



Orange County Fire Authority

FY 2021/22

Adopted Budget







FY 2021/22 Budget

Board of Directors

July 2021

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Our Mission

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

Our Vision

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

Our Values Statement

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

Professionalism
Enthusiasm
Organizational Integrity
Pride
Leadership
Effectiveness"

Our Motto

"In service of others!"





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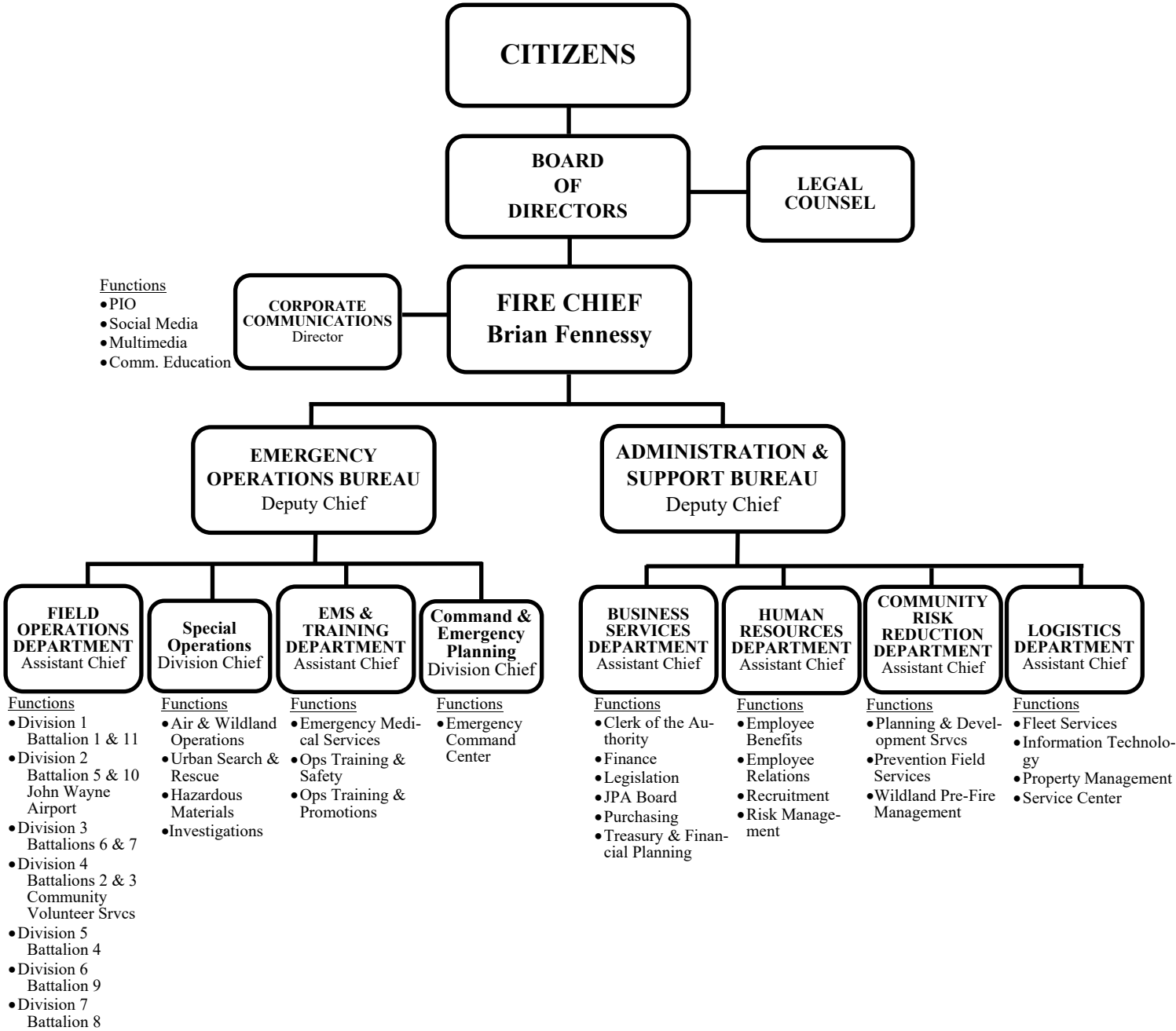
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ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART



Orange County Fire Authority at a Glance



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

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



As a result, in 1991 a new governance structure was sought to provide for more direct oversight by all participating agencies. The fruition of that effort was the formation of the Orange County Fire Authority (OCFA) on March 1, 1995. Each city has a councilmember on the OCFA Board of Directors along with two County Supervisors. Subsequent to its formation, another four cities became members of the Authority. In April, 2004, the Fire Authority's headquarters moved to their newly completed Regional Fire Operations and Training Center (RFOTC) in the City of Irvine. In April 2012, the City of Santa Ana joined OCFA, and in August 2019, the City of Garden Grove joined OCFA. As of July 2020, the City of Placentia departed OCFA bringing the current total of member agencies to 24.

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 Authority and the pooling of resources of its member agencies, the services provided to OCFA residents also include swift water rescue, urban search and rescue (USAR), aircraft rescue firefighting (ARFF), and helicopter firefighting and evacuation.

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

Orange County Fire Authority at a Glance

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

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

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

Population Served: 1,891,414

Number of Stations: 77 (including two Specialty stations)



Apparatus:	Engine Companies:	120	Other Apparatus:	53
	Basic Life Support	3	Paramedic Squads	5
	Paramedic	60	Mass Casualty / Decon Unit	2
	Assessment	4	Air Utility/ Relief	2/2
	Wildland	15	Aircraft Rescue Firefighting	4
	Reserve	3	Hazardous Materials Teams	2
	“100 series”/ Surge/ Relief	15/20	Helicopters	4
			USAR Heavy / Medium Rescue	1/4
			Swift Water Rescue	4
			Command/Logistics/Rehab Unit	4
			Foam Tender	1
			Fuel Tender	3
			Patrols/Squads	15
	Truck Companies:	28		
	Basic Life Support	7		
	Paramedic	10		
	Relief	11		

Note: Please see the Appendix starting on page 333 for additional demographic information.

Organizational Structure

The Orange County Fire Authority (OCFA) was formed in March 1995 as a Joint Powers Authority with nineteen member agencies. Since formation, five additional cities have become members with one agency withdrawing from membership. 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 2021/22, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has three standing committees which also meet monthly: an Executive Committee, a Budget and Finance Committee, and a Human Resources Committee. The Chair of the Board makes appointments to the Committees on an as needed basis. Following are descriptions of each committee:

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

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

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

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

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

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

Advisory Committees to the Board of Directors

City Managers’ Technical Advisory Committee – The City Managers’ Technical Advisory Committee is comprised of six City Managers who 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 2021/22 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 2021/22. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2021/22 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

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

The Emergency Operations Bureau comprises the following:

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

The Administration and Support Bureau comprises the following:

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

CIP SECTION

The Capital Improvement Program (CIP) section presents the OCFA's five-year plan of CIP needs. Detailed information for each fund is provided, including a fund description, project highlights, significant changes, and impact on the operating budget. Also included are revenue and expenditure summaries and project descriptions for FY 2021/22.

OTHER FUNDS SECTION

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

APPENDIX SECTION

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

BUDGET PROCESS

BUDGET DEVELOPMENT

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

For FY 2021/22, each section's services and supplies (S&S) budget was held flat at the FY 2020/21 level. This base budget excluded any one-time projects and grant funding that had been included in the FY 2020/21 Budget. Supplemental Budget Request forms were submitted for funding requests that exceeded the base budget. These supplemental requests were submitted to the respective Executive Manager for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2021/22 Budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval by the Executive Management team.

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

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

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

possible approval at the Board of Directors' Budget Workshop in May. A public hearing was held in May 2021 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. The item was continued to the June 2021 Board of Directors meeting and subsequently approved.

BUDGET ADJUSTMENTS

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

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

**ORANGE COUNTY FIRE AUTHORITY
FY 2021/22 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2020

- Executive Management reviews draft budget policies and priorities

MARCH 2021

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

DECEMBER 2020

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

APRIL 2021

- Property Tax Consultant provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/14/2021
- City Managers' Budget & Finance Committee reviews draft budget on 4/20/2021

JANUARY 2021

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

MAY / JUNE 2021

- Budget & Finance Committee receives final property tax report from Property Tax Consultant, and reviews General Fund and CIP draft budget on 5/12/2021
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/27/2021 and the item is continued to 6/24/2021
- Board of Directors adopts FY 2021/22 Proposed Budget on 6/24/2021

FEBRUARY 2021

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

MARCH 2022

- Any necessary updates to the FY 2021/22 Budget are submitted for Board approval as part of the Mid-Year Budget Review

ACCOUNTING SYSTEM AND BUDGETARY CONTROL

FUND DESCRIPTIONS

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

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

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

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

General Fund

General Fund – Fund 121. This is the primary operating fund of the OCFA. The OCFA’s property tax revenue, which represents about 63% of this fund’s revenue, is specifically identified for fire suppression, protection, prevention, and related services. For budget purposes this is the only OCFA major fund based on FY 2021/22 budgeted revenues and expenditures.

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

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

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

Capital Projects Funds

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

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

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

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

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

Debt Service Fund

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

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

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

Fiduciary Funds

The Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. These funds are included in our Comprehensive Annual Financial Report (AFR), but are excluded from the FY 2020/21 Budget since there are no appropriations. OCFA reports two pension and other employee benefits fiduciary funds in our AFR.

FUND RESPONSIBILITY

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

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

BASIS OF ACCOUNTING - FINANCIAL STATEMENTS

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

Government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

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

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

BUDGETARY BASIS OF ACCOUNTING

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

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

- Encumbrances are treated as budgeted expenditures in the year of the commitment to purchase. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrances outstanding at year-end are reported

as restricted, committed or assigned fund balance, and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year. Encumbered appropriations do not lapse at fiscal year-end. Encumbrances are never classified as expenditures under the GAAP basis of accounting.

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

The AFR 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 AFR effective FY 2010/11	Calculation is based on any fund whose revenues or expenditures are more than 10% of the appropriated budget
Structural Fire Fund Entitlement Fund (Fund 171) Self-Insurance Fund (Fund 190) Settlement Agreement (Fund 139)	Consolidated with General Fund for Financial Statement presentation effective FY 2010/11	Presented as separate funds
Fund Balance	Includes encumbrances	Excludes encumbrances

INTERNAL CONTROLS

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

APPROPRIATIONS LIMIT

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

income or in non-residential assessed valuation due to new construction. Population adjustments are based on changes in city or county population levels.

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

LEGAL DEBT LIMIT

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

The OCFA also periodically issues short-term debt in the form of Tax and Revenue Anticipation Notes (TRAN) to cover cash flow needs due to significant timing differences between cash inflows and outflows. OCFA does not anticipate issuing a TRAN in FY 2021/22.

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

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

Budget Policies, Guidelines, and Objectives

OVERVIEW

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

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

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

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

- **Financial Stability Budget Policy:** **Last Updated May 2020**
This policy is to guide the OCFA budget actions toward maintaining long-term financial stability and to establish contingency fund levels and annual funding targets for the OCFA's General Fund and Capital Improvement Program (CIP) Funds. Among other things the Policy requires the OCFA to:
 - Maintain and update a Five-Year Financial Forecast whenever a significant financial event occurs or is anticipated to occur to ensure the OCFA's fiscal health is maintained
 - Submit a balanced operating budget and strive to achieve a balanced Five-Year Financial Forecast

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

- **Fiscal Health Plan**

Last Updated November 2013

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

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

- **Investment Policy**

Last Updated October 2020

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

- **Paydown of Unfunded Liabilities**

Last Updated January 2021

Recognizing the potential long-term savings to the OCFA, the Board of Directors directed staff to implement several strategies to paydown the Unfunded Actuarial Accrued Liability (UAAL) for employee pensions, and the accrued Retiree Medical. Those strategies include:

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

- Contribute additional pension payments towards the UAAL from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
 - Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
 - Beginning in FY 2016/17, make an additional \$1 million payment towards the UAAL from the overfunded workers' compensation reserve
 - Beginning in FY 2017/18 make an additional payment of 50% of the General Fund surplus to the UAAL if CIP funds are sufficiently funded
 - Once the UAAL reaches 85% funding, redirect these payments to the unfunded Retiree Medical plan liability
-
- **Roles/Responsibilities/Authorities** **Last Updated July 2021**
All authority rests with the Board of Directors unless delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. The Roles/Responsibilities/Authority matrix summarizes the statutory or delegated level of authority to conduct business.
-
- **Accounts Receivable Write-off Policy** **Last Updated May 2002**
This policy establishes the authority levels and actions the OCFA will utilize in the collection and writing off of delinquent accounts. The policy also requires staff to submit a report to the Budget and Finance Committee annually listing bad debt accounts over \$15,000 written off during the preceding fiscal year.
-
- **Short-Term Debt Policy** **Last Updated March 2007**
The Short-Term Debt Policy establishes guidelines for the issuance and management of short-term debt to enhance the Board's ability to manage cash flow in a fiscally conservative and prudent manner. Property taxes represent about 63% of the OCFA's General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing option, known as Tax and Revenue Anticipation Notes (TRAN), allow the OCFA to operate without an interruption in service.
-
- **Emergency Appropriations Policy** **Last Updated September 2008**
This policy establishes guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board of Directors meeting of the fiscal year, which is typically in May. The budget reflects a \$3 million Appropriation for Contingencies, which is funded by a reduction in the 10% General Fund contingency fund balance. Use of the Contingency Appropriation must be

approved by the Chair of the Board, or Vice Chair if the Chair is absent, and reported at the next scheduled Board of Directors meeting.

- **Workers' Compensation Funding Policy** **Last Updated May 2015**
In March 2002, the OCFA implemented a workers' compensation self-insurance program. A separate fund, Fund 190: Self-Insurance, was established in May 2003 to track funding and expenditures for workers' compensation claims liability. The required funding levels are 50% for outstanding losses and 50% for projected losses as determined by an independent actuarial study.
- **Assigned Fund Balance Policy** **Last Updated November 2014**
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Assigned Fund Balance Policy establishes various levels of authority by which the OCFA may set aside cumulative resources in fund balance for an intended future use.
- **Fund Balance Flow Assumption Policy** **Last Updated April 2011**
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Fund Balance Flow Assumption Policy establishes the order of spending of five new governmental fund balance categories.
- **Grant Management Policy** **Last Updated January 2020**
This policy, which became effective January 2012, establishes an overall framework for guiding the OCFA's use and management of grant resources.

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

- **Budget Detail / Policy and Guidelines**
The OCFA Executive Management establishes the levels of responsibilities within the departments and sections to streamline budget implementation while continuing to ensure that appropriate controls are in place. It also provides guidelines regarding issues like budget substitutions, budget transfers, and procurement of goods and services.
- **Internal Policies and Comprehensive Desk Procedures**
The Finance Division maintains comprehensive desk procedures for Accounts Payable, Accounts Receivable, General Ledger, Payroll, Budget Development and Revenue. Staff continues to refine and update the manuals to effectively reflect changes in the organization and to ensure adherence to proper internal controls.

This FY 2021/22 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 2021/22 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in December 2020 to guide FY 2021/22 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2021
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted
- Protect General Fund surplus revenues to provide a consistent flow of funding for current and future capital needs, pension liabilities, and future Retiree Medical needs
- Continue accelerating funding of the pension UAAL, implementing options as directed by the Board
- Implement service enhancements, minimizing impact on Cash Contract Cities, as approved by the Board

Key Budget Priorities

First priority is to be given to the following:

- Sustain service levels for the communities we serve
- Continue the accelerated payment plan for funding the UAAL, as directed by the Board
- Fund 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)
- Ensure Irvine Settlement Agreement funding requirements are met

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

- Allocate available funding in the annual budget to allow for the accomplishment of top-priority Strategic Goals
- Enhance services levels for the communities we serve, while minimizing cost impact to Cash Contract Cities
- Consider the phased-in reinstatement of frozen positions as requested
- Address other needs identified, and agreed to, in joint labor management meetings

Key Budget Policies

Key budget policies established in December 2020 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 2020/21 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. Necessary expenditure increases such as for utilities, fuel costs, leases or contracts for services with built in cost escalators require the completion of a Supplemental Budget Request form for Executive staff review and approval.
- All requests for Capital Improvement-related items must be reviewed for technical merit, feasibility, and workload impact as follows:
 - ✓ Special or large non-annual purchases of tools or equipment – Equipment Committee
 - ✓ Facilities renovation or replacement – Property Management Manager
 - ✓ Information technology – Information Technology Manager
 - ✓ Communications and other electrical additions to vehicles – Information Technology Manager
 - ✓ Automotive – Fleet Services Manager

Parameters for Recommending Use of Fund Balance

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

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

Capital Improvement Management

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

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

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

Fund Balance

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

General Fund

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

CIP Fund Balances and Target Funding Levels

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

FINANCIAL REPORTING

(Fiscal Health Plan)

Annual Reporting

The OCFA prepares annual financial statements as follows:

- In accordance with the First Amendment to the Amended Joint Powers Agreement, the OCFA will contract for an annual audit by a qualified independent certified public accountant. The OCFA will continue to strive for an unqualified auditor's opinion.
- The OCFA will use Generally Accepted Accounting Principles in preparing its annual financial statements, and will strive to meet the requirements of the

Government Finance Officers Association (GFOA) Awards for Excellence in Financial Reporting programs.

- The OCFA will issue audited financial statements within 180 days after year-end and post its Comprehensive Annual Financial Report (AFR) on its website (www.ocfa.org) shortly thereafter.

Interim Reporting

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

FISCAL HEALTH MONITORING

(Fiscal Health Plan, Financial Stability Budget Policy)

Financial Indicators

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

Long-Term Liability Study

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The latest OCFA Long-Term Liability Study was presented to the Board of Directors in January 2021. The Study examines the following long-term liabilities:

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

As long-term liabilities continue to rise, the OCFA must continue to strategically balance present-day needs with future commitments. Among the actions that the OCFA has taken to mitigate the liability are implementing lower retirement

formulas for all labor groups and increasing the employee retirement contributions. The goal is for the OCFA's budget, over the long-term, to be able to support all of its long-term liabilities. Some of the components of this management include taking steps to reduce long-term costs; fully funding annual pension accruals; exploring ways to save money on healthcare; and pursuing legislative changes for matters such as automatic pension cost-of-living adjustments for retirees, etc.

Five-Year Forecast

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

INVESTMENTS

(Investment Policy, Fiscal Health Plan)

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

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

options. Ownership of the OCFA's investment securities will be protected through third-party custodial safekeeping.

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

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

CAPITAL FINANCING and DEBT MANAGEMENT
(Amended Joint Powers Agreement, Short-Term Debt Policy)

Short-Term Debt

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

Long-Term Debt

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

Lease-Purchase Financing

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Orange County Fire Authority, California for its annual year budget for the fiscal year beginning July 1, 2020. 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 Operational Budget Excellence Award to the Orange County Fire Authority for its annual budget for FY 2020/21 beginning July 1, 2020. 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. 2021-01**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 2021/22**

*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 2021/22 is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$401,313,971
UAAL Pay-down to OCERS	\$14,779,280
Services and Supplies (including one-time)	\$32,849,281
Capital Outlay	<u>\$124,000</u>
Total Operating Appropriations	\$449,066,532
Operating Transfers-out of General Funds To CIP Fund(s) and Settlement Agreement Fund	\$17,032,518
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$7,073,000
Fund 123 – Fire Stations and Facilities	\$13,500,000
Fund 124 – Communications and Info. Systems	\$2,725,000
Fund 133 – Fire Apparatus	\$7,131,683
Fund 139 – Settlement Agreement	\$668,000
Fund 190 – Self-Insurance Fund	<u>\$15,640,500</u>
Total Other Funds Appropriations	\$46,738,183
<u>Reserves</u>	
10% Operating Contingency	\$40,413,725
Appropriation for Contingencies	\$3,000,000

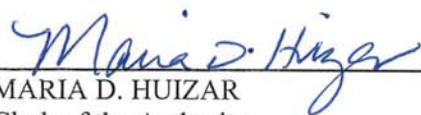
Orange County Fire Authority
Resolution No. 2021-01
Page 2

PASSED, APPROVED and ADOPTED this 24th day of June 2021.



DAVID SHAWVER, CHAIR
OCFA Board of Directors

ATTEST:



MARIA D. HUIZAR
Clerk of the Authority

FY 2021/22 OCFA Adopted Budget

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

I, Maria D. Huizar, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2021-01 was duly passed and adopted at a regular meeting of the Board of Directors of the Orange County Fire Authority held on the day of June 24, 2021, by the following roll call vote, to wit:

AYES:	Ross Chun, Aliso Viejo	Letitia Clark, Tustin
	Carol Gamble, Rancho Santa Margarita	Noel Hatch, Laguna Woods
	Gene Hernandez, Yorba Linda	Joe Kalmick, Seal Beach
	Anthony Kuo, Irvine	Frances Marquez, Cypress
	Sandy Rains, Laguna Niguel	Sunny Park, Buena Park
	Ed Sachs, Mission Viejo	Dave Shawver, Stanton
	Michele Steggell, La Palma	Tri Ta, Westminster
	Mark Tettermer, Lake Forest	Donald P. Wagner, County of Orange
	Kathleen Ward, San Clemente	

NOES: Lisa Bartlett, County of Orange

ABSTAIN: None

ABSENT	Troy Bourne, San Juan Capistrano	Shelley Hasselbrink, Los Alamitos
	Jessie Lopez, Santa Ana	Joe Muller, Dana Point
	John O'Neill, Garden Grove	Vince Rossini, Villa Park
	Don Sedgwick, Laguna Hills	



MARIA D. HUIZAR, CMC
Clerk of the Authority

Chief's Message





Fire Chief's Budget Message

Honorable Members of the Board of Directors:

We are pleased to present our General Fund and Capital Improvement Program (CIP) budget for Fiscal Year (FY) 2021/22. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2021/22 and meets our policy reserve requirements.

This past year was marked by both tragedy and resilience. One of the worst fire seasons in recorded history was paired with the ongoing global pandemic. However, the OCFA and residents of Orange County endured. The Bond, Blue Ridge, and Silverado Fires were notably severe and two of our hand crew firefighters were injured while battling raging wild fire fueled by Santa Ana Winds. The OCFA rallied around those firefighters and their families, and we are thankful that both are on the road to recovery. Despite the ferocity of the 2020-21 fire season, OCFA firefighters kept them in check while spearheading new technologies like the Very Large Helitanker (VLHT) and Fire Integrated Real-time Intelligence System (FIRIS) programs. On the COVID-19 front, the OCFA partnered with the County of Orange on Operation Independence to coordinate vaccine distribution on an unprecedented scale. The OCFA managed the implementation of regional super Point-of-Dispensation (POD) sites with the capability to vaccinate thousands of residents per day. We do not know what new challenges the next year will bring, but we are confident that the men and women of the OCFA will continue to meet them with resolve. This budget reflects our core values and enables us to continue providing exceptional emergency and support services to the communities we proudly serve. The budget includes measured increases for operational needs while providing a foundation for funding necessary capital improvement projects planned out over the next five years.

At 63% of revenues, property taxes are the largest component of the General Fund revenue budget. The OCFA has contracted with Harris & Associates to conduct property tax forecasts for the next five fiscal years. Their projections, which are updated on an annual basis, are included in the five-year cash flow forecast located on page 72. Utilizing conservative assumptions and methodologies, the Harris & Associates forecast assumes that the economy will continue to recover from the economic impacts of the pandemic given the continued rollout of vaccines and a strong housing market, despite higher vacancies and lower lease rates for retail and office land uses. The property tax forecast projects average annual growth of 3.50% over the next five years.

In keeping with Harris & Associates forecasted trends, we have estimated that although property tax revenue dollars will continue to grow in FY 2021/22, the rate of estimated growth will slow as compared to previous years. Given current revenue trends, we have carefully evaluated increases to the General Fund budget with a focus to ensure sustainability based on lower revenue growth, while also ensuring that the added costs have minimal impact to our cash contract member agencies. The FY 2021/22 Adopted Budget includes 1,535 funded positions with no position changes from the prior year.

Fiscal Measures Implemented During Budget Development

The budget development process continues to include the following measures:

- ***Vacant/Frozen Positions*** – Funding for frozen positions must be approved by the Board before filling; the OCFA currently has 30 frozen, unfunded positions. At the highest point following the 2008 recession, the OCFA had 103 frozen positions. As in the past, non-frozen vacant positions are funded.
- ***Services and Supplies*** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2020/21 level after one-time increases were removed. Requested increases for FY 2021/22 were reviewed and approved on a case-by-case basis.
- ***Salaries*** – The budget includes scheduled pay increases for positions in the Firefighter and Chief Officer labor groups. No salary increases were included for the Orange County Employees Association and OCFA Management Association labor groups since the MOUs for these two groups have expired, and successor MOUs had not yet been completed at the time of budget adoption. Merit increases are included for qualifying employees.
- ***Workers' Compensation*** – The workers' compensation annual budget is funded at the 50% confidence level per policy, using the latest actuarial report figures.
- ***Prioritization of Five-Year Capital Improvement Plan*** – The five-year CIP was updated and reviewed by the Executive Management team which evaluated all projects to ensure they contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens. Several projects were deferred to later years within the five-year planning cycle to ensure project implementation coincides with funding availability and organizational needs. The five-year CIP was also reviewed and approved by the CIP Ad Hoc Committee.
- ***Snowball Plan*** – The budget includes approximately \$14.8 million in additional payments towards OCFA's pension Unfunded Actuarial Accrued Liability (UAAL) in accordance with Board direction. However, given that we have met and exceeded the established 85% pension funded status, the \$14.8 million payment will go towards reducing the Retiree Medical unfunded liability.

Consistent with our approach since the end of the Great Recession, we have employed conservative measures in the development of the FY 2021/22 Budget, balancing the needs of the agency based on current revenue and projected growth.

Highlights of Significant Goals Established in the Prior Budget Cycle

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

1. Our Service Delivery – Goal #1: *Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.*

- **Explore service delivery improvements that can result from implementation of new technologies** – During fiscal year 2020-21, OCFA partnered with the OC Health Care Agency to coordinate the administration of the COVID-19 Vaccine to the public through Super PODs, mobile PODs and FD PODs. Without the efforts of the OCFA, the OC vaccine campaign would not have been as robust.

OCFA initiated the Very Large Helitanker (VLHT) Program, in collaboration with Southern California Edison and Coulson Aviation (USA), Inc., to enhance regional aerial wildland fire response. OCFA also continued with the second year of the Fire Integrated Real-time Intelligence System (FIRIS) 2.0 Program, which was designed to enhance regional wildfire situational awareness for first responders during the 2020-2021 wildfire season. These programs increased our air operations response capabilities and created a new source of intelligence related to fire behavior.

The Business Services Department pursued the following initiatives to improve service delivery:

- Began transitioning OCFA’s professional staff to electronic timesheets to streamline time entry.
 - Continued to automate the accounts payable workflow to enable automated invoice data capture, electronic invoice routing and tracking, and electronic records storage.
 - Automated online purchase requisitions to enhance the purchase requisition experience and improve requisition approval times.
- **Continue policy efforts and Board action to reduce unfunded liabilities** – Pay down of OCFA’s Unfunded Pension Liability (aka, the “Snowball Plan”) with the Orange County Employees Retirement System (OCERS) continued in the prior year. In 2013, the Board directed staff to address the sizable UAAL with OCERS, with a target of making additional voluntary UAAL payments of \$25.3 million in the first five years of the plan. At that time, the UAAL was \$473.8 million.

Since then, OCFA has made substantial progress towards the pay down of the UAAL. As of December 2020, the UAAL was \$275.6 million. This is a result of OCERS strong market performance, changes to OCERS’ long-term actuarial assumptions and additional payments OCFA has made towards its unfunded pension liability. OCFA has made actual voluntary UAAL payments of approximately \$124.3 million in the past eight years, resulting in \$46.8 million in interest savings. OCFA is currently 87.7% funded and is expected to achieve 100% funding by December 31, 2025, assuming all other actuarial inputs are held constant.

Strategies included in the Snowball Plan are:

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

In December 2020, a total of \$12.4 million was transmitted by OCFA to OCERS for the accelerated pension paydown plan with additional payments of \$500K in February 2021 as required under the Irvine Settlement Agreement, and \$3.0 million in March 2021 from unencumbered fund balance.

As required under the Irvine Settlement Agreement, OCFA deposited \$1.5 million into the PARS 115 Trust to be used towards Member Cities' share of OCFA's UAAL.

- **Negotiate and implement successor MOUs, as applicable, keeping focus on OCFA's mission and sustainability of services** – Successor MOUs were approved by the Board of Directors for the Orange County Professional Firefighters Association (August 27, 2020) and the Chief Officers Association (September 24, 2020). At the January 28, 2021 meeting with the Board of Directors, staff introduced the negotiations for successor MOUs with the OCFA Managers' Association (expired June 24, 2021) and the Orange County Employees' Association (expired August 22, 2021). Negotiations with both associations are underway.
- **Initiate early planning for renewal of the OCFA JPA in July 2030, including exploration of long-term solutions to address costing matters relative to cash contract member agencies** – A new Ad Hoc Committee for studying cash contract charge provisions was formed and began its meetings in February 2021. The work

performed by this Committee will help the OCFA to identify potential long-term provisions that may be considered for the next JPA renewal. At the Committee's March 2021 meeting, timelines were developed for the Committee's work. As of end of FY 2020/21, completion of the work plan was underway and on-schedule per the timelines established in March.

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

- **Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring** – OCFA completed the following promotional processes in FY 2020/21:
 - 2 Firefighter Trainee academies
 - 1 Fire Apparatus Engineer promotional process
 - 1 Fire Captain promotional process
 - 2 Battalion Chief promotional processes

The following paramedic accreditation processes were completed during FY 2020/21:

- 1 Firefighter/Paramedic recruitment process
- 25 completed paramedic school and began internships
- 18 paramedics accredited
- 27 paramedics to start Academy 53 in August

OCFA also completed agreements with paramedic schools at UCLA, OCEMT, Saddleback, and Palomar College for additional options and capacity.

- **Sustain the Cancer Awareness & Prevention Program to guide further development and implementations for the Program in perpetuity** – In addition to continuing all initiatives that were put into action during the prior fiscal year, the following program components were added in FY 2020/21:
 - Implemented a clean glove exchange program to reduce the dermal exposure risk
 - Incorporated a month-long Firefighter Cancer Awareness campaign in January 2021
 - Participated in the National Firefighter Cancer Cohort Study focused on Women Firefighters and Fire Investigators in Spring 2021
 - Engine specifications have been updated, which will result in future engines equipped with the Clean Cab Concept and technology and provide storage

external to the crew cab for self-contained breathing apparatus, personal protective equipment, and gear that may be contaminated/exposed to harmful products thus reducing exposure to possible carcinogens.

- Implemented the use of the newest version of flash hoods which significantly improves the protection against cancer causing particulates. Every firefighter receives two hoods so they always have a clean hood available.

- **Implement actions to increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment** – In FY 2020/21, OCFA continued with its Fire Stations Inclusive Facilities project. An evaluation of each station was completed. Phase one of the station modifications to provide gender accommodations will include the installation of restroom and/or lactation room signage and privacy locks in 32 stations. Phase two of the Inclusive Facilities project will address the 44 stations that require minor to moderate structural modifications to accomplish gender accommodation.

A new classification was developed and approved by the Board of Directors for a Diversity and Inclusion Coordinator position in November 2020. A recruitment was completed and the Diversity and Inclusion Coordinator began work with OCFA in May 2021.

A new Lactation Accommodations SOP was prepared and is going through the SOP review and approval process.

- **Develop and offer new innovative methods to further advance organizational focus on behavioral health, including proactive and preventative activities focused on mental wellness** – In partnership with the Orange County Professional Firefighters Association (OCPFA), OCFA rolled out the Behavioral Health & Wellness Month, for the month of September 2020. It was a month-long program to educate the organization on the importance of behavioral health and wellness. The initiative included the introduction of a free wellness app available on mobile devices, a safety stand-down, testimonials, peer support, and brochures highlighting the resources available to all personnel. At the conclusion of the effort, 1,263 employees downloaded the application to their devices. The OCFA continues its focus on behavioral health and wellness. In partnership with OCPFA, the Risk Management Division is steadily preparing for the second annual Suicide Prevention Month in September 2021, which will be comprised of a month-long calendar of impactful communications to personnel about mental health and suicide prevention.

The expanded Peer Support Program launched July 1, 2021. The new program includes a Peer Support Handbook, training, and website available on the OCFA Intranet. There are currently 31 trained peer supporters and 12 peer support leads in the program.

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

- **Enhance physical-security, and cyber-security safety to personnel and systems –** Phased implementation has been initiated based on the physical security assessment previously completed in June 2020, including a contract award in November 2020 for the upgrade or replacement of the access control system at RFOTC. The upgraded/replacement system will be capable of integrating with an enhanced video surveillance system, and with the capacity for future expansion to all fire stations.

OCFA contracted with a cyber-security firm to perform an Enterprise Security Risk Assessment of OCFA's internal controls and security posture. Changes implemented as a result of the assessment include logging and monitoring of our network, development of multi-factor authentication, enhanced VPN connectivity requirements, and full core network upgrades with increased levels of access security.

The security guard contract will be competitively bid to award a new contract in 2021 using an expanded, comprehensive set of post orders, including assignment of a Security Manager to the OCFA account, and the ability to expand to 24/7/365 on-site guard personnel depending on the need, allow simultaneous guard station coverage and facility patrolling.

- **Improve capabilities for continuity of operations, including establishment of a data center co-location facility, and a data center fire protection upgrade –** A proposal was prepared and is pending award for design and construction support services to modify the second floor of the US&R warehouse for a co-location/disaster recovery site for OCFA's Emergency Command Center and backup public safety computer systems. Staff is continuing to work with architects to confirm that local building codes will allow installation of necessary radio and microwave communications antennas on the roof of the warehouse, and with vendors for design of a furniture floor plan for the dispatchers.
- **Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction –** Technologies supporting frontline service enhancement implemented or in process include:
 - Incident Reporting Application Replacement Phase II – enhanced Investigations modules and automated workflow for electronic Property Release forms.
 - Community Risk Reduction Automation – user experience screen completed and underway with functional requirements and process workflows.
 - EMS Immunization Tracking Project (VaxTrax) – completed with ongoing enhancements to support COVID-19 vaccination tracking and reporting.

- COVID Dashboard – initial Operations Dashboard completed for situational awareness including data from OCFA, OC Health Agency, partner fire agencies, Reddinet Hospital Diversion, and CARE ambulance. Dashboard continuing to be enhanced to show live real-time hospital status and ambulance wait times.
- CAD System – upgraded the existing hub between Orange County Fire Agencies; implemented the new easier to use naming convention for freeway points (4,000 entrances, exits and overpasses) for the benefit of ECC call takers; created RapidSOS, a custom accurate phone GPS location tracking integration with existing CAD map and continuing enhancement to improve caller location improvements; and completed CAD-In-A-Box, providing a custom developed CAD backup system that can be utilized in an emergency event in a completely stand-alone, mobile server environment, providing OCFA with additional disaster recovery options for continuity of dispatch operations.
- Offline iOS OCFA MapBook App – application to display OCFA district maps, special area maps, remote rescue plans, and hazmat information with offline capable for use when not in coverage areas. Currently enhancing to display GPS location and device direction.
- NG-911 Taskforce – continuing to represent Orange County on taskforce, coordinated efforts with GeoComm on synchronizing GIS data for state NG-911, and pursue cost recovery from CalOES for GIS efforts.

Highlights of Priorities Established for the FY 2021/22 Budget Cycle

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

1. Our Service Delivery – Goal #1: *Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.*

- Explore service delivery improvements that can (1) result from implementation of new technologies or public-private partnerships, (2) improve efficiencies, and (3) assist to keep costs down. We will pursue at least one new element of service delivery improvement.
- Perform strategic planning for the OCFA JPA 2030 renewal, including exploration of long-term solutions to address costing matters relative to Cash Contract Cities. OCFA will continue developing and implementing a work plan with the goal to complete a renewed JPA well in advance of the June 30, 2028 member agency noticing timeline.
- Make responsible decisions internally and guide Board policy actions to move OCFA closer during this fiscal year to achieving pension and retiree medical funding goals, which in turn will improve long-term sustainability of services.

- Continue to pursue OCFA priorities through the Board-adopted legislative platform and grant funding opportunities. OCFA will continue to pursue grant and legislative opportunities in alignment with OCFA priorities and will keep the Board apprised of activity and outcomes.

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

- Pursue State Fire Training Accreditation for OCFA's Firefighter Academy as the next phase of work to ensure that the Academy's course content and associated testing remains correlated with Firefighter job performance requirements.
- Continue fostering career progression, encouraging professional development, and developing future leaders within OCFA. We plan to identify a variety of personnel to attend development opportunities over the course of the fiscal year.
- Implement actions to increase the diversity of OCFA's workforce and to improve the OCFA's inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations. We will implement training, messaging and actions stressing the importance of a diverse and inclusive workforce.
- Develop and share consistent organization and public safety information, media coverage, and Board decisions with the workforce, Directors, and city/county members to create well-informed ambassadors for the organization, targeted in a manner to improve morale. Standard communication tools will be developed, implemented, and issued with routine frequency.

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

- Continue the development of the Community Risk Reduction records management system known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service. Our goal is for the system to be completed, tested, and ready to go live by the end of calendar year 2022.
- Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System. A consultant jointly with the IT and EMS & Training departments will prepare the project scope in preparation for development during the next fiscal year.

- Implement the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades, and continuity of operations (data center co-location facility, backup dispatch center, and data center fire protection upgrade). We will substantially make progress on implementation for all three of these important upgrade projects.

Total Budget Overview

The total revenue budget for FY 2021/22 is \$497.1 million and total expenditures are \$495.8 million across all funds. OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures including the Contingency Fund Balance. The Contingency Fund Balance is a set aside of 10% of the General Fund operating expenditures, to be used in unplanned emergency situations, per the Financial Stability Budget Policy. The budget also includes a one-time payment of approximately \$14.8 million to OCERS to pay down unfunded liability.

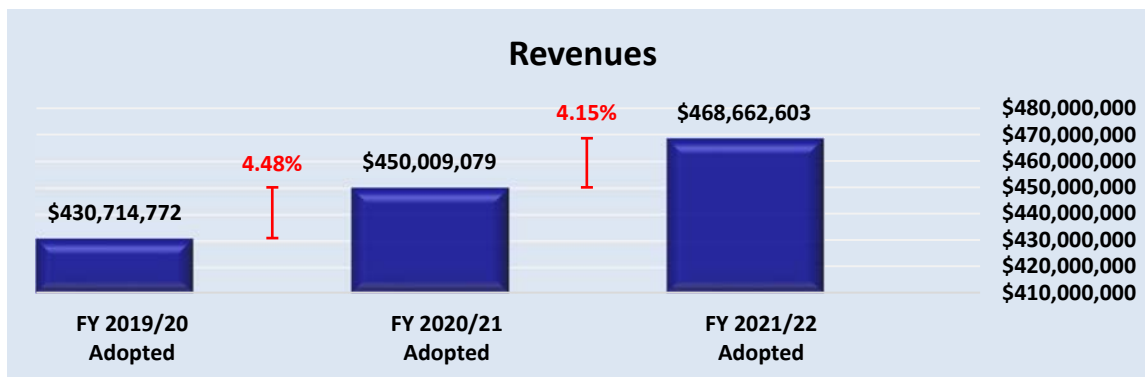
The Financial Stability Policy prescribes how to allocate the General Fund surplus. The policy requires that 50% of the surplus be transferred to the CIP and 50% be allocated to pay down OCFA’s unfunded liabilities as part of the March mid-year budget adjustments. The policy allows for the transfer of surplus to CIP funds at the onset of the fiscal year to prevent the CIP fund from experiencing a negative fund balance during the fiscal year and also allows for up to 100% allocation of the surplus to CIP funds if the 50% allocation is insufficient to fund CIP expenditures. Both of these provisions were employed for FY 2021/22 to transfer approximately \$14.9 million in General Fund surplus to the CIP funds at the start of the fiscal year.

General Fund Budget Overview

General Fund revenue for FY 2021/22 is budgeted at \$468.7 million, and expenditures are budgeted at \$451.2 million, including a one-time adjustment of approximately \$14.8 million to pay down unfunded liability. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing and one-time operating expenditures.

General Fund Revenues

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



There are five main categories of revenue for OCFA. Property tax represents the largest category at approximately 63% of the General Fund's total revenue, or \$297.0 million. As a category, it is projected to increase by approximately 3.96% in FY 2021/22. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 3.92% based on an annual property tax study prepared by Harris & Associates.

The next largest revenue category, Charges for Current Services, represents 31% of the General Fund's revenues at approximately \$143.9 million. This category is estimated to increase by 4.42%. Most Cash Contract City base service charges are increasing by 4.50%.

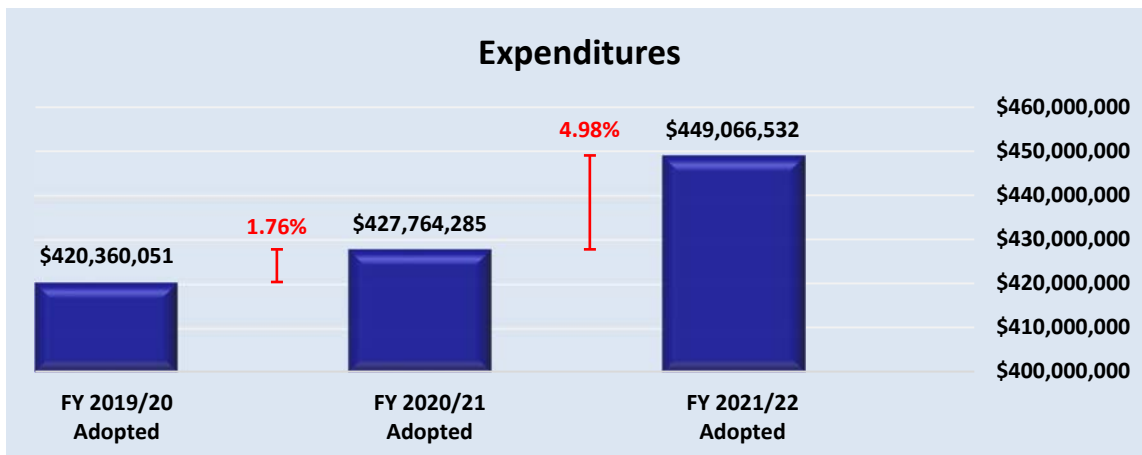
The Intergovernmental revenue category is budgeted at approximately \$26.5 million, increasing 6.14% from the FY 2020/21 Adopted Budget amount. This category of revenue represents contracts with other governmental agencies, such as CAL FIRE; grants from other government agencies; and reimbursements from government agencies. The 9.39% increase in Redevelopment Area Pass-Through revenue, based on projections provided by Harris & Associates, is partially offset by a 0.57% decrease in OCFA's CAL FIRE contract.

Interest revenue (Use of Money and Property) of approximately \$123K is based on estimated cash flows and a projected interest rate of 0.25% for FY 2021/22.

Finally, the Other, or miscellaneous revenue category is budgeted at \$1.1 million, in line with the FY 2020/21 Adopted Budget.

General Fund Expenditures

As shown in the table below, General Fund expenditures increased approximately 4.98% overall from the FY 2020/21 Adopted Budget.



Salaries and Employee Benefits (S&EB) total approximately \$416.1 million in FY 2021/22, or a 5.2% increase compared to the FY 2020/21 Adopted Budget. The increase is due in part to MOU increases for EMT pay included for Firefighter and Chief Officer employee groups.

Services & Supplies total approximately \$32.8 million in FY 2021/22, a 2.7% increase from the FY 2020/21 Adopted Budget. Services & Supplies budgets were held flat where possible, and one-time increases that were approved for FY 2020/21 were not renewed in FY 2021/22.

Staffing

The FY 2021/22 Adopted Budget includes 1,535 funded positions with no position changes from the prior year.

The Chart of Authorized Positions and Summary of Regular Positions by Department on pages 81-85 of this document includes 30 frozen positions which are not funded in the FY 2021/22 Adopted Budget. These include: 1 Organizational and Development Training Manager, 1 Office Services Specialist, 15 Firefighters, 6 Fire Apparatus Engineers, and 7 Fire Captains. The 5 Urban Search & Rescue (US&R) positions, namely 1 Battalion Chief and 4 Warehouse Logistics Specialists, will be funded with the regular annual US&R Grant funds expected during the fiscal year. In addition, one Limited Term Construction Manager position will be funded with a transfer from CIP at mid-year.

CIP Funds Overview

The Capital Improvement Program budget for FY 2021/22 is \$30.4 million. Revenues for the CIP funds during this budget cycle include interest, contributions from Cash Contract Cities, and developer contributions. Use of fund balance and transfers from the General Fund are also necessary to fund the Capital Improvement Program.

Significant projects in the CIP funds include the following:

General Fund CIP (Fund 12110)

- The budget of approximately \$7.1 million funds projects including fire station alarm system upgrades; station bathroom inclusive facilities; 800 MHz and VHF Radio replacement; enterprise phone and public address system upgrade; data network upgrades; and routine replacement of personal computers, printers, and network servers.

Fire Stations and Facilities (Fund 123)

- The \$13.5 million budget will fund replacement of Fire Station 24 in Mission Viejo; preliminary expenditures for the replacement of Fire Station 10 in Yorba Linda; and retrofit of existing station fire life safety systems.

Communications and Information Systems (Fund 124)

- The budget of approximately \$2.7 million will fund the development of an Emergency Medical Systems enterprise system; progress on the OCFA disaster recovery co-location

facility; enterprise audio visual upgrades; and the replacement of the Community Risk Reduction – Integrated Fire Prevention application.

Fire Apparatus (Fund 133)

- Approximately \$7.1 million has been included in the FY 2021/22 Budget for the replacement of 25 emergency vehicles and 54 support vehicles.

Financial Forecasts

Five-Year Financial Forecasts are provided throughout the budget development process to assist Executive Management and the Board of Directors in evaluating proposed budgetary decisions. Assumptions used in building the forecasts tend to be conservative with revenue projected modestly or held flat when there is uncertainty, and expenditures projected aggressively. In years where there is an MOU expiration, the Board is provided several scenarios using a 0%, 1% and 2% salary increase. It should be noted that the forecasts are very sensitive to changes in future growth assumptions with a 1% property tax revenue change in the early years of the five-year forecast potentially causing a multi-million dollar impact to the bottom-line by the last year of the forecast.

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

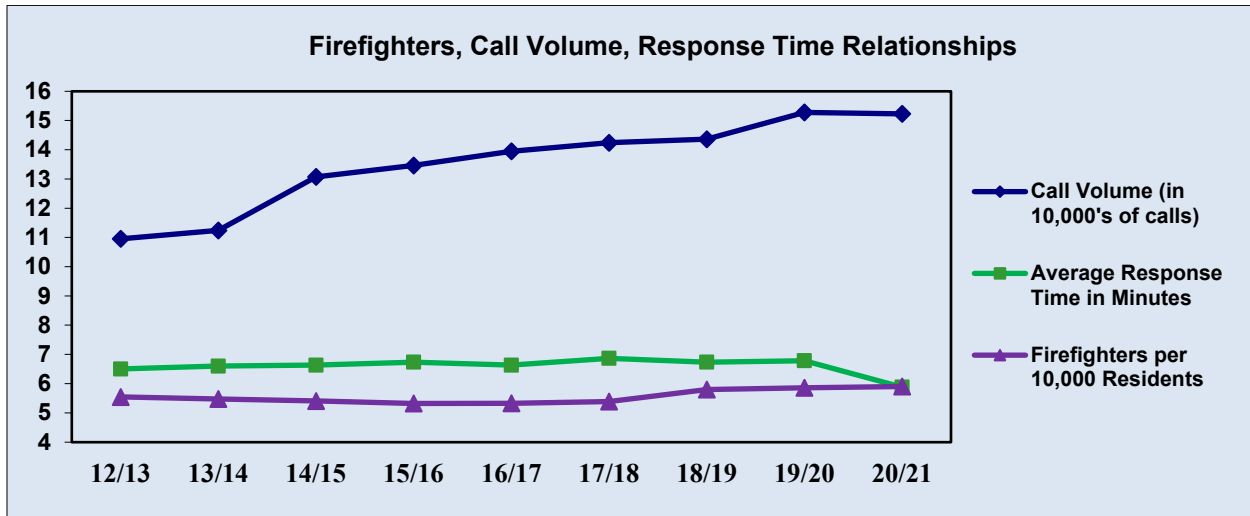
- Continue to pursue cost containment, cost savings, and revenue enhancement
- Continue to improve employee safety through the Wellness & Fitness (WEFIT) program and reduce workers' compensation costs
- Continue to aggressively pursue grants
- Continue to review fee-funded programs to ensure that costs associated with these programs are recovered consistent with Board policy, including Community Risk Reduction Fees and Advanced Life Support (ALS) reimbursement rates
- Continue to pursue dialogue with labor regarding collaborative solutions.

Service Delivery

The graph below shows that our ratio of firefighters per 10,000 residents increased slightly in the last two fiscal years from 5.80 to 5.90 firefighters. At our lowest point in FY 2015/16 the ratio was 5.32. During the past 10-year time frame, our emergency call load has increased by 80%, due in part to the City of Santa Ana joining the OCFA in April of 2012 and the City of Garden Grove joining in August 2019.

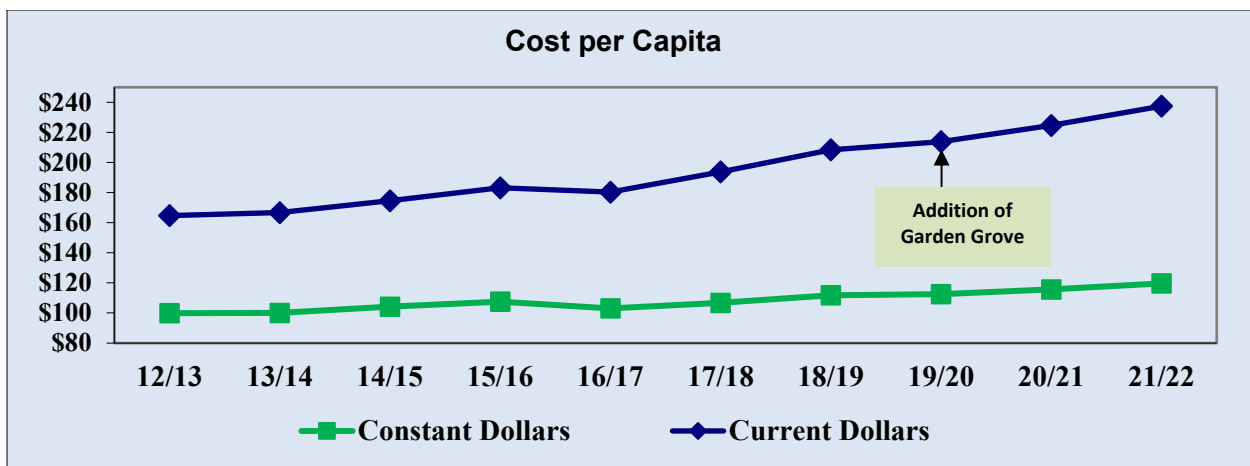
During this period, the average response time for emergency calls has remained relatively constant until the most recent fiscal year in which average response time decreased from 6:47 in FY 2019/20 to 5:53 in FY 2020/21 due to reduced traffic from the COVID-19 pandemic. Response time, which measures the elapsed time between 9-1-1 answer and the first fire department unit arrival, is 7:03

at the 80th percentile (80% of emergency calls are responded to within 7:03) and 8:12 at the 90th percentile.



Cost per Capita

The graph on the following page reflects the impact of staffing and demographic changes that have occurred during the ten-year period. The higher cost per capita in FYs 2017/18 through 2021/22 is primarily due to higher salary and retirement costs due to staffing restorations, MOU changes and proactive action of the Board of Directors in July 2017 to unfreeze and fund 53 additional firefighter positions to reduce the number of forced hires. FY 2019/20 numbers include the approximate 175,000 increase in population from the City of Garden Grove joining OCFA during this fiscal year and FY 2020/21 reflects a reduction of approximately 51,000 for the City of Placentia which withdrew from OCFA as of July 1, 2020.



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 738,000 in a 359 square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire's case, 70% of their revenue is derived from property tax, compared to 63% for the OCFA. The OCFA serves a population of 1.89 million stretching over 587 square miles.

Metro Fire's General Fund expenditure budget for FY 2021/22 is approximately \$240.9 million, while OCFA's is \$449.1 million. This results in a spending ratio of approximately \$326 per capita for Metro Fire and \$237 per capita for OCFA.

Customer Satisfaction

The OCFA's overall satisfaction ratings over a 10-year period have been fairly consistent, ranging between 97% and 98%. These high ratings demonstrate that our communities place a high value on the quality of OCFA's services, and that we meet or exceed service expectations. OCFA is in the process of exploring opportunities to enhance the customer satisfaction survey by automating this process.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the thirteenth time to the Orange County Fire Authority for its FY 2020/21 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 2021/22 Budget for award consideration.

Acknowledgments

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

Respectfully,

Brian Fennessy
Fire Chief

Budget Adoption – Board of Directors Meeting of June 24, 2021

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



BEACH SAFETY



Children and adults drown without a sound. Drowning is the leading cause of accidental death for children under the age of five and can happen in less than two inches of water.

Prevent drowning. Never swim alone.

For your safety, beware of hazards.

- If in doubt, don't go out. Ask the lifeguard about rip currents and other hazards as they are not always easily identifiable.
- Obey posted warning signs and flags.
- Check weather, water, and surf conditions; storms can stir up bacteria, rip currents, and other dangers.
- Shuffle feet when walking into the water to prevent stingray injuries.

Children and adults drown without a sound.

- Keep small children and inexperienced swimmers within reach.
- Flotation devices are not a substitute for active adult supervision.
- Learn to swim.
- Use boogie boards/surfboards with leashes in designated areas.
- Choose to swim near a lifeguard and never swim alone. If no one is with you, no one can help save you.

Break the grip of the RIP.



Rip currents are powerful currents of water moving away from shore. They can sweep even the strongest swimmers out to sea.

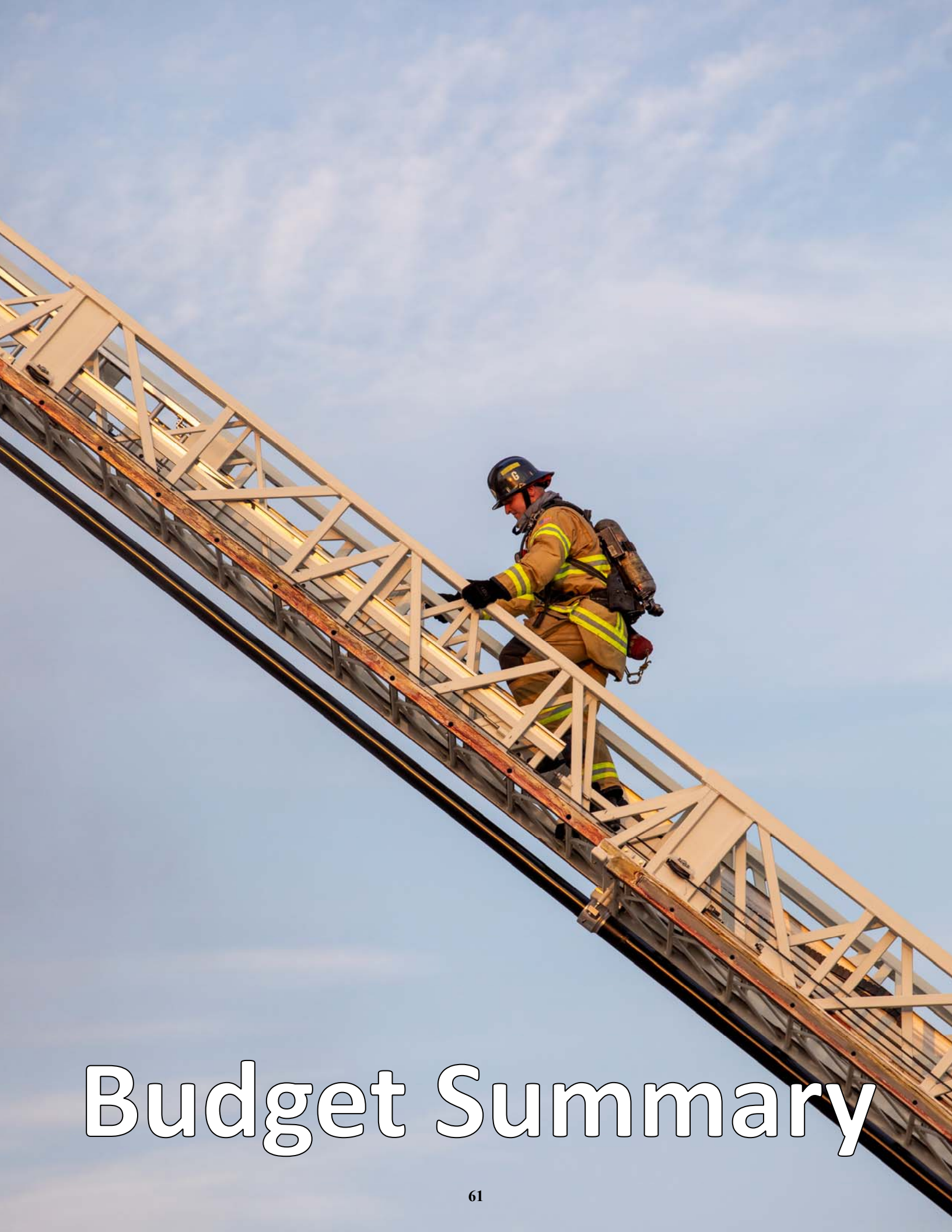
How to identify a rip current:

- A channel of churning, choppy water
- An area having a notable difference in color, parallel to the shoreline
- A line of foam, seaweed, or debris moving steadily out to sea
- A break in the incoming wave pattern

How to survive a rip current:

- Remain calm.
- Don't fight the current. Swim out of the current by swimming to the side.
- If you can't escape, float or tread water.
- If you need help, call or wave for assistance.

Remember, many people drown while trying to save someone else!
If someone is in trouble, get help from a lifeguard or call 9-1-1.

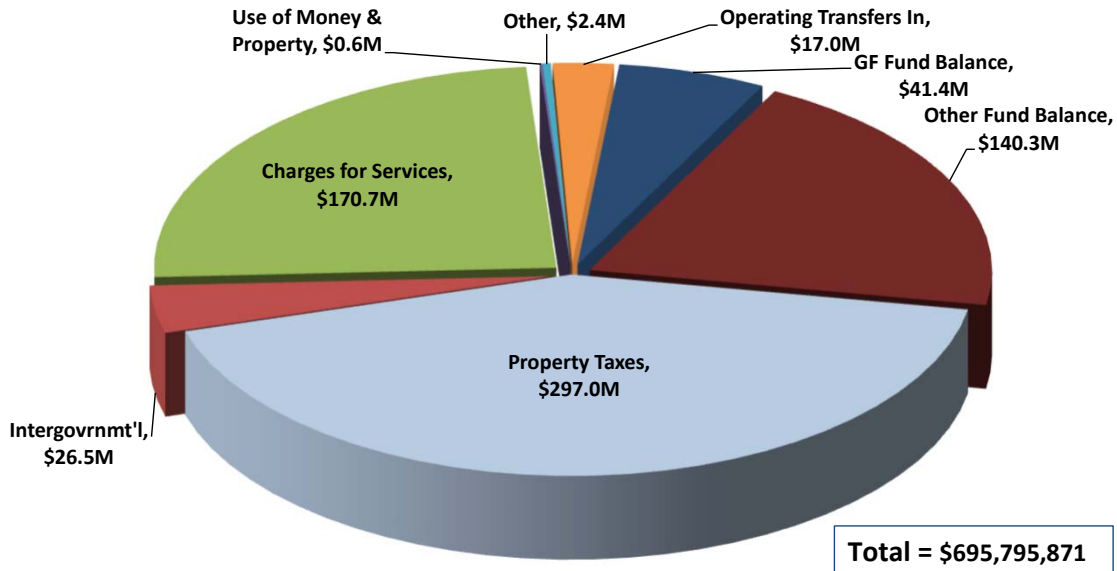


Budget Summary

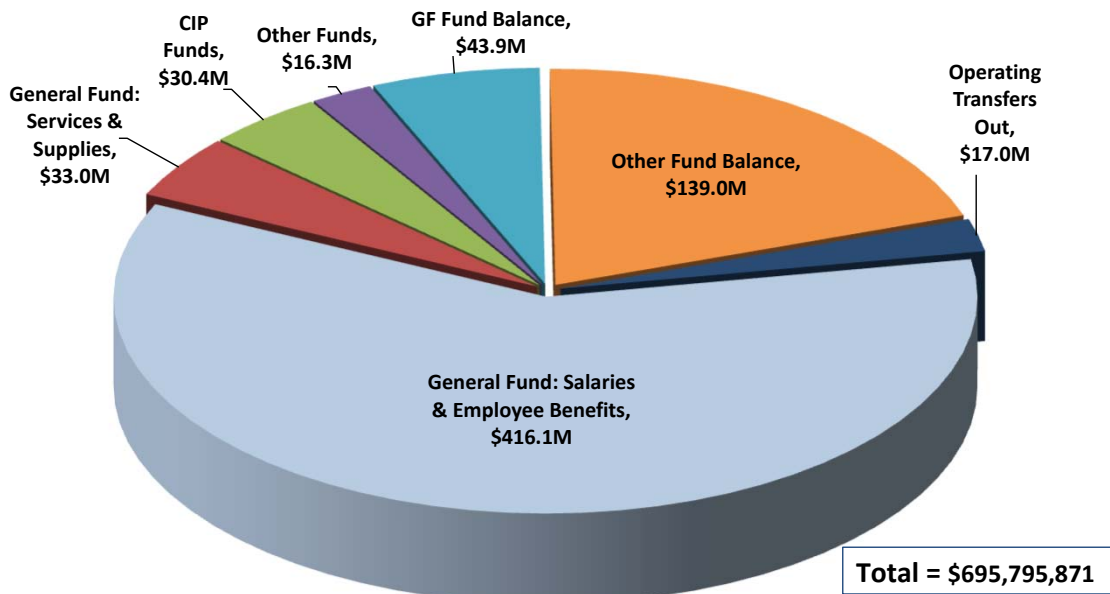


FY 2021/22 Funding Sources and Uses
All Funds

Where the Money Originates



Where the Money Goes



**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY
FY 2021/22**

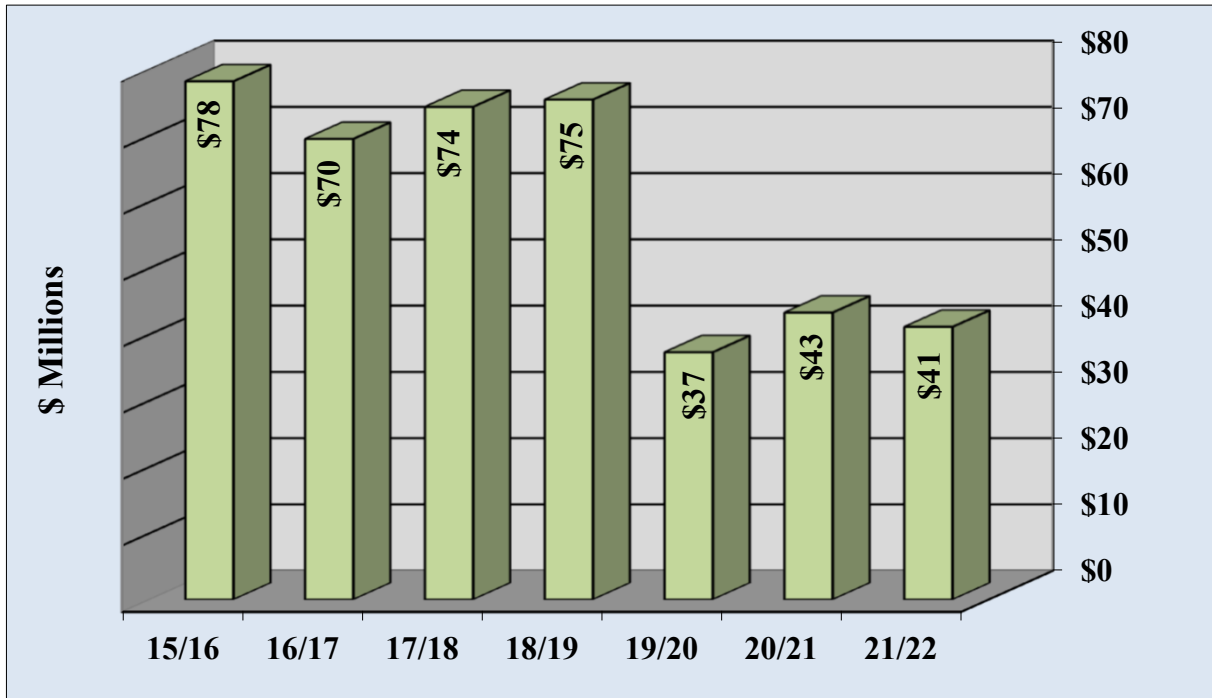
	121 General Fund	12110 ⁽¹⁾ General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems
FUNDING SOURCES				
Property Taxes	\$296,972,235	-	-	-
Intergovernmental	26,521,424	-	-	-
Charges for Current Services	143,906,771	-	-	-
Use of Money & Property	169,673	-	40,404	15,588
Other	1,092,500	-	213,000	-
Total Revenue & Other Financing Sources	468,662,603	-	253,404	15,588
Operating Transfer In	-	5,350,000	4,450,000	1,700,000
Beginning Fund Balance	41,360,172	1,932,101	9,030,024	1,217,104
TOTAL AVAILABLE RESOURCES	\$510,022,775	\$7,282,101	\$13,733,428	\$2,932,692
EXPENDITURES				
Salaries & Employee Benefits	\$401,313,971	-	-	-
Services & Supplies	32,849,281	6,373,000	-	1,450,000
Capital Outlay	124,000	700,000	13,500,000	1,275,000
Subtotal Expenditures	434,287,252	7,073,000	13,500,000	2,725,000
UAAL Paydown	14,779,280	-	-	-
Total Expenditures & Other Uses	449,066,532	7,073,000	13,500,000	2,725,000
Appropriation for Contingencies	3,000,000	-	-	-
Operating Transfer Out	17,032,518	-	-	-
Ending Fund Balance	40,923,725	209,101	233,428	207,692
TOTAL FUND COMMITMENTS & FUND BALANCE	\$510,022,775	\$7,282,101	\$13,733,428	\$2,932,692

(1) Project related budgets segregated for operational budget clarity purposes.

Budget Summary

133 Fire Apparatus	139 Settlement Agreement	171 SFF Entitlement	190 Self- Insurance	Total
-	-	-	-	\$296,972,235
-	-	-	-	26,521,424
1,652,957	-	-	25,096,683	170,656,411
37,534	60,537	2,456	293,783	619,975
1,048,573	-	-	-	2,354,073
2,739,064	60,537	2,456	25,390,466	497,124,118
3,364,518	2,168,000	-	-	17,032,518
1,209,773	23,580,524	5,208	103,304,329	181,639,235
\$7,313,355	\$25,809,061	\$7,664	\$128,694,795	\$695,795,871
-	-	-	-	\$401,313,971
-	668,000	-	15,640,500	56,980,781
7,131,683	-	-	-	22,730,683
7,131,683	668,000	-	15,640,500	481,025,435
-	-	-	-	14,779,280
7,131,683	668,000	-	15,640,500	495,804,715
-	-	-	-	3,000,000
-	-	-	-	17,032,518
181,672	25,141,061	7,664	113,054,295	179,958,638
\$7,313,355	\$25,809,061	\$7,664	\$128,694,795	\$695,795,871

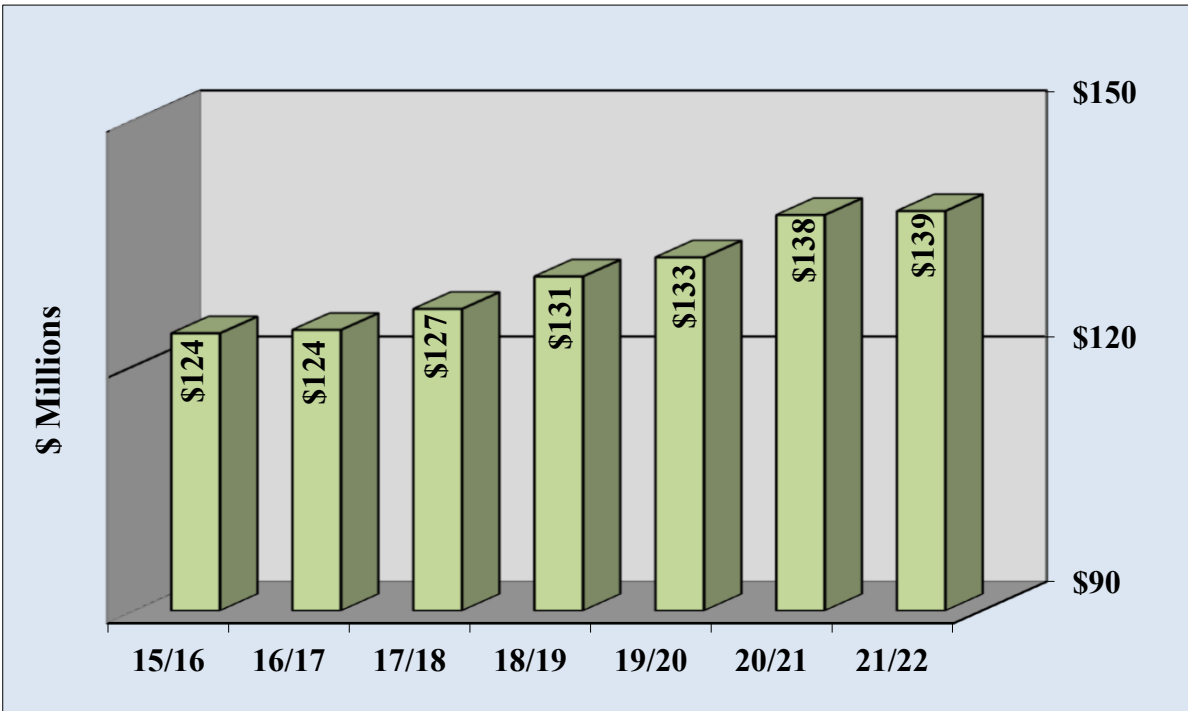
Ending Fund Balances General Fund



The largest component of General Fund balance is the 10% contingency reserve, which has consistently been maintained at 10% of operating expenditures pursuant to the reserve requirement established by the Board. Ending fund balance decreased significantly in FY 2019/20 due to a large transfer of funds to establish the new Fund for the Irvine Settlement Agreement.

Note: FY 2015/16 through FY 2019/20 are based on actuals. FY 2020/21 through FY 2021/22 are budget figures. Refer to page 94 to review chart of contingency reserves.

Ending Fund Balances CIP/Other Funds



Operating transfers from the General Fund began in FY 2013/14, with the start of the economic recovery, in order to fully fund approved projects. Significant projects in recent years include replacements of the following: Computer Aided Dispatch system; the 800 MHz Countywide Coordinated Communications System; the CRR - Integrated Fire Prevention application and the Incident Reporting application. Other completed projects include construction of Fire Station 56 (Rancho Mission Viejo) and the acquisition and improvements of the US&R Warehouse. Projects scheduled for FY 2021/22 include the replacement of several stations including Station 24 (Mission Viejo) and Station 10 (Yorba Linda), various remodel/modifications of fire stations, fire station alarm upgrades and the purchase of several vehicles. The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year.

Note: FY 2015/16 through FY 2019/20 are based on actuals. FY 2020/21 through FY 2021/22 are budget figures. Refer to page 94 to review chart of contingency reserves.

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2015/16 - FY 2021/22

Fund No.	Fund Type	Fund Description	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual
Available Fund Balances - July 1			\$168,178,374	\$202,129,972	\$194,024,104	\$202,242,511
REVENUES						
121	General	General Fund	\$351,431,518	\$372,444,560	\$401,282,669	\$407,919,810
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-	-
123	Capital Projects	Fire Stations & Facilities	3,492,661	1,224,108	2,426,292	1,078,047
124	Capital Projects	Communications & Info Systems	424,470	323,632	447,171	245,373
133	Capital Projects	Fire Apparatus	1,745,326	1,640,905	3,466,078	1,857,200
139	Other	Settlement Agreement	-	-	-	-
171	Other	SFF Entitlement	3,510	3,169	14,958	37,406
190	Other	Self-Insurance	13,117,369	11,857,781	18,446,212	20,217,993
TOTAL REVENUES - ALL FUNDS			\$370,214,854	\$387,494,154	\$426,083,380	\$431,355,829
EXPENDITURES						
121	General	General Fund Departments/Divisions:				
		Executive Management	\$11,555,586	\$3,677,086	\$15,396,771	\$6,832,539
		Human Resources	N/A	N/A	N/A	8,964,735
		Emergency Medical Services and Training	N/A	N/A	N/A	4,953,961
		Command and Emergency Planning	N/A	N/A	N/A	7,557,944
		Operations	250,182,843	264,804,785	298,240,219	284,952,505
		Special Operations	N/A	N/A	N/A	17,718,607
		Community Risk Reduction	15,329,443	15,717,388	10,834,134	9,804,441
		Organizational Planning	1,756,508	10,773,820	N/A	N/A
		Business Services	28,834,536	29,028,898	34,997,181	30,456,805
		Logistics (previously Support Services)	27,934,726	29,260,624	33,502,483	31,574,014
		Sub-total General Fund	335,593,643	353,262,601	392,970,788	402,815,551
12110	Capital Projects	General Fund CIP	1,084,433	5,288,854	2,557,479	2,065,551
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-	-
123	Capital Projects	Fire Stations & Facilities	137,655	1,124,079	556,350	1,437,316
124	Capital Projects	Communications & Info Systems	90,188	7,373,476	1,186,357	3,927,665
133	Capital Projects	Fire Apparatus	4,367,357	18,409,924	7,424,749	5,275,772
139	Other	Settlement Agreement	-	-	-	-
171	Other	SFF Entitlement	110,312	37,981	67,655	195,509
190	Other	Self-Insurance	7,892,111	10,202,005	13,306,197	11,961,307
TOTAL EXPENDITURES - ALL FUNDS			\$349,275,700	\$395,698,920	\$418,069,575	\$427,678,671
Net Operating Transfers In (Out)			-	-	-	-
Adjustments (a)			13,012,443	98,898	204,602	379,540
Available Fund Balances - June 30			\$202,129,972	\$194,024,104	\$202,242,511	\$206,299,209
% Fund Balance increase (decrease) from prior year (b)			20.19%	-4.01%	4.24%	2.01%

Notes:

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

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

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2015/16 - FY 2021/22**

Fund No.	Fund Type	Fund Description	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget
Available Fund Balances - July 1			\$206,299,209	\$214,187,358	\$181,639,236
REVENUES					
121	General	General Fund	\$463,784,858	\$499,265,848	\$468,662,603
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-
123	Capital Projects	Fire Stations & Facilities	1,024,707	580,613	253,404
124	Capital Projects	Communications & Info Systems	132,392	13,362	15,588
133	Capital Projects	Fire Apparatus	2,090,148	1,672,679	2,739,064
139	Other	Settlement Agreement	494,085	63,448	60,537
171	Other	SFF Entitlement	24,846	3,194	2,456
190	Other	Self-Insurance	22,566,590	20,413,308	25,390,466
TOTAL REVENUES - ALL FUNDS			\$490,117,626	\$522,012,452	\$497,124,118
EXPENDITURES					
121	General	General Fund Departments/Divisions:			
		Executive Management	\$7,598,441	\$18,988,116	\$9,823,115
		Human Resources	9,824,247	9,428,871	9,359,276
		Emergency Medical Services and Training	5,536,471	13,862,517	12,566,185
		Command and Emergency Planning	8,958,660	8,974,823	9,226,848
		Operations	313,575,124	324,179,631	319,294,207
		Special Operations	29,445,646	31,260,073	16,807,810
		Community Risk Reduction	10,460,329	21,394,249	12,405,281
		Organizational Planning	N/A	N/A	N/A
		Business Services	27,657,749	27,877,506	25,963,534
		Logistics (previously Support Services)	35,697,193	33,692,573	33,620,276
		Sub-total General Fund	448,753,862	489,658,359	449,066,532
12110	Capital Projects	General Fund CIP	4,268,584	12,216,121	7,073,000
122	Capital Projects	Facilities Maintenance & Improvement	-	-	-
123	Capital Projects	Fire Stations & Facilities	1,373,662	8,565,810	13,500,000
124	Capital Projects	Communications & Info Systems	1,254,749	4,922,093	2,725,000
133	Capital Projects	Fire Apparatus	14,192,807	15,671,698	7,131,683
139	Other	Settlement Agreement	630,009	2,183,000	668,000
171	Other	SFF Entitlement	75,424	1,286,258	-
190	Other	Self-Insurance	12,340,122	20,057,235	15,640,500
TOTAL EXPENDITURES - ALL FUNDS			\$482,889,218	\$554,560,574	\$495,804,715
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			659,741	-	-
Available Fund Balances - June 30			\$214,187,358	\$181,639,236	\$182,958,639
% Fund Balance increase (decrease) from prior year (b)			3.82%	-15.20%	0.73%

Notes:

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

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

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2015/16 - FY 2021/22**

	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual
REVENUES				
Property Taxes	\$219,840,417	\$232,832,738	\$250,326,173	\$264,267,387
Intergovernmental	25,978,081	29,069,065	37,063,147	28,521,606
Charges for Current Services	116,560,027	117,505,525	125,677,459	131,085,286
Use of Money and Property	1,671,316	1,257,156	2,576,399	4,801,199
Other	6,165,014	6,829,670	10,440,202	2,680,351
TOTAL REVENUES	\$370,214,854	\$387,494,154	\$426,083,380	\$431,355,829
EXPENDITURES				
Salaries & Employee Benefits	\$307,143,676	\$320,951,902	\$357,647,306	\$364,319,946
Services & Supplies	36,377,204	49,632,198	54,858,802	51,754,745
Capital Outlay	2,499,912	22,583,098	3,031,744	10,338,119
Debt Service	3,254,909	2,531,723	2,531,723	1,265,861
TOTAL EXPENDITURES	\$349,275,700	\$395,698,920	\$418,069,575	\$427,678,671

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

	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual
REVENUES				
General Fund	\$351,431,518	\$372,444,560	\$401,282,669	\$407,919,810
Other Governmental Funds	18,783,337	15,049,594	24,800,711	23,436,019
TOTAL REVENUES	\$370,214,854	\$387,494,154	\$426,083,380	\$431,355,829
EXPENDITURES				
General Fund	\$336,678,076	\$358,551,455	\$395,528,267	\$404,881,103
Other Governmental Funds	12,597,624	37,147,465	22,541,308	22,797,568
TOTAL EXPENDITURES	\$349,275,700	\$395,698,920	\$418,069,575	\$427,678,671

Note:

Only the General Fund qualifies as a major fund.

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2015/16 - FY 2021/22

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget
REVENUES			
Property Taxes	\$277,721,815	\$287,967,482	\$296,972,235
Intergovernmental	41,258,004	62,689,359	26,521,424
Charges for Current Services	158,215,454	157,267,231	170,656,411
Use of Money and Property	4,595,958	609,388	619,975
Other	8,326,394	13,478,992	2,354,073
TOTAL REVENUES	\$490,117,626	\$522,012,452	\$497,124,118
EXPENDITURES			
Salaries & Employee Benefits	\$394,606,090	\$423,913,492	\$416,093,251
Services & Supplies	70,037,321	97,950,051	56,980,781
Capital Outlay	18,245,807	32,697,031	22,730,683
Debt Service	-	-	-
TOTAL EXPENDITURES	\$482,889,218	\$554,560,574	\$495,804,715

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

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget
REVENUES			
General Fund	\$463,779,457	\$499,265,848	\$468,662,603
Other Governmental Funds	26,338,169	22,746,604	28,461,515
TOTAL REVENUES	\$490,117,626	\$522,012,452	\$497,124,118
EXPENDITURES			
General Fund	\$453,022,446	\$501,874,480	\$456,139,532
Other Governmental Funds	29,866,772	52,686,094	39,665,183
TOTAL EXPENDITURES	\$482,889,218	\$554,560,574	\$495,804,715

Note:

Only the General Fund qualifies as a major fund.

Five-Year Financial Forecast

Five-year financial forecasts are provided in conjunction with budget development in order to assist management and the Board of Directors in assessing proposed budgetary decisions. The forecast model is based on the FY 2021/22 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 2021/22 would result in a \$15.3 million increase to ending fund balance available in FY 2025/26 under Scenario 1.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2021/22 would result in a \$22.9 million increase to ending fund balance available in FY 2025/26 under Scenario 1.
 - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2021/22 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$3.8 million increase to the General Fund Surplus in FY 2025/26 under Scenario 1.

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

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

Budget Summary

Scenario 1 - 0% Salary Increase After MOU Expirations	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26
A. BEGINNING FUND BALANCE - All Funds Combined	181,639,235	182,958,638	195,198,068	206,189,809	221,041,434
GENERAL FUND Revenue & Expenditures					
Property Taxes	296,972,235	305,191,490	315,695,671	326,105,990	337,558,769
State Reimbursements	8,011,778	8,011,778	8,011,778	8,011,778	8,011,778
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	-	-	-	-	-
Community Redevelopment Agency Pass-thru	18,409,646	19,712,561	18,586,494	23,780,739	28,352,876
Cash Contracts	133,229,151	135,031,498	136,802,578	138,320,645	142,483,086
Community Risk Reduction Fees	6,021,323	6,021,323	6,021,323	6,021,323	6,021,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	169,673	132,496	257,602	265,122	272,586
Other Revenue	1,201,197	1,201,197	1,201,197	1,201,197	1,201,197
General Fund Revenue	468,662,603	479,949,944	491,224,242	508,354,394	528,549,215
New Positions for New Stations	-	3,620,620	6,324,429	6,444,310	9,404,134
Employee Salaries	240,288,975	240,972,466	240,972,466	240,972,466	240,972,466
Retirement - Regular Annual Payments	95,657,088	94,271,085	94,675,526	96,756,228	95,969,989
Retirement - Accelerated Pension Paydown Plan	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Workers' Compensation (Transfer to Fund 190)	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
Other Insurance	36,793,438	38,947,122	41,239,892	43,681,841	46,283,883
Medicare	3,477,787	3,484,190	3,484,190	3,484,190	3,484,190
One-Time Grant/ABH Expenditures	-	-	-	-	-
Salaries & Employee Benefits	416,093,251	425,440,045	434,617,114	441,115,657	454,158,675
Services & Supplies/Equipment	32,973,281	33,272,281	33,298,181	33,363,313	33,368,378
Irvine Settlement Agreement (Transfer to Fund 139)	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	174,901	308,824	318,089	514,850
One-Time Grant Expenditures	-	-	-	-	-
General Fund Expenditures	451,234,532	461,555,226	470,892,119	477,465,059	490,709,903
B. Incremental Increase in GF 10% Contingency	2,563,553	696,276	635,156	553,137	581,633
GENERAL FUND SURPLUS/(DEFICIT)	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
C. Operating Transfer from Operating Contingency	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)					
Interest Earnings	450,302	513,574	1,113,918	1,194,703	1,264,826
Cash Contracts	1,652,957	1,737,012	1,789,123	1,842,798	1,898,082
Developer Contributions	1,261,573	1,827,923	-	822,770	-
Operating Transfers into CIP from General Fund Surplus	14,864,518	17,698,441	19,696,967	30,336,198	37,257,680
Total CIP Revenue	18,229,350	21,776,950	22,600,008	34,196,469	40,420,588
Fund 12110 - General Fund CIP	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500
Fund 123 - Fire Stations and Facilities	13,500,000	500,000	3,100,000	7,900,000	23,512,231
Fund 124 - Communications & Information Systems	2,725,000	3,800,000	1,250,000	1,450,000	500,000
Fund 133 - Fire Apparatus	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294
Total CIP Expenses	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(12,200,333)	716,155	252,215	5,027,504	(1,042,437)
OTHER FUNDS					
Fund 190 - WC Revenue - Transfer from GF	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
Fund 190 - WC Cashflow Payments per Actuary	15,640,500	17,030,345	18,543,694	20,191,523	21,985,780
E. Deposit to WC Cashflow Reserve	9,456,183	9,326,999	8,604,370	7,770,983	6,815,601
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Expenditures - Per Agreement	668,000	1,168,000	1,168,000	1,168,000	1,168,000
F. Deposit to PARS - Pension Reserve [1]	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
G. Fund 171 - SFFEF Expenditures	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	182,958,638	195,198,068	206,189,809	221,041,434	228,896,231
Ending Balance by Fund					
Operating Contingency (10% of Expenditures)	43,413,725	44,110,001	44,745,157	45,298,294	45,879,927
Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
Structural Fire Fund Entitlement Fund (Fund 171)	7,664	7,664	7,664	7,664	7,664
Irvine Settlement Agreement (Fund 139)	25,141,061	26,708,832	28,355,823	30,013,474	31,680,379
CIP FUND BALANCE	831,893	1,138,517	502,479	4,577,310	2,526,284
Workers' Compensation Cashflow Reserve (Fund 190)	113,054,295	122,723,054	132,068,686	140,634,691	148,291,976
Total Fund Balances	182,958,638	195,198,068	206,189,809	221,041,434	228,896,231

Note: Ending Fund Balance is calculated by adding rows A+B+C+D+E+F+G

FY 2021/22 OCFA Adopted Budget

Scenario 2 - 1% Salary Increase After MOU Expirations	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26
A. BEGINNING FUND BALANCE - All Funds Combined	181,639,235	182,958,638	192,444,080	197,165,590	202,145,516
GENERAL FUND Revenue & Expenditures					
Property Taxes	296,972,235	305,191,490	315,695,671	326,105,990	337,558,769
State Reimbursements	8,011,778	8,011,778	8,011,778	8,011,778	8,011,778
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	-	-	-	-	-
Community Redevelopment Agency Pass-thru	18,409,646	19,712,561	18,586,494	23,780,739	28,352,876
Cash Contracts	133,229,151	135,031,498	136,802,578	138,320,645	142,483,086
Community Risk Reduction Fees	6,021,323	6,021,323	6,021,323	6,021,323	6,021,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	169,673	132,726	259,093	267,759	276,355
Other Revenue	1,201,197	1,201,197	1,201,197	1,201,197	1,201,197
General Fund Revenue	468,662,603	479,950,174	491,225,733	508,357,031	528,552,984
New Positions for New Stations	-	3,656,298	6,418,140	6,571,940	9,637,520
Employee Salaries	240,288,975	242,904,891	245,333,975	247,787,369	250,265,318
Retirement - Regular Annual Payments	95,657,088	95,024,245	96,387,149	99,491,376	99,670,709
Retirement - Accelerated Pension Paydown Plan	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Workers' Compensation (Transfer to Fund 190)	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
Other Insurance	36,793,438	38,947,122	41,239,892	43,681,841	46,283,883
Medicare	3,477,787	3,512,210	3,547,333	3,582,807	3,618,636
One-Time Grant/ABH Expenditures	-	-	-	-	-
Salaries & Employee Benefits	416,093,251	428,189,328	440,847,100	450,891,955	467,520,079
Services & Supplies/Equipment	32,973,281	33,272,281	33,298,181	33,363,313	33,368,378
Irvine Settlement Agreement (Transfer to Fund 139)	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	174,901	308,824	318,089	514,850
One-Time Grant Expenditures	-	-	-	-	-
General Fund Expenditures	451,234,532	464,304,510	477,122,106	487,241,357	504,071,306
B. Incremental Increase in GF 10% Contingency	2,563,553	971,204	983,227	907,768	940,143
GENERAL FUND SURPLUS/(DEFICIT)	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
C. Operating Transfer from Operating Contingency	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)					
Interest Earnings	450,302	508,639	1,072,182	1,096,665	1,085,670
Cash Contracts	1,652,957	1,737,012	1,789,123	1,842,798	1,898,082
Developer Contributions	1,261,573	1,827,923	-	822,770	-
Operating Transfers into CIP from General Fund Surplus	14,864,518	14,674,460	13,120,401	20,207,906	23,541,534
Total CIP Revenue	18,229,350	18,748,034	15,981,706	23,970,139	26,525,287
Fund 12110 - General Fund CIP	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500
Fund 123 - Fire Stations and Facilities	13,500,000	500,000	3,100,000	7,900,000	23,512,231
Fund 124 - Communications & Information Systems	2,725,000	3,800,000	1,250,000	1,450,000	500,000
Fund 133 - Fire Apparatus	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294
Total CIP Expenses	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(12,200,333)	(2,312,761)	(6,366,087)	(5,198,826)	(14,937,738)
OTHER FUNDS					
Fund 190 - WC Revenue - Transfer from GF	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
Fund 190 - WC Cashflow Payments per Actuary	15,640,500	17,030,345	18,543,694	20,191,523	21,985,780
E. Deposit to WC Cashflow Reserve	9,456,183	9,326,999	8,604,370	7,770,983	6,815,601
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Expenditures - Per Agreement	668,000	1,168,000	1,168,000	1,168,000	1,168,000
F. Deposit to PARS - Pension Reserve [1]	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
G. Fund 171 - SFFEF Expenditures	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	182,958,638	192,444,080	197,165,590	202,145,516	196,463,523
Ending Balance by Fund					
Operating Contingency (10% of Expenditures)	43,413,725	44,384,929	45,368,156	46,275,924	47,216,068
Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
Structural Fire Fund Entitlement Fund (Fund 171)	7,664	7,664	7,664	7,664	7,664
Irvine Settlement Agreement (Fund 139)	25,141,061	26,708,180	28,349,664	29,994,379	31,637,642
CIP FUND BALANCE	831,893	(1,886,464)	(9,107,523)	(15,180,845)	(30,984,310)
Workers' Compensation Cashflow Reserve (Fund 190)	113,054,295	122,719,770	132,037,629	140,538,394	148,076,459
Total Fund Balances	182,958,638	192,444,080	197,165,590	202,145,516	196,463,523
Note: Ending Fund Balance is calculated by adding rows A+B+C+D+E+F-G					

Budget Summary

Scenario 3 - 2% Salary Increase After MOU Expirations	PROJECTED FY 2021/22	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26
A. BEGINNING FUND BALANCE - All Funds Combined	181,639,235	182,958,638	189,688,317	188,076,698	182,989,082
GENERAL FUND Revenue & Expenditures					
Property Taxes	296,972,235	305,191,490	315,695,671	326,105,990	337,558,769
State Reimbursements	8,011,778	8,011,778	8,011,778	8,011,778	8,011,778
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	-	-	-	-	-
Community Redevelopment Agency Pass-thru	18,409,646	19,712,561	18,586,494	23,780,739	28,352,876
Cash Contracts	133,229,151	135,031,498	136,802,578	138,320,645	142,483,086
Community Risk Reduction Fees	6,021,323	6,021,323	6,021,323	6,021,323	6,021,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	169,673	132,955	260,595	270,438	280,223
Other Revenue	1,201,197	1,201,197	1,201,197	1,201,197	1,201,197
General Fund Revenue	468,662,603	479,950,403	491,227,235	508,359,710	528,556,852
New Positions for New Stations	-	3,692,138	6,512,739	6,701,410	9,875,430
Employee Salaries	240,288,975	244,838,491	249,739,466	254,738,625	259,837,935
Retirement - Regular Annual Payments	95,657,088	95,777,824	98,115,936	102,281,086	103,482,627
Retirement - Accelerated Pension Paydown Plan	14,779,280	17,787,217	20,772,547	21,814,115	29,242,631
Workers' Compensation (Transfer to Fund 190)	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
Other Insurance	36,793,438	38,947,122	41,239,892	43,681,841	46,283,883
Medicare	3,477,787	3,540,248	3,611,113	3,683,399	3,757,133
One-Time Grant/ABH Expenditures	-	-	-	-	-
Salaries & Employee Benefits	416,093,251	430,940,384	447,139,757	460,862,983	481,281,021
Services & Supplies/Equipment	32,973,281	33,272,281	33,298,181	33,363,313	33,368,378
Irvine Settlement Agreement (Transfer to Fund 139)	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	174,901	308,824	318,089	514,850
One-Time Grant Expenditures	-	-	-	-	-
General Fund Expenditures	451,234,532	467,055,565	483,414,762	497,212,385	517,832,249
B. Incremental Increase in GF 10% Contingency	2,563,553	1,246,310	1,337,387	1,275,605	1,319,135
GENERAL FUND SURPLUS/(DEFICIT)	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
C. Operating Transfer from Operating Contingency	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
One-Time Paydown of UAAL from General Fund Surplus	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)					
Interest Earnings	450,302	503,702	1,030,207	997,473	903,259
Cash Contracts	1,652,957	1,737,012	1,789,123	1,842,798	1,898,082
Developer Contributions	1,261,573	1,827,923	-	822,770	-
Operating Transfers into CIP from General Fund Surplus	14,864,518	11,648,528	6,475,086	9,871,719	9,405,469
Total CIP Revenue	18,229,350	15,717,165	9,294,417	13,534,760	12,206,810
Fund 12110 - General Fund CIP	7,073,000	4,651,000	7,475,500	10,106,000	6,781,500
Fund 123 - Fire Stations and Facilities	13,500,000	500,000	3,100,000	7,900,000	23,512,231
Fund 124 - Communications & Information Systems	2,725,000	3,800,000	1,250,000	1,450,000	500,000
Fund 133 - Fire Apparatus	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294
Total CIP Expenses	30,429,683	21,060,795	22,347,793	29,168,965	41,463,025
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(12,200,333)	(5,343,630)	(13,053,376)	(15,634,205)	(29,256,215)
OTHER FUNDS					
Fund 190 - WC Revenue - Transfer from GF	25,096,683	26,357,344	27,148,064	27,962,506	28,801,381
Fund 190 - WC Cashflow Payments per Actuary	15,640,500	17,030,345	18,543,694	20,191,523	21,985,780
E. Deposit to WC Cashflow Reserve	9,456,183	9,326,999	8,604,370	7,770,983	6,815,601
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,168,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Expenditures - Per Agreement	668,000	1,168,000	1,168,000	1,168,000	1,168,000
F. Deposit to PARS - Pension Reserve [1]	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
G. Fund 171 - SFFEF Expenditures	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	182,958,638	189,688,317	188,076,698	182,989,082	163,367,603
Ending Balance by Fund					
Operating Contingency (10% of Expenditures)	43,413,725	44,660,035	45,997,422	47,273,027	48,592,162
Reserve for Cash Contract City Station Maintenance	510,000	510,000	510,000	510,000	510,000
Structural Fire Fund Entitlement Fund (Fund 171)	7,664	7,664	7,664	7,664	7,664
Irvine Settlement Agreement (Fund 139)	25,141,061	26,707,529	28,343,474	29,975,099	31,594,292
CIP FUND BALANCE	831,893	(4,913,396)	(18,788,273)	(35,217,876)	(65,194,362)
Workers' Compensation Cashflow Reserve (Fund 190)	113,054,295	122,716,485	132,006,411	140,441,168	147,857,847
Total Fund Balances	182,958,638	189,688,317	188,076,698	182,989,082	163,367,603
Note: Ending Fund Balance is calculated by adding rows A+B+C+D+E+F-G					

Forecast Assumptions – FY 2021/22 Budget

Basic Assumptions

- The first year of the forecast is based on the FY 2021/22 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** – The Harris & Associates Final 2021 Report Typical Scenario provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2021/22	3.70%
FY 2022/23	2.94%
FY 2023/24	3.65%
FY 2024/25	3.49%
FY 2025/26	3.71%

- **Public Utility, Unsecured, Homeowners Property Tax Relief, and Supplemental Delinquent Taxes** – All of these categories of property taxes are projected to remain constant during the forecast period.
- **State Reimbursements** – State reimbursements are expected to remain constant, pending more details from CAL FIRE.
- **Federal Reimbursements** – This revenue is projected to remain constant.
- **One-Time Grant/ABH/RDA Proceeds** – These are one-time only revenues that vary significantly from year to year and therefore are not forecasted beyond the current year.
- **Community Redevelopment Agency Pass-thru Revenue** – Harris & Associates completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated April 1, 2021. 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 0.92% and 4.50% per year. In addition, this revenue category includes estimated John Wayne Airport contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community Risk Reduction Fees are projected to remain constant through the forecast period from FY 2021/22 through FY 2025/26, pending any changes approved by the Board.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board.

- **Interest Earnings** – Assumes an annual return of 0.25% for FY 2021/22 and FY 2022/23 and 0.5% thereafter.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew and is projected to remain flat over the forecast period.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast assumes that vehicles will be in service beginning 12/1/2022 for Station 67 and 7/1/2025 for Station 12.
 - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs. In addition, annual salary increases of 0%, 1%, and 2% are projected for the years that follow expiration of the current MOUs beginning in FY 2022/23 for Scenarios 1, 2, and 3, respectively.
 - ✓ **Retirement** – Retirement costs reflect projected employer retirement rates, which are based on the OCERS provided rates for FY 2021/22. The projected employer rates in the outer years of the forecast are based on a study dated 7/9/2020 prepared by Segal Consulting and provided by OCERS. FY 2021/22 rates are approximately 0.44% lower for safety and 0.69% lower for non-safety compared to FY 2020/21 rates.

FY	Safety	General	Source
2021/22	53.50%	36.92%	FY 2021/22 based on OCERS provided rates. Outer years based on Segal Study dated 7/9/2020. Effective rates adjusted to remove impact of additional OCFA UAAL contributions
2022/23	53.30%	37.02%	
2023/24	53.50%	37.32%	
2024/25	54.70%	38.12%	
2025/26	54.20%	38.02%	

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

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

- Contributing additional funds each year using projected savings that will be realized under new Public Employees’ Pension Reform Act (PEPRA) of \$3.3M in FY 2021/22 and continuing in different amounts until payment is complete.
- Contributing an additional \$1M each year starting in FY 2016/17 and increasing by \$2M each year until it reaches \$15M and continuing at \$15M thereafter.
- Contributing \$1 million per year from surplus fund balance available in the Workers’ Compensation Self-Insurance Fund from FY 2016/17 through FY 2020/21.
- Beginning in FY 2017/18 at mid-year, if CIP is sufficiently funded, allocate 50% of the General Fund surplus, if any, to UAAL with the remaining 50% used to fund CIP.

- ✓ **Workers' Compensation** – FY 2021/22 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 July 2020 Study.
- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to increase by 5% for years 2020 and 2021 per the Health Plan Agreement dated 3/29/2017. For staff members, it is projected to grow by 10% annually. This category also includes \$135,000 for unemployment insurance in FY 2021/22.
- ✓ **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 2021/22.
- **Services and Supplies (S&S)** – S&S is held flat unless a new fire station is built, specific increases have been identified by section managers, or one-time grant proceeds have been received.

Net General Fund Revenue

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

Incremental Increase in General Fund 10% Contingency

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

Transfer to Fund 139 from General Fund Surplus

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

General Fund Surplus/(Deficit)

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

Capital Improvement Program/Other Funds Revenue

- **Interest Earnings** – Assumes an annual return of 0.25% for FY 2021/22 and FY 2022/23 and 0.5% thereafter.
- **State/Federal Reimbursement** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.

- ***Developer Contributions*** – The forecast assumes we will receive developer contributions to fund fire stations and vehicles in FY 2021/22, 2022/23, and FY 2024/25.
- ***Workers' Compensation Transfer*** – These amounts equal the General Fund Workers' Compensation budget.
- ***Fund 139 Transfer*** – These amounts are transferred from the General Fund to pay for various expenditures required under the City of Irvine Settlement Agreement.
- ***Operating Transfer In*** – This figure equals the Operating Transfer Out from the General Fund.

Capital Improvement Program/Other Funds Expenditures

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

- ***Irvine Settlement (Fund 139)*** – Budgeted expenditures in Fund 139 are based on the City of Irvine Settlement Agreement.
- ***Structural Fire Fund Entitlement (Fund 171)*** – The forecast period assumes no Structural Fire Fund Entitlement expenditures beyond FY 2021/22.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance Fund expenditures are based on projected payments in the Rivelle Consulting Services July 2020 Workers' Compensation Actuarial Study.

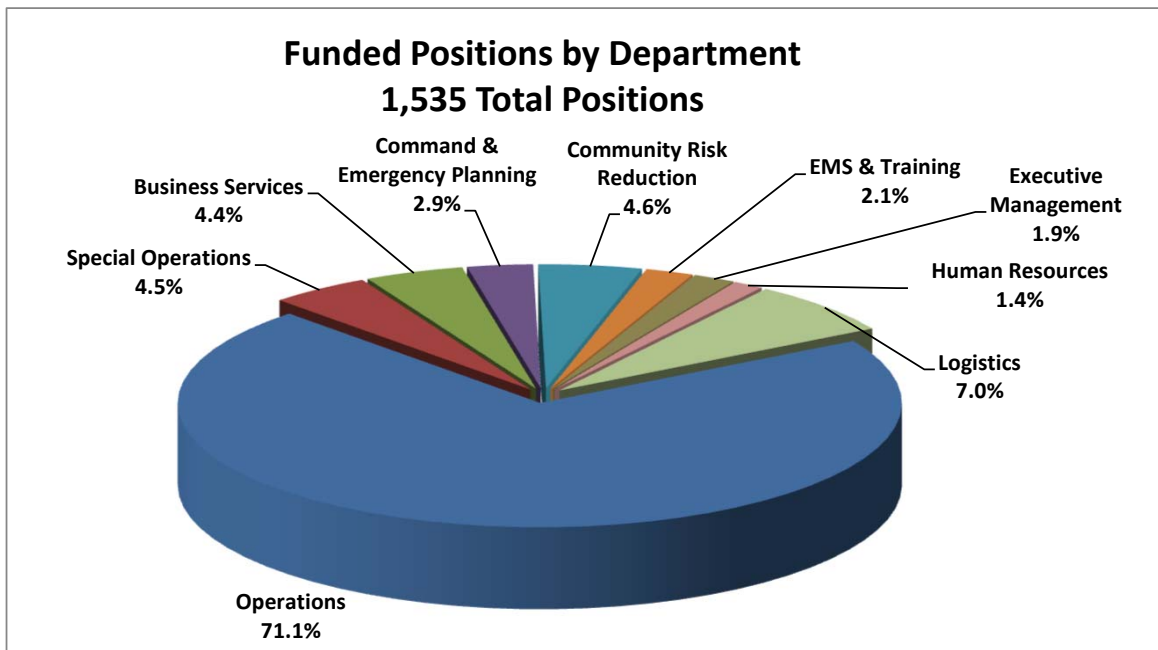
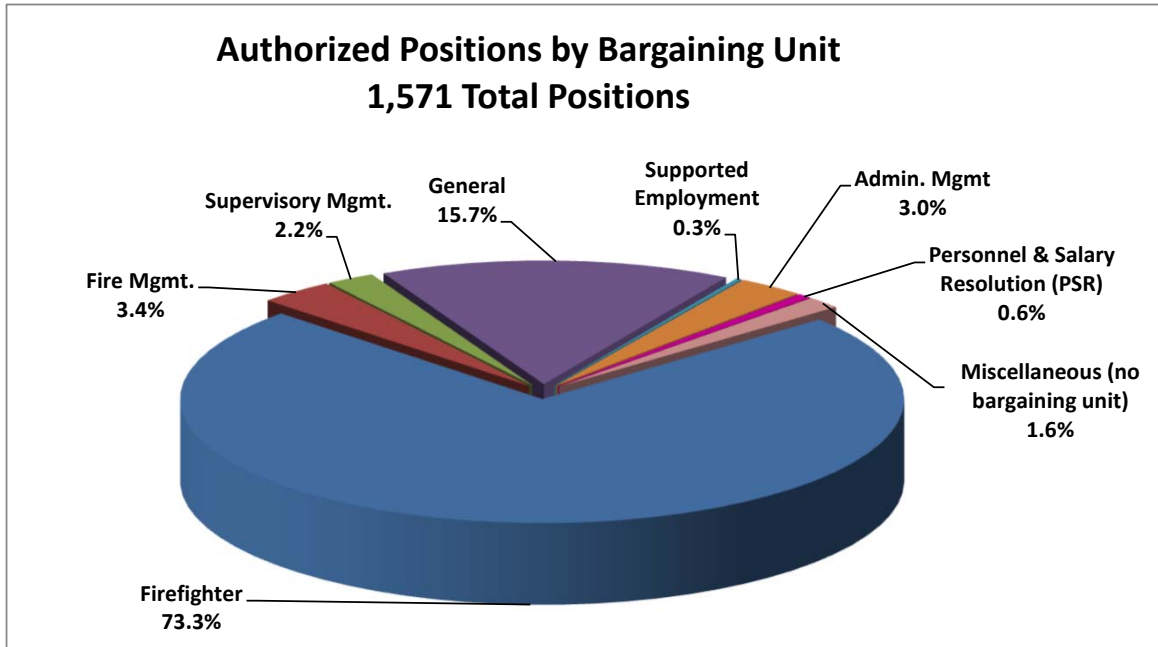
Fund Balances

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

Assigned Fund Balances

- ***Irvine Settlement (Fund 139)*** – Funding is set aside for City of Irvine Settlement Agreement costs, including the 115 Trust.
- ***Self-Insurance Fund (Fund 190)*** – Funding is set aside for Workers' Compensation outstanding claims at the 50% confidence level per Board policy. The required amount is based on the actuarial report for Estimated Outstanding Losses as of the last full fiscal year prior to report issuance. The required funding levels are maintained by retaining funds in fund balance that reflect the difference between the workers' compensation transfer and Fund 190 expenditures.
- ***Capital Improvement Program*** – This fund balance includes funding for future capital replacements and is reduced annually by the cost of capital assets and increased in years when there are Operating Transfers into the CIP.

ORANGE COUNTY FIRE AUTHORITY
FY 2021/22 POSITIONS



Note: The Funded Positions Chart excludes 36 unfunded positions as follows:

- 30 frozen positions (15 Firefighters, 7 Fire Captains, 6 Fire Apparatus Engineers , 1 Office Svcs. Specialist, and 1 Org. & Dev. Training Prog. Manager)
- 5 US&R funded positions (1 Battalion Chief, and 4 Warehouse & Logistics Specialists)
- 1 Limited Term Construction Manager to be funded by transfer from Capital Improvement Program at mid-year

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2017/18 - FY 2021/22

Class	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget
FIREFIGHTER UNIT (LOCAL 3631)					
Fire Apparatus Engineer	247	247	268	268	268
Fire Captain	271	273	299	301	300
Fire Captain (Limited Term)	1	1	-	-	-
Fire Pilot	3	3	5	5	5
Chief Fire Pilot	1	1	1	1	1
Firefighter	487	502	547	544	544
Hand Crew Firefighter	22	22	22	22	22
Hand Crew Firefighter (Seasonal)	-	-	9	9	9
Heavy Fire Equipment Operator	2	2	2	2	2
UNIT TOTAL:	1,034	1,051	1,153	1,152	1,151

FIRE MANAGEMENT UNIT (COA)

Fire Battalion Chief	36	39	42	43	42
Fire Battalion Chief (Limited Term)	1	1	1	1	2
Fire Division Chief	8	8	9	9	9
UNIT TOTAL:	45	48	52	53	53

GENERAL UNIT (OCEA)

Accountant	6	7	7	7	6
Accountant (Part-Time)	1	1	1	1	1
Administrative Assistant	15	15	18	15	14
Assistant Fire Apparatus Technician	2	2	2	2	-
Assistant Purchasing Agent	1	2	2	2	2
Business Analyst	1	1	-	-	2
Buyer	1	-	1	1	1
Communications Installer I/II	-	-	-	-	6
Communications Installer I/II (Part-Time)	-	-	-	-	2
Communications Installer	-	-	1	3	-
Communications Technician	4	4	4	4	4
Emergency Transportation Technician	6	-	-	-	-
EMS Nurse Educator	7	-	-	-	-
EMS Nurse Educator I/II	-	7	8	8	8
Equipment Technician I/II	-	-	-	-	5
Equipment Parts Specialist	-	-	-	-	2
Env Health & Safety Analyst	-	-	-	-	1
Env Health & Safety Specialist	1	1	1	1	-
Executive Assistant	1	1	1	1	1
Facilities Maintenance Coordinator	4	4	4	4	4
Fire Apparatus Parts Specialist	1	1	1	9	-
Fire Apparatus Parts Specialist (Limited Term)	-	-	10	-	-
Fire Apparatus Technician	4	4	5	5	-
Fire Comm. Relations/Education Specialist	4	4	5	5	5
Fire Communications Dispatcher	25	28	33	32	32
Fire Communications Dispatcher (Limited Term)	1	1	-	-	-
Fire Communications Dispatcher (Part-Time)	3	-	-	-	-
Fire Delivery Driver	4	4	4	-	-
Fire Delivery Driver (Limited Term)	-	-	2	-	-

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2017/18 - FY 2021/22

Class	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget
Fire Equipment Technician	3	4	5	-	-
Fire Equipment Technician (Limited Term, Part-Time)	-	2	2	-	-
Fire Equipment Technician (Limited Term)	-	1	1	-	-
Fire Helicopter Technician	1	1	3	3	3
Fire Prevention Analyst	10	8	8	8	8
Fire Prevention Services Specialist	3	3	-	-	-
Fire Prevention Services Specialist (Part-Time)	-	-	1	1	1
Fire Prevention Specialist	12	12	16	16	16
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	1	1	-
Fleet Assistant	-	-	-	1	1
Fleet Assistant (Limited Term, Part-Time)	-	-	-	1	-
GIS Analyst	3	3	4	4	4
GIS Technician	-	-	2	2	2
Heavy Equipment Technician I/II	-	-	-	-	14
Human Resources Analyst (Part-Time)	1	-	-	-	-
Human Resources Analyst I/II	2	3	4	4	4
Human Resources Specialist	-	-	-	1	1
Information Tech. Help Desk Tech	1	1	4	4	4
Information Technology Analyst	6	4	4	4	4
Information Technology Specialist	2	2	3	3	3
Information Technology Technician	3	3	3	3	3
Management Assistant	8	8	8	8	8
Multimedia Specialist	1	2	1	1	1
Multimedia Specialist (Part-Time)	1	-	-	-	-
Office Services Specialist	10	9	10	10	9
Permit Technician I/II	-	-	3	3	3
Project Specialist	-	-	1	1	1
Risk Management Specialist	1	1	1	1	1
Senior Accounting Support Specialist	11	11	12	12	12
Senior Communications Technician	1	1	1	1	1
Senior Executive Assistant	1	1	1	1	1
Senior Fire Apparatus Technician	10	10	11	11	-
Senior Fire Equipment Technician	4	4	4	-	-
Senior Fire Equipment Technician (Limited Term, Part-Time)	-	1	1	-	-
Senior Fire Prevention Specialist	15	13	14	14	14
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	7	7	7	7	7
Senior Service Center Technician	-	-	-	5	5
Service Center Lead	1	1	1	1	1
Service Center Technician I/II	-	-	-	5	7
Service Center Technician I (Limited Term)	-	-	-	1	-
Supply Services Specialist	-	-	-	2	3
Training Program Analyst	-	-	-	-	1
Training Program Specialist	1	1	1	-	-
US&R Warehouse Lgstcs. Spec. (Limited Term, Full-Time)	-	-	-	3	3
US&R Warehouse Lgstcs. Spec. (Limited Term, Part-Time)	-	-	-	1	1
UNIT TOTAL:	216	209	252	248	247

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2017/18 - FY 2021/22

Class	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget
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SUPERVISORY MANAGEMENT UNIT (OCEA)

Assistant Fire Marshal	10	9	10	10	10
Communications Services Supervisor	-	1	1	1	1
EMS Nurse Educator Supervisor	-	-	1	1	1
Fire Comm. Relations/Education Supervisor	1	1	1	1	1
Fire Communications Supervisor	4	4	5	6	6
Fire Communications Supervisor (Limited Term)	1	1	-	-	-
Fleet Services Coordinator	1	1	1	1	1
Fleet Services Supervisor	2	2	2	2	2
GIS Supervisor	-	1	1	1	1
Information Tech Supervisor	2	2	2	2	2
Multimedia Supervisor	-	-	1	1	1
Payroll Supervisor	-	-	-	-	1
Permit Supervisor	-	1	1	1	1
Senior Equipment Parts Specialist	-	-	-	-	1
Senior Fire Apparatus/Parts Specialist	1	1	1	1	-
Senior Fire Communications Supervisor	2	1	1	1	1
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
UNIT TOTAL:	28	29	32	33	34

SUPPORTED EMPLOYMENT UNIT

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

ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)

Accounting Manager	2	2	2	2	2
Assistant Clerk of Authority	1	1	1	1	1
Assistant IT Manager-Customer Relations & Consulting	1	1	1	1	1
Assistant IT Manager-GIS & Data Mgmt.	1	-	-	-	-
Assistant IT Manager-Infrastructure & Workplace Supp.	1	-	-	-	-
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	1	1	1
Assistant Treasurer	1	1	1	1	1
Clerk of the Authority	1	1	1	1	1
Construction Manager	1	1	1	1	1
Construction Manager (Limited Term)	-	-	-	1	1
Deputy Fire Marshal	2	2	2	3	3
Diversity and Inclusion Coordinator	-	-	-	-	1
ECC Manager	1	1	1	1	1
EMS Coordinator	1	1	1	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Manager	1	1	1	1	1
Fleet Services Manager	1	1	1	1	1
Human Resources Manager	3	3	3	4	3
Information Technology Manager	1	1	1	1	1

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2017/18 - FY 2021/22

Class	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget
Legislative Analyst	1	1	1	1	1
Management Analyst	3	4	4	7	7
Medical Director	1	1	1	1	1
Org & Dev Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	1	1
Purchasing & Materials Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	2	2
Risk Management Safety Officer	1	1	1	1	1
Risk Manager	1	1	1	-	1
Senior Accountant	6	5	5	5	5
Senior Human Resources Analyst	2	2	2	2	2
Treasurer	1	1	1	1	1
UNIT TOTAL:	43	41	41	46	47

PERSONNEL & SALARY RESOLUTION (PSR)

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

MISCELLANEOUS

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

GRAND TOTAL	1,402	1,414	1,569	1,571	1,571
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Note: FY 2021/22 total includes 35 unfunded positions (30 frozen positions and 5 US&R funded positions) and 1 Limited Term Construction Manager to be funded with a transfer from CIP at mid-year.

ORANGE COUNTY FIRE AUTHORITY
 SUMMARY OF POSITIONS BY DEPARTMENT
 FY 2017/18 - FY 2021/22

Department/Division/Section	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
121 - General Fund					
<u>Business Services</u>					
JPA Board of Directors	25	25	25	25	25
Clerk of the Authority	5	5	6	5	5
Finance Division	23	24	25	25	25
Purchasing	5	5	6	6	6
Treasury & Financial Planning	6	6	6	6	6
Legislation Division	1	1	1	1	1
<u>Command & Emergency Planning</u>					
Emergency Command Center	39	40	41	41	42
Command and Emerg. Planning Admin	-	-	3	3	3
Emergency Planning and Coordination	1	1	-	-	-
<u>Community Risk Reduction</u>					
Wildland Pre-Fire Management	5	5	5	7	7
Planning & Development Services	31	33	33	34	35
Prevention Field Services	25	30	32	31	29
<u>Emergency Medical Services & Training</u>					
Emergency Medical Services	13	16	18	18	19
Organizational Development and Training	3	2	-	-	-
Operations Training and Safety	12	10	10	11	12
Operations Training and Promotions	-	-	2	2	2
<u>Executive Management</u>					
Executive Management	9	9	13	15	16
Corporate Communications	4	4	9	12	13
<u>Human Resources</u>					
Human Resources Division	20	22	-	-	-
Risk Management	-	-	9	9	7
Employee Benefits	-	-	6	6	6
Employee Relations	-	-	4	3	3
Recruitment	-	-	4	5	5
<u>Logistics</u>					
Fleet Services	24	24	28	28	29
Information Technology Division	34	34	49	49	49
Service Center	15	15	19	19	18
Property Management	10	10	12	12	11
<u>Operations</u>					
Division 1	85	99	174	177	173
Division 2	190	181	210	206	207
Division 3	203	209	207	202	199
Division 4	137	146	147	128	135
Division 5	123	135	126	126	126
Division 6	148	156	157	150	147
Division 7	97	107	104	105	105
<u>Special Operations</u>					
Special Operations Admin	3	2	2	2	2
Air Operations	12	13	19	19	19
Wildland Operations	28	28	37	37	37
Investigation Services	9	9	12	11	11
Subtotal	1,345	1,406	1,561	1,536	1,535
Total Funded Positions	1,345	1,406	1,561	1,536	1,535
Total Unfunded Positions [a]	57	8	8	35	36
Total Authorized Positions	1,402	1,414	1,569	1,571	1,571

[a] FY 2021/22 includes 30 frozen positions, 5 US&R positions, and 1 Limited Term Construction Manager to be funded with a transfer from the Capital Improvement Program at mid-year.

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



KIDS AND PETS IN CARS



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

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

It's Up to You

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

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

California Vehicle Code 15620

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

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

California Penal Code 597.7

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

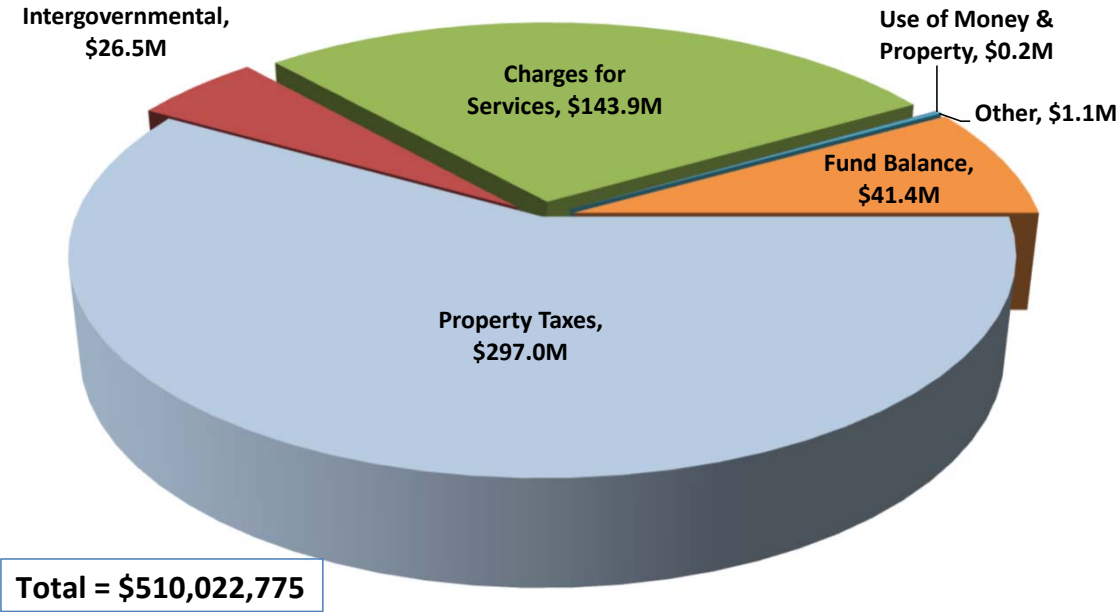
General Fund



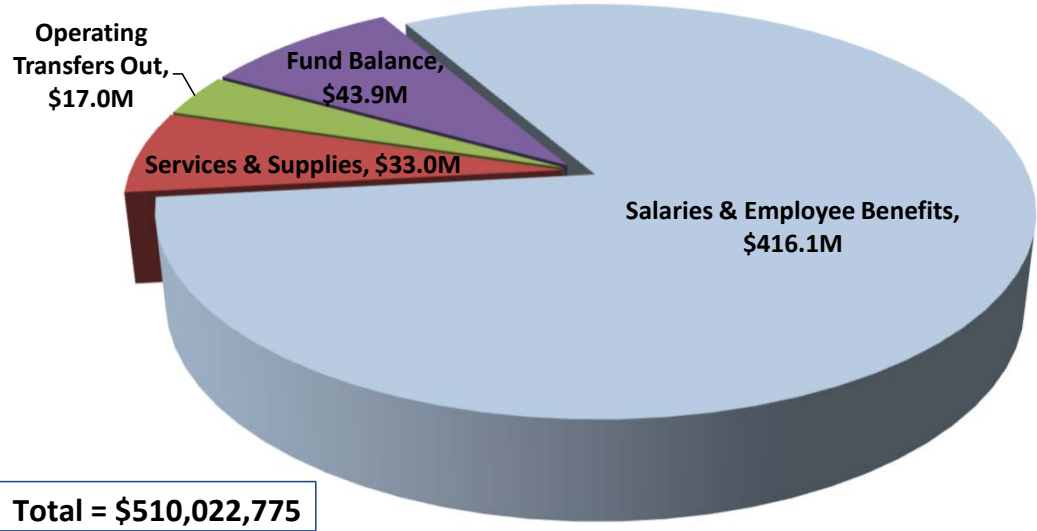


FY 2021/22 Funding Sources and Uses
General Fund

Where the Money Originates



Where the Money Goes



FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2021/22 BUDGET**

	FY 2020/21 Adjusted Budget	FY 2021/22 Adopted Budget	\$ Change from FY 2020/21 Adjusted	% Change from FY 2020/21 Adjusted
FUNDING SOURCES				
Property Taxes	\$287,967,482	\$296,972,235	\$9,004,753	3.13%
Intergovernmental	24,833,007	26,521,424	1,688,417	6.80%
Charges for Current Services	135,418,399	143,906,771	8,488,372	6.27%
Use of Money & Property	174,571	169,673	(4,898)	-2.81%
Other	1,093,500	1,092,500	(1,000)	-0.09%
Subtotal Revenues	449,486,959	468,662,603	19,175,644	4.27%
One-time/Grant Revenues	40,057,389	-	(40,057,389)	-100.00%
Total Revenues & Other Financing Sources	489,544,348	468,662,603	(20,881,745)	-4.27%
Operating Transfer In	500,000	-	-	-
Beginning Fund Balance	57,929,276	41,360,172	(16,569,104)	-28.60%
TOTAL AVAILABLE RESOURCES	\$547,973,624	\$510,022,775	(\$37,450,849)	-6.83%
EXPENDITURES				
Salaries & Employee Benefits	\$388,230,080	\$401,313,971	\$13,083,891	3.37%
Services & Supplies	32,250,304	32,849,281	598,977	1.86%
Capital Outlay	290,140	124,000	(166,140)	-57.26%
Subtotal Expenditures	420,770,524	434,287,252	13,516,728	3.21%
One-Time/Grant Expenditures	43,297,476	-	(43,297,476)	-100.00%
UAAL Paydowns	15,868,859	14,779,280	(1,089,579)	-6.87%
Total Expenditures & Other Uses	479,936,859	449,066,532	(30,870,327)	-6.43%
Operating Transfer Out	26,676,593	17,032,518	(9,644,075)	-36.15%
Appropriation for Contingencies ⁽¹⁾	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	38,360,172	40,923,725	2,563,553	6.68%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$547,973,624	\$510,022,775	(\$37,950,849)	-6.93%

(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 2021/22 BUDGET

BUDGET

The total FY 2021/22 expenditure budget is \$449,066,532.

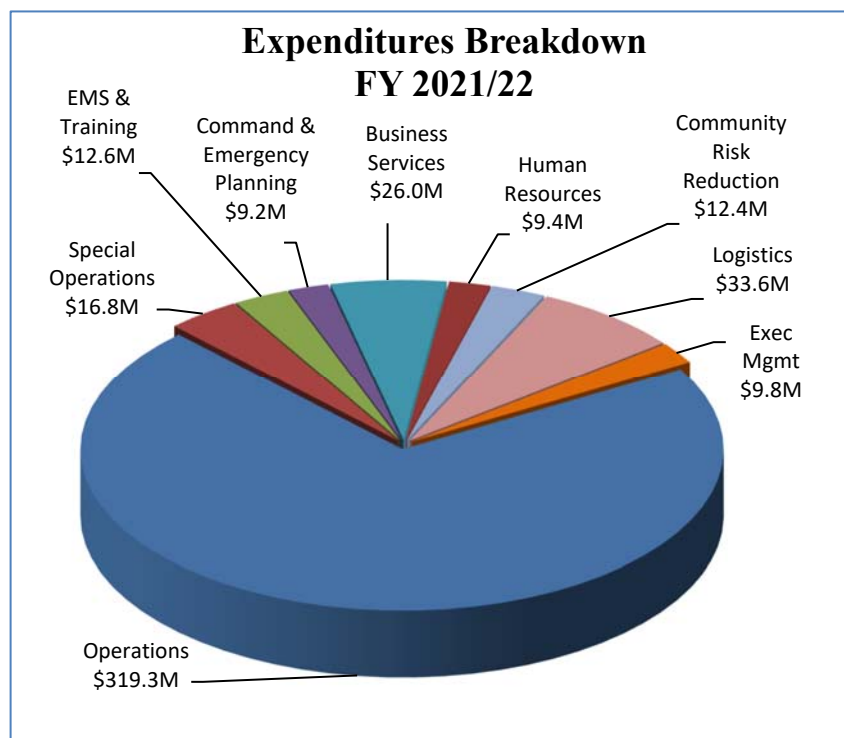
HIGHLIGHTS

Salary Increases

The FY 2021/22 Budget includes scheduled salary increases as required by the OCFA’s labor group MOU’s. Salaries increased by 4% in FY 2021/22 in part due to the MOU approved increases for the EMT pay for the Firefighter and Chief Officer employee groups. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

The FY 2021/22 Budget reflects the freezing of 28 safety positions and 2 non-safety positions. No new positions were added for FY 2021/22.



Retirement

The retirement budget for FY 2021/22 is based on OCERS' final adopted rates. When compared to FY 2020/21, the final FY 2021/22 rates from OCERS reflect a slight decrease for both the safety units as well as the non-safety unit. Retirement costs also reflect \$2.3 million in savings related to the prepayment of estimated retirement costs to OCERS six months before the start of the fiscal year. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions.

Workers' Compensation

Funding for the FY 2021/22 workers' compensation self-insurance program at \$25.1 million is based on the 50% confidence level provided by the actuarial study completed in July 2020. Funding at the 50% confidence level has been in place since FY 2016/17.

Services & Supplies/Equipment

Overall, the budgets for Services and Supplies (S&S) and Equipment were held mostly flat with only a slight increase of 1.86%. Any requests for increases to the base budget were reviewed on a case-by-case basis, considering the criticality of the need and contribution toward meeting the OCFA's domain objectives, as well as availability of funding, and the risks/consequences of not approving the request.

Operating Transfer

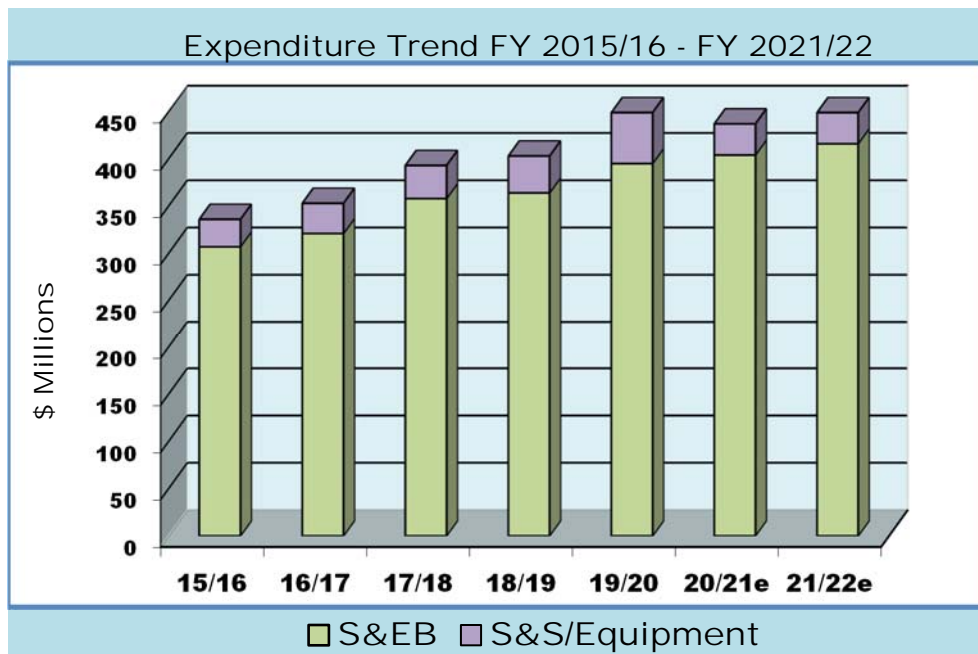
The FY 2021/22 Budget reflects operating transfer to the CIP funds, sufficient to prevent a negative fund balance in the CIP funds. Consistent with the recently updated Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be reconciled at the Mid-Year Budget Adjustment in FY 2021/22. The Policy calls for 50% to be directed to the CIP funds and the balance to be used to pay-down the unfunded pension liability, expanding the sources of paydown past those contained in the Snowball Plan.

Expenditure Trends

The expenditure chart reflects trends for seven years from FY 2015/16 through FY 2021/22, with actual expenditures for FY 2015/16 through FY 2019/20, and budgeted expenditures for FY 2020/21 and FY 2021/22.

FY 2015/16 S&EB included staffing increases as well as increases in retirement and medical benefits, and a \$15.4 million payment towards the agency's unfunded pension liability. FY 2016/17 and FY 2017/18 S&EB included payments towards the agency's unfunded pension liability of \$13.5 million and \$19.9 million respectively, and funding of several previously frozen/unfunded positions. FY 2018/19 reflects paydown of the agency's unfunded pension liability in the amount of \$19.2 million, funding of previously frozen/unfunded positions, as well as increases in workers' compensation and retirement costs. FY 2019/20 reflects a large increase due to a \$13.7 million payment towards the agency's unfunded pension liability, funding of previously frozen/unfunded positions, as well as increased S&EB and S&S expenditures

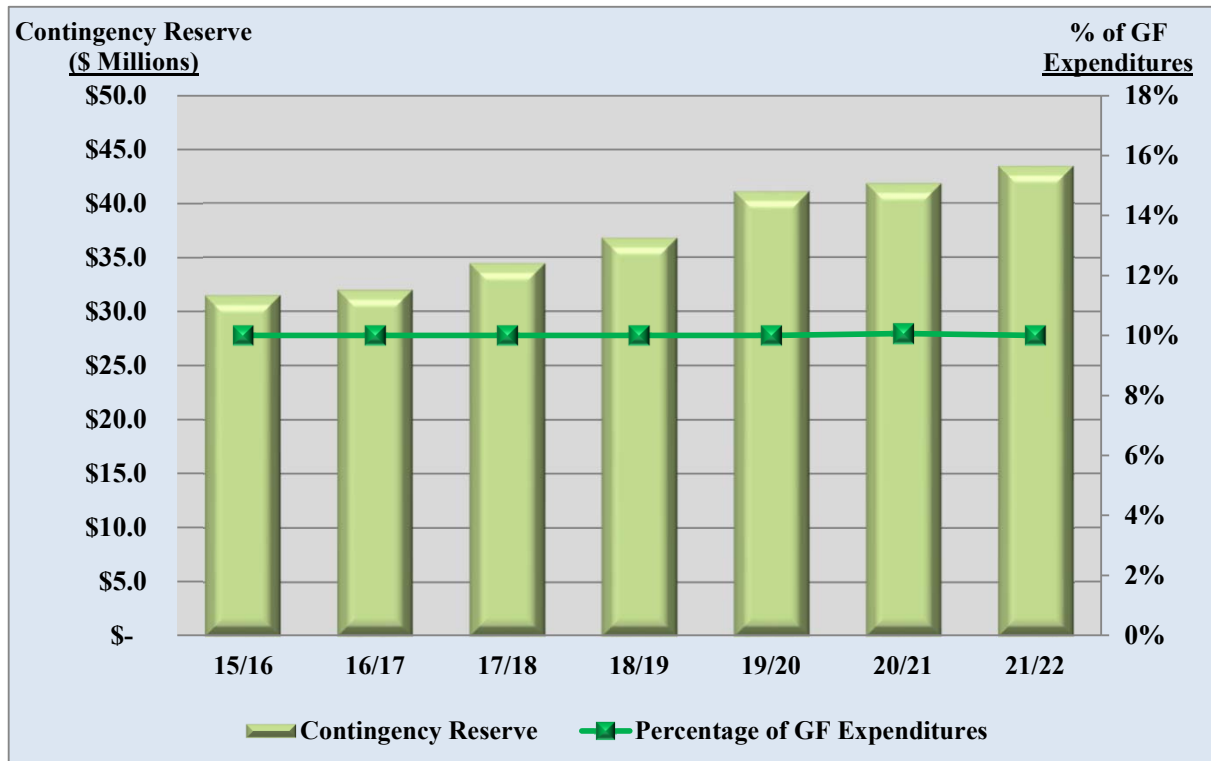
associated with the transition of the City of Garden Grove to the OCFA effective 8/16/2019. FY 2020/21 included staffing decreases due to the departure of the City of Placentia. However, this decrease was offset by MOU approved safety specialty pay increases which were approved mid-year. Also, reflected in FY 2020/21 is a payment towards the agency’s unfunded pension liability of \$15.9 million. FY 2021/22 includes the full annual impact of the specialty pay increase for safety as well as a \$12.4 million payment towards the unfunded pension liability.



Expenditures have increased overall during this seven-year period primarily due to the paydown of the agency’s unfunded pension liability. Even so, 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

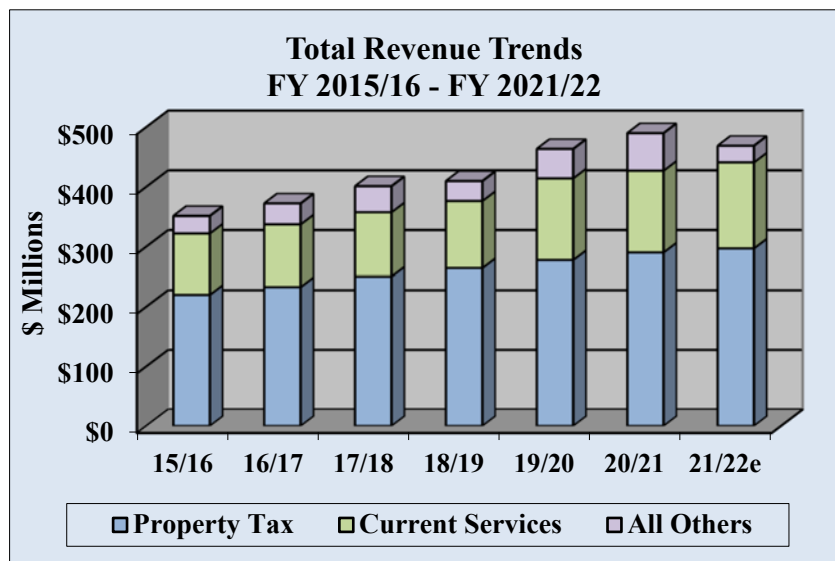
General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2021/22 is \$468,662,603 which is an increase of 4.15% over the prior year’s adopted budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, Community Risk Reduction Fees, and State Revenue are the top five sources of revenue for the OCFA and represent 98.72% of the OCFA’s General Fund revenue and 93.06% the total revenue for FY 2021/22.

Revenue projections for FY 2021/22 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement. The below graphs compare FY 2021/22 projections to actual prior years’ revenue.

ECONOMIC OUTLOOK

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



The Chapman Economic and Business Review dated June 2021 reported that 5,900 new dwelling units were permitted in Orange County in 2020. Due to COVID-19 recovery in the early part of the year, an increase of 73.00% is anticipated for 2021. Please refer to the Construction and Housing Activity data in the Appendix. According to the Chapman Economic and Business Review, housing affordability has decreased due to the median home price in Orange County exceeding \$1 million dollars. Orange County home price appreciation is projected to decrease somewhat starting in 2023 as inflation and interest rates are anticipated to increase and apply pressure to escalating home prices. Even so, home prices are still anticipated to continue to increase in 2022. The secured property tax revenue projections reflect an increase of 3.92% when compared to the FY 2020/21 Adopted Budget.

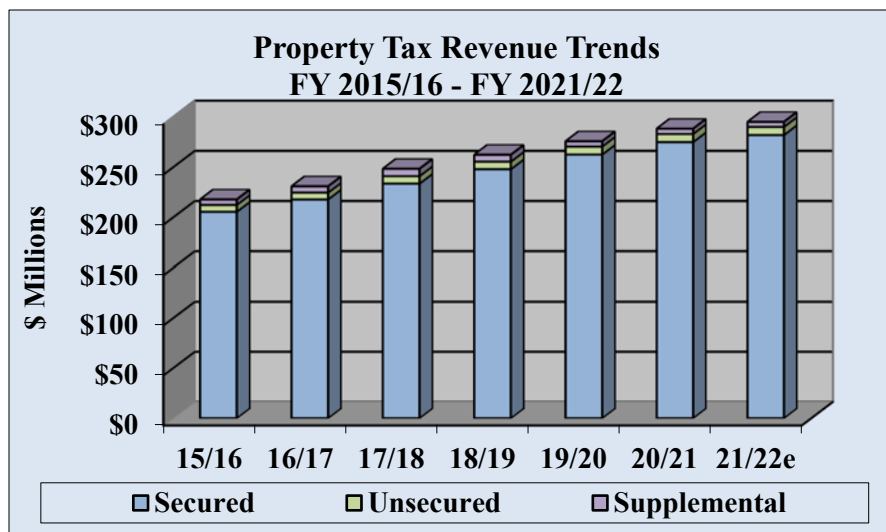
PROPERTY TAXES

Property taxes are the major revenue source of the OCFA, representing approximately 63.37% 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 1.00% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the County from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.60% 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 2.00% per year unless the property is reassessed. Due to the importance of this revenue source, the OCFA has been contracting for property tax growth projections since 1997. Harris and Associates, Inc. (Harris) was retained this year to provide these estimates.

Total property tax is estimated at \$297.0 million for FY 2021/22, representing a 3.96% increase from the FY 2020/21 Adopted Budget. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property (i.e. real property and attached improvements) comprises 95.07% of total property taxes and approximately 60.24% of total General Fund revenue. Harris has projected an increase of 3.70% for secured property taxes in FY 2021/22. This growth factor is applied to the FY 2020/21 tax charge, and then reduced by a 1.27% refund/net roll factor. Secured property tax



also includes public utility taxes (\$2.8 million), which are projected to increase for FY 2021/22 based on historical trends. Total FY 2021/22 secured property tax is estimated at \$282.3 million.

Unsecured Property Tax

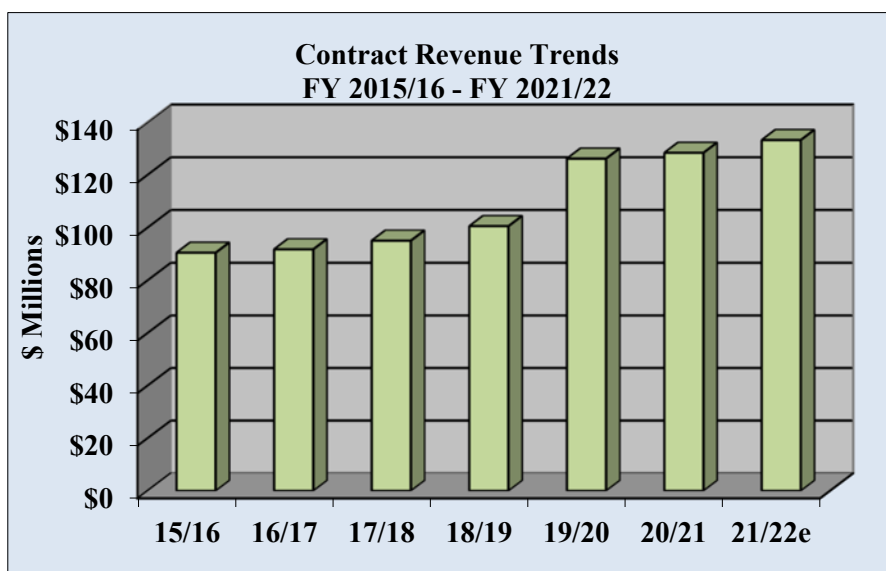
Unsecured property tax is generated by furniture, fixtures, and equipment used in businesses as well as luxury items such as planes, boats, etc. This revenue comprises 2.72% of total property taxes and 1.73% of total OCFA General Fund revenue. The FY 2021/22 unsecured property tax estimates are based on the FY 2020/21 tax ledger with no growth projected. A 7.24% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated \$8.1 million in revenue anticipated to be received.

Supplemental Property Tax

Supplemental property tax is generated when property changes ownership after the Assessor’s annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 1.67% of total property taxes and approximately 1.06% of total General Fund revenue. This category of property tax has been characterized by high volatility, and for this reason is unchanged from the \$5.0 million FY 2020/21 Budget.

CONTRACTS

The cities of Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. Contract revenue represents approximately 28.43% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$133.2 million which represents an increase of 4.82% from FY 2020/21.



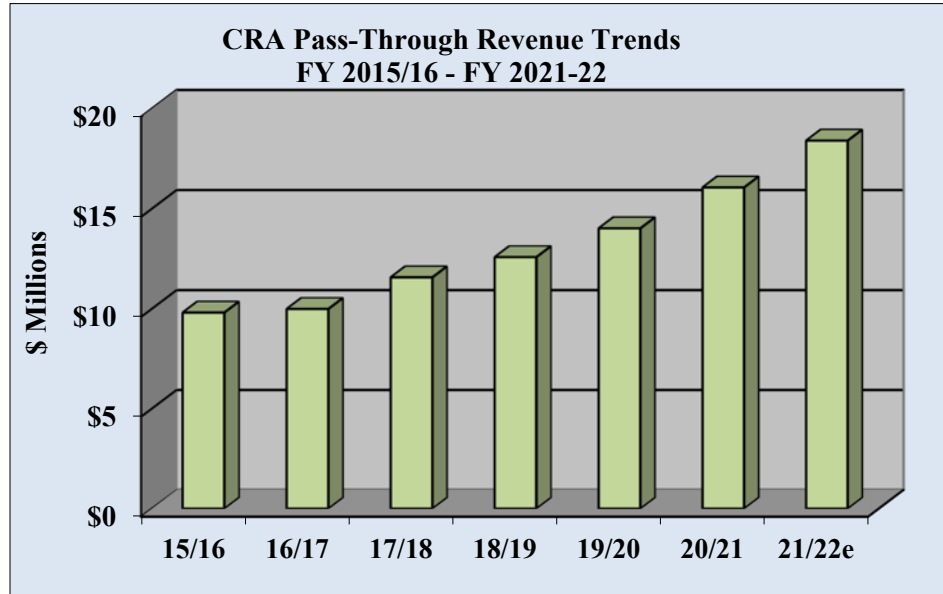
Cash Contract City charges are adjusted annually based on the annual percentage change in the cost of OCFA operations, subject to a 4.50% cap. For FY 2021/22, the actual annual percentage change in the cost of OCFA operations was 4.86%. The remaining 0.36% will be carried forward and paid in a subsequent year in which the service charge cost adjustment is less than the cap. Also included in the contract charge are costs for the 4th position phase-in for the cities of Buena Park, Tustin and San Clemente. The First Amendment to the JPA also provides for Cash Contract Cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.50% cap.

On June 22, 2017, the contract with John Wayne Airport (JWA) was extended via Amendment for five years through November 22, 2022 with an increased total contract value of \$26,489,760. Total JWA contract revenue for FY 2021/22 is \$5.6 million reflecting an increase of 4.00% from FY 2020/21. The charge includes daily staffing of six post positions based on salary and benefit costs for staff assigned to Station 33. It also includes an overhead cost rate of 6.97% and \$181K in services and supplies. The total JWA charge is capped at 4.00% for annual cost increases as provided in the agreement.

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

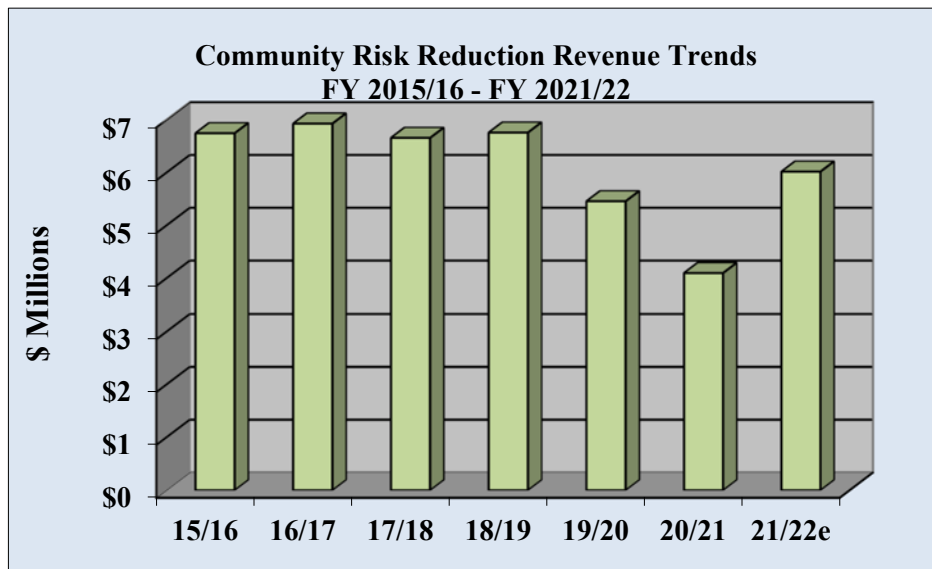
The CRA revenues, which comprise 3.93% of total General Fund revenues, are also projected by Harris.

The budget for FY 2021/22 is \$18.4 million, reflecting an increase of \$1.6 million from the estimated revenue for FY 2020/21. Changes in pass through revenues are driven mostly by the expected timing of successor agencies paying off all remaining obligations.



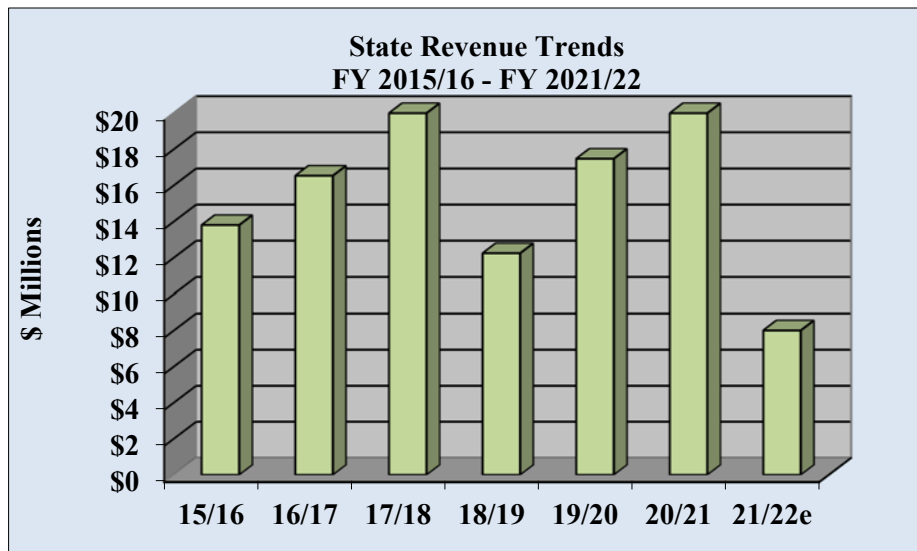
COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.28% of total General Fund revenues and include permits, inspections, and plan checks. For both FY 2019/20 & FY 2020/21, CRR revenue decreased due to COVID-19 closure issues. However, CRR Fees are projected to revert back to normal levels for FY 2021/22, and are budgeted at \$6.0 million.



STATE REVENUE

State Revenue is comprised primarily of the State Responsibility Area (SRA) wildlands contract and reimbursements received for mutual aid by the state. Because the mutual aid reimbursements vary significantly by year and are of an unreliable nature, reimbursement for mutual aid is budgeted annually at the conservative amount of \$200K and adjusted at the mid-year. Total state revenue is estimated at \$8.0 million for FY 2021/22 and represents 1.71% of General Fund revenues.



FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2021/22**

DESCRIPTION	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	% Change from FY 2020/21 Budget
PROPERTY TAXES	\$272,047,362	\$285,647,942	\$296,972,235	3.96%
INTERGOVERNMENTAL	19,961,585	24,986,249	26,521,424	6.14%
CHARGES FOR CURRENT SVCS	136,507,014	137,821,137	143,906,771	4.42%
USE OF MONEY AND PROPERTY	1,170,026	414,251	169,673	-59.04%
OTHER	1,028,785	1,139,500	1,092,500	-4.12%
TOTAL REVENUE	\$430,714,772	\$450,009,079	\$468,662,603	4.15%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2021/22

DESCRIPTION	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	% Change from FY 2020/21 Adopted Budget
TAXES				
Property Taxes, Current Secured	\$258,087,106	\$271,693,108	\$282,332,562	3.92%
Property Taxes, Current Unsecured	7,343,982	7,410,709	8,087,482	9.13%
Property Taxes, Prior Unsecured	103,918	80,542	62,558	-22.33%
Property Taxes, Supplemental	4,973,645	4,973,645	4,973,645	0.00%
Delinquent Supplemental	190,395	161,513	182,942	13.27%
Homeowner Property Tax	1,348,316	1,328,425	1,333,046	0.35%
TOTAL PROPERTY TAXES	272,047,362	285,647,942	296,972,235	3.96%
INTERGOVERNMENTAL				
State				
SRA-Wildlands (CAL FIRE Contract)	6,295,235	7,170,156	6,961,258	-2.91%
SRA-Wildlands (CAL FIRE Contract) -GGRF	677,340	677,340	840,520	24.09%
Assistance by Hire (State)	200,000	200,000	200,000	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	10,000	0.00%
SUB-TOTAL	7,182,575	8,057,496	8,011,778	-0.57%
Federal				
Assistance by Hire (Federal)	100,000	100,000	100,000	0.00%
SUB-TOTAL	514,682	100,000	100,000	0.00%
CRA Pass-Through				
Mission Viejo Pass thru	1,097,620	1,173,281	1,617,018	37.82%
Cypress-CRA Pass thru	575,878	1,346,741	1,675,841	24.44%
Irvine - CRA Pass thru	2,354,067	2,917,722	3,529,324	20.96%
La Palma - CRA Pass thru	344,277	357,309	425,897	19.20%
Lake Forest - CRA Pass thru	783,761	1,127,706	1,001,912	-11.15%
San Juan Caps - CRA Pass thru	1,126,273	1,372,813	1,663,134	21.15%
County of Orange Pass-Through	3,106,699	5,863,843	5,097,344	-13.07%
Yorba Linda - CRA Pass thru	2,875,753	2,669,338	3,399,176	27.34%
SUB-TOTAL	12,264,328	16,828,753	18,409,646	9.39%
TOTAL INTERGOVERNMENTAL	19,961,585	24,986,249	26,521,424	6.14%

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2021/22**

DESCRIPTION	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	% Change from FY 2020/21 Adopted Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
Facility Maintenance Charges	355,000	300,000	300,000	0.00%
Tustin	8,402,787	8,940,102	9,496,408	6.22%
Placentia	6,615,899	-	-	0.00%
Seal Beach	5,675,835	5,924,437	6,191,037	4.50%
Stanton	4,649,978	4,853,647	5,072,061	4.50%
Santa Ana	41,893,008	43,762,981	45,713,065	4.46%
JWA Contract	5,203,093	5,411,217	5,627,666	4.00%
Buena Park	11,832,681	12,520,225	13,237,636	5.73%
San Clemente	9,185,173	9,748,031	10,346,348	6.14%
Westminster	11,817,002	12,261,107	12,812,857	4.50%
Garden Grove	20,062,176	23,384,867	24,432,073	4.48%
SUB-TOTAL	125,692,632	127,106,614	133,229,151	4.82%
Community Risk Reduction Fees				
AR Late Payment Penalty	19,000	19,000	19,000	0.00%
Inspection Services Revenue	1,742,323	1,742,323	1,742,323	0.00%
P&D Fees	4,200,000	4,200,000	4,200,000	0.00%
False Alarm	200,000	100,000	60,000	-40.00%
SUB-TOTAL	6,161,323	6,061,323	6,021,323	-0.66%
Other Charges for Services				
Haz. Mat. Response Subscription Program	5,459	5,600	6,012	7.36%
Charge for C&E Services	100,000	100,000	100,000	0.00%
Mutual Aid Response Charges	-	-	2,685	0.00%
SUB-TOTAL	105,459	105,600	108,697	2.93%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,230,100	1,230,100	1,230,100	0.00%
ALS Transport Reimbursement	3,317,500	3,317,500	3,317,500	0.00%
SUB-TOTAL	4,547,600	4,547,600	4,547,600	0.00%
TOTAL CHGS FOR CURRENT SVCS	136,507,014	137,821,137	143,906,771	4.42%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2021/22

DESCRIPTION	FY 2019/20 Adopted Budget	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	% Change from FY 2020/21 Adopted Budget
USE OF MONEY AND PROPERTY				
Interest				
Interest	1,170,026	414,251	122,673	-70.39%
SUB-TOTAL	1,170,026	414,251	122,673	-70.39%
Other				
RFOTC Cell Tower Lease Agreement	44,765	46,000	47,000	2.17%
SUB-TOTAL	44,765	46,000	47,000	2.17%
TOTAL USE OF MONEY/PROPERTY	1,170,026	414,251	169,673	-59.04%
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	14,000	14,000	13,000	-7.14%
Miscellaneous Revenue	146,000	146,000	146,000	0.00%
Restitution	1,000	3,000	3,000	0.00%
Fullerton Airport Hangar Lease	208,520	-	-	0.00%
Witness Fees	4,500	5,500	5,500	0.00%
Joint Apprenticeship Comm (CFFJAC)	100,000	400,000	400,000	0.00%
Santa Ana College Agreement	450,000	450,000	450,000	0.00%
Sales of Surplus	60,000	75,000	75,000	0.00%
TOTAL OTHER REVENUE	984,020	1,093,500	1,092,500	-0.09%
TOTAL REVENUE	\$430,670,007	\$449,963,079	\$468,662,603	4.16%

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES FY 2021/22 BUDGET

Account Description and Explanation of Significant Changes	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	\$ Change fr FY 2020/21 Budget	% Change fr FY 2020/21 Budget
<u>EMPLOYEE SALARIES</u>				
Regular Salaries	\$153,354,677	\$152,959,547	(\$395,130)	-0.26%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - Increases are offset by \$5.0M reduction for anticipated salary savings due to vacant positions, compared to \$3.2M reduction in FY 2020/21 				
Backfill/Overtime/FLSA	49,422,832	52,756,828	3,333,996	6.75%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years - Includes FLSA Adjustment/Holiday Pay 				
Extra Help	42,588	41,982	(606)	-1.42%
<ul style="list-style-type: none"> - No change in the number of extra help positions 				
Reserves	300,000	200,000	(100,000)	-33.33%
<ul style="list-style-type: none"> - Based on historical levels 				
Other Pay	23,600,727	29,803,399	6,202,672	26.28%
<ul style="list-style-type: none"> - Reflects increases to EMT pay and other special pays for Firefighters and Chief Officers per approved MOU agreements - Includes potential merit increases for eligible employees 				
Sick/Vacation Payoff	4,334,713	4,527,219	192,506	4.44%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	231,055,537	240,288,975	9,233,438	4.00%
<u>RETIREMENT</u>				
	105,358,608	110,436,368	5,077,760	4.82%
<ul style="list-style-type: none"> - Reflects OCERS' final adopted rates & PEPRAs rates for vacant positions. Retirement rates are approximately 0.44% lower for safety and 0.69% lower for non-safety compared to FY 2020/21 rates - Decreases in retirement rates were offset by increased EMT and other special pays for Firefighters and Chief Officers per approved MOU agreements - Reflects a \$1.5M reduction for anticipated savings due to vacant positions - Includes \$2.3M savings for OCERS prepayment - Includes \$14.8M UAAL buy-down 				
<u>INSURANCE</u>				
Health Insurance	35,729,840	36,658,438	928,598	2.60%
<ul style="list-style-type: none"> - Reflects increasing healthcare costs and 2% increase for firefighters per the Health Plan Agreement between OCFA and Local 3631 				
Workers' Compensation	20,093,346	25,096,683	5,003,337	24.90%
<ul style="list-style-type: none"> - Based on the 50% confidence level provided by the actuarial study 				
Unemployment Insurance	70,000	135,000	65,000	92.86%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years 				
TOTAL INSURANCE	55,893,186	61,890,121	5,996,935	10.73%

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2021/22 BUDGET**

Account Description and Explanation of Significant Changes	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	\$ Change fr FY 2020/21 Budget	% Change fr FY 2020/21 Budget
<u>MEDICARE</u>	3,335,213	3,477,787	142,574	4.27%
- Reflects increases to EMT pay and other special pays for Firefighters and Chief Officers per approved MOU agreements				
- Includes potential merit increases for eligible employees				
- Reflects a \$55K reduction for anticipated salary savings due to vacant positions				
TOTAL SALARIES & EMPLOYEE BENEFITS	<u>\$395,642,544</u>	<u>\$416,093,251</u>	<u>\$20,450,707</u>	<u>5.17%</u>

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2021/22 BUDGET**

Account Description and Explanation of Significant Changes	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	\$ Change fr FY 2020/21 Budget	% Change fr FY 2020/21 Budget
Clothing - FY 2021/22 reflects increase for second fire academy; also reflects reallocation of funds	\$1,410,496	\$1,656,156	\$245,660	17.42%
Communications - FY 2021/22 reflects increase for 800 MHz partnership	1,281,926	1,406,719	124,793	9.73%
Food	109,870	109,970	100	0.09%
Household Expenses	220,914	221,610	696	0.32%
Insurance - FY 2021/22 reflects increases in fees & premiums for workers' compensation and excess loss insurance	1,705,650	2,389,299	683,649	40.08%
Maintenance/Repair - Equipment - FY 2021/22 reflects reallocation of funds	5,285,927	5,277,902	(8,025)	-0.15%
Maintenance/Repair - Buildings - FY 2021/22 reflects increase for Fire Station 11 roofing and painting	2,343,695	2,490,695	147,000	6.27%
Medical Supplies and Equipment - FY 2021/22 reflects increases in EMS supplies cost	1,156,095	1,231,519	75,424	6.52%
Memberships	59,286	59,091	(195)	-0.33%
Miscellaneous Expenses	35,000	35,000	-	0.00%
Office Expense - FY 2021/22 reflects reallocation of funds	1,050,425	1,036,854	(13,571)	-1.29%
Professional and Specialized Services - FY 2021/22 reflects increase for AP Workflow Project; also reflects reallocation of funds	8,318,216	8,428,356	110,140	1.32%
Publications and Legal Notices - FY 2021/22 reflects reallocation of funds	8,300	5,500	(2,800)	-33.73%
Rents and Leases - Equipment - FY 2021/22 reflects reallocation of funds	220,000	234,000	14,000	6.36%
Rents and Leases - Facilities	127,220	127,220	-	0.00%
Small Tools and Instruments - FY 2021/22 reflects reallocation of funds	152,408	147,108	(5,300)	-3.48%

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2021/22 BUDGET

Account Description and Explanation of Significant Changes	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	\$ Change fr FY 2020/21 Budget	% Change fr FY 2020/21 Budget
Special Department Expense FY 2021/22 reflects reallocation of funds	2,473,629	2,357,205	(116,424)	-4.71%
Transportation - FY 2021/22 reflects reallocation of funds	2,288,726	1,771,723	(517,003)	-22.59%
Travel, Training and Meetings - FY 2021/22 reflects increase in paramedic tuition; also reflects reallocation of funds	1,406,249	1,519,645	113,396	8.06%
Utilities	2,311,500	2,311,500	-	0.00%
Taxes and Assessments	32,209	32,209	-	0.00%
TOTAL SERVICES & SUPPLIES	\$31,997,741	\$32,849,281	\$851,540	2.66%

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND FY 2021/22 BUDGET

Account Description	Business Services	Command & Emergency Planning	Community Risk Reduction	EMS & Training	Executive Management
EMPLOYEE SALARIES					
Regular Salaries	\$4,502,888	\$4,106,345	\$7,105,399	\$3,956,597	\$4,454,224
Backfill/Overtime	42,198	1,216,162	106,765	393,674	164,519
FLSA Adjustment/Holiday Pay	-	52,418	-	17,473	48,208
Extra Help	-	-	41,982	-	-
Reserves	-	-	-	-	-
Other Pay	106,861	572,647	297,394	635,867	364,500
Sick/Vacation Payoff	233,443	137,552	196,227	184,765	275,220
TOTAL SALARIES	4,885,390	6,085,124	7,747,767	5,188,376	5,306,671
RETIREMENT	16,507,655	1,837,408	2,725,130	2,189,908	2,251,252
INSURANCE					
Employee Insurance	891,862	711,435	1,065,833	724,470	749,971
Workers' Compensation	214,088	391,602	370,241	487,630	379,272
Unemployment Insurance	-	15,000	-	-	12,000
TOTAL INSURANCE	1,105,950	1,118,037	1,436,074	1,212,100	1,141,243
MEDICARE	70,807	88,058	112,308	75,285	76,461
TOTAL S&EB (SALARIES & EMPLOYEE BENEFITS)	22,569,802	9,128,627	12,021,279	8,665,669	8,775,627
SERVICES & SUPPLIES	3,393,732	98,221	384,002	3,900,516	1,047,488
EQUIPMENT	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-
TOTAL BUDGET	\$25,963,534	\$9,226,848	\$12,405,281	\$12,566,185	\$9,823,115
Funded Positions*	68	45	71	33	29

*25 of the 68 Business Services positions are Board Members that receive a stipend from OCFA.

Human Resources	Logistics	Operations	Special Operations	TOTAL
\$2,204,494	\$9,371,355	\$111,501,677	\$5,756,568	\$152,959,547
17,503	511,705	37,776,581	1,345,908	41,575,015
-	-	10,876,535	187,179	11,181,813
-	-	-	-	41,982
-	-	180,100	19,900	200,000
59,597	666,326	26,060,035	1,040,172	29,803,399
60,022	213,266	3,000,916	225,808	4,527,219
2,341,616	10,762,652	189,395,844	8,575,535	240,288,975
808,391	3,617,636	76,994,011	3,504,977	110,436,368
490,991	1,649,496	28,624,636	1,749,744	36,658,438
113,330	945,824	21,120,646	1,074,050	25,096,683
3,000	-	63,000	42,000	135,000
607,321	2,595,320	49,808,282	2,865,794	61,890,121
33,944	155,579	2,740,261	125,084	3,477,787
3,791,272	17,131,187	318,938,398	15,071,390	416,093,251
5,568,004	16,489,089	355,809	1,612,420	32,849,281
-	-	-	124,000	124,000
-	-	-	-	-
\$9,359,276	\$33,620,276	\$319,294,207	\$16,807,810	\$449,066,532
21	107	1,092	69	1,535

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



FIRE EXTINGUISHER SAFETY



Since fire grows and spreads rapidly, the number one priority is to get out safely.

Fire extinguishers can save lives and property but should only be used if the fire is small and smoke and heat have not filled the room. If you're unsure, evacuate immediately and call 9-1-1.

Types of Fire Extinguishers

Fire extinguishers are classified as A, B, or C to indicate which type of fire they will extinguish. Multipurpose (ABC) fire extinguishers are recommended for home use.

- **A** For use with ordinary materials like cloth, wood, and paper.
- **B** For use with flammable liquids like grease, gasoline, oil, and oil-based paints.
- **C** For use with electrical equipment that is connected to an outlet.

Using a Fire Extinguisher

- Alert others that there is a fire.
- Have someone call 9-1-1.
- Make sure you have a clear escape route.

The P.A.S.S. Method

When operating a fire extinguisher, remember P.A.S.S.

- Pull the pin.
- Aim low. Stand six to eight feet away and point the extinguisher nozzle at the base of the fire.
- Squeeze the lever slowly and evenly.
- Sweep the nozzle from side to side until the fire is completely out. If the fire does not extinguish, evacuate immediately.

Fire Extinguisher Maintenance

Inspect your extinguisher regularly to ensure that it will operate safely and effectively.

- Keep your extinguisher in plain view and out of reach of children.
- If your extinguisher has a pressure indicator, make sure the needle is in the green zone.
- Check for dents, scratches, corrosion, or other damage. Make sure the lock pin is firmly in place and that the discharge nozzle is clean.
- Read and follow all instructions on the label and in the owner's manual. Some extinguishers may need to be shaken or tested monthly for adequate pressure.
- Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.

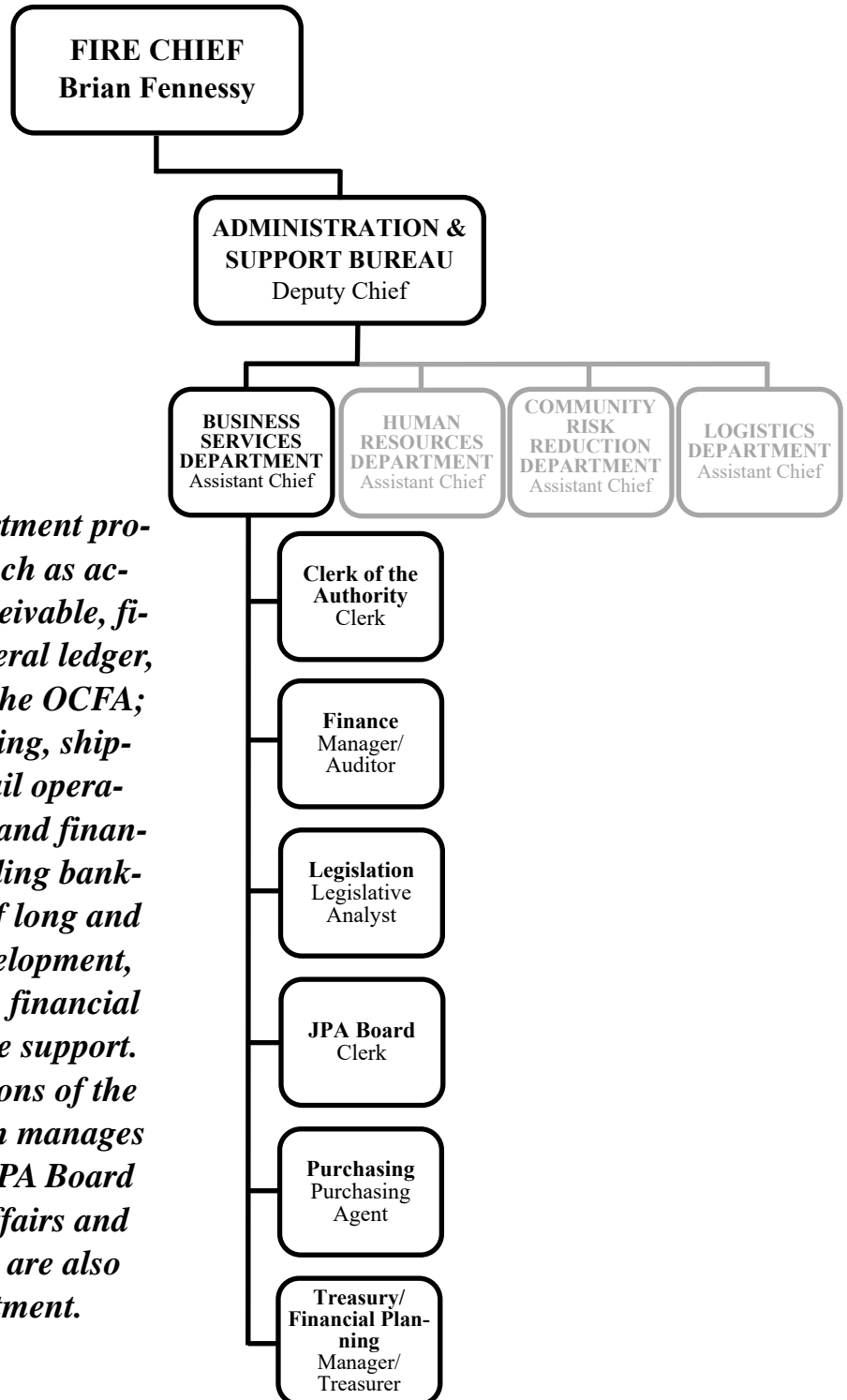


*Business Services
Department*





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



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

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2021/22 BUDGET

Account Description	JPA Board of Directors	Clerk of the Authority	Finance	Purchasing	Treasury & Financial Planning	Legislation	Department Total
EMPLOYEE SALARIES							
Regular Salaries	\$34,900	\$501,391	\$2,402,289	\$586,853	\$852,238	\$125,217	\$4,502,888
Backfill/Overtime	-	-	39,787	2,411	-	-	42,198
FLSA Adjmt./Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	8,934	74,132	21,795	1,500	500	106,861
Sick/Vacation Payoff	-	30,213	84,040	22,645	92,578	3,967	233,443
TOTAL SALARIES	34,900	540,538	2,600,248	633,704	946,316	129,684	4,885,390
RETIREMENT	-	200,973	920,030	220,398	15,117,057	49,197	16,507,655
INSURANCE							
Employee Insurance	-	106,184	462,217	103,018	189,200	31,243	891,862
Workers' Comp	-	20,377	123,334	24,926	37,838	7,613	214,088
TOTAL INSURANCE	-	126,561	585,551	127,944	227,038	38,856	1,105,950
MEDICARE	503	7,835	37,691	9,186	13,712	1,880	70,807
TOTAL S&EB	35,403	875,907	4,143,520	991,232	16,304,123	219,617	22,569,802
SERVICES AND SUPPLIES	35,328	12,869	2,938,756	48,842	212,312	145,625	3,393,732
EQUIPMENT	-	-	-	-	-	-	-
TOTAL BUDGET	\$70,731	\$888,776	\$7,082,276	\$1,040,074	\$16,516,435	\$365,242	\$25,963,534
Funded Positions	25	5	25	6	6	1	68

Business Services Department Summary

Budget Summary:

The FY 2021/22 Budget for the Business Services Department is \$26.0 million, compared to \$23.5 million for FY 2020/21. The increase is primarily due to the unfunded liability payment that is budgeted in the Treasury Division. The Business Services Department budget funds the following functions: Clerk of the Authority/JPA Board, Finance Division, Purchasing, Treasury and Financial Planning, and Legislation Division. The budget includes funding for 68 positions in FY 2021/22. The FY 2021/22 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2021/22.

The following table shows performance measures specific to the Business Services Department:

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Number of Agenda Items Processed	1. Service Delivery	255	265
Number of Public Records Completed	1. Service Delivery	2,501	2,465
Accounts Payable Invoices Processed	1. Service Delivery	24,514	26,000
Cost Recovery Claims Submitted	1. Service Delivery	109	102
Payroll Checks/Direct Deposits Issued	1. Service Delivery	48,973	49,000
Number of Grant Applications	1. Service Delivery	7	5
Number of Bills Tracked	1. Service Delivery	110	100
Processing Time for Purchases \$10K-50K	1. Service Delivery	11 days	11 days
Processing Time for Purchases \$50K+	1. Service Delivery	26 days	23 days
Average Daily Balance of Portfolio	1. Service Delivery	\$160.6M	\$162.0M
Year-end Actual Expenditures Variance	1. Service Delivery	96.4%	100%
Year-end Actual Revenue Variance	1. Service Delivery	97.4%	100%

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
c. Continue policy efforts and Board action to recognize and respond to changing budgetary conditions, and to reduce unfunded liabilities, thereby improving sustainability of services. In December 2020, OCFA paid \$12.4M to OCERS for the pension paydown plan. The January 2021 mid-year financial report included an additional \$3M (from FY 2019-20 fund balance) and \$0.5M (pursuant to the Irvine Settlement Agreement) for pension paydown. <i>Following the OCERS Actuarial Study for December 31, 2020, the actuary reported that OCFA’s accelerated pension paydown plan had achieved 87.7% funding, exceeding our target goal of 85%.</i>	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA’s pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA’s financial forecast is balanced with CIP funds.
f. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform and through pursuit of grant funding opportunities. The 2020 legislative summary and scorecard was provided to the Executive Committee in November 2020. The 2021 Grant Priorities and 2021-22 Legislative Platform were adopted by the Board in January 2021. The Legislative Affairs Office identified two grant opportunities using the new “e-Civis” grant tool. Both grants will be pursued to secure funding in support of community education efforts.	Business Services	TSD: TCD: CB:	7/1/20 6/30/21 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
b. Continue fostering career progression and succession planning. Include strategic mentorships to encourage professional development and to develop future leaders within OCFA. Support an organizational culture that embraces learning, encourages vision, and celebrates employee successes/accomplishments.	Deputy Chiefs	TSD: TCD: CB:	7/1/20 6/30/21 A variety of personnel identified by Executive Management attend three or more development

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<p>The Community Risk Reduction Department collaborated to develop an Apprenticeship Program to guide development and advancement of employees through a Fire Prevention career track. The Apprenticeship Program focuses on preparing employees to promote from within.</p> <p>Several Chief Officers in the Operations Department attended the L-580 Gettysburg Staff Ride program for leadership development early in the fiscal year, with a second program planned prior to the end of the FY.</p> <p>Employees in the Business Services Department have participated in virtual conferences, completed training classes, and been provided membership opportunities in professional associations including California City Clerk Association, California Society of Municipal Officers, the Government Finance Officers Association, the American Payroll Association, California Association of Public Procurement Officials and National Institute of Governmental Purchasing. These memberships aid in professional development by providing employees access to free/lower-cost training, innovative solutions, and the ability to network with other government professionals.</p>		opportunities over the course of the FY.

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Make responsible decisions internally and guide Board policy actions to move OCFA closer during this fiscal year to achieving pension and retiree medical funding goals, which in turn will improve long-term sustainability of services.	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA’s pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA’s financial forecast is balanced with CIP funds.
c. Pursue OCFA priorities through the board-adopted legislative platform and grant funding opportunities.	Business Services	TSD: TCD: CB:	7/1/21 6/30/22 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.
d. Pursue OCFA priorities through the board-adopted legislative platform and grant funding opportunities.	Business Services	TSD: TCD: CB:	7/1/21 6/30/22 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.

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

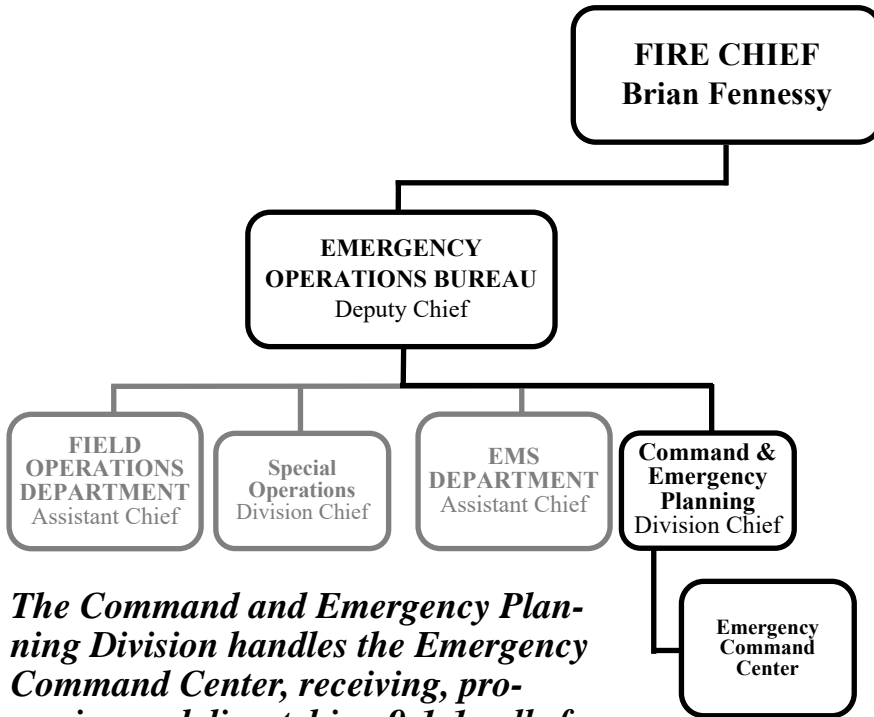


*Command &
Emergency
Planning Division*





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



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

ORANGE COUNTY FIRE AUTHORITY
COMMAND & EMERGENCY PLANNING DIVISION SUMMARY
FY 2021/22 BUDGET

Account Description	ECC	Command & Emerg Planning Admin	Division Total
EMPLOYEE SALARIES			
Regular Salaries	\$3,576,177	\$530,168	\$4,106,345
Backfill/Overtime	1,216,162	-	1,216,162
FLSA Adjustment/Holiday Pay	-	52,418	52,418
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	508,586	64,061	572,647
Sick/Vacation Payoff	110,581	26,971	137,552
TOTAL SALARIES	5,411,506	673,618	6,085,124
RETIREMENT	1,472,420	364,988	1,837,408
INSURANCE			
Employee Insurance	645,728	65,707	711,435
Workers' Comp	300,638	90,964	391,602
Unemployment Insurance	15,000	-	15,000
TOTAL INSURANCE	961,366	156,671	1,118,037
MEDICARE	78,294	9,764	88,058
TOTAL S&EB	7,923,586	1,205,041	9,128,627
SERVICES AND SUPPLIES	98,221	-	98,221
EQUIPMENT	-	-	-
TOTAL BUDGET	\$8,021,807	\$1,205,041	\$9,226,848
Funded Positions	42	3	45

Command & Emergency Planning Department Summary

Budget Summary:

The FY 2021/22 Budget for the Command & Emergency Planning Department is \$9.2 million, compared to \$8.4 million for FY 2020/21, for funding of the following functions: Emergency Command Center and Emergency Planning & Coordination services. The budget includes funding for 45 positions in FY 2021/22.

Department/Division Goals, Objectives & Performance Measures:

OCFA’s annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2021/22.

The following table shows performance measures specific to the Command & Emergency Planning Department:

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Percent of Incoming 9-1-1 Lines Answered in Less than 15 Seconds	1. Service Delivery	95%	95%
Number of Max Vacancies at Any Time in the Emergency Command Center	1. Service Delivery	3	3
Cumulative Continuous Quality Improvement (CQI) Score	1. Service Delivery	90%	90%

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

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



PLANNING FOR DISASTER



Planning in advance helps families survive and recover from disasters.

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

Make a Family Disaster Plan

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

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

Create Emergency Supply Kits

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

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

Prepare Your Home

Identify and find solutions for any hazards in your home.

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

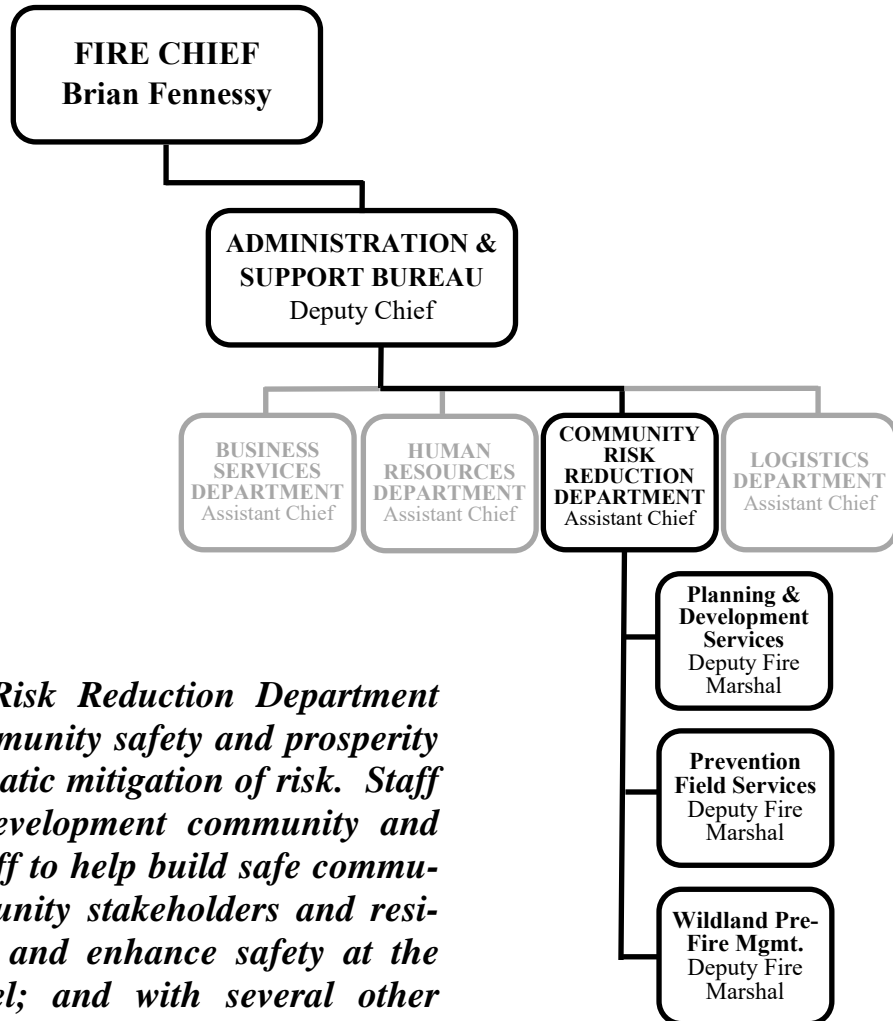


*Community Risk
Reduction
Department*





ORANGE COUNTY FIRE AUTHORITY COMMUNITY RISK REDUCTION DEPARTMENT ORGANIZATION CHART



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

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2021/22 BUDGET

Account Description	Planning & Development	Prevention Field Services	Wildland Pre-Fire Management	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$3,616,653	\$2,758,875	\$729,871	\$7,105,399
Backfill/Overtime	47,770	27,897	31,098	106,765
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	13,994	13,994	13,994	41,982
Reserves	-	-	-	-
Other Pay	169,707	101,502	26,185	297,394
Sick/Vacation Payoff	71,742	91,629	32,856	196,227
TOTAL SALARIES	3,919,866	2,993,897	834,004	7,747,767
RETIREMENT	1,388,488	1,052,776	283,866	2,725,130
INSURANCE				
Employee Insurance	513,482	434,275	118,076	1,065,833
Workers' Comp	167,395	135,190	67,656	370,241
TOTAL INSURANCE	680,877	569,465	185,732	1,436,074
MEDICARE	56,824	43,398	12,086	112,308
TOTAL S&EB	6,046,055	4,659,536	1,315,688	12,021,279
SERVICES & SUPPLIES	187,782	44,649	151,571	384,002
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$6,233,837	\$4,704,185	\$1,467,259	\$12,405,281
Funded Positions	35	29	7	71

Community Risk Reduction Department Summary

Budget Summary:

The FY 2021/22 Budget for the Community Risk Reduction (CRR) Department is \$12.4 million compared to \$15.8 million for FY 2020/21. The decrease is due primarily to the movement of the Investigations Division back to the Special Operations Department. The CRR Department funds the following functions: Planning & Development, Prevention Field Services, and Wildland Pre-Fire Management. The budget includes funding for 71 positions in FY 2021/22.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2021/22.

The table on the following page shows performance measures specific to the Community Risk Reduction Department:

FY 2021/22 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Number of Plan Reviews	1. Service Delivery	7,923	7,930
Number of New Construction Inspections	1. Service Delivery	12,307	12,310
Number of Annual Inspections	1. Service Delivery	18,139	18,140
Number of High-rise Inspections	1. Service Delivery	232	240
Number of Prevention Fire Services Miscellaneous Inspections	1. Service Delivery	1,265	1,270
Number of Power Pole Inspections	1. Service Delivery	584	590
Number of Local Responsibility Inspections	1. Service Delivery	15,176	15,200
Number of State Responsibility Inspections	1. Service Delivery	8,740	8,740
Number of Educational Events	1. Service Delivery	45	50
Number of Education Hours Completed	1. Service Delivery	89	90
Number of Pre-fire Plan Reviews	1. Service Delivery	570	570
Number of Fuel Reduction Projects	1. Service Delivery	25	30
Number of Grants Administered	1. Service Delivery	10	10

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
3. <u>Our Technology</u> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
<p>c. Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.</p> <p>Technologies supporting frontline service enhancement implemented or in process include:</p> <ul style="list-style-type: none"> • Incident Reporting Application Replacement Phase II – enhancements include Investigations modules, automated workflow for electronic Property Release forms • Community Risk Reduction Automation – underway with functional requirements, process workflows and initial User Interface and User Experience screens completed • EMS Immunization Tracking Project (VaxTrax) – completed with ongoing enhancements to support COVID-19 vaccination tracking and reporting • COVID Dashboard – Initial Operations Dashboard completed for situational awareness including data from OCFA, OC Health Agency, partner fire agencies, Reddinet Hospital Diversion, and CARE ambulance. Dashboard continuing to be enhanced to show live real-time hospital status and ambulance wait times. • CAD system updates and enhanced capabilities in process or completed include the upgrade of the existing hub between Orange County Fire Agencies; implemented the new easier to use naming convention for freeway points (4,000 entrances, exits and overpasses) for the benefit of ECC call takers; created RapidSOS, a custom accurate phone GPS location tracking integration with existing CAD map and continuing enhancement to improve caller location improvements; and completed CAD-In-A-Box, providing disaster recovery fail-over and backups as well as a custom developed CAD backup system that can be utilized in an emergency event in a completely stand-alone, mobile server environment, providing OCFA with additional disaster recovery options for continuity of dispatch operations. • Offline iOS OCFA MapBook App – App to display OCFA district maps, special area maps, remote rescue plans, and hazmat information with offline capable for use when not 	<p>Logistics, Community Risk Reduction</p>	<p>TSD: 7/1/20 TCD: 6/30/21 CB: Implement new technologies or utilize pilot programs to test capabilities of new technology.</p>	

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
in coverage areas. Currently enhancing to display GPS location and device direction • NG-911 Taskforce- Continuing to represent Orange County on taskforce, coordinated efforts with GeoComm on synchronizing GIS data for state NG-911, and pursue cost recovery from CalOES for GIS efforts • Joined SCAG cooperative agreement for aerial imagery - Migrated from OCFA only Aerial Imagery contract to join the Southern California Association of Governments (SCAG) cooperative Aerial Imagery contract, realizing over \$15,000 in annual savings			

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

OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
3. <u>Our Technology</u> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Continue the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.	Logistics, Community Risk Reduction	TSD: 7/1/21 TCD: 12/31/22 CB: Development of the system is completed, tested, and ready to go-live by the end of the calendar year 2022.	

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

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



HOUSEHOLD HAZARDOUS WASTE



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

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

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

Use and Storage

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

Disposal

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

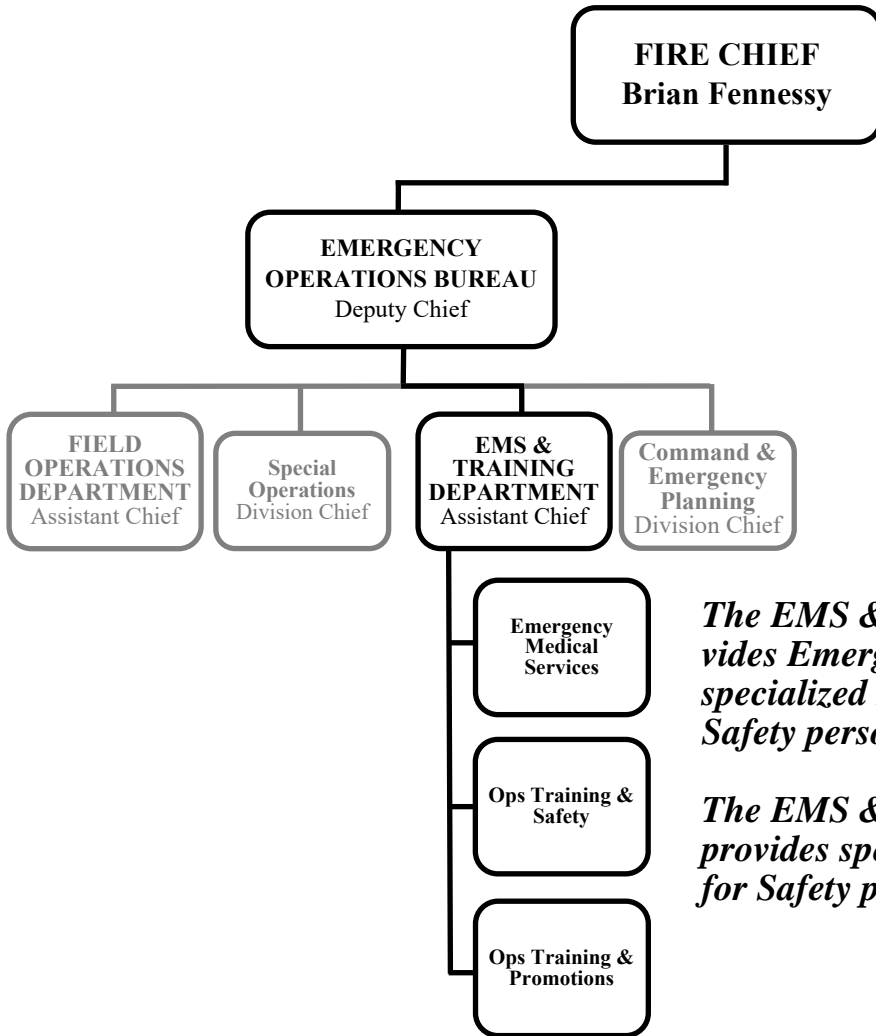


EMS & Training
Department





ORANGE COUNTY FIRE AUTHORITY EMS & TRAINING DEPARTMENT ORGANIZATION CHART



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

The EMS & Training Department also provides specialized training programs for Safety personnel

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT SUMMARY
FY 2021/22 BUDGET

Account Description	Emergency Medical Services	Ops Training & Safety	Ops Training & Promotions	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$2,221,150	\$1,437,317	\$298,130	\$3,956,597
Backfill/Overtime	135,035	249,409	9,230	393,674
FLSA Adjustment/Holiday Pay	-	17,473	-	17,473
Extra Help	-	-	-	-
Reserves	-	-	-	-
Other Pay	261,514	350,027	24,326	635,867
Sick/Vacation Payoff	70,117	78,986	35,662	184,765
TOTAL SALARIES	2,687,816	2,133,212	367,348	5,188,376
RETIREMENT	1,061,927	953,102	174,879	2,189,908
INSURANCE				
Employee Insurance	380,256	291,167	53,047	724,470
Workers' Compensation	213,638	234,876	39,116	487,630
TOTAL INSURANCE	593,894	526,043	92,163	1,212,100
MEDICARE	38,954	31,008	5,323	75,285
TOTAL S&EB	4,382,591	3,643,365	639,713	8,665,669
SERVICES & SUPPLIES	2,999,035	882,981	18,500	3,900,516
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$7,381,626	\$4,526,346	\$658,213	\$12,566,185
Funded Positions	19	12	2	33

Emergency Medical Services & Training Department Summary

Budget Summary:

The FY 2021/22 Budget for the Emergency Medical Services (EMS) & Training Department is \$12.6 million, compared to \$5.5 million for FY 2020/21. The increase is due primarily to the movement of the Operations Training & Safety Division and the Operations Training & Promotions Division back to the Department. The budget provides funding for the EMS and Training functions and includes funding for 33 positions in FY 2021/22.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2021/22.

The table on the following page shows performance measures specific to the EMS & Training Department:

FY 2021/22 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Number of Operations Career Personnel Trained	2. People	1,160	1,160
Number of Safety Officer Responses	2. People	500	550
Number of Career Firefighter Academies	2. People	2	2
Number of Fire Apparatus Engineer Academies	2. People	2	2
Number of Fire Captain Academies	2. People	2	2
Number of Battalion Chief Academies	2. People	2	2
Number of Reserve Firefighter Academies	2. People	1	1
Number of New Career Firefighters Trained	2. People	77	100
Number of New Fire Apparatus Engineers Trained	2. People	34	34
Number of New Fire Captains Trained	2. People	36	40
Number of New Battalion Chiefs Trained	2. People	17	12
Number of New Reserve Firefighters Trained	2. People	50	50
Number of Operations Reserve Personnel Trained	2. People	184	200
Number of Specialized Career Development Classes Offered	2. People	65	80
Number of Operations Personnel Participating in CFFJAC	2. People	394	425
Number of Operations Personnel Participating in SAC ISA	2. People	506	550
Number of Training and Safety Bulletins Distributed	2. People	12	12
Number of Drill Grounds Use Requests Coordinated	1. Service Delivery	900	900
Accredited Paramedics Training & Maintained	2. People	626	640
Number of New Paramedics	2. People	40	40
Number of CQI Chart Reviews	1. Service Delivery	256	4,800
Hours of in-person EMS Training	2. People	13,201	15,000

OCFA STRATEGIC GOALS – FY 2020/21- Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring. Recruitments and promotional processes this fiscal year include: <ul style="list-style-type: none"> • 2 Firefighter Trainee academies • 1 Fire Apparatus Engineer promotional process • 1 Fire Captain promotional process • 2 BC promotional processes Paramedic accreditation processes: <ul style="list-style-type: none"> • 1 Firefighter/Paramedic recruitment process began in February 2020 for an August 2020 Academy • 15 completed PM school, began internships in July 2020 • 10 completed PM school, began internships in Nov 2020 • 6 PMs accredited January 2021 • 8 began PM school in January 2021 • 11 started PM school in April 2021 • 12 PMs accredited June 2021 • 27 FFPMs to start Academy 53 in August • Completed agreements with four PM schools for additional options and capacity. UCLA, OCEMT, Saddleback, Palomar College 	Human Resources, Field Operations, EMS & Training	TSD: TCD: CB:	7/1/20 6/30/21 The number of vacant positions per rank (average over the FY) is reduced compared to FY 2019/20.
d. For all tentatively selected firefighter recruits, provide pre-hire physical fitness exams, preparation and guidance to improve their likelihood of success during the academy. A competitive RFP process was completed resulting in the selection of a new provider, Southern California University of Health Sciences, to conduct pre-hire physical fitness exams for all tentatively selected firefighter recruits. The provider performed pre-hire fitness exams for all candidates entering into the academies of February 2021 and August 2021.	Human Resources, EMS & Training	TSD: TCD: CB:	7/1/20 6/30/21 A pre-academy fitness assessment is provided to recruits, to help identify areas of focus for improving fitness preparation.

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>e. Ensure that firefighter academy course content and associated testing processes are carefully reviewed to ensure they remain appropriately correlated with Firefighter job performance requirements.</p> <p>Work was completed with FPSI to assess additional components of the Firefighter testing processes, including focus on the exertion factors connected with the combination of multiple manipulative test components for the 6-month and 12-month probationary tests.</p> <p>The agency has committed to accrediting the firefighter academy through the Californian State Fire Training Division. Submission of the application to CSFT for accreditation of the academy to be completed this year.</p> <p>While progress was made to ensure course content aligns with job requirements, our pre-identified performance measure of adding a dedicated Chief Officer position has not yet been achieved; therefore, this objective was still in progress as of fiscal-year-end.</p>	Human Resources, EMS & Training	TSD: TCD: CB:	7/1/20 6/30/21 A dedicated Chief Officer position is identified for focused leadership to perpetually refine course content and testing processes.
<p>f. Sustain the Cancer Awareness & Prevention Program to guide further development and implementations for the Program in perpetuity.</p> <p>In addition to continuing all initiatives that were put into action during the prior fiscal year, the following program components have been added to-date in the current fiscal year:</p> <ul style="list-style-type: none"> • Implemented a clean glove exchange program to reduce the dermal exposure risk • Incorporated a month long Firefighter Cancer Awareness campaign in January 2021 • Participation in the National Firefighter Cancer Cohort Study focused on Women Firefighters and Fire Investigators Spring of 2021 • Engine specifications have been updated, which will result in future engines equipped with the Clean Cab Concept and technology; provide storage external to the crew cab for self- contained breathing apparatus, personal protective equipment, and gear that may be 	EMS & Training	TSD: TCD: CB:	7/1/20 6/30/21 Program continuity/expansions are implemented.

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>contaminated/exposed to harmful products thus reducing exposure to possibly cancerous contaminants.</p> <ul style="list-style-type: none"> • May implemented the use of the newest version of flash hoods which significantly improves the protection against cancer causing particulates. Every firefighter gets two hoods so they always have a clean one available. <p>Our performance measure for this objective for this fiscal year has been achieved; therefore, we are showing this objective as completed. However, “completion” of the performance measure does not mean we are “done” with this effort. Program continuity, focus, and expansion remains an ongoing objective.</p>			

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
c. Pursue State Fire Training Accreditation for OCFA’s Firefighter Academy as the next phase of work to ensure that the Academy’s course content and associated testing remains correlated with Firefighter job performance requirements.	EMS & Training	TSD: TCD: CB:	7/1/21 6/30/22 Accreditation is achieved and processes are implemented for both academies during the FY.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
b. Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System.	Logistics, EMS & Training	TSD: TCD: CB:	7/1/21 6/30/22 Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for development during the next fiscal year.

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

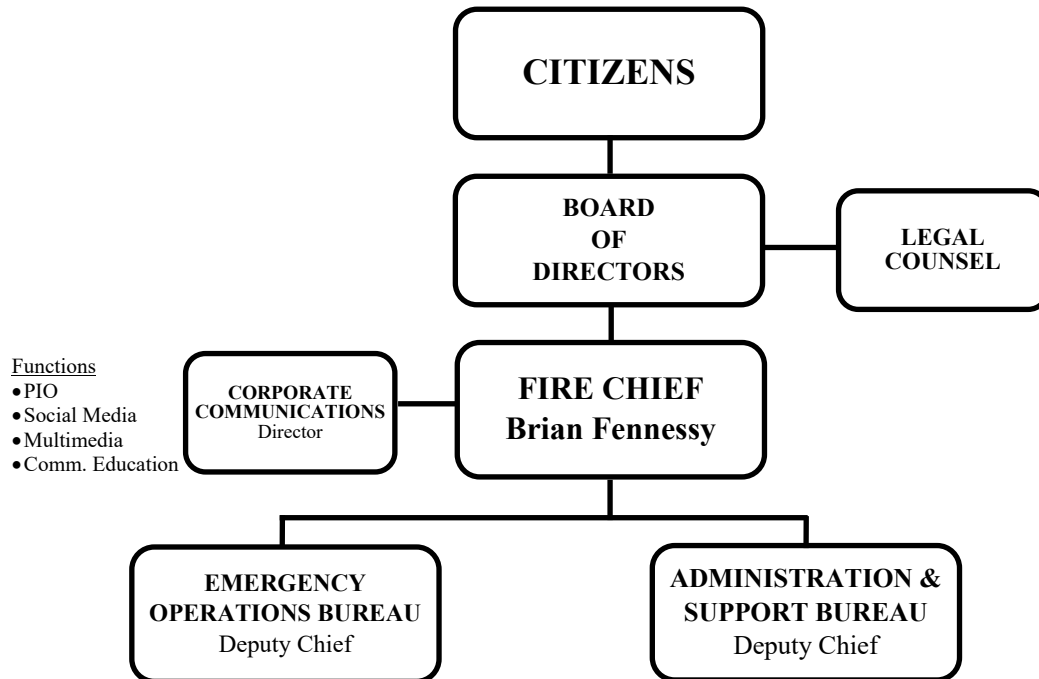


Executive Management





ORANGE COUNTY FIRE AUTHORITY EXECUTIVE MANAGEMENT ORGANIZATION CHART



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

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT DEPARTMENT SUMMARY
FY 2021/22 BUDGET

Account Description	Executive Management	Corporate Communications	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$3,297,879	\$1,156,345	\$4,454,224
Backfill/Overtime	25,776	138,743	164,519
FLSA Adjustment/Holiday Pay	12,052	36,156	48,208
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	126,377	238,123	364,500
Sick/Vacation Payoff	253,822	21,398	275,220
TOTAL SALARIES	3,715,906	1,590,765	5,306,671
RETIREMENT	1,629,678	621,574	2,251,252
INSURANCE			
Employee Insurance	510,562	239,409	749,971
Workers' Comp	258,667	120,605	379,272
Unemployment Insurance	12,000		12,000
TOTAL INSURANCE	781,229	360,014	1,141,243
MEDICARE	53,418	23,043	76,461
TOTAL S&EB	6,180,231	2,595,396	8,775,627
SERVICES AND SUPPLIES	873,059	174,429	1,047,488
EQUIPMENT	-	-	-
TOTAL BUDGET	\$7,053,290	\$2,769,825	\$9,823,115
Funded Positions	16	13	29

Executive Management Summary

Budget Summary:

The FY 2021/22 Budget for Executive Management is \$9.8 million, for funding of the following functions: Executive Management and Corporate Communications. This budget is about \$0.7 million higher when compared to the FY 2020/21 Budget due to the addition of two positions in Executive Management and Corporate Communications. The budget includes funding for 29 positions in FY 2021/22. The FY 2021/22 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2021/22.

The following table shows performance measures specific to Executive Management:

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Executive Management			
Completed Strategic Plan Objectives	1. Service Delivery	6	6
Implemented Service Enhancements	1. Service Delivery	3	3
Completed Strategic Plan Objectives	2. People	7	5
Issued Ask-the-Chief Videos	2. People	5	4
Produced Communications Podcasts	2. People	3	3
Conducted Joint Labor Management Meetings	2. People	21	24
Completed Strategic Plan Objectives	3. Technology	1	3
Implemented New Technology Solutions	3. Technology	1	2

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Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Corporate Communications			
News Releases	1. Service Delivery	9	6
Social Media Posts	1. Service Delivery	1,832	1,900
Press Conferences	1. Service Delivery	11	6
Videos	1. Service Delivery	151	300
Community Events/Presentations	1. Service Delivery	359	700

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
<p>a. Explore service delivery improvements that can (1) result from implementation of new technologies or public-private partnerships, (2) improve efficiencies, and (3) assist to keep costs down.</p> <p>During this performance period, OCFA partnered with the OC Health Care agency to coordinate the administration of COVID Vaccine to the public through the Super PODs, mobile PODs and FD PODs. Without the efforts of OCFA, the OC vaccine campaign would not have been as robust.</p> <p>Service improvements initiated this year include: (1) Very Large Helitanker (VLHT) services in collaboration with Southern California Edison and Coulson Aviation (USA), Inc., to enhance regional aerial wildland fire response; and (2) the second year of the Fire Integrated Real-time Intelligence System (FIRIS) 2.0 Program, which is designed to enhance regional wildfire situational awareness for first responders during the 2020 wildfire season. These programs increased our air operations response capabilities and created a new source of intelligence related to fire behavior.</p> <p>The Business Services Department is (1) transitioning OCFA to electronic timesheets to streamline and improve efficiency for this area of work; (2) automating the Accounts Payable workflow to enable automated invoice data capture, electronic invoice routing and tracking, and electronic records storage; and (3) automating online purchase requisitions to enhance the purchase requisition experience and improve requisition approval times.</p>	Deputy Chiefs & Assistant Chiefs	TSD: TCD: CB:	7/1/20 6/30/21 OCFA completes a pilot program of at least one new technology to improve service delivery.
<p>b. Initiate early planning for the next renewal of the OCFA JPA that will be effective in July 2030, including exploration of long-term solutions to address costing matters relative to cash contract member agencies.</p>	Deputy Chief Administration & Support	TSD: TCD: CB:	7/1/20 6/30/30 Stakeholder input is initiated, draft timelines are developed.

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
A new Ad Hoc Committee for studying cash contract charge provisions was formed and began its meetings in February 2021. The work performed by this Committee will help the OCFA to identify potential long-term provisions that may be considered for the next JPA renewal. At the Committee’s March 2021 meeting, timelines were developed for the Committee’s work. As of end of FY 2020/21, completion of the work plan was underway and on-schedule per the timelines established in March.			
c. Continue policy efforts and Board action to recognize and respond to changing budgetary conditions, and to reduce unfunded liabilities, thereby improving sustainability of services. In December 2020, OCFA paid \$12.4M to OCERS for the pension paydown plan. The January 2021 mid-year financial report included an additional \$3M (from FY 2019-20 fund balance) and \$0.5M (pursuant to the Irvine Settlement Agreement) for pension paydown. <i>Following the OCERS Actuarial Study for December 31, 2020, the actuary reported that OCFA’s accelerated pension paydown plan had achieved 87.7% funding, exceeding our target goal of 85%.</i>	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA’s pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA’s financial forecast is balanced with CIP funds.
d. Negotiate and implement successor MOUs, as applicable, keeping focus on OCFA’s mission and sustainability of services. Successor MOUs were approved by the Board of Directors for the Orange County Professional Firefighters Association (August 27, 2020) and the Chief Officers Association (September 24, 2020). Staff introduced the upcoming negotiations for successor MOUs with the OCFA Managers’ Association (expiring June 24, 2021) and the Orange County Employees’ Association (expiring August 22, 2021) at the January 28, 2021 meeting with the Board of Directors. As of the end of FY 2020/21, negotiations are continuing with both associations.	Human Resources	TSD: TCD: CB:	2/1/21 6/30/21 Successor MOUs are approved by the Board, ratified by the associations, and implemented.
e. Improve efficiencies in Communications to reduce and/or eliminate duplication of efforts and time-consuming miscommunications.	Executive Management	TSD: TCD: CB:	7/1/20 6/30/21 New communications processes are developed and implemented by end of FY.

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
With the addition of three shift PIOs and a PR manager, clear delineations of communication responsibility have been established. Processes are now in place for media, social media and education campaigns that have all but eliminated duplication of efforts and have improved efficiencies.			
<p>f. Continue to pursue OCFA priorities through the implementation of the board-adopted legislative platform and through pursuit of grant funding opportunities.</p> <p>The 2020 legislative summary and scorecard was provided to the Executive Committee in November 2020. The 2021 Grant Priorities and 2021-22 Legislative Platform were adopted by the Board in January 2021.</p> <p>The Legislative Affairs Office identified two grant opportunities using the new “e-Civis” grant tool. Both grants will be pursued to secure funding in support of community education efforts.</p>	Business Services	TSD: 7/1/20 TCD: 6/30/21 CB: Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.	
<p>g. Develop a plan to proactively incorporate modernized features into our automotive fleet such as clean cab, etc.</p> <p>Engine specifications were updated to equip future engines with Clean Cab technology; provide storage external to the crew cab for self-contained breathing apparatus, personal protective equipment, and any gear that is contaminated/exposed during a fire incident, eliminating any unnecessary crew exposure to possibly cancerous contaminants. Additional specification updates include technology enhancements, including blind spot monitoring and updated Bluetooth/hands-free communications capabilities.</p> <p>GPS systems testing and discussions regarding outfitting the safety and non-safety fleet vehicles with this technology is in progress. The project objectives include automated fleet data gathering, analysis, and reporting, resulting in more effective and efficient fleet management.</p>	Logistics	TSD: 7/1/20 TCD: 6/30/21 CB: The Fleet SLA is completed and findings/recommendations are prioritized.	

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring. Recruitments and promotional processes this fiscal year include: <ul style="list-style-type: none"> • 2 Firefighter Trainee academies • 1 Fire Apparatus Engineer promotional process • 1 Fire Captain promotional process • 2 BC promotional processes Paramedic accreditation processes: <ul style="list-style-type: none"> • 1 Firefighter/Paramedic recruitment process began in February 2020 for an August 2020 Academy • 15 completed PM school, began internships in July 2020 • 10 completed PM school, began internships in Nov 2020 • 6 PMs accredited January 2021 • 8 began PM school in January 2021 • 11 started PM school in April 2021 • 12 PMs accredited June 2021 • 27 FFPMs to start Academy 53 in August • Completed agreements with four PM schools for additional options and capacity. UCLA, OCEMT, Saddleback, Palomar College 	Human Resources, EMS & Training	TSD: TCD: CB:	7/1/20 6/30/21 The number of vacant positions per rank (average over the FY) is reduced compared to FY 2019/20.
b. Continue fostering career progression and succession planning. Include strategic mentorships to encourage professional development and to develop future leaders within OCFA. Support an organizational culture that embraces learning, encourages vision, and celebrates employee successes/accomplishments. The Community Risk Reduction Department collaborated to develop an Apprenticeship Program to guide development and advancement of employees through a Fire Prevention career track. The Apprenticeship Program focuses on preparing employees to promote from within.	Deputy Chiefs	TSD: TCD: CB:	7/1/20 6/30/21 A variety of personnel identified by Executive Management attend three or more development opportunities over the course of the FY.

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Several Chief Officers in the Operations Department attended the L-580 Gettysburg Staff Ride program for leadership development early in the fiscal year, with a second program planned prior to the end of the FY.</p> <p>Employees in the Business Services Department have participated in virtual conferences, completed training classes, and been provided membership opportunities in professional associations including California City Clerk Association, California Society of Municipal Officers, the Government Finance Officers Association, the American Payroll Association, California Association of Public Procurement Officials and National Institute of Governmental Purchasing. These memberships aid in professional development by providing employees access to free/lower-cost training, innovative solutions, and the ability to network with other government professionals.</p>			
<p>c. Implement actions to Increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations.</p> <p>The Fire Stations Inclusive Facilities project is underway. An evaluation of each station was completed. Phase one of the station modifications to provide gender accommodations will include the installation of restroom and/or lactation room signage and privacy locks in 32 stations. Phase two of the Inclusive Facilities project will address the 44 stations that require minor to moderate structural modifications to accomplish gender accommodation. Following design work to be completed by early 2021, the accommodations structural modifications projects will be put out to bid and constructed over the following 36 months.</p> <p>A new classification was developed/approved by the Board of Directors for a Diversity and Inclusion Coordinator position in November 2020. Julian Velarde was selected and began with OCFA in May 2020. He has completed site visits with each Division Chief and is expected to address the Human Resources Committee at its November meeting.</p>	Deputy Chiefs	TSD: 7/1/20 TCD: 6/30/21 CB: Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.	

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>A new Lactation Accommodations SOP was prepared and is progressing through the process for review and approval of new SOPs.</p>			
<p>d. For all tentatively selected firefighter recruits, provide pre-hire physical fitness exams, preparation and guidance to improve their likelihood of success during the academy.</p> <p>A competitive RFP process was completed resulting in the selection of a new provider, Southern California University of Health Sciences, to conduct pre-hire physical fitness exams for all tentatively selected firefighter recruits. The provider performed pre-hire fitness exams for all candidates entering into the academies of February 2021 and August 2021.</p>	Human Resources, EMS & Training	TSD: 7/1/20 TCD: 6/30/21 CB:	A pre-academy fitness assessment is provided to recruits, to help identify areas of focus for improving fitness preparation.
<p>e. Ensure that firefighter academy course content and associated testing processes are carefully reviewed to ensure they remain appropriately correlated with Firefighter job performance requirements.</p> <p>Work was completed with FPSI to assess additional components of the Firefighter testing processes, including focus on the exertion factors connected with the combination of multiple manipulative test components for the 6-month and 12-month probationary tests.</p> <p>The agency has committed to accrediting the firefighter academy through the Californian State Fire Training Division. Submission of the application to CSFT for accreditation of the academy to be completed this year.</p> <p>While progress was made to ensure course content aligns with job requirements, our pre-identified performance measure of adding a dedicated Chief Officer position has not yet been achieved; therefore, this objective was still in progress as of fiscal-year-end.</p>	Human Resources, EMS & Training	TSD: 7/1/20 TCD: 6/30/21 CB:	A dedicated Chief Officer position is identified for focused leadership to perpetually refine course content and testing processes.
<p>f. Sustain the Cancer Awareness & Prevention Program to guide further development and implementations for the Program in perpetuity.</p>	EMS & Training	TSD: 7/1/20 TCD: 6/30/21 CB:	

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>In addition to continuing all initiatives that were put into action during the prior fiscal year, the following program components have been added to-date in the current fiscal year:</p> <ul style="list-style-type: none"> • Implemented a clean glove exchange program to reduce the dermal exposure risk • Incorporated a month long Firefighter Cancer Awareness campaign in January 2021 • Participation in the National Firefighter Cancer Cohort Study focused on Women Firefighters and Fire Investigators Spring of 2021 • Engine specifications have been updated, which will result in future engines equipped with the Clean Cab Concept and technology; provide storage external to the crew cab for self- contained breathing apparatus, personal protective equipment, and gear that may be contaminated/exposed to harmful products thus reducing exposure to possibly cancerous contaminants. • May implemented the use of the newest version of flash hoods which significantly improves the protection against cancer causing particulates. Every firefighter gets two hoods so they always have a clean one available. <p>Our performance measure for this objective for this fiscal year has been achieved; therefore, we are showing this objective as completed. However, “completion” of the performance measure does not mean we are “done” with this effort. Program continuity, focus, and expansion remains an ongoing objective.</p>			Program continuity/expansions are implemented.
<p>g. Develop and offer new innovative methods to further advance organizational focus on Behavioral Health, including proactive and preventative activities focused on mental “wellness”.</p> <p>In partnership with OCPFA 3631, OCFA rolled out the Behavioral Health & Wellness Month, for the month of September. It was a month-long program to educate the organization on the importance of behavioral health and wellness. The initiative included the introduction of a free wellness app available on mobile devices, a safety stand-down, testimonials, peer support, flyers and brochures</p>	Human Resources	TSD: TCD: CB:	7/1/20 6/30/21 At least one new program is developed and implemented during the year.

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>highlighting the resources available to all personnel. At the conclusion of the effort, 1,263 employees downloaded the application to their devices. The OCFA continues its focus on Behavioral Health and Wellness. In partnership with OCPFA 3631, the Risk Management Division is steadily preparing for the second annual Suicide Prevention Month in September 2021, which will be comprised of a month-long calendar of impactful communications to personnel about mental health and suicide prevention.</p> <p>The expanded Peer Support Program launched July 1, 2021. The new program includes a Peer Support Handbook, training, and website available on the OCFA Intranet. There are currently 31 trained peer supporters and 12 peer support leads in the program.</p> <p>Our performance measure for this objective for this fiscal year has been achieved; therefore, we are showing this objective as completed. However, “completion” of the performance measure does not mean we are “done” with this effort. Program continuity, focus, and expansion remains an ongoing objective.</p>			
<p>h. Complete classification and compensation studies as required by MOUs, and as otherwise required by various changes in work assignments. Begin development of guiding policies to keep OCFA proactive with classification and compensation issues.</p> <p>OCFA completed the classification and compensation study for the Fleet Services Division. In addition, OCFA is nearing the completion of the bargaining unit study for all OCFAMA represented classifications as required in the OCFAMA MOU.</p> <p>A new Classification and Compensation policy is being developed to ensure consistent and equitable principles for future studies. It is expected that this will be presented to the HR Committee for input by Quarter 3 of 2021/2022.</p>	Human Resources	TSD: 7/1/20 TCD: 6/30/21 CB: Funding is prioritized in the annual budget, and vendor contract is implemented to enable completion.	
<p>i. Share consistent organization and public safety information, media coverage, and Board decisions with the workforce and Directors to create well-</p>	Communications	TSD: 7/1/20 TCD: 6/30/21 CB: Standard communication tools are developed and	

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>informed ambassadors for the organization, and targeted in a manner to improve morale.</p> <p>New tools have been developed and implemented to share regular and timely information with the workforce, public and Board of Directors. Through the use of social media, media, our website and Next Door, we are regularly communicating with the public about pertinent incidents and public safety information. Through the use of monthly Ask the Chief videos as well as electronic newsletter, we are providing timely information to the workforce. Board Advisories and electronic newsletters are being provided to keep the Board of Directors informed.</p>			implemented, issued with routine frequency.
<p>j. Streamline the process of completing facility repairs and improvements, with increased urgency and priority, to demonstrate dedicated focus on taking care of our people.</p> <p>An assessment of applications with potential for meeting OCFA’s facilities maintenance management needs was initiated in November 2020. Based on the results of the assessment, an RFP for system licensing and implementation consulting will be issued in 2021.</p>	Logistics	TSD: 7/1/20 TCD: 6/30/21 CB: Update the current facility repair request system to provide better visibility to the requestor on the status of the repair request.	
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
<p>a. Enhance physical-security, cyber-security, and safety to personnel and systems.</p> <p>Phased implementation has been initiated based on the physical security assessment previously completed in June 2020, including a contract award in November 2020 to Triad Inc. for the upgrade or replacement of the access control system at RFOTC. The upgraded/replacement system will be capable of integrating with an enhanced video surveillance system, and with the capacity for future expansion to all fire stations.</p> <p>OCFA contracted with cyber-security firm Tevora to perform an Enterprise Security Risk Assessment of OCFA’s internal controls and security posture. Changes implemented as</p>	Logistics	TSD: 7/1/20 TCD: 6/30/21 CB: Utilize security consultant to assess and plan security enhancements.	

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>result of the assessment include logging and monitoring of our network, development of multi-factor authentication, enhanced VPN connectivity requirements, and full core network upgrades with increased levels of access security.</p> <p>The security guard contract will be competitively bid to award a new contract in June 2021 using an expanded, comprehensive set of post orders, including assignment of a Security Manager to the OCFA account, and the ability to expand to 24/7/365 on-site guard personnel depending on the need, allow simultaneous guard station coverage, and facility patrolling.</p>			
<p>b. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, backup dispatch center and a data center fire protection upgrade.</p> <p>In June 2020, a proposal was prepared and is pending award for design and construction support services to modify the 2nd floor of the US&R warehouse for a colocation/disaster recovery site for OCFA’s Emergency Command Center and backup public safety computer systems. Staff is continuing with architects to confirm that local building codes will allow installation of necessary radio and microwave communications antennas on the roof of the warehouse, and with vendors for design of a furniture floor plan for the dispatchers. Start of installation may start mid-2021.</p>	Logistics	TSD: 7/1/20 TCD: 6/30/21 CB: Enter into agreement for colocation; install backup hardware/software for critical systems.	
<p>c. Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.</p> <p>Technologies supporting frontline service enhancement implemented or in process include:</p> <ul style="list-style-type: none"> • Incident Reporting Application Replacement Phase II – enhancements include Investigations modules, automated workflow for electronic Property Release forms • Community Risk Reduction Automation – underway with functional requirements, process workflows and initial User Interface and User Experience screens completed 	Logistics, Community Risk Reduction	TSD: 7/1/20 TCD: 6/30/21 CB: Implement new technologies or utilize pilot programs to test capabilities of new technology.	

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<ul style="list-style-type: none"> • EMS Immunization Tracking Project (VaxTrax) – completed with ongoing enhancements to support COVID-19 vaccination tracking and reporting • COVID Dashboard – Initial Operations Dashboard completed for situational awareness including data from OCFA, OC Health Agency, partner fire agencies, Reddinet Hospital Diversion, and CARE ambulance. Dashboard continuing to be enhanced to show live real-time hospital status and ambulance wait times. • CAD system updates and enhanced capabilities in process or completed include the upgrade of the existing hub between Orange County Fire Agencies; implemented the new easier to use naming convention for freeway points (4,000 entrances, exits and overpasses) for the benefit of ECC call takers; created RapidSOS, a custom accurate phone GPS location tracking integration with existing CAD map and continuing enhancement to improve caller location improvements; and completed CAD-In-A-Box, providing disaster recovery fail-over and backups as well as a custom developed CAD backup system that can be utilized in an emergency event in a completely stand-alone, mobile server environment, providing OCFA with additional disaster recovery options for continuity of dispatch operations. • Offline iOS OCFA MapBook App – App to display OCFA district maps, special area maps, remote rescue plans, and hazmat information with offline capable for use when not in coverage areas. Currently enhancing to display GPS location and device direction • NG-911 Taskforce- Continuing to represent Orange County on taskforce, coordinated efforts with GeoComm on synchronizing GIS data for state NG-911, and pursue cost recovery from CalOES for GIS efforts • Joined SCAG cooperative agreement for aerial imagery - Migrated from OCFA only Aerial Imagery contract to join the Southern California Association of Governments (SCAG) cooperative Aerial Imagery contract, realizing over \$15,000 in annual savings 			

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows
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FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	<u>Responsibility</u> Designated department lead	<u>Performance Measures</u> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>OCFA’s Strategic Goals & Objectives function in a waterfall manner, with overarching goals at the top (Fire Chief) flowing down through the Departments, Sections, and ultimately to individual managers/employees. As our goals flow from the top to the bottom of the organization, they increase in volume, become more detailed in definition, gain sequencing as incremental tasks, and are measurable.</p>			
<ul style="list-style-type: none"> ➤ At the highest level, OCFA’s Strategic Goals are small in number, broad in scope, designed with a long-term outlook, and relatively static to keep the organization perpetually focused on fulfilling our mission. Strategic Goals are guided by the Fire Chief. ➤ Strategic goals are further supported by Departmental Objectives which provide greater definition. They are designed for annual measurement, and they are aimed at achieving forward progress towards the Strategic Goals. Departmental Objectives are guided by Executive Management/department heads. 			
<p>OCFA’s annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.</p>			
<p>OCFA’s FY 2021/22 Strategic Goals, led by Fire Chief Brian Fennessy:</p>			
<p>1. <u>Our Service Delivery</u> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>			
<p>2. <u>Our People</u> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i></p>			
<p>3. <u>Our Technology</u> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i></p>			
<p>OCFA’s FY 2021/22 Departmental Objectives, led by Executive Management:</p>			
<p>1. <u>Our Service Delivery</u> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>			
<p>a. Explore service delivery improvements that can (1) result from implementation of new technologies or public-private</p>	<p>Deputy Chief Emergency Operations</p>	<p>TSD: TCD: CB:</p>	<p>7/1/21 6/30/22</p>

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

OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
partnerships, (2) improve efficiencies, and (3) assist to keep costs down.			OCFA pursues at least one new element of service delivery improvement or service efficiency.
b. Perform strategic planning for the OCFA JPA 2030 renewal, including exploration of long-term solutions to address costing matters relative to Cash Contract Cities.	Deputy Chief Administration & Support	TSD: TCD: CB:	7/1/21 6/30/22 Options are identified and research is initiated for potential inclusion in our future JPA, with a goal to complete a renewed JPA well in advance of the 6/30/28 member agency noticing timeline.
c. Make responsible decisions internally and guide Board policy actions to move OCFA closer during this fiscal year to achieving pension and retiree medical funding goals, which in turn will improve long-term sustainability of services.	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA’s pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA’s financial forecast is balanced with CIP funds.
d. Pursue OCFA priorities through the board-adopted legislative platform and grant funding opportunities.	Business Services	TSD: TCD: CB:	7/1/21 6/30/22 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.
e. Continue implementation of no-cost recommendations identified in the Citygate Service Level Assessments. For recommendations with cost impacts, assess financial feasibility, timing, and priority for scheduling future consideration by the Board of Directors.	Deputy Chiefs	TSD: TCD: CB:	7/1/21 6/30/22 At least 75% of the no-cost recommendations are implemented by the end of FY 21/22.
f. Evaluate options for OCFA’s future provision of Air Operations services, in light of the two older helicopters being grounded.	Executive Management	TSD: TCD: CB:	7/1/21 6/30/22 Board direction is provided following discussion of the independent Air Operations analysis for additional follow-up and actions by staff.
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
a. Take action to foster career progression, encourage professional development, and develop future leaders within OCFA.	Deputy Chiefs	TSD: TCD: CB:	7/1/21 6/30/22 A variety of personnel identified by Executive Management attend a variety of development opportunities over the course of the FY.
b. Implement actions to increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations.	Deputy Chiefs	TSD: TCD: CB:	7/1/21 6/30/22 Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
c. Pursue State Fire Training Accreditation for OCFA’s Firefighter Academy as the next phase of work to ensure that the Academy’s course content and associated testing remains correlated with Firefighter job performance requirements.	EMS & Training	TSD: TCD: CB:	7/1/21 6/30/22 Accreditation is achieved and processes are implemented for both academies during the FY.
d. Develop policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/21 6/30/22 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.
e. Develop and share consistent organization and public safety information, media coverage, and Board decisions with the workforce, Directors, and city/county members to create well-informed ambassadors for the organization, and targeted in a manner to improve morale.	Executive Management	TSD: TCD: CB:	7/1/21 6/30/22 Standard communication tools are developed, implemented, and issued with routine frequency.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			

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

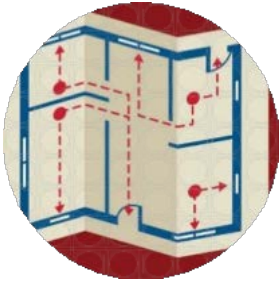
OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
a. Continue the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.	Logistics, Community Risk Reduction	TSD: TCD: CB:	7/1/21 12/31/22 Development of the system is completed, tested, and ready to go-live by the end of the calendar year 2022.
b. Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System.	Logistics, EMS & Training	TSD: TCD: CB:	7/1/21 6/30/22 Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for development during the next fiscal year.
c. Implement the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades, and continuity of operations (data center colocation facility, backup dispatch center, and data center fire protection upgrade).	Logistics	TSD: TCD: CB:	7/1/21 6/30/22 Implementation is substantially complete for all three of these important upgrade projects.

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

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



HOME ESCAPE PLAN



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

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

Plan Ahead

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

Respond Safely if Fire Occurs

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

If Trapped by Fire

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

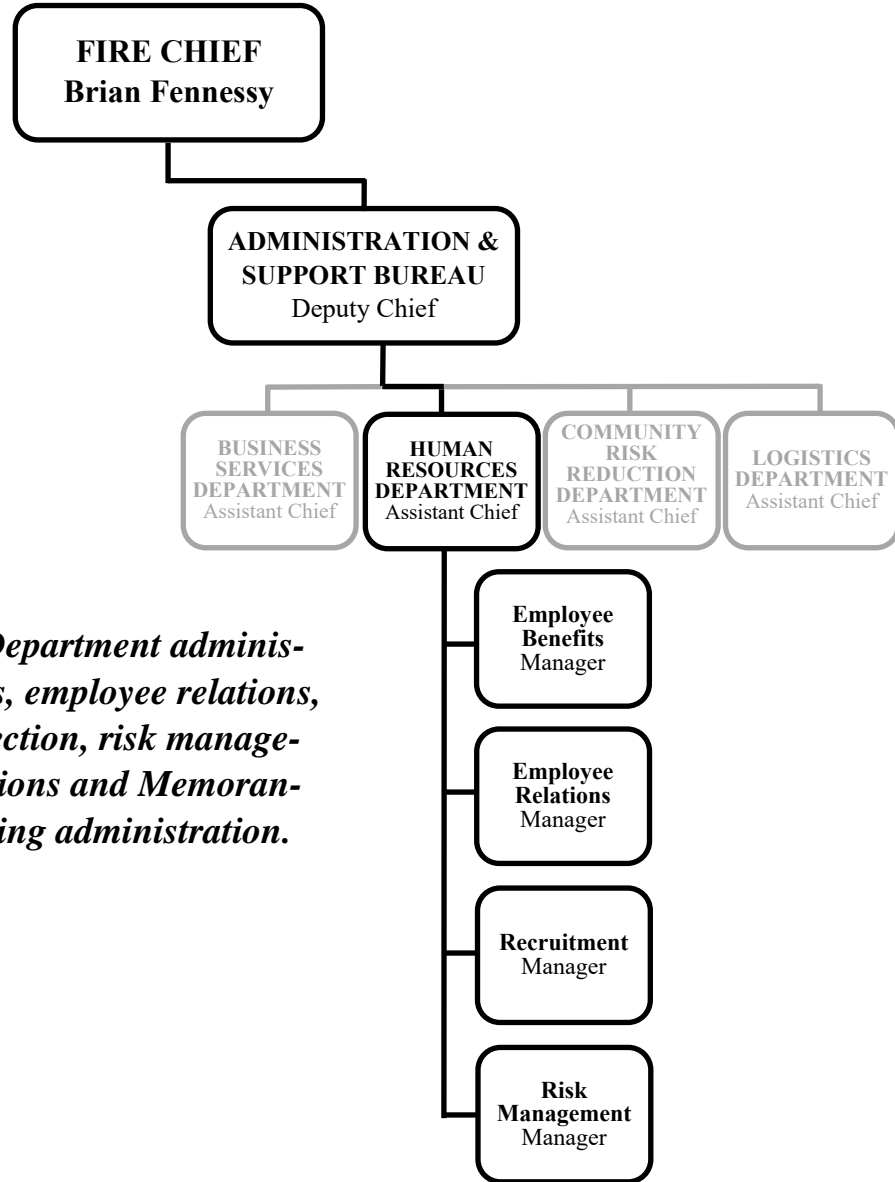


*Human
Resources
Department*





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



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

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
HUMAN RESOURCES DEPARTMENT SUMMARY
FY 2021/22 BUDGET

Account Description	Employee Benefits	Employee Relations	Recruitment	Risk Management	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$565,660	\$354,751	\$544,128	\$739,955	\$2,204,494
Backfill/Overtime	2,578	6,860	3,783	4,282	17,503
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	17,818	10,972	16,450	14,357	59,597
Sick/Vacation Payoff	24,336	-	33,460	2,226	60,022
TOTAL SALARIES	610,392	372,583	597,821	760,820	2,341,616
RETIREMENT	217,274	127,667	203,675	259,775	808,391
INSURANCE					
Employee Insurance	124,224	76,794	121,637	168,336	490,991
Workers' Comp	32,225	19,435	24,274	37,396	113,330
Unemployment Insurance	-	3,000	-	-	3,000
TOTAL INSURANCE	156,449	99,229	145,911	205,732	607,321
MEDICARE	8,847	5,402	8,664	11,031	33,944
TOTAL S&EB	992,962	604,881	956,071	1,237,358	3,791,272
SERVICES AND SUPPLIES	368,925	147,266	796,165	4,255,648	5,568,004
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$1,361,887	\$752,147	\$1,752,236	\$5,493,006	\$9,359,276
Funded Positions	6	3	5	7	21

Human Resources Department Summary

Budget Summary:

The FY 2021/22 Budget for the Human Resources Department is \$9.4 million, for funding of the following functions: Employee Benefits, Employee Relations, Recruitment, and Risk Management. This budget is about \$1.1 million lower when compared to the FY 2020/21 Budget primarily due to decreased services and supplies costs across all human resources functions in an effort of cost containment and lower headcount. The budget includes funding for 21 positions in FY 2021/22. The FY 2021/22 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2021/22.

The table on the following page shows performance measures specific to the Human Resources Department:

FY 2021/22 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Employee Benefits			
New Benefit Programs Evaluated for Implementation	2. People	2	2
Benefit Plan Enhancements	2. People	3	1
Classification and Compensation Series Studies Conducted	2. People	2	2
Employee Relations			
Standard Operating Procedures Created or Updated	2. People	7	5
Labor Agreements Negotiated	2. People	2	3
Employee Relations New Cases Opened	2. People	35	45
Recruitment			
Recruitments Completed	2. People	85	85
Recruitment Applications Received	2. People	4,799	9,000
Position Testing Processes Updated	2. People	3	4
Workers' Compensation			
New Claims (incl. COVID-19 Claims)	2. People	602	642
Workers' Compensation COVID-19 Claims Only	2. People	185	120

OCFA STRATEGIC GOALS – FY 2020/21- Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
<p>d. Negotiate and implement successor MOUs, as applicable, keeping focus on OCFA’s mission and sustainability of services.</p> <p>Successor MOUs were approved by the Board of Directors for the Orange County Professional Firefighters Association (August 27, 2020) and the Chief Officers Association (September 24, 2020). Staff introduced the upcoming negotiations for successor MOUs with the OCFA Managers’ Association (expiring June 24, 2021) and the Orange County Employees’ Association (expiring August 22, 2021) at the January 28, 2021 meeting with the Board of Directors. As of the end of FY 2020/21, negotiations are continuing with both associations.</p>	Human Resources	TSD: 2/1/21 TCD: 6/30/21 CB: Successor MOUs are approved by the Board, ratified by the associations, and implemented.	
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
<p>a. Continue providing promotional opportunities and paramedic accreditation opportunities to sustain the reductions in force hiring.</p> <p>Recruitments and promotional processes this fiscal year include:</p> <ul style="list-style-type: none"> • 2 Firefighter Trainee academies • 1 Fire Apparatus Engineer promotional process • 1 Fire Captain promotional process • 2 BC promotional processes <p>Paramedic accreditation processes:</p> <ul style="list-style-type: none"> • 1 Firefighter/Paramedic recruitment process began in February 2020 for an August 2020 Academy • 15 completed PM school, began internships in July 2020 • 10 completed PM school, began internships in Nov 2020 • 6 PMs accredited January 2021 • 8 began PM school in January 2021 • 11 started PM school in April 2021 • 12 PMs accredited June 2021 	Human Resources, Field Operations, EMS & Training	TSD: 7/1/20 TCD: 6/30/21 CB: The number of vacant positions per rank (average over the FY) is reduced compared to FY 2019/20.	

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<ul style="list-style-type: none"> 27 FFPMs to start Academy 53 in August Completed agreements with four PM schools for additional options and capacity. UCLA, OCEMT, Saddleback, Palomar College 			
<p>d. For all tentatively selected firefighter recruits, provide pre-hire physical fitness exams, preparation and guidance to improve their likelihood of success during the academy.</p> <p>A competitive RFP process was completed resulting in the selection of a new provider, Southern California University of Health Sciences, to conduct pre-hire physical fitness exams for all tentatively selected firefighter recruits. The provider performed pre-hire fitness exams for all candidates entering into the academies of February 2021 and August 2021.</p>	Human Resources, EMS & Training	TSD: 7/1/20 TCD: 6/30/21 CB:	A pre-academy fitness assessment is provided to recruits, to help identify areas of focus for improving fitness preparation.
<p>e. Ensure that firefighter academy course content and associated testing processes are carefully reviewed to ensure they remain appropriately correlated with Firefighter job performance requirements.</p> <p>Work was completed with FPSI to assess additional components of the Firefighter testing processes, including focus on the exertion factors connected with the combination of multiple manipulative test components for the 6-month and 12-month probationary tests.</p> <p>The agency has committed to accrediting the firefighter academy through the Californian State Fire Training Division. Submission of the application to CSFT for accreditation of the academy to be completed this year.</p> <p>While progress was made to ensure course content aligns with job requirements, our pre-identified performance measure of adding a dedicated Chief Officer position has not yet been achieved; therefore, this objective was still in progress as of fiscal-year-end.</p>	Human Resources, EMS & Training	TSD: 7/1/20 TCD: 6/30/21 CB:	A dedicated Chief Officer position is identified for focused leadership to perpetually refine course content and testing processes.
<p>g. Develop and offer new innovative methods to further advance organizational focus on Behavioral</p>	Human Resources	TSD: TCD: CB:	7/1/20 6/30/21

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Health, including proactive and preventative activities focused on mental “wellness”.</p> <p>In partnership with OCPFA 3631, OCFA rolled out the Behavioral Health & Wellness Month, for the month of September. It was a month-long program to educate the organization on the importance of behavioral health and wellness. The initiative included the introduction of a free wellness app available on mobile devices, a safety stand-down, testimonials, peer support, flyers and brochures highlighting the resources available to all personnel. At the conclusion of the effort, 1,263 employees downloaded the application to their devices. The OCFA continues its focus on Behavioral Health and Wellness. In partnership with OCPFA 3631, the Risk Management Division is steadily preparing for the second annual Suicide Prevention Month in September 2021, which will be comprised of a month-long calendar of impactful communications to personnel about mental health and suicide prevention.</p> <p>The expanded Peer Support Program launched July 1, 2021. The new program includes a Peer Support Handbook, training, and website available on the OCFA Intranet. There are currently 31 trained peer supporters and 12 peer support leads in the program.</p> <p>Our performance measure for this objective for this fiscal year has been achieved; therefore, we are showing this objective as completed. However, “completion” of the performance measure does not mean we are “done” with this effort. Program continuity, focus, and expansion remains an ongoing objective.</p>			<p>At least one new program is developed and implemented during the year.</p>
<p>h. Complete classification and compensation studies as required by MOUs, and as otherwise required by various changes in work assignments. Begin development of guiding policies to keep OCFA proactive with classification and compensation issues.</p> <p>OCFA completed the classification and compensation study for the Fleet Services Division. In addition, OCFA is nearing the completion of the bargaining unit study for all OCFAMA represented classifications as required in the OCFAMA MOU.</p>	Human Resources	<p>TSD: 7/1/20 TCD: 6/30/21 CB: Funding is prioritized in the annual budget, and vendor contract is implemented to enable completion.</p>	

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
A new Classification and Compensation policy is being developed to ensure consistent and equitable principles for future studies. It is expected that this will be presented to the HR Committee for input by Quarter 3 of 2021/2022.			

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

<u>OCFA STRATEGIC GOALS – FY 2021/22</u> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<u>Responsibility</u> Designated department lead	<u>Performance Measures</u> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
2. <u>Our People</u> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
d. Develop policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/21 6/30/22 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.

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

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



COOKING FIRE SAFETY



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

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

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

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

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

In Case of Fire:

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

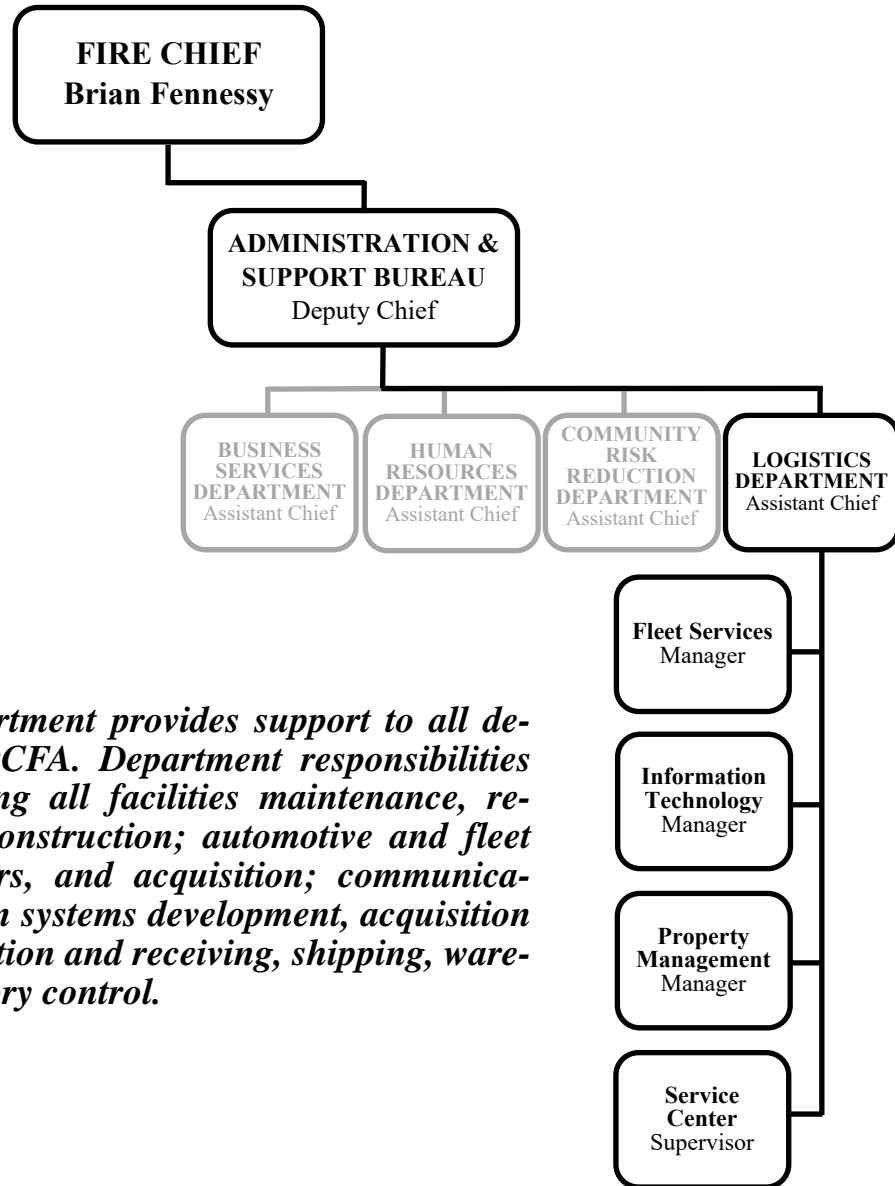


Logistics Department





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



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

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
LOGISTICS DEPARTMENT SUMMARY
FY 2021/22 BUDGET

Account Description	Fleet Services	Information Technology	Property Management	Service Center	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$2,298,268	\$4,993,144	\$1,001,635	\$1,078,308	\$9,371,355
Backfill/Overtime	120,235	287,865	24,737	78,868	511,705
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	115,904	403,194	8,764	138,464	666,326
Sick/Vacation Payoff	72,134	95,013	24,171	21,948	213,266
TOTAL SALARIES	2,606,541	5,779,216	1,059,307	1,317,588	10,762,652
RETIREMENT	870,597	1,927,209	370,804	449,026	3,617,636
INSURANCE					
Employee Insurance	434,204	749,509	208,851	256,932	1,649,496
Workers' Comp	335,787	298,192	120,504	191,341	945,824
TOTAL INSURANCE	769,991	1,047,701	329,355	448,273	2,595,320
MEDICARE	37,406	83,736	15,355	19,082	155,579
TOTAL S&EB	4,284,535	8,837,862	1,774,821	2,233,969	17,131,187
SERVICES AND SUPPLIES	3,409,809	5,166,896	5,176,494	2,735,890	16,489,089
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$7,694,344	\$14,004,758	\$6,951,315	\$4,969,859	\$33,620,276
Funded Positions	29	49	11	18	107

Logistics Department Summary

Budget Summary:

The FY 2021/22 Budget for the Logistics Department is \$33.6 million, for funding of the following functions: Fleet Services, Information Technology, Property Management, and Service Center. This budget is about \$1.5 million higher than the FY 2020/21 Budget due to the addition of three Senior Fire Apparatus Technicians, higher operating expenses for Information Technology and Service Center, and a one-time increase in expenses for Property Management for fire station improvements. The budget includes funding for 107 positions in FY 2021/22. The FY 2021/22 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2021/22.

The table on the following page shows performance measures specific to the Logistics Department:

FY 2021/22 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Fleet Services			
Work Orders Processed	1. Service Delivery	2,879	3,022
Annual Pump Tests Completed	1. Service Delivery	136	145
U/L Aerial Certifications	1. Service Delivery	35	25
Smog Tests Completes	1. Service Delivery	82	80
Vehicles Surveyed	1. Service Delivery	29	30
% Change in Work Orders	1. Service Delivery	0%	5%
Information Technology			
Computer Applications & Databases Supported	3. Technology	170	179
Users Supported (est.)	3. Technology	1,637	1,719
Servers Supported	3. Technology	220	231
Network Switches, Routers, Data Circuits Supported	3. Technology	450	473
Repeaters, Base Stations, Radio Controllers, Dispatch Consoles	3. Technology	77	81
PCs, iPads, Laptops, Printers	3. Technology	2,500	2,625
Remote Access Supported	3. Technology	1,250	1,313
MDC's, AVL Modems, Radios	3. Technology	3,950	4,148
Fax, Pagers, Mobile Phones	3. Technology	3,350	3,518
IT Service Calls	3. Technology	5,633	5,915
Communications Services Requests	3. Technology	939	986
System Development Requests	3. Technology	1,369	1,437
Help Desk / Infrastructure Requests	3. Technology	2,393	2,513
GIS Requests	3. Technology	932	979
Property Management			
Facility Repairs & Maintenance Processed	1. Service Delivery	3,306	3,510
Rehabilitation/Improvement Projects Completed	1. Service Delivery	34	30
Service Center			
Vehicle Outfitting	1. Service Delivery	34	40
Vehicles Decaled	1. Service Delivery	85	115
Incidents Supported	1. Service Delivery	579	650
Academies Supported/Outfitted	1. Service Delivery	3	3
Ground Ladder Testing	1. Service Delivery	578	578
SCBA Flow Testing	1. Service Delivery	800	800

OCFA STRATEGIC GOALS – FY 2020/21- Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
g. Develop a plan to proactively incorporate modernized features into our automotive fleet such as clean cab, etc. Engine specifications were updated to equip future engines with Clean Cab technology; provide storage external to the crew cab for self- contained breathing apparatus, personal protective equipment, and any gear that is contaminated/exposed during a fire incident, eliminating any unnecessary crew exposure to possibly cancerous contaminants. Additional specification updates include technology enhancements, including blind spot monitoring and updated Bluetooth/hands-free communications capabilities. GPS systems testing and discussions regarding outfitting the safety and non-safety fleet vehicles with this technology is in progress. The project objectives include automated fleet data gathering, analysis, and reporting, resulting in more effective and efficient fleet management.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 The Fleet SLA is completed and findings/ recommendations are prioritized.
2. Our People <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
j. Streamline the process of completing facility repairs and improvements, with increased urgency and priority, to demonstrate dedicated focus on taking care of our people. An assessment of applications with potential for meeting OCFA’s facilities maintenance management needs was initiated in November 2020. Based on the results of the assessment, an RFP for system licensing and implementation consulting will be issued in 2021.	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Update the current facility repair request system to provide better visibility to the requestor on the status of the repair request.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Enhance physical-security, cyber-security, and safety to personnel and systems.	Logistics	TSD: TCD:	7/1/20 6/30/21

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Phased implementation has been initiated based on the physical security assessment previously completed in June 2020, including a contract award in November 2020 to Triad Inc. for the upgrade or replacement of the access control system at RFOTC. The upgraded/replacement system will be capable of integrating with an enhanced video surveillance system, and with the capacity for future expansion to all fire stations.</p> <p>OCFA contracted with cyber-security firm Tevora to perform an Enterprise Security Risk Assessment of OCFA’s internal controls and security posture. Changes implemented as result of the assessment include logging and monitoring of our network, development of multi-factor authentication, enhanced VPN connectivity requirements, and full core network upgrades with increased levels of access security.</p> <p>The security guard contract will be competitively bid to award a new contract in June 2021 using an expanded, comprehensive set of post orders, including assignment of a Security Manager to the OCFA account, and the ability to expand to 24/7/365 on-site guard personnel depending on the need, allow simultaneous guard station coverage, and facility patrolling.</p>		CB:	Utilize security consultant to assess and plan security enhancements.
<p>b. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, backup dispatch center and a data center fire protection upgrade.</p> <p>In June 2020, a proposal was prepared and is pending award for design and construction support services to modify the 2nd floor of the US&R warehouse for a colocation/disaster recovery site for OCFA’s Emergency Command Center and backup public safety computer systems. Staff is continuing with architects to confirm that local building codes will allow installation of necessary radio and microwave communications antennas on the roof of the warehouse, and with vendors for design of a furniture floor plan for the dispatchers. Start of installation may start mid-2021.</p>	Logistics	TSD: TCD: CB:	7/1/20 6/30/21 Enter into agreement for colocation; install backup hardware/software for critical systems.

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

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>c. Leverage existing and emerging technologies to enhance service delivery in the key frontline service areas of Operations, EMS, and Community Risk Reduction.</p> <p>Technologies supporting frontline service enhancement implemented or in process include:</p> <ul style="list-style-type: none"> • Incident Reporting Application Replacement Phase II – enhancements include Investigations modules, automated workflow for electronic Property Release forms • Community Risk Reduction Automation – underway with functional requirements, process workflows and initial User Interface and User Experience screens completed • EMS Immunization Tracking Project (VaxTrax) – completed with ongoing enhancements to support COVID-19 vaccination tracking and reporting • COVID Dashboard – Initial Operations Dashboard completed for situational awareness including data from OCFA, OC Health Agency, partner fire agencies, Reddinet Hospital Diversion, and CARE ambulance. Dashboard continuing to be enhanced to show live real-time hospital status and ambulance wait times. • CAD system updates and enhanced capabilities in process or completed include the upgrade of the existing hub between Orange County Fire Agencies; implemented the new easier to use naming convention for freeway points (4,000 entrances, exits and overpasses) for the benefit of ECC call takers; created RapidSOS, a custom accurate phone GPS location tracking integration with existing CAD map and continuing enhancement to improve caller location improvements; and completed CAD-In-A-Box, providing disaster recovery fail-over and backups as well as a custom developed CAD backup system that can be utilized in an emergency event in a completely stand-alone, mobile server environment, providing OCFA with additional disaster recovery options for continuity of dispatch operations. • Offline iOS OCFA MapBook App – App to display OCFA district maps, special area maps, remote rescue plans, and hazmat information with offline capable for use when not in coverage areas. Currently enhancing to display GPS location and device direction 	Logistics, Community Risk Reduction	TSD: TCD: CB:	7/1/20 6/30/21 Implement new technologies or utilize pilot programs to test capabilities of new technology.

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

FY 2021/22 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2020/21- <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<ul style="list-style-type: none"> • NG-911 Taskforce- Continuing to represent Orange County on taskforce, coordinated efforts with GeoComm on synchronizing GIS data for state NG-911, and pursue cost recovery from CalOES for GIS efforts • Joined SCAG cooperative agreement for aerial imagery - Migrated from OCFA only Aerial Imagery contract to join the Southern California Association of Governments (SCAG) cooperative Aerial Imagery contract, realizing over \$15,000 in annual savings 			

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

OCFA STRATEGIC GOALS – FY 2021/22 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Continue the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.	Logistics, Community Risk Reduction	TSD: TCD: CB:	7/1/21 12/31/22 Development of the system is completed, tested, and ready to go-live by the end of the calendar year 2022.
b. Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System.	Logistics, EMS & Training	TSD: TCD: CB:	7/1/21 6/30/22 Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for development during the next fiscal year.
c. Implement the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades, and continuity of operations (data center colocation facility, backup dispatch center, and data center fire protection upgrade).	Logistics	TSD: TCD: CB:	7/1/21 6/30/22 Implementation is substantially complete for all three of these important upgrade projects.

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

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



DRYER FIRE SAFETY



The leading cause of home dryer fires is failure to clean them. (NFPA, 2016)

Fires can happen if there is a build-up of lint in the dryer or the exhaust vent. Lint can block the flow of air, which can cause excessive heat build-up that may result in a fire.

Safety Tips:

- Have your dryer installed and serviced by a professional.
- Make sure the right plug and outlet are used and that your dryer is connected properly.
- Make sure your dryer's air exhaust vent pipe is not restricted and that the outdoor vent flap opens when the dryer is operating.
- Follow the manufacturer's operating instructions for your dryer.
- Keep the dryer area clear of all combustibles.
- Keep your dryer in good working order. Gas dryers should be inspected by a qualified professional to make sure that the gas line and connections are intact and free of leaks.
- Replace coiled-wire foil or plastic venting with a rigid, non-ribbed metal duct which provides maximum air flow and reduces fire risk.

Things to Remember:

- Do not use a dryer that doesn't have a lint filter.
- Clean the lint filter before or after drying each load of clothes.
- If clothing is still damp at the end of a typical drying cycle or if drying your clothes requires a longer time than normal, this may be a sign that the lint filter or exhaust duct is blocked.
- Be sure to clean behind the dryer, where lint can build up.
- Don't dry items that have come into contact with anything flammable such as alcohol, cooking oils, or gasoline. Dry these items outdoors or in a well-ventilated area away from heat.
- Never overload your dryer.
- Turn your dryer off if you leave home or when you go to bed.
- If you plan to be away from home for a long period of time, unplug or disconnect your dryer.

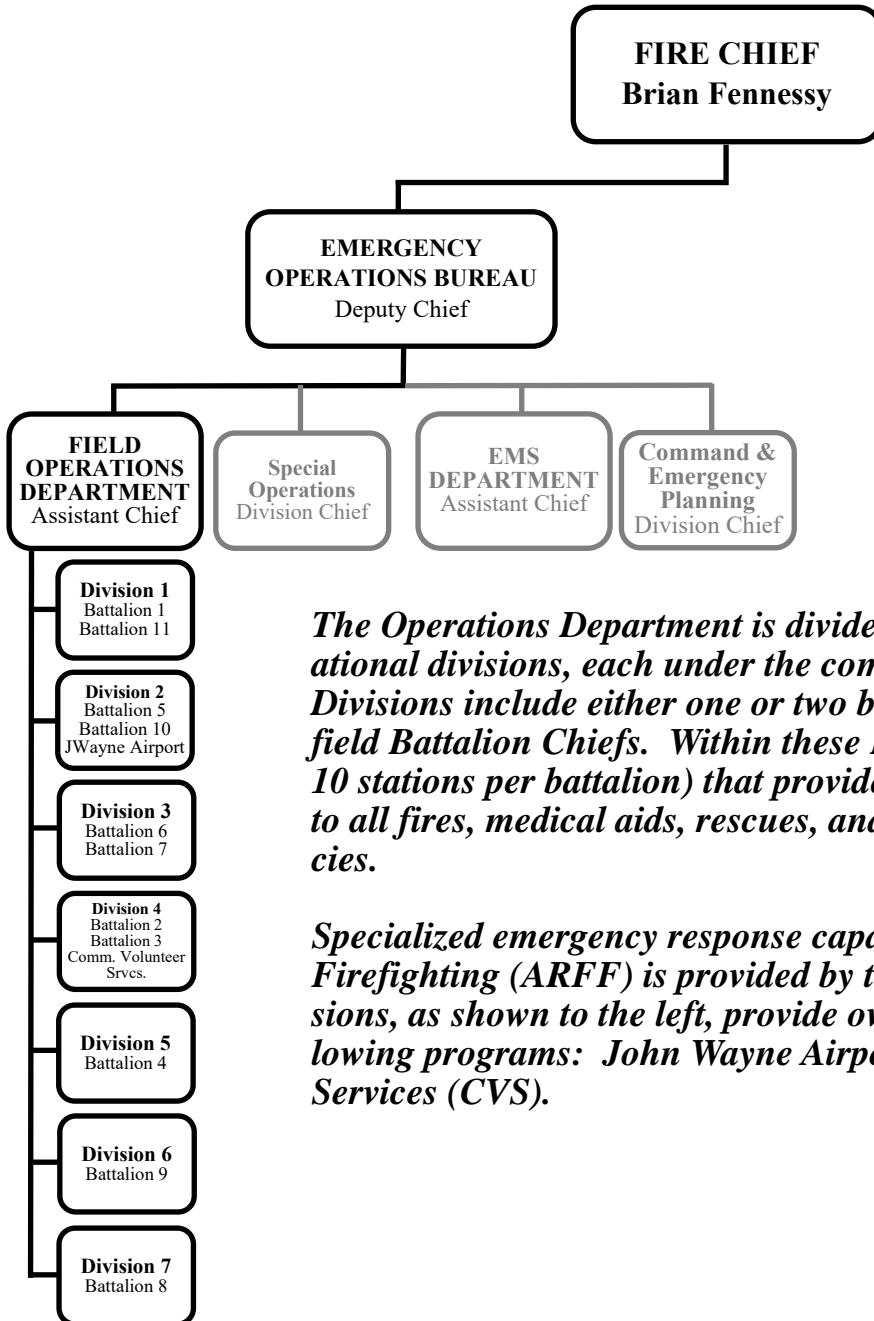


Operations Department





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



The Operations Department is divided into seven geographical operational divisions, each under the command of a Division Chief. The Divisions include either one or two battalions under the command of field Battalion Chiefs. Within these Battalions are 77 fire stations (5-10 stations per battalion) that provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies.

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

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT SUMMARY
FY 2021/22 BUDGET

Account Description	Division 1 Field/Admin	Division 2 Field/Admin	Division 3 Field/Admin	Division 4 Field/Admin	Division 5 Field/Admin
EMPLOYEE SALARIES					
Regular Salaries	\$17,652,827	\$21,174,821	\$20,282,021	\$13,843,236	\$12,800,139
Backfill/Overtime	4,885,515	7,291,414	6,522,821	5,442,891	4,483,363
FLSA Adjustment/Holiday Pay	1,719,676	2,073,112	1,985,815	1,365,645	1,239,747
Extra Help	-	-	-	-	-
Reserves	-	12,660	74,240	79,000	14,200
Other Pay	4,218,124	4,997,530	4,621,324	3,106,617	2,953,506
Sick/Vacation Payoff	366,767	585,844	544,208	557,547	340,166
TOTAL SALARIES	28,842,909	36,135,381	34,030,429	24,394,936	21,831,121
RETIREMENT	11,923,085	15,008,785	14,212,431	9,700,434	8,705,338
INSURANCE					
Employee Insurance	4,528,645	5,425,183	5,232,267	3,543,883	3,301,100
Workers' Compensation	3,214,376	4,048,279	3,808,677	2,600,631	2,599,247
Unemployment Insurance	9,000	9,000	9,000	9,000	9,000
TOTAL INSURANCE	7,752,021	9,482,462	9,049,944	6,153,514	5,909,347
MEDICARE	418,043	518,836	491,480	355,160	313,813
TOTAL S&EB	48,936,058	61,145,464	57,784,284	40,604,044	36,759,619
SERVICES & SUPPLIES	16,269	198,374	25,743	68,604	15,065
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$48,952,327	\$61,343,838	\$57,810,027	\$40,672,648	\$36,774,684
Funded Positions	173	207	199	135	126

**ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT SUMMARY
FY 2021/22 BUDGET**

Account Description	Division 6 Field/Admin	Division 7 Field/Admin	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$14,827,709	\$10,920,924	\$111,501,677
Backfill/Overtime	5,328,295	3,822,282	37,776,581
FLSA Adjustment/Holiday Pay	1,442,840	1,049,700	10,876,535
Extra Help	-	-	-
Reserves	-	-	180,100
Other Pay	3,715,685	2,447,249	26,060,035
Sick/Vacation Payoff	327,891	278,493	3,000,916
TOTAL SALARIES	25,642,420	18,518,648	189,395,844
RETIREMENT	10,102,759	7,341,179	76,994,011
INSURANCE			
Employee Insurance	3,855,738	2,737,820	28,624,636
Workers' Compensation	2,886,393	1,963,043	21,120,646
Unemployment Insurance	9,000	9,000	63,000
TOTAL INSURANCE	6,751,131	4,709,863	49,808,282
MEDICARE	373,371	269,558	2,740,261
TOTAL S&EB	42,869,681	30,839,248	318,938,398
SERVICES & SUPPLIES	14,900	16,854	355,809
EQUIPMENT	-	-	-
TOTAL BUDGET	\$42,884,581	\$30,856,102	\$319,294,207
Funded Positions	147	105	1,092

Operations Department Summary

Budget Summary:

The FY 2021/22 Budget for the Operations Department is \$319.3 million, compared to \$309.8 million in FY 2020/21. The increase is due to increasing employment costs resulting from the current labor Memorandum of Understanding offset by the reorganization of the Operations Training & Safety and Operations Training & Promotions sections from the Operations Department to the Emergency Medical Services and Training Department. The Operations Department budget funds the following functions: Division 1, Division 2, Division 3, Division 4, Division 5, Division 6, and Division 7. The budget includes funding for 1,092 positions in FY 2021/22. The FY 2021/22 Budget does not include grants which are to be added throughout the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values.

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

The table on the following page shows performance measures specific to the Operations Department:

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Number of Incident Responses	1. Service Delivery	152,289	158,380
Average Response Time – Receipt to On-Scene for All Calls	1. Service Delivery	5:57	6:46
Response Time – Receipt to On-Scene for All Calls – 80 th percentile	1. Service Delivery	7:09	7:58
Response Time – Receipt to On-Scene for All Calls – 90 th percentile	1. Service Delivery	8:23	9:16

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



SAFETY IN PUBLIC BUILDINGS



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

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

Before You Enter

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

Once Inside

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

During a Fire

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

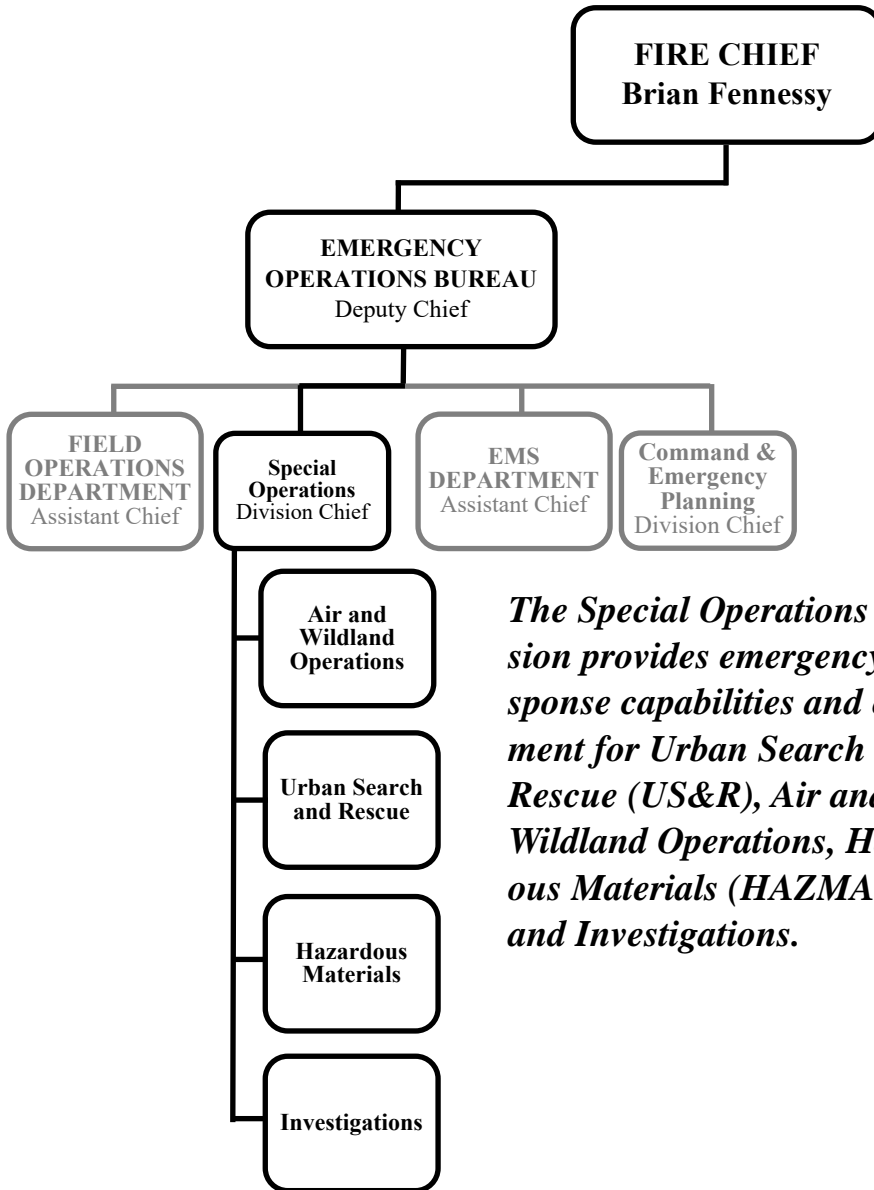


*Special
Operations
Division*





ORANGE COUNTY FIRE AUTHORITY SPECIAL OPERATIONS DIVISION ORGANIZATION CHART



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

FY 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SPECIAL OPERATIONS DIVISION SUMMARY
FY 2021/22 BUDGET

Account Description	Special Operations Admin	Air & Wildland Operations	Urban Search & Rescue	Haz-Mat Program	Investigations	Division Total
EMPLOYEE SALARIES						
Regular Salaries	\$323,356	\$4,097,137	-	-	\$1,336,075	\$5,756,568
Backfill/Overtime	36,586	1,180,855	-	-	128,467	1,345,908
FLSA Adjustment/Holiday Pay	-	114,915	-	-	72,264	187,179
Extra Help	-	-	-	-	-	-
Reserves	-	19,900	-	-	-	19,900
Other Pay	90,181	633,176	-	-	316,815	1,040,172
Sick/Vacation Payoff	57,165	106,440	-	-	62,203	225,808
TOTAL SALARIES	507,288	6,152,423	-	-	1,915,824	8,575,535
RETIREMENT	261,213	2,307,585	-	-	936,179	3,504,977
INSURANCE						
Employee Insurance	48,755	1,427,106	-	-	273,883	1,749,744
Workers' Compensation	56,900	802,666	-	-	214,484	1,074,050
Unemployment Insurance	-	7,000	-	-	35,000	42,000
TOTAL INSURANCE	105,655	2,236,772	-	-	523,367	2,865,794
MEDICARE	7,362	89,826	-	-	27,896	125,084
TOTAL S&EB	881,518	10,786,606	-	-	3,403,266	15,071,390
SERVICES & SUPPLIES	41,042	1,061,577	112,457	130,381	266,963	1,612,420
EQUIPMENT	-	124,000	-	-	-	124,000
TOTAL BUDGET	\$922,560	\$11,972,183	\$112,457	\$130,381	\$3,670,229	\$16,807,810
Funded Positions	2	56	-	-	11	69

Special Operations Division Summary

Budget Summary:

The FY 2021/22 Budget for the Special Operations Division is \$16.8 million, compared to \$13.1 million for FY 2020/21. The increase is primarily due to the reorganization of the Investigations section from Community Risk Reduction to Special Operations. The Special Operations budget funds the following functions: Special Operations Admin, Air & Wildland Operations, Urban Search & Rescue, Hazardous Materials Team, and Investigations. The budget includes funding for 69 positions in FY 2021/22. The FY 2021/22 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

OCFA's annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.

The overall Strategic Goals for FY 2021/22 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values.

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

The following table shows performance measures specific to the Special Operations Division:

Output Measure	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Projected
Average # of Investigations Completed per Investigator	1. Service Delivery	155	175
% of Fires Identified with a Definitive Cause	1. Service Delivery	75%	75%
% of Criminal Cases Resolved	1. Service Delivery	43%	54%
% of Juveniles Identified and Sent to Diversion Program	1. Service Delivery	75%	77%

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



HOME HEATING SAFETY



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

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

Home Heating Fires

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

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

Carbon Monoxide Poisoning

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

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

Capital Improvement Program





Capital Improvement Program Overview

INTRODUCTION

In 1997, a comprehensive five-year Capital Improvement Program (CIP) 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, 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 OCFA management and various committees comprising the Board of Directors and City Managers. Each project in the CIP was scrutinized to identify items that could be reduced, deferred, or eliminated through alternative courses of action, and to ensure that all projects contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens. The CIP budget remains conservative while still including necessary improvements and replacements. Staff will continue to monitor the CIP projects closely as required by the Fiscal Health Contingency Plan.

CAPITAL IMPROVEMENT PROGRAM FUNDS

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

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

CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS

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

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

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

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

CIP FUNDING

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

- Interest projections are based on the same assumptions used for the General Fund, which include an annual return of 0.25% for FY 2021/22 and FY 2022/23 and 0.50% for the remainder of the forecast period.
- Cash Contract City contributions to the CIP funds are calculated along with the charge for service as provided by the Joint Powers Agreement and subsequent amendments and are discussed in the General Fund Revenue Assumptions section of this document. The total charges to the cities are subject to estimated charges between 0.92% and 4.50% per year. Cash Contract Cities' participation in the vehicle depreciation program will generate about \$1.65 million to Fund 133 – Fire Apparatus Fund in FY 2021/22. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total Cash Contract City charges.

Capital Improvement Program Overview

Below is a matrix reflecting project funding for FY 2021/22:

FY 2021/22			Use of	
Fund	Revenue	Operating	Fund	TOTAL
		Transfer	Balance	
Fund 12110 - General Fund CIP	-	7,073,000	-	7,073,000
Fund 123 - Fire Stations and Facilities	253,404	4,450,000	8,796,596	13,500,000
Fund 124 - Comm. & Information Systems	15,588	1,700,000	1,009,412	2,725,000
Fund 133 - Fire Apparatus	2,739,064	3,364,518	1,028,101	7,131,683

Operating transfers necessary to fund the FY 2021/22 CIP expenditures will be transferred from the General Fund.

CAPITAL IMPROVEMENT PROGRAM EXPENDITURES

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

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

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

PERFORMANCE UPDATE

During the FY 2020/21 budget cycle, the following budgeted projects were either completed or have made significant advancement in the work process:

General Fund CIP (Fund 12110)

- Purchased and installed 400 replacement iPads for Operations and Emergency Medical Services and Training
- Completed upgrades to alerting system at an additional eight fire stations
- Purchased and began installation of 300 replacement mobile VHF radios
- Completed communications equipment installations on 32 new/replacement vehicles
- Completed phone and public address system upgrades at three fire stations
- Completed the assessment phase of the Inclusive Facilities project for all OCFA facilities, and initiated compliance measures including construction permitting for six fire stations
- Completed Joint Forces Training Base facilities improvements in support of air operations

Fire Stations and Facilities (Fund 123)

- Completed components of the Cyber Security project including upgrades to all network firewalls, email, and internet scanning software
- Initiated design of replacement/upgrade to access card and video surveillance systems
- Completed Data Network upgrades at the Regional Fire Operations and Training Center, including core hubs and firewalls
- Completed Phase II improvements at the US&R Warehouse/Training Center
- Initiated environmental/CEQA and soils evaluation for RFOTC Training Grounds expansion project
- Fire Station new construction or improvement projects:
 - o Completed 50% design for Air Operations at Fire Station 41 (Helicopter Operations)
 - o Completed RFP for design/build team for construction of Fire Station 24 (Mission Viejo)
 - o Completed apparatus floor RFP for Fire Station 49 (Laguna Niguel)
 - o Evaluated site locations for construction of Fire Station 10 (Yorba Linda)

Communications and Information Systems (Fund 124)

- Completed multiple enhancements to the CAD System including universal precautions and ambulance dispatch, and enhancements to the CADWeb and CAD-in-a-BOX applications
- Went live with all partners on phase two of the CAD2CAD system
- Completed development and implemented vaccination tracking/management application (VAXTRAK)
- Design work has been initiated or completed for the Emergency Management System and Community Risk Reduction applications, the Disaster Recovery Co-Location Facility, Audio-Visual Systems Upgrades, and the RFOTC Data Center Fire Suppression System Upgrade

Fire Apparatus (Fund 133)

- Outfitted and placed into service seven Type-1 engines, two hook trucks, one fire apparatus truck, eleven battalion utility vehicles, three Battalion Chief/Command SUVs, fifteen ½ to ¾ -ton pickups, six Investigation/PIO/Other SUVs, two staff/passenger vans, and nine equipment support vehicles (bulldozer, track loaders/transport, dozer tenders, trailers)

FY 2021/22 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2021/22 CIP budget is \$30.4 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2021/22 Budget for the General Fund CIP is \$7.1 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include station bathroom inclusive facilities (\$1.7M), VHF radios (\$1.5M), fire station alarm system upgrades (\$1.4M), enterprise phone and public address systems upgrade (\$500K), mobile data computer system (\$0.4M), and personal computer (PC), tablets and printer replacements (\$250K).

Fire Stations and Facilities (Fund 123)

The FY 2021/22 Budget for the Fire Stations and Facilities Fund is \$13.5 million. Projects budgeted include the replacement of Fire Station 24 (Mission Viejo) (\$12.0M), the replacement of Fire Station 10 (Yorba Linda) (\$1.0M), and retrofit existing station fire life safety systems (\$500K).

Communications and Information Systems Fund (Fund 124)

The budget for FY 2021/22 in the Communications and Information Systems Fund is \$2.7 million. Projects include EMS enterprise system development (\$1.2M), OCFA disaster recover co-location facility (\$750K), OCFA enterprise audio visual upgrades (\$700K).

Fire Apparatus (Fund 133)

The budget for FY 2021/22 in the Fire Apparatus Fund is \$7.1 million. Emergency vehicles scheduled for purchase include two new engines (\$1.3M), 8 utility pickups (\$714K), one air utility vehicle (\$528K), three battalion chief command vehicles (\$323K) and two dozer tenders (\$300K). The budget also includes the purchase of 40 vehicles (\$2.0M) for support staff as well as one fuel tender (\$500K), two stake beds (\$180K) and three step vans (\$162K).

FUTURE OPERATING IMPACT

Implementation of the five-year Capital Improvement Plan will impact future operating expenditures in the General Fund. Improvements or replacement of existing buildings or equipment are anticipated to lower operating costs such as repairs and maintenance costs. Any impacts on the General Fund are included in the budget. General Fund impact, when identifiable, can be found on the project description for that project.

Significant projects impacting the General Fund are:

- The RFOTC Uninterruptible Power System (UPS) replacement project was replaced in FY 2020/21, and annual maintenance is estimated at \$10K initially, with 5% increases thereafter
- The replacement of pagers with 500 smartphones will result in an increase of \$150K per year effective FY 2021/22 for mobile communication charges
- The purchase and replacement of 800 MHz mobile radios will result in increased expenses to the General Fund of approximately \$18K annually
- The RFOTC training grounds expansion and upgrade will impact the General Fund beginning in FY 2021/22 for burn props estimated at \$40K annually
- The project to Retrofit Existing Station Fire Life Safety Systems will impact the General Fund after completion of the project with estimated annual costs of \$25K
- The Community Risk Reduction Automation – IFP project will impact the General Fund beginning in FY 2022/23 with estimated annual costs of \$50K
- The OCFA disaster recovery co-location facility project will impact the General Fund beginning in FY 2022/23 with estimated annual cost of \$100K
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2024/25 with estimated annual maintenance/licensing costs of \$60K
- Construction of new Fire Station 12 (Laguna Woods) is projected to be completed by FY 2025/26 and will require additional personnel, supplies and maintenance for the upkeep and operations of the station
- The addition of developer-funded vehicles will increase annual maintenance and service costs by approximately \$3.5K per year during the five-year warranty period and \$7K per year afterwards

Capital Improvement Program Overview

**ORANGE COUNTY FIRE AUTHORITY
 CAPITAL IMPROVEMENT PROGRAM
 FIVE-YEAR PLAN SUMMARY FY 2021/22 - FY 2025/26**

Fund	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year TOTAL
<i>Fund 12110</i>						
General Fund CIP	\$7,073,000	\$4,651,000	\$7,475,500	\$10,106,000	\$6,781,500	\$36,087,000
<i>Fund 123</i>						
Fire Stations and Facilities	13,500,000	500,000	3,100,000	7,900,000	23,512,231	48,512,231
<i>Fund 124</i>						
Communications and Information Systems	2,725,000	3,800,000	1,250,000	1,450,000	500,000	9,725,000
<i>Fund 133</i>						
Fire Apparatus	7,131,683	12,109,795	10,522,293	9,712,965	10,669,294	50,146,030
GRAND TOTAL	\$30,429,683	\$21,060,795	\$22,347,793	\$29,168,965	\$41,463,025	\$144,470,261

FY 2021/22 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2021/22
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GENERAL FUND CIP - FUND 12110

IT-Communications and IT Infrastructure

1	A	Data Storage and Servers Replacement	75,000
2	A	Fire Station Alarm System Upgrades	1,350,000
3	A	RFOTC and Fire Station Data Network Upgrades	200,000
4	A	Enterprise Phone and Public Address Systems Upgrade	500,000
5	A	Fleet Services Fuel Management Tracking System	-

IT-Communications and Workplace Support

6	A	800 MHz Radios	180,000
7	A	Small Equipment/Personal Communications	125,000
8	A	Personal Computer (PC)/Tablets/Printer Replacements	250,000
9	A	Mobile Data Computer (MDC) System	420,000
10	A	VHF Radios	1,528,000

IT-Geographic Information System

11	B	Digital Orthophotography	-
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Property Management

12	A	Station Bathroom Inclusive Facilities	1,870,000
13	A	Fire Station 41 (Helicopter Ops) Dorm. Privacy Training Rm, Kitchen	-
14	A	Fire Apparatus Shelters	200,000

Service Center

15	A	Body Armor Replacement	-
16	A	Fire Shelters	100,000
17	A	Self-Contained Breathing Apparatus (SCBA)	-
18	A	Chainsaws	75,000
19	A	Gas Powered Exhaust Fans	50,000
20	A	Portable Fire Pumps	-
21	A	High-Pressure Air Bags	-

Emergency Medical Services

22	A	Duo-Dote Auto-Injectors	-
23	A	Cardiac Monitors/Defibrillators	-
24	A	Suction Units	-
25	A	Remote Rescue Packs	-
26	A	AED Plus	-

Special Operations

27	A	Hazmat Air Monitors	150,000
28	A	Carbon Monoxide Monitors	-
		Total - Fund 12110	7,073,000

Project Priority: A=Essential; B=Important; C=Could Defer; CY=Current Year's project

Capital Improvement Program Overview

FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year TOTAL
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75,000	75,000	75,000	75,000	375,000
1,350,000	1,350,000	720,000	-	4,770,000
100,000	100,000	100,000	100,000	600,000
500,000	-	-	-	1,000,000
-	-	602,000	-	602,000

180,000	180,000	180,000	180,000	900,000
40,000	40,000	40,000	40,000	285,000
250,000	250,000	250,000	250,000	1,250,000
240,000	240,000	240,000	240,000	1,380,000
64,000	64,000	64,000	64,000	1,784,000

80,000	-	80,000	-	160,000
1,620,000	1,245,000	1,875,000	2,865,000	9,475,000
-	1,500,000	600,000	-	2,100,000
-	-	-	-	200,000

-	-	350,000	-	350,000
140,000	-	-	-	240,000
-	2,250,000	2,250,000	-	4,500,000
-	-	-	75,000	150,000
-	-	-	-	50,000
12,000	-	-	-	12,000
-	-	-	55,000	55,000

-	-	180,000	-	180,000
-	-	2,500,000	2,500,000	5,000,000
-	82,500	-	-	82,500
-	49,000	-	-	49,000
-	-	-	337,500	337,500

-	-	-	-	150,000
-	50,000	-	-	50,000
4,651,000	7,475,500	10,106,000	6,781,500	36,087,000

FY 2021/22 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2021/22
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FIRE STATIONS & FACILITIES - FUND 123

1	A	RFOTC Training Grounds Expansion and Upgrade	-
2	A	Retrofit Existing Station Fire Life Safety Systems	500,000
3	A	Replacement of Fire Station 10 (Yorba Linda)	1,000,000
4	A	Construction of New Fire Station 12 (Laguna Woods)	-
5	A	Replacement of Fire Station 24 (Mission Viejo)	12,000,000
6	A	Replacement of Fire Station 9 (Mission Viejo)	-
7	B	RFOTC 2nd Emergency Power Generator	-
		Total - Fund 123	13,500,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

IT-Communications and IT Infrastructure

1	B	OCFA Enterprise Audio Visual Upgrades	700,000
2	B	OCFA Disaster Recovery Co-Location Facility	750,000

IT-Systems Development & Support

3	A	Community Risk Reduction Automation - IFP Replacement	25,000
4	A	EMS Enterprise System Development	1,250,000
5	B	TheHIVE Cloud Upgrade	-
6	A	Property Management Application	-
		Total - Fund 124	2,725,000

FIRE APPARATUS - FUND 133

1	A/B	Emergency Vehicles	4,027,683
2	A	Developer Funded Vehicles	-
3	A/B	Support Vehicles	3,104,000
		Total - Fund 133	7,131,683

		GRAND TOTAL - ALL CIP FUNDS	\$30,429,683
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Project Priority: A=Essential; B=Important; C=Could Defer; CY=Current Year's project

Capital Improvement Program Overview

FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year TOTAL
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-	1,500,000	2,100,000	-	3,600,000
-	-	-	-	500,000
500,000	-	-	12,012,231	13,512,231
-	1,600,000	1,600,000	4,800,000	8,000,000
-	-	-	-	12,000,000
-	-	3,700,000	6,700,000	10,400,000
-	-	500,000	-	500,000
500,000	3,100,000	7,900,000	23,512,231	48,512,231

200,000	500,000	200,000	-	1,600,000
750,000	750,000	750,000	-	3,000,000

1,250,000	-	-	-	1,275,000
1,250,000	-	-	-	2,500,000
-	-	500,000	500,000	1,000,000
350,000	-	-	-	350,000
3,800,000	1,250,000	1,450,000	500,000	9,725,000

11,367,603	8,695,721	9,712,965	9,140,990	42,944,962
-	-	-	1,000,080	1,000,080
742,192	1,826,572	-	528,224	6,200,988
12,109,795	10,522,293	9,712,965	10,669,294	50,146,030

\$21,060,795	\$22,347,793	\$29,168,965	\$41,463,025	\$144,470,261
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ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



HOARDING AND FIRE RISK



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

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

Hoarding Fire Risk

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

You Can Help

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



Fund 12110

General Fund

CIP



Fund 12110: General Fund CIP

DESCRIPTION

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

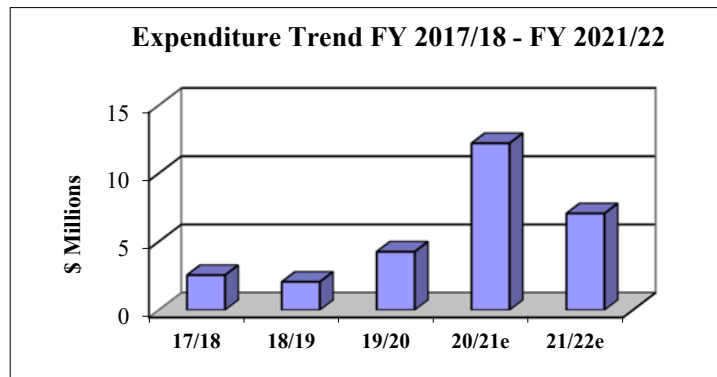
BUDGET

The total FY 2021/22 Budget is \$7,073,000.

HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment, software, and facilities have been identified for this budget cycle. These improvements and replacements include modifications identified at various fire stations, purchase of VHF and 800 MHz radios, and information technology upgrades. Significant projects budgeted in FY 2021/22 include \$1.7 million for station bathroom inclusive facilities, \$1.5M for VHF radios and \$1.4M for fire station alarm system upgrades.

The chart provides actual expenditures for FY 2017/18 through FY 2019/20, and total budgeted amounts for FY 2020/21 and FY 2021/22.



SIGNIFICANT CHANGES

FY 2020/21 saw an increase in estimated expenditures related to the purchase of thermal imaging cameras, the enterprise phone and public address systems upgrade, Fire Station 41 (Helicopter Ops.) dormitory privacy, training room and kitchen, fire station alarm system upgrades, and station bathroom inclusive facilities.

IMPACT ON OPERATING BUDGET

Most 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 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
 FUND 12110 - GENERAL FUND CIP
 REVENUE AND EXPENDITURE SUMMARY
 FY 2021/22 BUDGET**

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget	% Change fr FY 2020/21 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	5,907,542	9,000,000	5,350,000	-40.56%
Total Beginning Fund Balance	3,784,665	5,148,222	1,932,101	-62.47%
TOTAL AVAILABLE RESOURCES	\$9,692,207	\$14,148,222	\$7,282,101	-48.53%
EXPENDITURES				
Services & Supplies	\$2,548,493	\$8,859,114	\$6,373,000	-28.06%
Capital Outlay	1,725,492	3,357,007	700,000	-79.15%
Total Expenditures & Other Uses	4,273,985	12,216,121	7,073,000	-42.10%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	5,418,222	1,932,101	209,101	-89.18%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$9,692,207	\$14,148,222	\$7,282,101	-48.53%

DATA STORAGE AND SERVERS REPLACEMENT

Project Priority: A

Project Org: P339

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

Project Description: This item is an annual, ongoing project to upgrade and/or replace outdated computer servers and expand the existing storage area network (SAN) to accommodate the ongoing move towards virtualized server-based centralized storage, and backup of critical department information. The OCFA currently has servers hosting all of the business systems including: Exchange (E-mail), Records Management Systems (RMS), Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), GIS, SharePoint (TheHIVE), etc.



The useful life of servers, SAN’s, and other related hardware is five to seven years. The 5-year capital replacement plan will replace between five to eight servers per year which supports all sever hardware being replaced within its expected lifecycle.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

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

FIRE STATION ALARM SYSTEM UPGRADES

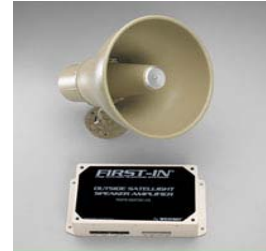
Project Priority: A

Project Org: P334

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

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



Fire Station Alerting/Sound Systems

The expected life of the legacy OCFA fire station alarm systems is fifteen years. The legacy station alerting systems utilize electro-mechanical relays and amplifiers and will be upgraded with the digital electronic SmartStation. The cost per fire station upgrade varies substantially depending on the size of the fire station, number of crew, and apparatus that are deployed. The average cost for the 17 fire stations upgraded as of 2021 is approximately \$90,000. All OCFA fire stations are expected to be completed by June 30, 2025.



When a new fire station is constructed, the Westnet SmartStation will be included in the new station costs.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,350,000	\$1,350,000	\$1,350,000	\$720,000		\$4,770,000

Impact on Operating Budget: The replacement and upgrade of the station alerting systems will result in increased annual maintenance contract costs.

RFOTC AND FIRE STATION DATA NETWORK UPGRADES

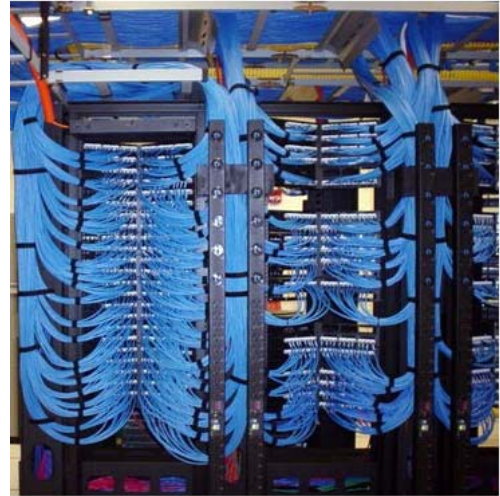
Project Priority: A

Project Org: P337

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This project replaces core network infrastructure components installed at the RFOTC and OCFA fire stations. Numerous major components including 15,000 feet of fiber optic cabling installed during construction of the RFOTC facilities were replaced in 2019 and 2020.



All OCFA fire stations will have their OCFA wireless computer networks upgraded in FY 2021/22 with ongoing upgrades in later years as older network components age out.

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

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000

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

ENTERPRISE PHONE AND PUBLIC ADDRESS SYSTEMS UPGRADE

Project Priority: A

Project Org: P408

Project Type: New Equipment

Project Management: IT – Communications & IT Infrastructure

Project Description:

OCFA RFOTC phones

The OCFA’s Regional Fire Operations and Training Center (RFOTC) administrative telephone system (PBX) was placed in service in 2004. Replacement of the PBX was delayed until 2021 due to COVID-19.



OCFA Fire Station phones

Installation of the new VoIP phone systems at the Fire Stations will complete the RFOTC phone system replacement project. It is expected to start in late FY 2021/22 and continue into FY 2022/23. The fire stations will be fully integrated with the RFOTC’s VoIP phone system yet retain the capability to operate independently if the data connection to the RFOTC fails.

Security Enhancement

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

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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000	\$500,000				\$1,000,000

Impact on Operating Budget: Ongoing annual maintenance costs are included in the General Fund. The OCFA will utilize 3rd party professional services to assist in the installation of the new phone systems.

FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM

Project Priority: A

Project Org: TBD

Project Type: New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This item is to add Fuel Module functionality to the Fleet Management system.

The current Fleet Management system has the capability to track fuel usage of all OCFA vehicles and all OCFA fuel dispensing locations. It requires adding an additional software module to the Fleet system as well as additional hardware to the fuel stations and tracking devices on each OCFA vehicle. Professional services for installation and testing are included in the budget.

The implementation of this module to the Fleet application for the Fleet Services Section will improve accountability for consumable assets, pump control, card lockout, shrinkage of inventory, and overall fuel consumption savings.

Project Status: Purchases to occur in FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$602,000		\$602,000

Impact on Operating Budget: Application Maintenance/License Costs are expected to be 20% - 25% of the new software costs, or \$60,000 annually which is included in our Five-Year Financial Forecast beginning in FY 2025/26.

800 MHZ RADIOS

Project Priority: A

Project Org: P332

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This budget is for new 800MHz mobile radios to be installed in new OCFA apparatus, and for use in training, academies, and supplying equipment caches. Mobile radio purchases also synchronize with the vehicle replacement plan. Current pricing per mobile radio averages \$4,500 – \$5,000. Portable 800MHz radios cost approximately \$6,000 each.

P25 is the suite of standards developed to provide digital voice and data communication systems suited to public safety and first responders. All new radios are P25 ready and 100% compatible with the 800MHz radio countywide coordinated communication system (800MHz CCCS) that was upgraded in 2019.

Project Status: Ongoing



Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$900,000

Impact on Operating Budget: Adding new 800MHz radios to the total active radio count will result in increased annual operational expenses of approximately \$16,000 per 50 new radios.

SMALL EQUIPMENT / PERSONAL COMMUNICATIONS

Project Priority: A

Project Org: P330

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



In FY 2020/21, OCFA tested transitioning from pagers and the County paging system to using smart phones and public broadband service for Operations personnel to receive emergency incident alerts. The smart phones will receive alerts with the OCFA in-house developed *iNotify* app which works on iOS (Apple) mobile devices. The *iNotify* app interfaces with the OCFA’s Computer Aided Dispatch (CAD) system and will alert users of dispatched incidents and provide incident information including units, personnel, directions, and maps. These notifications are in addition to alerts received on portable 800MHz radios, Mobile Data Computers (MDC) and OCFA fire station alerting systems.



In addition to emergency incident notifications, OCFA personnel will be able to use numerous in-house and commercial smartphone computer applications (apps) that provide additional situational awareness tools and access to other OCFA computer systems.

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$125,000	\$40,000	\$40,000	\$40,000	\$40,000	\$285,000

Impact on Operating Budget: Replacing pagers with approximately 400 smart phones will result in increased annual operational expenses of \$216,000 per year effective FY 2021/22 for mobile communications fees.

PERSONAL COMPUTER (PC)/TABLETS/PRINTER REPLACEMENTS

Project Priority: A

Org Number: P331

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

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

MOBILE DATA COMPUTER (MDC) SYSTEM

Project Priority: A
Project Org: P303
Project Type: Equipment Replacement
Project Management: IT – Communications & Workplace Support

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

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

A new ruggedized Windows tablet type MDC has been selected to replace the current “legacy” Windows MDCs which were installed in 2012 of which the manufacturer has ceased production. All legacy MDCs in existing OCFA apparatus will be replaced in FY 2021/22 with the new, ruggedized Windows tablet MDCs which also will be installed in all new emergency apparatus.

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

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$420,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,380,000

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



VHF RADIOS

Project Priority: A

Project Org: P333

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This project is for the purchase and replacement of VHF mobile and portable radios to be installed in new OCFA apparatus as well as replacing existing VHF radios that are becoming obsolete. These radios are used for state and mutual aid communications with agencies that are not part of the County 800 MHz radio system and are installed in all OCFA emergency apparatus. Use of VHF radios ensures communication and enhances the safety of firefighters on automatic and mutual aid responses with the California Department of Forestry, Fire Protection (CAL FIRE), and the United States Forest Service (USFS) in state and federal responsibility areas.



The current VHF portable radio model has been discontinued and a new radio has been requested by the Operations Department. OCFA will replace up to 1,500 portable VHF radios in in FY 2021/22. Cost each for the new portable radio is approximately \$1,000.



Staff will also replace up to 300 mobile VHF radios installed in OCFA emergency apparatus in FY 2021/22. Cost each for the new mobile VHF radio is approximately \$1,600.

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

Project Status: Ongoing

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,528,000	\$64,000	\$64,000	\$64,000	\$64,000	\$1,784,000

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

DIGITAL ORTHOPHOTOGRAPHY

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



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

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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$80,000		\$80,000		\$160,000

Impact on Operating Budget: No impact.

STATION BATHROOM INCLUSIVE FACILITIES

Project Priority: A

Project Org: P413

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: An evaluation of all bathrooms located in the OCFA fire stations began in FY 2019/20. Based on the results of the evaluation, a comprehensive and multi-year project plan will be developed to modify or enhance bathroom facilities in fire stations where the changes are needed. Currently Fire Stations 13 (La Palma), 14 (County), 16 (County), 32 (Yorba Linda), and 44 (Seal Beach) are moving forward with modifications.

Project Status: The project is a multi-year plan to modify or enhance bathroom facilities in the fire stations which began in FY 2019/20. Fire Stations 13, 14, 16, 32, and 44 are currently in various stages of progress.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,870,000	\$1,620,000	\$1,245,000	\$1,875,000	\$2,865,000	\$9,475,000

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

**FIRE STATION 41 (HELICOPTER OPS) DORMITORY PRIVACY,
TRAINING ROOM, KITCHEN**

Project Priority: A
Project Org: P417
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: Since the air operations program went to a 24/7 operation, there have not been adequate areas to sleep the crews. This project would address the 24/7 operation in addition to another day shift crew and upstaffing when necessary. The project involved significant design, engineering, and construction to accommodate the operation.

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

Fiscal Years:	2021/22	2022/23	2023/24	2023/24	2024/25	5-Yr. Total
Budget:			\$1,500,000	\$600,000		\$2,100,000

Impact on Operating Budget: No anticipated impact.

FIRE APPARATUS SHELTERS

Project Priority: A

Project Org: P431

Project Type: Facilities/Site Repair

Project Management: Property Management



Project Description: This project is for the purchase and installation of prefabricated steel shelters for fire apparatus at RFOTC and fire stations without sufficient space within the apparatus bays. The benefits of the shelters include extending the life of the apparatus vehicles and external on-board equipment through reduced exposure to the elements, and improved working environments for personnel performing maintenance, equipment loading/unloading, and other related duties.

Project Status: The project is scheduled to commence in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$200,000					\$200,000

Impact on Operating Budget: Ongoing minor to moderate savings in apparatus maintenance costs.

BODY ARMOR REPLACEMENT

Project Priority: A
Project Org: P427
Project Type: Service Replacement
Project Management: Service Center



Project Description: In late 2018, the OCFA took possession of new grant funded body armor that was distributed to our field personnel. The body armor purchased with the grant will need to be replaced by FY 2024/25.

Project Status: Purchases to be made in FY 24/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$350,000		\$350,000

Impact on Operating Budget: No anticipated impact.

FIRE SHELTERS

Project Priority: A

Project Org: P412

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: The majority of OCFA’s current supply of 1,000 shelters were purchased between 2008 and 2012. The shelters have a shelf life of 10 years. The Operations Department began replacing all OCFA’s Fire Shelters in FY 2019/20 and will continue until completion in FY 2022/23.



Fire Shelter cost is approximately \$300 each, including taxes.

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

1. Oldest units
2. Worn out units

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

Project Status: Phase 1 of the project began in FY 2019/20, with the completion of this replacement scheduled in FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$100,000	\$140,000				\$240,000

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

SELF-CONTAINED BREATHING APPARATUS (SCBA)

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

Project Description: The OCFA’s Operations Department currently uses 833 Self-Contained Breathing Apparatus. The Operations Department projects a need for service enhancement and replacement at the 10-year use of life in FY 2023/24. The expected life of the SCBA peaked in 2020 and 2021. The additional years the units are in service will allow staff to perform a comprehensive needs analysis and prepare a Request for Proposal (RFP) to ensure that we procure the most current equipment that incorporates the latest in firefighter safety technology. Service enhancements of the SCBA have already occurred and will likely increase before our next replacement giving us the ability to incorporate increased temperature tolerance on the face-piece mask, clearer use of the heads-up display, increased visibility of the remote air use gauge, and a more ergonomic harness for wearer. The need for replacement is planned to occur in FY 2023/24.



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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$2,250,000	\$2,250,000		\$4,500,000

Impact on Operating Budget: No anticipated impact.

CHAINSAWS

Project Priority: A

Project Org: P432

Project Type: Service Enhancement/Replacement

Project Management: Service Center

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



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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$75,000				\$75,000	\$150,000

Impact on Operating Budget: No anticipated impact.

GAS POWERED EXHAUST FANS

Project Priority: A
Project Org: P433
Project Type: Service Enhancement/Replacement
Project Management: Service Center

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



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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$50,000					\$50,000

Impact on Operating Budget: No anticipated impact.

PORTABLE FIRE PUMPS

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

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

The Waterax Mini-Striker pump pairs a reliable single stage pump end with the Honda 4-stroke 2.5 HP engine to achieve pressures of up to 85 PSI (5.9 BAR) and offer volume supply of up to 80 GPM (303 L/Min). Extremely portable and lightweight, this mini powerhouse performs well when used by itself or in tandem with other pumps. It is also particularly suited to some of the latest fire control techniques where small, lightweight equipment is a requirement.



Cost of each portable pump is approximately \$600 plus tax.

The purchase of the requested portable fire pumps is based on current need and has a planned roll-out date in the FY 2022/23 budget year. Priority for replacement will be as follows:

1. Worn out units
2. Oldest units

Project Status: Project is scheduled for FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$12,000				\$12,000

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

HIGH-PRESSURE AIRBAGS

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

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



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

Project Status: Project scheduled to begin in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$55,000	\$55,000

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

DUO-DOTE AUTO-INJECTORS

Project Priority: A

Project Org: P430

Project Type: Service Replacement

Project Management: Emergency Medical Services

Project Description: Duo-Dote Auto-Injectors are used as an initial treatment of the symptoms of an organophosphorus insecticide or a chemical weapon nerve agent poisoning. They are used primarily to treat first responders but may also be used for victims of a chemical agent attack.

This request will replace the current inventory with approximately 2,000 auto-injectors.

Project Status: Project will take place in FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$180,000		\$180,000

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

CARDIAC MONITORS/DEFIBRILLATORS

Project Priority: A

Project Org: P402

Project Type: Service Replacement

Project Management: Emergency Medical Services

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

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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$2,500,000	\$2,500,000	\$5,000,000

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

SUCTION UNITS

Project Priority: A
Project Org: TBD
Project Type: Service Replacement
Project Management: Emergency Medical Services



Project Description: To provide life-saving emergency medical care, suction units are mandated to be on each Basic Life Support (BLS) or Advanced Life Support (ALS) unit. Suction units are small vacuums used to control the patient’s airway, clear obstructions, and assist in airway management. They are used each time our personnel perform CPR, treat seizures, and aid in severe vomiting.

Due to frequency of use, wear and tear, battery life, motor life, and sanitation needs, the life span of suction units is approximately 5 years and will require replacement in FY 2023/24. EMS anticipates replacing the fleet of 150 suction units through an RFP process. The \$550 estimate per unit is based on the current price of suction units, the current quantity needed and inflation.

Project Status: Project to commence in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$82,500			\$82,500

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

REMOTE RESCUE PACKS

Project Priority: A

Project Org: TBD

Project Type: Service Replacement

Project Management: Emergency Medical Services

Project Description: Fourteen OCFA stations serve urban interface areas where Advance Life Support (ALS) supplies can be needed on hiking trails or other areas not reachable by vehicles. When this occurs, OCFA personnel use a remote rescue pack, a backpack equipped with ALS medical supplies (trauma supplies, drugs, AED plus, etc.), to hike to patients.

The remote rescue packs make it feasible to respond efficiently to remote patients, but there is wear and tear on the backpack itself and a lifespan to the supplies inside the backpack. These factors necessitate replacement approximately every five years. The current remote rescue packs will require replacement in FY 2023/24. The \$3,500 per unit cost is an estimate based on the current price of the bags and supplies, the current quantity needed and inflation.

Project Status: Project to commence in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$49,000			\$49,000

Impact on Operating Budget: None

AED PLUS

Project Priority: A
Project Org: TBD
Project Type: Service Replacement
Project Management: Emergency Medical Services



Project Description: When cardiac arrest occurs, rapid treatment with an automated external defibrillator (AED) can save lives. The AED Plus device analyzes a heart rhythm and, when necessary, uses an electrical shock to restore normal rhythm. To facilitate immediate care, OCFA stocks AED Plus devices throughout RFOTC, in Operations’ staff vehicles, and in Division Chief or Battalion Chief staffed stations. There are 225 units in circulation that were purchased in 2017.

Every 5 to 8 years, the AED Plus devices need replacement and recalibration, slotting replacement in FY 2025/26. EMS anticipates replacing these units through an RFP process. The \$1,500 per unit cost is an estimate based on the current price of the AED Plus devices, the current quantity needed and inflation.

Project Status: Project to commence in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$337,500	\$337,500

Impact on Operating Budget: None

HAZMAT AIR MONITORS

Project Priority: A
Project Org: P434
Project Type: Hazmat Air Monitor Replacement
Project Management: Operations



Project Description: The Hazardous Materials program under the OCFA’s Emergency Operations currently administrates 40 Handheld Gas Monitors. These monitors are placed on all truck companies as well as both hazmat and requisite units for the purpose of identifying toxic and hazardous atmospheres to ensure personnel safety. These devices are instrumental in compliance with Occupational Safety and Health Administration (OSHA) regulations on confined space incidents, technical rescues, hazardous materials incidents and fires. As these devices age, the cost of maintenance increases due to component replacement and the need for additional spares increases to compensate for downtime. With technological advances in development of this highly technical device, the manufacturer will discontinue its support of older equipment. It is forecasted that the effective service life expectancy of current units will be reached by FY 2021/22.

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$150,000					\$150,000

Impact on Operating Budget: No anticipated impact.

CARBON MONOXIDE MONITORS

Project Priority: A

Project Org: TBD

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: This is the replacement of carbon monoxide monitors on each OCFA fire apparatus. The current carbon monoxide detectors are projected to have a five-year life cycle concluding in FY 2023/24.

Carbon monoxide is an insidious, colorless, odorless gas undetectable by the senses. During 2010-2015 a total of 2,224 deaths nationwide resulted from carbon monoxide poisoning. Sources of carbon monoxide include faulty heating and cooking appliances in homes and buildings. The ability to rapidly detect carbon monoxide by OCFA fire units is a valuable capability.

Project Status: Project is scheduled for FY 2023/24.



Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$50,000			\$50,000

Impact on Operating Budget: No anticipated impact.



Fund 123

Fire Stations &

Facilities



Fund 123: Fire Stations and Facilities

DESCRIPTION

This fund is a capital projects fund for significant, non-routine, capital expenditure requirements such as replacing sub-standard fire stations and constructing new fire stations. New station construction is based on Secured Fire Protection Agreements, triggered by the pulling of building permits for new development projects. Significant funding sources typically include interest earnings, operating transfers from the General Fund, and contributions or reimbursements from developers and cities responsible for a share of new fire station development costs.

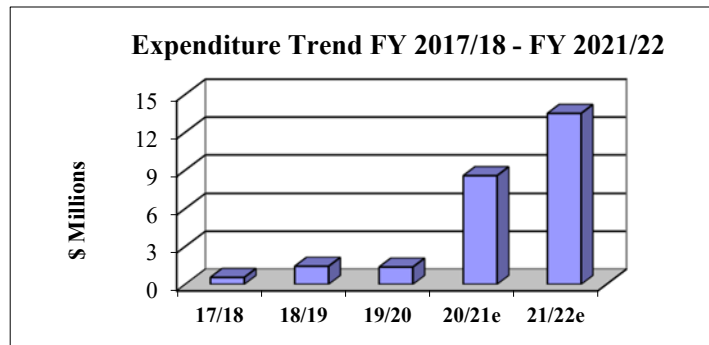
BUDGET

The total FY 2021/22 Budget is \$13,500,000.

HIGHLIGHTS

Projects budgeted in FY 2021/22 include \$12.0 million for the replacement of Fire Station 24 (Mission Viejo), \$1.0M for the replacement of Fire Station 9 (Mission Viejo), and \$500K for the retrofit of existing station fire life safety systems.

The chart shows the trend of actual expenditures for FY 2017/18 through FY 2019/20, and budgeted amounts for FY 2020/21 and FY 2021/22.



SIGNIFICANT CHANGES

There was very little significant activity from FY 2016/17 to FY 2019/20. Major projects originally budgeted in FY 2019/20 were postponed to FY 2020/21 and beyond due to timing issues.

IMPACT ON OPERATING BUDGET

The replacement of Fire Station 24 at Mission Viejo began in FY 2020/21. After the construction of this new station is completed, it will require additional personnel and operating budget to ensure that the facility is manned and maintained. The future impact will be included in the General Fund budget.

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2021/22 BUDGET**

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget	% Change fr FY 2020/21 Budget
FUNDING SOURCES				
Use of Money and Property	\$344,906	\$40,612	\$40,404	-0.51%
Other	679,800	540,000	213,000	-60.56%
Total Revenues & Other	1,024,706	580,612	253,404	-56.36%
Financing Sources				
Operating Transfer In	-	-	4,450,000	-
Total Beginning Fund Balance	25,364,178	17,015,222	9,030,024	-46.93%
TOTAL AVAILABLE RESOURCES	\$26,388,884	\$17,595,834	\$13,733,428	-47.24%
EXPENDITURES				
Services & Supplies	\$229,853	-	-	-
Capital Outlay	1,143,809	8,565,810	13,500,000	57.60%
Total Expenditures & Other Uses	1,373,662	8,565,810	13,500,000	57.60%
Operating Transfer Out	8,000,000	-	-	-
Ending Fund Balance	17,015,222	9,030,024	233,428	-97.41%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$26,388,884	\$17,595,834	\$13,733,428	-21.95%

RFOTC TRAINING GROUNDS EXPANSION AND UPGRADE

Project Priority: A
Project Org: P251
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: The RFOTC Training Grounds requires expansion and upgrade to accommodate OCFA's growth in recent years with new cities joining the organization. The current tower was out of service greater than 50% of the time in FY 2016/17, and the service vendor struggled to find timely solutions. The live-burn training system, designed in 1992, is obsolete and no longer has repair parts available. Exacerbating the down time issues is that the system was designed so that when any one of seven burn props goes down, the whole system is inoperable.

The OCFA has also increased the size of our recruit academies from an average of 30 recruits in 2010 to 50 recruits today. Large academies result in more instructors (5:1 ratio) and a greater need for office space, classroom space, and bathrooms.

To address these shortcomings, the project will be handled in stages.

- In FY 2019/20, classrooms were installed on the training grounds and supplied with temporary power.
- In FY 2023/24 and FY 2024/25, the plan is to build a new three-story training tower; modify the existing strip mall training prop; develop the north end of the property; install additional training props, safety sensor system, and computer operating system in the current tower; replace the burn props; install permanent power to the classrooms; and expand power supply capabilities.

Project Status: Temporary classrooms were installed in FY 2019/20, and solicited bids pending award include electrical improvements at the drill grounds and fire training structure improvements. An environmental study is in process for the FY 2021/22 improvements described above. Project will continue subject to negotiations with the City of Irvine.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$1,500,000	\$2,100,000		\$3,600,000

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

RETROFIT EXISTING STATION FIRE LIFE SAFETY SYSTEMS

Project Priority: A

Project Org: P258

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: This project will upgrade approximately six existing stations that are lacking hard-wired fire detection systems. In an effort to have more robust detection and notification fire life safety systems, this project will include installation of smoke detectors that connect to the existing alerting system, which are monitored by the Emergency Communications Center.

Project Status: The project will continue through FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000					\$500,000

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

REPLACEMENT OF FIRE STATION 10 (YORBA LINDA)

Project Priority: A

Project Org: P503

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition, and replacement of Fire Station 10, constructed in 1972, along with the adjacent Old Fire Station 10, constructed in 1938. Both facilities currently occupy a combined site comprising 0.74 of an acre, anticipated to be exchanged for a replacement one acre site a quarter of a mile from the current station’s location. The project is contemplated in concert with a general renewal of Historic Old Town Yorba Linda currently in process with the City of Yorba Linda. The project includes all demolition of current sites; planning, design, and construction of a temporary fire station; grading and planning design; and construction of an approximately 15,000 square foot, two company, three apparatus bay fire station with added standard modules to support a Division Chief and a station training room.

Project Status: The project delivery is anticipated to be Design-Build. Historic Architectural Review Reporting is required for compliance with the California Environmental Quality Act and permitting is in process.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,000,000	\$500,000			\$12,012,231	\$13,512,231

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

CONSTRUCTION OF NEW FIRE STATION 12 (LAGUNA WOODS)

Project Priority: A

Project Org: P553

Project Type: New Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, and construction of a new Fire Station 12. Station size and equipment complement to be determined by Operations.

Project Status: Available sites are being evaluated in the geographical area for construction.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$1,600,000	\$1,600,000	\$4,800,000	\$8,000,000

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

REPLACEMENT OF FIRE STATION 24 (MISSION VIEJO)

Project Priority: A

Project Org: P554

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition, and replacement of Fire Station 24, constructed in 1970. The station occupies about 0.98 of an acre. The project includes replacement construction of an approximate 10,000 square foot station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction. The station will house two companies.

Project Status: Project to continue through FY 2021/22. Project delivery is anticipated to be Design-Build.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$12,000,000					\$12,000,000

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

REPLACEMENT OF FIRE STATION 9 (MISSION VIEJO)

Project Priority: A

Project Org: P536

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition, and replacement of Fire Station 9, constructed in 1974. The station occupies about 0.6 of an acre. The project includes replacement construction of a fire station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction.

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$3,700,000	\$6,700,000	\$10,400,000

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

RFOTC 2ND EMERGENCY POWER GENERATOR

Project Priority: B
Project Org: TBD
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: This project is to add a 2nd backup Emergency Power Generator to supply critical emergency power to the RFOTC facilities in the case of a long-term power outage. The RFOTC facilities currently have one Emergency Power Generator that supplies emergency power in the case of a power outage to the RFOTC ‘B’ building, including the 9-1-1 Dispatch Emergency Command Center (ECC), the Data Center, and other designated power outlets throughout the RFOTC facilities. The current Emergency Power Generator was installed during the construction of the RFOTC in 2004. Space for a 2nd backup generator is available next to the existing unit.

If there is a mechanical or other issue with the current Emergency Power Generator during a power outage, the Data Center and 9-1-1 ECC would be inoperable until a portable generator could be brought in from a supplier; a process that could take several hours at minimum.



This project will provide critical redundancy to the current Emergency Power Generator in the case of a prolonged outage, ensuring ongoing emergency operations capability for the 9-1-1 ECC Dispatch center and the OCFA Data Center, as well as supplying emergency power to additional offices and classrooms at the RFOTC.

The budget is a preliminary estimate and may need revision as requirements are further developed.

Project Status: This project is scheduled to begin in FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$500,000		\$500,000

Impact on Operating Budget: No anticipated impact.

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



SMOKE ALARMS



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

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

Install

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

Inspect

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

Protect

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



Fund 124

Communications

& Information

Systems



Fund 124: Communications & Information Systems

DESCRIPTION

This fund is a capital projects fund used to account for the significant acquisition, improvement, or replacement of specialized communications and information technology systems and/or equipment. Funding sources are interest earnings and operating transfers from the General Fund.

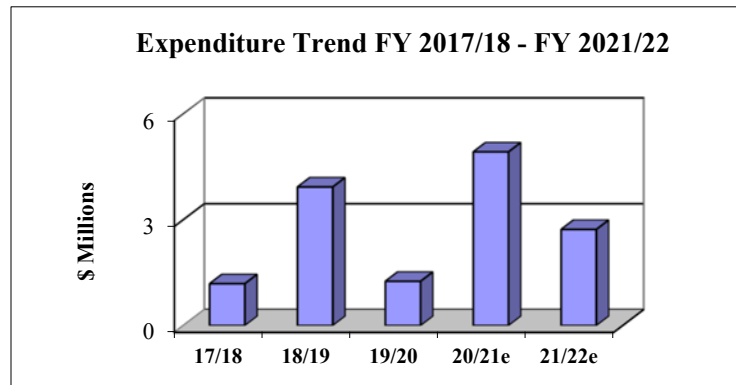
BUDGET

The total FY 2021/22 Budget is \$2,725,000.

HIGHLIGHTS

The FY 2021/22 Budget includes projects related to systems development and support such as \$1.2 million for the EMS Enterprise System development. It also includes projects related to communications and infrastructure such as \$0.8 million for the OCFA Disaster Recovery Co-Location Facility and \$0.7 million for the OCFA Enterprise Audio Visual Upgrades.

The chart shows the trend of actual expenditures for FY 2017/18 through FY 2019/20, and budgeted amounts for FY 2020/21 and FY 2021/22.



SIGNIFICANT CHANGES

Expenditures from FY 2017/18 and FY 2018/19 reflect \$0.7 million and \$3.1 million, respectively, for the upgrade of the 800 MHz Countywide Coordinated Communication System.

The estimate for FY 2020/21 includes \$1.8 million for the Incident Reporting Application Replacement project, \$1.0 million for the RFOTC Data Center Fire Suppression System upgrade, and \$0.9 million for the OCFA Disaster Recovery Co-Location Facility project.

IMPACT ON OPERATING BUDGET

This fund is designated for improvements and replacements of capital communication and information systems. The proactive replacement of worn out or aged equipment will help contain maintenance costs included in the General Fund. Significant project additions, such as the OCFA Disaster Recover Co-Location Facility and the Community Risk Reduction Automation – IFP Replacement, will increase future maintenance costs in the General Fund operating budget.

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2021/22 BUDGET**

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget	% Change fr FY 2020/21 Budget
FUNDING SOURCES				
Use of Money and Property	\$132,392	\$13,362	\$15,588	16.66%
Other	-	-	-	-
Total Revenues & Other Financing Sources	132,392	13,362	15,588	16.66%
Operating Transfer In	-	-	1,700,000	-
Total Beginning Fund Balance	7,248,192	6,125,835	1,217,104	-80.13%
TOTAL AVAILABLE RESOURCES	\$7,380,584	\$6,139,197	\$2,932,692	-52.23%
EXPENDITURES				
Services & Supplies	\$602,976	\$2,312,545	\$1,450,000	-37.30%
Capital Outlay	651,773	2,609,548	1,275,000	-51.14%
Total Expenditures & Other Uses	1,254,749	4,922,093	2,725,000	-44.64%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	6,125,835	1,217,104	207,692	-82.94%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$7,380,584	\$6,139,197	\$2,932,692	-52.23%

OCFA ENTERPRISE AUDIO VISUAL UPGRADES

Project Priority: B

Project Org: P350

Project Type: Equipment Replacement / New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: In 2017, the OCFA’s Board Room and five classrooms were upgraded with new audio-visual (AV) systems. When new fire stations are built, current technology AV systems are also installed.

This enterprise AV project will upgrade technology in conference rooms, training rooms, and classrooms at the Urban Search & Rescue



(US&R) warehouse, the Regional Fire Operations and Training Center (RFOTC), Battalion and Division fire stations, and the Emergency Command Center (ECC). The project is anticipated to be completed over a two year period. The upgraded AV systems will enable dispatchers, RFOTC staff, fire station crews, and US&R warehouse personnel to stream and access electronic training materials more efficiently; utilize video conferencing with other fire stations and HQ; and access content sources and feeds from wilderness, traffic, and security cameras and the internet.



The upgraded AV technology has improved efficiencies and allows crews to decrease the need to travel for training as they can access content from their Battalion and Division station classrooms.

This project will also refresh the technology used in the RFOTC Board room and RFOTC classrooms which is now five years old.

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$700,000	\$200,000	\$500,000	\$200,000		\$1,600,000

Impact on Operating Budget: The budgetary amount is a preliminary estimate and may need revision as requirements are further developed.

OCFA DISASTER RECOVERY CO-LOCATION FACILITY

Project Priority: B

Project Org: P349

Project Type: New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This project has two major parts including:

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



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

OCFA reviewed numerous facilities including:

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

The OCFA’s Operations Department leadership has selected the OCFA US&R warehouse located in Foothill Ranch, California as the primary location to establish an in-county DR/Co-Lo 911 dispatching capability. OCFA staff are currently working with 3rd party engineering firms to analyze and make necessary modifications to the US&R warehouse to support backup dispatch functions.

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

Project Status: Project is currently in process and expected to continue thru FY 2024/25.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$750,000	\$750,000	\$750,000	\$750,000		\$3,000,000

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

COMMUNITY RISK REDUCTION AUTOMATION – IFP REPLACEMENT

Project Priority: A

Project Org: P326

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

Commercially available RMS solutions were reviewed extensively, but none were found to meet the needs of the OCFA. Developing a custom built RMS using commercial off the shelf (COTS) Microsoft technology and modern web-enabled design elements was approved by Executive Management to develop and deploy the new Incident Reporting and Investigations System (IRIS) which went live in July 2019.

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

Project Status: The project will continue through FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$25,000	\$1,250,000				\$1,275,000

Impact on Operating Budget: Typically, annual maintenance, licensing, and user fees are approximately 20-25% of the total system purchase price. However, as the IFP replacement system will be developed with in-house resources augmented by 3rd party professional services, and will use COTS Microsoft technology, the annual maintenance, license, and user fees will be substantially less and are projected to be approximately \$50,000 starting in FY 2022/23.

EMERGENCY MEDICAL SYSTEMS (EMS) ENTERPRISE SYSTEM

Project Priority: A

Project Org: P353

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

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

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

Project Status: The project will continue through FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,250,000	\$1,250,000				\$2,500,000

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

THEHIVE CLOUD UPGRADE

Project Priority: B

Project Org: P351

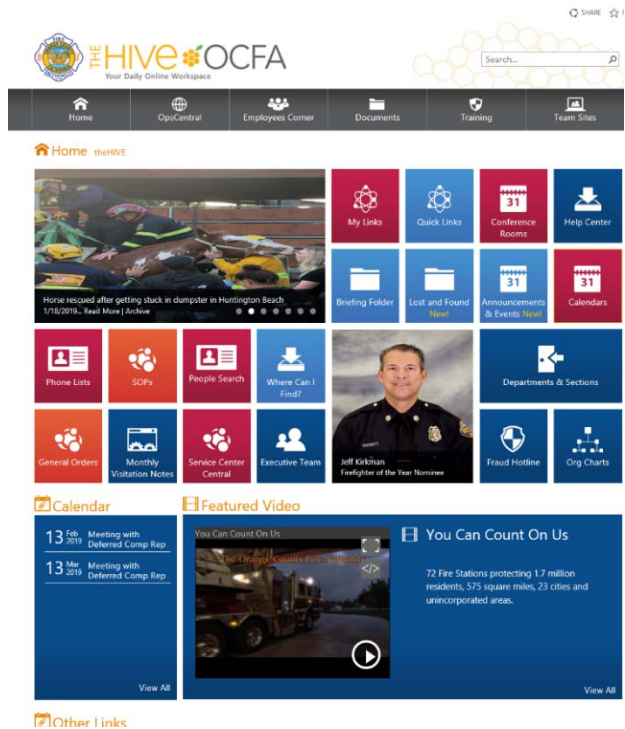
Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

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



Project Status: Due to preexisting IT systems development projects anticipated to be active through FY 2023/24, update of TheHIVE is anticipated to start in 2024.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:				\$500,000	\$500,000	\$1,000,000

Impact on Operating Budget: Application maintenance and license costs are largely included in the OCFA's existing Microsoft Enterprise Agreement (EA). Any increase in the Microsoft EA will be included in the Information Technology operating budget.

PROPERTY MANAGEMENT APPLICATION

Project Priority: A

Org Number: TBD

Project Type: Computer Application Purchase and Implementation

Project Management: IT – Communications & Workplace Support

Project Description: This project is for the purchase and implementation of an application for use by the Property Management Department. The expectation is to purchase a corporate software package specifically developed for use by Property Management with modules for work order processing and management, preventative/recurring maintenance management and scheduling, budgeting, vendor management and procurement, as well as fixed asset and equipment management or integration with OCFA’s existing implementation of AssetWorks.

The project objective is to develop and sustain a highly strategic approach to managing OCFA’s numerous facilities and equipment, including fire station buildings, HVAC systems, emergency power generators, and major appliances. This will include optimized procurement of contract services and replacement equipment, and improved accuracy of both the Property Management annual operating budget and five-year capital improvement plan.

The project budget includes software licensing, implementation consulting services, and training. Initial work on the project will begin in FY 2021/22, and include development of a request for vendor qualifications, review and analysis of proposals, followed by purchase of the application in FY 2022/23.

Project Status: The project will start in FY 2022/23.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$350,000				\$350,000

Impact on Operating Budget: Annual software support fees estimated at \$25,000, based on 20% of initial software licensing.



Fund 133

Fire Apparatus



Fund 133: Fire Apparatus

DESCRIPTION

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

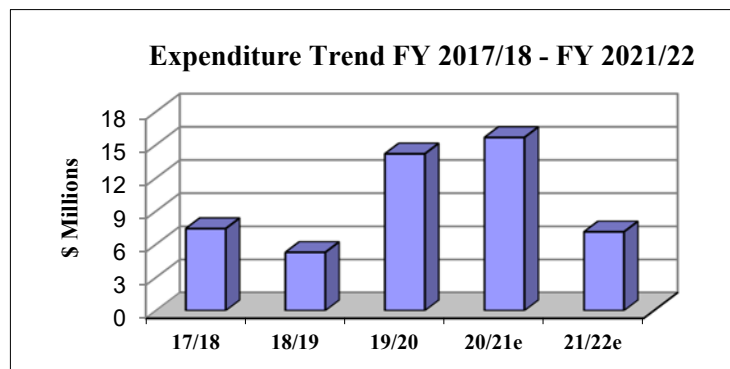
BUDGET

The total FY 2021/22 Budget is \$7,131,683.

HIGHLIGHTS

The budget includes replacement of emergency and support vehicles based on the Twenty-Year Vehicle Replacement Plan. An inflation factor of 3% has been used to estimate future costs for each budget year. Emergency vehicles scheduled for purchase in FY 2021/22 include two new engines (\$1.3M), 8 utility pickups (\$0.7M), and one air utility vehicle (\$0.5M). The budget also includes the purchase of 40 support vehicles (\$2.0M).

The chart shows the trend of actual expenditures for FY 2017/18 through FY 2019/20, and budgeted amounts for FY 2020/21 and FY 2021/22.



SIGNIFICANT CHANGES

Expenditures in FY 2019/20 included a hazardous materials vehicle (\$1.0M), six Type 1 engines (\$4.0M), a heavy rescue vehicle (\$0.8M), a TDA 100' quint (\$1.4M) and two developer-funded vehicles (\$1.0 million). Estimated expenditures in FY 2020/21 include five fire trucks (\$7.5M), two hazardous materials vehicles (\$2.1M), two developer-funded vehicles (\$2.1M), and a heavy rescue vehicle (\$0.8M).

IMPACT ON OPERATING BUDGET

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

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
 FUND 133 - FIRE APPARATUS
 REVENUE AND EXPENDITURE SUMMARY
 FY 2021/22 BUDGET**

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget	% Change fr FY 2020/21 Budget
FUNDING SOURCES				
Charges for Current Services	\$1,446,217	\$1,632,441	\$1,652,957	1.26%
Use of Money and Property	410,983	40,238	37,534	-6.72%
Other	-	-	1,048,573.00	-
Total Revenues & Other Financing Sources	1,857,200	1,672,679	2,739,064	63.75%
Operating Transfer In	8,000,000	11,059,336	3,364,518	-69.58%
Total Beginning Fund Balance	8,485,063	4,149,456	1,209,773	-70.85%
TOTAL AVAILABLE RESOURCES	\$18,342,263	\$16,881,471	\$7,313,355	-56.68%
EXPENDITURES				
Services & Supplies	-	-	-	-
Capital Outlay	14,192,807	15,671,698	7,131,683	-54.49%
Debt Service	-	-	-	-
Total Expenditures & Other Uses	14,192,807	15,671,698	7,131,683	-54.49%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	4,149,456	1,209,773	181,672	-84.98%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$18,342,263	\$16,881,471	\$7,313,355	-56.68%

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

Existing Vehicle Number	Current Vehicle Type	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
EMERGENCY VEHICLES							
Air Utility							
5415	Air Utility Vehicle	527,878	-	-	-	-	527,878
Battalion Chief Command							
2185	BC Command Vehicle	107,675	-	-	-	-	107,675
2186	BC Command Vehicle	107,675	-	-	-	-	107,675
2187	BC Command Vehicle	107,675	-	-	-	-	107,675
2188	BC Command Vehicle	-	110,905	-	-	-	110,905
2189	BC Command Vehicle	-	110,905	-	-	-	110,905
2190	BC Command Vehicle	-	110,905	-	-	-	110,905
2191	BC Command Vehicle	-	-	116,450	-	-	116,450
2192	BC Command Vehicle	-	-	116,450	-	-	116,450
2193	BC Command Vehicle	-	-	116,450	-	-	116,450
2194	BC Command Vehicle	-	-	116,450	-	-	116,450
Battalion Utility							
3645	Battalion Utility	-	-	-	-	88,105	88,105
3646	Battalion Utility	-	-	-	-	88,105	88,105
3647	Battalion Utility	-	-	-	-	88,105	88,105
3648	Battalion Utility	-	-	-	-	88,105	88,105
3649	Battalion Utility	-	-	-	-	88,105	88,105
3650	Battalion Utility	-	-	-	-	88,105	88,105
3651	Battalion Utility	-	-	-	-	88,105	88,105
3652	Battalion Utility	-	-	-	-	88,105	88,105
3653	Battalion Utility	-	-	-	-	88,105	88,105
3654	Battalion Utility	-	-	-	-	88,105	88,105
3655	Battalion Utility	-	-	-	-	88,105	88,105
3659	Battalion Utility	-	-	-	-	88,105	88,105
Compressed Air Foam System Patrol Vehicle - Type 6							
3687	CAFS-Patrol Veh.-Type 6	-	150,000	-	-	-	150,000
3689	CAFS-Patrol Veh.-Type 6	-	150,000	-	-	-	150,000
3796	CAFS-Patrol Veh.-Type 6	-	150,000	-	-	-	150,000
3685	CAFS-Patrol Veh.-Type 6	-	150,000	-	-	-	150,000
3686	CAFS-Patrol Veh.-Type 6	-	150,000	-	-	-	150,000
3688	CAFS-Patrol Veh.-Type 6	145,630	-	-	-	-	145,630
3795	CAFS-Patrol Veh.-Type 6	-	-	-	159,135	-	159,135
3797	CAFS-Patrol Veh.-Type 6	-	-	-	159,135	-	159,135
3799	CAFS-Patrol Veh.-Type 6	-	-	-	159,135	-	159,135
3683	CAFS-Patrol Veh.-Type 6	-	-	-	159,135	-	159,135
3690	CAFS-Patrol Veh.-Type 6	-	-	-	159,135	-	159,135
3798	CAFS-Patrol Veh.-Type 6	-	-	-	159,135	-	159,135
3684	CAFS-Patrol Veh.-Type 6	-	-	-	159,135	-	159,135
Dozer Tender							
3033	Dozer Tender	150,000	-	-	-	-	150,000
3034	Dozer Tender	150,000	-	-	-	-	150,000

FY 2021/22 OCFA Adopted Budget

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

Existing Vehicle Number	Current Vehicle Type	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
Dozer Transport Trailer							
New	Dozer Transport Trailer	170,000	-	-	-	-	170,000
Engine - Type I							
5222	Engine - Type I	-	774,514	-	-	-	774,514
5241	Engine - Type I	-	774,514	-	-	-	774,514
5216	Engine - Type I	-	774,514	-	-	-	774,514
5159	Engine - Type I	-	774,514	-	-	-	774,514
5154	Engine - Type I	-	774,514	-	-	-	774,514
5215	Engine - Type I	-	774,514	-	-	-	774,514
5218	Engine - Type I	-	-	813,240	-	-	813,240
5225	Engine - Type I	-	-	813,240	-	-	813,240
5200	Engine - Type I	-	-	813,240	-	-	813,240
5211	Engine - Type I	-	-	813,240	-	-	813,240
5155	Engine - Type I	-	-	813,240	-	-	813,240
5219	Engine - Type I	-	-	813,240	-	-	813,240
5151	Engine - Type I	-	774,514	-	-	-	774,514
5153	Engine - Type I	-	774,514	-	-	-	774,514
5263	Engine - Type I	-	774,514	-	-	-	774,514
5264	Engine - Type I	-	774,514	-	-	-	774,514
5267	Engine - Type I	-	774,514	-	-	-	774,514
5226	Engine - Type I	-	-	813,240	-	-	813,240
5242	Engine - Type I	-	-	813,240	-	-	813,240
5243	Engine - Type I	-	-	813,240	-	-	813,240
5180	Engine - Type I	-	-	-	853,902	-	853,902
5182	Engine - Type I	-	-	-	853,902	-	853,902
5181	Engine - Type I	-	-	-	853,902	-	853,902
5162	Engine - Type I	-	-	-	853,902	-	853,902
5163	Engine - Type I	-	-	-	853,902	-	853,902
5164	Engine - Type I	-	-	-	853,902	-	853,902
5165	Engine - Type I	-	-	-	853,902	-	853,902
5166	Engine - Type I	-	-	-	853,902	-	853,902
5183	Engine - Type I	-	-	-	853,902	-	853,902
NEW	Engine - Type I	-	-	-	853,902	-	853,902
TBD	Engine - Type I	-	-	-	-	896,600	896,600
TBD	Engine - Type I	-	-	-	-	896,600	896,600
TBD	Engine - Type I	-	-	-	-	896,600	896,600
TBD	Engine - Type I	-	-	-	-	896,600	896,600
Engine - Type III							
5140	Engine - Type III	-	-	-	-	796,400	796,400
5141	Engine - Type III	-	-	-	-	796,400	796,400
5144	Engine - Type III	-	-	-	-	796,400	796,400
5147	Engine - Type III	-	-	-	-	796,400	796,400
5149	Engine - Type III	-	-	-	-	796,400	796,400
NEW	Engine - Type III	655,200	-	-	-	-	655,200
NEW	Engine - Type III	655,200	-	-	-	-	655,200

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

Existing Vehicle Number	Current Vehicle Type	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
Full-Size 4-Door Exec Mgmt.							
2350	Full-Size 4-Door 4x4	-	72,450	-	-	-	72,450
2353	Full-Size 4-Door 4x4	70,000	-	-	-	-	70,000
2354	Full-Size 4-Door 4x4	-	72,450	-	-	-	72,450
2351	Full-Size 4-Door 4x4	-	-	74,990	-	-	74,990
2352	Full-Size 4-Door 4x4	70,000	-	-	-	-	70,000
2355	Full-Size 4-Door 4x4	-	-	74,990	-	-	74,990
2357	Full-Size 4-Door 4x4	70,000	-	-	-	-	70,000
2356	Full-Size 4-Door 4x4	-	-	-	-	80,330	80,330
Investigator Truck							
3028	Pickup Utility 3/4 Ton	-	-	-	-	87,000	87,000
3656	Pickup Utility 3/4 Ton	-	-	-	-	87,000	87,000
3665	Pickup Utility 3/4 Ton	-	-	-	-	87,000	87,000
3666	Pickup Utility 3/4 Ton	-	-	-	-	87,000	87,000
3667	Pickup Utility 3/4 Ton	-	-	-	-	87,000	87,000
Paramedic Squad							
3662	Paramedic Squad	-	208,667	-	-	-	208,667
3664	Paramedic Squad	-	208,667	-	-	-	208,667
3661	Paramedic Squad	-	-	214,927	-	-	214,927
3663	Paramedic Squad	-	-	214,927	-	-	214,927
3660	Paramedic Squad	-	-	214,927	-	-	214,927
Pick-Up Utility 3/4 Ton							
New	Pickup Utility 3/4 Ton	57,750	-	-	-	-	57,750
New	Pickup Utility 3/4 Ton	72,000	-	-	-	-	72,000
New	Pickup Utility 3/4 Ton	72,000	-	-	-	-	72,000
New	Pickup Utility 3/4 Ton	72,000	-	-	-	-	72,000
3339	Pickup Utility 3/4 Ton	-	75,000	-	-	-	75,000
3677	Pickup Utility 3/4 Ton	-	55,000	-	-	-	55,000
3041	Pickup Utility 3/4 Ton	-	80,000	-	-	-	80,000
3043	Pickup Utility 3/4 Ton	-	80,000	-	-	-	80,000
New	Pickup Utility 3/4 Ton	-	60,500	-	-	-	60,500
New	Pickup Utility 3/4 Ton	-	60,500	-	-	-	60,500
3676	Pickup Utility 3/4 Ton	-	-	-	60,000	-	60,000
New	Pickup Utility 3/4 Ton	65,000	-	-	-	-	65,000
Pick-Up Utility 1 Ton 4X4							
NEW	Pick-Up Utility 1 Ton 4X4	75,000	-	-	-	-	75,000
Squad							
3805	Squad	-	-	116,000	-	-	116,000

FY 2021/22 OCFA Adopted Budget

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

Existing Vehicle Number	Current Vehicle Type	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
SUV Full Size 4x4							
2320	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2321	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2322	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2323	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2324	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2325	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2327	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2328	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2329	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2330	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2331	SUV Full Size 4x4	-	66,000	-	-	-	66,000
2332	SUV Full Size 4x4	-	66,000	-	-	-	66,000
Swift Water Vehicle							
3800	Swift Water Vehicle	84,000	-	-	-	-	84,000
3803	Swift Water Vehicle	84,000	-	-	-	-	84,000
3806	Swift Water Vehicle	84,000	-	-	-	-	84,000
USAR Apparatus Truck Support Vehicle							
NEW	Pickup Utility Heavy Duty	125,000	-	-	-	-	125,000
NEW	Pickup Utility Heavy Duty	125,000	-	-	-	-	125,000
NEW	Pickup Utility Heavy Duty	125,000	-	-	-	-	125,000
Total Emergency Vehicles		4,027,683	11,367,603	8,695,721	9,712,965	9,140,990	42,944,962
DEVELOPER FUNDED VEHICLES							
Engine - Type I							
Station 52	Engine - Type I	-	-	-	-	1,000,080	1,000,080
Total Developer Funded Vehicles		-	-	-	-	1,000,080	1,000,080
SUPPORT VEHICLES							
Floor Scrubber							
FFS1	Floor Scrubber	-	5,000	-	-	-	5,000
Forklift							
FFL7	Forklift	-	8,820	-	-	-	8,820
FFL1	Forklift	-	-	9,300	-	-	9,300
FFL2	Forklift	-	-	9,300	-	-	9,300
FFL5	Forklift	-	-	9,300	-	-	9,300
9625	Forklift	-	-	9,300	-	-	9,300
FFL8	Forklift	10,000	-	-	-	-	10,000
NEW	WAVE Forklift	20,000	-	-	-	-	20,000
NEW	WAVE Forklift	20,000	-	-	-	-	20,000
Fuel Tender							
5412	Fuel Tender	500,000	-	-	-	-	500,000

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

Existing Vehicle Number	Current Vehicle Type	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
Mid-Size 4-Door							
New	Mid-Size 4-Door	42,000	-	-	-	-	42,000
New	Mid-Size 4-Door	42,000	-	-	-	-	42,000
Mid-Size Pickup - 1/2 Ton							
2160	Mid-Size Pickup - 1/2 Ton	40,000	-	-	-	-	40,000
2175	Mid-Size Pickup - 1/2 Ton	-	40,162	-	-	-	40,162
2176	Mid-Size Pickup - 1/2 Ton	-	40,162	-	-	-	40,162
3118	Mid-Size Pickup - 1/2 Ton	-	40,162	-	-	-	40,162
3225	Mid-Size Pickup - 1/2 Ton	40,000	-	-	-	-	40,000
NEW	Mid-Size Pickup - 1/2 Ton	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	44,000	-	-	-	-	44,000
NEW	Mid-Size Pickup - 1/2 Ton	-	40,000	-	-	-	40,000
NEW	Mid-Size Pickup - 1/2 Ton	-	40,000	-	-	-	40,000
NEW	Mid-Size Pickup - 1/2 Ton	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	50,000	-	-	-	-	50,000
NEW	Mid-Size Pickup - 1/2 Ton	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	55,000	-	-	-	-	55,000
NEW	Mid-Size Pickup - 1/2 Ton	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	-	56,650	-	-	-	56,650
NEW	Mid-Size Pickup - 1/2 Ton	-	56,650	-	-	-	56,650
3117	Mid-Size Pickup - 1/2 Ton	-	40,159	-	-	-	40,159
3119	Mid-Size Pickup - 1/2 Ton	-	40,159	-	-	-	40,159
3112	Mid-Size Pickup - 1/2 Ton	-	40,159	-	-	-	40,159
New	Mid-Size Pickup - 1/2 Ton	-	40,159	-	-	-	40,159
3114	Mid-Size Pickup - 1/2 Ton	-	-	41,372	-	-	41,372
2305	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2306	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2307	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2308	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2309	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2310	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2311	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2312	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2313	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2314	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
2315	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3124	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3125	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3126	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000

FY 2021/22 OCFA Adopted Budget

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

Existing Vehicle Number	Current Vehicle Type	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
3127	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3128	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3129	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3130	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3131	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3132	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3133	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3134	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3135	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3136	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3137	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3138	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3139	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3140	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3141	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3142	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3143	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
3468	Mid-Size Pickup - 1/2 Ton	-	-	44,000	-	-	44,000
Pickup Crew Cab - 1/2 Ton							
New	Pickup Crew Cab - 1/2 Ton	40,000	-	-	-	-	40,000
New	Pickup Crew Cab - 1/2 Ton	-	42,000	-	-	-	42,000
New	Pickup Crew Cab - 1/2 Ton	-	42,000	-	-	-	42,000
Pickup Crew Cab - 3/4 Ton							
3203	Pickup Crew Cab - 3/4 Ton	55,000	-	-	-	-	55,000
2210	Pickup Utility 3/4 Ton	-	-	-	-	40,000	40,000
3668	Pickup Utility 3/4 Ton	-	-	-	-	40,000	40,000
3469	Pickup Utility 3/4 Ton	-	-	-	-	40,000	40,000
3470	Pickup Utility 3/4 Ton	-	-	-	-	40,000	40,000
3657	Pickup Utility 3/4 Ton	-	-	-	-	45,000	45,000
3658	Pickup Utility 3/4 Ton	-	-	-	-	45,000	45,000
Mule							
NEW	UTV w/Trailers	30,000	-	-	-	-	30,000
NEW	UTV w/Trailers	20,000	-	-	-	-	20,000
NEW	UTV w/Trailers	15,000	-	-	-	-	15,000
NEW	UTV w/Trailers	15,000	-	-	-	-	15,000
Pickup - Stake Bed							
NEW	Stake Bed - 1 Ton	90,000	-	-	-	-	90,000
NEW	Stake Bed - 1 Ton	90,000	-	-	-	-	90,000
Service Truck - Light							
3047	Service Truck - Light	-	-	170,000	-	-	170,000
3048	Service Truck - Light	-	-	170,000	-	-	170,000

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

Existing Vehicle Number	Current Vehicle Type	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	5-Year Total
SUV Full-Size 4X4							
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
New	SUV Full-Size 4x4	60,000	-	-	-	-	60,000
3143	SUV Full-Size 4x4	63,000	-	-	-	-	63,000
SUV Mid-Size 4x4							
2159	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2162	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2163	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2164	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2165	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2166	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2167	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2168	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2169	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
2170	SUV Mid-Size 4x4	50,000	-	-	-	-	50,000
Step Van							
4001	Step Van	60,000	-	-	-	-	60,000
4003	Step Van	60,000	-	-	-	-	60,000
New	Step Van	42,000	-	-	-	-	42,000
Van-Transit							
4103	Transit Connect	-	-	-	-	34,778	34,778
4328	Transit Connect	-	-	-	-	34,778	34,778
4329	Transit Connect	-	-	-	-	34,778	34,778
4330	Transit Connect	-	-	-	-	34,778	34,778
4331	Transit Connect	-	-	-	-	34,778	34,778
4332	Transit Connect	-	-	-	-	34,778	34,778
4333	Transit Connect	-	-	-	-	34,778	34,778
4334	Transit Connect	-	-	-	-	34,778	34,778
Heavy Service Truck Conversion							
New	Conversion	100,000	-	-	-	-	100,000
Total Support Vehicles		3,104,000	742,192	1,826,572	-	528,224	6,200,988
TOTAL VEHICLES		\$7,131,683	\$12,109,795	\$10,522,293	\$9,712,965	\$10,669,294	\$50,146,030

AIR UTILITY

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The air utility vehicle brings to the fire scene a cache of self-contained breathing apparatus, air cylinders and provides on-scene lighting. This apparatus has a built-in compressor that can fill the self-contained breathing apparatus cylinders at the emergency scene. This project is for the replacement of one air utility vehicle with one new air utility vehicle in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for air utility vehicles are 15 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$527,878					\$527,878

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

BATTALION CHIEF COMMAND

Project Priority: A
Project Type: Vehicle Replacement
Project Management: Fleet Services



Project Description: Each battalion is assigned a command vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of ten command vehicles: three in FY 2021/22, three in FY 2022/23 and four in FY 2023/24.

Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in multiple fiscal years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$323,025	\$332,715	\$465,800			\$1,121,540

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

BATTALION UTILITY

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: Each battalion is assigned a utility 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 twelve command vehicles in FY 2025/26.



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

Project Status: Purchases to occur in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$1,057,260	\$1,057,260

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

COMPRESSED AIR FOAM SYSTEM (CAFS) PATROL VEHICLE – TYPE 6

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The CAFS unit carries hose, water and a skid mounted pump. The system injects air into making a very rich foam allowing the crews to pretreat buildings and vegetation in the line of fire. This unit also has the ability to pump and roll. The CAFS unit is primarily for urban interface firefighting and rescue operations. These units are smaller by design to maneuver on truck trails and rural areas.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for CAFS units are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in multiple fiscal years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$145,630	\$750,000		\$1,113,945		\$2,009,575

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

DOZER TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The superintendent vehicles have a multitude of uses for Crews and Equipment. The primary use is to support and supervise the hand crews with fire line construction and brush clearing operations. These units are also sent out of the county to support the section on large campaign fires.



Replacement evaluation is based on the following criteria:

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

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$300,000					\$300,000

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

DOZER TRANSPORT TRAILER

Project Priority: A
Project Type: Vehicle Addition
Project Management: Fleet Services

Project Description: The dozer transport trailer is designed for hauling heavy equipment, specifically bull dozers. This project is for the addition of a dozer transport trailer to the fleet in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age target for dozer transport trailers is 20 years. The projection for the replacement of this vehicle is based on age.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$170,000					\$170,000

Impact on Operating Budget: The addition of a dozer transport trailer to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$500 per year during the 3-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$1,900 per year. The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget.

ENGINE – TYPE I

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The Type I engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for Type I engines are 13 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur annually.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$8,519,654	\$7,319,160	\$8,539,020	\$3,586,400	\$27,964,234

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

ENGINE – TYPE III

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services



Project Description: The Type III engine carries hose, water and a skid mounted pump giving the apparatus the capability to pump while driving. The unit’s primary objective is for off-road wildland firefighting and rescue operations. These engines are smaller by design to maneuver on truck trails and rural areas.

Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for Type III engines are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22 and 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$1,310,400				\$3,982,000	\$5,292,400

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget. The annual maintenance cost for each of these vehicles will be \$4,000 annually.

FULL-SIZE 4-DOOR EXECUTIVE MANAGEMENT

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

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



Future vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in multiple fiscal years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$210,000	\$144,900	\$149,980		\$80,330	\$585,210

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

PICKUP UTILITY – ¾ TON VEHICLES

Project Priority: A
Project Type: Vehicle Replacement
Project Management: Fleet Services

Project Description: The pickup utility – ¾ ton unmarked units are used by investigations staff for the daily operations in investigations and for undercover operations when needed.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$435,000	\$435,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PARAMEDIC SQUAD

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: This unit carries a full complement of advanced life support (ALS) paramedic equipment. This project is for the replacement of five paramedic squads: two scheduled to be purchased in FY 2022/23, and three in FY 2023/24.



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$417,334	\$644,781			\$1,062,115

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

PICKUP UTILITY – ¾ TON VEHICLES

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The pickup utility – ¾ ton units are used by Emergency Operations as support vehicles.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$338,750	\$411,000		\$60,000		\$809,750

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PICK-UP UTILITY 1 TON

Project Priority: B

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The Crews vehicles have a multitude of uses for emergency support. Their primary function is for support of the hand crews with fire line construction and brush clearing operations. These units are also sent out of the county to support their designated section(s) on large campaign fires.



Replacement evaluation is based on the following criteria:

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

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$75,000					\$75,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. The annual estimated maintenance cost will be \$4,000 per year.

SQUAD

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$116,000			\$116,000

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

SUV FULL-SIZE 4X4

Project Priority: A
Project Type: Vehicle Replacement
Project Management: Fleet Services

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



Future replacement evaluation is based on the following criteria:

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

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

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

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$792,000				\$792,000

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

SWIFT WATER VEHICLE

Project Priority: B
Project Type: Vehicle Replacement
Project Management: Fleet Services



Project Description: The Swift Water Vehicle is used to support swift water rescues throughout the county.

Replacement evaluation is based on the following criteria:

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

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$252,000					\$252,000

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

USAR APPARATUS TRUCK SUPPORT VEHICLE

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: These heavy-duty rated vehicles will be used to support the USAR Truck Apparatus.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$375,000					\$375,000

Impact on Operating Budget: The addition of these vehicles will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

ENGINE-TYPE 1 (DEVELOPER FUNDED)

Project Priority: A
Project Type: Vehicle Addition
Project Management: Fleet Services

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 engines for Fire Station 52 (Irvine Business District).



Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$1,000,080	\$1,000,080

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.

FLOOR SCRUBBER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

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

The current scrubber is 22 years old.

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



Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:		\$5,000				\$5,000

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

FORKLIFT

Project Priority: B

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The forklifts currently in the OCFA fleet get used for support in Service Center, Fleet, Crews and Equipment, Air Operations, and Communication Services.



All the current fleet forklifts (six) need replacement due to age. Two additional units are needed to support warehouse facilities, which will prevent the need for long term rentals.

Future replacement evaluation is based on the following criteria:

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

The age target for a forklift is 10 years. However, the service and repair costs will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchase to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$50,000	\$8,820	\$37,200			\$96,020

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

FUEL TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The fuel tender carries five hundred gallons of gasoline and five hundred gallons of diesel fuel. This unit is used for emergency and remote fueling for both gasoline and diesel fuel aircraft, vehicles and apparatus. This replacement fuel tender will be used in air operations.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for service truck – heavy vehicles are 18 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000					\$500,000

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

MID-SIZE 4-DOOR

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The mid-size sedan 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections. This project is for the addition of two pool vehicles in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$84,000					\$84,000

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

MID-SIZE PICKUP-1/2 TON VEHICLES

Project Priority: B

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

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



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for mid-size pickup-1/2 ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$870,000	\$644,372	\$1,449,372			\$2,963,744

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. The annual maintenance cost will be \$1,000 per new vehicle.

PICKUP CREW CAB 1/2 TON

Project Priority: A
Project Type: Vehicle Addition
Project Management: Fleet Services

Project Description: The 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections.



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

Project Status: Purchases to occur in various years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$40,000	\$84,000				\$124,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

PICKUP UTILITY – ¾ TON VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The pickup utility - ¾ ton used in Fleet, Service Center, and IT/ Communications staff for support, as well as the Training program



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in multiple years.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$55,000				\$250,000	\$305,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

MULE

Project Priority: B
Project Type: Vehicle Replacement
Project Management: Fleet Services

Project Description:

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

Future replacement evaluation is based on the following criteria:

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



The age target for compact track loaders is 20 years. However, the service and repair costs will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$80,000					\$80,000

Impact on Operating Budget: The replacement of these vehicles will reduce maintenance cost. The annual maintenance cost will be approximately \$1,000.

STAKE BED – 1 TON VEHICLES

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services Manager

Project Description: The two stake bed trucks will be used by Service Center for ground support.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$180,000					\$180,000

Impact on Operating Budget: The addition of the two stake bed vehicles will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SERVICE TRUCK - LIGHT VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

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.



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 to occur in FY 2023/24.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:			\$340,000			\$340,000

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

SUV FULL-SIZE 4X4

Project Priority: A

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

Project Description: The full-size 4-door vehicle is used by for fire station support and various operations support. This project is to recommend the addition of three SUVs to be utilized in the pool fleet. All the older SUVs have either been surplused or are pending surplus due to age/miles.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$483,000					\$483,000

Impact on Operating Budget: The addition of these vehicles to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget

SUV MID-SIZE 4X4

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The mid-size 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$500,000					\$500,000

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

STEP VAN

Project Priority: B

Project Type: Vehicle Replacement and Addition

Project Management: Fleet Services

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



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$162,000					\$162,000

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

VAN - TRANSIT

Project Priority: B
Project Type: Vehicle Replacement
Project Management: Fleet Services

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



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2025/26.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:					\$278,224	\$278,224

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

HEAVY SERVICE TRUCK CONVERSION

Project Priority: A

Project Type: Vehicle Conversion

Project Management: Fleet Services

Project Description: This project provides for the conversion of a straight truck previously purchased from US&R. This will allow for conversion of the former US&R vehicle to a heavy service truck needed in the Support group.

Project Status: Purchase to occur in FY 2021/22.

Fiscal Years:	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Budget:	\$100,000					\$100,000

Impact on Operating Budget: The purchase and conversion of the US&R vehicle determined to be viable for repurposing as a heavy service truck support vehicle was a lower cost alternative to the standard procurement of a replacement fleet vehicle. The annual estimated maintenance cost is estimated at \$2,000.



Other Funds





*Fund 139
Settlement
Agreement*



Fund 139: Settlement Agreement

DESCRIPTION

This fund was established concurrent with adoption of the FY 2019/20 Budget, in accordance with the Settlement Agreement between OCFA and the City of Irvine. The Settlement Agreement was the outcome of negotiations between OCFA and the City of Irvine after Irvine notified OCFA of its intent to withdraw from OCFA, effective July 1, 2020. Following the notice to withdraw, OCFA and the City of Irvine entered into extensive negotiations focused on the shared interests of enhancing fire safety, decreasing future pension liabilities, and pursuing operational efficiencies. The Agreement includes the following provisions:

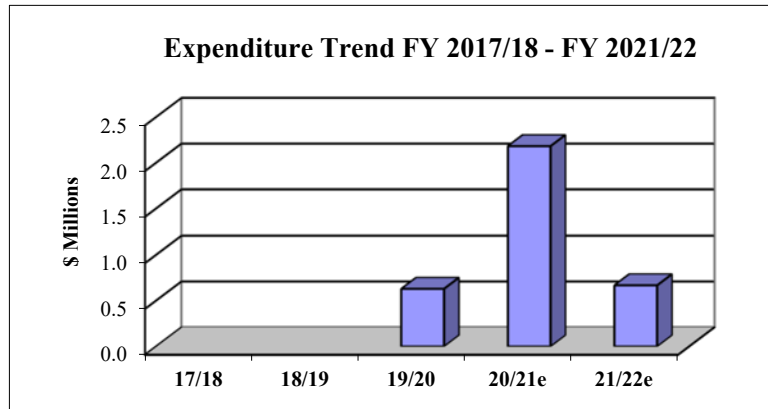
- Irvine’s Notice of Withdrawal is deemed rescinded and Irvine will remain a member of the JPA through the next renewal period of June 30, 2030.
- One-time funding of \$20.5 million will be provided over time by OCFA for a joint police-fire training facility located in Irvine, including an Emergency Operations Center.
- One-time funding of \$500,000 will be provided by OCFA to Irvine for the installation of bidirectional amplifiers intended to improve public safety communications.
- Annual funding of up to \$2,668,000 will be provided by OCFA to Irvine for support of a Drone Program, CERT Coordinator program, training of Irvine PD EMTs, and payments to a 115 Trust dedicated solely for future application to OCFA’s unfunded pension liability.

BUDGET

The total FY 2021/22 Budget is \$668,000. Funding sources include transfers from the General Fund and interest earnings.

HIGHLIGHTS

FY 2021/22 marks the third year of the Settlement Agreement provisions in the Budget. Funded projects include: a drone program, training of Irvine Police Department EMTs, and supporting the cost of a full-time CERT Coordinator. The \$1.5 million deposit to the 115 Trust does not require an appropriation under accounting rules.



SIGNIFICANT CHANGES

Expenditures decreased from FY 2020/21 to FY 2021/22 since the second year of the Settlement Agreement included one-time expenditures of \$1 million for the Irvine-Owned Joint Police-Fire Training Facility and \$500K for bidirectional amplifiers which were carried over from FY 2019/20.

IMPACT ON OPERATING BUDGET

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

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 139 - SETTLEMENT AGREEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2021/22 BUDGET**

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget	% Change fr FY 2020/21 Budget
FUNDING SOURCES				
Other	-	-	-	-
Use of Money and Property	494,085	63,448	60,537	-4.59%
Total Revenues & Other Financing Sources	494,085	63,448	60,537	-4.59%
Operating Transfer In	24,175,495	2,668,000	2,168,000	-18.74%
Total Beginning Fund Balance	-	23,532,076	23,580,524	0.00
TOTAL AVAILABLE RESOURCES	\$24,669,580	\$26,263,524	\$25,809,061	-1.73%
EXPENDITURES				
Services & Supplies	\$630,009	\$2,183,000	\$668,000	-69.40%
Total Expenditures & Other Uses	630,008.54	2,183,000	668,000	-69.40%
Operating Transfer Out	507,495	500,000	-	-100.00%
Ending Fund Balance	23,532,076	23,580,524	25,141,061	6.62%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$24,669,580	\$26,263,524	\$25,809,061	-1.73%



Fund 171

Structural Fire

Fund Entitlement

Fund 171: Structural Fire Fund Entitlement

DESCRIPTION

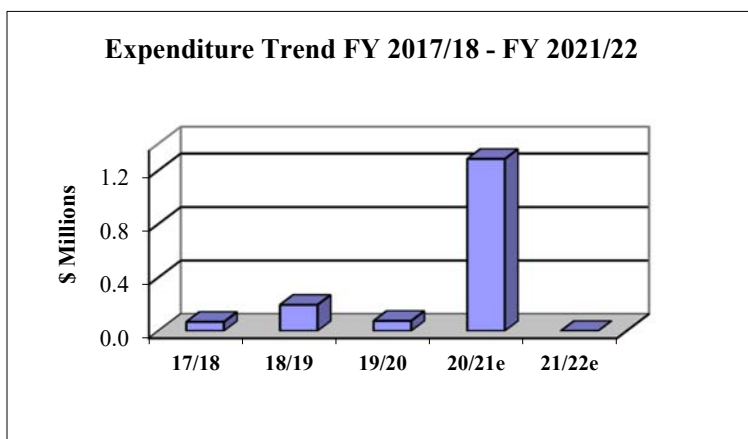
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

BUDGET

The total FY 2021/22 Budget is \$0.

HIGHLIGHTS

Under prior terms of the OCFA’s Joint Powers Agreement (JPA), the Board of Directors would periodically review year-end savings for possible allocation to this fund. However, the ratification of the Second Amendment to the JPA established a new methodology for compensating over-funded SFF members; therefore no additional transfers to this fund were anticipated. The Second Amendment was invalidated by the Courts; therefore allocations to this fund are periodically made in accordance with the First Amendment to the JPA.



SIGNIFICANT CHANGES

The significant increase in FY 2020/21 is due to budgeting all remaining funds available for service enhancement expenditures. It is anticipated that any unspent funds in FY 2020/21 will be rebudgeted to FY 2021/22.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2021/22 BUDGET**

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget	% Change fr FY 2020/21 Budget
FUNDING SOURCES				
Use of Money and Property	\$24,846	\$3,194	\$2,456	-23.11%
Total Revenues & Other Financing Sources	24,846	3,194	2,456	-23.11%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	1,338,850	1,288,272	5,208	-99.60%
TOTAL AVAILABLE RESOURCES	\$1,363,696	\$1,291,466	\$7,664	-99.41%
EXPENDITURES				
C001 Dana Point	47,162	59,606		-100.00%
C001 Irvine	28,261	992,808		-100.00%
C004 Laguna Niguel		102,132		-100.00%
C008 Aliso Viejo		24,282		-100.00%
C009 Rancho Santa Margarita		15,972		-100.00%
C005 San Juan Capistrano		952		-100.00%
C006 Villa Park		7,265		-100.00%
C007 Unincorporated		62,614		-100.00%
C010 Lake Forest		20,627		-100.00%
Total Expenditures & Other Uses	75,424	1,286,258	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	1,288,272	5,208	7,664	47.16%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$1,363,696	\$1,291,466	\$7,664	-99.41%



Fund 190

Self-Insurance



Fund 190: Self-Insurance

DESCRIPTION

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

BUDGET

The total FY 2021/22 Budget is \$15,640,500.

HIGHLIGHTS

In March 2002, the OCFA implemented a workers' compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the fund balance set aside for payment of these future claim costs.

This fund was established similar to an internal service fund in that the amount determined to be needed to fund future claims by the annual independent actuarial study is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue to this Fund. The annual estimated claims payment specified in the actuarial study is appropriated in Fund 190. As a result of actual expenditures remaining well below the actuary's estimate for several years, effective FY 2015/16 the Board approved using the 50% confidence level on the actuarial estimate for budgeting purposes.

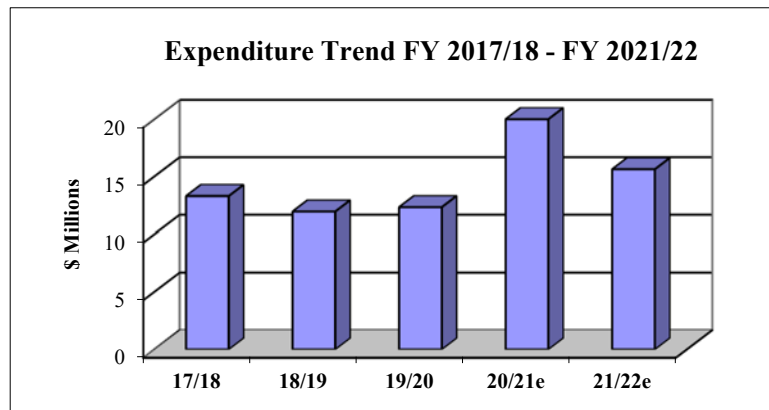
The chart provides actual expenditures for FY 2017/18 through FY 2019/20, and total budgeted amounts for FY 2020/21 and FY 2021/22.

SIGNIFICANT CHANGES

Large settlements and claims are estimated for FY 2020/21 related to the COVID-19 pandemic. FY 2020/21 and FY 2021/22 reflect the projected expenditures at the 50% confidence level based on actuarial estimate.

IMPACT ON OPERATING BUDGET

The General Fund reflects the full cost of workers' compensation insurance offset by projected interest earnings on fund balance designated for future claims. The cost allocation methodology is based on the percentage of pay by workers' compensation employee classifications, current payroll data, and the amount to be allocated. The OCFA has five different workers' compensation employee classifications based on the employee's job duties.



FY 2021/22 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2021/22 BUDGET**

	FY 2019/20 Actual	FY 2020/21 Budget	FY 2021/22 Budget	% Change fr FY 2020/21 Budget
FUNDING SOURCES				
Charges for Services	\$19,573,944	\$20,093,346	\$25,096,683	24.90%
Use of Money and Property	1,722,978	319,962	293,783	-8.18%
Miscellaneous	1,269,669	-	-	-
Total Revenues & Other Financing Sources	22,566,590	20,413,308	25,390,466	24.38%
Operating Transfer In	-	3,949,257	-	-
Total Beginning Fund Balance	88,772,530	98,998,999	103,304,329	4.35%
TOTAL AVAILABLE RESOURCES	\$111,339,120	\$123,361,564	\$128,694,795	7.52%
EXPENDITURES				
Services & Supplies	\$12,340,122	\$20,057,235	\$15,640,500	-22.02%
Total Expenditures & Other Uses	12,340,122	20,057,235	15,640,500	-22.02%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	98,998,999	103,304,329	113,054,295	9.44%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$111,339,120	\$123,361,564	\$128,694,795	4.32%



Appendix



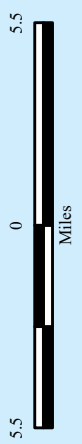
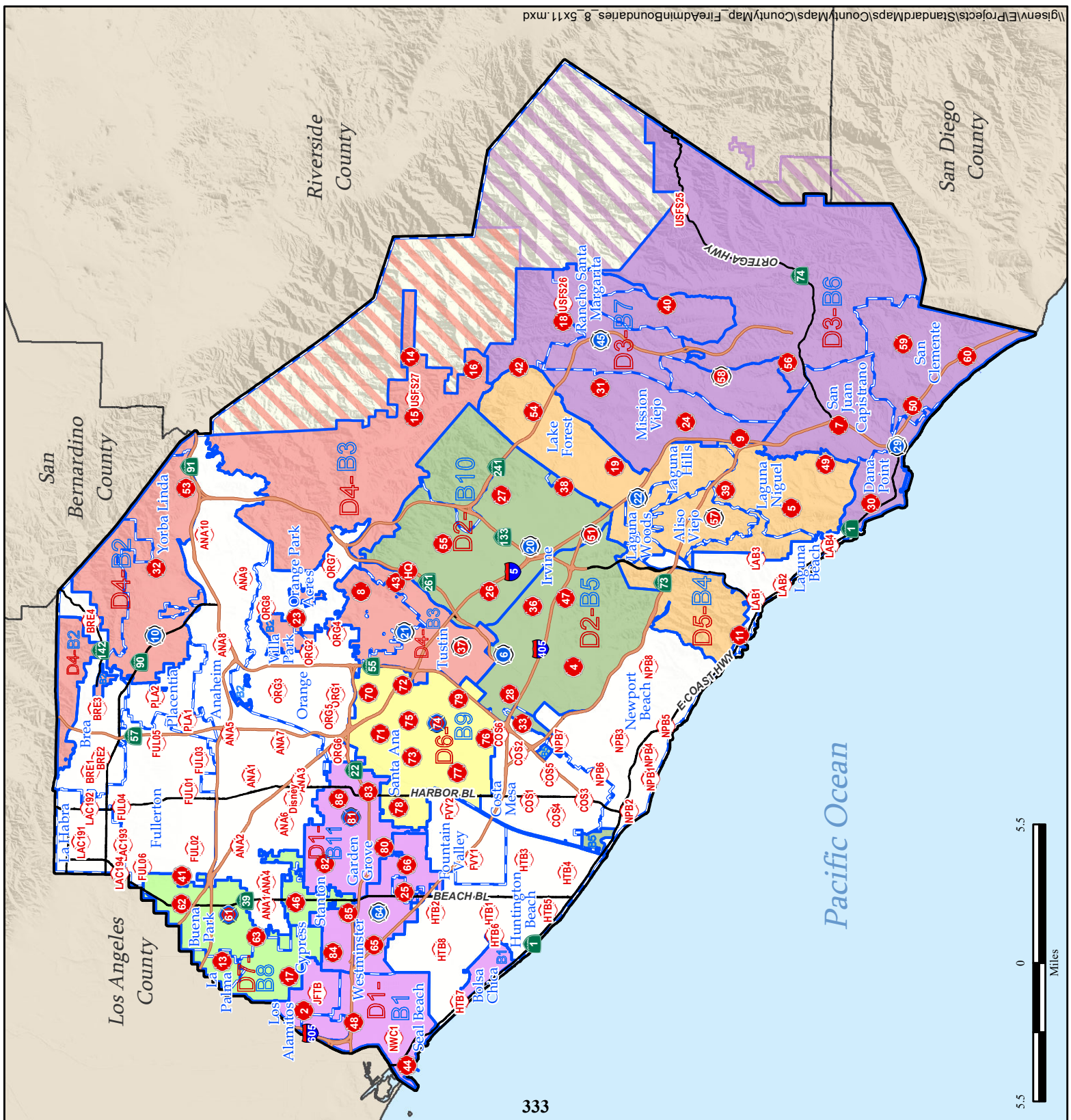
Fire Administrative Boundaries

Orange County Fire Authority

- OCFA Division and Battalion Stations
- OCFA Division Stations
- OCFA Battalion Stations
- OCFA Fire Stations
- Non OCFA Fire Stations
- Major Roads
- Highways
- City Jurisdictions
- Battalions
- Division 1
- Division 2
- Division 3
- Division 4
- Division 5
- Division 6
- Division 7
- Division 3 Protection Agreement
- Division 4 Protection Agreement



Information Technology Division
 Geographic Information Systems
 7/1/2020



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**Orange County Fire Authority
Fire Stations by Member Agency**

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 7440 La Palma Ave, 90620
Station 62, 7780 Artesia Blvd, 90621
Station 63, 9120 Holder St, 90620

City of Cypress

Station 17, 4991 Cerritos Ave, 90630

City of Dana Point

Station 29, 26111 Victoria Blvd, 92624
Station 30, 23831 Stonehill Dr, 92629

City of Garden Grove

Station 80, 14162 Forsyth Ln, 92844
Station 81, 11301 Acacia Pkwy, 92840
Station 82, 11805 Gilbert St, 92841
Station 83, 12132 Trask Ave, 92843
Station 84, 12191 Valley View St, 92845
Station 85, 12751 Western Ave, 92841
Station 86, 12232 West St, 92840

City of Irvine

Station 4, 2 California Ave, 92612
Station 6, 3180 Barranca Pkwy, 92606
Station 20, 7050 Corsair, 92618
Station 26, 4691 Walnut Ave, 92604
Station 27, 12400 Portola Springs, 92618
Station 28, 17862 Gillette Ave, 92614
Station 36, 301 E. Yale Loop, 92604
Station 38, 26 Parker, 92618
Station 47, 47 Fossil, 92603
Station 51, 18 Cushing, 92618
Station 55, 4955 Portola Pkwy, 92620

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia, 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr, 92677
Station 39, 24241 Avila Rd, 92677
Station 49, 31461 St. of the Golden Lantern, 92677

City of Lake Forest

Station 19, 23022 El Toro Rd, 92630

Station 42, 19150 Ridgeline Rd, 92679
Station 54, 19811 Pauling Ave, 92610

City of La Palma

Station 13, 7822 Walker St, 90623

City of Los Alamitos

Station 2, 3642 Green Ave, 90720

City of Mission Viejo

Station 9, #9 Shops Blvd, 92691
Station 24, 25862 Marguerite Pkwy, 92692
Station 31, 22426 Olympiad Rd, 92692

City of Rancho Santa Margarita

Station 45, 30131 Aventura, 92688

City of San Clemente

Station 50, 670 Camino de los Mares, 92673
Station 59, 48 Avenida La Pata, 92673
Station 60, 121 Avenida Victoria, 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo, 92675

City of Santa Ana

Station 70, 2301 N. Old Grand St, 92705
Station 71, 1029 W. 17th St, 92706
Station 72, 1688 E. 4th St, 92701
Station 73, 419 Franklin St, 92703
Station 74 (Admin), 1439 S. Broadway St, 92707
Station 74, 1427 S. Broadway St, 92707
Station 75, 120 W. Walnut St, 92701
Station 76, 950 W. MacArthur Ave, 92707
Station 77, 2317 S. Greenville St, 92704
Station 78, 501 N. Newhope St, 92703
Station 79, 1320 E. Warner Ave, 92705

City of Seal Beach

Station 44, 718 Central Ave, 90740
Station 48, 3131 N. Gate Rd, 90740

City of Stanton

Station 46, 7871 Pacific St, 90680

City of Tustin

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

Orange County Fire Authority
Fire Stations by Member Agency

City of Villa Park

Station 23, 5020 Santiago Canyon Rd, 92860

City of Westminster

Station 64, 7351 Westminster Blvd, 92683

Station 65, 6061 Hefley St, 92683

Station 66, 15061 Moran St, 92683

City of Yorba Linda

Station 10, 18422 E. Lemon Dr, 92886

Station 32, 20990 Yorba Linda Blvd, 92887

Station 53, 25415 La Palma Ave, 92887

County of Orange, Unincorporated

Station 8, 10631 Skyline Dr, Santa Ana, 92705

Station 11, 259 Emerald Bay, Laguna Beach, 92651

Station 14, 29402 Silverado Canyon , PO Box 12, Silverado, 92676

Station 15, 27172 Silverado Canyon Rd, Silverado, 92676

Station 16, 28891 Modjeska Canyon Rd, Silverado, 92676

Station 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679

Station 21, 1241 Irvine Blvd, Tustin, 92780

Station 25, 8171 Bolsa Ave, Midway City, 92655

Station 33, 374 Paularino, Costa Mesa, 92626

Station 40, 25082 Vista del Verde, Cota de Caza 92679

Station 56, 56 Sendero Way, Rancho Mission Viejo 92694

Station 58, 58 Station Way, Ladera Ranch 92694

Specialty Stations

Helicopter Operations - Station 41, 3900 West Artesia Ave, Fullerton, 92833

Crews & Equipment – Camp 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679

**ORANGE COUNTY FIRE AUTHORITY
TOTAL INCIDENTS BY MEMBER AGENCY**

INCIDENTS (1) (2)	FY 2015/16 TOTAL	FY 2016/17 TOTAL	FY 2017/18 TOTAL	FY 2018/19 TOTAL	FY 2019/20 TOTAL	FY 2020/21 TOTAL
Aliso Viejo	2,511	2,654	2,810	2,871	3,022	3,172
Buena Park	7,016	7,053	7,193	7,242	7,175	7,363
Cypress	3,013	3,145	3,238	3,292	3,215	3,162
Dana Point	3,291	3,663	3,717	3,399	3,343	3,334
Garden Grove (3)	-	-	-	-	11,288	13,557
Irvine	14,688	15,967	16,325	16,797	16,481	15,704
La Palma	1,059	1,212	3,303	1,282	1,224	1,210
Laguna Hills	2,887	3,078	3,947	3,303	3,122	3,263
Laguna Niguel	3,861	4,054	5,281	4,192	4,421	4,268
Laguna Woods	5,319	5,636	5,333	5,342	4,967	5,353
Lake Forest	4,995	5,474	1,303	5,335	5,378	5,629
Los Alamitos	1,380	1,360	1,477	1,468	1,405	1,363
Mission Viejo	7,508	7,777	8,041	7,989	7,718	7,512
Placentia (4)	3,132	3,325	3,609	3,564	3,616	-
Rancho Santa Margarita	2,415	2,447	2,542	2,366	2,521	2,518
San Clemente	5,080	5,311	5,239	5,069	4,999	5,168
San Juan Capistrano	3,629	3,899	3,931	3,786	3,571	3,552
Santa Ana	23,455	25,074	26,707	27,518	27,335	27,493
Seal Beach	4,882	4,753	4,591	4,216	4,300	4,276
Stanton	3,413	3,396	3,284	3,343	3,645	3,701
Tustin	5,406	5,419	5,470	5,748	5,623	5,780
Villa Park	452	475	448	480	469	448
Westminster	7,442	7,560	7,702	7,772	7,945	8,357
Yorba Linda	3,716	3,747	4,059	4,146	4,023	4,168
Unincorporated	6,719	7,390	7,437	7,573	7,788	8,065
TOTAL	127,269	133,869	136,987	138,093	148,594	148,416

SOURCE: Command and Emergency Planning Division

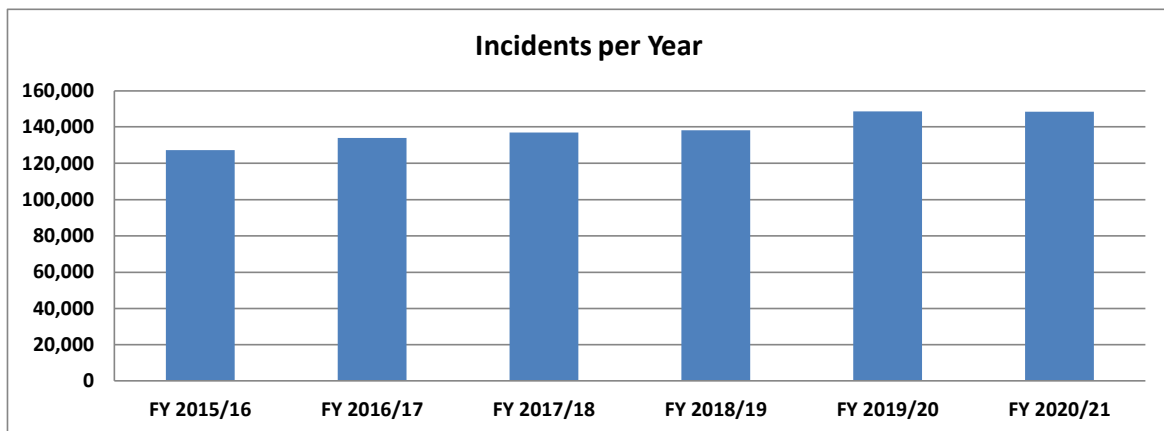
Notes: (1) Response statistics are normally reported on a calendar year basis in other reports.

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

(2) Excludes mutual aid.

(3) Garden Grove joined the OCFA on August 16, 2019.

(4) Placentia left the OCFA on July 1, 2020.

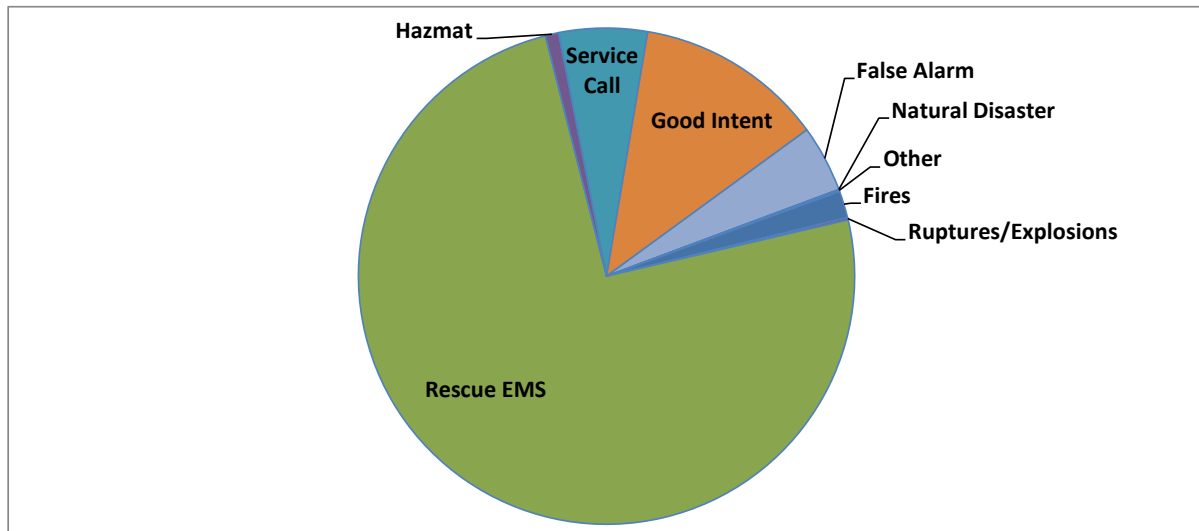


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Fires	2,338	2,372	2,651	2,161	2,313	2,688
Ruptures/Explosions	197	192	147	154	226	221
Rescue EMS	102,994	106,679	110,327	111,044	114,758	113,735
Hazmat	1,314	1,466	1,163	1,322	1,348	1,317
Service Call	7,921	7,819	7,955	6,948	7,978	8,777
Good Intent	13,261	14,207	14,010	14,353	18,532	18,737
False Alarm	6,575	6,644	6,060	7,016	7,482	6,616
Natural Disaster	6	37	3	13	12	27
Other	9	67	68	589	137	171
Total	134,615	139,483	142,384	143,600	152,786	152,289

SOURCE: Command and Emergency Planning 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 2021/22 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Aliso Viejo	x		9,262,104,730	9,757,602,814	10,320,677,681	10,706,653,293	11,057,982,407
Buena Park		x	9,229,491,055	9,771,180,116	10,534,142,623	11,010,946,020	11,489,593,771
Cypress	x		6,751,018,895	7,049,084,643	7,492,894,724	7,865,560,138	8,175,217,451
Dana Point	x		11,209,516,043	12,184,560,468	12,716,978,213	13,330,882,538	13,901,089,734
Garden Grove		x	N/A	N/A	16,905,098,847	17,647,291,388	18,531,828,327
Irvine	x		65,754,243,380	71,898,708,288	78,439,755,961	85,045,012,271	90,058,178,619
Laguna Hills	x		6,506,373,771	6,744,151,507	7,169,367,194	7,360,864,516	7,648,233,891
Laguna Niguel	x		14,571,803,337	15,341,993,870	15,925,157,522	16,566,378,732	17,211,774,861
Laguna Woods	x		2,772,774,055	2,949,710,076	3,141,574,001	3,308,199,147	3,655,930,644
Lake Forest	x		13,710,657,105	14,701,560,696	15,968,846,956	17,239,224,679	17,826,417,831
La Palma	x		1,998,104,819	2,042,167,124	2,137,828,771	2,218,934,763	2,294,417,228
Los Alamitos	x		1,961,259,113	2,068,339,266	2,165,015,762	2,279,997,603	2,430,512,406
Mission Viejo	x		15,835,376,499	16,538,594,766	17,362,619,028	18,087,504,763	18,749,278,901
Placentia		x	6,133,423,292	6,445,280,269	6,778,268,541	7,057,342,473	N/A
Rancho Santa Margarita	x		7,810,951,199	8,247,182,511	8,640,697,353	8,947,481,219	9,238,425,182
San Clemente		x	15,269,877,772	16,078,964,868	16,904,336,045	17,783,909,910	18,559,898,391
San Juan Capistrano	x		7,190,142,697	7,600,134,619	7,959,761,841	8,336,033,901	8,820,713,611
Santa Ana		x	23,886,126,355	25,232,514,520	26,520,241,206	27,943,960,825	29,080,199,582
Seal Beach		x	5,167,628,512	5,428,186,516	5,625,919,713	5,981,330,597	6,200,421,253
Stanton		x	2,569,936,575	2,679,870,249	2,836,468,798	3,015,953,419	3,303,024,101
Tustin		x	11,577,792,122	12,399,614,364	13,043,122,290	13,658,893,858	14,373,207,288
Villa Park	x		1,674,085,299	1,755,259,382	1,836,352,144	1,912,173,385	1,993,610,121
Westminster		x	8,410,334,862	8,907,507,276	9,391,193,921	9,801,405,362	10,290,575,674
Yorba Linda	x		14,098,052,704	14,862,265,209	15,623,191,050	16,292,117,775	16,933,257,430
Unincorporated (3)	x		26,380,369,799	28,230,719,718	29,526,543,695	31,132,441,986	32,498,066,143
Total SFF Cities			205,809,305,538	220,170,132,715	234,564,833,084	250,629,460,709	262,493,106,460
Percentage Change			6.05%	6.98%	6.54%	6.85%	4.73%
Total Cash Cities			83,922,138,452	88,745,020,420	110,401,220,796	113,901,033,852	111,828,748,387
Total Assessed Valuation			289,731,443,990	308,915,153,135	344,966,053,880	364,530,494,561	374,321,854,847
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.

**ORANGE COUNTY FIRE AUTHORITY
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)**

For the Year Ended June 30	(A) Population Estimates (In Thousand)	(B) Total Personal Income (In Thousand)	Per Capita Income	(C) Unemployment Rate
2009	3,139	146,052,500	46,528	8.9
2010	3,010	147,195,100	48,902	9.5
2011	3,029	155,259,400	51,258	8.8
2012	3,058	169,584,000	55,456	7.6
2013	3,114	166,370,000	53,426	5.0
2014	3,148	179,141,000	56,906	4.4
2015	3,035	193,081,000	63,615	3.6
2016	3,194	200,027,000	62,625	3.2
2017	3,184	208,950,000	65,620	2.6
2018	3,192	220,685,000	69,135	2.5
2019	3,193	230,299,000	72,127	2.4
2020	3,180	242,361,000	76,202	14.9

SOURCES:

- (A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.
- (B) Center for Economic Research, Chapman University (estimates).
- (C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at May of each year.

**ORANGE COUNTY FIRE AUTHORITY
POPULATION AND HOUSING STATISTICS**

	Population by City, 2012 and 2021			Housing Units by City, 2012 and 2021		
	(1) 2012	(2) 2021	Percent Change	(1) 2012	(2) 2021	Percent Change
Aliso Viejo	49,172	49,813	1.3%	19,159	20,192	5.4%
Buena Park	81,931	81,626	-0.4%	24,687	25,140	1.8%
Cypress	48,504	48,531	0.1%	16,085	16,631	3.4%
Dana Point	33,657	33,189	-1.4%	15,949	16,212	1.6%
Garden Grove	(3)	172,476	--		48,504	--
Irvine	224,745	271,564	20.8%	83,792	110,884	32.3%
Laguna Hills	30,746	31,073	1.1%	10,992	11,302	2.8%
Laguna Niguel	63,848	65,168	2.1%	25,374	26,774	5.5%
Laguna Woods	16,499	16,036	-2.8%	13,079	13,079	0.0%
Lake Forest	78,513	84,538	7.7%	27,193	30,567	12.4%
La Palma	15,784	15,442	-2.2%	5,222	5,241	0.4%
Los Alamitos	11,622	11,538	-0.7%	4,358	4,437	1.8%
Mission Viejo	94,434	94,119	-0.3%	34,182	34,961	2.3%
Placentia	(4)	51,452	--	16,924		--
Rancho Santa Margarita	48,629	48,183	-0.9%	17,260	17,346	0.5%
San Clemente	64,322	64,065	-0.4%	26,032	26,665	2.4%
San Juan Capistrano	35,191	35,801	1.7%	11,982	12,596	5.1%
Santa Ana	329,939	331,369	0.4%	76,976	80,285	4.3%
Seal Beach	24,489	24,443	-0.2%	14,545	14,552	0.0%
Stanton	38,758	39,573	2.1%	11,276	11,699	3.8%
Tustin	76,998	80,009	3.9%	26,602	28,386	6.7%
Villa Park	5,882	5,759	-2.1%	2,017	2,031	0.7%
Westminster	91,326	91,466	0.2%	27,707	28,163	1.6%
Yorba Linda	65,925	67,846	2.9%	22,565	23,850	5.7%
Unincorporated	120,389	127,787	6.1%	39,319	42,891	9.1%
Total:						
Orange County Fire Authority	1,702,755	1,891,414	11.1%	573,277	652,388	13.8%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2012
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2021
- (3) The City of Garden Grove joined the OCFA on August 16, 2019.
- (4) The City of Placentia left the OCFA on July 1, 2020.

ORANGE COUNTY FIRE AUTHORITY
PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)

Property Tax Payer	FY 2010/11			FY 2019/20		
	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied
The Irvine Company	\$ 60,286	1	1.19%	\$ 76,208	1	1.05%
Walt Disney Parks & Resorts US	45,147	2&8	0.90%	68,969	2	0.95%
So Cal Edison Co.	28,050	3	0.56%	49,220	3	0.68%
Five Points Holding, LLC				20,233	4	0.28%
Sempra Energy (SDG&E, So Cal. Gas)				14,883	5	0.21%
United Laguna Hills Mutual				11,346	6	0.16%
BEX Portfolio, Inc.				8,680	7	0.12%
Anbang Insurance Group Company				7,011	8	0.10%
Lennar Corporation				6,799	9	0.09%
AT&T (Pacific Bell)				6,474	10	0.09%
Irvine Company LLC	28,605	4&5	0.57%			
Irvine Apartment Communities	9,744	6	0.19%			
Pacific Bell Telephone Company	9,001	7	0.18%			
United Laguna Hills	7,283	9	0.14%			
Heritage Fields El Toro, LLC	7,012	10	0.14%			

SOURCE:
 County of Orange Comprehensive Annual Financial Report for the Year Ended June 30, 2020

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 2010/11			FY 2019/20		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	22,000	1	1.37%	32,000	1	2.04%
University of California, Irvine	21,291	2	1.33%	24,174	2	1.54%
County of Orange	17,257	3	1.08%	18,435	3	1.17%
St. Joseph Health System	12,048	4	0.75%	14,000	4	0.89%
Kaiser Permanente	5,968	8	0.37%	8,200	5	0.52%
Albertsons				7,535	6	0.48%
Boeing Co.	7,700	5	0.48%	6,500	7	0.41%
Hoag Memorial Hospital				6,500	8	0.41%
Walmart Inc.				6,200	9	0.39%
Target Corporation	5,527	9	0.34%	6,000	10	0.38%
Bank of America Corporation	6,300	6	0.39%			
Yum Brands Inc.	6,300	7	0.39%			
Cedar Fair LP	5,200	10	0.32%			

SOURCES:

County of Orange Comprehensive Annual Financial Report for the Year Ended June 30, 2020

NOTE:

Data presented on this schedule is for the County of Orange and is not limited to the cities/county unincorporated areas served by the OCFA.

ORANGE COUNTY FIRE AUTHORITY
CONSTRUCTION AND HOUSING ACTIVITY

Calendar Year	Total Dwelling Units	Building Permit Valuation (Million \$)	Home Price Index (2009=100)
2010	3,091	2,181	107.6
2011	4,807	2,537	101.5
2012	6,163	2,826	106.5
2013	10,453	4,175	128.1
2014	10,636	4,634	135.7
2015	10,897	5,030	139.0
2016	12,134	5,647	145.0
2017	10,294	5,279	153.9
2018	8,105	6,283	161.2
2019	10,294	5,795	162.7
2020	5,907	3,814	176.6

SOURCE:

Chapman University, Economic & Business Review (June editions)



ORANGE COUNTY FIRE AUTHORITY GLOSSARY

Accounting System	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
Accrual Basis Accounting	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
Advanced Life Support (ALS)	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
Aircraft Rescue & Firefighting (ARFF)	ARFF refers generally to the functions and services associated with the control and mitigation of crashes, fire, hazardous conditions, and other incidents related to airport operations. These services are provided at John Wayne Airport.
Appropriation	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
Assessed Valuation	The value assigned to real property (land and buildings) and tangible personal property (moveable property) by the Orange County Assessor's Office for use as a basis in levying property taxes.
Audit (Financial Statement)	An examination of OCFA's financial statements by an independent Certified Public Accountant (CPA) in order to render an opinion as to the fair presentation of the financial statements and related disclosures.
Automatic / Mutual Aid	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.
Balanced Budget	A budget in which planned on-going expenditures do not exceed planned on-going revenues. The OCFA also requires on-going revenues to cover any incremental increase in the Board mandated General Fund 10% contingency fund balance.

OCFA GLOSSARY continued

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 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.
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.

OCFA GLOSSARY continued

Cash Contract City	Cash Contract Cities are those municipalities that formerly had their own fire departments but currently contract with the OCFA for emergency services. These eight cities (Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster) are billed for the service costs.
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 (AFR)	The AFR 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.

OCFA GLOSSARY continued

COVID-19 Pandemic	The coronavirus disease 2019 is a respiratory illness which was declared a pandemic on March 11, 2020.
Debt Service	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
Deficit	A condition in which revenues are insufficient to cover expenditures.
Deployment Study	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
Design-Build	A method to deliver a project in which design and construction services as contracted by a single entity.
Division or Section Budget	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
Emergency Medical Technician (EMT)	An EMT-I is an individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.
Encumbrance	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
Expenditure	Represents the actual payment for goods and services or the accrual thereof.
Executive Management Team	The Fire Chief, two Deputy Chiefs, six Assistant Chiefs, and Communications Director of the OCFA.
Fair Labor Standards Act (FLSA)	This is a federal wage-hour law, which sets mandates for the compensation of employees.
False Alarm Call	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.

OCFA GLOSSARY *continued*

False Alarm Call	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.
Federal Emergency Management Agency (FEMA)	Provides assistance for activities that must be necessary to do one of the following: eliminate or reduce an immediate threat to life, public health, or safety.
Fees	A general term used for any charge levied for providing a service or permitting an activity.
Fiduciary Fund	Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. OCFA fiduciary funds are not included in the Adopted Budget. Two fiduciary funds are reported in OCFA's AFR, both of which are pension and other employee benefit trust funds.
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.
Fiscal Year	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.
Five-Year Capital Improvement Plan	The Capital Improvement Program (CIP) has a Five-Year Plan that coincides with the OCFA's five-year Financial Forecasts. It reflects the budget developed for each CIP fund for five years.
Fleet Management System	This system provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
Force Hire/Hiring	A Force Hire is when an employee is required to work a shift they are not regularly scheduled to work or had volunteered to work. This action applies to front-line response and dispatch personnel for which minimum staffing levels are required, to ensure adequate staffing on that shift.

OCFA GLOSSARY continued

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.

OCFA GLOSSARY continued

Governmental Accounting Standards Board Statement #54 (GASB 54)

In March 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. 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.

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.

OCFA GLOSSARY continued

Intranet/(TheHIVE)	The Intranet is a web-based system similar in nature to the Internet only for the OCFA employees. It provides all OCFA employees a centralized focal point to obtain Authority and personal information and data, and gives management the ability to distribute announcements, policy changes, and other information in a timely manner. Currently SharePoint is used to maintain the Intranet and is also called TheHIVE.
Jurisdictional Equity Adjustment Payment (JEAP)	Pursuant to the second amendment to the OCFA's Joint Powers Agreement, Structural Fire Fund agencies are to be issued equity payments based on a calculation of the average Structural Fire Fund Tax Rate. These payments are intended to address member agency concerns regarding the relationship of financial contributions to level of service received. The second amendment was invalidated by ruling of the Courts. This reference is retained for historical purposes.
John Wayne Airport (JWA)	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).
Joint Powers Agreement (JPA)	The OCFA was formed as a joint powers authority pursuant to California Government Code section 6500 et seq. The joint powers agreement, which governs the point execution of powers by its members, was initially executed on March 1, 1995, and has subsequently been amended four times. The fourth amendment was ratified on February 5 th , 2019.
Lease-Purchase Agreement	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
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.

OCFA GLOSSARY continued

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.
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.

OCFA GLOSSARY continued

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.

OCFA GLOSSARY continued

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.
Snowball Plan	Strategies to paydown the OCFA’s Unfunded Pension Liability with OCERS.
Standard Operating Procedures (SOP)	A set of written procedures that document the intent, purpose, criteria, and course of action for specified practices of the OCFA. The SOPs are divided into four categories – Administration, Operations, Community Risk Reduction, and Support Services.
State Responsibility Area (SRA)	State Responsibility Areas are those portions of the County for which the State of California has primary fire suppression jurisdiction. The State contracts with the OCFA to provide these services.
Strategic Plan	The Customer Centered Strategic Plan is composed of goals and objectives designed to guide the Authority into the future.

OCFA GLOSSARY continued

Structural Fire Fund (SFF)	The Shade Tree Law of 1909 (Government Code § 25620 et seq.) empowered certain county boards of supervisors to levy property taxes designated to pay for county fire suppression/protection services. Within Orange County, this fund is called the Structural Fire Fund and each Tax Rate Area (except those in Cash Contract Cities) has a corresponding SFF rate that is applied to the 1% basic property tax levy.
Structural Fire Fund (SFF) City	Fifteen of the twenty- four member agencies of the OCFA are Structural Fire Fund cities. These municipalities, along with the unincorporated portions of the County, pay for their emergency services by a direct allocation of property tax revenue.
Taxes	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
Tax and Revenue Anticipation Notes (TRAN)	Short term financing mechanism that provides monies to cover temporary cash flow deficits within the General Fund, which is repaid during the same fiscal year.
United States Forest Service (USFS)	The Forest Service was established in 1905 and is an agency of the U.S. Department of Agriculture. The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres.
Urban Search and Rescue (US&R)	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
Warehouse Inventory System	This system provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
Wellness and Fitness (WEFIT) Program	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.



**ORANGE COUNTY FIRE AUTHORITY
COMMON ACRONYMS**

ABH	Assistance-by-Hire
AED	Automated External Defibrillators
AFR	Comprehensive Annual Financial Report
ALS	Advanced Life Support
AP	Accounts Payable
AR	Accounts Receivable
ARFF	Aircraft Rescue & Firefighting
AV	Audio Visual
ATV	All-Terrain Vehicle
AVL	Automatic Vehicle Location
BC	Battalion Chief
BLS	Basic Life Support
C&E	Crews & Equipment
CAD	Computer Aided Dispatch
CAFS	Compressed Air Foam System
CAL EMA	California Emergency Management Agency
CAL FIRE	California Department of Forestry and Fire Protection
CalOSHA	California Occupational Safety and Health Agency
CalPERS	California Public Employees Retirement System
CB	Completion Benchmark
CCC	Cash Contract Cities
CCCS	Countywide Coordinated Communication System
CDF	California Department of Forestry (aka CAL FIRE)
CERT	Community Emergency Response Teams
CFFJAC	California Fire Fighter Joint Apprenticeship Commission
CIP	Capital Improvement Program
COA	Chief Officers Association

**OCFA ACRONYMS
continued**

COTS	Commercial Off-the-Shelf
COVID-19	Coronavirus Disease 2019
CPA	Certified Public Accountant
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CRR	Community Risk Reduction
CSFT	California State Fire Training
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DOP	Digital Ortho Photography
DR/CO-LO	Disaster Recovery Co-Location
DSR	Daily Status Report
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPAC	Emergency Planning and Coordination
FEMA	Federal Emergency Management Agency
FFPM	Firefighter/Paramedic
FIRIS	Fire Integrated Real-Time Intelligence System
FLSA	Fair Labor Standards Act
FD	Fire Department
FS	Fire Station
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund

**OCFA ACRONYMS
continued**

GFOA	Government Finance Officers Association
GGRF	Greenhouse Gas Reduction Funds
GIS	Geographic Information System
GO	General Orders
GPS	Global Positioning System
HAZMAT	Hazardous Materials
HMD	Hazardous Materials Disclosure
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
IDF	Intermediate Distribution Facility
IFP	Integrated Fire Prevention (System)
IRIS	Incident Reporting Investigation System (replaces OCFIRS)
IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LT	Limited Term
MDC	Mobile Data Computers
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
OCEA	Orange County Employees Association
OCERS	Orange County Employees Retirement System
OCFA	Orange County Fire Authority
OCFAMA	Orange County Fire Authority Management Association
OCFD	Orange County Fire Department
OCFIRS	Orange County Fire Incident Reporting System
OCMEDS	Orange County Medical Emergency Data System

**OCFA ACRONYMS
continued**

OCPFA	Orange County Public Firefighters Association
OSHA	Occupational Safety and Health Administration
P&D	Planning and Development
PARS	Public Agency Retirement Services
PAU	Paramedic Assessment Unit
PC	Personal Computer
PCR	Pre-hospital Care Report or Patient Care Report
PD	Police Department
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer
PM	Paramedic
PO	Purchase Order
PODs	Point-of-Dispensation sites
PPE	Personal Protective Equipment
PR	Public Relations
PSR	Personnel & Salary Resolution
PSS	Public Safety System
RDA	Redevelopment Agency
RFF	Reserve Firefighter
RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROI	Return on Investment
S&EB	Salaries & Employee Benefits
S&S	Services & Supplies
SAC ISA	Santa Ana College In-Service Agreement
SCBA	Self-Contained Breathing Apparatus
SFF	Structural Fire Fund

**OCFA ACRONYMS
continued**

SLA	Service Level Assessment
SOP	Standard Operating Procedures
SQL	Structured Query Language
SRA	State Responsibility Area
SUV	Sport Utility Vehicle
TBD	To-Be-Determined
TCD	Target Completion Date
TDA	Tractor Drawn Aerial (apparatus)
TRAN	Tax and Revenue Anticipation Notes
TSD	Target Start Date
UAAL	Unfunded Actuarial Accrued Liability
UPS	Uninterruptible Power System
US&R	Urban Search and Rescue
USAR	Urban Search and Rescue
USFS	United States Forest Service
UTV	Utility Terrain Vehicle
VHF	Very High Frequency
VLHT	Very Large Helitanker
VoIP	Voice over Internet Protocol (system)
VPN	Virtual Private Network
WC	Workers' Compensation
WEFIT	Wellness and Fitness Program
WMD	Weapon of Mass Destruction

ORANGE COUNTY FIRE AUTHORITY SAFETY MESSAGE



SMOKING FIRE SAFETY



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

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

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

Smoking Safety

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

Electronic Cigarettes

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

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