30/15 Carry forward to FY 2015/16 Plan
Conduct Analysis of Field Operations					
Initiative 3.1 – Enhance public and program safety by increasing Air Operations coverage hours and staffing capacity.	P		<ul style="list-style-type: none"> Changes to hours of operation (24 hours) and staffing approved by Board 6-month study currently being evaluated. 		08/31/15

FY14/15 DOMAIN OBJECTIVES – June 2015

Progress Update

OPERATIONS DEPARTMENT

Dave Thomas, Assistant Chief


		Role	Not Started	In Progress	Completed	Target Date
	Initiative 3.2 – Evaluate and implement Hazardous Materials Response Team (Hazmat) program improvements.	P		<ul style="list-style-type: none"> Initial evaluation completed by working group. Waiting on final action plan, approval and recommendation from Exec. Estimated 80% completed. 		01/31/16 Carry forward to FY 2015/16 Plan
	Initiative 3.3 - Evaluate and implement Technical Rescue Truck program improvements.	P		<ul style="list-style-type: none"> Initial evaluation and program improvements identified by working group. Waiting on final action plan and approval by Exec. Estimated 80% completed. 		01/31/16 Carry forward to FY 2015/16 Plan
	Initiative 3.4 - Evaluate the impacts of the San Clemente Hospital closure.	P		<ul style="list-style-type: none"> Provided our concerns to SCL City Council. The San Clemente Hospital Closure work group is monitoring the closure and waiting for Memorial Care’s final decision. Continue to monitor potential closure and impacts. 		06/30/15
	Initiative 3.5 - Assess current division and battalion alignments as well as potential changes to these boundaries to enhance service delivery.	P		<ul style="list-style-type: none"> Continuing discussion with Ops Chiefs. Will provide recommendations to working group once evaluation completed. Estimated 50% completed. 		12/31/15 Carry forward to 2015/16 plan
	Initiative 3.6 - Perform a pilot study of emergency medical services (EMS) resource redeployment.	P		<ul style="list-style-type: none"> Phase 1 completed and approved by Board for July 10 start date. Phase 2 being discussed by working group for recommendations by Jan 2016 		04/30/15
Maintain Flexibility for unforeseen events						 
	Example 1: Daily coordination and communication of operational activities within OCFA.	P		<ul style="list-style-type: none"> Ongoing 		06/30/15
	Example 2: Daily fulfillment of Op Area coordination responsibilities.	P		<ul style="list-style-type: none"> Ongoing 		06/30/15

FY 2015/16 OCFA Adopted Budget




FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
OPERATIONS DEPARTMENT
Dave Thomas, Assistant Chief

Role	Not Started	In Progress	Completed	Target Date
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<p>Example 3: Continued assessment of changes made to the Operations Training and Safety Section.</p>	P	<ul style="list-style-type: none"> Staffing incentive approved by Board and all positions filled. Ongoing evaluation needed for new implementation of Target Solutions and impacts of TAG training. Estimated 75% completed. 	<p>06/30/16</p> <p>Carry forward to 2015/16 plan</p>
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KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role


**FY 2015/16 DOMAIN OBJECTIVES
OPERATIONS DEPARTMENT
Dave Thomas, Assistant Chief**

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Conduct Analysis of Field Operations  ∞								
Initiative 1.1 – Evaluate and assess service delivery models.	P				Conduct analysis of Phase I	Implement Phase 2	Analysis of Phase 2	06/30/16 
Initiative 1.2 – Evaluate and implement Hazardous Materials Response Team (Hazmat) program improvements.	P				Analysis complete by June	Action plan written by January	Action plan implemented by June	06/30/16
Initiative 1.3 – Evaluate and implement Technical Rescue Truck program improvements.	P				Analysis complete by June	Action plan written by January	Action plan implemented by June	06/30/16
Initiative 1.4 – Assess current division and battalion alignments as well as potential changes to these boundaries to enhance service delivery.	P				Analysis complete by June	Action plan written by January	Action plan implemented by June	06/30/16
Initiative 1.5 – Evaluate and update auto-aid agreements.	P				Update agreements by June	Update agreements by March	Update agreements by December	06/30/16
Initiative 1.6 – Continue assessment of changes made to the Operations Training and Safety Section.	P				Continue assessment of staffing changes to Training	Maintain full staffing of Training Section	Attract the most qualified applicants in future recruitments	06/30/16
Improve OCFA Communications at All Levels (Internal and External)  ∞								
Initiative 2.1 – Improve external relationships and outreach to partnership agencies, including but not limited to: CAL FIRE, US Forest Service, Orange County fire agencies, FIRESCOPE, CICC, and Camp Pendleton.	P				Attend scheduled meetings with existing partners	Initiate meetings with existing partners	Seek new partners and grow existing relationships	06/30/16
Initiative 2.2 – Foster greater interaction and coordination between Assistant Chief of Operations and division chiefs as well as among the division chiefs.	P				Productive interactions between AC and DCs	Productive interactions between and among AC and DCs	Proactive interactions between and among AC and DCs	06/30/16

FY 2015/16 OCFA Adopted Budget


FY 2015/16 DOMAIN OBJECTIVES
OPERATIONS DEPARTMENT
 Dave Thomas, Assistant Chief

Lead	Not Started	In Progress	Completed	Metric			Target Date
				Min	Target	Max	

Establish Consistency in HR Functions and Improve Labor Relations  ∞

Initiative 3.1 – Support enhancements to organization-wide succession planning and recruiting processes.	S			Provide support, as requested	Anticipate support needs	Participate in analyses	06/30/16
Initiative 3.2 – Assist with improvements to the grievance process and associated outcomes.	S			Provide support, as requested	Anticipate support needs	Participate in analyses	06/30/16

Maintain Flexibility for Unforeseen Events

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

Initiative Designates long term (LT) or perpetual (∞)

Organizational Planning





ORANGE COUNTY FIRE AUTHORITY

Safety Message

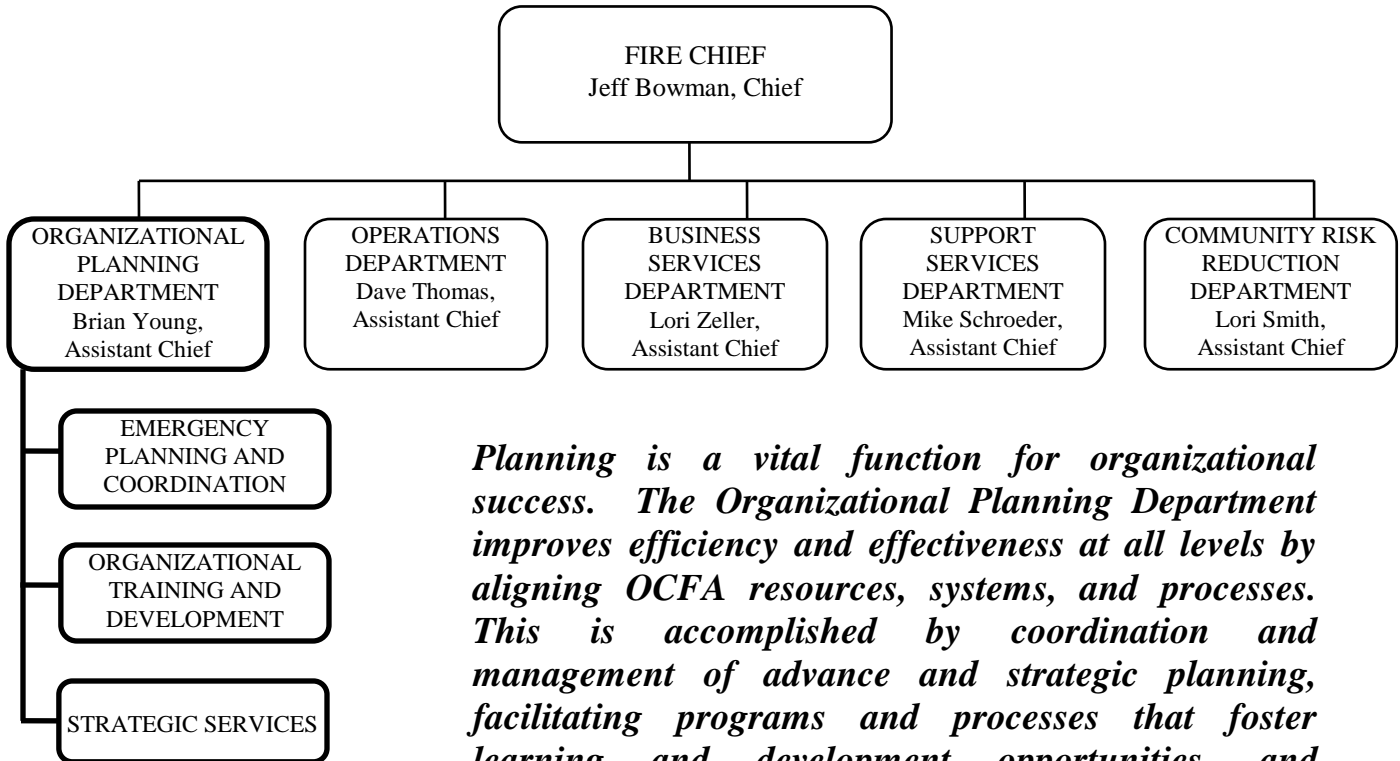
ARE YOU PREPARED TO RIDE IT OUT IF AN EARTHQUAKE HIT TODAY?

- ✓ **Before an Earthquake**
 - Prepare an emergency supply kit
 - Know the safe spots in each room
 - Conduct practice drills
 - Choose an out-of-state friend/relative to call after the quake

- ✓ **During an Earthquake**
 - If indoors, stay there and **drop, cover, and hold on**
 - If outdoors, get into an open area away from trees, buildings, walls and power lines
 - If driving, pull over safely to an open area on the side of the road and stop

- ✓ **After an Earthquake**
 - Do not attempt to use the phone unless there is an immediate, life-threatening emergency
 - Check for gas and water leaks
 - Check your building/home for cracks and damage
 - Turn on your portable radio for emergency instructions
 - Do not use your vehicle unless there is an emergency
 - Be prepared for aftershocks

ORGANIZATIONAL PLANNING DEPARTMENT



Planning is a vital function for organizational success. The Organizational Planning Department improves efficiency and effectiveness at all levels by aligning OCFA resources, systems, and processes. This is accomplished by coordination and management of advance and strategic planning, facilitating programs and processes that foster learning and development opportunities, and coordination of emergency planning functions with a variety of stakeholders.

Organizational Planning Department

Budget Summary:

The Organizational Planning Department was created in FY 2014/15 and includes the following sections: Organizational Training and Development (transferred from Executive Management), Strategic Services (transferred from Support Services), and Emergency Planning and Coordination (transferred from Operations). The FY 2015/16 budget for these sections is \$1.4 million, which represents an 18.2% net decrease over FY 2014/15. Salary and employee benefit costs decreased by approximately 23.9% due to Department of Homeland Security and Urban Areas Security Initiative grants that are included in the FY 2014/15 budget, but not in the FY 2015/16 budget. The services and supplies budget increased by approximately 99.3% due to an approved budget increase to fund training initiatives including succession planning, mentorship programs, leadership training and executive coaching, performance improvement planning, and employee onboarding.

Department Domain Objectives:

During FY 2014/15, OCFA established a new Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. Many of the objectives and initiatives carried forward to the FY 2015/16 Strategic Plan, which was adopted by the Board of Directors on August 27, 2015. Both annual Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Implement Organizational Planning Department
- Implement Performance Improvement Measures
- Establish Consistency in Human Resources Functions Related to Succession Planning
- Conduct Analysis of Field Operations
- Evaluate Continuity of Operations Plan
- Maintain Flexibility for Unforeseen Events.

**ORANGE COUNTY FIRE AUTHORITY
 ORGANIZATIONAL PLANNING DEPARTMENT SUMMARY
 2015/16 BUDGET**

Account Description	Org. Training and Dev.	Strategic Services	EPAC	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$128,275	\$361,541	\$150,996	\$640,812
Backfill/Overtime	-	4,603	7,906	12,509
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	-	-	-	-
Reserves	-	-	-	-
Other Pay	-	15,100	22,650	37,750
Sick/Vacation Payoff	-	15,035	12,651	27,686
TOTAL SALARIES	128,275	396,279	194,203	718,757
RETIREMENT	42,395	176,390	99,072	317,857
INSURANCE				
Employee Insurance	26,288	69,247	17,487	113,022
Workers' Comp	-	24,167	29,891	54,058
TOTAL INSURANCE	26,288	93,414	47,378	167,080
MEDICARE	1,860	4,157	2,801	8,818
TOTAL S&EB	198,818	670,240	343,454	1,212,512
SERVICES AND SUPPLIES	115,175	28,970	8,401	152,546
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$313,993	\$699,210	\$351,855	\$1,365,058
Funded Positions	1	3	1	5

FY 2015/16 OCFA Adopted Budget

**FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORGANIZATIONAL PLANNING DEPARTMENT
Brian Young, Assistant Chief**

		Role	Not Started	In Progress	Completed	Target Date
Implement Organizational Planning Department						
	Initiative 1.1 - Facilitate “on boarding” of newly created assistant chief position	P		<ul style="list-style-type: none"> Duty statement created for BOD approval Ongoing process Estimated at 90% completion 		<u>06/30/15</u> Carry forward to FY15/16 plan
	Initiative 1.2 – Conduct current needs assessment of Planning Department structure and identify necessary enhancements	P		<ul style="list-style-type: none"> Initial phase complete Ongoing process Estimated at 90% completion 		<u>06/30/15</u> Carry forward to FY15/16 plan
	Initiative 1.3 – – Conduct recruitment of training manager position as allowed under current budgetary processes. (Organizational Training and Development [ODT] Manager)	P		<ul style="list-style-type: none"> Recruitment underway Position filled mid-July Estimated at 95% completion 		<u>06/30/15</u> Carry forward to FY15/16 plan
	Initiative 1.4 - Develop and institutionalize essential functions of training manager position	P		<ul style="list-style-type: none"> Initial phase complete Continual development Estimated at 50% completion 		12/31/15 Carry forward to 2015/16 Plan
	Initiative 1.5 – Forecast future Organization Planning Department needs and identify solutions to achieve optimal organizational structure	P		<ul style="list-style-type: none"> Initial phase complete Continual development Estimated at 50% completion 		12/31/15 Carry forward to 2015/16 Plan
	Initiative 1.6 – Enhance cooperation with key stakeholders	P		<ul style="list-style-type: none"> Initial phase complete Ongoing process Estimated at 90% completion 		<u>06/30/15</u> Carry forward to FY15/16 plan
Implement Performance Improvement Measures						
	Initiative 2.1 – Assess institutional context of mission and values to identify performance improvement strategies	P		<ul style="list-style-type: none"> Initial development in progress Estimated 5% completion 		06/30/15 Carry forward to FY 2015/16 Plan

Organizational Planning

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORGANIZATIONAL PLANNING DEPARTMENT
Brian Young, Assistant Chief


Role	Not Started	In Progress	Completed	Target Date
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Initiative 2.2 – Analyzing organization performance in order to identify gaps.	P	<ul style="list-style-type: none"> Initial development in progress Estimated 5% completion 		06/30/15 Carry forward to FY 2015/16 Plan
Initiative 2.3 – Identify and implement interventions that will enhance performance	P	<ul style="list-style-type: none"> Initial development in progress Estimated 5% completion 		12/31/15 Carry forward to FY 2015/16 Plan
Initiative 2.4 – Monitor and evaluate enhancements to determine the effectiveness and need for revision	P	<ul style="list-style-type: none"> Initial development in progress Estimated 5% completion 		12/31/15 Carry forward to FY 2015/16 Plan
Establish Consistency in HR Functions related to succession planning				
Initiative 3.1 – Collaborate with other department heads in developing an organizational wide succession plan.	P	<ul style="list-style-type: none"> Initial implementation focused on Operations Department Ongoing process Estimated 5% completion 		12/31/15 Carry forward to FY 2015/16 Plan
Initiative 3.2 – Establish and institutionalize 360 degree evaluation tools and techniques	P	<ul style="list-style-type: none"> Initial phase launched Used several times Continual development Estimated at 75% completion 		12/31/15 Carry forward to FY 2015/16 Plan
Conduct Analysis of Field Operations				
Initiative 4.1 – Provide strategic services support to the various analyses of field operations, including but not limited to; Air Ops/USAR/TRT, Haz Mat Response/Staffing, EMS, BC/DC Alignment, and SC Hospital Closure.	S	<ul style="list-style-type: none"> Phase 1 service enhancement recommendations complete Several work groups complete Several near completion Estimated at 75% completion 		12/31/15 Carry forward to FY 2015/16 Plan
Initiative 4.2 – Provide emergency planning functions to support current and evolving organizational needs	P	<ul style="list-style-type: none"> Ongoing continual process 		06/30/15 Carry forward to FY 2015/16 Plan

FY 2015/16 OCFA Adopted Budget

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
ORGANIZATIONAL PLANNING DEPARTMENT
Brian Young, Assistant Chief

Role	Not Started	In Progress	Completed	Target Date
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Evaluate Continuity of Operations Plan (COOP) 				
	Initiative 5.1 –Ensure the agency is able to continue performance of essential functions under a broad range of circumstances	P	<ul style="list-style-type: none"> Initial launch complete Outreach has begun Evaluating grant options Estimated 5% completion 	12/31/15 Carry forward to FY 2015/16 Plan
	Initiative 5.1 – Identify and make policy changes to allow for COOP implementation	P	<ul style="list-style-type: none"> Initial development in progress Estimated 5% completion 	12/31/15 Carry forward to FY 2015/16 Plan

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

Organizational Planning

FY 2015/16 DOMAIN OBJECTIVES
ORGANIZATIONAL PLANNING
DEPARTMENT
Brian Young, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Implement Organizational Planning Department								
Initiative 1.1 – Facilitate “on boarding” of newly created assistant chief position and conduct current needs assessment of Organizational Planning Department in whole	P				No change	Gap analysis-shortcomings	Address shortcomings	12/31/15
Initiative 1.2 – Conduct recruitment of training manager position as allowed under current budgetary processes. (Organizational Training and Development [ODT] Manager)	P				Position unfilled	Position filled 09/01/15	Position filled 08/01/15	09/01/15
Initiative 1.3 – Develop and institutionalize essential functions of training manager position to include but not limited to leadership initiatives and succession planning programs	P				Framework done Dec 15	Written plans done June 16	Action plans well under way June 16	06/30/16
Initiative 1.3 – Develop and implement organization wide leadership training programs and initiatives	P				No change-framework complete	Written plans done June 16	Action plans well under way by June	06/30/16 ∞
Initiative 1.5 – Forecast future Organization Planning Department needs and identify solutions to achieve optimal organizational structure	P				No change	Gap analysis-shortcomings	Address shortcomings	06/30/16
Initiative 1.6 – Enhance cooperation with key internal and external stakeholders	P				No change	Gap analysis-shortcomings	Address shortcomings	12/31/15
Implement Performance Improvement Measures								
Initiative 2.1 – Assess institutional context of mission and values to identify performance improvement strategies	P				Productive discussions	Agree on outcomes	Framework done Dec 15	12/31/15
Initiative 2.2 – Analyze organization performance in order to identify gaps	P				Framework done Dec 15	Written plan done June 16	Action under way by June	06/30/16
Initiative 2.3 – Identify and implement interventions that will enhance performance	P				Framework done Dec 15	Written plan done June 16	Action under way June 16	12/31/16
Initiative 2.4 – Monitor and evaluate performance improvement enhancements to determine the effectiveness and need for revision	P				Realize cost savings	Cost savings at \$250,000	Cost savings in excess of target	12/31/16 ∞
Initiative 1.4 – Work with established department liaisons to assist with efficiency measures.	P				Start work with liaison by August	Work under way by December	Producing outcomes by June	06/30/16

FY 2015/16 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES
ORGANIZATIONAL PLANNING
DEPARTMENT
Brian Young, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Establish Consistency in HR Functions related to succession planning								
Initiative 3.1 – Collaborate with other department heads in developing an organizational wide succession plan	S				Framework done Dec 15	Written plan done 06/30/16	Action plans well under way by June	06/30/16
Initiative 3.2 – Establish and institutionalize 360 degree evaluation tools and techniques	P				Analysis done by June	Written plan done 12/31/15	Action plans well under way June 16	06/30/16
Initiative 3.3 – Establish and implement new employee “on-boarding” initiatives	S				Framework done Dec 15	Written plan done June 16	Action plans well under way June 16	06/30/16
Conduct Analysis of Field Operations								
Initiative 4.1 – Evaluate and assess service delivery models	S				Conduct analysis of Phase 1	Determine Phase 2 Dec 15	Analysis of Phase 2 June 16	06/30/16
Initiative 4.2 – Provide strategic services support to the various analyses of field operations	P				Provide support, as requested	Gap analysis-shortcomings	Implement lasting change	06/30/16
Initiative 4.3 – Provide emergency planning functions to support current and evolving all- risk organizational needs	P				Provide support, as requested	Gap analysis-of shortcomings	Implement lasting change	06/30/16
Evaluate Continuity of Operations Plan (COOP)								
Initiative 5.1 –Ensure the agency is able to continue performance of essential functions under a broad range of circumstances	P				Meet with stakeholders	Framework done Dec 15	Written plan done June 16	12/31/15
Initiative 5.1 – Identify and make policy changes to allow for COOP implementation	P				Meet with stakeholders	Framework done Dec 15	Written plan done June 16	12/31/15
Maintain flexibility for unforeseen events.								

KEY: ∞ Ongoing/multi-year effort; Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

Initiative Designates long term (LT) or perpetual (∞)

Organizational Planning





ORANGE COUNTY FIRE AUTHORITY

Safety Message

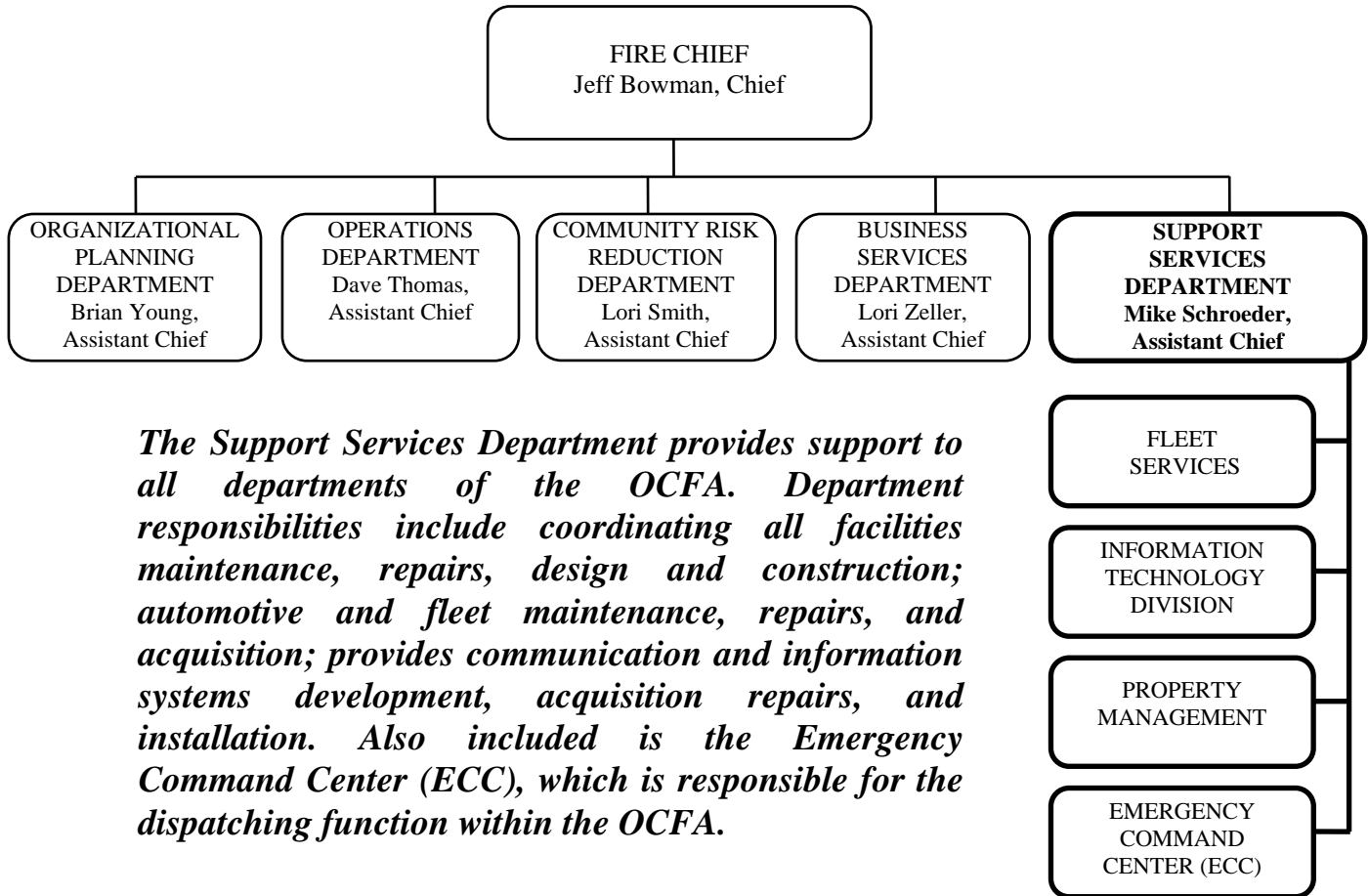
ELECTRICAL FIRE SAFETY

✓ SAFETY PRECAUTIONS

The Orange County Fire Authority provides the following safety tips to assist you in preventing the loss of life and property resulting from electrical fires:

- ✓ Routinely check your electrical appliances and wiring. Replace all worn, old or damaged cords or appliances immediately.
- ✓ Unplug small appliances when they are not in use (toasters, coffeemakers, etc.)
- ✓ Use surge protectors with on/off switches and circuit breakers instead of multi-plug adapters.
- ✓ Don't run cords under carpets or across doorways, and don't pinch cords against walls or furniture.
- ✓ If an appliance has a three-prong plug, use it only in a three-slot outlet. Never force it to fit into a two-slot outlet or extension cord.
- ✓ Allow adequate space around electronic components such as computers and stereo systems to prevent overheating.
- ✓ Never overload extension cords or wall sockets.
- ✓ Use safety closures to "child proof" electrical outlets.

SUPPORT SERVICES DEPARTMENT



The Support Services 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; provides communication and information systems development, acquisition repairs, and installation. Also included is the Emergency Command Center (ECC), which is responsible for the dispatching function within the OCFA.

Support Services Department

Budget Summary:

The budget for the Support Services Department is \$27.8 million for FY 2015/16, which is an increase of 1.66%. The increase is driven by increases in salaries, retirement and workers' compensation. During FY 2014/15 the Legislative Services section was moved to the Executive Management Department. Strategic Services was also moved out of Support Services to the newly formed Organization Planning Department. The budget includes funding for 93 positions.

Department Domain Objectives:

During FY 2014/15, OCFA established a new Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. Many of the objectives and initiatives carried forward to the FY 2015/16 Strategic Plan, which was adopted by the Board of Directors on August 27, 2015. Both annual Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Implement Ongoing Refinements to the Computer Aided Dispatch (CAD) Systems/TriTech
- Continue the Development of the Records Management System (RMS)
- Establish Consistency in HR Functions and Improve Labor Relations
- Improve Department Communications
- Manage and Enhance Communications and Public Affairs
- Maintain Flexibility for Unforeseen Events

ORANGE COUNTY FIRE AUTHORITY
SUPPORT SERVICES DEPARTMENT SUMMARY
FY 2015/16 BUDGET

Account Description	ECC	Fleet Services	Information Technology	Property Management	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$2,582,722	\$1,658,619	\$2,866,232	\$640,472	\$7,748,045
Backfill/Overtime	1,188,233	57,731	107,239	4,884	1,358,087
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	258,378	79,713	103,373	-	441,464
Sick/Vacation Payoff	19,632	48,530	98,355	28,429	194,946
TOTAL SALARIES	4,048,965	1,844,593	3,175,199	673,785	9,742,542
RETIREMENT	1,080,167	657,533	1,094,530	253,254	3,085,484
INSURANCE					
Employee Insurance	365,284	261,996	352,352	131,399	1,111,031
Workers' Comp	137,788	159,707	99,701	43,206	440,402
TOTAL INSURANCE	503,072	421,703	452,053	174,605	1,551,433
MEDICARE	58,541	26,107	44,202	9,746	138,596
TOTAL S&EB	5,690,745	2,949,936	4,765,984	1,111,390	14,518,055
SERVICES AND SUPPLIES	68,979	3,156,416	5,510,230	4,539,293	13,274,918
EQUIPMENT	-	17,095	-	-	17,095
TOTAL BUDGET	\$5,759,724	\$6,123,447	\$10,276,214	\$5,650,683	\$27,810,068
Funded Positions	35	23	27	8	93


FY 2015/16 OCFA Adopted Budget


FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
SUPPORT SERVICES DEPARTMENT
Mike Schroeder, Assistant Chief

	Role	Not Started	In Progress	Completed	Target Date
Implement Ongoing Refinements to the Computer Aided Dispatch (CAD) System / Tri Tech ∞					
Initiative 1.1 - Initiative 1.1 – Continue to solicit input from stakeholders to improve efficiency	P		<ul style="list-style-type: none"> Initial phase complete Developed automated system to log & track adjustments Will require ongoing refinements Estimated at 75% completion 		06/30/16 ∞
Initiative 1.2 – Continue modifications which enhance user interface & reduce response times.	P		<ul style="list-style-type: none"> Initial phase complete Will require ongoing adjustments Estimated at 95% completion 		06/30/15
Initiative 1.3 – Integrate Complete Automatic Vehicle Location (AVL) "closest unit" dispatching.	P		<ul style="list-style-type: none"> Complete for OCFA Working to integrate same with automatic aid partners 		06/30/16
Initiative 1.4 - Integrate LIVE MUM (unit coverage software) to reduce response times.	P		<ul style="list-style-type: none"> Initial steps taken w/ Deccan Estimated 5% completion 		06/30/16
Continue the Development of the Records Management System(RMS) ∞					
Initiative 2.1 – Establish timelines, goals and objectives.	P		<ul style="list-style-type: none"> Complete for Electronic Plan Review (EPR) Still working on IFP, ICMS, & OCFIRS replacements Estimated 10% completion 		06/30/15
Initiative 2.2 – Form working groups.					
Initiative 2.3 – Evaluate possible consultants	P		<ul style="list-style-type: none"> Completed (2) RFP processes with no award of contract except for EPR. Need to evaluate the possible use of Commercially Off The Shelf (COTS) software to accomplish remaining tasks Estimated 10% completion 		06/30/15
Initiative 2.4 – Prepare an RFP					
Establish Consistency in HR Functions and Improve Labor Relations ∞					
Initiative 3.1 – Develop a succession plan for all areas of the Support Services Department	P		<ul style="list-style-type: none"> Conceptual only, still need a written document with greater detail and plans Estimated 5% completion 		06/30/16
Improve Department Communications ∞					
Initiative 4.1 – Produce a monthly Support Services Updates document for dept. distributions	P		<ul style="list-style-type: none"> Switched to quarterly updates Completed with 1st quarter Will be an ongoing process 		02/28/15
Manage and Enhance Communications & Public Affairs ∞					
Initiative 5.1 – Assist with the reconstruction of the external website.	P		<ul style="list-style-type: none"> Website development completed Working with Communications and Public Affairs (CAPA) for final content 		06/30/15

FY14/15 DOMAIN OBJECTIVES – June 2015
Progress Update
SUPPORT SERVICES DEPARTMENT
Mike Schroeder, Assistant Chief

Role	Not Started	In Progress	Completed	Target Date
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		• Estimated 95% completion	
Maintain flexibility for unforeseen events			 ∞
Examples: Infrastructure degradation or damages, vehicle accidents, Board Director requests, Member City requests, or employee matters.	P	<ul style="list-style-type: none"> • Provided ongoing oversight leadership and management to operations in all sections. • Included directing, planning, training, mentoring, coaching, and team development. 	06/30/15
Initiative 6.1 – Provide daily oversight and support of the Emergency Command Center (ECC)			
Initiative 6.2 – Provide daily oversight and support of the Fleet Services Section			
Initiative 6.3 – Provide daily oversight and support of the Property Management Section			
Initiative 6.4 – Provide daily oversight and support of the Information Technology Section			

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

FY 2015/16 OCFA Adopted Budget




FY 2015/16 DOMAIN OBJECTIVES
SUPPORT SERVICES DEPARTMENT
Mike Schroeder, Assistant Chief



Lead	Not Started	In Progress	Completed	Metric			Target Date
				Min	Target	Max	

Improve Department Communications							
Initiative 1.1 – Complete the SharePoint upgrade (“The HIVE”) to enhance internal communications.	P			Training completed by 10/31/15	Upgrade completed by 10/31/15	Training & upgrade complete by 10/31/15	10/31/15
Initiative 1.2 – Complete a quarterly “Project Updates” document for all staff distribution.	S			Completed 30 days after each quarter	Completed 15 days after each quarter	Completed 7 days after each quarter	∞
Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 2.2 – Develop a succession plan in all Support Services sections.	P			Work group identified	Work group done w/ work	Plan in place	06/30/16
Focus on Fiscal Health							
Initiative 3.1 – Develop plans to convert the RFOC grounds to a drought tolerant landscape and lessen OCFA irrigation costs.	P			RFP Complete for architect	Plans received from architect	RFP for work begins	6/30/16
Initiative 3.2 – Further pursue efforts to achieve maximum occupancy of sublet OCFA properties.	P			Continue advertising campaign	Acquire 1 additional tenant	Acquire 2 additional tenants	06/30/16
Integrate a Customer Service Mindset into all OCFA Operations							
Initiative 4.1 – Integrate the new OCFA motto, “We Visualize problems & solutions through the eyes of those we serve” into the culture and practices of the Support Services Department.	P			Roll out motto to all staff	Post motto through-out sections	Conduct service workshop	06/30/16
Initiative 4.2 – Develop & utilize customer satisfaction surveys for all Support Services sections.	P			Develop surveys for Fleet & PM	All section maintain 97% rating	One or more section above 97%	06/30/16
Implement Ongoing Refinements to the Computer Aided Dispatch (CAD) System / Tri-Tech							
Initiative 5.1 – Continue to solicit input from stakeholders to improve efficiency.	P			Work ticket request portal stays open	Reduction in work tickets	No work tickets submitted	06/30/16
Initiative 5.2 – Continue modifications which enhance user interface & reduce response times.	P			Mobile team continues meeting	All alterations are completed	OCFA CAD becomes benchmark	06/30/16
Initiative 5.3 – Integrate Complete Automatic Vehicle Location (AVL) "closest unit" dispatching.	P			100% OCFA wide use	OCFA + 1 metro city	OCFA & all metro cities	03/31/16
Initiative 5.4 – Integrate LIVE MUM (unit coverage software) to reduce response times.	P			System configuration complete	Beta testing begins	Software fully operational	06/30/16

FY 2015/16 DOMAIN OBJECTIVES
SUPPORT SERVICES DEPARTMENT
 Mike Schroeder, Assistant Chief

Lead	Not Started	In Progress	Completed	Metric			Target Date
				Min	Target	Max	

Continue the Development of the Records Management System (RMS) 							
Initiative 6.1 – Complete EPR system replacement process	P			Contract awarded	Program operational	Refinements underway	9/30/15
Initiative 6.1 – Establish timelines & objectives for IFP, ICMS, & OCFIRS systems replacements.	P			Draft action plan in place	Written Plan in place	Final plan adopted	06/30/16
Initiative 6.2 – Form working groups for IFP, ICMS, & OCFIRS system replacements.	S			Continued negotiation of MOUs	New MOUs done by expiration	MOUs done in advance of expiration	12/31/15
Initiative 6.3 – Determine if COTS or custom software will be able to address section needs.	P			Productive discussions	Agree on outcomes	Improve funding	3/31/16
Initiative 6.4 – Prepare RFPs.	S			Continued negotiation	Renewal by expiration	Early renewal	06/30/16
Oversee the preparation of a Continuity of Operations Plan (COOP) for OCFA 							
Initiative 7.1 – Develop plans for sustained operations in all Support Services sections	S						06/30/16
Maintain flexibility for unforeseen events. 							

KEY:  Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role

Initiative	Designates long term (LT) or perpetual (∞)
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ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIREPLACE SAFETY

✓ SAFETY PRECAUTIONS

To assist in keeping residents safe, the following tips will help make sure that your fireplace is working properly and will trim down the risks to your family:

- ✓ Make sure your fireplace is designed for the wood you are burning. Don't burn wood in a unit designed for gas logs.
- ✓ Keep decorations and furniture at least three-feet away.
- ✓ Always use a fireplace screen.
- ✓ Don't overload your fireplace with too much wood.
- ✓ Make sure the damper is open before lighting the fire.
- ✓ Ensure the chimney outlet is equipped with approved spark arrestor.
- ✓ Keep a fire extinguisher close by.
- ✓ Never leave the fire unattended.
- ✓ Never burn trash, plastics or flammable liquids.
- ✓ Have the chimney and fireplace inspected and cleaned every year by a certified chimney sweep.

Capital Improvement Program





ORANGE COUNTY FIRE AUTHORITY

Safety Message

Are You Prepared?

✓ **READY**

⇒ **SET**

⇒ **GO!**

✓ **READY! Prepare your home and family now.**

Take steps now to safeguard your property.

- Vegetation Management:
 - Remove dead/dying trees, shrubs, plants and vines.
 - Reduce vegetation by pruning and thinning within 100 feet of structures.
 - Go Green! Replant with fire-resistive, drought tolerant plants.
- Home Hardening:
 - Utilize non-combustible roofing materials.
 - Cover attic and garage vents with 1/8" metal mesh.
 - Ensure that decks and porches are made of non-combustible materials.

✓ **SET! Make sure evacuation plans are in place.**

- Be "Red Flag" aware. This means the Santa Ana Winds are blowing, which increases the risk of wildfire.
- Plan your evacuation with two different ways out and don't forget your pets.
- Assemble an emergency kit with a list of emergency phone numbers and credit cards/cash.
- Know what to do if trapped by fire. Understanding and following survival tips will help you make it out alive.

✓ **GO! Leave early, before evacuation is ordered if necessary.**

- Avoiding road congestion will give your family the best chance of surviving.
- Take your emergency kit, pets, cash, water, clothes, medicines, and other valuables.
- Go to your predetermined location (relatives, friends, or evacuation center).

For more detailed information, visit www.ReadySetGoOC.org

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. Due to our financial condition over the past few years, numerous projects have been deferred and are not included as part of the current five-year plan. The deferred projects are listed in a separate schedule, and will be considered when funding becomes available. 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.

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. As a result of the new policy, the Board approved the closure of Fund 122, Facilities Maintenance and Improvement, and the renaming of the three remaining Capital Project Funds (123, 124 and 133).

An analysis was conducted of all existing appropriations in the Capital Projects Funds and several projects were found to not meet the definition specified in the new policy. As a result, several projects including all those previously in Fund 122 have been moved to the General Fund.

- **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.
- Ten-year projection of new stations – this projection is completed by the Strategic Services section and is based on development activity and changes in service area requirements.
- 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.

Capital Improvement Program

CIP FUNDING

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

- Interest projections are based on the same assumptions used for the General Fund, which is an interest rate of 1.25%, applied to projected cash balances. The Five-Year Forecast assumes 2.5% for FY 2016/17, 3.5% for FY 2017/18 and 3.75% thereafter.
- Cash contract city contributions to the CIP funds are calculated along with the charge for service as provided by the First Amendment to the Amended Joint Powers Agreement and discussed in the General Fund Revenue Assumptions section of this document. The total charge to the cities is subject to a 4.5% cap identified in the JPA Agreement. Cash contract cities' participation in the vehicle depreciation program will generate about \$1.4 million to Fund 133 – Fire Apparatus Fund in FY 2015/16. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total cash contract city charges.
- Developer contributions of \$1.6 million to Fund 133 – Fire Apparatus will be used to fund one vehicle in FY 2015/16.

Below is a matrix reflecting project funding for FY 2015/16:

FY 2015/16		Operating Transfer from GF	Use of Fund Balance	
Fund	Revenue			TOTAL
Fund 12110 - General Fund CIP	-	\$5,234,000	-	\$5,234,000
Fund 123 - Fire Stations and Facilities	220,188	-	634,060	854,248
Fund 124 - Comm. & Information Systems	169,956	2,127,821	4,233,375	6,531,152
Fund 133 - Fire Apparatus	3,226,856	-	6,784,537	10,011,393

It should be noted that operating transfers from the General Fund in prior years provided the fund balance that is now being used to fund the majority of project costs.

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.

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

COMPLETED PROJECTS: During FY 2014/15 budget cycle, the following budgeted projects were completed:

FUND 12110 – GENERAL FUND CIP

- New Mobile Data Computers purchased
- Purchased lapel microphones and replaced other small equipment
- Samples of potential next generation devices purchased for evaluation
- Developed plan to replace FS 57 alarms
- Developed phone system replacement plans
- Installed failover router for OCFA internet connection
- Purchased storage area network array
- Extended warranty/maintenance contract for cardiac defibrillators

FUND 123 – FIRE STATIONS AND FACILITIES

- Identified, negotiated and purchased US&R Warehouse
- Continued construction of the design-build of FS 56 (Village of Sendero) with completion scheduled for July 2015

FUND 124 – COMMUNICATIONS AND INFORMATION SYSTEMS

- Broadband modems installed, configured and working to support new CAD system; completed migration of all MDC AVL modems to high capacity VPN
- CAD system replacement – two additional GIS data imports completed and identified final acceptance
- Completed review of five vendors for Incident Reporting Application Replacement project, currently re-evaluating next steps
- Electronic Plan Review selection completed for CRR Automation – IFP replacement project, currently in negotiations with the vendor
- RFP in process for A/V upgrade of Board and Classrooms
-

FUND 133 – FIRE APPARATUS

- 7 vehicles/apparatus were placed into service
- 22 vehicles/apparatus delivered and being outfitted
- 26 vehicles/apparatus purchased and awaiting delivery

FY 2015/16 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2015/16 CIP budget is \$22.6 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2015/16 budget for the General Fund CIP is \$5.2 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Significant projects budgeted include \$3.8 million for the defibrillator replacements and \$450,000 for the network/server upgrade project.

Fire Stations and Facilities (Fund 123)

The FY 2015/16 budget for the Fire Stations and Facilities Fund is \$854,000. A portion of the budget is for improvements to the recently purchased US&R Warehouse. Also included is \$500,000 for the extension of the RFOTC emergency electrical circuits.

Communications and Information Systems Fund (Fund 124)

The budget for FY 2015/16 in the Communications and Information Systems Fund is \$6.5 million. The continuation of the Public Safety System project is included at \$5.8 million for the replacement of the Incident Reporting Application and Community Risk Reduction Automation – IFP systems. FY 2015/16 also includes \$700,000 for the first year of a two-year project to upgrade the functionality of the RFOTC Boardroom, classrooms and training rooms.

Fire Apparatus (Fund 133)

The budget for FY 2015/16 in the Fire Apparatus Fund is \$10.0 million. Six Type 1 engines, two Quints, and six paramedic squads are among those vehicles scheduled to be purchased in FY 2015/16. The lease-purchase payments of \$2.5 million for two existing helicopters are also included in this budget.

FUTURE OPERATING IMPACT

Implementation of the FY 2015/16 capital improvement plan will impact future operating expenditures in the General Fund. Improvements or replacement of existing buildings or equipment are anticipated to lower operating costs such as repairs and maintenance costs. Any impacts on the General Fund are included in the budget. General Fund impact, when identifiable, can be found on the project description for the particular project.

Significant projects impacting the General Fund are:

- The Incident Reporting Application and Community Risk Reduction Automation – IFP components of the Public Safety Systems Project will impact the General Fund beginning in FY 2017/18 with estimated annual costs of \$450,000.
- The HR Management/Payroll/Financial Systems Replacement will impact the General Fund beginning in FY 2019/20 with estimated annual maintenance/licensing costs of \$600,000.
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2017/18 with estimated annual maintenance/licensing costs of \$60,000.

Capital Improvement Program

**ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2015/16 - FY 2019/20**

Fund	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Year TOTAL
<i>Fund 12110</i> General Fund CIP	\$5,234,000	\$947,250	\$1,520,600	\$1,347,100	\$1,456,100	\$10,505,050
<i>Fund 123</i> Fire Stations & Facilities	854,248	-	-	-	-	854,248
<i>Fund 124</i> Communications & Information Systems	6,531,152	6,379,394	6,092,500	3,717,500	-	22,720,546
<i>Fund 133</i> Fire Apparatus	10,011,393	6,698,786	6,458,921	7,277,660	7,172,441	37,619,201
GRAND TOTAL	\$22,630,793	\$14,025,430	\$14,072,021	\$12,342,260	\$8,628,541	\$71,699,045
Less: Non-discretionary lease installment payments	2,531,723	2,531,723	2,531,723	1,265,862	-	8,861,031
TOTAL CIP PROJECTS	\$20,099,070	\$11,493,707	\$11,540,298	\$11,076,398	\$8,628,541	\$62,838,014

FY 2015/16 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2015/16
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GENERAL FUND CIP - FUND 12110

1	A	800 MHz Radios	\$125,000
2	A	Audiovisual and Small Equipment Replacement	52,000
3	A	Fire Station Telephone/Alarm/Sound System Upgrades	90,000
4	A	Mobile Data Computer (MDC) System	75,000
5	A	VHF Radios	37,000
6	A	Business Systems Centralized Data Storage, Backup, and Recovery	120,000
7	A	Network Upgrade, Server Consolidation, Security	450,000
8	B	Personal Computer (PC)/Laptop/Printer Replacements	225,000
9	A	RFOTC Administrative Telephone System Upgrade	140,000
10	A	Defibrillator Replacements	3,835,000
11	B	Geographic Information Systems Equipment Replacement	25,000
12	B	Base Station Radio Replacement	60,000
Total - Fund 12110			\$5,234,000

FIRE STATIONS AND FACILITIES - FUND 123

1	A	RFOTC Emergency Electrical Circuits Extension	\$500,000
2	A	US&R Warehouse Improvements	354,248
3	A	Station 20 (Irvine)	-
4	A	Station 67 (Rancho Mission Viejo)	-
Total - Fund 123			\$854,248

Project Priority: A=Essential; B=Important; C=Could Defer

Capital Improvement Program

Item No.	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Year TOTAL
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1	\$113,650	\$121,000	\$121,000	\$73,000	\$553,650
2	52,000	52,000	52,000	52,000	260,000
3	90,000	90,000	90,000	90,000	450,000
4	75,000	460,000	460,000	460,000	1,530,000
5	21,000	27,000	28,500	10,500	124,000
6	120,000	120,000	120,000	120,000	600,000
7	50,000	200,000	50,000	200,000	950,000
8	425,600	425,600	425,600	425,600	1,927,400
9	-	-	-	-	140,000
10	-	-	-	-	3,835,000
11	-	25,000	-	25,000	75,000
12	-	-	-	-	60,000
	\$947,250	\$1,520,600	\$1,347,100	\$1,456,100	\$10,505,050

1	-	-	-	-	\$500,000
2	-	-	-	-	354,248
3	Developer Build	-	-	-	-
4	-	Developer Build	-	-	-
	-	-	-	-	\$854,248

FY 2015/16 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2015/16
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COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

1	A	Incident Reporting Application Replacement	\$2,765,801
2	A	Community Risk Reduction Automation - IFP Replacement	3,065,351
3	B	Audio Video Equipment Upgrades	700,000
4	A	HR Management/Payroll/Financial Systems Replacement	-
5	A	800 MHz Countywide Coordinated Communications System Replacement	-
6	B	Fleet Services Fuel Management Tracking System	-
		<i>Total - Fund 124</i>	\$6,531,152

FIRE APPARATUS - FUND 133

1	A	Lease Purchase Financing: Principal & Interest	\$2,531,723
2	A/B	Emergency Vehicles	5,810,903
3	A	Developer Funded Vehicles	1,576,744
4	B	Support Vehicles	92,023
		<i>Total - Fund 133</i>	\$10,011,393

		<i>GRAND TOTAL - ALL CIP FUNDS</i>	\$22,630,793
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Project Priority: A=Essential; B=Important; C=Could Defer

Capital Improvement Program

Item No.	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Year TOTAL
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1	\$150,000	-	-	-	\$2,915,801
2	150,000	-	-	-	3,215,351
3	300,000	-	-	-	1,000,000
4	-	5,000,000	500,000	-	5,500,000
5	5,178,000	1,092,500	3,217,500	-	9,488,000
6	601,394	-	-	-	601,394
	\$6,379,394	\$6,092,500	\$3,717,500	-	\$22,720,546

1	\$2,531,723	\$2,531,723	\$1,265,862	-	\$8,861,031
2	4,040,630	3,860,644	5,083,092	5,397,758	24,193,027
3	-	-	928,706	1,774,683	4,280,133
4	126,433	66,554	-	-	285,010
	\$6,698,786	\$6,458,921	\$7,277,660	\$7,172,441	\$37,619,201

	\$14,025,430	\$14,072,021	\$12,342,260	\$8,628,541	\$71,699,045
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FY 2015/16 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM**

PROJECTS DEFERRED UNTIL FUNDING IS AVAILABLE

Project	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	4-Year TOTAL
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FIRE STATIONS AND FACILITIES - FUND 123

FS18 (Trabuco Canyon) - Replc FS	\$6,500,000	-	-	-	\$6,500,000
FS9 (Mission Viejo) - Replc FS	-	6,500,000	-	-	6,500,000
FS10 (Yorba Linda) - Replc FS	-	-	6,500,000	-	6,500,000
FS25 (Midway City) - Replc FS	-	-	-	6,500,000	6,500,000
<i>Total - Fund 123</i>	\$6,500,000	\$6,500,000	\$6,500,000	\$6,500,000	\$26,000,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

Enterprise Rptg. & Bus. Intelligence	\$125,000	\$125,000	-	-	\$250,000
Document Management Project	150,000	-	-	-	150,000
Field Data Collection Devices	627,500	-	-	-	627,500
Virtual Operations Center (VOC)	500,000	-	-	-	500,000
<i>Total - Fund 124</i>	\$1,402,500	\$125,000	-	-	\$1,527,500

FIRE APPARATUS - FUND 133

Emergency Vehicles	\$1,737,405	\$46,397	\$797,214	\$772,412	\$3,353,428
Support Vehicles	707,116	-	-	91,469	798,585
<i>Total - Fund 133</i>	\$2,444,521	\$46,397	\$797,214	\$863,881	\$4,152,013

<i>GRAND TOTAL</i>	\$10,347,021	\$6,671,397	\$7,297,214	\$7,363,881	\$31,679,513
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Fund 12110
General Fund CIP



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS SAFE LIVES!

✓ **INSTALL** ⇨ **INSPECT** ⇨ **PROTECT**

✓ **INSTALL**

- On every level of a home
- Outside each sleeping area
- In every room

✓ **INSPECT**

- Test smoke alarms every month and when you change your clocks
- Must be replaced every 10 years
- Change batteries
 - A “chirping” smoke alarm means the battery is weak and it’s time to install new batteries
 - Never “borrow” a battery from a smoke alarm.

✓ **PROTECT**

- Discuss and Practice family fire drills
- Plan a Home Escape Plan
 - Have two ways out of each room
 - Have an outside meeting place
- Download Home Escape Grid from:
<http://www.ocfa.org/Menu/Departments/FirePrevention/SmokeAlarm/smokealarmimages/Escapegrid.pdf>

Fund 12110: General Fund CIP

DESCRIPTION

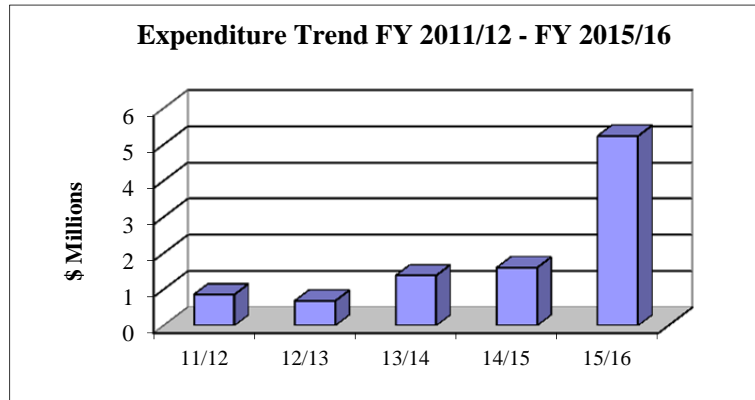
Effective July 1, 2014 the Board approved a new Capital Projects Fund Policy which provided clearer definitions and guidelines to ensure that expenditures are properly categorized into the appropriate fund. Fund 12110 is sub-fund of the General Fund created at that time to account for financial activity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

BUDGET

The total FY 2015/16 budget is \$5,234,000.

HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment and software have been identified for this budget cycle. These improvements and replacements include radios, pagers, phones, Mobile Data Computers, PCs/laptops, and other equipment replacements. Significant projects budgeted include \$3.8 million for the defibrillator replacements and \$450,000 for the network/server upgrade project.



SIGNIFICANT CHANGES

Although this is a newly created fund in FY 2014/15 the history of the re-categorized projects is reflected in the above graph in order to show an accurate expenditure trend. The defibrillators and the network/server upgrade project mentioned above are contributing to the significant increase for FY 2015/16.

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 2015/16 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 12110 - GENERAL FUND CIP
REVENUE AND EXPENDITURE SUMMARY
FY 2015/16 BUDGET**

	FY 2013/14* Actual	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	-	1,599,326	5,234,000	227.26%
Total Beginning Fund Balance	-	-	-	-
TOTAL AVAILABLE RESOURCES	-	\$1,599,326	\$5,234,000	227.26%
EXPENDITURES				
Services & Supplies		\$1,241,211	\$1,194,000	-3.80%
Capital Outlay	-	358,115	4,040,000	1028.13%
Total Expenditures & Other Uses		1,599,326	5,234,000	227.26%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	-	-	-	-
TOTAL FUND COMMITMENTS & FUND BALANCE	-	\$1,599,326	\$5,234,000	227.26%

**Fund did not exist in FY 2013/14.*

Fund 123
Fire Stations
and Facilities





ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRES ARE PREVENTABLE

- ✓ **Stay in the kitchen while cooking on the stove.**
Unattended cooking is the leading cause of home fires.
- ✓ **Keep objects that can catch fire away from cooking surfaces.**
Pot holders, paper towels, loose clothing, and other items can catch fire while the stove is in use or accidentally turned on.
- ✓ **Keep the stovetop, burners, and oven clean.**
Spilled oil, splattered grease, or built up food increases the risk of a fire.
- ✓ **Always check the oven to make sure it's empty before turning it on.**
Items stored in the oven can be overlooked and cause a fire.
- ✓ **Have the lid or fire extinguisher nearby when cooking.**
Fires can happen at any time! Be prepared!
- ✓ **Never use water on a grease fire.**
Fires can happen at any time! Be prepared!
- ✓ **When in doubt, just get out.**

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

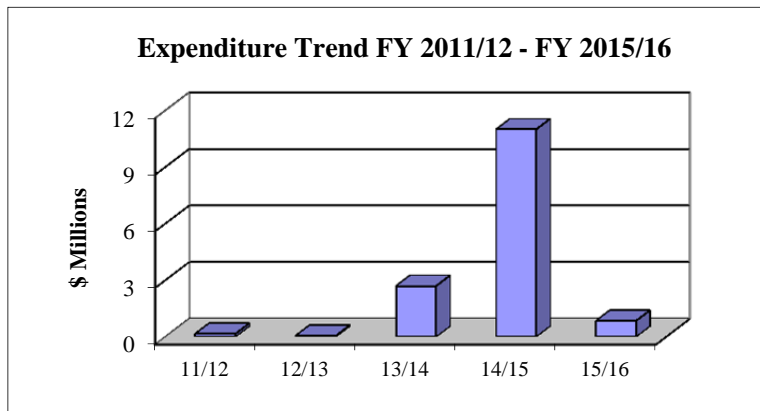
The total FY 2015/16 budget is \$854,248.

HIGHLIGHTS

Two projects are scheduled for FY 2015/16. \$500,000 is budgeted for the extension of the ROFTC emergency electrical circuits. \$354,248 is appropriated for improvements to the recently acquired US&R Warehouse.

SIGNIFICANT CHANGES

The FY 2013/14 budget reflects the actual expenditures for the purchase of phase II of the replacement helicopter hanger at Fire Station 41 (Fullerton Airport), and the design and construction for new Fire Station 56 (Village of Sendero), which is developer-funded.



The FY 2014/15 budget reflects the final construction of Fire Station 56 and the acquisition of the US&R Warehouse.

IMPACT ON OPERATING BUDGET

Staffing costs and maintenance for the new Fire Station 56 are in the FY 2015/16 General Fund budget. Ongoing maintenance for the US&R Warehouse will be budgeted in Property Management beginning at the mid-year.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2015/16 BUDGET

	FY 2013/14 Actual	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
FUNDING SOURCES				
Use of Money and Property	\$89,100	\$42,548	\$220,188	417.50%
Other	1,348,349	7,278,622	-	-100.00%
Total Revenues & Other	1,437,449	7,321,170	220,188	-96.99%
Financing Sources				
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	16,683,531	10,918,466	11,697,708	7.14%
TOTAL AVAILABLE RESOURCES	\$18,120,980	\$18,239,636	\$11,917,896	-34.66%
EXPENDITURES				
Capital Outlay	\$2,711,093	\$6,541,928	\$854,248	-86.94%
Total Expenditures & Other Uses	2,711,093	6,541,928	854,248	-86.94%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	10,918,466	11,697,708	11,063,648	-5.42%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$13,629,559	\$18,239,636	\$11,917,896	-34.66%

RFOTC EMERGENCY POWER CIRCUIT EXTENSION

Project Priority: A

Project Org: P243

Project Type: Facilities Construction/Improvements

Project Management: Property Management

Project Description: The RFOTC 1000 kW emergency power generator currently services 25% of the electrical circuits within the campus. The Emergency Communication Center, Building B is energized at 95%. For the balance of the RFOTC, Buildings A, C and D, the generator powers about 25% of existing circuits. In the event of a power disruption, most normal office circuits would not be energized; HVAC, office/workspace lighting and computers would not function. At the time of construction, an additional generator was anticipated to provide necessary additional power; but was not installed for reasons of economy. The existing generator is capable of providing the power required for the entire RFOTC campus. During FY 2014/15, design plans and specification for emergency power extension to all RFOTC circuits were contracted and delivered. This budget project would fund the construction and installation to extend power to energize the entire campus in the event of the need for emergency power.

Project Status: Project design plans and specifications are complete. A request for bids is pending funding.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$500,000	-	-	-	-	\$500,000
Total	\$500,000	-	-	-	-	\$500,000

Impact on Operating Budget: The extension of emergency power circuits to the entire RFOTC is vital to continuity of operations during an emergency.

US&R WAREHOUSE IMPROVEMENTS

Project Priority: A

Project Org: P535

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: The OCFA manages and operates the FEMA California Urban Search and Rescue Task Force 5 (US&R). Task Force 5 is comprised of large over the road semi-tractor trailers, other vehicular rolling stock and a large cache of urban search and rescue equipment, materials and supplies. In order to fully comply with FEMA standards for storage and management, vehicles and materials must be secured indoors, under cover, in an environmentally controlled warehouse. Vehicle and cache materials are currently dispersed throughout the OCFA in fire stations, which takes up valuable storage space. Additionally, some of the equipment has to be stored outdoors. In FY 2014/15 a warehouse storage facility capable of storing all US&R vehicles and materials was identified and purchased. This facility provides a single, consolidated location that will facilitate the maintenance, exercise and readiness of disaster equipment and materiel. However, improvements and repairs are necessary to align the building with current code requirements. Additional improvements include expansion/installation of roll up vehicle doors, a new exhaust extraction system and phone/IT upgrades.

Project Status: A warehouse storage facility was identified and purchased in FY 2014/15. Improvements/Repairs are scheduled to commence in FY 2015/16.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$354,248	-	-	-	-	\$354,248
Total	\$354,248	-	-	-	-	\$354,248

Impact on Operating Budget: Ongoing annual operational costs of \$34,698 are included in the current operating budget.

Fund 124
Communications and
Information Systems





ORANGE COUNTY FIRE AUTHORITY

Safety Message

Learn the ABC'S of Pool Safety

A – ADULT SUPERVISION

- ✓ Never leave children in or around the pool unattended.
- ✓ Assign an adult “water watcher”, who can swim, to specifically watch the water, not supervise the swimmers.

B – BARRIERS

- ✓ Install and maintain fencing around the pool and spa to separate it from the home and rest of the yard.
- ✓ Make sure all gates are self-closing, self-latching and open outward away from the pool.

C – CLASSES

- ✓ Learn CPR, first aid, and rescue techniques.
- ✓ Find out and understand the proper behavior in and around water. Teach children the same behaviors.

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.

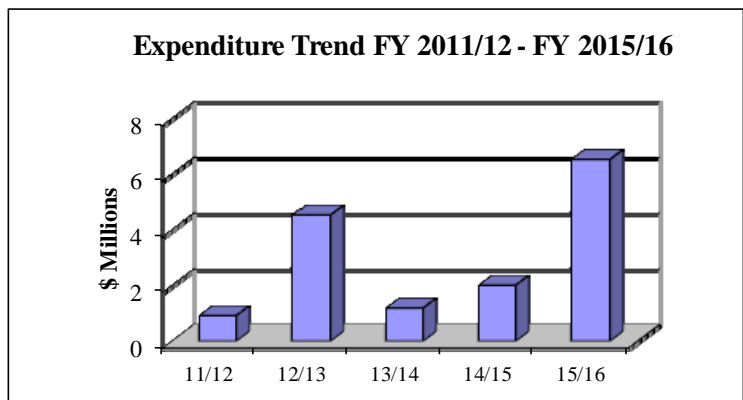
BUDGET

The total FY 2015/16 budget is \$6,531,152.

HIGHLIGHTS

The FY 2015/16 budget includes \$5.9 million for the remainder of the funding for the Public Safety Systems project which comprises the Incident Reporting Application Management (OCFIRS) system and the Integrated Fire Prevention application.

The \$1 million audiovisual upgrade of the RFOTC Boardroom and classrooms also begins in FY 2015/16 with an appropriation of \$700,000.



SIGNIFICANT CHANGES

Expenditures in FY 2012/13 reflect \$2.6 million for the Computer Aided Dispatch (CAD) project and the Fire Station Alerting project, both of which are components of the Public Safety Systems project.

IMPACT ON OPERATING BUDGET

This fund is designated for improvements and replacements of capital communication and information systems. The proactive replacement of worn out or aged equipment will help contain maintenance costs included in the General Fund. Significant project additions, such as the Public Safety Systems Project, will increase application maintenance and licensing costs in the Operating Budget by as much as 20-25% of the final system purchase price.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2015/16 BUDGET

	FY 2013/14 Actual	FY 2014/15* Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
FUNDING SOURCES				
Use of Money and Property	\$109,385	\$45,340	\$169,956	274.85%
Other	129,909	253,528	-	-100.00%
Total Revenues & Other	239,294	298,868	169,956	-43.13%
Financing Sources				
Operating Transfer In	2,449,115	994,109	2,127,821	114.04%
Total Beginning Fund Balance	19,079,126	16,908,100	11,589,054	-31.46%
TOTAL AVAILABLE RESOURCES	\$21,767,535	\$18,201,077	\$13,886,831	-23.70%
EXPENDITURES				
Services & Supplies	\$1,420,510	\$206,500	-	-100.00%
Capital Outlay	2,295,273	6,405,523	6,531,152	1.96%
Total Expenditures & Other Uses	3,715,783	6,612,023	6,531,152	-1.22%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	16,908,100	11,589,054	7,355,679	-36.53%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$20,623,883	\$18,201,077	\$13,886,831	-23.70%

**FY 2014/15 Budget reflects the adjusted anticipated expenditures and 'transfers in' as a result of the reclassification of several projects to the new Sub-Fund 12110 and the I.T. S&S budget.*

INCIDENT REPORTING APPLICATION REPLACEMENT

Project Priority: A
Project Org: P325
Project Type: Application Replacement
Project Management: IT – Systems Development & Support

Project Description: This project is to fund the initial purchase and supplemental or ‘surge’ professional services necessary to replace the Incident Reporting Application (OCFIRS). This project combined with replacing the Integrated Fire Prevention (IFP) application comprises the Records Management System (RMS) component of the overall Public Safety Systems (PSS) replacement project. CAD replacement is the other major component of the PSS replacement project. Implementation is expected to take two to three years and includes integration with the new CAD system. ‘Surge’ expense is expected to be approximately 20% of system purchase price spread across the implementation period.

The IT Strategic Plan study conducted by Gartner Inc. evaluated all of the OCFA’s applications based on their technical stability and how well they were meeting the OCFA’s business needs. The OCFIRS Incident Reporting application was rated poorly in both areas and was recommended for replacement. Gartner Inc. also recommended that the OCFA consider going to bid for an application that would be integrated with CAD, IFP, or both to improve overall data management within the organization. This budgetary amount is a preliminary estimate and may need revision as requirements are developed.

Project Status: Staff is evaluating the RFP and has separated some functions like Training and Electronic Plan Review into separate projects while the core RMS RFP selection continues. Funds for the core RMS will be re-budgeted from FY 2014/15 to FY 2015/16.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Equipment, Software, Professional Services	\$2,765,801	\$150,000	-	-	-	\$2,915,801
Total	\$2,765,801	\$150,000	-	-	-	\$2,915,801

Impact on Operating Budget: Application Maintenance/License Costs will have an annual impact on the operating budget starting in FY 2017/18 of approximately \$225,000. These anticipated costs are included in our Five-Year Financial Forecast.

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 fund the initial purchase and supplemental or ‘surge’ professional services necessary to replace the Integrated Fire Prevention (IFP) application. This project combined with replacing the Incident Reporting Application (OCFIRS) comprises the Records Management System (RMS) component of the overall Public Safety Systems (PSS) replacement project. CAD replacement is the other major component of the PSS replacement project. Implementation is expected to take two to three years and includes integration with the new CAD system. ‘Surge’ expense is expected to be approximately 20% of system purchase price spread across the implementation period.

The Integrated Fire Prevention (IFP) application has been scheduled for replacement following a detailed needs assessment and business plan analysis that was conducted in FY 2005/06. The current application was also evaluated based on the quality of its technology and how well the application was meeting business needs; the application scored poorly in both areas. It was recommended that the OCFA proceed with replacement of the application; however, concurrent replacement with the Orange County Fire Incident Reporting System (OCFIRS) and the Computer Aided Dispatch (CAD) System was recommended in order to take advantage of opportunities to move to a shared data platform. Preliminary analysis indicates the replacement cost for this application will be between \$2.0 million and \$3.0 million. Community Risk Reduction fees include funding for this project.

Project Status: Staff is evaluating the RFP and has separated some functions like Training and Electronic Plan Review into separate projects while the core RMS RFP selection continues. Funds for the core RMS will be re-budgeted from FY 2014/15 to FY 2015/16.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Equipment, Software, Professional Services	\$3,065,351	\$150,000	-	-	-	\$3,215,351
Total	\$3,065,351	\$150,000	-	-	-	\$3,215,351

Impact on Operating Budget: Application Maintenance/License Costs will have an annual impact on the operating budget starting in FY 2017/18 of approximately \$225,000. These anticipated costs are included in our Five-Year Financial Forecast.

AUDIO VIDEO EQUIPMENT UPGRADES

Project Priority: B
Project Org: P338
Project Type: Equipment Replacement
Project Management: IT – Communications and Workplace Support

Project Description: This item is to upgrade and replace the Audio Video equipment used in the RFOTC Board Room, Classrooms (3), and Training rooms (2).

The current Audio Video equipment including sound mixing boards, microphones, projectors, computers, controllers, and cabling has been in constant use since 2004. These rooms are used heavily and the multi-media equipment supporting training and presentations is outdated, no longer supported, and needs to be replaced.



The project was originally planned to be completed in two phases over a two-year period. The first phase was originally planned to occur in FY 2014/15 for the RFOTC Board Room and Classroom 1. Due to limited resources, the first phase will not start until FY 2015/16 and the second phase for Classrooms 2, 3, 4, and 5 will be pushed back to FY 2016/17. Budgeted funds in FY 2014/15 (\$113,000) will be re-budgeted to FY 2015/16. Functional requirements including video teleconferencing in the Board Room and Classroom 1, and an automated voting system have been added to the scope of the project, significantly increasing the estimated overall project cost.

Project Status: Project completion is scheduled for FY 2016/17.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$700,000	\$300,000	-	-	-	\$1,000,000
Total	\$700,000	\$300,000	-	-	-	\$1,000,000

Impact on Operating Budget: Ongoing annual maintenance costs of \$40,000 are included in the General Fund.



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Fire Extinguishers – Your Small Fire Defense

A fire extinguisher can be a lifesaver. But remember only use a fire extinguisher if:

- ✓ You have alerted other occupants and someone has called the fire department;
- ✓ The fire is small and contained to a single object, such as a wastebasket;
- ✓ You are safe from the toxic smoke produced by the fire;
- ✓ You have a means of escape identified and the fire is not between you and the escape route; and
- ✓ Your instincts tell you that it is safe to use an extinguisher

Remember the PASS method:

Pull the pin

Aim the extinguisher or nozzle at the base of the fire

Squeeze the handle and release the extinguishing agent

Sweep the extinguisher from side to side across the base of the fire until it appears to be out



Fund 133
Fire Apparatus



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

✓ SAFETY PRECAUTIONS

The Orange County Fire Authority provides the following safety tips to assist you in preventing the loss of life and property resulting from electrical fires:

- ✓ Routinely check your electrical appliances and wiring. Replace all worn, old or damaged cords or appliances immediately.
- ✓ Unplug small appliances when they are not in use (toasters, coffeemakers, etc.)
- ✓ Use surge protectors with on/off switches and circuit breakers instead of multi-plug adapters.
- ✓ Don't run cords under carpets or across doorways, and don't pinch cords against walls or furniture.
- ✓ If an appliance has a three-prong plug, use it only in a three-slot outlet. Never force it to fit into a two-slot outlet or extension cord.
- ✓ Allow adequate space around electronic components such as computers and stereo systems to prevent overheating.
- ✓ Never overload extension cords or wall sockets.
- ✓ Use safety closures to "child proof" electrical outlets.

Fund 133: Fire Apparatus

DESCRIPTION

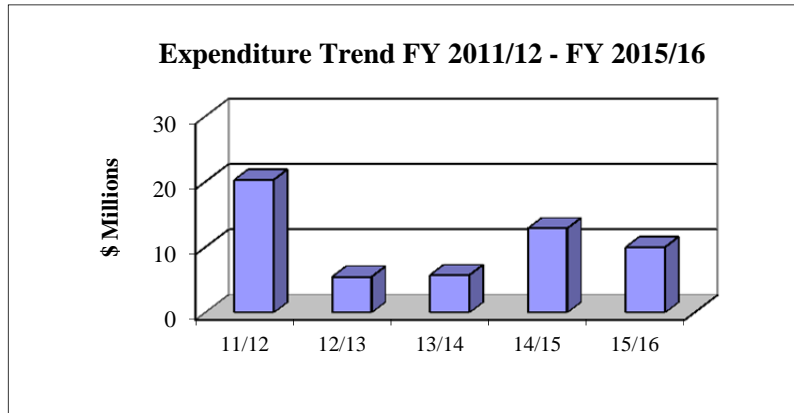
This fund is a capital projects fund used for the significant acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers and helicopters. Funding sources typically include operating transfers from the General Fund, cash contract city contributions, developer contributions,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

BUDGET

The total FY 2015/16 budget is \$10,011,393 of which \$1.6 million is developer funded.

HIGHLIGHTS

The budget includes replacement of emergency and support vehicles based on the Five-Year Vehicle Replacement Plan. An inflation factor of 3% has been used to estimate future costs for each budget year. Due to cost containment efforts \$4.2 million in vehicle replacements have been deferred and are outside the current five-year CIP plan.



SIGNIFICANT CHANGES

FY 2011/12 reflects \$16.4 million for the refinancing of the helicopter lease. The large increase reflected in the budget for FY 2014/15 is primarily due to \$5.8M in rebudgeted funds from the prior year.

IMPACT ON OPERATING BUDGET

Replacement of aging vehicles will help control vehicle maintenance costs included in the General Fund. All budgetary expenditures in FY 2015/16 are considered routine, capital expenditures, with the exception of the \$1.6 million for the Fire Station 20 (Lake Forest) Quint truck which is developer funded.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
REVENUE AND EXPENDITURE SUMMARY
FY 2015/16 BUDGET

	FY 2013/14 Actual	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
FUNDING SOURCES				
Charges for Current Services	\$1,362,214	\$1,469,001	\$1,428,656	-2.75%
Use of Money and Property	175,421	74,275	221,456	198.16%
Other	79,719	798,685	1,576,744	97.42%
Total Revenues & Other Financing Sources	1,617,354	2,341,961	3,226,856	37.78%
Operating Transfer In	1,842,515	-	-	-
Total Beginning Fund Balance	30,875,249	26,299,601	15,764,294	-40.06%
TOTAL AVAILABLE RESOURCES	\$34,335,118	\$28,641,562	\$18,991,150	-33.69%
EXPENDITURES				
Services & Supplies	\$86,958	-	-	-
Capital Outlay	11,262,691	10,345,545	7,479,670	-27.70%
Debt Service	2,219,152	2,531,723	2,531,723	-
Total Expenditures & Other Uses	13,568,801	12,877,268	10,011,393	-22.26%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	26,299,601	15,764,294	8,979,757	-43.04%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$39,868,402	\$28,641,562	\$18,991,150	-33.69%

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 in FY 2018/19.



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 is to occur in FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$483,084	-	\$483,084
Total	-	-	-	\$483,084	-	\$483,084

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

AMBULANCE

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The ambulances are used to transport injured or sick persons to the closest receiving hospital. This project is for the replacement of one ambulance in FY 2018/19.



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 ambulances are four 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 is to occur in FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$157,559	-	\$157,559
Total	-	-	-	\$157,559	-	\$157,559

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and 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 nine 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 three command vehicles in FY 2016/17.



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: Purchase is to occur in FY 2016/17.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)		\$278,646	-			\$278,646
Total	-	\$278,646	-	-	-	\$278,646

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

CREW CARRYING VEHICLE

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Crew carrying vehicles carry thirteen passengers and are used to transport fire crews to wildland fires. This project is for the replacement of one crew carrying vehicle in FY 2018/19.

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 crew carrying 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: Purchase is to occur in FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$266,832	-	\$266,832
Total	-	-	-	\$266,832	-	\$266,832

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

CREW CAB DOZER TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Crew cab dozer tenders have a multitude of uses for the Crews and Equipment section. The primary use is to support, fuel, oil, and carry repair materials needed for the department's bull dozers, graders and other miscellaneous off- road equipment. These units are also sent out of the county to support the section on large campaign fires. Approximately thirty percent of the cost of this vehicle is for equipment including an extra fuel tank, perimeter and code III lighting. This project is for the replacement of two dozer tenders in FY 2018/19.



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 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 is to occur in FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	-	-	\$163,772	-	\$163,772
Total	-	-	-	\$163,772	-	\$163,772

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

DOZER TRANSPORT TRACTOR

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The dozer transport tractor is designed for hauling heavy equipment, specifically bull dozers. This project is for the replacement of one dozer transport tractor in FY 2016/17.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for dozer transport tractors are 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 is to occur in FY 2016/17; deferred from FY 2011/12 due to low mileage.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$201,188	-	-	-	\$201,188
Total	-	\$201,188	-	-	-	\$201,188

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

ENGINE – TYPE 1

Project Priority: A

Project Type: Vehicle Replacement

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 project is for the replacement of twenty-eight Type 1 engines as follows: six in FY 2015/16, six in FY 2016/17, five in FY 2017/18, five in FY 2018/19 and six in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for Type 1 engines are 15 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 are to occur annually through FY 2019/20.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$3,457,086	\$3,560,796	\$3,056,350	\$3,148,040	\$3,890,976	\$17,113,248
Total	\$3,457,086	\$3,560,796	\$3,056,350	\$3,148,040	\$3,890,976	\$17,113,248

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

FULL-SIZE 4-DOOR VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicle is used by all staff Battalion Chiefs and Division Chiefs. These vehicles are frequently used in Battalion Command situations similar to BC Command Vehicles. Approximately twenty percent of the cost of this vehicle is for equipment such as Code III lighting and other vehicle modifications such as signage, etc. This project is for the replacement of one full-size 4-door vehicle scheduled in FY 2017/18.



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 purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase is to occur in FY 2017/18.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5- Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	\$57,004	-	-	\$57,004
Total	-	-	\$57,004	-	-	\$57,004

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

FULL-SIZE 4-DOOR VEHICLES (EXECUTIVE MANAGEMENT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicle is used by the Fire Chief and all Assistant Chiefs. These vehicles are used in major incidents and for frequent meetings throughout the OCFA and the County. Approximately twenty percent of the cost of this vehicle is for equipment such as Code III lighting and other vehicle modifications such as signage, etc. This project is for the replacement of six full-size 4-door vehicles scheduled in FY 2015/16.



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 purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase is to occur in FY 2015/16.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5- Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$270,000	-	-	-	-	\$270,000
Total	\$270,000	-	-	-	-	\$270,000

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

MID-SIZE 4X4 4-DOOR VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The mid-size 4x4 4-door vehicles are used by staff in the Operations Department who needs the versatility of a 4x4 to complete their specific assignments (e.g. safety officers). This project is for the replacement of four units in FY 2015/16.



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 4x4 4-door vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase is to occur in FY 2015/16.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$169,840	-	-	-	-	\$169,840
Total	\$169,840	-	-	-	-	\$169,840

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

PARAMEDIC SQUAD

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The paramedic van platform will be changing from a van to a pickup truck with a utility body. This platform change will increase storage capability while reducing vehicle cost. This unit carries a full complement of paramedic equipment. This project is for the replacement of fifteen paramedic vans with five to be purchased in FY 2015/16, five purchased in FY 2017/18 and five purchased in FY 2018/19.



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 are to occur in FY 2015/16, FY 2017/18 and FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$575,220	-	\$610,250	\$628,555	-	\$1,814,025
Total	\$575,220	-	\$610,250	\$628,555	-	\$1,814,025

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: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The pickup utility – ¾ ton units are located at each one of the nine battalions in the department. These vehicles are used for a variety of miscellaneous transportation needs. The units are also used as BC Command vehicles on occasion. Approximately thirty percent of the vehicle cost is for equipment. This project is for the replacement of eight pickups with three new pickups in FY 2017/18 and five in FY 2018/19.



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 pickup utility – ¾ ton vehicles are eight years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases are to occur in FY 2017/18 and FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	\$137,040	\$235,250	-	\$372,290
Total	-	-	\$137,040	\$235,250	-	\$372,290

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

TRACTOR-DRAWN AERIAL (TDA) QUINT-100'

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The TDA apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial ladder, 300-gallon water tank, and a fire pump similar to a fire engine. This project is for the addition of two new 100' tractor drawn aerial quints with one in FY 2015/16 and one in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for trucks – 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: Purchases are to occur in FY 2015/16 and FY 2019/20.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$1,338,757	-	-	-	\$1,506,782	\$2,845,539
Total	\$1,338,757	-	-	-	\$1,506,782	\$2,845,539

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

ENGINE-TYPE 1/ DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This apparatus is the same as our replacement Type I engines; however, this apparatus is funded by a local developer including hose and other equipment. This project is for the purchase of one Type 1 engine in FY 2018/19 for Fire Station 67 (Rancho Mission Viejo).



Project Status: Purchase is to occur in FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$751,496	-	\$751,496
Total	-	-	-	\$751,496	-	\$751,496

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. These costs are included in the Five-Year Financial Forecast.

PARAMEDIC SQUAD - DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The paramedic van platform will be changing from a van to a pickup truck with a utility body. This platform change will increase storage capability while reducing vehicle cost. This unit carries a full complement of paramedic equipment. This project is for the addition of one paramedic squad that will be funded by a local developer including all the advanced life support equipment (ALS) needed for the unit to go into service. Purchase of this one paramedic squad will be made in FY 2018/19 for Fire Station 67 (Rancho Mission Viejo).



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for paramedic squads are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase is to occur in FY 2018/19.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$177,210	-	\$177,210
Total	-	-	-	\$177,210	-	\$177,210

Impact on Operating Budget: The addition of a paramedic squad is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$1,500 per year during the three-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$2,500 per year. These costs are included in the Five-Year Financial Forecast.

TRACTOR-DRAWN AERIAL (TDA) QUINT-100' / DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The TDA apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial ladder, 300-gallon water tank, and a fire pump similar to a fire engine. This apparatus, including hose and other equipment is funded by local developers. This project is for the addition of two new 100' tractor drawn aerial quints with one in FY 2015/16 for Fire Station 20 (Irvine) and one in FY 2019/20 for Fire Station 67 (Rancho Mission Viejo).



Vehicle replacement evaluation is based on the following criteria:

- Actual miles of the vehicles
- Actual years of operation compared to expected years
- Evaluation of mechanical condition by the Fleet Services Manager
- Evaluation of the maintenance costs by the Fleet Services Manager

The age and mileage targets for trucks – 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: Purchases are to occur in FY 2015/16 and FY 2019/20.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$1,576,744	-	-	-	\$1,774,683	\$3,351,427
Total	\$1,576,744	-	-	-	\$1,774,683	\$3,351,427

Impact on Operating Budget: The addition of a TDA Quint to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$3,500 per year during the five-year warranty period. After the warranty period, the costs are expected to increase to approximately \$7,000 per year. These costs are included in the Five-Year Financial Forecast.

MID-SIZE PICKUP-1/2 TON VEHICLES

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are primarily used by Community Risk Reduction to conduct off-site inspections. Approximately ten percent of the vehicle cost is for equipment including lighting, liners and bed covers. This project is for the replacement of four mid-size pickup-1/2 ton vehicles, two in FY 2015/16, and two in FY 2016/17.



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 are to occur in FY 2015/16 and FY 2016/17.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$64,160	\$66,084	-	-	-	\$130,244
Total	\$64,160	\$66,084	-	-	-	\$130,244

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

MINIVAN - PASSENGER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Minivan-passenger vehicles are used in sections such as Community Relations and Education Services. These units are utilized by staff to carry educational materials, and also to transport people to and from functions. Project costs include the replacement of one minivan-passenger vehicle in FY 2015/16.



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 minivan-passenger vehicles are seven 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 is to occur in FY 2015/16.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$27,863	-	-	-	-	\$27,863
Total	\$27,863	-	-	-	-	\$27,863

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

SERVICE TRUCK - LIGHT VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Service trucks – light vehicles are used for field service throughout the department for both heavy and light apparatus in the fleet for fleet services and communication services. These units are also sent out of county if technicians are requested on large campaign fires. This project is for the replacement of one service truck - light vehicle in FY 2016/17.



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: Purchase is to occur in FY 2016/17.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	\$60,349	-	-	-	\$60,349
Total	-	\$60,349	-	-	-	\$60,349

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

SERVICE TRUCK – HEAVY VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The service truck – heavy vehicles carries large quantities of oil and a welder, providing the ability to service vehicles at fire stations or on large fires. This project is for the replacement of one service truck – heavy vehicle in FY 2017/18.



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 is to occur in FY 2017/18.

Description	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	-	\$66,554	-	-	\$66,554
Total	-	-	\$66,554	-	-	\$66,554

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

Other Funds





ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIREPLACE SAFETY

✓ SAFETY PRECAUTIONS

To assist in keeping residents safe, the following tips will help make sure that your fireplace is working properly and will trim down the risks to your family:

- ✓ Make sure your fireplace is designed for the wood you are burning. Don't burn wood in a unit designed for gas logs.
- ✓ Keep decorations and furniture at least three-feet away.
- ✓ Always use a fireplace screen.
- ✓ Don't overload your fireplace with too much wood.
- ✓ Make sure the damper is open before lighting the fire.
- ✓ Ensure the chimney outlet is equipped with approved spark arrestor.
- ✓ Keep a fire extinguisher close by.
- ✓ Never leave the fire unattended.
- ✓ Never burn trash, plastics or flammable liquids.
- ✓ Have the chimney and fireplace inspected and cleaned every year by a certified chimney sweep.

Fund 171
Structural Fire
Fund Entitlement





ORANGE COUNTY FIRE AUTHORITY

Safety Message

Fire Extinguishers – Your Small Fire Defense

A fire extinguisher can be a lifesaver. But remember only use a fire extinguisher if:

- ✓ You have alerted other occupants and someone has called the fire department;
- ✓ The fire is small and contained to a single object, such as a wastebasket;
- ✓ You are safe from the toxic smoke produced by the fire;
- ✓ You have a means of escape identified and the fire is not between you and the escape route; and
- ✓ Your instincts tell you that it is safe to use an extinguisher

Remember the PASS method:

Pull the pin

Aim the extinguisher or nozzle at the base of the fire

Squeeze the handle and release the extinguishing agent

Sweep the extinguisher from side to side across the base of the fire until it appears to be out

Fund 171: Structural Fire Fund

Entitlement

DESCRIPTION

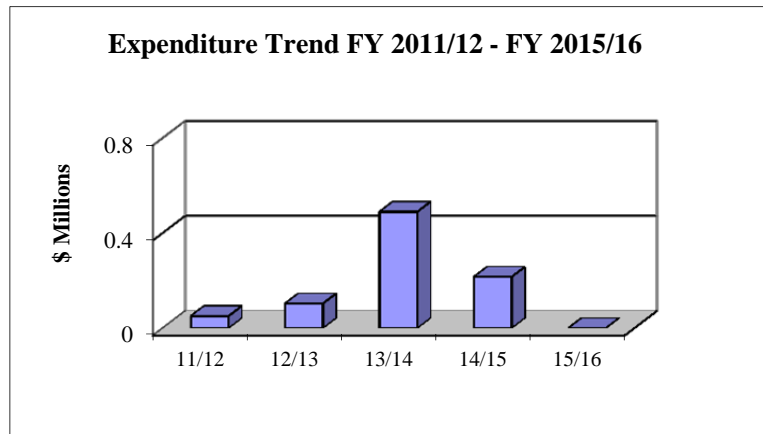
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

BUDGET

The total FY 2015/16 budget is \$0. Any remaining funds from FY 2014/15 will be rebudgeted to FY 2015/16.

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. As of publication of this document, the future use of this fund is unknown as the Second Amendment was ruled invalid after judicial review.



SIGNIFICANT CHANGES

The expenditure trend graph reflects funds budgeted for the installation of a bi-directional amplifier in FY 2013/14. FY 2014/15 funds were rebudgeted from FY 2013/14. No new funds were budgeted.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2015/16 BUDGET

	FY 2013/14 Actual	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
FUNDING SOURCES				
Use of Money and Property	\$6,825	\$2,326	\$11,999	415.86%
Total Revenues & Other	6,825	2,326	11,999	415.86%
Financing Sources				
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	1,268,160	784,617	570,730	-27.26%
TOTAL AVAILABLE RESOURCES	\$1,274,985	\$786,943	\$582,729	-25.95%
EXPENDITURES				
C001 Dana Point	\$26,537	\$22,060	-	-100.00%
C001 Irvine	373,972	94,797	-	-100.00%
C004 Laguna Niguel	-	52,690	-	-100.00%
C008 Aliso Viejo	-	29,056	-	-100.00%
C009 Rancho Santa Margarita	-	17,610	-	-100.00%
C005 San Juan Capistrano	5,915	-	-	-
C006 Villa Park	8,191	-	-	-
C007 Unincorporated	75,751	-	-	-
Total Expenditures & Other Uses	490,368	216,213	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	784,617	570,730	582,729	2.10%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$1,274,985	\$786,943	\$582,729	-25.95%



Fund 190

Self-Insurance



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Hands Only CPR

If you see someone suddenly collapse...ACT FAST!

- ✓ Call 911
- ✓ Push hard and fast in the center of the chest until help arrives
 - Push at a rate of 100 beats per minute which about the same tempo of the song "Stayin' Alive"

Your actions can help save a life!

To learn more visit: www.heart.org/handsonlyCPR

Fund 190: Self-Insurance

DESCRIPTION

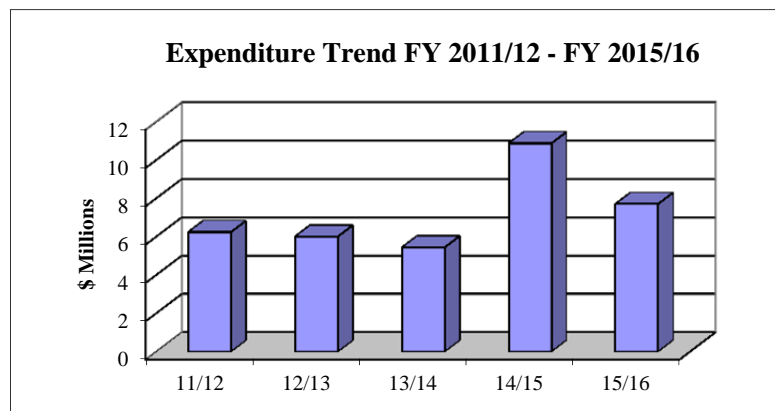
This fund was established in May 2003 to track funding and expenditures for workers' compensation claims liability. Funding sources include revenue from the General Fund and interest earnings.

BUDGET

The total FY 2015/16 budget is \$7,702,911.

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 as necessary to fund the coming fiscal year, as provided by the annual independent actuarial study, and 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. The estimated claims payment provided in the actuarial study has previously been appropriated in Fund 190. However, as a result of actual expenditures remaining well below the actuary's estimate for several years, the FY 2015/16 budget will be based on the 50% confidence level instead of the previous 60% level.

SIGNIFICANT CHANGES

Funding for FY 2014/15 reflects the actuarial estimate versus the prior years which reflect actual expenditures. FY 2015/16 and forward will reflect a 50% confidence level.

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 2015/16 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2015/16 BUDGET**

	FY 2013/14 Actual	FY 2014/15 Budget	FY 2015/16 Budget	% Change fr FY 2014/15 Budget
FUNDING SOURCES				
Other	\$12,825,909	\$13,811,667	\$12,729,592	-7.83%
Use of Money and Property	312,652	178,207	887,704	398.13%
Total Revenues & Other Financing Sources	13,138,561	13,989,874	13,617,296	-2.66%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	53,230,384	60,921,529	68,019,508	11.65%
TOTAL AVAILABLE RESOURCES	\$66,368,945	\$74,911,403	\$81,636,804	8.98%
EXPENDITURES				
Services & Supplies	\$5,447,416	\$6,891,895	\$7,702,911	11.77%
Total Expenditures & Other Uses	5,447,416	6,891,895	7,702,911	11.77%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	60,921,529	68,019,508	73,933,893	8.70%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$66,368,945	\$74,911,403	\$81,636,804	8.98%

Appendix





ORANGE COUNTY FIRE AUTHORITY

Safety Message

Learn the ABC'S of Pool Safety

A – ADULT SUPERVISION

- ✓ Never leave children in or around the pool unattended.
- ✓ Assign an adult “water watcher”, who can swim, to specifically watch the water, not supervise the swimmers.

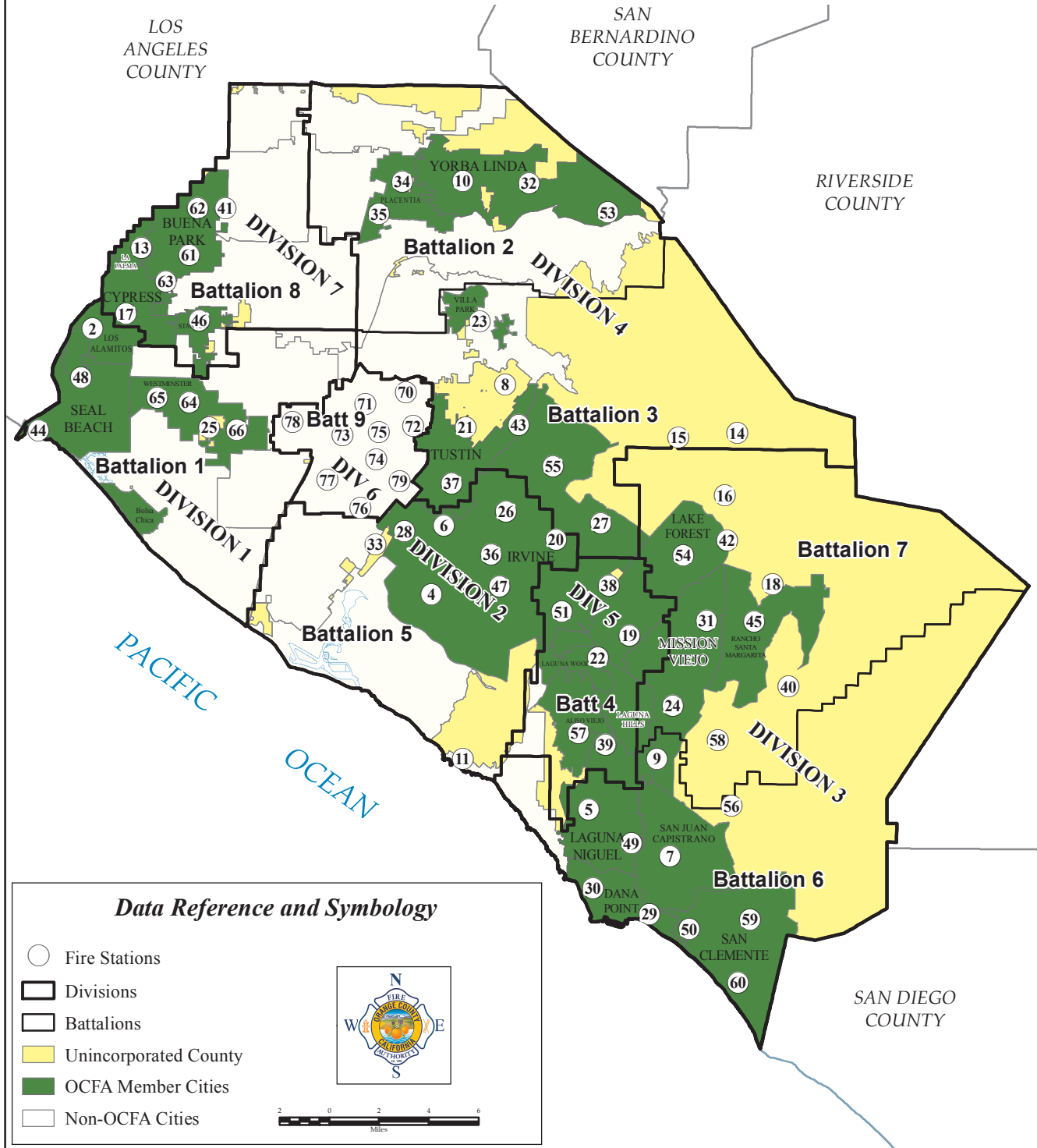
B – BARRIERS

- ✓ Install and maintain fencing around the pool and spa to separate it from the home and rest of the yard.
- ✓ Make sure all gates are self-closing, self-latching and open outward away from the pool.

C – CLASSES

- ✓ Learn CPR, first aid, and rescue techniques.
- ✓ Find out and understand the proper behavior in and around water. Teach children the same behaviors.

Division and Battalion Boundaries and Station Locations



**ORANGE COUNTY FIRE AUTHORITY
LIST OF STATIONS BY MEMBER AGENCY**

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 8081 Western 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 Irvine

Station 4, 2 California Ave. 92612

Station 6, 3180 Barranca Pkwy. 92606

Station 20, 6933 Trabuco Rd. 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. 92614

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr. 92677

Station 39, 24241 Avila Rd. 92677

Station 49, 31461 St. of the Golden Lantern 92677

City of Lake Forest

Station 19, 23022 El Toro Rd. 92630

Station 42, 19150 Ridgeline Rd., 92679

Station 54, 19811 Pauling Ave., 92610

City of La Palma

Station 13, 7822 Walker St. 90623

City of Los Alamitos

Station 2, 3642 Green Ave. 90720

City of Mission Viejo

Station 9, #9 Shops Blvd. 92691

Station 24, 25862 Marguerite Pkwy. 92692

Station 31, 22426 Olympiad Rd. 92692

City of Placentia

Station 34, 1530 N. Valencia 92870

Station 35, 110 S. Bradford 92870

City of Rancho Santa Margarita

Station 45, 30131 Aventura 92688

City of San Clemente

Station 50, 670 Camino de los Mares 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo 92675

**ORANGE COUNTY FIRE AUTHORITY
LIST OF STATIONS BY MEMBER AGENCY**

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 S. Franklin St. 92703
- Station 74 (Admin), 1439 S. Broadway St. 92707
- Station 74, 1427 South 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

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, P.O. 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, P.O. Box 618,
Trabuco Canyon 92678

City of Tustin

- Station 37, 15011 Kensington Park Dr. 92780
- Station 43, 11490 Pioneer Way 92782

City of Villa Park

- Station 23, 5020 Santiago Canyon Rd. 92869

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

Specialty Stations

- Station 41, 3900 West Artesia Ave, Fullerton 92633

Helicopter Operations

- 30942 Trabuco Canyon Rd., P.O. Box 618,
Trabuco Canyon, 92678

Crews & Equipment - Camp 18

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

INCIDENTS (1)	FY 2008/09 TOTAL	FY 2009/10 TOTAL	FY 2010/11 TOTAL	FY 2011/12 TOTAL	FY 2012/13 TOTAL	FY 2013/14 TOTAL
Aliso Viejo	1,998	2,005	2,094	2,076	2,231	2,227
Buena Park	5,668	5,676	5,652	5,848	5,869	6,378
Cypress	2,504	2,600	2,490	2,560	2,708	2,649
Dana Point	2,650	2,787	2,870	2,784	2,958	3,131
Irvine	11,385	11,886	12,214	11,989	12,526	13,497
Laguna Hills	2,421	2,558	2,614	2,550	2,587	1,192
Laguna Niguel	3,079	3,094	3,255	3,367	3,479	970
Laguna Woods	4,350	4,399	4,560	4,728	4,759	2,584
Lake Forest	4,272	4,320	4,334	4,246	4,478	3,603
La Palma	760	754	778	752	810	4,505
Los Alamitos	1,083	1,079	1,060	1,109	1,206	4,398
Mission Viejo	6,424	6,363	6,379	6,372	6,777	6,848
Placentia	2,699	2,696	2,837	2,721	2,853	2,854
Rancho Santa Margarita	1,965	2,008	2,015	2,111	1,989	2,153
San Clemente	3,678	3,961	3,813	4,008	4,198	4,478
San Juan Capistrano	2,526	2,429	2,580	2,625	2,712	3,063
Santa Ana (2)				3,708	18,962	3,500
Seal Beach	3,388	3,492	3,375	3,625	3,551	20,273
Stanton	2,420	2,401	2,597	2,674	2,890	3,000
Tustin	3,761	3,744	4,055	4,214	4,594	4,873
Villa Park	329	336	388	365	392	367
Westminster	5,835	5,724	5,882	6,023	6,502	6,390
Yorba Linda	3,134	2,937	2,928	3,136	3,293	3,353
Unincorporated	6,220	6,267	6,087	6,016	5,790	6,297
TOTAL	82,549	83,516	84,857	89,607	108,114	112,583 (3)

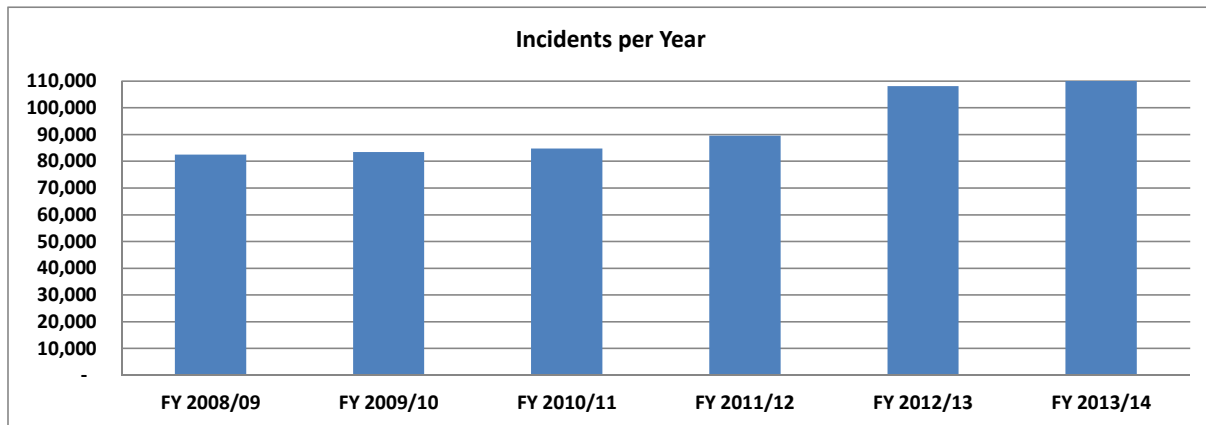
SOURCE: Strategic Services Division

Notes: (1) Response statistics are normally reported on a calendar year basis in other reports.

These statistics have been reported on the fiscal year basis, July through June.

(2) Santa Ana joined the OCFA on April 20, 2012.

(3) Excludes mutual aid.

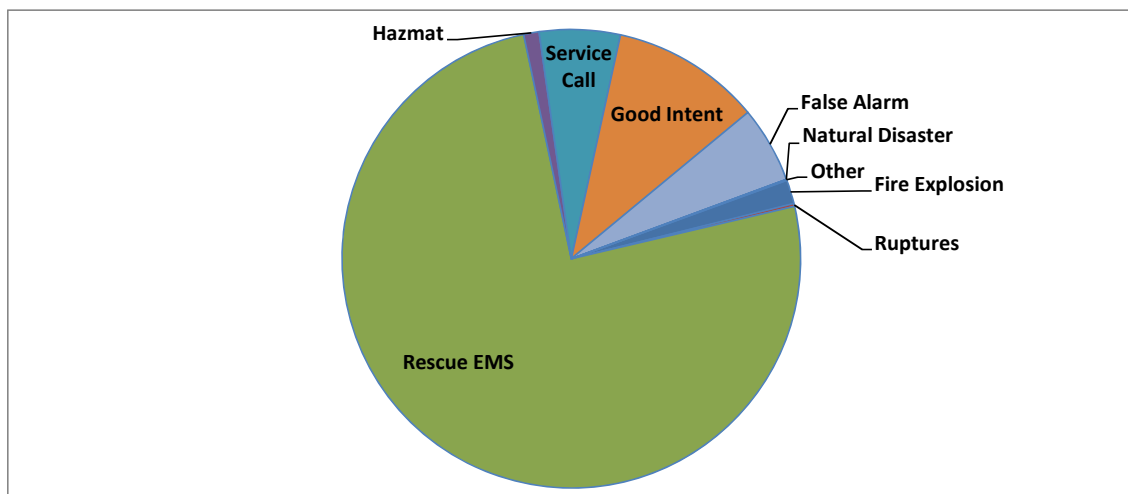


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14
Fire Explosion	1,795	1,466	1,413	1,490	2,009	1,980
Ruptures	169	164	152	152	221	226
Rescue EMS	58,358	59,448	60,529	65,280	80,427	88,222
Hazmat	1,080	1,044	968	933	1,102	1,278
Service Call	5,508	5,706	6,070	6,355	7,774	6,655
Good Intent	10,839	10,959	11,292	11,237	14,844	12,346
False Alarm	4,503	4,290	4,245	4,029	5,728	6,311
Natural Disaster	3	25	49	4	1	8
Other	294	414	139	127	111	81
Total	82,549	83,516	84,857	89,607	112,217	117,107

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 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Aliso Viejo	x		7,459,561,585	7,511,408,344	7,605,524,301	7,877,812,008	8,440,740,446
Buena Park		x	7,478,553,299	7,484,717,414	7,602,927,022	7,886,342,310	8,313,495,571
Cypress	x		5,514,794,397	5,560,190,082	5,666,354,152	5,854,808,819	6,104,217,916
Dana Point	x		8,687,748,036	8,735,352,174	8,844,363,956	9,126,749,851	9,787,131,567
Irvine	x		46,538,576,173	47,136,231,043	48,646,093,255	51,002,248,297	55,693,885,275
Laguna Hills	x		5,460,469,629	5,463,649,450	5,513,065,887	5,643,544,803	5,961,946,732
Laguna Niguel	x		11,892,950,905	11,991,938,935	12,116,601,329	12,402,919,104	13,270,851,137
Laguna Woods	x		2,214,362,811	2,186,989,720	2,193,624,367	2,237,287,579	2,424,735,877
Lake Forest	x		10,744,518,458	10,721,083,140	10,885,724,192	11,238,774,618	11,920,080,577
La Palma	x		1,698,468,994	1,698,168,526	1,718,006,977	1,744,907,431	1,829,352,816
Los Alamitos	x		1,616,119,763	1,603,255,484	1,638,192,752	1,674,933,495	1,778,110,229
Mission Viejo	x		13,157,979,198	13,226,115,127	13,320,574,029	13,639,459,848	14,533,544,020
Placentia		x	4,969,022,865	5,007,558,219	5,080,848,867	5,203,416,631	5,519,084,672
Rancho Santa Margarita	x		6,605,397,292	6,623,819,450	6,679,191,088	6,759,143,929	7,231,596,550
San Clemente		x	12,431,717,267	12,356,018,520	12,506,117,671	12,824,727,057	13,666,850,501
San Juan Capistrano	x		5,817,501,434	5,799,444,394	5,833,268,798	6,039,344,148	6,443,224,268
Santa Ana		x		20,100,864,489	20,339,779,135	21,119,683,205	22,075,383,494
Seal Beach		x	4,282,031,841	4,434,344,626	4,480,556,641	4,580,472,391	4,891,059,519
Stanton		x	2,042,111,872	2,063,292,635	2,073,751,661	2,144,269,847	2,297,507,749
Tustin		x	9,419,294,337	9,378,898,773	9,502,172,504	9,732,380,911	10,292,804,580
Villa Park	x		1,353,409,168	1,372,687,483	1,398,666,415	1,466,599,155	1,527,255,049
Westminster		x	6,779,971,901	6,935,761,541	7,023,383,445	7,176,140,802	7,628,668,713
Yorba Linda	x		10,936,312,406	11,262,427,223	11,484,958,133	11,857,840,091	12,668,129,854
Unincorporated (3)	x		21,485,306,973	21,509,470,987	21,332,071,633	21,915,863,172	23,573,390,338
Total SFF Cities			161,183,477,222	162,402,231,562	164,876,281,264	170,482,236,348	181,475,680,773
Percentage Change			-0.67%	0.76%	1.52%	4.98%	10.07%
Total Cash Cities			47,402,703,382	67,761,456,217	68,609,536,946	70,667,433,154	76,397,366,677
Total Assessed Valuation			208,586,180,604	230,163,687,779	233,485,818,210	241,149,669,502	257,873,047,450
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).

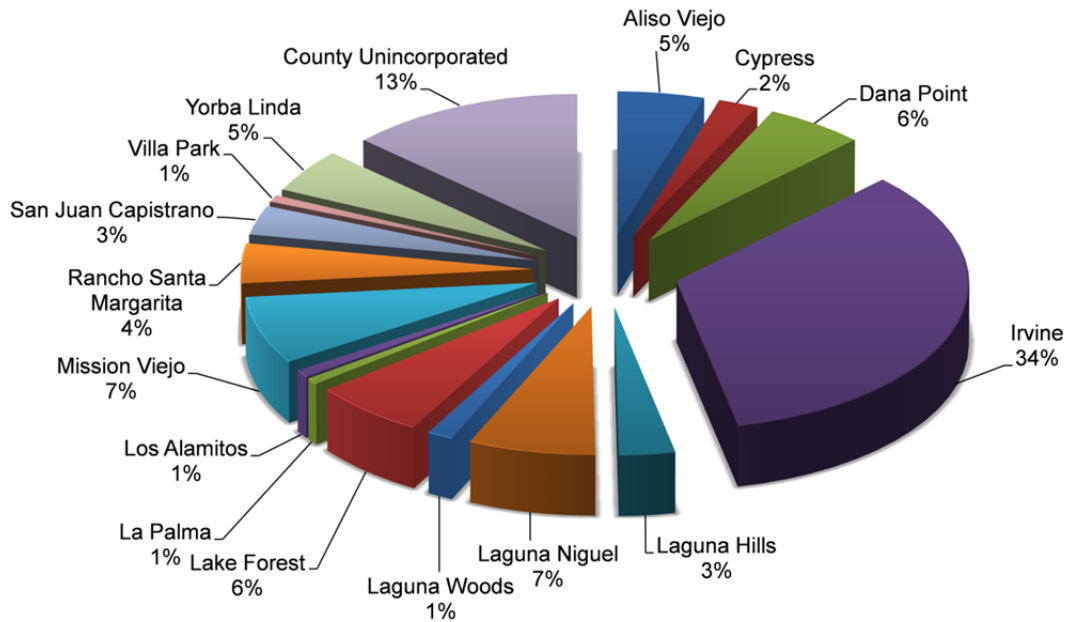
(2) These cities pay for services on a cash contract basis. Assessed Value is shown for comparison only.

(3) Newly incorporated cities remain included in the Unincorporated total until the roll year after their incorporation.

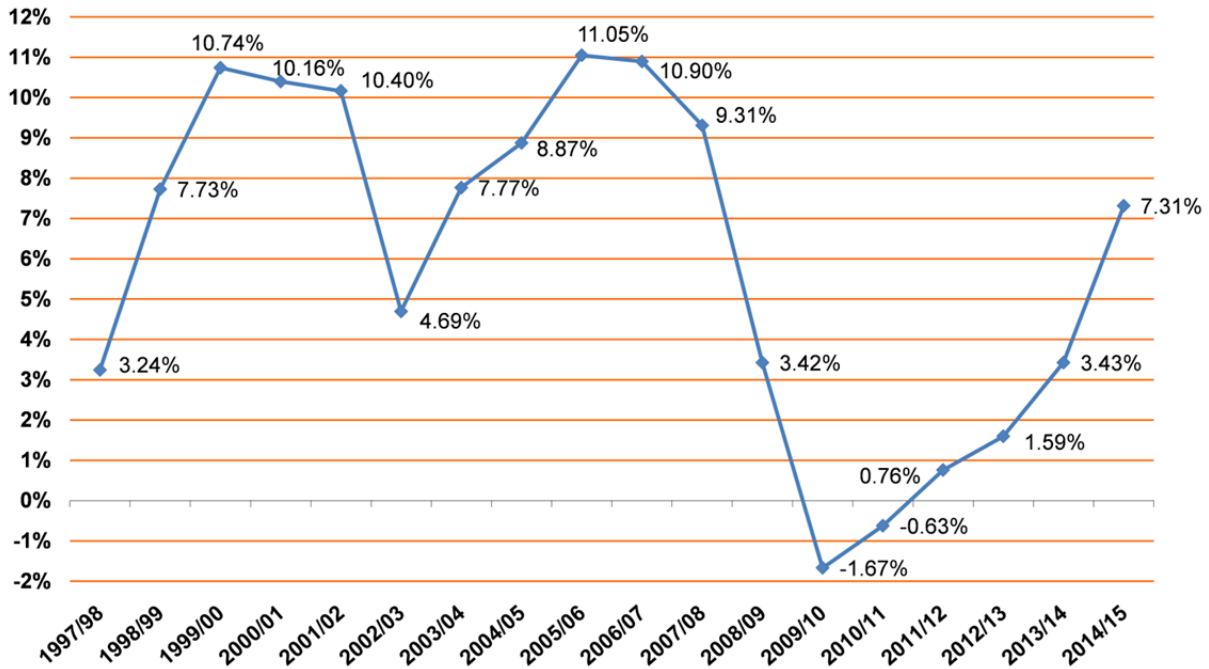
NOTE:

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 and is subject to the limitations described above.

OCFA Ad Valorem Proportional Revenue by Jurisdiction FY 2014-15



Historical Changes in Assessed Valuation (Excludes RDA Increment)



Source: Orange County Auditor Controller

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	Population by City, 2006 and 2015			Housing Units by City, 2006 and 2015		
	(1) 2006	(2) 2015	Percent Change	(1) 2006	(2) 2015	Percent Change
Aliso Viejo	44,924	50,204	11.8%	17,968	19,354	7.7%
Buena Park	81,349	82,767	1.7%	24,001	24,726	3.0%
Cypress	48,854	49,184	0.7%	16,477	16,155	-2.0%
Dana Point	36,669	34,208	-6.7%	15,900	15,972	0.5%
Irvine	193,785	250,384	29.2%	71,652	92,961	29.7%
Laguna Hills	33,225	30,994	-6.7%	11,152	10,996	-1.4%
Laguna Niguel	66,178	64,836	-2.0%	24,793	25,456	2.7%
Laguna Woods	18,334	16,652	-9.2%	13,629	13,079	-4.0%
Lake Forest	77,859	80,070	2.8%	26,384	27,454	4.1%
La Palma	16,081	15,965	-0.7%	5,131	5,234	2.0%
Los Alamitos	12,004	11,779	-1.9%	4,378	4,380	0.0%
Mission Viejo	97,997	96,652	-1.4%	33,713	34,619	2.7%
Placentia	51,236	52,427	2.3%	16,402	17,098	4.2%
Rancho Santa Margarita	49,130	49,125	0.0%	16,678	17,309	3.8%
San Clemente	66,280	65,399	-1.3%	26,641	26,116	-2.0%
San Juan Capistrano	36,073	36,223	0.4%	11,714	12,215	4.3%
Santa Ana (3)		335,264	--	75,292	77,477	--
Seal Beach	25,298	24,684	-2.4%	14,490	14,535	0.3%
Stanton	38,761	39,219	1.2%	11,079	11,323	2.2%
Tustin	71,767	79,601	10.9%	25,281	27,262	7.8%
Villa Park	6,218	5,960	-4.1%	2,020	2,020	0.0%
Westminster	92,408	92,106	-0.3%	27,397	27,738	1.2%
Yorba Linda	66,794	67,719	1.4%	21,534	22,974	6.7%
Unincorporated	120,174	124,014	3.2%	38,619	40,151	4.0%
Total:						
Orange County Fire Authority	1,306,474	1,755,436	34.4%	552,325	586,604	6.2%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2006
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2015
- (3) The City of Santa Ana joined the OCFA on April 20, 2012.

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
2004	3,017	125,798,400	41,697	4.3
2005	3,057	135,070,500	44,184	3.8
2006	3,072	145,435,600	47,342	3.4
2007	3,098	150,214,300	48,488	3.9
2008	3,121	155,925,200	49,960	5.3
2009	3,139	146,052,500	46,528	8.9
2010	3,010	147,195,100	48,902	9.5
2011	3,029	155,259,400	51,258	8.8
2012	3,058	166,634,100	54,491	7.6
2013	3,114	169,792,800	54,526	5.0
2014	3,148	176,636,600	56,111	4.4

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 June of each year.

FY 2015/16 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY

PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)

Property Tax Payer	FY 2004/05			FY 2013/14		
	Actual Taxes Levied	Rank	Percent of Total Taxes Levied	Actual Taxes Levied	Rank	Percent of Total Taxes Levied
The Irvine Company	\$ 44,074	1	1.29%	\$ 114,098	1	2.71%
Walt Disney Parks & Resorts US	\$ 27,637	2	0.81%	\$ 51,566	2	1.23%
So Cal Edison Co.	\$ 16,239	4	0.48%	\$ 33,028	3	0.79%
Heritage Fields El Toro LLC				\$ 10,107	4	0.24%
Pacific Bell Telephone Co.				\$ 8,223	5	0.20%
United Laguna Hills Mutual	\$ 6,108	7	0.18%	\$ 7,072	6	0.17%
Oxy USA Inc.				\$ 6,175	7	0.15%
Linn Western Operating Inc.				\$ 4,690	8	0.11%
OC/SD Holdings LLC				\$ 4,653	9	0.11%
Southern California Gas Company				\$ 4,356	10	0.10%
Irvine Apartment Communities	\$ 18,640	3	0.55%			
SBC California	\$ 7,749	5	0.23%			
Walt Disney World Company	\$ 6,817	6	0.20%			
Irvine Company of W. VA.	\$ 5,199	8	0.15%			
Irvine Community Development	\$ 4,873	9	0.14%			
McDonnel Coudlass Corporation	\$ 4,127	10	0.12%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2014

County of Orange, Treasurer-Tax Collector

NOTE:

- (1) This schedule presents data for the entire County of Orange and is not limited to the cities/unincorporated areas served by the Orange County Fire Authority.

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

Employer	FY 2004/05			FY 2013/14		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	21,000	1	1.38%	25,000	1	1.56%
University of California, Irvine	15,500	3	1.02%	22,253	2	1.39%
County of Orange	17,597	2	1.16%	18,035	3	1.12%
St. Joseph Health System	8,975	5	0.59%	12,062	4	0.75%
Boeing Co.	11,160	4	0.73%	6,890	5	0.43%
Kaiser Permanente				6,040	6	0.38%
Bank of America Corp.				6,000	7	0.37%
Walmart				6,000	8	0.37%
Memorial Care Health System				5,635	9	0.35%
Target Corp.	5,436	10	0.36%	5,400	10	0.34%
Albertson's Inc.	8,700	6	0.57%			
Tenet Healthcare Corp.	8,389	7	0.55%			
Yum! Brands Inc.	6,500	8	0.43%			
SBC Communications Inc.	5,658	9	0.37%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2014
O.C. Business Journal, Book of Lists (2014)

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	Deeds Recorded	Building Permit Valuation (Million \$)	Home Price Index (1990=100)
2004	9,322	167,773	3,376	259.2
2005	7,206	159,455	3,595	287.1
2006	8,371	130,560	4,718	294.7
2007	7,072	105,570	3,797	307.0
2008	3,159	87,435	2,477	232.2
2009	2,200	103,316	1,808	214.4
2010	3,091	105,379	2,181	230.7
2011	4,807	102,537	2,537	217.6
2012	6,163	130,317	2,826	228.3
2013	10,453	121,803	4,175	274.7
2014	10,533	100,882	4,483	291.1

SOURCE:

Chapman University, Economic & Business Review (June editions)

ORANGE COUNTY FIRE AUTHORITY
Debt Obligations

The Orange County Fire Authority does not have the traditional legal debt limit that applies to cities. The Amended Joint Powers Authority Agreement requires approval by a two-thirds majority of all our members to issue any long-term bonded indebtedness. Currently, the OCFA has one lease-purchase agreement with SunTrust Bank for the purchase of two new helicopters. The following exhibits the repayment schedule for this lease-purchase. The annual payment of principal and interest are appropriated in the Fire Apparatus Fund (Fund 133), which received the proceeds of the agreement.

SUNTRUST BANK
Lease-Purchase Payment Schedule

Funding Date:.....Dec-22-08
 Coupon Rate:.....3.7609%
 Refinance Date:.....Nov-16-11
 New Coupon Rate:.....2.5800%

<u>Date</u>	<u>Payment No.</u>	<u>Total Payment</u>	<u>Principal Component</u>	<u>Interest Component</u>	<u>Purchase Option Price</u>
12/22/08	0	-	-	-	N/A
03/22/09	1	647,846.25	445,556.17	202,290.08	21,417,331.28
06/22/09	2	647,846.25	449,745.37	198,100.88	20,960,165.11
09/22/09	3	647,846.25	453,973.95	193,872.30	20,498,700.59
12/22/09	4	647,846.25	458,242.29	189,603.96	20,032,897.30
03/22/10	5	647,846.25	462,550.77	185,295.48	19,562,714.44
06/22/10	6	647,846.25	466,899.75	180,946.50	19,088,110.85
09/22/10	7	647,846.25	471,289.63	176,556.62	18,609,044.94
12/22/10	8	647,846.25	475,720.78	172,125.47	18,125,474.76
03/22/11	9	647,846.25	480,193.59	167,652.66	17,637,357.98
06/22/11	10	647,846.25	484,708.45	163,137.80	17,144,651.84
09/22/11	11	647,846.25	489,265.77	158,580.48	16,647,313.18
12/22/11	12	632,930.68	589,700.00	43,230.68	16,449,290.06
03/22/12	13	632,930.68	528,657.54	104,273.14	15,911,381.02
06/22/12	14	632,930.68	532,067.38	100,863.30	15,370,002.46
09/22/12	15	632,930.68	535,499.22	97,431.46	14,825,132.00
12/22/12	16	632,930.68	538,953.19	93,977.49	14,276,747.13
03/22/13	17	632,930.68	542,429.44	90,501.24	13,724,825.18
06/22/13	18	632,930.68	545,928.10	87,002.58	13,169,343.33
09/22/13	19	632,930.68	549,449.34	83,481.34	12,610,278.63
12/22/13	20	632,930.68	552,993.29	79,937.39	12,047,607.96

FY 2015/16 OCFA Adopted Budget

<u>Date</u>	<u>Payment No.</u>	<u>Total Payment</u>	<u>Principal Component</u>	<u>Interest Component</u>	<u>Purchase Option Price</u>
03/22/14	21	632,930.68	556,560.10	76,370.58	11,481,308.06
06/22/14	22	632,930.68	560,149.91	72,780.77	10,911,355.53
09/22/14	23	632,930.68	563,762.88	69,167.80	10,337,726.80
12/22/14	24	632,930.68	567,399.15	65,531.53	9,760,398.18
03/22/15	25	632,930.68	571,058.87	61,871.81	9,179,345.78
06/22/15	26	632,930.68	574,742.20	58,188.48	8,594,545.59
09/22/15	27	632,930.68	578,449.29	54,481.39	8,005,973.43
12/22/15	28	632,930.68	582,180.28	50,750.40	7,413,605.00
03/22/16	29	632,930.68	585,935.35	46,995.33	6,817,415.78
06/22/16	30	632,930.68	589,714.63	43,216.05	6,217,381.15
09/22/16	31	632,930.68	593,518.29	39,412.39	5,613,476.29
12/22/16	32	632,930.68	597,346.48	35,584.20	5,005,676.24
03/22/17	33	632,930.68	601,199.37	31,731.31	4,393,955.88
06/22/17	34	632,930.68	605,077.10	27,853.58	3,778,289.93
09/22/17	35	632,930.68	608,979.85	23,950.83	3,158,652.94
12/22/17	36	632,930.68	612,907.77	20,022.91	2,535,019.28
03/22/18	37	632,930.68	616,861.03	16,069.65	1,907,363.18
06/22/18	38	632,930.68	620,839.77	12,090.91	1,275,658.71
09/22/18	39	632,930.68	624,844.19	8,086.49	639,879.74
12/22/18	40	632,930.68	628,874.43	4,056.25	0.00
TOTAL		<u>\$ 25,481,298.47</u>	<u>\$ 21,894,224.96</u>	<u>\$3,587,073.51</u>	

**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.
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.
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.

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 Contact Cities are those municipalities that formerly had their own fire departments but currently contract with the OCFA for emergency services. These seven cities (Buena Park, Placentia, San Clemente, Seal Beach, Stanton, Tustin, and Westminster) are billed quarterly 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.

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.
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.
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, the Deputy Chief, and the four Assistant Chiefs (who oversee the four departments) 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.
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.
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.
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.
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.
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	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.
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.
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 twice. The most recent amendment, the second amendment, was ratified on November 18, 2013.
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.
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.

Optimal Outcome Deployment	An agency-wide major initiative begun in 2011 focusing attention on achieving optimal outcomes in everything the OCFA does. The goal is to find the best outcomes in the safest and most efficient manner possible.
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.
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.
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.
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.
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-two member cities 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
ACRONYMS**

ABH	Assistance-by-Hire
ACD	Automatic Call Distribution
AEP	Achievement of Excellence in Procurement
AFG	Assistance to Firefighters Grant
ALS	Advance Life Support
ARFF	Aircraft Rescue & Firefighting
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
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
CIP	Capital Improvement Program
CPA	Certified Public Accountant
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
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
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
FAIRA	Fire Agencies Insurance Risk Authority

FEPP	Federal Excess Personal Property
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FPPC	Fair Political Practices Commission
F.R.I.E.N.D.S.	Firesetter 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
IFP	Integrated Fire Prevention (System)
IQS	Incident Qualifications System
ISO	Insurance Services Office
IST	Incident Response Team

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
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
P&D	Planning and Development
PCR	Pre-hospital Care Report or Patient Care Report
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer
PPE	Personal Protective Equipment

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PSS	Public Safety System
RAME	Risk Analysis and Mitigation Evaluation
RDA	Redevelopment Agency
RFF	Reserve Firefighter
RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROSS	Resource Ordering and Status System
RSG	Rosenow Spevacek Group, Inc.
R,S,G!	Ready, Set, Go! Program
S&EB	Salaries & Employee Benefits
S&ES	Safety and Environmental Services
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
TAG	Training Activities Group
TPA	Third Party Administrator
TRAN	Tax and Revenue Anticipation Notes
TRS	Training Records System
UAAL	Unfunded Actuarial Accrued Liability
UASI	Urban Area Security Initiative
UCI	University of California at Irvine
US&R	Urban Search and Rescue
USFS	United States Forest Service
VHF	Very High Frequency
WEFIT	Wellness and Fitness Program
WUI	Wildland Urban Interface