



Orange County Fire Authority

FY 2016/17
Adopted
Budget





ORANGE COUNTY FIRE AUTHORITY

Safety Message

PLANNING FOR DISASTER

Make a Family Disaster Plan

- ✓ Consider special needs for elderly or disabled family members, children, and pets.
- ✓ Choose meeting places outside your home and outside your neighborhood.
- ✓ Choose an out-of-state contact person.
- ✓ Register for AlertOC, Orange County's emergency notification system, to receive information during and after an emergency.
- ✓ Enroll in CPR and first aid classes.

Create Disaster Supply Kits

- ✓ Assemble kits with enough supplies for at least 72 hours, including food, water, and supplies for pets.
- ✓ Consider individual and family needs.
- ✓ Include supplies for your pets.
- ✓ Create smaller, portable kits for your car and workplace.

Prepare 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.



FY 2016/17 Budget

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July, 2016

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City of Laguna Woods

Vicente Sarmiento
City of Santa Ana

Jeff Bowman

Fire Chief

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



Our Vision

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

Our Mission

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

Our Customer Service Mindset

We visualize problems and solutions through the eyes of those we serve.

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Orange County Fire Authority at a Glance



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

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



As a result, in 1991 a new governance structure was sought to provide for more direct oversight by all participating agencies. The fruition of that effort was the formation of the Orange County Fire Authority on March 1, 1995. Each city has a councilmember on the OCFA Board of Directors along with two County Supervisors. Subsequent to its formation, another four cities have become members of the Authority. In April, 2004, the Fire Authority's headquarters moved to their newly completed Regional Fire

Operations and Training Center (RFOTC) in the City of Irvine.

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

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

Orange County Fire Authority at a Glance

As of June 30, 2016

Date of Formation March 1, 1995

Form of Government Joint Powers Authority, State of California

Number of Member Agencies: 24

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

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

Population Served: 1,755,436

Number of Stations: 72 (including two specialty stations)



Vehicles:	Type 1 Engines	64	Air Support Vehicles	2
	Paramedic Engine Units	44	Aircraft Rescue Units	4
	Paramedic Assessment Units	23	Bull Dozers	3
	Wildland Interface Engines	8	Heavy Rescue	1
	Type 2 Engines	1	Command Vehicles	2
	Type 3 Engines	13	Haz Mat Response	1
	Type I Relief Engines (800)	10	Helicopters	4
	Type I Strike Team Engines	8	Helicopter Support	1
	Type I Spare Engines (900)	17	Squad/Patrol Vehicles	12
	Truck Companies	15	Mass Casualty Unit	1
	Paramedic Vans/Squads	8	Communications Unit	1
	Emergency Transport	1		

Organizational Structure

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

For FY 2016/17, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has four standing committees which also meet monthly; an Executive Committee, a Budget and Finance Committee, a Claims Settlement Committee, and a Human Resources Committee. The Chair of the Board makes appointments to the Committees on an as needed basis. The following is a description of each committee:

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

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

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

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

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

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

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

Advisory Committees to the Board of Directors

City Managers’ Technical Advisory Committee -- The City Managers’ Technical Advisory Committee is comprised of 10 City Managers whom advise the Fire Chief and make recommendations on major policy decisions prior to submittal to the Board. The Technical Advisory Committee provides an effective means of building and facilitating a collaborative working environment between the Fire Chief and City Managers.

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

Reader's Guide to the Budget

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

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

CHIEF'S MESSAGE SECTION

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

BUDGET SUMMARY SECTION

This section provides a comprehensive overview of the FY 2016/17 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 2016/17. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2016/17 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

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

The five departments are:

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

The Fire Chief established a set of domain objectives which serves as the strategic plan for the OCFA. The domain objectives for FY 2015/16 and FY 2016/17 are listed for the respective department in this section of the budget document.

CIP SECTION

The Capital Improvement Program (CIP) section presents the OCFA's five-year plan of CIP needs. Detailed information for each fund is provided, including a fund description, project highlights, significant changes, and impact on the operating budget. Also included are revenue and expenditure summaries and project descriptions for FY 2016/17.

OTHER FUNDS SECTION

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

APPENDIX SECTION

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

BUDGET PROCESS

BUDGET DEVELOPMENT

When Fire Chief Bowman took office in 2014, he established a set of domain objectives which serves as the Strategic Plan for the OCFA. Based on the domain objectives for FY 2015/16 and FY 2016/17, Executive Management established policies and guidelines for developing the budget and strategically leading the organization into the future. Budget instructions were provided to Division and Section Managers who then prepared and compiled their budget requests using the approved budget policies and guidelines.

Each section's services and supplies (S&S) budget was held flat at the FY 2015/16 level, which already included reductions from prior years. This base budget excluded any one-time projects and grant funding included in the FY 2015/16. Supplemental Budget Request forms were submitted for requests that exceeded the base budget. These supplemental requests were submitted to the respective Assistant Chief for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2016/17 budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval during the Executive Management budget workshop.

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

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

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

Board of Directors' Budget Workshop in May. A public hearing was held in May 2016 for the Board to adopt the budget in accordance with the Authority's First Amendment to the Amended Joint Powers Agreement, which requires the budget to be adopted at or prior to the last meeting of the Board for each fiscal year.

BUDGET ADJUSTMENTS

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

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

**ORANGE COUNTY FIRE AUTHORITY
FY 2016/17 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2015

- Executive Management reviews draft budget policies and priorities

MARCH 2016

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

DECEMBER 2015

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

APRIL 2016

- RSG provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/6/2016
- City Managers' Budget & Finance Committee reviews draft budget on 4/20/2016

JANUARY 2016

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

MAY 2016

- Budget & Finance Committee receives final property tax report from RSG, and reviews General Fund and CIP draft budget on 5/11/2016
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/26/2016
- Board of Directors adopts FY 2016/17 Proposed Budget on 5/26/2016

FEBRUARY 2016

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

MARCH 2017

- Any necessary updates to the FY 2016/17 budget are submitted for Board approval as part of the Mid-Year Budget Review

ACCOUNTING SYSTEM AND BUDGETARY CONTROL

FUND DESCRIPTIONS

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

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

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

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

General Fund

General Fund – Fund 121. This is the primary operating fund of the OCFA. The OCFA’s property tax revenue, which represents about 65% 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 2016/17 budgeted revenues and expenditures.

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

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

Capital Projects Funds

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

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

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

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

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

Debt Service Fund

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

Debt Service Fund – Fund 201. This fund was used to track and fund biannual debt service payments and to maintain the required 10% debt service reserve. This fund was established after issuance of the 2001 Revenue Bonds for construction of the Regional Fire Operations and Training Center. In order to achieve savings in interest expense the revenue bonds were paid off early in FY 2009/10. This fund is no longer in use.

Fiduciary Funds

The Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. These funds are included in our Comprehensive Annual Financial Report (CAFR), but are excluded from the FY 2016/17 Budget since there are no appropriations.

FUND RESPONSIBILITY

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

Fund	Department(s) Responsible	Section(s)/Division(s) Responsible
Fund 121 – General Fund	All Departments	All Sections/Divisions
Fund 12110 – General Fund CIP	Support Services Operations	Information Technology EMS (Division 6)
Fund 123 – Fire Stations and Facilities Fund	Support Services	Property Management
Fund 124 – Communications & Information Systems Fund	Support Services	Information Technology
Fund 133 – Fire Apparatus Fund	Support Services	Fleet Services
Fund 171 – Structural Fire Fund Entitlement Fund	Business Services Operations	Finance Field Divisions
Fund 190 – Self Insurance Fund	Business Services Executive Management	Treasury/Fin. Planning Human Resources

BASIS OF ACCOUNTING - FINANCIAL STATEMENTS

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

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

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

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

BUDGETARY BASIS OF ACCOUNTING

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

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

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

FY 2016/17 OCFA Adopted Budget

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

- The Structural Fire Fund Entitlement Fund (Fund 171) and the Self-Insurance Fund (Fund 190) are presented as separate funds in the budget, but are consolidated with the General Fund for financial statement presentation.

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

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

INTERNAL CONTROLS

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

APPROPRIATIONS LIMIT

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

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

LEGAL DEBT LIMIT

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

The OCFA also periodically issues short-term debt in the form of Tax and Revenue Anticipation Notes (TRAN) to cover cash flow needs due to significant timing differences between cash inflows and outflows. OCFA does not anticipate issuing a TRAN in FY 2016/17.

The OCFA also uses lease-purchase financing agreements to finance certain vehicle and equipment replacements. Use of these types of short-term debt requires approval from a majority of the Board of Directors. The repayment schedule for the current lease-purchase financing agreement for two of OCFA's helicopters is located in the Appendix. Due to the relative frequency of short-term debt issuance, the Board of Directors adopted a short-term debt policy to establish guidelines for managing the OCFA's cash flow position through the use of short-term debt when appropriate.

Budget Policies, Guidelines, and Objectives

OVERVIEW

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

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

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

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

- **Financial Stability Budget Policy:** **Last updated November, 2013**
This policy is to guide the OCFA budget actions toward maintaining long-term financial stability and to establish contingency fund levels and annual funding targets for the OCFA's General Fund and Capital Improvement Program (CIP) Funds. Among other things the Policy requires the OCFA to:
 - Maintain and update a Five-Year Financial Forecast whenever a significant financial event occurs or is anticipated to occur to ensure the OCFA's fiscal health is maintained.
 - Submit a balanced operating budget and strive to achieve a balanced Five-Year Financial Forecast.

- Maintain a contingency reserve in the General Fund for unplanned emergencies equal to 10% of operating expenditures
- Analyze the feasibility of pre-paying some or all of the annual retirement contribution to Orange County Employees Retirement System (OCERS) to take advantage of the discount offered by OCERS.

- **Fiscal Health Plan**

Last updated November, 2013

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

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

- **Investment Policy**

Last updated November, 2014

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

- **Internal Control Review Plan**

Last updated January, 2006

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

• **Pay-down of Unfunded Pension Liability** **Last Updated November, 2015**

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

- Contribute additional pension payments towards the unfunded pension liabilities from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year.
- Contribute additional funds from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
- Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
- Beginning in FY 2016/17, begin to make an additional \$1 million payment from the overfunded workers' compensation reserve.

Implementation of these strategies may result in a shortened pay-down schedule of 12, rather than 29 years.

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

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

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

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

• **Short-Term Debt Policy** **Last Updated March, 2007**

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

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

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

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

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

- **Grant Management Policy** **Last Updated January, 2012**
This policy, which became effective January 2012, established an overall framework for guiding the OCFA's use and management of grant resources.

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

- **Budget Detail / Policy and Guidelines**
The OCFA Executive Management establishes the levels of responsibilities within the departments and sections to streamline budget implementation while continuing

to ensure that appropriate controls are in place. It also provides guidelines regarding issues like budget substitutions, budget transfers, and procurement of goods and services.

- **Internal Policies and Comprehensive Desk Procedures**

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

This Fiscal Year 2016/17 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 2016/17 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in November 2015 to guide FY 2016/17 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2016.
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted.
- Continue accelerating funding of the UAAL, implementing options as directed by the Board.
- Preserve sufficient revenues to support future capital needs, which may not be met by current CIP fund balances, when all 5 years of the Financial Forecast are balanced.
- 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
- Fund baseline CIP needs to maintain facilities, systems and equipment in a manner which is safe and hazard-free (funding may be via CIP fund balance or incoming revenue stream)

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

- Enhance services levels for the communities we serve.
- Continue the phased-in reinstatement of prior budget reductions (frozen positions)
- Address other needs identified, and agreed to, in Joint Labor Mgmt. meetings

Key Budget Policies

Key budget policies established in November 2015 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 2015/16 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. The only exceptions to this policy are cost increases beyond our control such as utilities, fuel costs, leases or

contracts for services with built in cost escalators. For those items staff was directed to complete a Supplemental Budget Request 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:
 - ✓ Facilities maintenance/replacement – Property Manager
 - ✓ Information technology – Information Technology Manager
 - ✓ Communications and other electrical additions to vehicles – Information Technology Manager
 - ✓ Automotive – Fleet Services Manager
- Funding for frozen positions must be approved by the Board before filling.

Parameters for Recommending Use of Fund Balance

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

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

Capital Improvement Management

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

Operating transfers from the General Fund are typically a major funding source for CIP projects. The amount of revenue available for transfer from the General Fund to the CIP is allocated based on the existing fund balance in each CIP Fund and on the future needs identified in the five-year CIP. The OCFA at times also uses lease-purchase financing for vehicles and various types of equipment.

Fund Balance

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

General Fund

- The OCFA shall maintain a Board-mandated fund balance of 10% of operating expenditures, excluding grant-funded, 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 to any cash flow needs per management and Board direction, and finally to fund capital improvement projects.

CIP Fund Balances and Target Funding Levels

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

FINANCIAL REPORTING

(Fiscal Health Plan)

Annual Reporting

The OCFA prepares annual financial statements as follows:

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

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

Interim Reporting

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

FISCAL HEALTH MONITORING

(Fiscal Health Plan, Financial Stability Budget Policy)

Financial Indicators

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

Long-Term Liability Study

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The latest OCFA Long-Term Liability Study was presented to the Board of Directors in November, 2015. The Study examines the following long-term liabilities:

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

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

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

Five-Year Forecast

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

INVESTMENTS

(Investment Policy, Fiscal Health Plan)

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

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

investment securities will be protected through third-party custodial safekeeping.

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

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

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

Short-Term Debt

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

Long-Term Debt

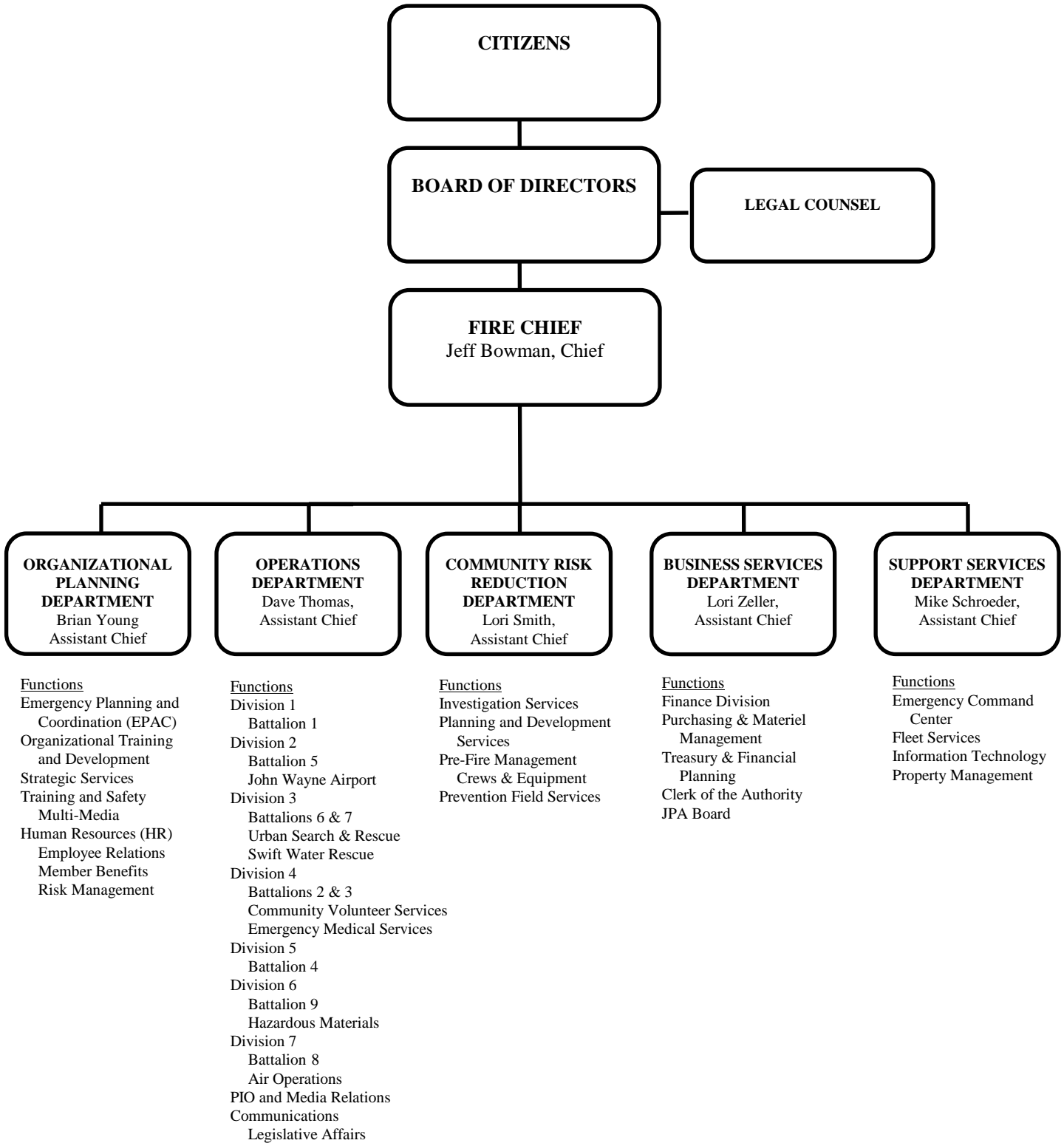
The OCFA's First Amendment to the Amended Joint Powers Agreement requires that two-thirds of the OCFA's member agencies must approve the issuance of any long-term bonded indebtedness. The OCFA issued its only long-term debt in August 2001 to provide funding for the construction of the Regional Fire Operations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

Lease-Purchase Financing

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

In December 2008, the OCFA entered into a Master Aircraft Lease Agreement with SunTrust Equipment Finance and Leasing Corp. The OCFA purchased two helicopters and the related equipment for a total amount of \$21.5 million. Under the terms of the agreement, SunTrust leased the equipment to the OCFA at an annual rate of 3.7609%. Lease payments, which are payable quarterly, commenced in March 2009, and will terminate December 2018. In November 2011, the OCFA refinanced the lease at a lower interest rate of 2.58%. The current outstanding principal balance as of June 30, 2016 is approximately \$6.1 million. This is currently the OCFA's only lease-purchase agreement.

**ORANGE COUNTY FIRE AUTHORITY
ORGANIZATION CHART**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, appearing to read "Jeffrey R. Enos".

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, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



The California Society of Municipal Finance Officers (CSMFO) presented an Excellence in Operational Budgeting Award to the Orange County Fire Authority, California for its annual budget for the FY 2015/16 beginning July 1, 2015. 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. 2016-04

**A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY
BOARD OF DIRECTORS ADOPTING AND APPROVING THE
APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE
AUTHORITY FOR FISCAL YEAR 2016/17**

*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 2016/17 is approved and adopted by the Board of Directors as follows:

GENERAL FUND

Operating Appropriations

Salary and Employee Benefits	\$291,082,773
UAAL Pay-down to OCERS	\$3,653,114
Services and Supplies	\$27,248,731
Capital Outlay	\$483,504
Debt Service on TRAN	\$723,186
Total Operating Appropriations	\$323,191,308

Operating Transfers-Out

From General Fund to CIP Fund(s)	\$24,402,894
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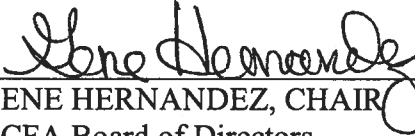
Other Funds

Fund 12110 – General Fund CIP	\$1,823,000
Fund 123 – Fire Stations and Facilities	\$8,375,000
Fund 124 – Communications and Info. Systems	\$9,595,117
Fund 133 – Fire Apparatus	\$9,848,181
Fund 171 – Structural Fire Entitlement Fund	\$0
Fund 190 – Self-Insurance Fund	\$7,494,019
Total Other Funds	\$37,135,317

Reserves

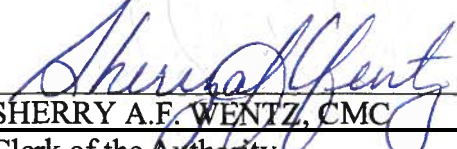
10% Operating Contingency	\$31,953,819
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PASSED, APPROVED and ADOPTED this 26th day of May 2016.



GENE HERNANDEZ, CHAIR
OCFA Board of Directors

ATTEST:



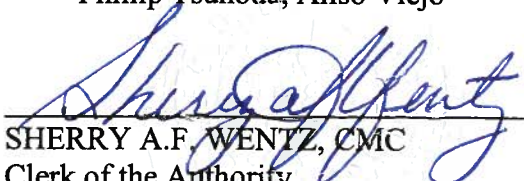
SHERRY A.F. WENTZ, CMC
Clerk of the Authority

Orange County Fire Authority
Resolution No. 2016-04
Page 2

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

I, Sherry A. F. Wentz, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2016-04 was duly passed and adopted at a regular meeting of the Board of Directors of the Orange County Fire Authority held on the day of May 26, 2016, by the following roll call vote, to wit:

AYES:	Angelica Amezcua, Santa Ana	Robert Baker, San Clemente
	Rick Barnett, Villa Park	Lisa Bartlett, County of Orange
	Carol Gamble, Rancho Santa Margarita	Craig Green, Placentia
	Shelley Hasselbrink, Los Alamitos	Gene Hernandez, Yorba Linda
	Robert Johnson, Cypress	Jeffrey Lalloway, Irvine
	Joseph Muller, Dana Point	Al Murray, Tustin
	Dwight Robinson, Lake Forest	Ed Sachs, Mission Viejo
	Don Sedgwick, Laguna Hills	David Shawver, Stanton
	David Sloan, Seal Beach	Michele Steggell, La Palma
	Elizabeth Swift, Buena Park	Tri Ta, Westminster
NOES:	None	
ABSTAIN:	None	
ABSENT	Noel Hatch, Laguna Woods	John Perry, San Juan Capistrano,
	Todd Spitzer, County of Orange	Phillip Tsunoda, Aliso Viejo


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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKING FIRE SAFETY

Prevent Smoking Fires

- ✓ Smoke outside.
- ✓ Don't smoke while sleepy or under the influence of alcohol or other drugs, including medication.
- ✓ Never smoke in bed.
- ✓ Never smoke around oxygen tanks.
- ✓ When smoking, use deep, sturdy ashtrays or a bucket with sand.
- ✓ Put cigarettes out all the way, every time.
- ✓ Keep smoking materials away from children.

Electronic Cigarettes

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

Chief's Message





ORANGE COUNTY FIRE AUTHORITY

Safety Message

BEACH SAFETY

Practice Water Safety

- ✓ 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.

Be Aware 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.

Identifying a Rip Current

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

Surviving 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.

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) 2016/17. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2016/17 and meets our policy reserve requirements.

At 65% of our revenues, property taxes are the largest component of our General Fund revenue budget. OCFA contracts with Rosenow Spevacek Group (RSG) to conduct property tax forecasts for the next five fiscal years. Their projections, which are updated on an annual basis, are included in the five-year cash flow forecast located on page 56.

The rebound in property tax revenues to pre-recession levels has again provided an opportunity to re-examine our staffing levels and needs in each of our departments. Executive staff met in March to review and consider the draft budget and position requests, with an eye to restoring staffing where the need was greatest. To achieve this goal, we have unfrozen and funded 10 positions. The positions are listed below:

- Two Fire Captains, to serve multiple administrative functions including supplementing Public Information Officer services as well as serving as Divisional Administrative Captains.
- One Battalion Chief, to be assigned to the Air Operations section
- One Fire Captain, to be assigned to Emergency Medical Services section
- Two Senior Information Technology analysts
- One Senior Human Resources Analyst
- One Environmental Health and Safety Specialist
- One Nurse Educator, assigned to Emergency Medical Services
- One Senior Fire Apparatus Technician

Having weathered the Great Recession, we continue to work on developing and expanding the capacity of our employees and the organization as a whole. This proposed budget, including the restoration of 10 frozen positions, will better position the OCFA to achieve this goal, and in turn improve and enhance the services we provide to our member agencies and the citizens we serve.

Fiscal Measures Implemented During Budget Development

Our budget development process included the following measures:

- **Salaries** – The proposed budget includes scheduled salary increases as required by approved MOUs; no increases are assumed where an approved MOU is not in place. Merit increases are included for qualifying employees.
- **Vacant/Frozen Positions** – Funding for frozen positions must be approved by the Board before filling; 76 frozen positions are not funded in this proposed budget. 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 2015/16 level. Requested increases were reviewed and approved on a case-by-case basis.
- **Workers' Compensation** – The workers' compensation annual budget is funded at the 50% confidence level per the updated policy.
- **Prioritization of Five-Year Capital Improvement Plan** – The five-year CIP was updated and reviewed by the Executive Management team which scrutinized 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.

An operating transfer from the General Fund to the CIP funds is included in each of the next five years.

Accomplishment of Goals Established in the Prior Budget Cycle

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

- **Paydown of OCFA's Unfunded Pension Liability with the Orange County Employees Retirement System** – The Board previously directed staff to address the sizable Unfunded Actuarial Accrued Liability (UAAL) with the Orange County Employees Retirement System (OCERS), which as of the end of 2015 amounted to approximately \$419 million. During FY 2015/16, staff continued to accelerate funding of the UAAL in keeping with the Board's adopted "Snowball" Plan and returned to the Board with an update to the Plan. Strategies included in the Plan are:
 - ✓ Use unencumbered fund balances available from the close of each fiscal year to make annual lump sum payments

- ✓ Include savings from reduced retirement rates resulting from the implementation of the Public Employees' Pension Reform Act in the annual budget to make bi-weekly additional payments
- ✓ Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
- ✓ Beginning in FY 2016/17, begin to make an additional \$1 million payment from the overfunded workers' compensation reserve

During FY 2015/16, additional payments of \$15.5 million were made to OCERS from the strategies described above. An updated estimate from OCERS' actuary indicated the UAAL paydown timeline has shortened to 12 years from an original 29 years before the plan was implemented.

- ***EMS Delivery Enhancements*** – Throughout FY 2015/16, efforts continued to research, define, and develop recommendations that identified the most efficient and effective deployment models to enhance the quality and safety of our employees and the citizens we serve. During the fiscal year, the Board approved an additional phase and ongoing evaluation of enhancements to the EMS deployment model, intended to improve levels of service and firefighter safety, reduce response times on medical calls, reduce the number of responding units, and reduce the burden placed on neighboring fire jurisdictions to respond and assist with OCFA calls. This effort continues into the new fiscal year.
- ***Implemented Recommendations from Analysis of Field Operations*** – The Board was asked to consider and approve several operational changes during the fiscal year which were recommended as result of our analysis of field operations. Those included:
 - ***Urban Search and Rescue (US&R) and Technical Rescue Truck (TRT) Operations and Staffing:*** This specialty program was being adversely impacted by personnel retention, unit availability and response, and training costs aggravated by turnover. To address these issues the Board approved the establishment of a 7.5% specialty bonus pay effective during the fiscal year. All US&R and TRT trained personnel qualify for the bonus. Other changes were implemented including, an updated staffing model to ensure resource availability, and changes to skill set requirements for the positions.
 - ***Hazardous Materials Response Team (HMRT) Program:*** Similar to the US&R and TRT programs, the HMRT program was suffering from turnover related impacts such as retention, and training costs. In order to provide stability and longevity to the program, the Board approved a 2.5% specialty compensation for the program members who have obtained a specialist certification, and been assigned to the program for a minimum of two years.

- ***Air Operations Paramedic Position:*** In the previous fiscal year, the Board approved a six-month trial staffing changes in the Air Operations program that consisted of a 24/7, three platoon schedule and addition of a firefighter paramedic position on the weekends. This served to double helicopter availability and personnel responded to 18% more incidents than before. The change also improved Air Operations staff safety, patient care, and response times by eliminating the need to land and pick up a paramedic before responding to Advance Life Support calls. Based on the results of this trial, during FY 2015/16, the Board approved a permanent addition of a firefighter paramedic post position in Air Operations.

- ***Labor Negotiations for Expired and new Contracts*** – During FY 2015/16 a new MOU was successfully negotiated with the Chief Officers Association. Negotiations for a new MOU with Orange County Professional Firefighters Association for the firefighter bargaining unit also continued through FY 2015/16, after an extension was made to allow additional time for negotiations. Shortly after the start of the new FY an agreement was reached and ratified by the membership and the Board of Directors.

- ***Improve Risk Management Outcomes*** – After the successful implementation of a Workers' Compensation Alternative Dispute Resolution Program (ADR), a workers' compensation injury analysis was completed during the fiscal year, intended to help reduce claims, expenses and backfill costs by 5-10% and return 75% of injured employees to light duty work within four days. Although the number of open claims declined by 2% during the year, actual salary and claim costs increased.

Priorities Established for the FY 2016/17 Budget Cycle

The following priorities have been established for the FY 2016/17 budget cycle:

- ***Improve OCFA Communications at All Levels*** – During this fiscal year we will be continuing our dissemination of relevant and timely communications to the Board, Executive Committee and OCFA staff. This will take the form of Board advisories, email or other written updates, video newsletter appearances, all-hands meetings and other opportunities. We will also be striving to maintain and increase positive media coverage during the year.

- ***Establish Consistency in Human Resources functions and improve Labor Relations*** – We will be continuing several ongoing efforts during the upcoming fiscal year, namely: restructuring all promotional and recruitment processes; succession planning efforts, developing and implementing organization-wide leadership training; implementing a new

performance evaluation system; negotiations for any expiring MOUs; and establishing a professional standards unit to investigate complaints of employee misconduct.

- ***Conduct Analysis of Field Operations and Internal Support Functions*** – This area of focus builds on prior fiscal year efforts in this domain. We will continue to evaluate and assess Emergency Medical Services (EMS) including, education; continuous quality improvement; and administration. We will also continue to develop the essential functions of the Organizational Training and Development Manager position to assist with organization-wide leadership and succession planning programs.
- ***Focus on Fiscal Health*** – This domain objective reflects an effort to incorporate this perspective into all aspects of decision making at OCFA. Specifically we will continue to assess the impact of economic or budgetary changes and make recommendations that stress long-term fiscal health for OCFA and its member agencies. Additionally during this year we will be completing a utility usage assessment for all our facilities to determine possible capacity for savings.
- ***Build a Customer Service Mindset*** – To reinforce our approach to customer service and our new motto “We visualize problems and solutions through the eyes of those we serve,” we will be continuing our Joint Labor-Management working group to provide activities and reminders for our employees. We expect to produce and distribute pocket cards with our vision, mission, and guiding principles.
- ***Improve Risk Management Outcomes*** – We will conduct a review of our workers’ compensation injury analysis in an attempt to reduce annual claims, expenses, and backfill costs with a goal of returning 75% of employees released by a physician to light duty work within 4 days. Also in the risk management arena, in addition to conducting at least two emergency drills during the fiscal year, we will also conduct an active shooter drill for RFOTC staff and Board members. We plan to provide some form of employee and Board training on an annual basis.
- ***Implement Performance Improvement/Efficiency Measures*** – During this fiscal period we will be looking for ways to improve organizational performance. We will conduct an analysis to identify gaps, and methods for enhancing performance and/or efficiency. Our desire is to develop a culture of process improvements. We envision establishing and institutionalizing evaluation tools and techniques for leadership, including the elements of a 360 degree evaluation. We will also be developing a program to address the impact of post-traumatic stress disorder (PTSD) in OCFA personnel.
- ***Improve Public Safety Technology System*** – This domain objective encompasses many elements within the OCFA. Starting with the Records Management System (RMS), which includes the Integrated Fire Prevention (IFP), Investigations Case Management System (ICMS) and Incident Reporting Application (OCFIRS), the RMS system has proven to be a complicated and challenging project. During this year we will establish timelines and

objectives for the replacement of these systems. Additional enhancements will be sought in the CAD2CAD for move-up and cover strategies, and the LIVE MUM software to reduce overall call response times. Through technology platforms or systems we will also be seeking to reduce ECC call processing time; coordinate the fire code adoption process with Building officials from our member agencies; implement a countywide Community wildfire plan, and establish a foundation for remote weather data and fire detection/monitoring system.

- ***Develop a Continuity of Operations Plan*** – To ensure OCFA is able to continue functioning in the event of a disaster, we will be implementing a Continuity of Operations (COOP) plan during the fiscal year. The plan will involve meeting with stakeholders and identifying needs, followed by generating any required policy changes.

Total Budget Overview

The total revenue budget for FY 2016/17 is \$347,747,045 and total expenditures are \$323,191,308. The OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures and any increases to the Board-required 10% General Fund contingency fund balance. The budget includes a one-time payment of approximately \$3.7 million to OCERS to pay-down the UAAL.

In FY 2016/17, an operating transfer from the General Fund to the CIP funds of \$24.4 million is budgeted; however, as in most years, the transfer is not adequate to fund the entire budget year's CIP projects; therefore, use of CIP fund balance is necessary. In past fiscal years, operating transfers from the General Fund have been accumulated in the CIP funds to establish a funding source for future CIP budgets. At the beginning of FY 2016/17, CIP fund balances are approximately \$40.5 million, which will fund approximately the first two years of the Five-Year CIP plan totaling \$73 million in projects. In addition, the Five-Year CIP plan has identified approximately \$3 million in vehicle replacement projects which have been deferred.

General Fund Budget Overview

General Fund revenue for FY 2016/17 is budgeted at \$347.7 million and expenditures are budgeted at \$323.1 million. The expenditure budget includes the approximately \$3.7 million one-time payment to OCERS to paydown the UAAL, consistent with Board direction. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing operating expenditures.

The table on the next page depicts the General Fund revenues over three fiscal periods.

Revenue

	2014/15 Actual	2015/16 Adopted Budget	2016/17 Adopted Budget
Budget	\$329,939,986	\$333,074,587	\$347,747,045
Dollar Change		3,134,601	\$14,672,458
Percentage Change		0.94%	4.22%

Property tax represents the largest revenue category at approximately 65% of the General Fund's total revenue, or \$214.4 million. As a category, it is projected to increase by approximately 6.06% in FY 2016/17. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 4.57% based on an annual property tax study prepared by Rosenow, Spevacek Group (RSG), Inc.

The next largest revenue category, Charges for Current Services, represents 30% of the General Fund's revenues at approximately \$102.8 million. The category is estimated to increase by 0.85%. The projected increase is based primarily on a 1.74% increase to the base component of the Cash Contract City Charge, combined with an added catch-up provision for most cash contract cities that resulted from the First Amendment to the Amended JPA.

The Intergovernmental revenues category is budgeted at approximately \$15.3 million, a 3.02% increase from the FY 2015/16 adopted budget. This is primarily due to a contract increase from CAL FIRE for SRA Wild lands suppression responsibility.

Interest revenue (Use of Money and Property) of approximately \$962,000 is based on estimated cash flows and a projected interest rate of 0.75%.

Expenditures

	2014/15 Actual	2015/16 Adopted Budget	2016/17 Adopted Budget
Budget	\$328,535,653	\$317,357,077	\$323,191,308
Dollar Change		(\$11,178,576)	\$5,834,231
Percentage Change		(3.52%)	1.81%

Salaries and Employee Benefits (S&EB) total approximately \$291 million in FY 2016/17, or a 1.29% increase compared to the adopted FY 2015/16 budget. The increase is due primarily to the addition of 10 new positions, and increases in retirement contributions.

Services & Supplies total approximately \$27.2 million in FY 2016/17, a \$514K increase or 1.92% from the adopted FY 2015/16 budget. The increase is due to section budget increases as approved by Executive Management, including additional apparatus equipment, security contract costs, service fees, and maintenance contract increases.

Staffing Changes

The change to the number of approved positions reflected on the Chart of Authorized Positions is the result of the unfreezing and reclassification of 10 positions throughout the organization, including 4 safety positions. The Summary of Regular Positions by Department includes positions not funded due to ongoing cost containment measures.

A total of 76 positions are not funded in FY 2016/17 and include: 18 Firefighters, 20 Fire Apparatus Engineers, 22 Fire Captains, 1 Heavy Fire Equipment Operator, 1 Fire Pilot, 1 Battalion Chief and 13 non-safety positions. The unfunded positions include three Urban Search & Rescue (US&R) positions, namely 1 Battalion Chief, 1 Senior Fire Equipment Technician and 1 Fire Equipment Technician. These three positions will be funded with regular annual US&R Grant funds during the fiscal year. Thirty of the unfunded Firefighter Unit positions are backfilled with overtime; there is no reduction to service levels.

CIP Funds Overview

The Capital Improvement Program budget for FY 2016/17 is \$29.6 million. Revenues for the CIP funds during this budget cycle include interest and contributions from Cash Contract cities. Use of fund balance is also necessary in each of the CIP funds.

Significant projects in the CIP funds include the following:

General Fund CIP (Fund 12110)

- The budget of approximately \$1.8 million funds projects including replacement of personal computers and printers; network servers; and fire station alarm upgrades.

Fire Stations and Facilities (Fund 123)

- The approximately \$8.4 million budget funds the replacement of Fire Station 10 in Yorba Linda; remodel of Fire Station 11 at the Emerald Bay, and tenant improvements in the US&R warehouse.

Communications and Information Systems (Fund 124)

- The budget of approximately \$9.6 million will fund the 800 MHz Countywide Coordinated Communications System Replacement; the Integrated Fire

Prevention application and Incident Reporting Application Replacement portions of the Records Management System upgrade; an upgrade to the CAD2CAD system, and upgrades to the Audio Video Equipment in the RFOTC.

Fire Apparatus (Fund 133)

- Approximately \$9.9 million has been included in the FY 2016/17 budget for the replacement of 32 emergency and support vehicles as well as lease-purchase debt service payments for two existing helicopters.

Financial Forecasts

Five-year financial forecasts are provided throughout the budget development process to assist management and the Board of Directors in evaluating proposed budgetary decisions. Assumptions used in building the forecasts tend to be conservative with revenue projected modestly and expenditures projected aggressively. It should be noted that the forecasts are very sensitive to changes in future growth assumptions with a 1% property tax revenue change in the early years of the forecast potentially causing a multi-million dollar impact to the bottom-line by the last year of the forecast.

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

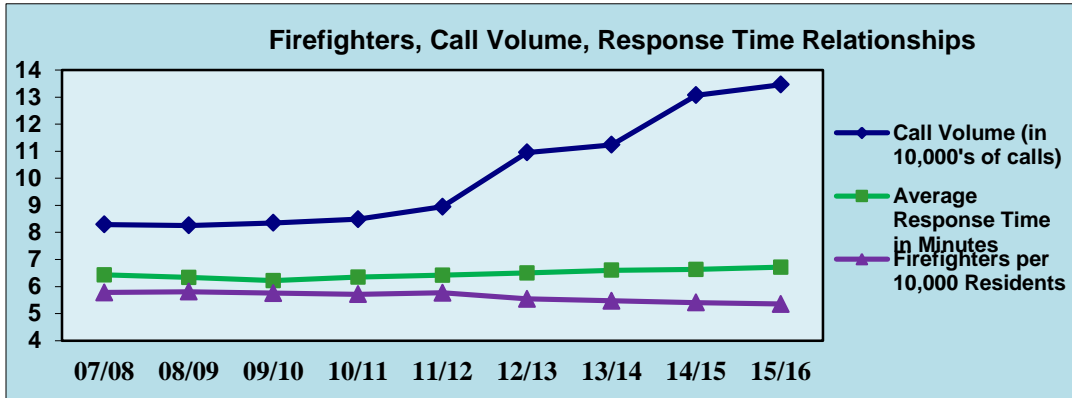
- Continue to pursue cost containment, cost savings, and revenue enhancement
- Continue to improve employee safety through the WEFIT program and reduce workers' compensation costs
- Continue to aggressively pursue grants
- Continue to review fee-funded programs to ensure that costs associated with these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

Service Delivery

The graph on the following page shows that our ratio of firefighters per 10,000 residents has decreased slightly during the past ten years (on average 0.6% per year) while at the same time our emergency call load has increased by 67%. The significant jump in call volume was in part due to the City of Santa Ana joining the OCFA.

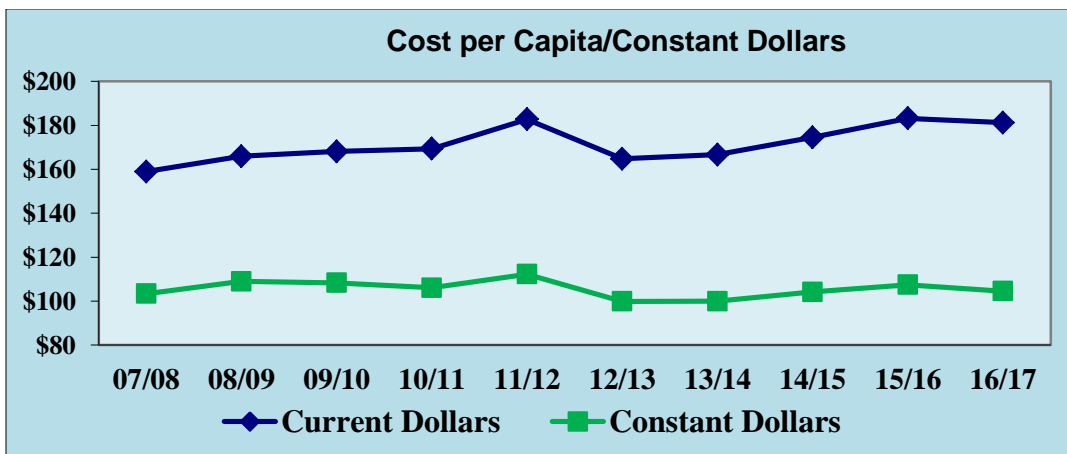
During this period, the average response time for emergency calls has remained relatively constant at less than seven minutes per call. Response time at the 80th percentile is 8:02 minutes

and 9:13 minutes at the 90th percentile. With the implementation of OCFA’s new CAD system in 2014/15, OCFA’s response time data now includes response times for all OCFA jurisdictions, including Santa Ana. This new data is more inclusive and accurate than prior fiscal years, and establishes a new baseline for OCFA to use in measuring future response time improvements.



Cost per Capita

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



Comparison to other Fire Service Districts

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

Metro Fire serves a population of approximately 728,000 in a 417 square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire's case, 67% of their revenue is derived from property tax, while in OCFA's case the number is approximately 65%. The OCFA serves a population of approximately 1.75 million stretching over 576 square miles.

Metro Fire's General Fund expenditure budget for FY 2016/17 is approximately \$192 million, while OCFA's is \$323 million. This results in a spending ratio of approximately \$264 per capita for Metro Fire and \$185 per capita for OCFA.

Customer Satisfaction

During FY 2015/16, more than 29,000 customer satisfaction surveys were distributed with an approximately 22% return response rate. Overall satisfaction was rated approximately 97%; ratings have continued to be between 97% and 98% for the last ten years. These repeated high ratings demonstrate that our communities place high value on the quality of the OCFA's services, and we continue to meet or exceed service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the eighth time to the Orange County Fire Authority for its FY 2015/16 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 2016/17 budget for award consideration.

Acknowledgements

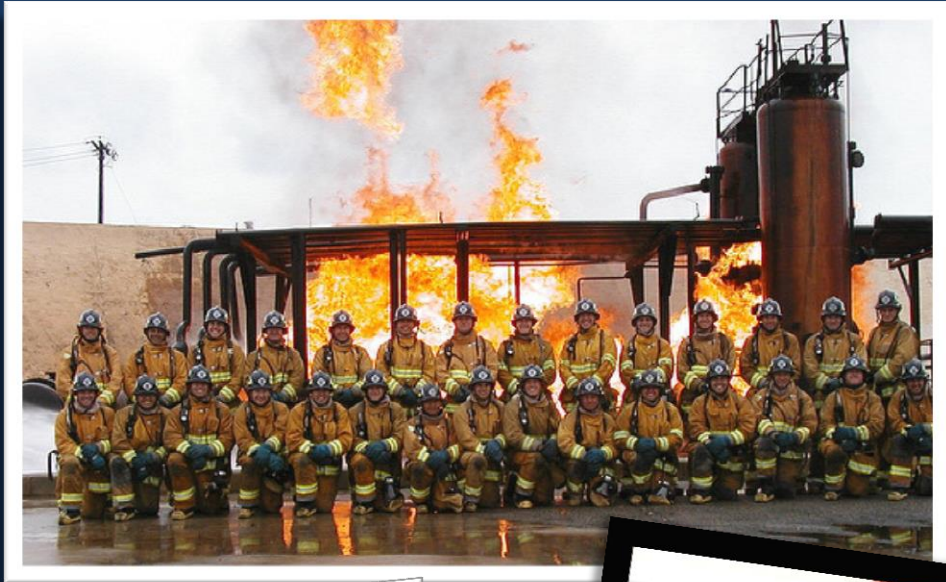
This budget was made possible by the dedicated efforts of all the departments of the OCFA, in particular the staff of the Treasury and Financial Planning section. We would also like to express our appreciation to the Board of Directors, the Budget and Finance Committee, the CIP Ad Hoc Committee, and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

Respectfully,

Jeff Bowman
Fire Chief

Budget Adoption – Board of Directors Meeting of May 26, 2016

Budget Summary





ORANGE COUNTY FIRE AUTHORITY

Safety Message

CARBON MONOXIDE ALARMS

Install and Maintain

- ✓ Install carbon monoxide alarms outside each sleeping area and on every level of the home.
- ✓ Test carbon monoxide alarms at least once a month.

Prevent Carbon Monoxide Poisoning

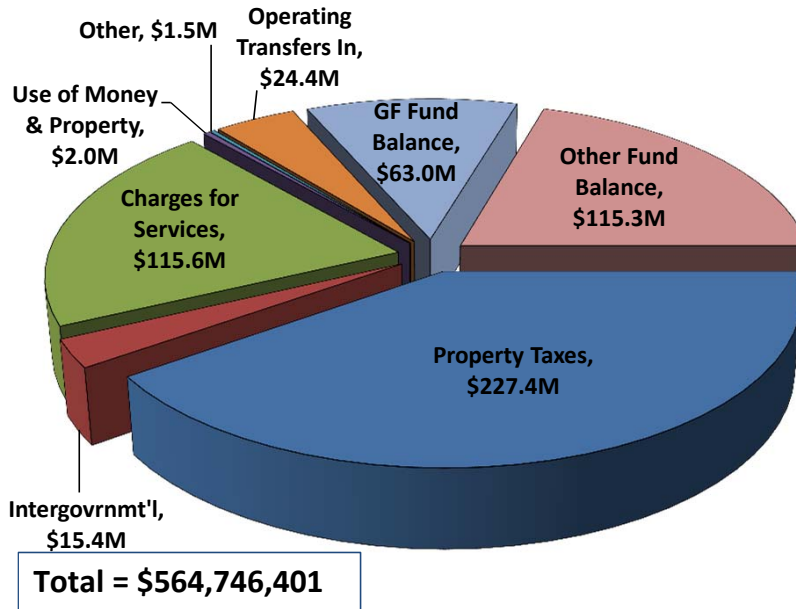
- ✓ Have a professional inspect your chimneys and heating equipment each year.
- ✓ Don't keep your car running inside your garage, even if your garage doors are open.
- ✓ Gas and charcoal grills and generators can produce carbon monoxide. Use them outdoors in well-ventilated areas away from windows, doors, and vent openings.
- ✓ Clear all debris from dryer, furnace, stove, and fireplace vents.
- ✓ Open the damper when using a fireplace for adequate ventilation.
- ✓ Never use your oven or stove to heat your home.
- ✓ Do not cover the bottom of natural gas or propane ovens with aluminum foil.

If a Carbon Monoxide Alarm Sounds:

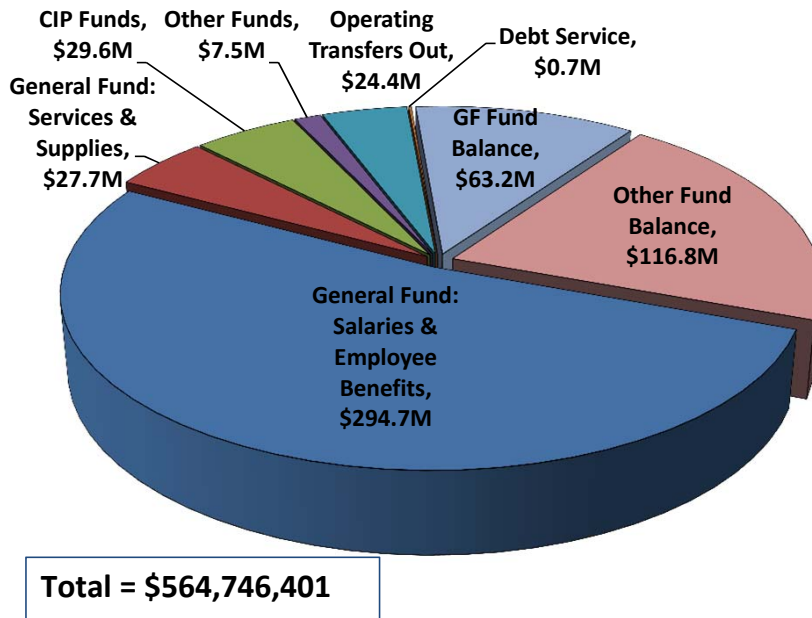
- ✓ Assume that a real danger is present.
- ✓ Move all people and pets out of the structure immediately.
- ✓ Once outside, call 9-1-1. Don't return until the fire department has declared the area safe.

FY 2016/17 Funding Sources and Uses
All Funds

Where the Money Originates



Where the Money Goes*



* Sum of pie chart components total \$564.6M due to rounding.

**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY
FY 2016/17**

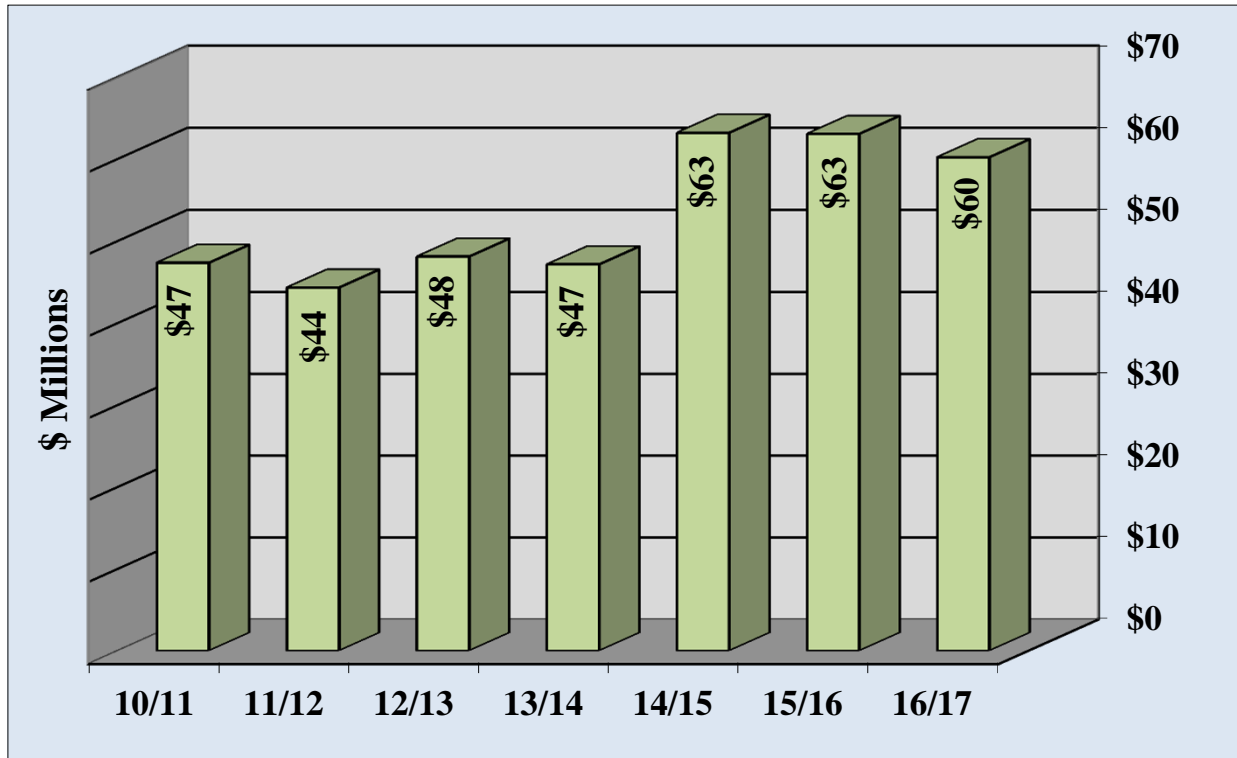
	121 General Fund	12110 (1) General Fund CIP	123 Fire Stations & Facilities
FUNDING SOURCES			
Property Taxes	\$227,439,867	-	-
Intergovernmental	15,392,901	-	-
Charges for Current Services	102,840,465	-	-
Use of Money & Property (1)	961,615	-	132,393
Other	1,112,197	-	98,381
Total Revenue & Other	347,747,045	-	230,774
Financing Sources			
Operating Transfer In	-	1,823,000	7,900,000
Beginning Fund Balance	63,045,451	398,394	13,977,231
TOTAL AVAILABLE RESOURCES	\$410,792,496	\$2,221,394	\$22,108,005
EXPENDITURES			
Salaries & Employee Benefits	\$291,082,773	-	-
Services & Supplies	27,248,731	1,823,000	-
Capital Outlay	483,504	-	8,375,000
Debt Service	723,186	-	-
Subtotal Expenditures	319,538,194	1,823,000	8,375,000
UAAL Paydown	3,653,114	-	-
Total Expenditures & Other Uses	323,191,308	1,823,000	8,375,000
Appropriation for Contingencies	3,000,000	-	-
Operating Transfer Out	24,402,894	-	-
Ending Fund Balance	60,198,294	398,394	13,733,005
TOTAL FUND COMMITMENTS & FUND BALANCE	\$410,792,496	\$2,221,394	\$22,108,005

- (1) Project related budgets segregated for operational budget clarity purposes. As a sub-fund of the General Fund, revenues and expenditures are accounted for as the General Fund in the CAFR, however for cash-flow purposes the expenditures are tracked outside of the General Fund. Therefore 12110 requires cash-flow transfers in the same manner as the other CIP Funds. Actual transfers occur only between the General Fund and Funds 123, 124, and 133.

Budget Summary

124 Communications & Information Systems	133 Fire Apparatus	171 SFF Entitlement	190 Self- Insurance	Total
-	-	-	-	\$227,439,867
-	-	-	-	15,392,901
-	1,358,858	-	11,444,465	115,643,788
164,012	184,423	4,567	569,615	2,016,625
166,092	101,923	-	-	1,478,593
330,104	1,645,204	4,567	12,014,080	361,971,774
4,866,307	9,813,587	-	-	24,402,894
17,343,310	9,161,224	608,662	73,837,461	178,371,733
\$22,539,721	\$20,620,015	\$613,229	\$85,851,541	\$564,746,401
-	-	-	-	\$291,082,773
-	-	-	7,494,019	36,565,750
9,595,117	9,848,181	-	-	28,301,802
-	-	-	-	723,186
9,595,117	9,848,181	-	7,494,019	356,673,511
9,595,117	9,848,181	-	7,494,019	360,326,625
-	-	-	-	3,000,000
-	-	-	-	24,402,894
12,944,604	10,771,834	613,229	78,357,522	177,016,882
\$22,539,721	\$20,620,015	\$613,229	\$85,851,541	\$564,746,401

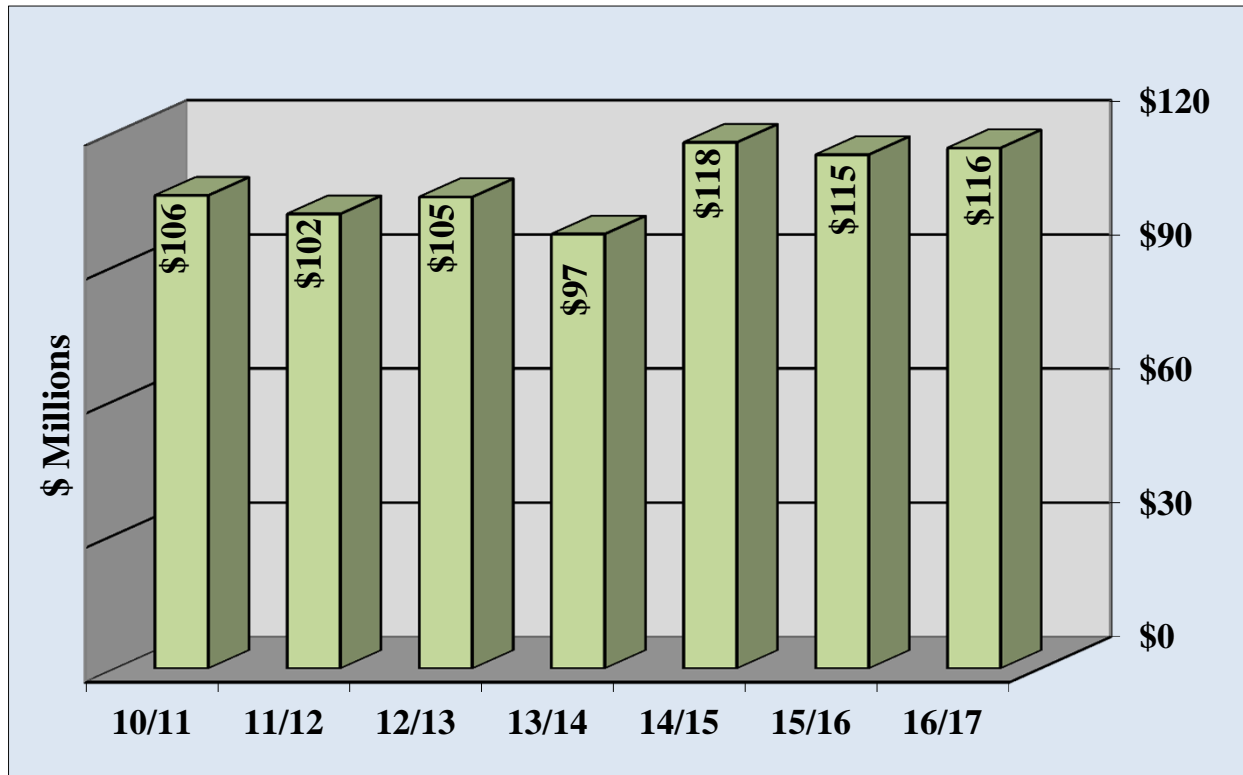
Ending Fund Balances General Fund



The largest component of General Fund fund balance is the 10% contingency reserve, which has consistently been maintained at 10% of operating expenditures pursuant to the reserve requirement established by the Board. Ending fund balance increased in FY 2014/15 primarily due to budget savings in FY 2014/15 and adjustments for the removal of the invalidated Jurisdictional Equity Adjustment payments.

Note: FY 2009/10 through FY 2014/15 are based on actuals, and FY 2015/16 through FY 2016/17 are budget figures.

Ending Fund Balances CIP/Other Funds



As the economy began to decline, a significant number of capital projects were postponed and as the recession continued, the decision was made to retain excess funds in the General Fund to prepay retirement. As shown by the general overall decline above, fund balances were used to fund necessary projects. Operating transfers from the General Fund resumed in FY 2013/14 in order to fully fund all of the approved projects. Significant projects in recent years include replacement of the Computer Aided Dispatch system; replacement of emergency and support vehicles; negotiation and acquisition of the US&R Warehouse; construction of Fire Station 56 (Rancho Mission Viejo); replacement of the 800 MHz Countywide Coordinated Communications System and the replacement of Station 10 (Yorba Linda). The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year.

Note: FY 2009/10 through FY 2014/15 are based on actuals, and FY 2015/16 through FY 2016/17 are budget figures.

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2010/11 - FY 2016/17

Fund No.	Fund Type	Fund Description	FY 2010/11 Actual	FY 2011/12 Actual	FY 2012/13 Actual
Available Fund Balances - July 1			\$163,643,163	\$162,885,946	\$157,498,177
REVENUES					
121	General	General Fund	\$245,187,306	\$257,684,088	\$308,982,925
122	Capital Projects	Facilities Maintenance & Improv	140,957	256,676	276,705
123	Capital Projects	Fire Stations & Facilities	270,054	211,142	612,571
124	Capital Projects	Communications & Info Systems	616,063	309,934	136,020
133	Capital Projects	Fire Apparatus	1,093,779	17,993,980	2,284,009
171	Other	SFF Entitlement	3,787	3,908	(907)
190	Other	Self Insurance	3,716,645	5,255,273	9,850,534
201	Debt Service	Debt Service	-	-	-
TOTAL REVENUES - ALL FUNDS			\$251,028,591	\$281,715,001	\$322,141,857
EXPENDITURES					
121	General	General Fund Departments:			
		Executive Management	\$10,710,784	\$9,608,337	\$9,756,556
		Operations	188,958,209	202,901,082	232,599,505
		Community Risk Reduction	9,750,346	10,384,303	11,450,914
		Organizational Planning	-	-	-
		Business Services	10,314,194	13,592,774	11,417,414
		Support Services	15,004,853	20,862,652	22,484,807
		Sub-total General Fund	234,738,386	257,349,148	287,709,196
12110	Capital Projects	General Fund CIP	-	-	-
122	Capital Projects	Facilities Maintenance & Improv	804,041	1,103,620	957,441
123	Capital Projects	Fire Stations & Facilities	4,264,166	169,688	63,863
124	Capital Projects	Communications & Info Systems	2,992,646	1,784,796	5,215,470
133	Capital Projects	Fire Apparatus	4,461,605	20,399,582	5,566,811
171	Other	SFF Entitlement	66,966	51,160	103,722
190	Other	Self Insurance	5,482,248	6,243,356	6,011,212
201	Debt Service	Debt Service	-	-	-
TOTAL EXPENDITURES - ALL FUNDS			\$252,810,058	\$287,101,350	\$305,627,715
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			1,024,250	(1,420)	(1,604,898)
Available Fund Balances - June 30			\$162,885,946	\$157,498,177	\$172,407,421
% Fund Balance increase (decrease) from prior yr (b)			-0.46%	-3.31%	9.47%

Notes:

- (a) Reflects adjustments for encumbrances, other timing differences and eliminations between budgetary and CAFR actuals.
- (b) Reflects the use of CIP fund balances to fund various projects. Fund balance was accumulated in prior years for these projects.

Budget Summary

FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget
\$172,407,421	\$171,491,889	\$168,983,255	\$166,097,306
\$308,084,446	\$330,232,488	\$346,279,502	\$347,747,045
311,980	826,075	-	-
1,437,449	7,974,165	2,363,066	230,774
239,294	311,007	403,801	330,104
1,617,354	2,152,013	3,295,108	1,645,204
6,825	2,643	2,921	4,567
13,138,561	14,016,519	13,045,576	12,014,080
-	-	-	-
\$324,835,907	\$355,514,910	\$365,389,974	\$361,971,775
\$11,185,514	\$11,224,859	\$11,949,112	\$4,024,677
233,761,173	240,403,063	252,115,823	243,901,687
13,652,799	14,058,785	15,899,195	15,108,875
-	1,279,240	2,026,288	10,486,307
21,451,192	40,770,226	29,694,958	21,066,566
21,858,811	25,305,352	29,213,710	28,603,195
301,909,489	333,041,526	340,899,086	323,191,307
-	775,832	5,438,793	1,823,000
1,300,881	(27,443)	-	-
7,202,513	6,312,389	906,077	8,375,000
3,560,884	519,009	1,700,000	9,595,117
5,976,390	11,051,007	11,543,533	9,848,181
490,367	95,996	85,524	-
5,447,416	6,443,251	7,702,911	7,494,019
-	-	-	-
\$325,887,940	\$358,211,567	\$368,275,924	\$360,326,625
-	-	-	-
136,501	188,024	-	-
\$171,491,889	\$168,983,255	\$166,097,306	\$167,742,456
-0.53%	-1.46%	-1.71%	0.99%

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
FY 2010/11 - FY 2016/17
REVENUES AND EXPENDITURES BY CATEGORY

	FY 2010/11	FY 2011/12	FY 2012/13
	Actual	Actual	Actual
REVENUES			
Property Taxes	\$177,181,087	\$177,728,289	\$181,720,252
Intergovernmental	11,080,620	12,894,881	28,883,650
Charges for Current Services	60,137,504	70,676,158	105,796,763
Use of Money and Property	822,005	660,620	(20,556)
Other	1,807,375	2,998,975	5,761,748
Issuance of Capital Lease		16,756,078	-
TOTAL REVENUES	\$251,028,591	\$281,715,001	\$322,141,857
EXPENDITURES			
Salaries & Employee Benefits	\$215,356,527	\$233,571,264	\$265,194,627
Services & Supplies	28,274,817	32,836,970	31,305,907
Capital Outlay	6,587,329	1,676,999	6,595,458
Debt Service	2,591,385	2,639,026	2,531,723
Refinanced Debt		16,377,091	
TOTAL EXPENDITURES	\$252,810,058	\$287,101,350	\$305,627,715

REVENUES AND EXPENDITURES BY MAJOR AND NONMAJOR FUNDS

	FY 2010/11	FY 2011/12	FY 2012/13
	Actual	Actual	Actual
REVENUES			
General Fund	\$245,187,306	\$257,684,088	\$308,982,925
Other Governmental Funds	5,841,285	24,030,913	13,158,932
TOTAL REVENUES	\$251,028,591	\$281,715,001	\$322,141,857
EXPENDITURES			
General Fund	\$234,738,386	\$257,349,148	\$287,709,196
Other Governmental Funds	18,071,672	29,752,202	17,918,519
TOTAL EXPENDITURES	\$252,810,058	\$287,101,350	\$305,627,715

Note:

Only the General Fund qualifies as a major fund.

Budget Summary

FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget
\$190,873,686	\$205,141,237	\$218,156,295	\$227,439,867
19,111,811	23,565,213	23,926,860	15,392,901
97,705,186	115,812,691	115,332,139	115,538,838
932,281	841,513	1,165,236	2,016,625
16,212,943	10,154,256	6,809,444	1,583,544
<u>\$324,835,907</u>	<u>\$355,514,910</u>	<u>\$365,389,974</u>	<u>\$361,971,775</u>

\$269,959,939	\$299,800,664	\$309,701,422	294,735,887
\$40,497,227	\$39,631,796	40,093,712	35,226,254
\$12,899,051	\$18,450,024	15,225,881	27,109,575
\$2,531,723	\$329,083	3,254,909	3,254,909
<u>\$325,887,940</u>	<u>\$358,211,567</u>	<u>\$368,275,924</u>	<u>\$360,326,625</u>

FY 2013/14 Budget	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget
\$308,084,446	\$330,232,488	\$346,279,502	\$ 347,747,045
16,751,462	25,282,422	19,110,472	14,224,730
<u>\$324,835,907</u>	<u>\$355,514,910</u>	<u>\$365,389,974</u>	<u>\$361,971,775</u>

\$301,909,489	\$333,817,358	\$340,899,086	\$323,191,308
23,978,451	24,394,209	27,376,838	37,135,317
<u>\$325,887,940</u>	<u>\$358,211,567</u>	<u>\$368,275,924</u>	<u>\$360,326,625</u>

Five-Year Financial Forecast

Five-year financial forecasts are provided in conjunction with budget development in order to assist management and the Board of Directors in assessing proposed budgetary decisions. The forecast model is based on the FY 2016/17 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 2016/17 would result in a \$11.8 million increase to ending fund balance available in FY 2020/21.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2016/17 would result in an \$18.1 million increase to ending fund balance available in FY 2020/21.
 - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2016/17 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$5.8 million increase to the General Fund Surplus in FY 2020/21.

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

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

Budget Summary

	ADJUSTED FY 2015/16	PROJECTED FY 2016/17	PROJECTED FY 2017/18	PROJECTED FY 2018/19	PROJECTED FY 2019/20	PROJECTED FY 2020/21
A. BEGINNING FUND BALANCE	181,140,997	178,267,676	179,912,825	193,880,251	218,233,969	253,071,516
GENERAL FUND REVENUES						
Property Taxes	218,156,295	227,439,867	236,281,599	244,387,663	251,875,301	258,047,100
State Reimbursements	5,286,668	5,286,668	5,286,668	5,286,668	5,286,668	5,286,668
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	9,930,433	-	-	-	-	-
Community Redevelopment Agency Pass-thru	8,609,759	10,006,233	10,265,211	10,532,956	10,824,844	11,059,128
Cash Contracts	90,640,528	92,357,581	95,905,838	100,093,877	104,411,151	108,308,884
Community Risk Reduction Fees	6,497,691	6,448,604	6,448,604	6,448,604	6,448,604	6,448,604
ALS Supplies & Transport Reimbursement	3,929,330	3,929,330	3,929,330	3,929,330	3,929,330	3,929,330
Interest Earnings	689,516	961,615	693,410	1,054,437	1,072,306	1,097,793
Other Revenue	2,439,282	1,217,148	1,217,148	1,217,148	1,217,148	1,217,148
Transfers from General Fund Cashflow Fund (OCERS Pre-Pay)	-	-	-	-	-	-
TOTAL REVENUES	346,279,502	347,747,045	360,127,808	373,050,683	385,165,352	395,494,655
GENERAL FUND EXPENDITURES						
New Positions for New Stations	-	-	2,976,921	3,045,061	5,546,440	10,865,972
Employee Salaries	177,288,558	180,011,555	181,077,372	181,077,372	181,077,372	181,077,372
Retirement - Regular Annual Payments	69,607,764	70,284,316	73,200,767	75,086,856	75,782,414	76,756,194
Retirement - Paydown of UAAL (Rate Savings)	2,802,122	1,653,114	1,886,420	3,167,397	1,648,658	2,368,859
Retirement - Paydown of UAAL (Unencumb. Funds)	12,609,380	-	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year from WC)	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Retirement - Paydown of UAAL (\$1M per Year, Increasing)	-	1,000,000	3,000,000	5,000,000	7,000,000	9,000,000
Workers' Comp Transfer out to Self-Ins. Fund	12,742,220	11,444,465	11,763,964	12,083,462	12,402,961	12,805,050
Other Insurance	25,473,603	26,799,046	29,257,020	31,940,818	34,871,224	38,070,941
Medicare	2,443,638	2,543,391	2,610,168	2,610,168	2,610,168	2,610,168
One-Time Grant/ABH Expenditures	6,272,884	-	-	-	-	-
Salaries & Employee Benefits	309,240,169	294,735,887	306,772,633	315,011,134	321,939,237	334,554,556
Services & Supplies/Equipment	30,134,153	27,732,235	27,482,361	27,741,614	27,582,479	27,597,150
New Station/Enhancements S&S Impacts	-	-	147,024	147,024	265,011	526,425
One-Time Grant Expenditures	801,578	-	-	-	-	-
Debt Service: Interest on TRAN	723,186	723,186	-	-	-	-
TOTAL EXPENDITURES	340,899,086	323,191,308	334,402,018	342,899,772	349,786,726	362,678,131
NET GENERAL FUND REVENUE	5,380,416	24,555,737	25,725,790	30,150,911	35,378,626	32,816,524
B. Incremental Increase in GF 10% Contingency	-	112,507	897,740	521,678	640,569	1,017,120
GENERAL FUND SURPLUS / (DEFICIT)	5,380,416	24,443,230	24,828,049	29,629,233	34,738,057	31,799,404
C. Operating Transfers (from) Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds	340,899,086	-	-	-	-	-
Transfers to CIP from General Fund Surplus	5,380,416	24,443,230	24,828,049	29,629,233	34,738,057	31,799,404
Total Operating Transfers to CIP	5,380,416	24,443,230	24,828,049	29,629,233	34,738,057	31,799,404
Capital Improvement Program/Other Fund Revenues						
Interest Earnings	573,596	1,055,010	2,233,004	2,171,992	2,617,529	3,131,558
State/Federal Reimbursement	-	-	-	-	-	-
Cash Contracts	1,428,656	1,358,858	1,399,624	1,441,613	1,484,861	1,529,406
Developer Contributions	3,689,026	-	-	1,016,577	1,744,683	-
Workers' Comp Transfer in from GF	12,742,220	11,444,465	11,763,964	12,083,462	12,402,961	12,805,050
Miscellaneous	689,602	366,396	366,396	366,396	-	-
Operating Transfers In	5,380,416	24,443,230	24,828,049	29,629,233	34,738,057	31,799,404
Total CIP, W/C, Other Revenues	24,503,516	38,667,958	40,591,037	46,709,273	52,988,091	49,265,417
Capital Improvement Program/Other Fund Expenses						
Fund 12110 - General Fund CIP	5,438,793	1,823,000	1,234,400	1,685,700	1,398,700	1,368,700
Fund 123 - Fire Stations and Facilities	906,077	8,375,000	6,700,000	385,000	-	-
Fund 124 - Communications & Information Systems	1,700,000	9,595,117	3,906,511	4,444,367	1,000,000	1,000,000
Fund 133 - Fire Apparatus	11,543,533	9,848,181	7,598,371	7,717,302	7,207,494	4,079,908
Sub-Total CIP Expenses	19,588,403	29,641,298	19,439,282	14,232,369	9,606,194	6,448,608
Fund 171 - SFF Entitlement	85,524	-	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	7,702,911	7,494,019	8,082,069	8,644,863	9,184,920	9,758,715
Total CIP, W/C, Other Expenses	27,376,838	37,135,317	27,521,351	22,877,232	18,791,114	16,207,323
D. CIP SURPLUS/(DEFICIT)	(2,873,321)	1,532,641	13,069,686	23,832,041	34,196,977	33,058,094
ENDING FUND BALANCE (A+B+C+D) [a]	178,267,676	179,912,825	193,880,251	218,233,969	253,071,516	287,146,730
Fund Balances						
Operating Contingency (10% of Expenditures)	31,841,312	31,953,819	32,851,560	33,373,238	34,013,807	35,030,927
JEAP Holding Account	21,793,205	21,793,205	21,793,205	21,793,205	21,793,205	21,793,205
Reserve for Cash Contract City Station Maintenance	691,265	691,265	691,265	691,265	691,265	691,265
Donations & Developer Contributions	4,923	4,923	4,923	4,923	4,923	4,923
Fund 171 - Structural Fire Fund Entitlement	608,208	612,775	622,377	631,716	642,972	656,437
Capital Improvement Program	49,486,063	46,494,076	54,670,909	73,886,479	103,445,929	131,759,445
Fund 190 - WC Self-Insurance	73,842,700	78,362,761	83,246,012	87,853,142	92,479,414	97,210,527
Total Fund Balances	178,267,676	179,912,825	193,880,251	218,233,969	253,071,516	287,146,730

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

Forecast Assumptions – FY 2016/17 Budget

Basic Assumptions:

- The first year of the forecast is based on the FY 2015/16 adjusted budget. The second year is based on the FY 2016/17 adopted budget. CIP expenditures for the final four years are based on the CIP Five-Year Plan included in the adopted budget.

General Fund Revenues:

- **Secured Property Taxes** – Rosenow Spevacek Group’s Final 2016 Report provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2016/17	4.57%
FY 2017/18	4.17%
FY 2018/19	3.67%
FY 2019/20	3.27%
FY 2020/21	2.61%

- **Public Utility, Unsecured, Homeowners Property Tax Relief, and Supplemental Delinquent Taxes** – All of these categories of property taxes are projected to remain constant during the forecast period.
- **State Reimbursements** – State reimbursements are expected to remain constant, pending more details from CAL FIRE.
- **Federal Reimbursements** – This revenue is projected to remain constant.
- **One-Time Grant/ABH/RDA Proceeds** – These are one-time only revenues that vary significantly from year to year and therefore are not forecasted beyond the current year.
- **Community Redevelopment Agency Pass-thru Revenue** – RSG completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated 4/4/2016. 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 1.40% and 3.75% per year. In addition, this revenue category includes estimated John Wayne Airport contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community risk reduction fees are projected to remain constant through the forecast period, pending any changes approved by the Board.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board.

- **Interest Earnings** – Assumes an annual return of 0.75% for FY 2016/17, 1.50% for FY 2017/18, and 2.25% for FY 2018/19 through FY 2020/21. Interest earnings in FY 2016/17 include earnings from the reinvestment of TRAN proceeds.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast also assumes that four positions for a Station 20 Truck will be unfrozen 7/1/2017, one Station 67 engine will become operational on 7/1/2019 and a Station 67 truck will be operational on 7/1/2020.
 - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs. In addition, salary increases are not projected for the years that follow expiration of the current MOUs.
 - ✓ **Retirement** – Retirement costs reflecting the projected employer retirement rates are based on the OCERS provided rates for FY 2016/17 that do not include the 3-year phase-in of the impact of a change in economic assumptions on employer contribution rates for Safety Members (“3-Year Phase-In”). The projected employer rates in the outer years of the forecast assume the 3-Year Phase-In and are based on a study prepared by Segal Consulting and provided by OCERS on 7/10/2015. FY 2016/17 rates are approximately 1.1% higher for safety and 3.8% lower for non-safety compared to FY 2015/16 rates.

FY	Safety	General	Source
2016/17	50.90%	33.30%	Effective rates for FY 2016/17 provided by OCERS without 3-Year Phase-In
2017/18	50.30%	33.80%	Per Segal Study dated July 2015. Effective rates after 3-Year Phase-In adopted by OCERS assuming 0% return in 2015 and 7.25% thereafter.
2018/19	51.90%	34.00%	
2019/20	52.40%	34.50%	
2020/21	53.10%	35.20%	

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

- Contributing additional funds each year using projected savings that will be realized under new Public Employees’ Pension Reform Act (PEPRA) starting at \$2.8M in FY 2015/16 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 starting in FY 2016/17 for 5 years.

- ✓ **Workers' Compensation** – FY 2016/17 assumes a 50% confidence level for ongoing Workers' Compensation costs. The 50% confidence level is assumed throughout the forecast period. Workers' Compensation costs in the forecast period are based on projected payments in the Rivelle Consulting Services January 2016 Study.
- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to grow annually by 9%. For staff members, it is projected to grow by 10% annually. This category also includes \$35,000 for unemployment insurance in FY 2016/17.
- ✓ **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 2015/16.
- **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).

General Fund Surplus/(Deficit):

This figure is equal to the Net General Fund Revenue less the incremental increase in the General Fund 10% Contingency. In years when there is a surplus, the amount is transferred to the CIP funds. 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 0.75% for FY 2016/17, 1.50% for FY 2017/18, and 2.25% for FY 2018/19 through FY 2020/21.
- **State/Federal Reimbursement** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- **Developer Contributions** – The forecast assumes developer contributions will be used to fund a truck for Station 20 in FY 2015/16 and various vehicles for Rancho Mission Viejo Station 67 in FY 2018/19 and FY 2019/20.
- **Workers' Compensation Transfer** – These amounts equal the General Fund Workers' Compensation budget.

- ***Operating Transfer In*** – This figure equals the Operating Transfer Out from the General Fund.

Capital Improvement Program/Other Funds Expenditures:

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

- ***Structural Fire Fund Entitlement (Fund 171)*** – The forecast period assumes no Structural Fire Fund Entitlement expenditures.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance fund expenditures are based on projected payments in the Rivelle Consulting Services January 2016 Workers' Compensation Actuarial Study.

Fund Balances:

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

Assigned Fund Balances

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

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2012/13 - FY 2016/17

Class	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget
FIREFIGHTER UNIT (LOCAL 3631)					
Fire Apparatus Engineer	250	250	250	250	249
Fire Captain	269	269	269	269	270
Fire Pilot	3	3	3	3	3
Lead Fire Pilot	1	1	1	1	1
Firefighter	463	463	463	472	475
Hand Crew Firefighter	22	22	22	22	22
Heavy Fire Equipment Operator	3	3	3	3	3
UNIT TOTAL:	1,011	1,011	1,011	1,020	1,023

FIRE MANAGEMENT UNIT (COA)

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

GENERAL UNIT (OCEA)

Accountant	7	7	7	7	6
Administrative Assistant	19	19	19	19	15
Assistant Fire Apparatus Technician	2	2	2	2	2
Assistant Purchasing Agent	1	1	1	1	1
Business Analyst	1	1	1	1	1
Buyer	1	1	1	1	1
Communications Installer	1	1	0	0	0
Communications Technician	1	1	2	2	4
Emergency Transportation Technician	6	6	6	6	6
EMS Nurse Educator	6	6	6	6	7
Executive Assistant	2	2	1	1	1
Facilities Maintenance Coordinator	2	2	2	2	4
Fire Apparatus Parts Specialist	1	1	1	1	1
Fire Apparatus Technician	4	4	4	4	4
Fire Communications Dispatcher	22	22	22	25	25
Fire Communications Dispatcher (Part-time)	3	3	3	3	3
Fire Comm. Relations/Education Specialist	4	4	4	4	4
Fire Delivery Driver	0	1	2	3	3
Fire Equipment Technician	8	7	5	5	4
Fire Helicopter Technician	1	1	1	1	1
Fire Prevention Analyst	12	12	12	12	12
Fire Prevention Services Specialist	3	3	3	3	3
Fire Prevention Specialist	12	12	14	14	12
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	0	0	0	0	0
GIS Specialist	3	3	0	0	0
GIS Analyst	0	0	3	3	3
Human Resources Analyst	2	2	2	2	2
Human Resources Analyst (part-time)	0	0	0	1	1

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2012/13 - FY 2016/17

Class	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget
Information Technology Analyst	4	5	5	5	5
Information Tech. Help Desk Tech	1	1	2	2	2
Information Technology Specialist	1	1	1	1	1
Management Assistant	9	9	9	9	9
Multimedia Specialist	1	1	1	1	1
Multimedia Specialist (part-time)	0	1	1	1	1
Office Services Specialist	14	14	13	13	10
Risk Management Specialist	1	1	1	1	2
Senior Accounting Support Specialist	11	11	11	11	11
Senior Communications Technician	2	1	1	1	1
Senior Executive Assistant	0	0	1	1	1
Senior Fire Apparatus Technician	8	8	8	9	10
Senior Fire Equipment Technician	4	4	5	5	5
Senior Fire Prevention Specialist	15	15	13	13	15
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	3	3	3	5	7
Service Center Lead	1	1	1	1	1
Training Program Specialist	1	1	1	1	1
WEFIT Coordinator	1	0	0	0	0
UNIT TOTAL:	205	205	205	213	213

SUPERVISORY MANAGEMENT UNIT (OCEA)

Assistant Fire Marshal	10	10	10	10	10
Fire Communications Supervisor	4	4	4	4	4
Fire Comm. Relations/Education Supervisor	1	1	1	1	1
Fleet Services Coordinator	1	1	1	1	1
Fleet Services Supervisor	2	2	2	2	2
Information Tech Supervisor	2	2	2	2	2
Multimedia Supervisor	1	0	0	0	0
Senior Fire Apparatus/Parts Specialist	1	1	1	1	1
Senior Fire Communications Supervisor	2	2	2	2	2
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
UNIT TOTAL:	28	27	27	27	27

SUPPORTED EMPLOYMENT UNIT

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

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2012/13 - FY 2016/17

Class	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget
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ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)

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

PERSONNEL & SALARY RESOLUTION (PSR)

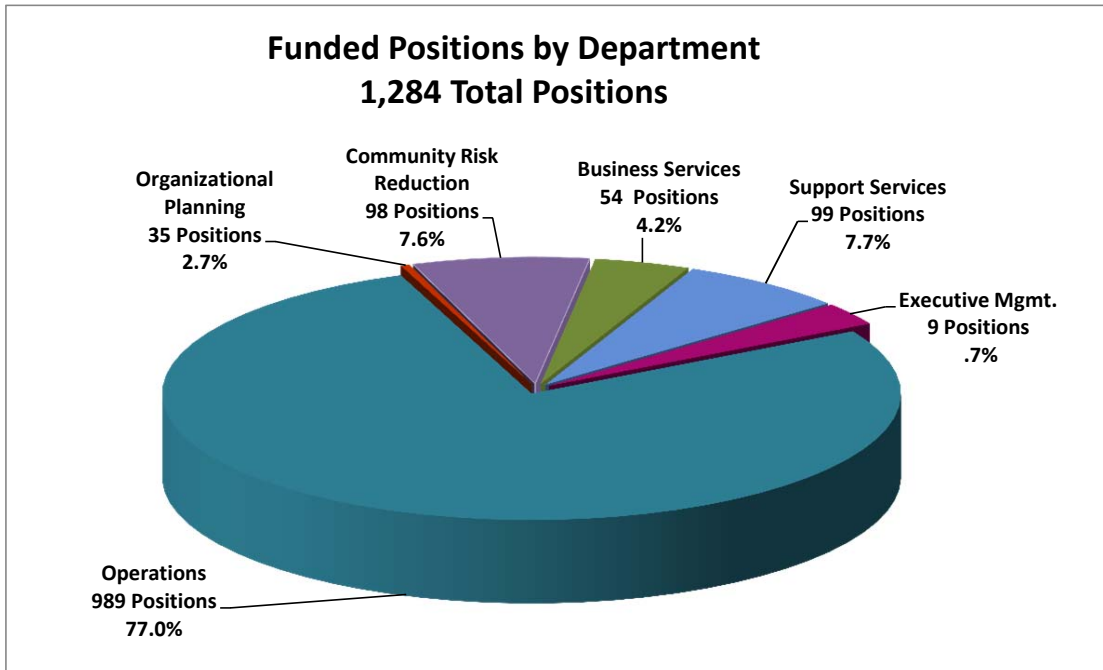
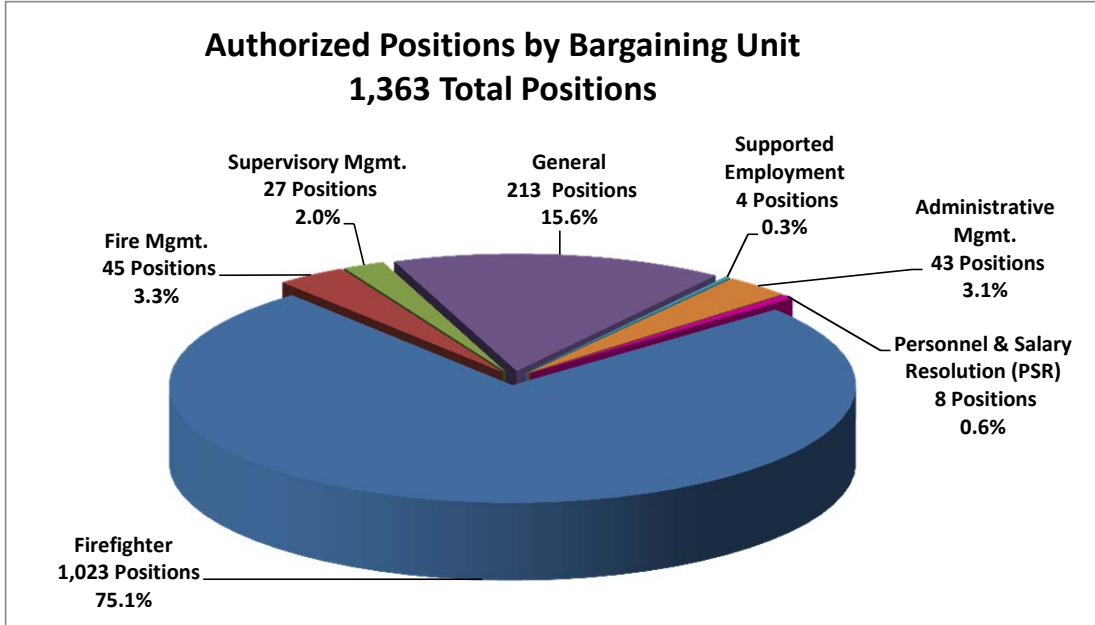
Assistant Chief	4	4	5	5	5
Deputy Fire Chief	1	1	0	0	0
Director of Communications	0	0	1	1	1
Fire Chief	1	1	1	1	1
Human Resources Director	1	1	1	1	1
UNIT TOTAL:	7	7	8	8	8

GRAND TOTAL	1,343	1,343	1,344	1,360	1,363
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ORANGE COUNTY FIRE AUTHORITY
 SUMMARY OF REGULAR POSITIONS BY DEPARTMENT
 FY 2012/13 - FY 2016/17

Department/Division/Section	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
121 - General Fund					
<u>Business Services</u>					
JPA Board of Directors	-	-	-	-	-
Clerk of the Authority	4	5	5	5	5
Finance Division	22	22	22	22	23
Materiel Management	15	15	15	15	15
Purchasing	4	5	5	5	5
Treasury & Financial Planning	6	6	6	6	6
<u>Community Risk Reduction</u>					
Investigation Services	10	10	9	9	9
Planning & Development Services	25	25	28	30	28
Pre-Fire Management	39	35	33	33	35
Safety & Environmental Services	28	26	28	26	26
<u>Executive Management</u>					
Executive Management	9	10	12	11	9
<u>Operations</u>					
Division 1					
Division Administration/field	86	86	86	87	88
Division 2					
Division Administration/field	129	129	129	129	129
Division 3					
Division Administration/field	232	232	232	243	240
Division 4					
Division Administration/field	151	150	150	152	150
Emergency Medical Services	12	12	12	12	14
Community Volunteer Services	1	-	-	-	-
Division 5					
Division Administration/field	101	101	101	101	106
Division 6					
Division Administration/field	147	147	147	146	149
Division 7					
Division Administration/field	92	92	92	95	96
Air Operations	8	8	7	6	11
PIO and Media Relations	7	11	11	11	4
Communications & Legislative Affairs	N/A	N/A	N/A	N/A	2
<u>Organizational Planning</u>					
Emergency Planning and Coordination	-	1	1	1	1
Strategic Services	2	2	3	3	2
Organizational Training and Development	-	-	1	1	2
Human Resources Division	14	15	13	15	18
Training and Safety	9	10	10	10	12
<u>Support Services</u>					
Emergency Command Center	32	32	32	35	35
Fleet Services	21	21	21	23	24
Information Technology Division	24	24	25	27	30
Property Management	8	8	8	8	10
Subtotal	1,238	1,240	1,244	1,267	1,284
Total Funded Positions	1,238	1,240	1,244	1,267	1,284
Total Unfunded Positions	105	103	100	93	79
Total Authorized Positions	1,343	1,343	1,344	1,360	1,363

**ORANGE COUNTY FIRE AUTHORITY
FY 2016/17 POSITIONS**



Note: The Funded Positions Chart reflects 79 unfunded positions in FY 2016/17

General Fund





ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRE SAFETY

Fire Prevention in the Kitchen

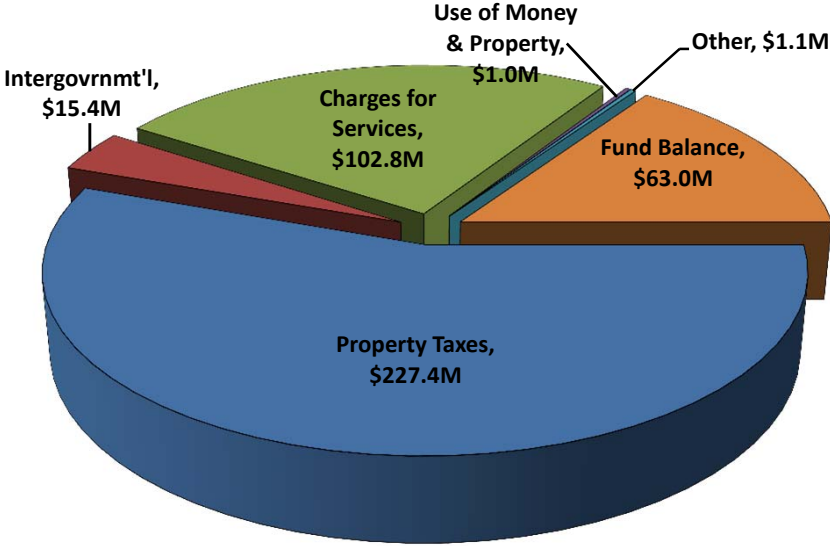
- ✓ Stay in the kitchen when frying, grilling, or broiling food. If you have to leave, even for a second, turn off the stove.
- ✓ Check food often when cooking. Use a timer to remind you that the stove or oven is on.
- ✓ Keep anything that can catch fire (pot holders, oven mitts, paper towels, paper or plastic bags, curtains, loose clothing) away from the stove, oven, or other kitchen appliances.
- ✓ Keep the stovetop, burners, and oven clean.
- ✓ Turn pot or pan handles toward the back of the stove.
- ✓ Have a “child 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 9-1-1 from outside the home.

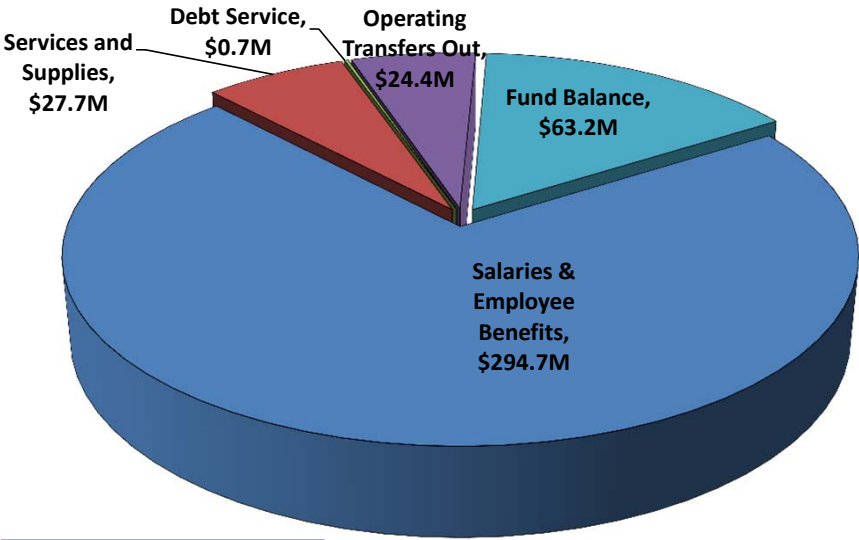
FY 2016/17 Funding Sources and Uses
General Fund

Where the Money Originates*



Total = \$410,792,496

Where the Money Goes*



Total = \$410,792,496

* Sum of pie chart components total \$410.7M due to rounding.

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2016/17 BUDGET

	FY 2015/16 Adopted Budget	FY 2016/17 Proposed Budget	\$ Change from FY 2015/16 Adopted	% Change from FY 2015/16 Adopted
FUNDING SOURCES				
Property Taxes	\$214,445,545	\$227,439,867	\$12,994,322	6.06%
Intergovernmental	14,942,177	15,392,901	450,724	3.02%
Charges for Current Services	101,969,304	102,840,465	871,161	0.85%
Use of Money & Property	658,828	961,615	302,787	45.96%
Other	1,058,733	1,112,197	53,464	5.05%
Total Revenues & Other Financing Sources	333,074,587	347,747,045	14,672,458	4.41%
Operating Transfer In	-	-	-	-
Beginning Fund Balance	36,361,470	63,045,451	26,683,981	73.38%
TOTAL AVAILABLE RESOURCES	\$369,436,057	\$410,792,496	\$41,356,439	11.19%
EXPENDITURES				
Salaries & Employee Benefits	\$287,352,080	291,082,773	\$3,730,693	1.30%
Services & Supplies (2)	26,730,730	27,248,731	518,001	1.94%
Capital Outlay	154,095	483,504	329,409	213.77%
Debt Service: TRAN Interest Expense	318,050	723,186	405,136	127.38%
Subtotal Expenditures	314,554,955	319,538,194	4,983,239	1.58%
UAAL Paydowns	2,802,122	3,653,114	850,992	30.37%
Total Expenditures & Other Uses	317,357,077	323,191,308	5,834,231	1.84%
Operating Transfer Out	7,361,821	24,402,894	17,041,073	231.48%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	41,717,159	60,198,294	18,481,135	44.30%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$369,436,057	\$410,792,496	\$41,356,439	11.19%

(1) Requires Board approval to spend

(2) Excludes JEAP payments of \$7,848,048 from FY 2015/16 for comparison purposes

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 2016/17 BUDGET

BUDGET

The total FY 2016/17 expenditure budget is \$323,191,308.

HIGHLIGHTS

Salary Increases

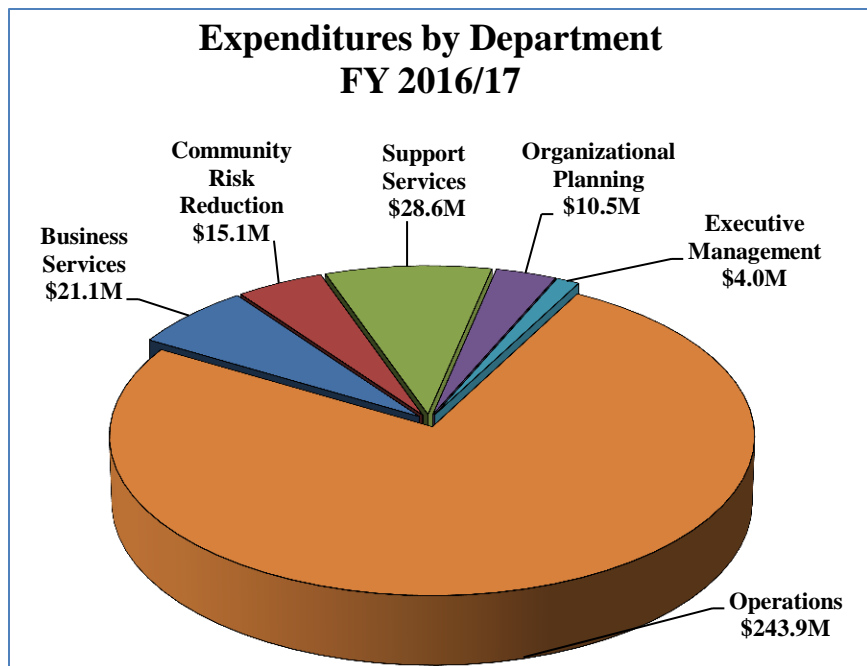
The FY 2016/17 budget includes scheduled salary increases as required by the approved the General (OCEA) and the Administrative Management (OCFAMA) MOUs; however, no cost-of-living adjustment is included in the budget for the Fire Fighters (FF), the Fire Management (COA) and the Executive Management Units. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

The FY 2016/17 budget reflects 79 frozen/unfunded positions compared to 93 in FY 2015/16. Several previously frozen positions were funded effective FY 2016/17 to improve work efficiencies and meet operational needs in various departments. The FY 2016/17 also reflects the addition of a FF/PM post position as approved by the Board.

Retirement

The retirement budget for FY 2016/17 is based on



FY 2016/17 OCFA Adopted Budget

OCERS' final adopted rates. The final FY 2016/17 rates from OCERS reflected a slight decrease compared to FY 2015/16, due to the impact of ongoing employee retirement contributions in a multi-year phased in approach to achieving employees paying 50% of the normal costs for employee retirement contributions. Retirement costs also reflect \$2.0 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 2016/17 workers' compensation self-insurance program at \$7.5 million is based on the 50% confidence level provided by the actuarial study completed in January 2016. This is a decrease from the 60% confidence level used in years prior to FY 2015/16, but is more aligned with prior years' actual expenditures.

Services & Supplies/Equipment

Overall, the budgets for Services and Supplies (S&S) and Equipment were held flat from FY 2015/16 and excluded one-time projects. Many of the one-time projects were grant-funded and have not been included in FY 2016/17. 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

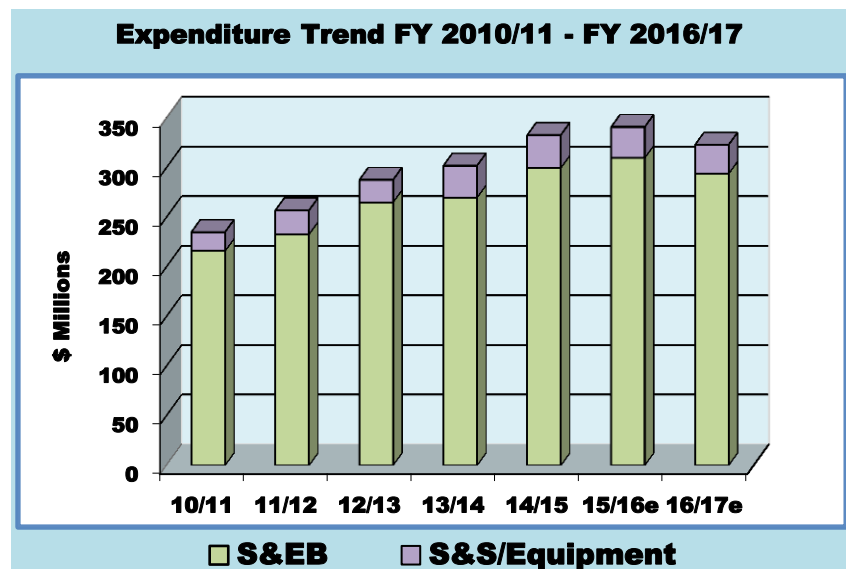
The FY 2016/17 budget includes an operating transfer out of \$24.4 million to the CIP funds.

Expenditure Trends

The expenditure chart reflects trends for seven years through FY 2016/17, with actual expenditures for FY 2010/11 through FY 2014/15 and budgeted expenditures for FY 2015/16 and FY 2016/17. Increases in both the S&EB and S&S reflect the addition of the Santa Ana Fire Department effective April 20, 2012.

S&S expenditures increased due to Jurisdictional Equity Adjustment Payments in FYs 2013/14 and 2014/15.

S&EB reflects a marked increase in FY 2014/15 due to a one-time \$21.3 million payment towards the agency's unfunded pension liability compared to \$5.5 million in FY 2013/14. FY 2015/16 S&EB includes staffing increases as well as

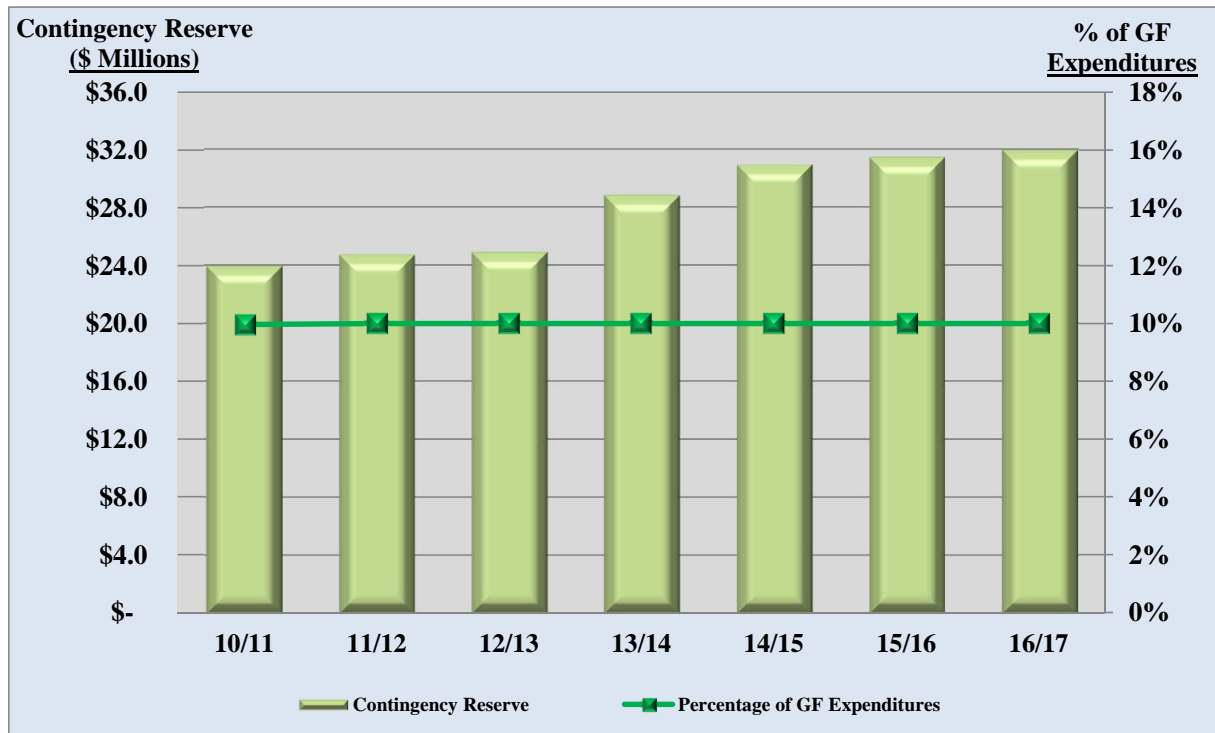


increases retirement and medical benefits, and \$15.4 million payment towards the agency's unfunded pension liability. FY 2016/17 budget reflects \$6.4 million payment towards the agency's unfunded pension liability, funding of several previously frozen/unfunded positions and adding one FF/PM post position to meet operational needs and improve work efficiencies.

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

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

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



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

Source: OCFA Adopted Budgets

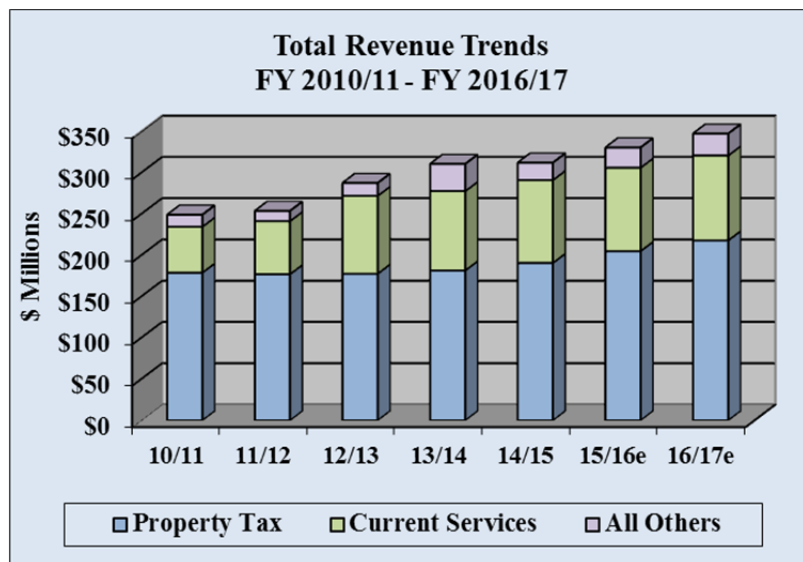
General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2016/17 is \$347,747,045 which is an increase of 4.41% over the prior year's budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, Community Risk Reduction Fees, and Advanced Life Support Reimbursements are the top five sources of revenue for the OCFA and represent 97.8% of the OCFA's General Fund revenue and 93.9% our total revenue for FY 2016/17.

Revenue projections for FY 2016/17 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement.

ECONOMIC OUTLOOK

The most significant economic factor affecting the OCFA is the real estate market; that impact is reflected primarily in property tax revenues and Community Risk Reduction fees. The Chapman Economic and Business Review dated June 2016 reported that 11,510 new dwelling units were permitted in Orange County in 2015, and an increase of 3.0% is anticipated for 2016. Please refer to the Construction and Housing Activity data in the Appendix. According to the Chapman Economic and Business Review,



low mortgage rates, higher median family income, and a tight housing supply are placing upward pressure on home prices. Orange County home price appreciation is projected to increase from 2.7% in 2015 to 4.6% in 2016. Looking at California as a whole, home prices are projected to increase by 5.7% in 2016, compared to 5.6% in 2015. Our secured property tax revenue projections reflect an increase of 4.57% from FY 2015/16.

PROPERTY TAXES

Property taxes are the major revenue source of the OCFA representing approximately 65% of General Fund revenues. Property taxes are received by the OCFA from the Structural Fire Fund (SFF) maintained by the County of Orange. Fifteen member cities and the unincorporated areas of Orange County are part of the SFF. State law provides for a maximum 1% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the County from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.6% of the one percent basic levy for

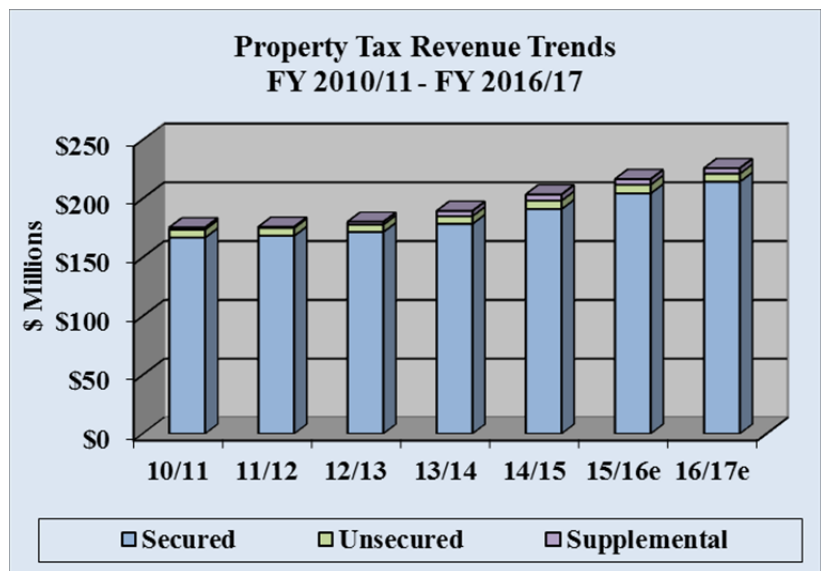
FY 2016/17 OCFA Adopted Budget

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

Total property tax is estimated at \$227.4 million for FY 2016/17, representing a 6.1% increase from FY 2015/16. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property, i.e. real property and attached improvements comprises 94% of total property taxes and approximately 62% of total General Fund revenue. RSG has projected an increase of 4.57% for secured property taxes in FY 2016/17. This growth factor is applied to the FY 2015/16 actual tax charge, and then reduced by a 1% refund/net roll factor. The Secured property tax also includes public utility taxes, which are projected to remain at the FY 2015/16 level (\$2.2



million) based on the history of public utility assessed valuation from year to year. FY 2016/17 Secured property tax is estimated at \$214.2 million.

Unsecured Property Tax

The unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 3.0% of total property taxes and 2.0% of total OCFA General Fund revenue. The FY 2016/17 unsecured property tax estimates are based on the FY 2015/16 tax ledger with no growth projected. An 8.5% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated revenue to be received.

Supplemental Property Tax

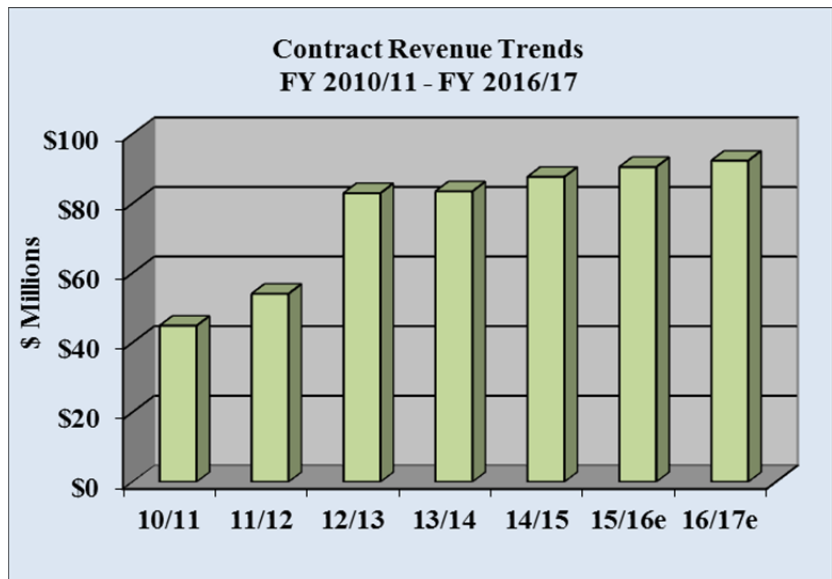
Supplemental property tax is generated when property changes ownership after the Assessor's annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 2.0% of total property taxes and approximately 1.3% of total General Fund revenue. This category of property tax has been characterized by high volatility. Supplemental property tax revenue peaked in FY 2005/06 at \$9.4 million in actual receipts and declined to \$0.9 million in FY 2011/12; we are projecting \$4.6 million

in FY 2015/16. Since RSG does not provide estimates for supplemental growth, we conservatively projected this revenue in FY 2016/17 at \$4.6 million.

CONTRACTS

The cities of Buena Park, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. This source of revenue represents approximately 26.6% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$92.4 million which represents a 1.7% increase over FY 2015/16. As reflected in the graph, this category showed a significant increase in April 2012 due to the addition of the city of Santa Ana.

Cash contract city charges are adjusted annually based on the annual percentage change in the cost of OCFA operations, subject to a 4.5% cap. For FY 2016/17, the annual percentage change in the cost of OCFA operations was 1.29%. The First Amendment to the Amended Joint Powers Authority (JPA) Agreement, effective July 1, 2010, also requires each city to pay their calculated “2010 Shortfall”, which is the difference between the FY 2009/10 capped charge under the prior JPA Agreement



and the actual FY 2009/10 cost. This shortfall, which is outside the 4.5% cap, is amortized over a ten-year period beginning July 2010. The First Amendment to the Amended JPA Agreement also provides for the cash contract cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.5% cap.

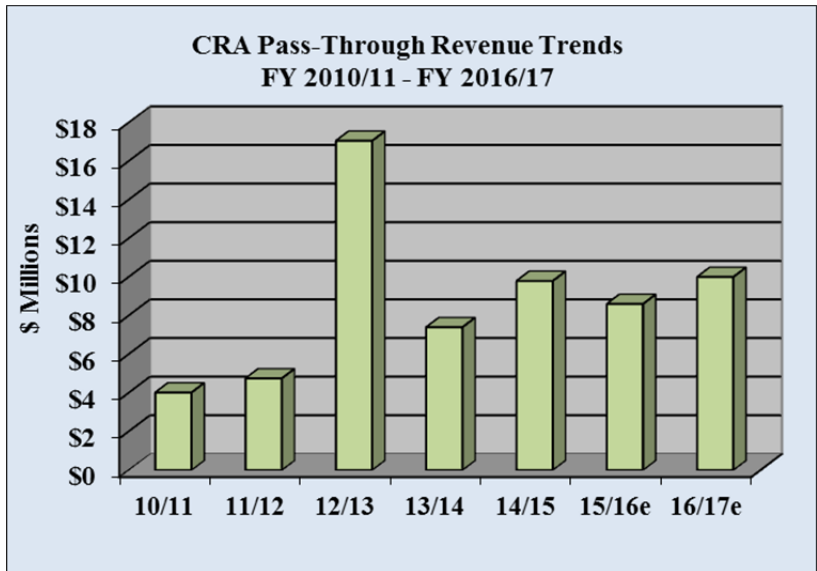
Total John Wayne Airport (JWA) contract revenue is \$4.5 million reflecting a 1.1% increase from FY 2015/16. A five-year contract, effective November 2012, includes daily staffing of six personnel down from seven personnel. These charges are based on salary and benefit costs for staff assigned to Station 33. The total charge includes a 6.97% overhead cost rate and a cap of 4% on annual cost increases as provided in the agreement.

FY 2016/17 OCFA Adopted Budget

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

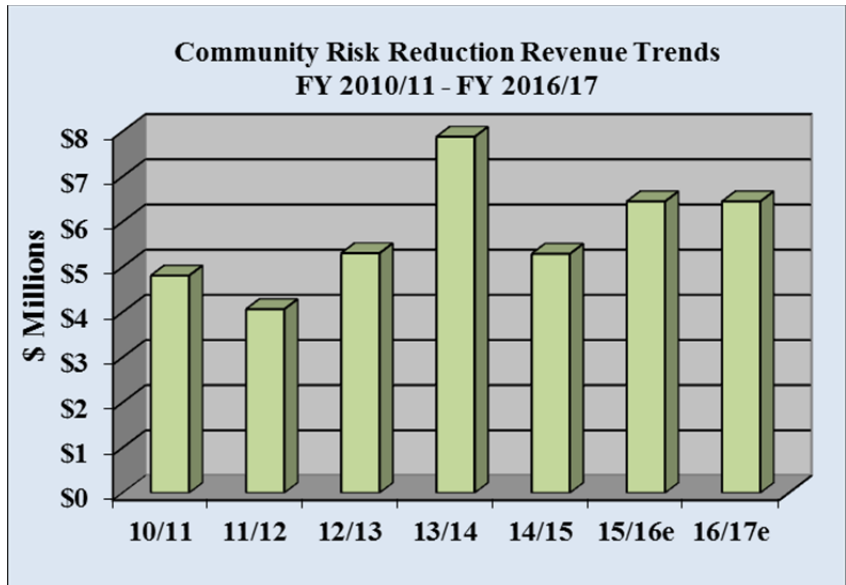
The CRA revenues, which comprise 2.9% of total General Fund revenues, are also projected by RSG.

The FY 2012/13 budget reflects \$10.6 million in one-time revenue related to the state audit of Low-to-Moderate Income Housing Funds and Non-Housing Funds. Unobligated funds were forwarded to the taxing entities, which include the OCFA. FY 2014/15 includes one-time revenue of \$1.1 million. The budget for FY 2016/17 is \$10.0 million, reflecting an increase of 0.6% from FY 2015/16. CRA revenues from the cities of Cypress, Irvine, Lake Forest, Yorba Linda and the unincorporated county are projected to increase in FY 2016/17. CRA revenues from the cities of La Palma, Mission Viejo, and San Juan Capistrano are projected to decrease slightly.



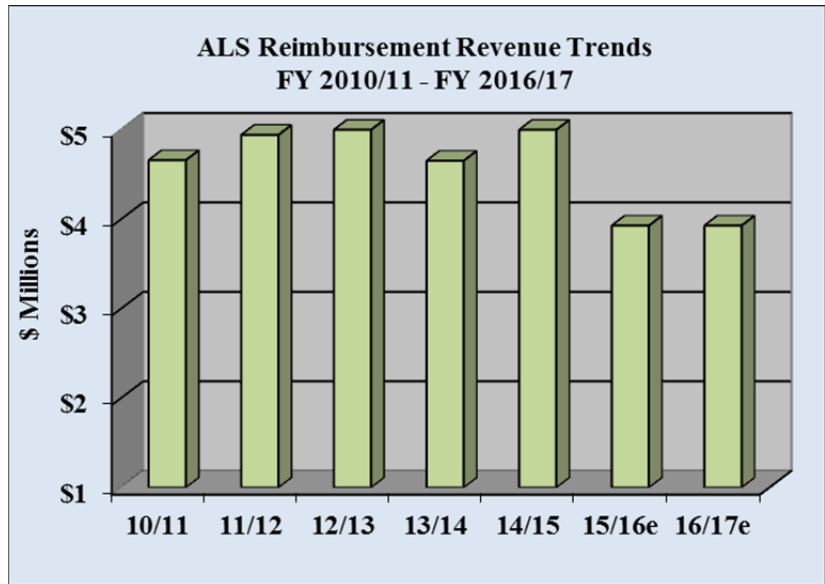
COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.9% of total General Fund revenues and include permits, inspections, and plan checks. CRR Fees are estimated at \$6.4 million. Community risk reduction fees are conservatively estimated to remain flat for FY 2016/17 as the growth rate in the real estate market slows.



ADVANCED LIFE SUPPORT (ALS) REIMBURSEMENTS

Advanced Life Support (ALS) reimbursements represent 1.1% of total General Fund revenues and include reimbursements for medical supplies and ALS paramedic service costs. ALS reimbursement revenue is estimated at \$3.9 million. In February 2014, the Orange County Health Care Agency (OCHCA) was ordered by the State of California to take over the ambulance selection process from the OCFA. This revenue will continue to be collected by the ambulance companies for pass-through to OCFA. Due to lower activity at the beginning of FY 2015/16, projected revenue for FY 2015/16 and FY 2016/17 is lower than FY 2014/15.



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

FY 2016/17 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2016/17**

DESCRIPTION	FY 2014/15 Budget	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
PROPERTY TAXES	\$204,827,822	\$214,445,545	\$227,439,867	6.06%
INTERGOVERNMENTAL	20,929,958	14,942,177	15,392,901	3.02%
CHARGES FOR CURRENT SVCS	99,048,348	101,969,304	102,840,465	0.85%
USE OF MONEY AND PROPERTY	389,728	658,828	961,615	45.96%
OTHER	1,266,125	1,058,733	1,112,197	5.05%
TOTAL REVENUE	\$326,461,981	\$333,074,587	\$347,747,045	4.41%

ORANGE COUNTY FIRE AUTHORITY

FUND 121 - GENERAL FUND

REVENUE DETAIL

FY 2016/17

DESCRIPTION	FY 2014/15 Budget	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
TAXES				
Property Taxes, Current Secured	\$191,315,111	\$200,957,801	\$214,242,349	6.61%
Property Taxes, Current Unsecured	7,187,571	7,187,571	6,894,000	-4.08%
Property Taxes, Prior Unsecured	112,894	112,894	112,894	0.00%
Property Taxes, Supplemental	4,623,340	4,623,340	4,623,340	0.00%
Delinquent Supplemental	201,867	201,867	201,867	0.00%
Homeowner Property Tax	1,387,039	1,362,072	1,365,417	0.25%
TOTAL PROPERTY TAXES	204,827,822	214,445,545	227,439,867	6.06%
INTERGOVERNMENTAL				
State				
State-Civil Defense SONGS/NPP	-	-	-	0.00%
SRA-Wild lands (CAL FIRE Contract)	4,219,534	4,683,198	5,076,668	8.40%
Assistance by Hire (State)	3,893,426	200,000	200,000	0.00%
Mandated Reimb. SB90	69,468	-	-	0.00%
Helicopters' Billing - CAL FIRE	220,736	10,000	10,000	0.00%
Misc. State Revenue	210,000	-	-	0.00%
SUB-TOTAL	8,613,164	4,893,198	5,286,668	8.04%
Federal				
Disaster Relief-Federal	4,357	-	-	0.00%
USAR Reimbursements	1,631,714	-	-	0.00%
Assistance by Hire (Federal)	837,614	100,000	100,000	0.00%
Misc Federal Revenue	531,121	-	-	0.00%
SUB-TOTAL	3,004,806	100,000	100,000	0.00%
CRA Pass-Through				
Cypress-CRA Pass thru	811,064	685,283	718,577	4.86%
Irvine - CRA Pass thru	642,321	977,141	1,066,917	9.19%
La Palma - CRA Pass thru	262,367	402,713	309,684	-23.10%
Lake Forest - CRA Pass thru	299,222	404,999	839,783	107.35%
Mission Viejo Pass thru	1,399,412	1,452,372	980,128	-32.52%
San Juan Caps - CRA Pass thru	990,120	1,007,659	1,044,321	3.64%
County of Orange Pass-Through	1,655,955	2,764,296	2,676,486	-3.18%
Yorba Linda - CRA Pass thru	2,165,974	2,254,516	2,370,337	5.14%
Misc. One-Time RDA revenue	1,085,553	-	-	0.00%
SUB-TOTAL	9,311,988	9,948,979	10,006,233	0.58%
TOTAL INTERGOVERNMENTAL	20,929,958	14,942,177	15,392,901	3.02%

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY

FUND 121 - GENERAL FUND

REVENUE DETAIL

FY 2016/17

DESCRIPTION	FY 2014/15 Budget	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
San Clemente-Ambulance S&EB	498,938	525,320	490,922	-6.55%
San Clemente-Ambulance S&S	28,360	27,853	26,707	-4.11%
Facility Maintenance Charges	292,968	250,000	250,000	0.00%
Tustin	6,462,533	6,778,478	6,963,602	2.73%
Placentia	5,449,278	5,659,589	5,698,903	0.69%
Santa Ana	36,161,560	37,014,682	37,528,461	1.39%
Santa Ana S&EB Reimbursement	35,000	200,000	100,000	-50.00%
Seal Beach	4,498,827	4,672,456	4,800,680	2.74%
Stanton	3,654,206	3,800,518	3,912,499	2.95%
JWA Contract	4,301,824	4,425,479	4,475,677	1.13%
Buena Park	9,307,967	9,651,490	9,901,736	2.59%
San Clemente	7,304,176	7,549,855	7,723,348	2.30%
Westminster	9,861,998	10,222,871	10,485,045	2.56%
SUB-TOTAL	87,857,635	90,778,591	92,357,580	1.74%
Community Risk Reduction Fees				
AR Late Payment Penalty	8,400	8,400	8,400	0.00%
Inspection Services Revenue	2,253,602	2,253,602	2,253,602	0.00%
P&D Fees	4,036,602	4,036,602	4,036,602	0.00%
False Alarm	150,000	150,000	150,000	0.00%
SUB-TOTAL	6,448,604	6,448,604	6,448,604	0.00%
Other Charges for Services				
Hazmt Response Subscription Prog	4,951	4,951	4,951	0.00%
Charge for Hand Crew Services	166,584	166,584	100,000	-39.97%
SUB-TOTAL	171,535	171,535	104,951	-38.82%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,030,920	1,030,920	1,030,920	0.00%
ALS Transport Reimbursement	3,539,654	3,539,654	2,898,410	-18.12%
SUB-TOTAL	4,570,574	4,570,574	3,929,330	-14.03%
TOTAL CHGS FOR CURRENT SVCS	99,048,348	101,969,304	102,840,465	0.85%

ORANGE COUNTY FIRE AUTHORITY

FUND 121 - GENERAL FUND

REVENUE DETAIL

FY 2016/17

DESCRIPTION	FY 2014/15 Budget	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
<i>USE OF MONEY AND PROPERTY</i>				
Interest				
Interest	389,728	658,828	961,615	45.96%
TOTAL USE OF MONEY/PROPERTY	389,728	658,828	961,615	45.96%
<i>REVENUE - OTHER</i>				
Miscellaneous Revenue				
Other Revenue	5,000	5,000	5,000	0.00%
Miscellaneous Revenue	128,512	123,145	135,145	9.74%
Restitution	1,000	1,000	1,000	0.00%
RFOTC Cell Tower Lease Agreement	41,000	41,000	43,260	5.51%
Fullerton Airport Hangar Lease	60,200	59,088	171,336	189.97%
Witness Fees	4,500	4,500	4,500	0.00%
Misc Revenue - Donations	-	-	-	0.00%
Joint Apprenticeship Comm (CFFJAC)	150,000	150,000	100,000	-33.33%
Santa Ana College Agreement	600,000	600,000	500,000	-16.67%
Bankruptcy Loss Recovery	155,630	25,000	101,956	307.82%
Insurance Settlements	5,135	-	-	0.00%
Sales of Surplus	113,596	50,000	50,000	0.00%
Non-Taxable Sales	1,552	-	-	0.00%
TOTAL OTHER REVENUE	1,266,125	1,058,733	1,112,197	5.05%
TOTAL	\$326,461,981	\$333,074,587	\$347,747,045	4.41%

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2016/17 BUDGET

Account Description and Explanation of Significant Changes	FY 2015/16 Adopted Budget	FY 2016/17 Adopted Budget	\$ Change fr FY 2015/16 Budget	% Change fr FY 2015/16 Budget
<u>EMPLOYEE SALARIES</u>				
Regular Salaries	\$113,120,461	\$112,379,984	(\$740,477)	-0.65%
<ul style="list-style-type: none"> - Reflects \$5.6M reduction for anticipated salary savings due to vacant positions - FY 2015/16 reflects an increase agency-wide due to an extra pay period in this fiscal year (27 instead of typical 26) - Includes 10 unfrozen funded positions eff 07/01/16, and 7 additional positions unfrozen and/or added during FY 2015/16 - Cost-of-living included for OCEA & OCFAMA bargaining units; no cost-of-living included for the remaining groups - Includes potential merit increases for eligible employees - Reflects 76 frozen unfunded positions 				
Backfill/Overtime/FLSA	43,710,065	45,362,003	1,651,938	3.78%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years - Includes potential merit increases for eligible employees 				
Extra Help	64,400	84,364	19,964	31.00%
<ul style="list-style-type: none"> - Extra help in several sections was increased slightly for FY 2016/17 				
Reserves	350,000	350,000	-	0.00%
<ul style="list-style-type: none"> - Kept at same level for FY 2016/17 				
Other Pay	16,488,495	17,935,203	1,446,708	8.77%
<ul style="list-style-type: none"> - Includes 10 unfrozen funded positions eff 07/01/16, and 7 additional positions unfrozen and/or added during FY 2015/16 - Includes increase in special pays for Phase II service enhancement - Includes potential merit increases for eligible employees - Includes new US&R Tech Truck & HAZMAT Specialist bonus pays 				
Sick/Vacation Payoff	3,500,000	3,900,000	400,000	11.43%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	177,233,421	180,011,554	2,778,133	1.57%

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2016/17 BUDGET

Account Description and Explanation of Significant Changes	FY 2015/16 Adopted Budget	FY 2016/17 Adopted Budget	\$ Change fr FY 2015/16 Budget	% Change fr FY 2015/16 Budget
<u>RETIREMENT</u>	72,320,294	73,937,430	1,617,136	2.24%
- Includes 10 unfrozen funded positions eff 07/01/16, and 7 additional positions unfrozen and/or added during FY 2015/16				
- Reflects OCERS' final adopted rates & PEPRA rates for vacant positions				
- Reflects \$2.2M reduction for anticipated salary savings due to vacant positions				
- Reflects cost-offset from ongoing employee retirement contributions				
- Includes \$2.0M savings for OCERS prepayment				
- Includes \$7.1M UAAL buy-down				
- Reflects 76 frozen unfunded positions				
<u>INSURANCE</u>				
Health Insurance	25,390,748	26,764,047	1,373,299	5.41%
- Includes 10 unfrozen funded positions eff 07/01/16, and 7 additional positions unfrozen and/or added during FY 2015/16				
- Includes full year of 9% increase for the FF group based on the FF Unit Health Plan Agreement, that was effective January 1, 2016				
- Includes Management group medical insurance increase of 5.13%				
Workers' Compensation	12,729,592	11,444,465	(1,285,127)	-10.10%
- Based on the 50% confidence level provided by the actuarial study, with \$1M in deduction to be directed to OCERS for UAAL paydown				
Unemployment Insurance	40,000	35,000	(5,000)	-12.50%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	38,160,340	38,243,512	83,172	0.22%
<u>MEDICARE</u>	2,440,147	2,543,390	103,243	4.23%
- Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not				
- Includes potential merit increases for eligible employees				
- Reflects an \$80K reduction for anticipated salary savings due to vacant positions				
- Reflects 76 frozen unfunded positions				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$290,154,202	\$294,735,886	\$4,581,684	1.58%

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2016/17 GENERAL FUND BUDGET

Account Description and Explanation of Significant Changes	FY 2015/16 Adopted Budget	FY 2016/17 Adopted Budget	\$ Change fr FY 2015/16 Budget	% Change fr FY 2015/16 Budget
Clothing	1,114,036	\$1,048,186	(\$65,850)	-5.91%
- FY 2015/16 reflects a one-time increase for additional recruit academy				
Communications	939,640	948,797	9,157	0.97%
- reflects rate increases and additional ongoing costs for the new US&R warehouse				
Food	63,029	93,407	30,378	48.20%
- FY 2016/17 reflects increase of about \$30K for various OCFA meetings and testings				
Household Expenses	254,500	254,500	-	0.00%
- FY 2016/17 reflects increase of about \$12K for various improvements for the facilities				
Insurance	1,459,661	1,468,210	8,549	0.59%
Maintenance/Repair - Equipment	4,131,657	4,308,667	177,010	4.28%
- FY 2016/17 reflects increased service fee with various vendors for equipment maintenance				
Maintenance/Repair - Buildings	2,004,254	1,783,809	(220,445)	-11.00%
- FY 2016/17 reflects reduction to fund two additional Facilities Maintenance Coordinator positions				
Medical Supplies and Equipment	1,031,503	1,008,816	(22,687)	-2.20%
Memberships	45,408	51,053	5,645	12.43%
- FY 2016/17 reflect increased memberships for various sections				
Miscellaneous Expenses	7,879,298	31,250	(7,848,048)	-99.60%
- FY 2015/16 reflects a one-time increase of \$7,848,048 for the Jurisdictional Equity Adjustment Payment (JEAP)				
Office Expense	829,599	992,250	162,651	19.61%
- FY 2016/17 include increases in the various software maintenance costs and small equipment purchases				

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2016/17 GENERAL FUND BUDGET**

Account Description and Explanation of Significant Changes	FY 2015/16 Adopted Budget	FY 2016/17 Adopted Budget	\$ Change fr FY 2015/16 Budget	% Change fr FY 2015/16 Budget
Professional and Specialized Services - FY 2016/17 reflects increases for labor negotiations cost, risk management tools and professional services in Information Technology	7,798,354	8,232,693	434,339	5.57%
Publications and Legal Notices	7,006	6,800	(206)	-2.94%
Rents and Leases - Equipment	153,000	153,000	-	0.00%
Rents and Leases - Facilities - FY 2016/17 reflects increase for outside testing facilities	103,031	108,031	5,000	4.85%
Small Tools and Instruments - FY 2016/17 reflects increase for firefighting hand tools	161,008	166,983	5,975	3.71%
Special Department Expense - FY 2016/17 includes the re-allocation of funds to other services and supply accounts to better reflect actual spending trends	1,440,439	1,334,905	(105,534)	-7.33%
Transportation - FY 2016/17 reflects re-allocation of funds	2,020,736	1,951,757	(68,979)	-3.41%
Travel, Training and Meetings - FY 2016/17 reflects increases in employee training programs	952,729	1,101,240	148,511	15.59%
Utilities - reflects rate increases and ongoing utilities for the new US&R warehouse	2,161,336	2,174,836	13,500	0.62%
Taxes and Assessments	28,554	29,541	987	3.46%
TOTAL SERVICES & SUPPLIES	\$34,578,778	\$27,248,731	(\$7,330,047)	-21.20%



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKING FIRE SAFETY

Prevent Smoking Fires

- ✓ Smoke outside.
- ✓ Don't smoke while sleepy or under the influence of alcohol or other drugs, including medication.
- ✓ Never smoke in bed.
- ✓ Never smoke around oxygen tanks.
- ✓ When smoking, use deep, sturdy ashtrays or a bucket with sand.
- ✓ Put cigarettes out all the way, every time.
- ✓ Keep smoking materials away from children.

Electronic Cigarettes

- ✓ Never leave charging e-cigarettes unattended.
- ✓ Follow the manufacturer's 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.



Business Services



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

Appliances

- ✓ Always plug major appliances directly into wall outlets.
- ✓ Unplug small appliances when they are not in use.
- ✓ Check electrical cords on all appliances regularly. Replace any cracked, damaged, or loose cords. Never try to fix them yourself.
- ✓ Place lamps on level surfaces, away from things that can burn. Always use bulbs that match the recommended wattage for each lamp or fixture.

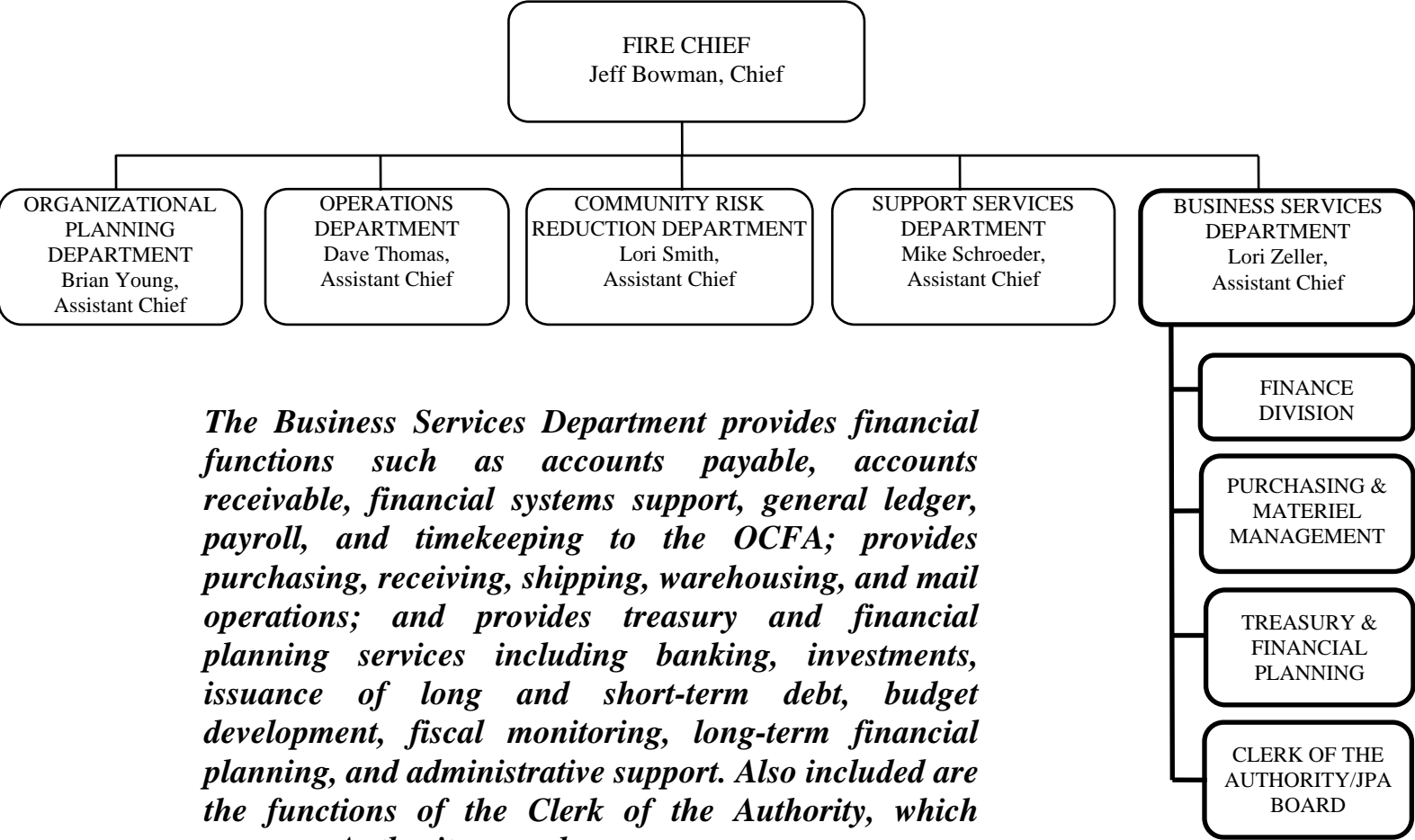
Outlets

- ✓ Never overload wall outlets.
- ✓ Insert plugs fully into sockets.
- ✓ Install tamper-resistant electrical outlets if you have young children.

Extension Cords, Power Strips, and Surge Protectors.

- ✓ Replace worn, old, or damaged extension cords right away.
- ✓ Extension cords are meant for short-term use only. If necessary have a qualified electrician add more outlets to prevent long-term use.
- ✓ Do not run electrical cords across doorways or under carpets.
- ✓ Do not overload power strips.
- ✓ Use surge protectors, not power strips, with electrical devices that require a lot of electricity to operate.

BUSINESS SERVICES DEPARTMENT



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

Business Services Department

Budget Summary:

The FY 2016/17 budget for the Business Services Department is \$21.1 million, which is a decrease of 11.5% compared to FY 2015/16. The decrease is primarily attributable to \$7.8 million for the Jurisdictional Equity Adjustment Payments (JEAP) included in the FY 2015/16. No JEAP was budgeted in FY 2016/17. This decrease is offset by an increase of about \$4.2 million to paydown OCFA's unfunded pension liability, from about \$2.8 million in FY 2015/16 to about \$7.0 million in FY 2016/17. The FY 2016/17 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval. The budget includes funding for 54 positions in FY 2016/17.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2015/16 Strategic Plan, was reviewed by the Board of Directors on July 28, 2016, and the FY 2016/17 Strategic Plan was reviewed on August 25, 2016. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Focus on Fiscal Health
- Improve Business Practices
- Establish Consistency in HR Functions and Improve Labor Relations
- Maintain Flexibility of Unforeseen Events

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2016/17 BUDGET

Account Description	JPA Board of Directors	Clerk of the Authority	Finance Division	Materiel Management	Purchasing	Treasury & Financial Planning	Department Total
EMPLOYEE SALARIES							
Regular Salaries	-	\$433,993	\$2,034,357	\$707,497	\$459,160	\$754,391	\$4,389,398
Backfill/Overtime	-	-	6,453	40,015	-	-	46,468
FLSA Adjmt/Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	76,964	-	-	-	76,964
Reserves	-	-	-	-	-	-	-
Other Pay	-	3,713	59,614	80,523	16,116	-	159,966
Sick/Vacation Payoff	-	13,199	93,313	11,082	3,845	13,416	134,855
TOTAL SALARIES	-	450,905	2,270,701	839,117	479,121	767,807	4,807,651
RETIREMENT	-	140,502	665,690	251,608	152,909	7,294,107	8,504,816
INSURANCE							
Employee Insurance	-	89,954	348,878	174,017	74,919	165,881	853,649
Workers' Comp	-	9,638	65,891	66,672	13,106	25,878	181,185
TOTAL INSURANCE	-	99,592	414,769	240,689	88,025	191,759	1,034,834
MEDICARE	-	6,533	31,894	12,121	6,946	11,127	68,621
TOTAL S&EB	-	697,532	3,383,054	1,343,535	727,001	8,264,800	14,415,922
SERVICES AND SUPPLIES	76,915	17,089	3,003,182	2,236,283	38,168	283,317	5,654,954
EQUIPMENT	-	-	-	272,504	-	-	272,504
DEBT SERVICE	-	-	-	-	-	723,186	723,186
TOTAL BUDGET	\$76,915	\$714,621	\$6,386,236	\$3,852,322	\$765,169	\$9,271,303	\$21,066,566
Funded Positions	-	5	23	15	5	6	54

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

BUSINESS SERVICES DEPARTMENT

Lori Zeller, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Focus on Fiscal Health								
Initiative 1.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities.	P				General Fund is balanced	Contract increases less than cap	Flow of surplus funds to CIP	06/30/16
<ul style="list-style-type: none"> The FY 2015/16 mid-year financial report was completed in January, with mid-year budget adjustments approved by the Board in March. The report reflected continued improvement in OCFA’s fiscal health and it allocated \$12.6M for UAAL pay-down. 							Mid-Year contains surplus funds for CIP	
<ul style="list-style-type: none"> The FY 2016/17 budget was adopted by the Board on May 26, reflecting a balanced General Fund, contract increases under the cap, and a flow of surplus funds to the CIP. 							FY 2016/17 has surplus funds for CIP	
Initiative 1.2 – Depending upon the Equity Appeal outcome, either continue implementation of the Second amendment or reconvene the Equity Committee to identify new options.	P				Reconvene Equity Committee	Prevail in appeal	Agree on alternative options	06/30/16
<ul style="list-style-type: none"> The Appellate Court ruled the Second Amendment to be invalid in March. The Board voted to conduct any future discussions of new proposals at regular Board meetings in lieu of forming a new Equity Committee. 					Discussions to be held w/full Board			
Initiative 1.3 – Identify additional options for the board to accelerate paydown of OCFA’s pension liability at a faster pace than our current 13-year plan.	P				Continue current 13-year plan	Reduce plan by 1 or 2 years	Reduce plan by 3 years or more	03/31/16
<ul style="list-style-type: none"> Recommendations were presented to, and adopted by the Board in November, and the recommendations are intended to result in pay-down of the UAAL in 12 years. 						The adopted plan reduced by 1 year		
Initiative 1.4 – Provide a Business Services liaison to the Organizational Planning Department to assist with efficiency measures.	S				Provide liaison by August	Work under way by December	Producing outcomes by June	06/30/16

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

BUSINESS SERVICES DEPARTMENT

Lori Zeller, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
<ul style="list-style-type: none"> Debbie Gunderson, Budget Manager, has been assigned as the Business Services liaison; an initial meeting is scheduled for October 28 to begin planning/coordination of work. 						Work was initiated in Nov.		
Initiative 1.5 – Complete an updated Fee Study to ensure that OCFA fees remain aligned with cost of services.	P				Board action by November	Board action by August	Board action in July	08/31/15
Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 2.1 – Develop a succession plan for all areas of the Business Services Department.	P				Written plan done by June	Action started by June	Action plans well under way by June	06/30/16
<ul style="list-style-type: none"> Potential successors have been identified for the management positions in the Dept. 					Complete-Oct			
<ul style="list-style-type: none"> Staff members were identified to participate in any future equity discussions to build successors with a knowledge base for the future. 						Complete-Apr		
Initiative 2.2 – Provide support in negotiation of MOUs with the Firefighter and Chief Officers’ bargaining units.	S				Continued negotiation of MOUs	New MOUs done by expiration	MOUs done in advance of expiration	12/31/15
<ul style="list-style-type: none"> Negotiations with the Firefighter Unit are at impasse; however, both parties will participate in fact finding in September and continue seeking agreement. 					The negotiation team is working towards a new agreement with 3631.			
<ul style="list-style-type: none"> Negotiations with the Chief Officers Association were completed in June with COA ratification and Board approval of a new 4-year MOU. 							Approved 6/23/16	
Initiative 2.3 – Improve sustainability of the Retiree Medical Defined Benefit Plan through a collaborative process with all labor groups.	P				Productive discussions	Agree on outcomes	Improve funding	12/31/16
<ul style="list-style-type: none"> An initial meeting was held in October. Discussions are on hold. 					Hold, pending negotiation of underlying MOUs.			
Initiative 2.4 – Provide support in negotiation of a renewed Firefighter Healthcare Agreement.	S				Continued negotiation	Renewal by expiration	Early renewal	12/31/16



FY 2016/17 OCFA Adopted Budget


FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update



BUSINESS SERVICES DEPARTMENT

Lori Zeller, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
<ul style="list-style-type: none"> Since the Agreement does not expire until December 2016, we don't anticipate starting discussions until later in the calendar year, ideally following completion of the FF MOU. 					Negotiation of underlying MOU will be done first, followed by the Healthcare Agreement.			
Conduct Analysis of Field Operations 								
Initiative 3.1 – Provide financial/administrative support to the various analyses of field operations, including but not limited to; Air Ops/USAR/TRT, HazMat Response/Staffing, EMS, BC/DC Alignment, and SC Hospital Closure.	S				Provide support, as requested	Anticipate support needs	Participate in analyses	06/30/16
<ul style="list-style-type: none"> Support was provided for EMS Deployment, Air Ops/USAR/TRT, and HazMat programs. 						Completed in Dec		
Initiative 3.2 – Explore staffing options in the Service Center to facilitate a return to daily fire station deliveries in the field.	P				Analysis done by June	Analysis done by Jan.	Budgeted for 16/17	06/30/16
<ul style="list-style-type: none"> Analysis was completed for the initial draft budget; however, the Exec team did not approve unfreezing of the position that would be needed for implementation. 						Completed in January		
Build Customer Service Mindset 								
Initiative 4.1 – Integrate the new motto, “We visualize problems and solutions through the eyes of those we serve” into the culture and practices of the Business Services Department.	P				Select cust. service ambassadors	Ambassadors identify action plans	Implement action plans	06/30/16
<ul style="list-style-type: none"> Discussions held at staff meetings and the motto was added to email signature lines. 						Action Plan drafted in Dec.		
Initiative 4.2 – Refine historical information databases in SharePoint to enable the Clerk to easily fulfill information requests.	P				Begin building databases	Data access is improved	Data is easily accessible	06/30/16
<ul style="list-style-type: none"> The recent transition from SharePoint to the HIVE requires additional coordination between the Clerk's Office and IT to rebuild existing databases, prior to refinement. 					Project will be re-started after the HIVE transition has been completed.			

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role Initiative Designates long term (LT) or perpetual (∞)

FY 2016/17 DOMAIN OBJECTIVES BUSINESS SERVICES DEPARTMENT Lori Zeller, Assistant Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Focus on Fiscal Health							
Initiative 1.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities.	P				General Fund is balanced	Contract increases less than cap	Flow of surplus funds to CIP
Initiative 1.2 – Complete an updated Fee Study to ensure that OCFA fees remain aligned with cost of services.	P				Study underway by September	Study complete by March	Board approval by June
Initiative 1.3 – Complete an updated Actuarial Valuation for the OCFA’s Retiree Medical Plan.	P				Consultant is engaged by Aug	Study is underway by Oct.	Study is complete by Dec
Initiative 1.4 – Complete an RFP process for updated competitive selection of bond, tax and disclosure counsel for OCFA’s issuance of Tax & Revenue Anticipation Notes.	P				RFP is issued by Sept	Bids received by Nov	Consultants selected by Jan
Improve Business Practices							
Initiative 2.1 – Complete an updated and comprehensive Purchasing Ordinance, along with associated updates to the Purchasing thresholds identified in the Roles/Responsibilities matrix. Provide internal training to Section Managers regarding the changes in the Purchasing rules.	P				Approved for July implementation	Approved for Sept implementation	Training completed by December
Initiative 2.2 – Review and update administrative procedures in the Clerk’s Office and prepare a comprehensive Clerk’s Office Procedure Manual.	P				Review of procedures complete	Preparation of Manual complete	Staff trained on revised procedures
Initiative 2.3 – Establish an internal Records Management Committee comprised of OCFA section managers to foster consistent handling of records throughout OCFA in compliance with the Records Retention Schedule.	P				Committee is engaged in meetings	Committee is completing assigned work	Routine processes are in place
Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 3.1 – Provide support in negotiation of MOUs with the Firefighter and Chief Officers’ bargaining units.	S				Continued negotiation of MOUs	Reach Tentative Agreements	Obtain approval of new MOUs
Initiative 3.2 – Provide support in negotiation of a renewed Firefighter Healthcare Agreement.	S				Continued negotiation	Renewal by expiration	Early renewal
Maintain flexibility for unforeseen events							

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments;
P = Primary role; S = Secondary role  Designates long term (LT) or perpetual (∞)



ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIRE EXTINGUISHERS

If a Small Fire Occurs:

- ✓ Alert others that there is a fire.
- ✓ Have someone call 9-1-1.
- ✓ Make sure you have a clear escape route before attempting to use a fire extinguisher.
- ✓ If you're unsure, evacuate immediately.

The P.A.S.S. Method

- ✓ 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.

Maintenance

- ✓ Read and follow all instructions on the label and in the owner's manual.
- ✓ Keep fire extinguishers in plain view and out of reach of children.
- ✓ If the 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 the discharge nozzle is clean.
- ✓ Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.

Community Risk Reduction





ORANGE COUNTY FIRE AUTHORITY

Safety Message

ABC'S OF WATER SAFETY

A – Active Adult Supervision

- ✓ Assign an adult “Water Watcher” who can swim whenever children are in or around the water.
- ✓ Never swim alone, even adults.
- ✓ Never rely on water wings, rafts, or other swimming aids in place of U.S. Coast Guard approved life jackets.
- ✓ If a child or adult is missing, every second counts. Check the water first!

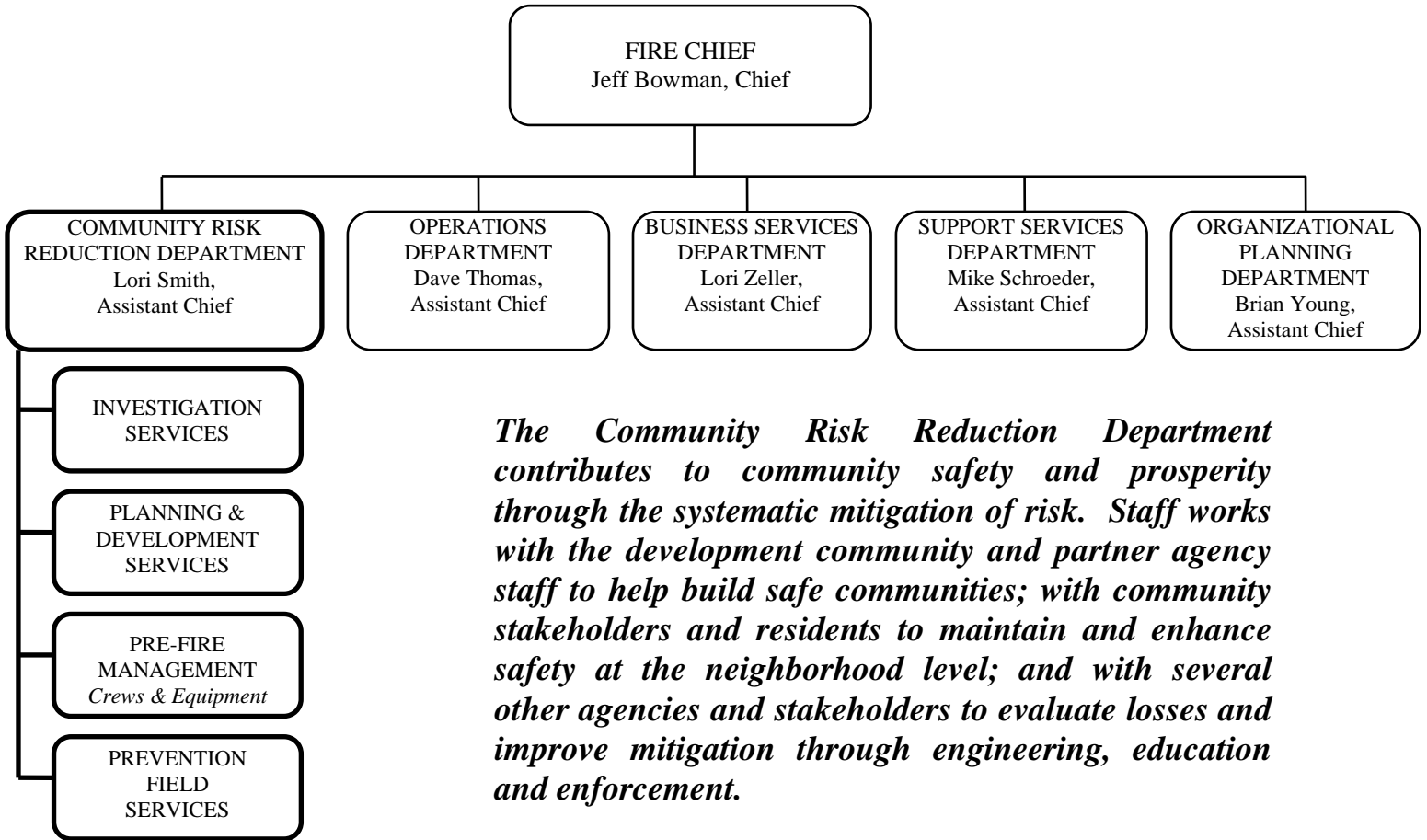
B – Barriers

- ✓ Install and maintain proper fencing around the pool and spa to isolate swimming areas from the home and play areas.
- ✓ Use multiple layers of protection, such as fences, gate/door alarms, and safety covers, to keep children away from pools and spas.
- ✓ Use self-closing, self-latching gates that open outward, away from the pool.
- ✓ Remove items such as chairs or tables that a child could use to climb over a pool fence.

C – Classes

- ✓ Learn to swim. Do not rely on swimming aids such as water wings, rafts, or noodles.
- ✓ Learn first aid and CPR. Always keep a phone nearby to call 9-1-1.

COMMUNITY RISK REDUCTION DEPARTMENT



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

Community Risk Reduction Department

Budget Summary:

The FY 2016/17 budget is \$15.1 million, a 0.4% increase from FY 2015/16. Higher salary, overtime, and insurance expenses were partially offset by lower retirement costs. Services and supplies expenditures decreased by \$3,500 due to the transfer of the smoke alarm program to the Community Relation section.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2015/16 Strategic Plan, was reviewed by the Board of Directors on July 28, 2016, and the FY 2016/17 Strategic Plan was reviewed on August 25, 2016. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

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

Community Risk Reduction

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2016/17 BUDGET

Account Description	Investigation Services	Planning & Development	Pre-Fire Management	Prevention Field Services	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$989,467	\$2,603,289	\$2,092,589	\$2,235,536	\$7,920,881
Backfill/Overtime	157,091	70,906	425,696	31,707	685,400
FLSA Adjustment/Holiday Pay	63,516	-	8,699	-	72,215
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	108,125	128,149	80,934	77,150	394,358
Sick/Vacation Payoff	45,606	51,470	52,629	74,771	224,476
TOTAL SALARIES	1,363,805	2,853,814	2,660,547	2,419,164	9,297,330
RETIREMENT	612,801	877,788	848,298	739,775	3,078,662
INSURANCE					
Employee Insurance	189,826	343,990	705,111	320,697	1,559,624
Workers' Comp	95,628	84,741	195,556	70,972	446,897
Unemployment Insurance	-	-	7,000	-	7,000
TOTAL INSURANCE	285,454	428,731	907,667	391,669	2,013,521
MEDICARE	19,694	41,332	38,387	35,034	134,447
TOTAL S&EB	2,281,754	4,201,665	4,454,899	3,585,642	14,523,960
SERVICES & SUPPLIES	259,887	159,916	135,178	29,934	584,915
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$2,541,641	\$4,361,581	\$4,590,077	\$3,615,576	\$15,108,875
Funded Positions	9	28	35	26	98

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

COMMUNITY RISK REDUCTION

DEPARTMENT

Lori Smith, Assistant Chief

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

Reduce injuries, loss of life and loss of property

Initiative 1.1 – Establish the foundation for the Countywide remote sensing platform for real-time weather data and fire detection/monitoring.	P			All research complete, stakeholders identified, funding identified	Work plan is completed to move the project forward	Work plan is complete and funding is in place	06/30/16
<ul style="list-style-type: none"> Work plan is complete. Engaged with Orange County Sheriff’s Department to finalize tower agreements. 							
<ul style="list-style-type: none"> Partnerships with SCE, SDG&E, COAST, OCC, SDSU and Irvine Conservancy well established. 							
<ul style="list-style-type: none"> Timeline, funding, and budget identified. Target has been met for this fiscal period. Work continues towards maximum metric. Presentations to Executive Management, County of Orange partners, and County Supervisors on track to complete by fiscal year end. 							
Initiative 1.2 – Improve construction inspection turnaround times.	P			Current benchmark status is understood and improvement plans in place	90% of inspections completed within 72 hours of request	Exceed 90% success rate	06/30/16
<ul style="list-style-type: none"> Quarterly reports indicate the target metric has been, however may not meet the maximum. 				Minimum metric obtained	Target metric obtained approximately half of the year		
Initiative 1.3 – Improve plan review turnaround times.	P			Current benchmark status is understood and improvement plans in place	90% of all plan reviews are completed within 10 days of submittal to OCFA	Exceed 90% success rate	06/30/16
<ul style="list-style-type: none"> We are achieving a 15 day turnaround time. A contractor has been hired to work 16 hours per week since December. 					We reach target 74% of the time.		
<ul style="list-style-type: none"> An additional analyst position was submitted for consideration but not supported by the Board due to a time-log study that was underway. 					We may not meet this goal until we have additional staff in place		

Community Risk Reduction

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

COMMUNITY RISK REDUCTION

DEPARTMENT

Lori Smith, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 1.4 – Review and streamline OCFA’s local code amendments.	P				By 12/31/15 the current amendment package reviewed and all proposed changes are identified	Amendment page is complete and ready to present to cities by June 1, 2016	By September 30, 2016 all cities are on board with proposed amendment and preparing for adoption	09/30/16
<ul style="list-style-type: none"> OCFA recommended amendments are complete and in review by supervisor and management team for final comments. 						We are on track to meet this metric		
<ul style="list-style-type: none"> Preliminary discussions with partner fire departments will ensue, followed by presentations to our partner 24 building officials. 								
Provide effective, efficient, and quality services								
Initiative 2.1 – Develop a training program to improve OCFIRS code error rates	P				Program tools are created and ready for roll out.	Program is ready to deliver to Operations personnel.	Operations embrace the program and ISS begins to see a marked change in coding error rates	06/30/16
<ul style="list-style-type: none"> Newsletter is developed and provided to Ops (OCFIRS GRAM) 						FAQ and informational newsletter guides Ops to better report writing		
Initiative 2.2 – Create an Investigation Report Writing Handbook	P				Handbook is at least in draft form ready for FM review.	Handbook is fully utilized by ISS team.	ISS begins to see a marked improvement in report writing.	12/31/15
<ul style="list-style-type: none"> Draft Handbook complete and reviewed by Fire Marshal. Approved for use. 						Handbook being used by team.		
Initiative 2.3 – Complete Pre-Fire GIS based Inspection Program	S				Program is released to Pre Fire and training is complete.	Program is fully operational in the field for Pre-fire staff.	Our ability to track and report inspection work is realized.	12/31/15
<ul style="list-style-type: none"> Backlog in the GIS section has caused significant delays. Project is slated for completion in next 24 months 					IT backlog prohibits further progress			

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

COMMUNITY RISK REDUCTION

DEPARTMENT

Lori Smith, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 2.4 – Refine quality control and fiscal integrity tracking	P				All new initiatives are evaluated for efficiency and ease of use and improvement considered.	All quality control and fiscal integrity initiatives are fully integrated as a daily activity in CRR.	All efforts in each initiative are in a tracking tool for reporting out.	12/31/15
<ul style="list-style-type: none"> This objective has proven to be very resource heavy. Certain controls were put into place at the recommendation of our fiscal auditor. Many are too cumbersome to maintain daily. With the new DFM, we can evaluate streamlining some of the methodologies 								
Create and maintain collaborative working relationships with internal and external customers								
Initiative 3.1 – Improve functionality of the website (all Sections)	S				All customer products (documents and tools) are updated for accuracy and function.	CRR site is fully functional for our customer to access and all customer service information is updated.	Look, feel and function receive high marks from our customers.	06/30/16
<ul style="list-style-type: none"> The site looks good, with some further cleanup to do in Prevention Field Services and Planning and Development areas. Pre-Fire Management is complete. 							Maximum metric will be met at fiscal year-end.	
Initiative 3.2 – Implement the electronic plan review program	S				Program is released to P&D and training is underway.	Program is fully functional and pilot program is in place for selected cities.	Pilot program is assessed and receiving high marks.	Ongoing
<ul style="list-style-type: none"> Commercial off-the-shelf (COTS) solution abandoned due to cost. IT presented a solution utilizing Microsoft 365 products, with an estimated 12 months to complete the pilot product 					COTS solution was abandoned due to cost.			
Initiative 3.3 – Continue to contribute to the RMS program development					Identify the product and get it in house for development.	Program is selected and CRR team is engaged with the build team.	Have a significant amount of the database and tools built.	Ongoing
<ul style="list-style-type: none"> RMS is proposed to be an in-house build by IT, with an estimated timeframe of FY 2017/18 through FY 2020/21. 					No movement due to IT backlog			
Create a Community Risk Reduction Team that models and is dedicated to excellence								

Community Risk Reduction

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

COMMUNITY RISK REDUCTION

DEPARTMENT

Lori Smith, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 4.1 – Complete the countywide Community Wildfire Prevention Plan (CWPP).	S				RFP is complete, contractor on board and framework built.	Plan is fully developed and ready for stakeholder review and approval.	Complete rollout to the stakeholders for use in acquiring grants.	06/30/17
<ul style="list-style-type: none"> Project is grant funded with a deadline of 06/30/17. RFP is complete, contractor selected and framework built. 					We will meet our target goal; pre-fire team is fully engaged with contractor.			
Initiative 4.2 – Complete and implement the Career Path guidebook.	P				Guidebook draft is completed and a team is progressing thru feedback process.	Guidebook is in the hands of CRR staff and supervisors are engaged with staff.	Supervisors are utilizing the book for personnel growth and succession planning.	06/30/16
<ul style="list-style-type: none"> 								
Initiative 4.3 – Develop the Heavy Fire Equipment Operator (HFEO) Apprenticeship program.					Program framework is complete and plan is under development.	Program is underway and back up HFEO training begins. This is a 3 year process for certification.	A solid interest and participation is realized . Potential relief operators looks good.	06/30/16
<ul style="list-style-type: none"> Program is developed and vetted with labor group; contract side letter in place. 					Discussions are underway to create training program. Recruitment of participants is scheduled for August.			
Initiative 4.4 – Develop a cross training program for CRR staff	P				Cross training concepts are fully vetted by supervisor and management team and program is drafted.	Program is fully developed and all CRR Sections are supporting the training efforts.	By June 30, 2016,10% of staff has participated in cross training efforts.	
<ul style="list-style-type: none"> Support staff training underway; uniformed personnel beginning in May 					Staff is open to the concept, we have begun the crossover training between planning and development and prevention field services.			

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

COMMUNITY RISK REDUCTION

DEPARTMENT

Lori Smith, Assistant Chief


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

Manage Daily Operations in Community Risk Reduction

Initiative 5.1 – Provide daily oversight and support of the Planning & Development Section							
Initiative 5.2 – Provide daily oversight and support of the Prevention Field Services section							
Initiative 5.3 – Provide daily oversight and support of the Investigations Services Section							
Initiative 5.4 – Provide daily oversight and support of the Pre-Fire Management Section							

Maintain flexibility for unforeseen events

Initiative 6.1 – Bi-directional Amplifier project							
Initiative 6.2 – Hazmat project/LFLC							
Initiative 6.3 – Fee and time log study							

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

Initiative



Designates long term (LT) or perpetual (∞)

Community Risk Reduction

FY 2016/17 DOMAIN OBJECTIVES COMMUNITY RISK REDUCTION DEPARTMENT Lori Smith, Assistant Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Reduce Injuries, loss of life and loss of property							
Initiative 1.1 – Adjust the annual inspection workload based on a review of Low Frequency Low Consequence (LFLC) records for vacant and building shell only.	P				Workload is identified	All vacant/BSOs are evaluated	LFLC reviewed & categorized
Initiative 1.2 – Cooperative coordination of the code adoption process with Building Officials from each of the 23 cities and county.	S				All city and county agencies have accepted OCFA amendments for adoption	All city and county agencies are prepared and scheduled for adoption before 1-1-17.	All city and county agencies have successfully adopted the 2016 fire code with OCFA amendments
Initiative 1.3 – Reconstruct the Orange County Arson Task Force.	P				OCFA Investigator leadership is established for group	Attendance and support from all OC Fire Agencies	All OC Fire Agencies support call out plan
Provide effective, efficient, and quality services							
Initiative 2.1 – Develop time study/fee tools necessary for annual fee study adjustments.	P				Understand Finance Dept statistical needs	Incorporate Finance Dept findings into time log	Incorporate time log into new fee study formula
Initiative 2.2 – Implement the OCFA Heavy Fire Equipment Operator (HFEO) Apprenticeship Program.	S				Program framework is complete and plan is under development	Program is implemented and three phase process begins.	Interest and participation is realized. Program benefits are realized.
Initiative 2.3 – Initiate Electronic Direction for Complaints Case Filing System with the OC District Attorney's Office.	P				IT compatibility and security issues are resolved	Investigations training by DA Personnel on EDC use	Program is implemented by OCFA Inv. Section
Create and maintain collaborative working relationships with internal and external customers							
Initiative 3.1 – Coordinate Bi-directional amplifier issues internal/external. (Contracts, agreements, coordination with other fire agencies and code development)	P				Written BDA maintenance program	Coordinate P&D, PFS, & external.	Codified BDA Program.
Create a Community Risk Reduction Team that models and is dedicated to excellence							
Initiative 4.1 – Identify cross training program(s) for CRR.	P				Cross train program for Inspect/PA	Cross train Inspect/PA	Establish for all CRR.
Initiative 4.2 - Assess front counter services, staff and supervision, provide report and/or proposal to the Fire Marshal for improvements in fiscal integrity, management oversight, and professional development.	P				Project is understood and study is underway	Report and proposal are completed and submitted to the FM	Report and proposal are acted upon and front counter operations are efficient

FY 2016/17 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES COMMUNITY RISK REDUCTION DEPARTMENT Lori Smith, Assistant Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 4.3 – Adopt and implement the countywide Community Wildfire Protection Plan.	P				RFP is complete, contractor is on-board and framework is built	Plan is fully developed and available for stakeholder review and approval.	Complete roll-out to the stakeholders for use.
Initiative 4.4 – Establish the foundation for the countywide remote sensing platform for real time weather data and fire detection/monitoring (HPWren).	P				All research is complete, stakeholders and funding identified.	A work plan is completed to move the project forward.	Work plan is complete and funding is in place.
Manage Daily Operations in Community Risk Reduction							
Initiative 5.1 - Provide daily oversight and support of the Planning & Development Section.	P						
Initiative 5.2 - Provide daily oversight and support of the Prevention Field Services Section.	P						
Initiative 5.3 - Provide daily oversight and support of the Investigation Services Section.	P						
Initiative 5.4 - Provide daily oversight and support of the Pre-Fire Management Section.							
Maintain flexibility for unforeseen events							
Initiative 6.1 - IT Projects for RMS, Electronic Plan Review and Pre-Fire GIS	P						
Initiative 6.2 – HIVE development	P						

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments;
P = Primary role; S = Secondary role  Designates long term (LT) or perpetual (∞)

Executive Management





ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS

Install

- ✓ Install smoke alarms inside and outside each bedroom and sleeping area and on every level of the home.
- ✓ Install smoke alarms on the ceiling or high on a wall. Keep them at least 10 feet from the stove to reduce false alarms.
- ✓ 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.
- ✓ Special alarms with strobe lights and bed shakers are available for people who are deaf or hard of hearing.

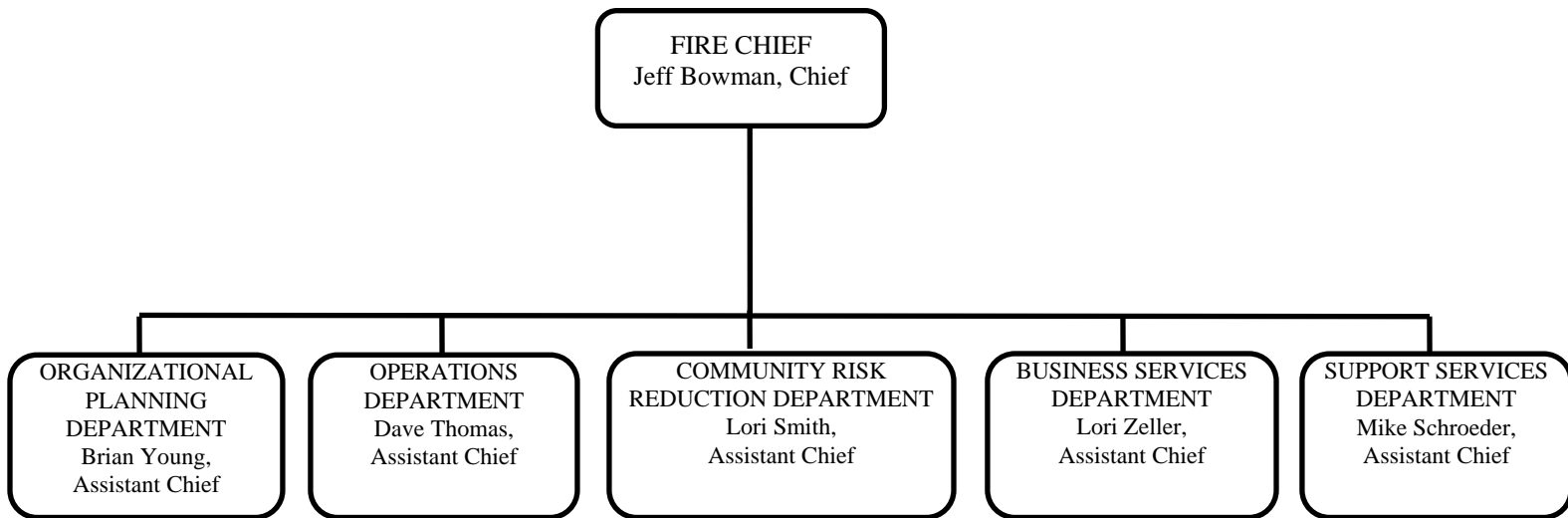
Inspect

- ✓ Test all smoke alarms once a month. Press the test button to be sure the alarm is working.
- ✓ 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.

EXECUTIVE MANAGEMENT



The Orange County Fire Authority is a Joint Powers Authority (JPA) and is managed by an appointed fire chief, and five assistant chiefs. Service activities are organized into five departments: Business Services, Community Risk Reduction, Operations, Organizational Planning, and Support Services.

Executive Management

Budget Summary:

The FY 2016/17 budget for the Executive Management Department is \$4.0 million or a 64.7% reduction when compared to FY 2015/16. As a result of an organizational re-structure, the Human Resources section and the Communications and Public Affairs section were moved to the Organizational Planning and the Operations Departments, respectively. In addition, the Human Resources Director and the Communications Director, both previously funded in the Executive Management section, were also moved to the above two Departments with their respective sections. Funding for 9 positions is included in the FY 2016/17 budget.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2015/16 Strategic Plan was reviewed, by the Board of Directors on July 28, 2016 and the FY 2016/17 Strategic Plan was reviewed on August 25, 2016. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

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

**ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT SUMMARY
FY 2016/17 BUDGET**

<u>Account Description</u>	<u>Executive Management</u>	<u>Department Total</u>
EMPLOYEE SALARIES		
Regular Salaries	\$1,584,446	\$1,584,446
Backfill/Overtime	6,712	6,712
FLSA Adjustment/Holiday Pay	-	-
Extra Help	-	-
Reserves	-	-
Other Pay	42,350	42,350
Sick/Vacation Payoff	242,337	242,337
TOTAL SALARIES	1,875,845	1,875,845
RETIREMENT	692,472	692,472
INSURANCE		
Employee Insurance	254,783	254,783
Workers' Comp	106,453	106,453
TOTAL INSURANCE	361,236	361,236
MEDICARE	26,742	26,742
TOTAL S&EB	2,956,295	2,956,295
SERVICES AND SUPPLIES	1,068,382	1,068,382
EQUIPMENT	-	-
TOTAL BUDGET	\$4,024,677	\$4,024,677
Funded Positions	9	9

FY 2016/17 OCFA Adopted Budget

FY 2015/16 STRATEGIC PLAN
4th Quarter Update
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
1. Improve OCFA Communications at All Levels								
Initiative 1.1 – Provide consistent, relevant, timely Communications among OCFA staff, the Executive committee and the Board of Directors.	CAPA				Implement BOD communication tool and establish baseline measures	Increase quality and quantity of BOD advisories relative to baseline measures	Collect feedback to improve quality and quantity of future BOD advisories	06/30/16
<ul style="list-style-type: none"> Board Survey (“BOD Tool”) distribution complete and results analyzed. 						Baseline measures established	Vast majority of board members (more than 90%) feel they’re well informed	
<ul style="list-style-type: none"> More than 200 Board Advisories were issued in 2015. This is a 60% increase from 2014. 						Improved communication compared to FY 2014/15	Board advisories on pace to match 2015 totals.	
Initiative 1.2 – Advance consistent, relevant and timely communications between OCFA staff and media. Develop a proactive approach.	CAPA				10% increase in positive coverage per month feedback measured by BOD tool compared to FY 2014/15	15% increase in positive media coverage per month compared to FY 2014/15	20% increase in positive coverage per month compared to FY 2014/15	06/30/16
<ul style="list-style-type: none"> Continued positive press coverage (Front Page OC Register, Local) Social Media Holiday Safety Campaign, early January 2016 storms. 						Monthly tracking to date suggests exceeding target	Monthly targets on track. Proactive response with Chief’s Letter to the Editor	
<ul style="list-style-type: none"> BOD Survey results analyzed for Board perception of public image. 						Survey shows high Board perception of public image	Survey shows high Board perception of public image	
Initiative 1.3 – Consistently deliver internal communications via station visits, written monthly updates, video newsletter appearances, all-hands meetings and other opportunities.	CAPA				Sustain same level of activities as FY 2014/15	5% increase in internal communication activities	10% increase in internal communication activities	06/30/16
<ul style="list-style-type: none"> Monthly video newsletter expansion will include “training simulations” as part of Lessons Learned. 						Training simulations added to video newsletter	Video Newsletter consistently refined to reflect employee input	

FY 2015/16 STRATEGIC PLAN
4th Quarter Update
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
<ul style="list-style-type: none"> Executive Summary continues to expand with embedded monthly video newsletter 						Monthly video newsletter added to Executive Summary	Enhanced and updated segments consistently refined	
Initiative 1.4 – Evaluate impact of structural improvements to community relations/outreach programs.	CAPA				Evaluation complete by June	Recommended improvements implemented by January	Recommended improvements implemented by June	06/30/16
<ul style="list-style-type: none"> Drowning prevention events (70+) and smoke alarm installations (4,000+) exceeded goals for 2015. 						Evaluation results built into improvements	Events calendar built. Projections for year by June	
<ul style="list-style-type: none"> Community outreach databases (events and contacts) are being updated, expanded and evaluated with DCs input. 						Integration with DCs and community groups under way	Database established. Input to be completed by June	
Initiative 1.5 – Train a total of 16 OCFA staff liaisons for content-based Website responsibilities.	CAPA				Train 50% of staff liaisons by June	Train 75% of staff liaisons by June	Train 100% of staff liaisons by June	06/30/16
<ul style="list-style-type: none"> IT building content-based site. Completion expected by June 2016. 						To begin in FY 16/17		
<ul style="list-style-type: none"> Identifying candidates for content-based training (facilitated by IT) to begin in spring 2016. 						To begin in FY 16/17		
2. Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 2.1 – Establish a professional standards unit for investigating complaints (internal and external), reports of rule violations and employee misconduct.	HR				PSU structure determined	PSU staffed (contract or employees)	PSU staffed; tracking system established; processes documented	02/2016
<ul style="list-style-type: none"> Flow chart of issues/investigations and policy for investigating complaints drafted. 								
<ul style="list-style-type: none"> Investigative services RFP to HR Committee for approval to take to Executive Committee. Two vendors selected, recruitment for Sr. HR Analyst to be assigned to PSU is underway 								
Initiative 2.2 – Oversee the evaluation and restructuring of all promotional/recruitment processes.	HR				Evaluation of all sworn recruitments	Process updates implemented	Evaluation of revisions	12/31/15
Initiative 2.3 – Oversee succession planning efforts at all levels of OCFA	O.P.				Framework done December 15	Written plan done 6/30/16	Action plans well underway by June	06/30/16

FY 2016/17 OCFA Adopted Budget

FY 2015/16 STRATEGIC PLAN
4th Quarter Update
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
<ul style="list-style-type: none"> A 2-year recruitment and promotion calendar plan has been developed for the Operations Department. 						Plan completed and published		
Initiative 2.4 – Develop and implement organization-wide leadership training programs and initiatives	O.P.				No change-framework complete	Written plans done June 16	Action plans well underway by June	06/30/16
<ul style="list-style-type: none"> Course implementation underway (Crucial Conversations second delivery in May, 2016). 					1 st class held in March, 2016	2 nd class held in May, 2016		
Initiative 2.5 – Oversee implementation of NeoGov performance evaluation system.	HR				Pilot testing completed	Online system utilized by all OCFA	Working group(s) to revise rating areas Established	06/30/16
<ul style="list-style-type: none"> All employee census data has been entered into NeoGov; transfer data being reviewed and updated. The timeline for the project has been drafted and training for HR staff completed. Training for pilot group is scheduled for July, 2016. 						Project in progress. Pilot group training is scheduled.		
Initiative 2.6 – Establish and implement new employee “on-boarding” initiatives	O.P.				Framework done Dec 15	Written plan done June 16	Action plans well underway June 16	06/30/16
<ul style="list-style-type: none"> First delivery of *Spark Onboarding Program January, 2016. 							Program implemented	
3. Conduct Analysis of Field Operations and Internal Support Functions								
Initiative 3.1 – Establish working groups to address operational issues, including: Air Ops staffing, US&R/Technical Rescue Truck staffing, HazMat unit staffing, Emergency Medical Services, Battalion Chief/Division Chief Alignment, and San Clemente Hospital closure.	Ops				Analysis complete by June	Action plans written & presented to BOD by January	Action plan BOD-approved & implemented by June	06/30/16
<ul style="list-style-type: none"> Emergency Medical Services Service Delivery Enhancements: Phase I implemented July 2015 and Phase II approved by BOD in November 2015 with February 5, 2016 implementation date. Phase II approved and enhancements are being monitored and evaluated at 6 month intervals. 						Phase 2 approved. Scheduled to be Implemented on February 5, 2016	Phase 2 analysis after August 5, 2016	

FY 2015/16 STRATEGIC PLAN
4th Quarter Update
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
<ul style="list-style-type: none"> HazMat Program: Analysis has been completed and an action plan is being submitted to the Board in January 2016 for February implementation. Approved by BOD and plan implemented. 						Scheduled to be implemented on February 5, 2016.		
<ul style="list-style-type: none"> US&R/Technical Rescue Truck Staffing: Analysis has been completed and an action plan is being submitted to the Board in January 2016 for February implementation. Approved by BOD and implemented 						Scheduled to be implemented on February 5, 2016.		
<ul style="list-style-type: none"> Air Ops Program: Analysis has been completed, a 6-month trial/pilot has been completed, and a final action plan is being submitted to the Board in January 2016 for February implementation. Approved by BOD and implemented. Currently being evaluated. 						Scheduled to be implemented on February 5, 2016.		
<ul style="list-style-type: none"> Battalion Chief/Division Chief Alignment: Analysis has been completed and implementation is targeted for March 2016. Plan completed with 2 BCs being moved and the DC phase taking place in January 2017. 						DCs and BCs have discussed and final draft completed.		
Initiative 3.2 – Complete needs assessment and full implementation of the Organizational Planning Department.	O.P.				No change	Gap-analysis of shortcomings	Address shortcomings	12/31/15
<ul style="list-style-type: none"> Ongoing evaluation and education from Fire Chief (technical /admin /leadership / political acumen skills); Develop strategies to address shortcomings and areas for improvement 								
Initiative 3.3 – Develop essential functions of the Organizational Training and Development Manager, including leadership initiatives and succession planning programs.	O.P.				Framework done by Dec. 2015	Written plans done June 16	Action plans well under way June 16	06/30/16
Initiative 3.4 – Improve system for Legislative Services to better identify, evaluate, track and communicate legislation that impacts OCFA	CAPA				Quarterly legislative status reports	Monthly legislative status reports (Feb-Sept)	Individual bill & legislative status reports prepared monthly	06/30/16

FY 2016/17 OCFA Adopted Budget

FY 2015/16 STRATEGIC PLAN
4th Quarter Update
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
<ul style="list-style-type: none"> System for executive team input has resulted in a more inclusive process and streamlined reporting and tracking format for both legislation and grants 						Improved reporting process complete	Improved progress for executive team involvement established	
4. Focus on Fiscal Health								
Initiative 4.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities	BS				General Fund is balanced	Contract increases are less than cap	Flow of surplus funds to CIP	06/30/16
<ul style="list-style-type: none"> The FY 2015/16 mid-year financial report was completed in January, with mid-year budget adjustments approved by the Board in March. The report reflected continued improvement in OCFA’s fiscal health and it allocated \$12.6M for UAAL pay-down. 							Mid-Year contains surplus funds for UAAL paydown	
<ul style="list-style-type: none"> The FY 2016/17 budget was adopted by the Board on May 26, reflecting a balanced General Fund, contract increases under the cap, and a flow of surplus funds to the CIP. 							FY 2016/17 has surplus funds for CIP	
Initiative 4.2 – Depending upon the Equity Appeal outcome, either continue implementation of the Second Amendment or reconvene the Equity Committee to identify new options.	BS				Equity proposals will be considered by full Board, if requested by the County/Irvine	Prevail in appeal	Agree on alternative options	06/30/16
<ul style="list-style-type: none"> The Appellate court ruled the Second Amendment to be invalid in March. The Board voted to conduct any future discussions of new proposals at regular Board meetings in lieu of forming a new Equity Committee. 								
Initiative 4.3 – Identify additional options for the board to accelerate pay-down of OCFA’s pension liability at a faster pace than our current 13-year plan.	BS				Continue current 13-year plan	Reduce plan by 1 or 2 years	Reduce plan by 3 years or more	03/31/16
<ul style="list-style-type: none"> Recommendations were presented to, and adopted by the board in November, and the recommendations are intended to result in pay down of the UAAL in 12 years 						The adopted plan reduced by 1 year		

FY 2015/16 STRATEGIC PLAN
4th Quarter Update
DOMAIN OBJECTIVES & PERFORMANCE
MEASURES
Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 4.4 – Develop plans to convert the RFOTC grounds to a drought tolerant landscape and lessen OCFA irrigation costs.	SS				RFP complete for architect	Plans received from architect	RFP for work begins	06/30/16
<ul style="list-style-type: none"> Holding on plan to further evaluate cost/benefit and true water usage. Evaluation complete – not moving forward. 								
5. Build Customer Service Mindset								
Initiative 5.1 – Create Joint Labor Management (JLM) working group to reinforce customer service mindset in employees by providing activities and reminders (e.g. pocket cards) with the OCFA vision, mission, and guiding principles.	OCFA Wide				Work product approved by 1/31/16	Work product approved by 4/30/16	Work product approved by 6/30/16	06/30/16
Initiative 5.2 – Integrate the new mottos “We visualize problems and solutions through the eyes of those we serve” into the culture and practices for the entire organization.	OCFA Wide				Select customer service ambassadors	Ambassadors identify action plans	Implement action plans	06/30/16
6. Improve Risk Management Outcomes								
Initiative 6.1 – Oversee review of workers’ compensation injury analysis (accident cost reduction effort) to reduce annual claims, annual expenses, and backfill costs.	HR				This initiative is broken into three parts, metrics indicated below.			6/30/16
<ul style="list-style-type: none"> Claims reduced by 2% through 4th quarter of FY. FY 2014/15 W/C claims through 4th quarter were 375 and FY 2015/16 are 369. 					Reduce claims by 5% during FY	Reduce claims by 7% during FY	Reduce claims by 10% during FY	
<ul style="list-style-type: none"> Expense payments increased by 5% through 4th quarter of fiscal year. Reminder that expense payments are only one of the categories of W/C payments. 					Reduce payments by 3% during FY	Reduce payments by 5% during FY	Reduce payments by 7% during FY	
<ul style="list-style-type: none"> W/C backfill costs increased by 2% during current fiscal year. These numbers are preliminary since final numbers won’t be calculated until books close for the FY. 					Reduce costs by 3% during FY	Reduce costs by 5% during FY	Reduce costs by 7% during FY	
Initiative 6.2 – Return 75% of employees released by physician to a transitional light duty position within 4 days.	HR				50% within 4 days	75% within 4 days	85% within 4 days	06/30/16
<ul style="list-style-type: none"> 75% of employees that have been released by the physician to a transitional light duty position have returned within 4 days through 4th quarter of fiscal year. 								

FY 2016/17 OCFA Adopted Budget

FY 2015/16 STRATEGIC PLAN



4th Quarter Update



DOMAIN OBJECTIVES & PERFORMANCE MEASURES

Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 6.3 – Oversee an active shooter incident (ASI) drill for the Board of Directors.	O.P.					Conduct drill for BOD	Changes made on lessons identified from drills	06/30/16
<ul style="list-style-type: none"> Unable to schedule with Irvine Police Department 								
Initiative 6.4 – Increase emergency preparedness at OCFA facilities by having at least 2 emergency drills during the year.	HR				1 drill	2 drills	3 drills	06/30/16
<ul style="list-style-type: none"> 2 drills (active shooter and Great California ShakeOut) and 1 suspicious package event have been conducted through 2nd quarter of fiscal year. 								
7. Implement Performance Improvement/Efficiency Measures								
Initiative 7.1 – Analyze organizational performance in order to identify gaps, and identify interventions that will enhance performance and/o improve efficiency.	O.P.				Framework done December 2015	Written plan done June 16	Action underway June 16	12/31/16
<ul style="list-style-type: none"> Printer/copier solutions underway to decrease costs and improve efficiency WEFIT program evaluations underway to decrease costs and improve efficiency EMS supply evaluations underway to decrease costs and improve efficiency 					Projects identified			
Initiative 7.2 – Evaluate performance enhancements and efficiency measures to determine the effectiveness and need for revision.	O.P.				Realize cost savings	Cost savings at \$250,000	Cost savings in excess of target	12/31/16
8. Improve Public Safety Systems								
Initiative 8.1 – Solicit input to improve efficiency of the new CAD system and continue making modifications to reduce response times and enhance user interface.	SS				Work ticket request portal stays open. Mobile team continues meeting.	Reduction in work tickets. All major alterations completed	No work tickets submitted. OCFA CAD becomes benchmark	06/30/16
<ul style="list-style-type: none"> Item was expected to take longer but is now complete. 						All major alterations completed		
Initiative 8.2 – Integrate complete Automatic Vehicle Location (AVL) “closest unit” dispatching.	SS				100% OCFA-wide use	OCFA + one metro city	OCFA and all metro cities	06/30/16

FY 2015/16 STRATEGIC PLAN
4th Quarter Update
DOMAIN OBJECTIVES & PERFORMANCE MEASURES
Jeff Bowman, Fire Chief

	Lead	Unmet Min.	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 8.3 – Establish timelines and objectives for replacement of the various Records Management Systems (RMS) including Integrated Fire Prevention (IFP), Investigations Case Management System (ICMS), and Incident Reporting Application (OCFIRS)	SS				Draft action plan in place	Written plan in place	Final plan adopted	06/30/16
<ul style="list-style-type: none"> Awaiting Executive Management Approval of Draft (tentative presentation to Executive Management in July, 2016) IFP, ICMS, OCFIRS are on hold until commercial off the shelf (COTS) vs. custom solution plan can be finalized 					COTS vs Custom solution decision will occur in FY 2016/17	Timelines and objectives will be completed in FY 2016/17		
Initiative 8.4 – Review and streamline OCFA's local code amendments	CRR				By 12/31/15 the current amendment package is reviewed and all proposed changes are identified	Amendment package is complete and ready to present to cities by June 1, 2016	All cities are preparing for adoption of amendments by September 2016	06/30/16
<ul style="list-style-type: none"> OCFA recommended-amendments are complete. The supervisor and management team will review for final comments and begin preliminary discussions with our partner fire departments. 					On track to meet target goal.	Maximum will not be reached until September, 2016.		
9. Develop Continuity of Operations Plan (COOP) for OCFA 								
Initiative 9.1 – Review and streamline OCFA's local code amendments	O.P.				Meet with stakeholders	Framework done Dec. 2015	Written plan done June 2016	12/31/15
<ul style="list-style-type: none"> Stakeholders have been identified and COOP progress is underway 						Framework complete		
Initiative 9.2 – Identify and generate policy changes to allow for COOP implementation	O.P.				Meet with stakeholders	Framework done Dec. 2015	Written plan done June 2016	12/31/15
<ul style="list-style-type: none"> Stakeholders have been identified and COOP progress is underway Establish supporting policy Comparative analysis with other agencies 						Draft complete with shortcoming identified		
10. Maintain flexibility for unforeseen events 								

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

FY 2016/17 OCFA Adopted Budget



FY 2016/17 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Jeff Bowman, Fire Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
1. Improve OCFA Communications at All Levels							
Initiative 1.1 – Provide consistent, relevant, timely communications among OCFA staff, the Executive Committee, and the Board of Directors	Ops				Maintain baseline quality and quantity of BOD advisories to FY 15/16 measures	Collect feedback to verify quality and quantity of future board advisories	Use feedback to enhance quality and quantity of future board advisories
Initiative 1.2 – Advance consistent, relevant, and timely communications between OCFA staff and media. Develop a proactive approach.	Ops				Maintain positive coverage per month – feedback measured by BOD tool compared to FY 15/16	5% increase in positive coverage per month in all media compared to FY 15/16	10% increase in positive coverage per month in all media compared to FY 15/16
Initiative 1.3 – Consistently deliver internal communications via station visits, written monthly updates, video newsletter appearances, all-hands meetings, and other opportunities.	Ops				Sustain same level of activities as FY 15/16	5% increase in internal comm. activities	10% increase in internal comm. activities
2. Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 2.1 – Establish a professional standards unit for investigating complaints (internal and external), reports of rule violations and employee misconduct.	O.P.				PSU structure determined	PSU staffed (contract and employees)	PSU staffed; tracking system established; processes noted; training provided
Initiative 2.2 – Oversee the evaluation and restructuring of all promotional/recruitment processes.	O.P.				Revise operations processes	Evaluation of professional staff processes	Implement professional staff recommendation
Initiative 2.3 – Oversee succession planning efforts at all levels of OCFA.	O.P.				Operations framework complete	Managers framework complete	Gap analysis of frameworks
Initiative 2.4 – Develop and implement organization-wide leadership training programs and initiatives.	O.P.				Pilot program development	First pilot Jan. 2017	Second course delivery
Initiative 2.5 – Oversee implementation of performance evaluation system (NeoGov).	O.P.				Pilot testing completed	Online system utilized by all OCFA	Working group(s) to revise rating areas Established

FY 2016/17 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Jeff Bowman, Fire Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 2.6 – Provide support in negotiation of MOUs with the Firefighter and Chief Officers’ bargaining units.	BS				Continued negotiation of MOUs	Reach tentative agreements	Obtain approval of new MOUs
3. Conduct Analysis of Field Operations and Internal Support Functions							
Initiative 3.1 – Evaluate and assess Emergency Medical Services (EMS) in the following areas: education, continuous quality improvement (CQI), and administration.	Ops				Analysis complete by June	Action plan written by January	Action plan implemented 2/5/2017
Initiative 3.2 – Develop essential functions of the Organizational Training & Development Manager, including leadership initiatives and succession planning programs.	O.P.				Written plan complete	Action plans underway	Gap analysis and recommendations
4. Focus on Fiscal Health							
Initiative 4.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities.	BS				General Fund is balanced	Contract increases less than cap	Flow of surplus funds to CIP
Initiative 4.2 – Complete utility usage assessment (water, electricity, & gas) for all facilities.	SS				Water assessment completed	Electricity assessment completed	Gas assessment completed
5. Build Customer Service Mindset							
Initiative 5.1 – Create JLM working group to reinforce customer service mindset in employees by providing activities and reminders (e.g. pocket cards) with the OCFA vision, mission, and guiding principles.	OCFA Wide				Group established	Priorities developed	Priorities implemented
Initiative 5.2 – Integrate the new motto, “We visualize problems and solutions through the eyes of those we serve” into the culture and practices of the entire organization	OCFA Wide				Select customer service ambassadors	Ambassadors identify action plans	Implement action plans
6. Improve Risk Management Outcomes							
Initiative 6.1 – Oversee review of workers’ compensation injury analysis (accident cost reduction effort) to reduce annual claims, annual expenses, and backfill costs.	O.P.				No increase	Realize a reduction	5% reduction

FY 2016/17 OCFA Adopted Budget

FY 2016/17 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Jeff Bowman, Fire Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 6.2 – Oversee an active shooter incident (ASI) drill for the Board of Directors.	O.P.				Trainer identified	Conduct drill for BOD	Changes made on lessons identified
7. Implement Performance Improvement/Efficiency Measures							
Initiative 7.1 – Analyze organizational performance in order to identify gaps, and identify interventions that will enhance performance and/or improve efficiency	O.P.				Framework done	Written plan done by June	Efficiencies realized
Initiative 7.2 – Develop a culture of process improvements by assisting with their creation from concept to implementation	O.P.				3 process improvements go from ideas to change	4 process improvements go from ideas to change	5 process improvements go from ideas to change
Initiative 7.3 – Establish and institutionalize evaluation tools and techniques for leadership that includes feedback from supervisors, peers and subordinates (360 degree evaluation).	O.P.				Framework done	Written plan complete	Evaluation tool implemented
Initiative 7.4 – Establish a program that addresses the impact of post-traumatic stress disorder (PTSD) in OCFA personnel.	O.P.				Workgroup initiated	Program developed	Program implemented
8. Improve Public Safety Technology Systems							
Initiative 8.1 – Establish timelines and objectives for replacement of the various Records Management Systems (RMS) including Integrated Fire Prevention (IFP), Investigations Case Management System (ICMS), and Incident Reporting Application (OCFIRS).	SS				Final plan adopted	Prioritize projects	One project complete
Initiative 8.2 – Evaluate Countywide CAD2CAD and implement recommended changes to move-up and cover.	Ops				Analysis complete by January	Action plan written by January	Action plan implemented by June
Initiative 8.3 – Integrate LIVE MUM (move-up module) which is unit coverage software to reduce response times.	SS				System configuration complete	Beta testing begins	Fully operational at OCFA
Initiative 8.4 – Reduce ECC call processing times.	SS				Average above 60 seconds	Average less than 60 seconds	Average less than 50 seconds
Initiative 8.5 – Cooperative coordination of the fire code adoption process with Building Officials from each of the 23 cities and county.	GRR				All city and county agencies have accepted OCFA amendments for adoption	All city and county agencies are prepared and scheduled for adoption before 1-1-2017	All city and county agencies have successfully adopted the 2016 fire code with OCFA amendments

FY 2016/17 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Jeff Bowman, Fire Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 8.6 – Adopt and implement the countywide Community Wildfire Plan.	CRR				RFP is complete, contractor is on-board and framework is built	Plan is fully developed and available for stakeholder review and approval	Complete roll-out to the stakeholders for use
Initiative 8.7 – Establish the foundation for the countywide remote sensing platform for real time weather data and fire detection/monitoring (HPWren).	CRR				All research is complete, stakeholders and funding identified	A work plan is completed to move the project forward	Funding is in place and system operational
9. Maintain Continuity of Operations Plan (COOP) for OCFA							
Initiative 9.1 – Ensure the agency is able to continue performance of essential functions under a broad range of disaster circumstances.	O.P.				Institute plan	Conduct two exercises	Conduct four exercises
10. Maintain flexibility for unforeseen events							

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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKING FIRE SAFETY

Prevent Smoking Fires

- ✓ Smoke outside.
- ✓ Don't smoke while sleepy or under the influence of alcohol or other drugs, including medication.
- ✓ Never smoke in bed.
- ✓ Never smoke around oxygen tanks.
- ✓ When smoking, use deep, sturdy ashtrays or a bucket with sand.
- ✓ Put cigarettes out all the way, every time.
- ✓ Keep smoking materials away from children.

Electronic Cigarettes

- ✓ Never leave charging e-cigarettes unattended.
- ✓ Follow the manufacturer's 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.



Operations



ORANGE COUNTY FIRE AUTHORITY

Safety Message

WILDFIRE PREPAREDNESS

Ready! Prepare your home and family now.

- ✓ Vegetation Management
 - Remove dead or dying plants within 100 feet of your home.
 - Reduce vegetation by pruning and thinning within 100 feet of your home.
 - Follow guidelines for horizontal and vertical plant separation (available at ocfa.org).
 - Replace fire-prone plants with fire-resistant and drought tolerant plants.
- ✓ Home Hardening
 - Use non-combustible materials for roofs, siding, decks, patios, and porches.
 - Close or box open eaves.
 - Cover attic and garage vents with 1/8" metal mesh screens.
 - Keep rain gutters clear of debris.
- ✓ Wildfire Home Risk Assessment
 - Schedule a free home assessment consultation or complete your own home assessment form (available at ocfa.org).

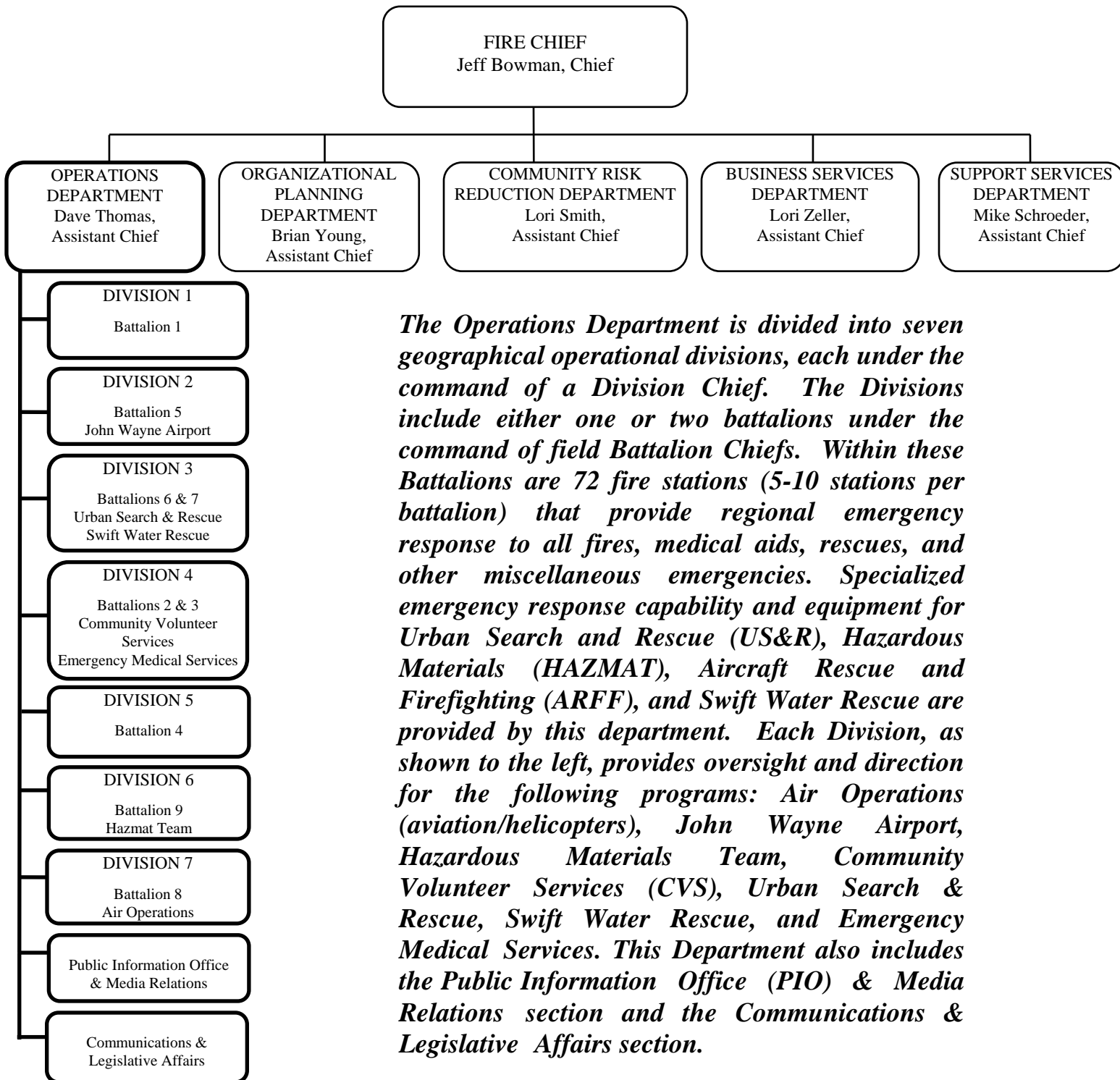
Set! Make sure disaster kits and evacuation plans are in place.

- ✓ Assemble a disaster kit and Go! Bag with supplies for at least 72 hours, including food, water, and supplies for pets.
- ✓ Plan your evacuation with at least two ways out of your neighborhood and surrounding area.
- ✓ Be "Red Flag" aware. A Red Flag Warning is issued when conditions that increase the possibility of a wildfire are present or expected within 24 hours.

Go! Leave early, before evacuation is ordered.

- ✓ Load your family, pets, disaster kit, and Go! Bag into one car if possible.
- ✓ Follow your predetermined evacuation route or evacuate as directed by law enforcement.

OPERATIONS DEPARTMENT



The Operations Department is divided into seven geographical operational divisions, each under the command of a Division Chief. The Divisions include either one or two battalions under the command of field Battalion Chiefs. Within these Battalions are 72 fire stations (5-10 stations per battalion) that provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies. Specialized emergency response capability and equipment for Urban Search and Rescue (US&R), Hazardous Materials (HAZMAT), Aircraft Rescue and Firefighting (ARFF), and Swift Water Rescue are provided by this department. Each Division, as shown to the left, provides oversight and direction for the following programs: Air Operations (aviation/helicopters), John Wayne Airport, Hazardous Materials Team, Community Volunteer Services (CVS), Urban Search & Rescue, Swift Water Rescue, and Emergency Medical Services. This Department also includes the Public Information Office (PIO) & Media Relations section and the Communications & Legislative Affairs section.

Operations Department

Budget Summary:

The FY 2016/17 budget for the Operations Department is \$243.9 million, a decrease of about \$1.9 million compared to FY 2015/16. This decrease primarily reflects an organizational reorganization that involved the transfer of the Training & Safety section to the Organizational Planning Department. This significant decrease was somewhat offset by the transfer of the majority of the Communications & Public Affairs section, previously in Executive Management to the Operations Department. Please note that grants and other one-time appropriations included in the FY 2015/16 budget are not included in FY 2016/17 since most grants, and other one-time funding, will be added during the course of the fiscal year as the Board of Directors provides approval. Funding for 989 positions is included in the FY 2016/17 budget.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2015/16 Strategic Plan was reviewed, by the Board of Directors on July 28, 2016 and the FY 2016/17 Strategic Plan was reviewed on August 25, 2016. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Conduct Analysis of Field Operations
- Improve OCFA Communications at all levels (Internal and External)
- Improve and Enhance Communication and Public Affairs Sections
- Establish Consistency in Human Resources Functions and Improve Labor Relations



ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIRE EXTINGUISHERS

If a Small Fire Occurs:

- ✓ Alert others that there is a fire.
- ✓ Have someone call 9-1-1.
- ✓ Make sure you have a clear escape route before attempting to use a fire extinguisher.
- ✓ If you're unsure, evacuate immediately.

The P.A.S.S. Method

- ✓ 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.

Maintenance

- ✓ Read and follow all instructions on the label and in the owner's manual.
- ✓ Keep fire extinguishers in plain view and out of reach of children.
- ✓ If the 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 the discharge nozzle is clean.
- ✓ Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT SUMMARY
FY 2016/17 BUDGET

Account Description	Division 1 Field/Admin	Division 2 Field/Admin	Division 3 Field/Admin	Division 4 Field/Admin	Division 4 Community Volunteer Services	Division 4 Emergency Medical Services
EMPLOYEE SALARIES						
Regular Salaries	\$7,641,855	\$11,099,454	\$20,862,722	\$13,388,683	-	\$1,416,438
Backfill/Overtime	3,727,754	4,539,687	8,503,402	5,700,512	-	58,816
FLSA Adjustment/Holiday Pay	733,355	1,083,375	2,041,748	1,308,512	-	8,331
Extra Help	-	-	-	-	-	-
Reserves	81,130	-	173,670	49,945	-	-
Other Pay	1,413,805	2,516,248	3,788,651	2,401,766	-	117,804
Sick/Vacation Payoff	291,642	397,487	861,382	467,928	-	64,233
TOTAL SALARIES	13,889,541	19,636,251	36,231,575	23,317,346	-	1,665,622
RETIREMENT	5,018,162	7,636,706	13,861,623	9,029,982	-	590,957
INSURANCE						
Employee Insurance	1,979,061	2,902,255	5,457,825	3,363,138	-	229,026
Workers' Compensation	924,359	1,360,392	2,429,104	1,621,247	-	64,883
Unemployment Insurance	4,000	4,000	4,000	4,000	-	-
TOTAL INSURANCE	2,907,420	4,266,647	7,890,929	4,988,385	-	293,909
MEDICARE	194,874	267,786	502,614	330,865	-	23,155
TOTAL S&EB	22,009,997	31,807,390	58,486,741	37,666,578	-	2,573,643
SERVICES & SUPPLIES	12,537	92,503	103,176	37,148	27,820	1,652,129
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$22,022,534	\$31,899,893	\$58,589,917	\$37,703,726	\$27,820	\$4,225,772
Funded Positions	88	129	243	150	-	14

Operations

Division 5 Field/Admin	Division 6 Field/Admin	Division 7 Field/Admin	Division 7 Air Ops	PIO & Media Relations	Communications & Legislative Affairs	Department Total
\$8,958,583	\$13,011,738	\$8,364,189	\$1,154,833	\$393,076	\$278,752	\$86,570,323
3,587,760	4,616,526	3,690,113	323,490	119,496	-	34,867,556
855,348	1,274,787	797,811	101,817	-	-	8,205,084
-	-	-	7,400	-	-	7,400
-	-	-	45,255	-	-	350,000
1,636,381	2,840,079	1,505,353	90,037	90,595	6,000	16,406,719
261,750	359,995	237,088	15,642	25,197	-	2,982,344
15,299,822	22,103,125	14,594,554	1,738,474	628,364	284,752	149,389,426
5,742,198	8,921,782	5,404,817	651,424	234,111	82,556	57,174,318
2,332,380	3,369,322	2,160,371	230,800	64,753	47,609	22,136,540
1,019,536	1,562,873	955,721	118,423	47,144	3,926	10,107,608
4,000	4,000	4,000	-	-	-	28,000
3,355,916	4,936,195	3,120,092	349,223	111,897	51,535	32,272,148
220,332	320,089	208,138	22,897	9,037	4,129	2,103,916
24,618,268	36,281,191	23,327,601	2,762,018	983,409	422,972	240,939,808
8,500	109,690	29,442	497,280	100,029	167,625	2,837,879
-	-	-	124,000	-	-	124,000
\$24,626,768	\$36,390,881	\$23,357,043	\$3,383,298	\$1,083,438	\$590,597	\$243,901,687
103	149	96	11	4	2	989

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

OPERATIONS DEPARTMENT

Dave Thomas, Assistant Chief




	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Conduct Analysis of Field Operations								
Initiative 1.1 – Evaluate and assess service delivery models.	P				Conduct analysis of Phase I	Implement Phase 2; scheduled to start Feb. 5, 2016	Analysis of Phase 2	06/30/16
<ul style="list-style-type: none"> Phase I service delivery enhancements implemented July 2015; Update provided to Board on February 5, 2016 								
<ul style="list-style-type: none"> Phase 2 service delivery enhancements implemented February 5, 2016; enhancements being monitored and will be evaluated after 6 months of implementation. 							Phase 2 analysis after Aug. 5, 2016	
Initiative 1.2 – Evaluate and implement Hazardous Materials Response Team (Hazmat) program improvements	P				Analysis complete by June	Action plan written by January	Action plan implemented Feb.5, 2016	06/30/16
<ul style="list-style-type: none"> Analysis was completed. Action plan was presented to the Board in January, 2016, and implemented in February, 2016. Evaluation will be done after 6 months. 						Plan presented to the Board on January 28, 2106.	Implemented on February 5, 2016.	
Initiative 1.3 – Evaluate and implement Technical Rescue Truck program improvements.	P				Analysis complete by June	Action plan written by January	Action plan implemented by June	06/30/16
<ul style="list-style-type: none"> Analysis completed in 2015; action plan presented to Board in January 2016. Implementation occurred in February 2016. Evaluation will be done after 6 months 						Plan presented to the Board on January 28, 2106.	Implemented on February 5, 2016.	
Initiative 1.4 – Assess current division and battalion alignments as well as potential changes to these boundaries to enhance service delivery.	P				Analysis complete by June	Action plan written by January	Action plan implemented by July 1, 2016	06/30/16
<ul style="list-style-type: none"> Analysis completed; action plan was reviewed and edited by field battalion chiefs. Final draft now in edit stage. 						Division Chiefs and Battalion Chiefs have reviewed and discussed. Final draft is completed		
<ul style="list-style-type: none"> Implementation of Battalion Chief moves is complete. Additional Division Chief changes will occur in January 2017. 								


FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

OPERATIONS DEPARTMENT

Dave Thomas, Assistant Chief



	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 1.5 – Evaluate and update auto-aid agreements.	P				Update agreements by June	Update agreements by March	Update Agreements by December	06/30/16
<ul style="list-style-type: none"> Agreements being updated with AVL/CAD2CAD enhancements. Task was assigned to a new battalion chief in April with target completion date of December 2016. 					Being discussed as part of the countywide CAD2CAD/AVL project	All local Auto-aid agreements completed	Agreements completed with new language	
Initiative 1.6 – Continue assessment of changes made to the Operations Training and Safety Section.	P				Continue assessment of staffing changes to Training	Maintain full staffing of Training Section	Attract the most qualified applicants in future recruitments	06/30/16
<ul style="list-style-type: none"> One frozen position was requested in FY 2016/17 budget process. This will continue to be assessed. Assessment of training needs, staffing and impacts is ongoing Administrative Assistant reclassification complete. Section fully staffed; with 2 frozen positions. Positions will be requested in 2017/18 budget request. 						One additional position requested for 2016/17.		
Improve OCFA Communications at All Levels (Internal and External) 								
Initiative 2.1 – Improve external relationships and outreach to partnership agencies, including but not limited to CAL FIRE, US Forest Service, Orange County fire agencies, FIRESCOPE, CICC, and Camp Pendleton.	P				Attend scheduled meetings with existing partners	Initiate meetings with existing partners	Seek new partners and grow existing relationships	06/30/16
Initiative 2.2 – Foster greater interaction and coordination between Assistant Chief of Operations and division chiefs as well as among the division chiefs.	P				Productive interactions between AC and DCs	Productive interactions between and among AC and DCs	Proactive interactions between and among AC and DCs	06/30/16
Establish Consistency in HR Functions and Improve Labor Relations 								
Initiative 3.1 – Support enhancements to organization-wide succession planning and recruiting processes.	S				Provide support, as requested	Anticipate support needs	Participate in analyses	06/30/16
Initiative 3.2 – Assist with improvements to the grievance process and associated outcomes.	S				Provide support, as requested	Anticipate support needs	Participate in analyses	06/30/16
Maintain flexibility for Unforeseen Events 								

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role Initiative Designates long term (LT) or perpetual (∞)

FY 2016/17 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES OPERATIONS DEPARTMENT Dave Thomas, Assistant Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Conduct Analysis of Field Operations							
Initiative 1.1 – Continue to evaluate and assess service delivery models.	P				Conduct analysis of Phase 3	Implement Phase 3	Analysis of Phase 3
Initiative 1.2 – Evaluation and assessment of Emergency Medical Services (EMS) Section.	P				Analysis complete by June	Action plan written by January	Action plan implemented Feb 5, 2017
Initiative 1.3 – Evaluate and implement Countywide CAD2CAD and Move-up and cover.	P				Analysis complete by June	Action plan written by January	Action plan implemented by June
Initiative 1.4 – Assessment of current Truck Company coverage	P				Analysis complete by June	Action plan written by January	Action plan implemented by June 30, 2017
Initiative 1.5 – Evaluate and update auto-aid agreements.	P				Update agreements by June	Update agreements by March	Update agreements by December
Initiative 1.6 – Assessment of station locations	P				Analysis completed by June	Action plan written by January	Action plan implemented by June
Improve OCFA Communications at all Levels (Internal and External)							
Initiative 2.1 – Improve external relationships and outreach to partnership agencies, including, but not limited to: CAL FIRE, US Forest Service, Orange County fire agencies, FIRESCOPE, CICCIS, and Camp Pendleton.	P				Attend 1 scheduled meeting with existing partners	Initiate 2 meetings per year with existing partners	Seek new partners and grow existing relationships
Initiative 2.2 – Develop and train on operational issues with the Orange County Sheriff’s Department (OCSD) and other law enforcement agencies.	P				Identify operations issues and needs for LE	Develop and provide operational training once a year	Identify common operational issues, develop curriculum and train once a year
Improve and Enhance Communication and Public Affairs Sections							
Initiative 3.1 – Provide consistent, relative, timely communication among OCFA staff, the Executive Committee and Board of Directors.	S				Maintain baseline quality and quantity of BOD advisories to FY 15-16 measures	Collect feedback to verify quality and quantity of future board advisories	Use feedback to enhance quality and quantity of future board advisories
Initiative 3.2 – Use data and create a science-based approach to public affairs campaigns and community organization. Expand the use of social media for outreach and education.	S				Maintain current public affairs campaigns	Maintain current public affairs campaigns and include social media	Add additional public campaigns and develop strategic plans for the use of social media

FY 2016/17 DOMAIN OBJECTIVES OPERATIONS DEPARTMENT Dave Thomas, Assistant Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 3.3 – Develop and enhance PIO coverage and response under reorganization model.	S				Establish baseline measure under PIO reorganization	Use evaluation tool to determine new PIO model response & effectiveness	Implement feedback from evaluation tool to improve PIO response & effectiveness
Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 4.1 – Support enhancements to organization-wide succession planning and recruiting processes.	S				Provide support, as requested	Anticipate support needs	Participate in analyses
Initiative 4.2 – Assist with improvements to the grievance process and associates outcomes.	S				Provide support, as requested	Anticipate support needs	Participate in analyses

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments;
P = Primary role; S = Secondary role  Designates long term (LT) or perpetual (∞)



ORANGE COUNTY FIRE AUTHORITY

Safety Message

WILDFIRE PREPAREDNESS

Ready! Prepare your home and family now.

- ✓ Vegetation Management
 - Remove dead or dying plants within 100 feet of your home.
 - Reduce vegetation by pruning and thinning within 100 feet of your home.
 - Follow guidelines for horizontal and vertical plant separation (available at ocfa.org).
 - Replace fire-prone plants with fire-resistant and drought tolerant plants.
- ✓ Home Hardening
 - Use non-combustible materials for roofs, siding, decks, patios, and porches.
 - Close or box open eaves.
 - Cover attic and garage vents with 1/8" metal mesh screens.
 - Keep rain gutters clear of debris.
- ✓ Wildfire Home Risk Assessment
 - Schedule a free home assessment consultation or complete your own home assessment form (available at ocfa.org).

Set! Make sure disaster kits and evacuation plans are in place.

- ✓ Assemble a disaster kit and Go! Bag with supplies for at least 72 hours, including food, water, and supplies for pets.
- ✓ Plan your evacuation with at least two ways out of your neighborhood and surrounding area.
- ✓ Be "Red Flag" aware. A Red Flag Warning is issued when conditions that increase the possibility of a wildfire are present or expected within 24 hours.

Go! Leave early, before evacuation is ordered.

- ✓ Load your family, pets, disaster kit, and Go! Bag into one car if possible.
- ✓ Follow your predetermined evacuation route or evacuate as directed by law enforcement.

Organizational Planning





ORANGE COUNTY FIRE AUTHORITY

Safety Message

ABC'S OF WATER SAFETY

A – Active Adult Supervision

- ✓ Assign an adult “Water Watcher” who can swim whenever children are in or around the water.
- ✓ Never swim alone, even adults.
- ✓ Never rely on water wings, rafts, or other swimming aids in place of U.S. Coast Guard approved life jackets.
- ✓ If a child or adult is missing, every second counts. Check the water first!

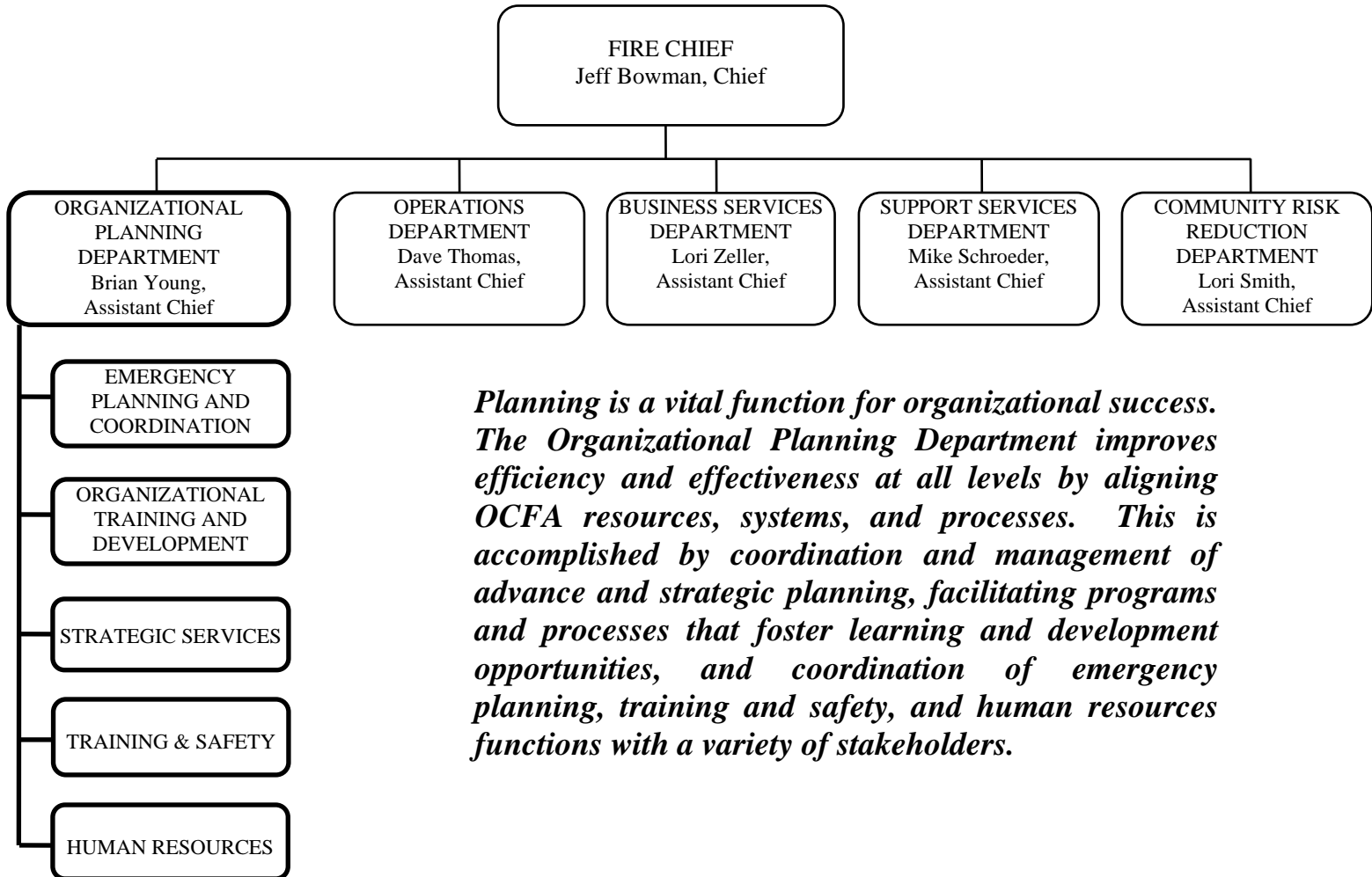
B – Barriers

- ✓ Install and maintain proper fencing around the pool and spa to isolate swimming areas from the home and play areas.
- ✓ Use multiple layers of protection, such as fences, gate/door alarms, and safety covers, to keep children away from pools and spas.
- ✓ Use self-closing, self-latching gates that open outward, away from the pool.
- ✓ Remove items such as chairs or tables that a child could use to climb over a pool fence.

C – Classes

- ✓ Learn to swim. Do not rely on swimming aids such as water wings, rafts, or noodles.
- ✓ Learn first aid and CPR. Always keep a phone nearby to call 9-1-1.

ORGANIZATIONAL PLANNING DEPARTMENT



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

Organizational Planning Department

Budget Summary:

The FY 2016/17 budget is \$10.5 million. The budget increased by approximately \$9.1M from FY 2015/16 due to the transition of the Operations Training & Safety section from the Operations Department (\$3.3M) and the transition of the Human Resources section from the Executive Management Department (\$5.9M). The combined budget for the remaining Organizational Training & Development, Strategic Services, and Emergency Services & Coordination sections decreased by 4.2% primarily due to personnel changes.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2015/16 Strategic Plan, was reviewed by the Board of Directors on July 28, 2016, and the FY 2016/17 Strategic Plan was reviewed on August 25, 2016. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Oversee Succession Planning Efforts
- Implement Performance Improvement Measures
- Establish Consistency in Human Resources Functions and Improve Labor Relations
- Conduct Analysis of Field Operations
- Transition Operations Training to Organizational Planning Department
- Transition Human Resources to Organizational Planning Department
- Improve Risk Management Outcomes
- Maintain Continuity of Operations Plan for OCFA
- Maintain flexibility for unforeseen events

Organizational Planning

ORANGE COUNTY FIRE AUTHORITY
ORGANIZATIONAL PLANNING DEPARTMENT SUMMARY
2016/17 BUDGET

Account Description	Org. Training and Dev.	Strategic Services	EPAC	Training & Safety	Human Resources	Department Total
EMPLOYEE SALARIES						
Regular Salaries	\$220,757	\$226,068	\$149,067	\$1,178,058	\$1,755,188	\$3,529,138
Backfill/Overtime	-	9,012	4,191	82,180	5,006	100,389
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	-	22,880	14,907	323,088	20,864	381,739
Sick/Vacation Payoff	-	27,961	19,576	31,961	48,584	128,082
TOTAL SALARIES	220,757	285,921	187,741	1,615,287	1,829,642	4,139,348
RETIREMENT	71,228	121,736	88,306	748,354	562,868	1,592,492
INSURANCE						
Employee Insurance	54,335	45,091	18,484	224,989	339,259	682,158
Workers' Comp	3,842	22,663	22,070	81,381	46,672	176,628
TOTAL INSURANCE	58,177	67,754	40,554	306,370	385,931	858,786
MEDICARE	3,201	4,131	2,712	23,313	26,508	59,865
TOTAL S&EB	353,363	479,542	319,313	2,693,324	2,804,949	6,650,491
SERVICES AND SUPPLIES	115,175	28,970	11,000	603,562	3,077,109	3,835,816
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$468,538	\$508,512	\$330,313	\$3,296,886	\$5,882,058	\$10,486,307
Funded Positions	2	2	1	12	18	35

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

ORGANIZATIONAL PLANNING

DEPARTMENT

Brian Young, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Implement Organizational Planning Department								
Initiative 1.1 – Facilitate “on boarding” of newly created assistance chief position and conduct current needs assessment of Organizational Planning Department in whole.	P				No change	Gap analysis shortcomings	Address shortcomings	12/31/15
<ul style="list-style-type: none"> Ongoing evaluation and education from Fire Chief (technical/admin/leadership/political acumen skills) Developed strategies to address shortcoming and areas for improvement 						Gap analysis complete		
Initiative 1.2 – Conduct recruitment of training manager positions as allowed under current budgetary processes. (Organizational Training and Development [ODT] Manager)	P				Position unfilled	Position filled 09/01/15	Position filled 08/01/15	09/18/15
Initiative 1.3 – Develop and institutionalize essential functions of training manager position to include but not limited to leadership initiatives and succession planning programs	P				Framework done Dec. 2015	Written plans done June 2016	Action plans well under way June 2016	06/30/16
Initiative 1.4 – Develop and implement organization wide leadership training programs and initiatives.	P				No change framework complete	Written plans done June 2016	Action plans well under way by June 2016	06/30/16
<ul style="list-style-type: none"> Course implementation underway (Crucial Conversations second delivery May 2016). 					March 2016			
Initiative 1.5 – Forecast future Organizational Planning Department needs and identify solutions to achieve optimal organizational structure	P				No change	Gap analysis shortcomings	Address shortcomings	06/30/16
Initiative 1.6 – Enhance cooperation with key internal and external stakeholders	P				No change	Gap analysis shortcomings	Address shortcomings	12/31/15
Implement Performance Improvement Measures								
Initiative 2.1 – Assess institutional context of mission and values to identify performance improvement strategies.	P				Productive discussions	Agree on outcomes	Framework done December 2015	12/31/15
Initiative 2.2 – Analyze organization performance in order to identify gaps.	P				Framework done December 2015	Written plan done June 2016	Action under way by June	06/30/16

Organizational Planning

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

ORGANIZATIONAL PLANNING

DEPARTMENT

Brian Young, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
<ul style="list-style-type: none"> Printer/copier solutions underway to decrease costs and improve efficiency Wefit prog. evaluations underway to decrease costs and improve efficiency EMS supply evaluations underway to decrease costs and improve efficiency. 					Ongoing projects			
Initiative 2.3 – Identify and implement interventions that will enhance performance.	P				Framework done December 2015	Written plan done June 2016	Action under way June 2016	12/31/16
Initiative 2.4 – Monitor and evaluate performance improvement enhancements to determine the effectiveness and need for revision	P				Realize cost savings	Cost savings at \$250,000 Re-evaluate	Cost savings in excess of target	12/31/16
Initiative 2.5 – Work with established department liaisons to assist with efficiency measures.	P				Start work with liaison by August	Work under way by December	Producing outcomes by June	06/30/16
Establish Consistency in HR Functions related to succession planning								
Initiative 3.1 – Collaborate with other department heads in developing an organizational wide succession plan	S				Framework done December, 2015	Written plan done 06/30/16	Action plans well under way by June, 2016.	06/30/16
<ul style="list-style-type: none"> Two year calendar and promotion calendar plan developed for Operations. 								
Initiative 3.2 – Establish and institutionalize 360 degree evaluation tools and techniques	P				Analysis done by June	Written plan done 12/31/15	Action plans well under way June, 2016	06/30/16
Initiative 3.3 – Establish and implement new employee “on-boarding” initiatives	S				Framework done Dec 2015	Written plan done June 2016	Action plans well under way June 2016	06/30/16
<ul style="list-style-type: none"> First delivery of *spark onboarding program began January 2016. 								
Conduct Analysis of Field Operations								
Initiative 4.1 – Evaluate and assess service delivery models.	S				Conduct analysis of Phase 1	Determine Phase 2 December, 2015	Analysis of Phase 2 June, 2016	06/30/16
<ul style="list-style-type: none"> Phase 2 projected implementation February 2016 Phase 3 projected implementation January 2017 (tied to SAFER grant) Phase 4 projected implementation Summer 2017 						Phase 2 implementation underway		

FY 2016/17 OCFA Adopted Budget


FY 2015/16 DOMAIN OBJECTIVES


4th Quarter Update

ORGANIZATIONAL PLANNING

DEPARTMENT





Brian Young, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 4.2 – Provide strategic services support to the various analyses of field operations.	P				Provide support, as requested	Gap analysis shortcomings Phase 1	Implement lasting change	06/30/16
<ul style="list-style-type: none"> Phase 2 evaluation Summer 2016 					Requested support provided			
Initiative 4.3 – Provide emergency planning functions to support current and evolving all-risk organizational needs	P				Provide support, as requested	Gap analysis shortcomings Phase 1	Implement lasting change	06/30/16
<ul style="list-style-type: none"> Active shooter training and exercise conducted for BOD and staff Formalizing external MOU/Op Plans and Agreement processes 						Gap analysis complete; framework done June, 2016		
Evaluate Continuity of Operations Plan (COOP) 								
Initiative 5.1 – Ensure the agency is able to continue performance of essential functions under a broad range of circumstances	P				Meet with stakeholders	Framework done December, 2015	Written plan done June, 2016	12/31/15
<ul style="list-style-type: none"> Stakeholders have been identified and COOP progress is underway 						Framework completed		
Initiative 5.2 – Identify and make policy changes to allow for COOP implementation	P				Meet with stakeholders	Framework done December, 2015	Written plan done June, 2016	12/31/15
<ul style="list-style-type: none"> Stakeholders have been identified and COOP progress is underway Supporting policy established Comparative analysis with other agencies 						Policy draft complete; shortcomings identified		

KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role Initiative Designates long term (LT) or perpetual (∞)


Organizational Planning

FY 2016/17 DOMAIN OBJECTIVES
ORGANIZATIONAL PLANNING
DEPARTMENT
Brian Young, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Oversee Succession Planning Efforts  ∞								
Initiative 1.1 – Oversee succession planning efforts at all levels of OCFA.					Framework	Written plan done by Jul	Flow of surplus funds to CIP	06/30/17
Initiative 1.2 Gap analysis of essential functions of training manager position to include but not limited to leadership initiatives and succession planning programs.					Assessments	Analysis	Application	06/30/17
Initiative 1.3 – Develop and implement organization-wide leadership training programs and initiatives					Framework complete	Written plans done June 2017	Action plans well underway by June 2017	06/30/17
Initiative 1.4 – Continued implementation of new employee “on-boarding” initiatives.					Support basic needs	Basic online “on-boarding” process	Include leadership development	06/30/17
Implement Performance Improvement Measures  ∞								
Initiative 2.1 Analyze organizational performance in order to identify gaps, and identify interventions that will enhance performance and/or improve efficiency.					Framework done	Written play done by June 2017	Action underway by June 2017	06/30/17
Initiative 2.2 – Evaluate performance enhancements and efficiency measure to determine the effectiveness and need for revision					Realize cost savings/work with liaison	Cost savings at \$250,000	Cost savings in excess of target	12/31/16
Establish Consistency in HR Functions Related to Succession Planning  ∞								
Initiative 3.1 – Collaborate with other department heads in developing an organizational wide succession plan.	S				Assessment	Analysis	Application as needed	06/30/17
Initiative 3.2 – Establish and institutionalize 360 degree evaluation tools and techniques.	P				Framework done	Written plan done by December 2016	Implement	06/30/17
Conduct Analysis of Field Operations  ∞								
Initiative 4.1 – Continue to evaluate and assess service delivery models.	S				Determine Phase	Implement Phase	Analysis of Phase 3	06/30/17
Initiative 4.2 – Evaluate and assess emergency service delivery gaps and needs (infill and new)	P				Analysis complete by January 2017	Action Plan written by January 2017	Action plan implemented by June 2017	06/30/17


FY 2016/17 OCFA Adopted Budget


FY 2016/17 DOMAIN OBJECTIVES
ORGANIZATIONAL PLANNING
DEPARTMENT
Brian Young, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 4.3 – Provide strategic services support to the various analyses of field operations.	P						Application as needed	06/30/17
Initiative 4.4 – Provide emergency planning functions to support current and evolving all-risk organizational needs	P						Application as needed	06/30/17
Transition Operations Training to Organizational Planning Department								 ∞
Initiative 5.1 – Conduct needs analysis (short/mid and long term)	P				Assessment	Analysis	Application as needed	06/30/17
Initiative 5.2 – Identify crosswalk and future integration with Organizational Training and Development	P				Assessment	Analysis	Application as needed	06/30/17
Transition Human Resources to Organizational Planning Department								 ∞
Initiative 6.1 – Conduct needs analysis (short/mid and long term)					Assessment	Analysis	Application as needed	06/30/17
Initiative 6.2 – Identify crosswalk and future integration with Organizational Training and Development					Assessment	Analysis	Application as needed	06/30/17
Initiative 6.3 – Evaluate and prioritize areas for improvement					Assessment	Analysis	Application as needed	06/30/17
Initiative 6.4 – Formalize legal counsel roles/responsibilities and expectations					Assessment	Analysis	Application as needed	06/30/17
Establish Consistency in HR Functions and Improve Labor Relations								 ∞
Initiative 7.1 – Establish a professional standards unit for investigating complaints (internal and external), reports of rule violations, and employee misconduct	P				PSU Structure Determined	PSU Staffed (contract and employees)	PSU Staffed; Tracking System Established; Processes documented	8/2016
Initiative 7.2 – Develop a succession plan for all areas of the Human Resources Department	P				Anticipated vacancies and knowledge/skill gaps identified	Approved Plan Completed	Development in progress	6/2017
Initiative 7.3 – Implement revised key conduct policies	P				Harassment/Discrimination and Hostile Work Environment Completed	3 Policies completed	5 Policies completed	06/30/17

Organizational Planning

**FY 2016/17 DOMAIN OBJECTIVES
ORGANIZATIONAL PLANNING
DEPARTMENT
Brian Young, Assistant Chief**

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Improve Risk Management Outcomes 								
Initiative 8.1 – Establish a program that addresses the impact of post-traumatic stress disorder (PTSD) in OCFA personnel	P				Workgroup initiated	Program developed	Program implemented	06/30/17
Initiative 8.2 – Institutionalize the Environmental, Health and Safety (EHS) Specialist positions and centralize all environmental programs under Risk Management	P				EHS Specialist position filled	Programs centralized	Programs implemented	06/30/17

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

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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

CARBON MONOXIDE ALARMS

Install and Maintain

- ✓ Install carbon monoxide alarms outside each sleeping area and on every level of the home.
- ✓ Test carbon monoxide alarms at least once a month.

Prevent Carbon Monoxide Poisoning

- ✓ Have a professional inspect your chimneys and heating equipment each year.
- ✓ Don't keep your car running inside your garage, even if your garage doors are open.
- ✓ Gas and charcoal grills and generators can produce carbon monoxide. Use them outdoors in well-ventilated areas away from windows, doors, and vent openings.
- ✓ Clear all debris from dryer, furnace, stove, and fireplace vents.
- ✓ Open the damper when using a fireplace for adequate ventilation.
- ✓ Never use your oven or stove to heat your home.
- ✓ Do not cover the bottom of natural gas or propane ovens with aluminum foil.

If a Carbon Monoxide Alarm Sounds:

- ✓ Assume that a real danger is present.
- ✓ Move all people and pets out of the structure immediately.
- ✓ Once outside, call 9-1-1. Don't return until the fire department has declared the area safe.



Support Services



ORANGE COUNTY FIRE AUTHORITY

Safety Message

BEACH SAFETY

Practice Water Safety

- ✓ 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.

Be Aware 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.

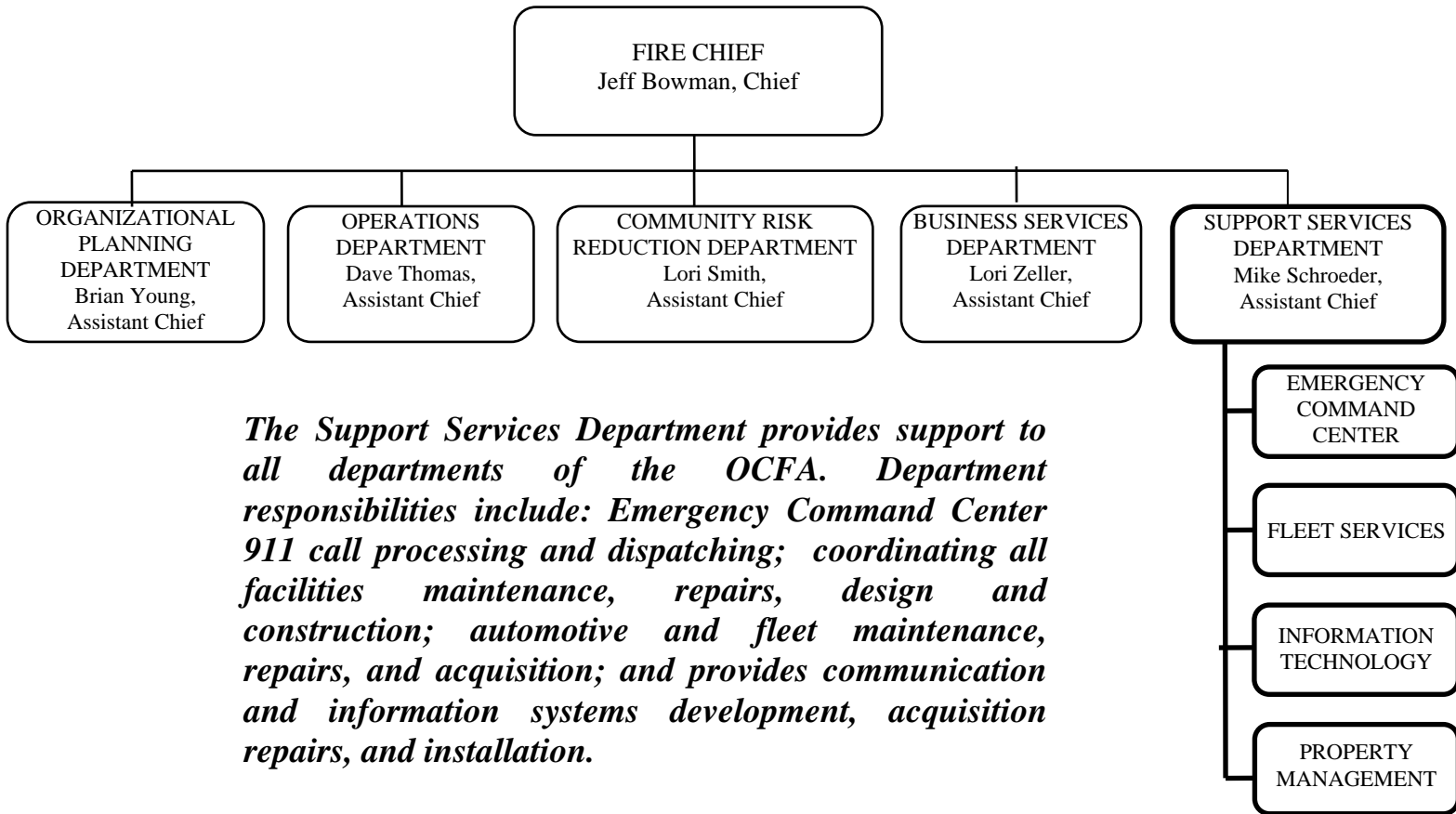
Identifying a Rip Current

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

Surviving 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.

SUPPORT SERVICES DEPARTMENT



The Support Services Department provides support to all departments of the OCFA. Department responsibilities include: Emergency Command Center 911 call processing and dispatching; coordinating all facilities maintenance, repairs, design and construction; automotive and fleet maintenance, repairs, and acquisition; and provides communication and information systems development, acquisition repairs, and installation.

Support Services Department

Budget Summary:

The FY 2016/17 budget for the Support Services Department is \$28.6 million, which is an increase of 2.86% when compared to FY 2015/16. This increase is primarily driven by increases in salaries and retirement. A total of six positions were added to the Support Services Department for FY 2016/17, bringing the total funded positions to 99 in this department.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2015/16 Strategic Plan, was reviewed by the Board of Directors on July 28, 2016, and the FY 2016/17 Strategic Plan was reviewed on August 25, 2016. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Improve Department Communications at all Levels
- Establish Consistency in HR Functions and Improve Labor Relations
- Focus on Fiscal Health
- Integrate a Customer Service Mindset into all OCFA Operations
- Implement Ongoing Refinements to the Computer Aided Dispatch (CAD) System
- Continue the Development of the Records Management System (RMS)
- Continue Infrastructure Development to Support Care Missions

Support Services

ORANGE COUNTY FIRE AUTHORITY
SUPPORT SERVICES DEPARTMENT SUMMARY
FY 2016/17 BUDGET

Account Description	ECC	Fleet Services	Information Technology	Property Management	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$2,638,511	\$1,735,125	\$3,219,985	\$792,177	\$8,385,798
Backfill/Overtime	1,175,622	63,341	135,693	3,523	1,378,179
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	248,932	99,477	198,208	3,454	550,071
Sick/Vacation Payoff	10,613	57,260	104,502	15,531	187,906
TOTAL SALARIES	4,073,678	1,955,203	3,658,388	814,685	10,501,954
RETIREMENT	954,190	598,691	1,086,179	255,610	2,894,670
INSURANCE					
Employee Insurance	399,592	297,058	416,547	164,096	1,277,293
Workers' Comp	140,372	147,510	97,302	40,510	425,694
TOTAL INSURANCE	539,964	444,568	513,849	204,606	1,702,987
MEDICARE	58,525	28,274	51,194	11,806	149,799
TOTAL S&EB	5,626,357	3,026,736	5,309,610	1,286,707	15,249,410
SERVICES AND SUPPLIES	68,979	3,104,532	5,727,853	4,365,421	13,266,785
EQUIPMENT	-	87,000	-	-	87,000
TOTAL BUDGET	\$5,695,336	\$6,218,268	\$11,037,463	\$5,652,128	\$28,603,195
Funded Positions	35	24	30	10	99

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

SUPPORT SERVICES DEPARTMENT

Mike Schroeder, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Improve Department Communications								
Initiative 1.1 – Complete the SharePoint upgrade (“The HIVE”) to enhance internal communications.	P				Training completed by 10/31/15	Upgrade completed by 10/31/15	Training & upgrade complete by 10/31/15	10/31/15
Initiative 1.2 – Complete a quarterly “Project Updates” document for all staff distribution	S				Completed 30 days after each quarter	Completed 15 days after each quarter	Completed 7 days after each quarter	06/30/16
<ul style="list-style-type: none"> Switched to monthly updates based on Chief’s visitation notes. 							Distributed within 7 days of each visitation.	
Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 2.1 – Develop a succession plan in all Support Services sections.	P				Managers working draft	Final revisions underway	Final draft in place	06/30/16
Focus on Fiscal Health								
Initiative 3.1 – Develop plans to convert the RFOTC grounds to a drought tolerant landscape and lessen OCFA irrigation costs	P				RFP Complete for architect	Plans received from architect	RFP for work begins	06/30/16
<ul style="list-style-type: none"> Holding plan to further evaluate cost/benefit and true water usage. 						Architect selected and plans received		
Initiative 3.2 – Further pursue efforts to achieve maximum occupancy of sublet OCFA properties.	P				Continue advertising campaign	Acquire 1 additional tenant	Acquire 2 additional tenants	06/30/16
Integrate a Customer Service Mindset into all OCFA Operations								
Initiative 4.1 – Integrate the new OCFA motto, “We Visualize problems and solutions through the eyes of those we serve” into the culture and practices of the Support Services Department.	P				Roll out motto to all staff	Post motto through-out sections	Conduct service workshop	06/30/16
Initiative 4.2 – Develop and utilize customer satisfaction surveys for all Support Services sections.	P				Conducted Baseline surveys	Developed After-Service Surveys	Begin Use of After-Service Surveys	06/30/16
<ul style="list-style-type: none"> Working on after service surveys for IT, Fleet and Property Management 						In progress		
Implement Ongoing Refinements to the computer Aided Dispatch(CAD) System								
Initiative 5.1 – Continue to solicit input from stakeholders to improve efficiency.	P				Work ticket request portal stays open	Reduction in work tickets	No work tickets submitted	06/30/16
Initiative 5.2 – Continue modifications which enhance user interface and reduce response times.	P				Mobile team continues meeting	All major alterations completed	OCFA CAD becomes benchmark	06/30/16

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

SUPPORT SERVICES DEPARTMENT

Mike Schroeder, Assistant Chief

	Lead	Not Started	In Progress	Completed	Metric			Target Date
					Min	Target	Max	
Initiative 5.3 – Integrate Complete Automatic Vehicle Location (AVL) “closest unit” dispatching.	P				100% OCFA wide use	OCFA + 1 metro city	OCFA & all metro cities	06/30/16
<ul style="list-style-type: none"> Awaiting Go-live in June, 2016 							OCFA and all metro cities are participating	
Initiative 5.4 – Integrate LIVE MUM (unit coverage software) to reduce response times.	P				System configuration complete	Beta testing begins	Software fully operational	06/30/16
<ul style="list-style-type: none"> Awaiting BETA test for OCFA 						Testing to commence		
Continue the Development of the Records Management System (RMS)								
Initiative 6.1 – Complete Electronic Plan Review “EPR” system replacement	P				Vendor Selected Now on Hold	Program operational	Refinements underway	9/30/15
<ul style="list-style-type: none"> Completed RFP, elected Tyler Technology and completed contract. Due to high annual maintenance cost, staff is evaluating possible alternatives 					Vendor was selected; now on hold			
Initiative 6.2 – Establish timelines and objectives for IFP, ICMS, and OCFIRS systems replacements	P				Draft action plan in place	Written Plan in place	Final plan adopted	06/30/16
<ul style="list-style-type: none"> Awaiting Executive Management approval of DRAFT Tentative schedule to present to Executive Management, July, 2016. 					Action plan ready for presentation			
Initiative 6.3 – Establish timelines and objectives for IFP, ICMS, and OCFIRS systems replacements	S				Working groups identified	First meeting has occurred	Second meeting has occurred	12/31/15
<ul style="list-style-type: none"> This objective is dependent on Objective 6.2 being completed first. 								
Initiative 6.4 – Determine if COTS or custom software will be able to address section needs	P				Produce draft plan	Confirm plan with stakeholders	Plan Confirmed	3/31/16
<ul style="list-style-type: none"> Awaiting Executive Management approval of DRAFT Tentative schedule to present to Executive Management, July, 2016 					Action plan ready for presentation			
Initiative 6.4 – Prepare RFPs	S				Produce draft RFPs	Finalized RFPs to purchasing	RFP out to vendors	06/30/16
<ul style="list-style-type: none"> This objective is dependent on Objective 6.4 being completed first. 								

FY 2016/17 OCFA Adopted Budget

FY 2015/16 DOMAIN OBJECTIVES

4th Quarter Update

SUPPORT SERVICES DEPARTMENT


Mike Schroeder, Assistant Chief

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

Oversee the preparation of a Continuity of Operations Plan (COOP) for OCFA

Initiative 7.1 – Develop plan for sustained operations in all Support Services sections	S				Draft plan to coordinators	Revisions to coordinators	Final plan to coordinators	06/30/16
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Maintain flexibility for unforeseen events


KEY: ∞ Ongoing/multi-year effort;  Crosscutting effort between groups, sections, and/or departments; P = Primary or S=Secondary role Initiative Designates long term (LT) or perpetual (∞)

Support Services

FY 2016/17 DOMAIN OBJECTIVES SUPPORT SERVICES DEPARTMENT Mike Schroeder, Assistant Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Improve Department Communications at All Levels							
Initiative 1.1 – Add a Support Services segment to the Video Newsletter which increases communications by highlighting new equipment, procedures, and policies	P				Completed 1st segment by October	Completed 1st segment by Sept.	Completed 1st segment by August
Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 2.2 – Develop a career development track plan in all Support Services sections which indicates which courses, and training are helpful/mandatory for promotion.	P				Managers create draft	Final revisions underway	Final draft in place
Focus on Fiscal Health							
Initiative 3.1 – Complete utility usage assessment (water, electricity & gas) for all facilities.	P				Water assessment completed	Electricity assessment completed	Gas assessment completed
Integrate a Customer Service Mindset into all OCFA Operations							
Initiative 4.1 – Add one additional fleet services mobile mechanic and unit to the fleet services section which will increase services to operations.	P				Achieve budget approval	Hire mechanic	Deploy unit
Initiative 4.2 – Develop & utilize customer satisfaction surveys for all Support Services sections.	P				Conducted Baseline surveys	Developed After-Service Surveys	Begin Use of After-Service Surveys
Implement Ongoing Refinements to the Computer Aided Dispatch (CAD) System							
Initiative 5.1 – Continue to solicit input from stakeholders to improve efficiency.	P				Work ticket request portal stays open	Reduction in work tickets	No work tickets submitted
Initiative 5.2 – Continue modifications which enhance user interface & reduce response times.	P				Mobile team continues meeting	Most major alterations completed	All major alterations completed
Initiative 5.3 – Integrate Complete Automatic Vehicle Location (AVL) "closest unit" dispatching.	P				100% OCFA wide use	OCFA + 1 metro city	OCFA & all metro cities
Initiative 5.4 – Integrate LIVE MUM (unit coverage software) to reduce response times.	P				System configuration complete	Beta testing begins	Fully operational at OCFA
Initiative 5.5 – Reduce Emergency Command Center (ECC) call processing times.	P				Average less than 60 seconds	Average less than 55 seconds	Average less than 50 seconds
Continue the Development of the Records Management System							
Initiative 6.1 – Complete Electronic Plan Review “EPR” system replacement.	P				Pilot test begun w/ contractors	Program deemed operational	Refinements underway

FY 2016/17 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES SUPPORT SERVICES DEPARTMENT Mike Schroeder, Assistant Chief	Lead	UnMet Min	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 6.2 – Establish cost, timelines, objectives and Commercial off the shelf (COTS) vs Custom software for all remaining RMS components (OCFIRS/ICMS, and IFP).	P				Draft action plan in place	Present to Exec. Mgmt.	Final plan adopted
Initiative 6.3 – Initiate development on OCFIRS/ICMS system replacements.	P				Study programming architecture	Draft plan in place	Work is initiated
Continue Infrastructure Development to Support Core Missions							
Initiative 7.1 – Secure property and complete planning phase for Fire Station #10 (Yorba Linda)	P				Secure final site for FS10	Initiate RFP for “Design / Build”	Award contract for FS10 build
Initiative 7.2 – Complete site remodel of Fire Station #11 (Emerald Bay) per local association, ADA, and the County of Orange specifications.	P				Finalize Plans with OC & EB	Initiate Remodel	Complete Remodel

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

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

Capital Improvement Program





ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRE SAFETY

Fire Prevention in the Kitchen

- ✓ Stay in the kitchen when frying, grilling, or broiling food. If you have to leave, even for a second, turn off the stove.
- ✓ Check food often when 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.
- ✓ Keep the stovetop, burners, and oven clean.
- ✓ Turn pot or pan handles toward the back of the stove.
- ✓ Have a “child 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 9-1-1 from outside the home.

Capital Improvement Program Overview

INTRODUCTION

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

This five-year plan includes projects and significant maintenance costs that have been reviewed and prioritized by the OCFA management and various committees comprising the Board of Directors and City Managers. Each project in the CIP was scrutinized to identify items that could be reduced, deferred or eliminated through alternative courses of action, and to ensure that all projects contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens. Due to our financial condition over the past few years, numerous projects have been deferred and are not included as part of the current five-year plan. The deferred projects are listed in a separate schedule, and will be considered when funding becomes available. The CIP budget remains conservative while still including necessary improvements and replacements. Staff will continue to monitor the CIP projects closely as required by the Fiscal Health Contingency Plan.

CAPITAL IMPROVEMENT PROGRAM FUNDS

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

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

CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS

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

- Annual assessment of station readiness – this is completed by the Operations Department to determine needed repair, alterations and improvements.
- Ten-year projection of new stations – this projection is completed by the Strategic Services section and is based on development activity and changes in service area requirements.
- Information Technology Master Plan – this plan provided the guidelines for Information Technology (IT) projects and is reviewed annually.
- Vehicle Replacement Plan – this plan is updated annually by the Fleet Services section taking into account age and mileage of vehicles.

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

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

CIP FUNDING

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

- Interest projections are based on the same assumptions used for the General Fund, which is an interest rate of 0.75%, applied to projected cash balances. The Five-Year Forecast assumes 1.50% for FY 2017/18, 2.25% for FY 2018/19 and thereafter.
- Cash contract city contributions to the CIP funds are calculated along with the charge for service as provided by the First Amendment to the Amended Joint Powers Agreement and discussed in the General Fund Revenue Assumptions section of this document. The total charge to the cities is subject to a 4.5% cap identified in the JPA Agreement. Cash contract cities' participation in the vehicle depreciation program will generate about \$1.4 million to Fund 133 – Fire Apparatus Fund in FY 2016/17. 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

Below is a matrix reflecting project funding for FY 2016/17:

FY 2016/17		Operating Transfer from GF	Use of Fund Balance	
Fund	Revenue			TOTAL
Fund 12110 - General Fund CIP	-	\$1,823,000	-	\$1,823,000
Fund 123 - Fire Stations and Facilities	230,774	7,900,000	244,226	8,375,000
Fund 124 - Comm. & Information Systems	330,104	4,866,307	4,398,706	9,595,117
Fund 133 - Fire Apparatus	1,645,204	9,813,587	(1,610,610)	9,848,181

Operating transfers from the General Fund in prior years provided the fund balance that is now being used to fund the majority of project costs in Fund 124.

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.

FY 2016/17 OCFA Adopted Budget

- ✓ Construction “work-in-progress” includes temporary capitalization of labor costs, materials, equipment and overhead costs of a construction project, which upon project completion is transferred to one or more of the above classifications of assets.

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

PERFORMANCE UPDATE

COMPLETED PROJECTS: During FY 2015/16 budget cycle, the following budgeted projects were completed:

General Fund CIP (Fund 12110)

- Replaced the CAD PC terminal in all Fire Stations. Currently evaluating iPads for replacing Motion Pro Windows tablets for ePCR
- Replaced eight (8) base station radios as part of the 800 MHz project
- Upgraded Network routers, with plans to install fiber-optic data lines in all OCFA fire stations, of which 25 fire stations have been completely retrofitted
- Signed contract with ATT to upgrade the RFOTC phone system
- Completed installation of the station alerting system at Station 57
- Installed new phone systems at Stations 10, 11, 56 and 61
- Upgraded 911 safety systems hardware environment with new DELL Compellent solid Storage Area Network (SAN)

Fire Stations and Facilities (Fund 123)

- Continued tenant improvements of the US&R Warehouse
- Completed construction of the design-build of Station 56 (Rancho Mission Viejo)

Communications and Information Systems (Fund 124)

- After extensive review of RFP respondents to replace/modernize the Records Management System, staff proposed that developing in-house software is the preferred alternative. Staff has developed the Prefire Management inspection system with in-house GIS Wildland application, the prototype Electronic Plan Review (EPR) system which is in the testing phase, and developing the prototype for the Incident Reporting system
- The design phase to upgrade the audio-video digital media for the Board room and classrooms have been awarded, and construction is expected to commence in FY 2016/17

Fire Apparatus (Fund 133)

- 20 vehicles/apparatus were placed into service
- 23 vehicles/apparatus delivered and being outfitted
- 6 vehicles/apparatus purchased and awaiting delivery

FY 2016/17 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2016/17 CIP budget is \$29.6 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2016/17 budget for the General Fund CIP is \$1.8 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Significant projects budgeted include \$400K for the network, servers, security project, and \$653K for the personal computer/laptop/printer replacement project.

Fire Stations and Facilities (Fund 123)

The FY 2016/17 budget for the Fire Stations and Facilities Fund is \$8.4 million. The replacement of Station 10 (Yorba Linda) of \$7.5 million is the most significant project, followed by \$325K for the improvements to the US&R Warehouse of \$325K, and \$550K for the remodel of Station 11 (Emerald Bay).

Communications and Information Systems Fund (Fund 124)

The budget for FY 2016/17 in the Communications and Information Systems Fund is \$9.6 million. The most significant project at \$7.5 million is the replacement of the 800 MHz Countywide Coordinated Communications system. The continuation of the Public Safety System project is also included at \$1.3 million for the replacement of the Incident Reporting Application and Community Risk Reduction Automation – IFP systems. FY 2016/17 budget also include \$300K to upgrade the functionality of the RFOTC Boardroom, classrooms, training rooms and the Emergency Command Center and \$450K for the Next Generation CAD2CAD project.

Fire Apparatus (Fund 133)

The budget for FY 2016/17 in the Fire Apparatus Fund is \$9.8 million. Six Type 1 Engines, one TDA 100' Quint, and three Paramedic Squads are among those vehicles scheduled to be purchased in FY 2016/17. The lease-purchase payments of \$2.5 million for two existing helicopters are also included in this budget.

FUTURE OPERATING IMPACT

Implementation of the FY 2016/17 capital improvement plan will impact future operating expenditures in the General Fund. Improvements or replacement of existing buildings or equipment are anticipated to lower operating costs such as repairs and maintenance costs. Any impacts on the General Fund are included in the budget. General Fund impact, when identifiable, can be found on the project description for the particular project.

Significant projects impacting the General Fund are:

- The Incident Reporting Application Replacement project will impact the General Fund beginning in FY 2018/19 with estimated annual costs of \$73K
- The Community Risk Reduction Automation – IFP project will impact the General Fund beginning in FY 2019/20 with estimated annual costs of \$48K
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2018/19 with estimated annual maintenance/licensing costs of \$60,000

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2016/17 - FY 2020/21

Fund	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Year TOTAL
<i>Fund 12110</i> General Fund CIP	\$1,823,000	\$1,234,400	\$1,685,700	\$1,398,700	\$1,368,700	\$7,510,500
<i>Fund 123</i> Fire Stations and Facilities	8,375,000	6,700,000	385,000	-	-	15,460,000
<i>Fund 124</i> Communications and Information Systems	9,595,117	3,906,511	4,444,367	1,000,000	1,000,000	19,945,995
<i>Fund 133</i> Fire Apparatus	9,848,181	7,598,371	7,717,302	7,207,494	4,079,908	36,451,256
GRAND TOTAL	\$29,641,298	\$19,439,282	\$14,232,369	\$9,606,194	\$6,448,608	\$79,367,751
Less: Non-discretionary lease installment payments	2,531,723	2,531,723	1,265,862	-	-	6,329,308
TOTAL CIP PROJECTS	\$27,109,575	\$16,907,559	\$12,966,507	\$9,606,194	\$6,448,608	\$73,038,443



ORANGE COUNTY FIRE AUTHORITY

Safety Message

CARBON MONOXIDE ALARMS

Install and Maintain

- ✓ Install carbon monoxide alarms outside each sleeping area and on every level of the home.
- ✓ Test carbon monoxide alarms at least once a month.

Prevent Carbon Monoxide Poisoning

- ✓ Have a professional inspect your chimneys and heating equipment each year.
- ✓ Don't keep your car running inside your garage, even if your garage doors are open.
- ✓ Gas and charcoal grills and generators can produce carbon monoxide. Use them outdoors in well-ventilated areas away from windows, doors, and vent openings.
- ✓ Clear all debris from dryer, furnace, stove, and fireplace vents.
- ✓ Open the damper when using a fireplace for adequate ventilation.
- ✓ Never use your oven or stove to heat your home.
- ✓ Do not cover the bottom of natural gas or propane ovens with aluminum foil.

If a Carbon Monoxide Alarm Sounds:

- ✓ Assume that a real danger is present.
- ✓ Move all people and pets out of the structure immediately.
- ✓ Once outside, call 9-1-1. Don't return until the fire department has declared the area safe.

FY 2016/17 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2016/17
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GENERAL FUND CIP - FUND 12110

1	A	800 MHz Radios	\$162,000
2	A	900 MHz Pagers, Faxes, Small Equipment Replacement	41,600
3	A	Data Storage, Backup, and Recovery	96,000
4	A	Fire Station Telephone/Alarm/Sound System Upgrades	168,000
5	A	Mobile Data Computer (MDC) System	147,800
6	A	Network, Servers, Security	400,000
7	A	Personal Computer (PC)/Laptop/Printer Replacements	652,500
8	A	VHF Radios	35,100
9	B	Geographic Information Systems (GIS) Plotters, Equipment	50,000
10	B	Digital Ortho Photography	70,000
11	A	RFOTC Telephone System Upgrade	-
Total - Fund 12110			\$1,823,000

FIRE STATIONS & FACILITIES - FUND 123

1	A	Station 20 (Irvine)	Developer Build
2	A	US&R Warehouse Improvements	325,000
3	A	Remodel of Station 11 (Emerald Bay)	550,000
4	B	Replacement of Station 10 (Yorba Linda)	7,500,000
5	A	Station 61 (Buena Park) - to be built per the City of Buena Park	-
6	A	Station 67 (Rancho Mission Viejo)	-
7	B	Replacement of Station 9 (Mission Viejo)	-
8	C	RFOTC Building B - ECC - installation of observation windows	-
Total - Fund 123			\$8,375,000

Project Priority: A=Essential; B=Important; C=Could Defer; CY=Current Fiscal Year

Capital Improvement Program

Item No.	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Year TOTAL
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1	\$85,500	\$85,500	\$31,500	\$27,000	\$391,500
2	41,600	41,600	41,600	41,600	208,000
3	96,000	96,000	96,000	96,000	480,000
4	168,000	328,000	328,000	328,000	1,320,000
5	460,000	460,000	460,000	55,800	1,583,600
6	160,000	160,000	160,000	160,000	1,040,000
7	202,500	202,500	202,500	652,500	1,912,500
8	20,800	22,100	9,100	7,800	94,900
9	-	-	-	-	50,000
10	-	-	70,000	-	140,000
11	-	290,000	-	-	290,000
	\$1,234,400	\$1,685,700	\$1,398,700	\$1,368,700	\$7,510,500

1	-	-	-	-	-
2	200,000	275,000	-	-	800,000
3	-	-	-	-	550,000
4	-	-	-	-	7,500,000
5	Buena Park Build	-	-	-	-
6	Developer Build	-	-	-	-
7	6,500,000	-	-	-	6,500,000
8	-	110,000	-	-	110,000
	\$6,700,000	\$385,000	-	-	\$15,460,000

FY 2016/17 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2016/17
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COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

1	A	800 MHz Countywide Coordinated Communications System Replacement	\$7,540,000
2	A	Community Risk Reduction Automation - IFP Replacement	905,117
3	A	Incident Reporting Application Replacement	400,000
4	B	Audio Video Equipment Upgrades	300,000
5	B	Next Generation CAD2CAD	450,000
6	B	Mobile 911 Emergency Command Center	-
7	B	Fleet Services Fuel Management Tracking System	-
8	B	RFOTC Data Center Suppression System	-
9	B	OCFA Disaster Recovery Co-Location Facility	-
		Total - Fund 124	\$9,595,117

FIRE APPARATUS - FUND 133

1	A	Lease Purchase Financing: Principal & Interest	\$2,531,723
2	A/B	Emergency Vehicles	6,878,930
3	A	Developer Funded Vehicles	-
4	B	Support Vehicles	437,528
		Total - Fund 133	\$9,848,181

		GRAND TOTAL - ALL CIP FUNDS	\$29,641,298
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Project Priority: A=Essential; B=Important; C=Could Defer

Capital Improvement Program

Item No.	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Year TOTAL
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1	-	\$3,539,250	-	-	\$11,079,250
2	905,117	905,117	-	-	2,715,351
3	400,000	-	-	-	800,000
4	-	-	-	-	300,000
5	-	-	-	-	450,000
6	2,000,000	-	-	-	2,000,000
7	601,394	-	-	-	601,394
8	-	-	1,000,000	-	1,000,000
9	-	-	-	1,000,000	1,000,000
	\$3,906,511	\$4,444,367	\$1,000,000	\$1,000,000	\$19,945,995

1	\$2,531,723	\$1,265,862	-	-	\$6,329,308
2	4,752,200	5,298,731	5,397,758	4,007,700	26,335,319
3	-	1,016,577	1,774,683	-	2,791,260
4	314,448	136,132	35,053	72,208	995,369
	\$7,598,371	\$7,717,302	\$7,207,494	\$4,079,908	\$36,451,256

	\$19,439,282	\$14,232,369	\$9,606,194	\$6,448,608	\$79,367,751
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FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
PROJECTS DEFERRED UNTIL FUNDING IS AVAILABLE

Project	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	4-Year TOTAL
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FIRE STATIONS AND FACILITIES - FUND 123

FS18 (Trabuco Canyon) - FS Replacement	-	\$6,500,000	-	-	\$6,500,000
FS25 (Midway City) - FS Replacement	-	-	-	6,500,000	6,500,000
<i>Total - Fund 123</i>	-	\$6,500,000	-	\$6,500,000	\$13,000,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

Enterprise Reporting and Business Intelligence	-	\$125,000	\$125,000	-	\$250,000
Document Management Project	-	150,000	-	-	150,000
Field Data Collection Devices	-	627,500	-	-	627,500
Virtual Operations Center (VOP)	-	500,000	-	-	500,000
<i>Total - Fund 124</i>	-	\$1,402,500	\$125,000	-	\$1,527,500

FIRE APPARATUS - FUND 133

Emergency Vehicles	\$1,745,913	\$150,918	\$497,576	-	\$2,394,407
Developer Funded Vehicles	-	-	-	-	-
Support Vehicles	463,986	-	91,469	-	555,455
<i>Total - Fund 133</i>	\$2,209,899	\$150,918	\$589,045	-	\$2,949,862

<i>GRAND TOTAL</i>	\$2,209,899	\$8,053,418	\$714,045	\$6,500,000	\$17,477,362
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Fund 12110
General Fund CIP





ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIRE EXTINGUISHERS

If a Small Fire Occurs:

- ✓ Alert others that there is a fire.
- ✓ Have someone call 9-1-1.
- ✓ Make sure you have a clear escape route before attempting to use a fire extinguisher.
- ✓ If you're unsure, evacuate immediately.

The P.A.S.S. Method

- ✓ 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.

Maintenance

- ✓ Read and follow all instructions on the label and in the owner's manual.
- ✓ Keep fire extinguishers in plain view and out of reach of children.
- ✓ If the 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 the discharge nozzle is clean.
- ✓ Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.

Fund 12110: General Fund CIP

DESCRIPTION

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

BUDGET

The total FY 2016/17 budget is \$1,823,000.

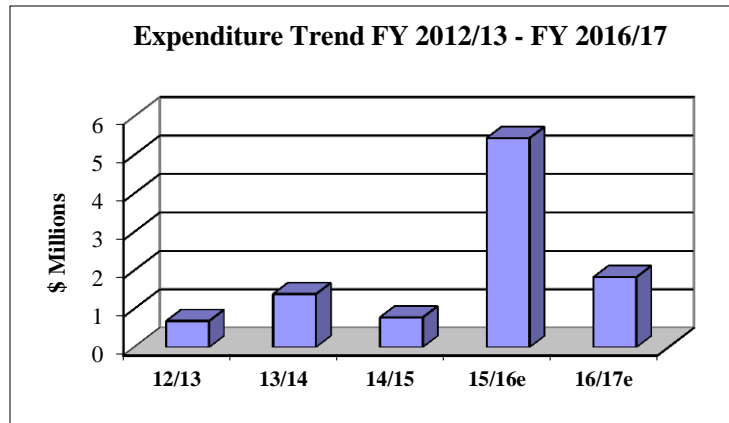
HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment and software have been identified for this budget cycle. These improvements and replacements include radios, pagers, phones, Mobile Data Computers, PCs/laptops, and other equipment replacements. Significant projects budgeted in FY 2016/17 include \$400K for the network/server upgrade project, and \$653K for the PC/Laptop/Printer replacement.

The chart provides actual expenditures for FY 2012/13 through FY 2014/15, and total budgeted amounts for FY 2015/16 and FY 2016/17.

SIGNIFICANT CHANGES

Although this is a newly created fund in FY 2014/15 the history of the re-categorized projects is reflected in above graph in order to show an accurate expenditure trend. The defibrillators project budgeted at \$3.8 million resulted in a large increase for FY 2015/16.



IMPACT ON OPERATING BUDGET

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

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 12110 - GENERAL FUND CIP
REVENUE AND EXPENDITURE SUMMARY
FY 2016/17 BUDGET

	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	1,133,712	5,438,793	1,823,000	-56.37%
Total Beginning Fund Balance	-	398,394	398,394	550,000
TOTAL AVAILABLE RESOURCES	\$1,133,712	\$5,837,187	\$2,221,394	-52.52%
EXPENDITURES				
Services & Supplies	\$488,508	\$1,399,615	\$1,823,000	30.25%
Capital Outlay	246,810	4,039,178	-	-100.00%
Total Expenditures & Other Uses	735,318	5,438,793	1,823,000	-66.48%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	398,394	398,394	398,394	-
TOTAL FUND COMMITMENTS & FUND BALANCE	\$1,133,712	\$5,837,187	\$2,221,394	-52.52%

800 MHZ RADIOS

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: Mobile Radio replacement is required approximately every nine to eleven years due to wear and exposure factors. New radios are typically installed in new apparatus, and the life of mobile radios corresponds to the life of the apparatus. Therefore, radio purchases coincide with the vehicle replacement plan. Additionally, as older portable radios experience wear, their replacements are added into the long-term budget. Current pricing per mobile radio averages \$4,000 and adding dual head radios for command vehicles increases costs to approximately \$5,075. All radios purchased are P25 ready and will be 100% compatible with the separate project to upgrade the 800MHz Countywide Combined Communication System and existing 800MHz radios that currently is underway.



Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$162,000	\$85,500	\$85,500	\$31,500	\$27,000	\$391,500
Total	\$162,000	\$85,500	\$85,500	\$31,500	\$27,000	\$391,500

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

900MHZ PAGERS, FAXES, SMALL EQUIPMENT REPLACEMENT

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The OCFA utilizes about 1,375 pagers, 250 personal communication devices, vehicle intercom headsets, portable radio lapel microphones, and several other related small equipment items. Replacement is required approximately every three to five years because of wear and exposure factors. The components in pagers break down over time and lose critical sensitivity capability needed for optimal performance. The OCFA reserve firefighter personnel use pagers as their primary alerting system for emergency incidents. Their responsibilities require that the pager be reliable 24 hours a day. The budget allows for the annual purchase of replacement equipment at a cost of about \$130 each.



Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Office Expense	\$41,600	\$41,600	\$41,600	\$41,600	\$41,600	\$208,000
Total	\$41,600	\$41,600	\$41,600	\$41,600	\$41,600	\$208,000

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

DATA STORAGE, BACKUP, AND RECOVERY

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – IT/Communication Infrastructure

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



This project will also implement auto archiving of the email database to near line storage through group-based business rules, e-discovery support, and compliance support. Project costs also include associated contracted professional services.

Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
Project Cost						
Equipment expense	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$480,000
Total	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$480,000

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

FIRE STATION TELEPHONE/ALARM/SOUND SYSTEM UPGRADES

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

Project Description: Acquisition and installation of new Fire Station alarm/sound systems and telephone systems are necessary as the equipment becomes old, outdated, and parts are no longer available. In addition, replacement equipment is more "user-friendly" and more efficient to maintain. The expected life of the Fire Station alarm/sound and phone systems is about fifteen years.



In 2014, the Westnet Fire Station Alerting system integration project which was part of the new CAD system implementation was completed at all 72 Fire Stations. During the project implementation period, a thorough evaluation of the existing Fire Station Alerting System infrastructure was completed at all Fire Stations. Most of the stations had components of the Fire Station Alerting/sound systems that need

to be repaired or replaced. All of them were using outdated electron-mechanical relays and amplifiers. The cost per station to completely upgrade the Station Alerting/sound systems ranges from \$40,000 to \$100,000 depending on the complexity of the station, number of crews and apparatus deployed, and condition of existing infrastructure. All of the OCFA Fire Stations are to be upgraded to the Westnet Fire Station Alerting/sound system. The installation is time-consuming and complex, and staff anticipates upgrading about 3 stations per year for the first 5 years, then accelerating the pace to about 6 stations per year for the remaining 10 years of the estimated 15-year project duration.



The Phone System cost averages approximately \$10,000 per fire station. All OCFA Fire Stations will be upgraded to a Voice over Internet Protocol (VoIP) system. Staff is planning to upgrade 10 station phone systems per year until all stations have been upgraded after which the stations will be upgraded about every 15 years.

Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$168,000	\$168,000	\$328,000	\$328,000	\$328,000	\$1,320,000
Total	\$168,000	\$168,000	\$328,000	\$328,000	\$328,000	\$1,320,000

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

MOBILE DATA COMPUTER (MDC) SYSTEM

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The MDCs are used for the delivery of emergency messages and information, including initial dispatch of fire and paramedic services. The service life for the various MDC components is as follows: the central processing unit (CPU), four to six years; screen and keyboard, three to five years; broadband modem, five to seven years. The total system cost including installation is \$8,500 and is based on the current form factor used. The cost to replace the CPU, screen, keyboard and related software is about \$6,000. Staff is evaluating different form factors including computer tablet type devices which may result in lower per unit prices if a compatible device becomes available.



This budget item reflects the cost to support the addition of MDCs to be used for rotational stock during installation in new apparatus, and for service and maintenance as the current MDCs age and repair and trade out of devices is required. It also allows for the first year of a three-year phased replacement of other existing MDCs as they reach end-of-life starting in FY 2017/18 completing in FY 2019/20.

Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$147,800	\$460,000	\$460,000	\$460,000	\$55,800	\$1,583,600
Total	\$147,800	\$460,000	\$460,000	\$460,000	\$55,800	\$1,583,600

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

NETWORK, SERVERS, SECURITY

Project Priority: A

Project Type: Equipment Replacement/New Technology

Project Management: IT – IT/Communications Infrastructure

Project Description: Several core network components installed in 2004 are now at “end of life” for support and maintenance. These components will be replaced with technology that increases bandwidth, or network capacity necessary due to the expansion of applications including GIS, Records Management systems, centralized storage of departmental data, data collaboration across applications, and online training utilizing streaming media. We will replace core components in the Data Center and individual IDF’s (Intermediate Distribution Facility – more commonly known as data/phone connection closets).



We will continue to implement virtualization to support server consolidation. Phased approach includes test environment, migration to pilot, and then to production. This supports a long-range goal of virtual environment utilization as a component for Disaster Recovery. Project costs also include associated contracted professional services.

Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment expense	\$400,000	\$160,000	\$160,000	\$160,000	\$160,000	\$1,040,000
Total	\$400,000	\$160,000	\$160,000	\$160,000	\$160,000	\$1,040,000

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

PERSONAL COMPUTER (PC)/LAPTOP/PRINTER REPLACEMENTS

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: An evaluation and analysis of the OCFA’s Personal Computer (PC) inventory by Gartner Inc. during the Information Technology Strategic Plan study a few years ago recommended that desktop computers be replaced on a four-year rotation plan. Due to recent fiscal constraints, computers that do not support emergency response have been moved to a five-year replacement schedule. 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. It also includes replacement of department-authorized, mission-critical laptop computers and tablets on an as-needed basis.



In FY 2016/17, funding has been added to replace all current Microsoft Windows based ruggedized tablets (175) used for the OCMEDS electronic Patient Care Reporting (ePCR) system. The new tablets will use the next generation OCMEDS application which is anticipated to go live in late 2016. The new OCMEDS application will be internet browser based which means it can run on other types of data tablets (Windows, Apple, Android) that are internet capable. Operations personnel overwhelming support using semi-rugged iPad tablets which cost about \$1,500 per unit with associated mounting hardware, and have a three-to-four year life expectancy. The lower cost per unit may allow deployment of more than one iPad per apparatus.

Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$652,500	\$202,500	\$202,500	\$202,500	\$652,500	\$1,912,500
Total	\$652,500	\$202,500	\$202,500	\$202,500	\$652,500	\$1,912,500

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

VHF RADIOS

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This project is for the purchase and replacement of VHF mobile and portable radios. These radios are used for state and mutual aid communications with agencies not on the County 800 MHz radio system. Approximately 800 mobile and portable radios are installed fleet wide. Use of VHF radios ensures communication and enhances the safety of firefighters on automatic and mutual aid responses with the California Department of Forestry, Fire Protection (CAL FIRE), and the United States Forest Service (USFS) in state and federal responsibility areas, as well as contracts with agencies outside Orange County. These radios have a useful life of nine years. Budgeted replacement costs are based on the useful life of the existing radio inventory, and are tied to the new vehicle replacement schedule. Average price per mobile radios is \$1,500.



Project Status: Ongoing

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
Project Cost						
Special department expense	\$35,100	\$20,800	\$22,100	\$9,100	\$7,800	\$94,900
Total	\$35,100	\$20,800	\$22,100	\$9,100	\$7,800	\$94,900

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

GEOGRAPHIC INFORMATION SYSTEMS (GIS) PLOTTERS, EQUIPMENT

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – GIS

Project Description: Geographic Information Systems (GIS) and mapping activities use large plotters, printers and non-standard output devices. These devices are used to print large wall maps used at fire stations, in the Emergency Command Center (ECC) and during emergency incident planning. These devices require replacement about every four years.



Project Status: Purchase two printers in FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$50,000	-	-	-	-	\$50,000
Total	\$50,000	-	-	-	-	\$50,000

Impact on Operating Budget: No impact.

DIGITAL ORTHO PHOTOGRAPHY

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – GIS

Project Description: Digital Ortho Photography (DOP) provides an accurate record of all physical data that exists in the County and area of service at a given point in time. DOP 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 DOP 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: Will purchase data in FY 2016/17 and FY 2019/20.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$70,000	-	-	\$70,000	-	\$140,000
Total	\$70,000	-	-	\$70,000	-	\$140,000

Impact on Operating Budget: No impact.

RFOTC TELEPHONE SYSTEM UPGRADE

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications Infrastructure

Project Description: The OCFA’s Administrative telephone system was placed in service in 2004. The system continues to function but parts are becoming difficult to obtain and it is reaching the end of its service life and must be replaced. It was upgraded in FY 2015/16 to extend the life of the system a few more years.



The new OCFA Administrative telephone system will utilize standard Voice over Internet Protocol (VoIP) technology which is next generation technology from the current OCFA phone system. One of the benefits of VoIP is a much smaller ‘footprint’ in the OCFA datacenter for the system. VoIP technology provides much more flexibility with the types of handsets that can be used, and because it uses Internet Protocol and common computer data cable connections, the phones can be plugged in wherever there is a data connection at the RFOTC facilities and be connected. Maintenance and administration is simpler with a VoIP system versus the current legacy system.

The OCFA 9-1-1 Phone system was replaced with a VoIP system in 2015, and all OCFA Fire Stations are having their phone systems replaced with VoIP technology.

The OCFA 9-1-1 Phone system was replaced with a VoIP system in 2015, and all OCFA Fire Stations are having their phone systems replaced with VoIP technology.

Project Status: Project completion scheduled for FY 2018/19.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	-	\$290,000	-	-	\$290,000
Total	-	-	\$290,000	-	-	\$290,000

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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

PLANNING FOR DISASTER

Make a Family Disaster Plan

- ✓ Consider special needs for elderly or disabled family members, children, and pets.
- ✓ Choose meeting places outside your home and outside your neighborhood.
- ✓ Choose an out-of-state contact person.
- ✓ Register for AlertOC, Orange County's emergency notification system, to receive information during and after an emergency.
- ✓ Enroll in CPR and first aid classes.

Create Disaster Supply Kits

- ✓ Assemble kits with enough supplies for at least 72 hours, including food, water, and supplies for pets.
- ✓ Consider individual and family needs.
- ✓ Include supplies for your pets.
- ✓ Create smaller, portable kits for your car and workplace.

Prepare 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.

Fund 123
Fire Stations
and Facilities





ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS

Install

- ✓ Install smoke alarms inside and outside each bedroom and sleeping area and on every level of the home.
- ✓ Install smoke alarms on the ceiling or high on a wall. Keep them at least 10 feet from the stove to reduce false alarms.
- ✓ 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.
- ✓ 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. Press the test button to be sure the alarm is working.
- ✓ 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 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 2016/17 budget is \$8,375,000.

HIGHLIGHTS

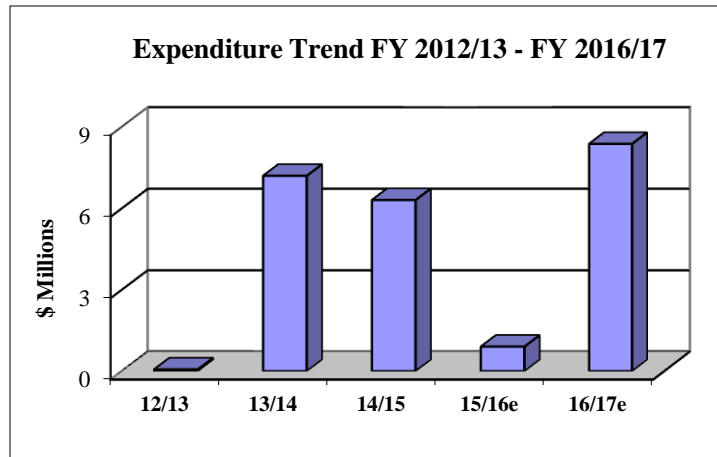
Two projects are scheduled for FY 2016/17. \$7.5 million is budgeted for the replacement of Station 10 (Yorba Linda), \$325,000 is appropriated for additional improvements to the US&R Warehouse and \$550,000 is appropriated for the remodel of Station 11 (Emerald Bay).

The chart shows the trend of actual expenditures for FY 2012/13 through FY 2014/15, and budgeted amounts for FY 2015/16 and FY 2016/17.

SIGNIFICANT CHANGES

FY 2013/4 actual expenditure reflects the purchase of phase II of the replacement helicopter hanger at Station 41 (Fullerton Airport), and the design and construction for Station 56 (Rancho Mission Viejo), which is developer-funded.

FY 2014/15 actual expenditure reflects the final construction of Station 56 (Rancho Mission Viejo) and the acquisition of the US&R Warehouse.



FY 2016/17 budget reflects the replacement of Station 10 (Yorba Linda).

IMPACT ON OPERATING BUDGET

Ongoing maintenance for the US&R Warehouse is included in the General Fund budget.

FY 2016/17 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2016/17 BUDGET**

	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
FUNDING SOURCES				
Use of Money and Property	\$44,074	\$65,619	\$132,393	101.76%
Other	7,930,090	2,297,447	98,381	-95.72%
Total Revenues & Other Financing Sources	7,974,164	2,363,066	230,774	-90.23%
Operating Transfer In	-	-	7,900,000	100.00%
Total Beginning Fund Balance	10,858,467	12,520,242	13,977,231	11.64%
TOTAL AVAILABLE RESOURCES	\$18,832,631	\$14,883,308	\$22,108,005	44.85%
EXPENDITURES				
Services & Supplies	\$37,697	\$906,077	\$325,000	-64.13%
Capital Outlay	6,274,692	-	8,050,000	100.00%
Total Expenditures & Other Uses	6,312,389	906,077	8,375,000	824.31%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	12,520,242	13,977,231	13,733,005	-5.68%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$18,832,631	\$14,883,308	\$22,108,005	44.85%

US&R WAREHOUSE IMPROVEMENTS

Project Priority: A

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: The OCFA manages and operates the FEMA Urban Search and Rescue Task Force 5 (US&R). Task Force 5 is comprised of large over-the-road semi-tractor trailers, other vehicular rolling stock and a large cache of urban search and rescue equipment, materials and supplies. In order to fully comply with FEMA standards for storage and management, vehicles and materials must be secured indoors, under cover, in an environmentally controlled warehouse. For these reasons, a warehouse storage facility capable of storing all US&R vehicles and materials was identified and purchased in FY 2014/15. This facility provides a single, consolidated location that helps facilitate the maintenance, exercise and readiness of disaster equipment. In FY 2015/16, funding was required for improvements and repairs necessary to align the building with current code requirement which include expansion/installation of roll up vehicle doors, a new exhaust extraction system and phone/IT upgrades.

However, additional improvements are necessary in order to further utilize this building. Tenant improvements to the building which include classrooms, offices and a conference room will be the focus for the FY 2016/17 funding. Additional funding in FY 2017/18 and FY 2018/19 is anticipated for additional tenant improvements, classroom and office space, that will allow the OCFA to fully utilize the building for the intended purpose.

Project Status: A warehouse storage facility was identified and purchased in FY 2014/15. Improvements/Repairs commenced in FY 2015/16 and are scheduled to be completed in FY 2018/19.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$325,000	\$200,000	\$275,000	-	-	\$800,000
Total	\$325,000	\$200,000	\$275,000	-	-	\$800,000

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

REMODEL OF FIRE STATION #11 (EMERALD BAY)

Project Priority: A

Project Type: Alteration and Improvement

Project Management: Property Management

Project Description: Remodel of (2) existing, non-accessible restrooms to provide one accessible and one non-accessible restrooms (both unisex); Remodel of kitchen; New appliances and fixtures; New accessible parking; New ramp and paving changes to provide handicap access to upper floor from public right of way. New landscaping and irrigation in areas effected by site grading alterations.

Project Status: Architectural plans have been prepared and are being reviewed by the County of Orange. Pending review and approval of plans this project will then be sent out to bid.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$550,000	-	-	-	-	\$550,000
Total	\$550,000	-	-	-	-	\$550,000

Impact on Operating Budget: Ongoing annual operational and maintenance costs are included in the current operating budget.

REPLACEMENT OF FIRE STATION 10 (YORBA LINDA)

Project Priority: B

Project Type: Replacement fire station construction

Project Management: Property Management

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

Project Status: Project is anticipated to commence in FY 2016/17. Project delivery is anticipated to be Design-Build. Historic Architectural Review Reporting required for compliance with the California Environmental Quality Act and permitting is in process.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Planning, demolition, temporary fire station and construction	\$7,500,000	-	-	-	-	\$7,500,000
Total	\$7,500,000	-	-	-	-	\$7,500,000

Impact on Operating Budget: Replacement Fire Station 10 (Yorba Linda) will improve Division 4 Operational Control and Service Delivery.

REPLACEMENT OF FIRE STATION 9 (MISSION VIEJO)**Project Priority:** B**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 10,000 square foot two-story station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction. The station will house two companies.

Project Status: Project is anticipated to commence in FY 2017/18. Project delivery is anticipated to be Design-Build.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i> Planning, demolition, temporary fire station and construction	-	\$6,500,000	-	-	-	\$6,500,000
Total	-	\$6,500,000	-	-	-	\$6,500,000

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

Fund 124
Communications and
Information Systems





ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKING FIRE SAFETY

Prevent Smoking Fires

- ✓ Smoke outside.
- ✓ Don't smoke while sleepy or under the influence of alcohol or other drugs, including medication.
- ✓ Never smoke in bed.
- ✓ Never smoke around oxygen tanks.
- ✓ When smoking, use deep, sturdy ashtrays or a bucket with sand.
- ✓ Put cigarettes out all the way, every time.
- ✓ Keep smoking materials away from children.

Electronic Cigarettes

- ✓ Never leave charging e-cigarettes unattended.
- ✓ Follow the manufacturer's 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.

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.

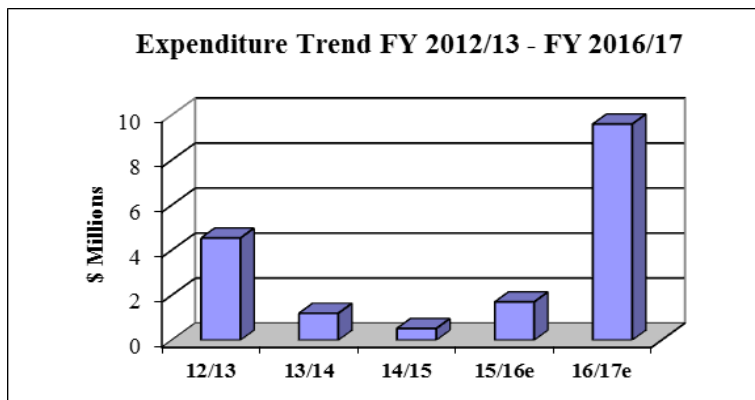
BUDGET

The total FY 2016/17 budget is \$9,595,117.

HIGHLIGHTS

The FY 2016/17 budget includes \$7.5 million for the replacement of the 800 MHz Countywide-Coordinated Communications System. The continuation of the Public Safety System project is also included at \$1.3 million for the replacement of the Incident Reporting Application and Community Risk Reduction Automation – IFP systems. FY 2016/17 budget also include \$300K to upgrade the functionality of the RFOTC Boardroom, classrooms, training rooms and the Emergency Command Center and \$450K for the Next Generation CAD2CAD project.

The chart shows the trend of actual expenditures for FY 2012/13 through FY 2014/15, and budgeted amounts for FY 2015/16 and FY 2016/17.



SIGNIFICANT CHANGES

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

IMPACT ON OPERATING BUDGET

This fund is designated for improvements and replacements of capital communication and information systems. The proactive replacement of worn out or aged equipment will help contain maintenance costs included in the General Fund. Significant project additions, such as the Public Safety Systems Project, will increase future maintenance costs in the General Fund operating budget.

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2016/17 BUDGET

	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
FUNDING SOURCES				
Use of Money and Property	\$57,488	\$91,196	\$164,012	79.85%
Other	253,528	312,605	166,092	-46.87%
Total Revenues & Other	311,016	403,801	330,104	-18.25%
Financing Sources				
Operating Transfer In	3,000,906	78,187	4,866,307	6123.93%
Total Beginning Fund Balance	16,902,121	18,561,322	17,343,310	-6.56%
TOTAL AVAILABLE RESOURCES	\$20,214,043	\$19,043,310	\$22,539,721	18.36%
EXPENDITURES				
Services & Supplies	\$133,892	\$1,700,000	-	-100.00%
Capital Outlay	385,117		9,595,117	100.00%
Total Expenditures & Other Uses	519,009	1,700,000	9,595,117	464.42%
Operating Transfer Out	1,133,712	-	-	-
Ending Fund Balance	18,561,322	17,343,310	12,944,604	-25.36%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$20,214,043	\$19,043,310	\$22,539,721	18.36%

**800 MHZ COUNTYWIDE-COORDINATED COMMUNICATIONS (CCCS)
SYSTEM REPLACEMENT**

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Infrastructure/ECC



Project Description: The current 800 MHz Countywide-Coordinated Communications System (CCCS) was implemented from 1999 to 2001 with an expected operational life expectancy through 2015. The system is administered by the Orange County Sheriffs’ Department/Communications staff. OCSD/Communications staff was directed in 2009 to develop the next generation system proposal, and has developed a four-phase upgrade/replacement plan for the CCCS. The upgrade includes implementation of a P25 system architecture, which is the FEMA and Department of Homeland Security recommended technology for public safety communications interoperability.

Phase – 1 \$2,797,153 – funded by the Public Safety Interoperable Communications (PSIC) grant, was completed by OCSD/Communications staff in 2011.

Phases – 2, 3, 4 includes replacing core equipment, control equipment, base station, mobile, and portable radios, and dispatch consoles, with P25 capable, encrypted 800MHz radios. Partnership costs will be shared proportionately among all participating agencies in the CCCS, but individual agencies will be responsible for purchasing radios and dispatch consoles. All partnership costs for this project are paid out of the General Fund 121 and not from Fund 124.

OCFA Fund 124 costs for encrypted, P25 capable 800MHz radio equipment for FY 2016/17 is estimated at \$7,540,000 which will purchase 1,508 new portable, mobile, and base station 800MHz radios. These numbers are based on the December 2015 audit of active 800MHz radios.

OCFA Fund 124 estimated costs of \$3,539,250 are budgeted for FY 2018/19 when OCFA will upgrade all 18 Dispatcher console positions.

Project Status: Phase - 1 complete; Phases 2 - 4 in implementation stage now.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Special Department Expense	\$7,540,000	-	\$3,539,250	-	-	\$11,079,250
Total	\$7,540,000	-	\$3,539,250	-	-	\$11,079,250

Impact on Operating Budget: Annual subscriber costs for new CCCS have not yet been determined. OCSD/Communications currently determines annual subscriber fees based on total number of active radios times an annual subscription fee per radio.

COMMUNITY RISK REDUCTION AUTOMATION – IFP REPLACEMENT

Project Priority: A

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

Project Status: Contract negotiations with Flexible Data Management Software (FDM) were abandoned in 2014 after the core team decided that FDM would not be able to meet the needs of the OCFA. Staff is re-evaluating the RFP and has separated some functions like Training and Electronic Plan Review into separate projects while the core RMS RFP selection continues. Majority of funds for the core RMS will be re-budgeted across 3 years as staff continues developing the replacement strategy for OCFIRS and IFP and expects to phase-in the components.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i> Equipment, Software, Professional Services	\$905,117	\$905,117	\$905,117	-	-	\$2,715,351
Total	\$905,117	\$905,117	\$905,117	-	-	\$2,715,351

Impact on Operating Budget: Application Maintenance/License Costs will be included in the annual budget for the OCFA’s Microsoft Enterprise Agreement license, and should not exceed the current annual maintenance costs of approximately \$48,000.

INCIDENT REPORTING APPLICATION REPLACEMENT

Project Priority: A

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

Project Status: Contract negotiations with Flexible Data Management Software (FDM) were abandoned in 2014 after the core team decided that FDM would not be able to meet the needs of OCFA. Staff is re-evaluating the RFP and has separated some functions like Training and Electronic Plan Review into separate projects while the core RMS RFP selection continues. Majority of funds for the core RMS will be re-budgeted from FY 2015/16 to FY 2016/17 as staff continues developing the replacement strategy for OCFIRS and IFP.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i> Equipment, Software, Professional Services	\$400,000	\$400,000	-	-	-	\$800,000
Total	\$400,000	\$400,000	-	-	-	\$800,000

Impact on Operating Budget: Application Maintenance/License Costs will be included in the annual budget for the OCFA’s Microsoft Enterprise Agreement license, and should not exceed the current annual maintenance costs of approximately \$73,000.

AUDIO VIDEO EQUIPMENT UPGRADES

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – Communications and Workplace Support

Project Description: This item is to upgrade and replace the Audio Video equipment used in the RFOTC Board Room, classrooms (3), training rooms (2), and Emergency Command Center.

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



The project was originally planned to be completed in two phases over a two-year period. The first phase was originally planned to occur in FY 2014/15 for the RFOTC Board Room and Classroom 1 but due to limited resources was pushed to FY 2015/16.

On September 15, 2015, a contract was awarded for professional Audio Visual (AV) design and consulting services to develop a scope of work for the upgrade to the OCFA Boardroom, five classrooms, and the Emergency Command Center (ECC) at the RFOTC. Replacement of equipment and upgrades is expected to start in the Boardroom in July 2016, with the classrooms and ECC upgrades to follow.

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$300,000	-	-	-	-	\$300,000
Total	\$300,000	-	-	-	-	\$300,000

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

NEXT GENERATION CAD2CAD

Project Priority: B

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This item is to upgrade the existing regional CAD2CAD system.

The OCFA maintains a regional CAD2CAD system that integrates all of the County Fire dispatch centers including OCFA, MetroNet, Costa Mesa, Laguna Beach, and the EMS agencies. It functions as an intelligent ‘hub’ that connects the Fire dispatch centers, translates business rules, processes dispatch requests, mutual aid, status updates, Automatic Vehicle Location (AVL), and tracks every unit and incident between all of the Fire and EMS CAD systems.

The CAD2CAD has been operational since 2011 and was built on the Regional AVL system that was installed in 2008. It has reached the end of its generation of technology and needs to be updated to the next generation of technology that will support features like multi-threading, direct connection of AVL with each of the CAD systems, and increase the speed of processing transactions.

The ongoing maintenance of the CAD system is cost-shared proportionately with the other dispatch centers in the county. This proposal will pay to upgrade the CAD2CAD system and pay for OCFA’s costs to integrate the OCFA TriTech CAD system to the new CAD2CAD ‘hub’. Partner agencies will pay their own CAD integration costs if needed.

Project Status: The project will be implemented in FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$450,000	-	-	-	-	\$450,000
Total	\$450,000	-	-	-	-	\$450,000

Impact on Operating Budget: Application Maintenance/License Costs are expected to be 20% - 25% of the new software costs, or \$90,000 annually.

MOBILE 911 EMERGENCY COMMAND CENTER

Project Priority: B

Project Type: Equipment Replacement

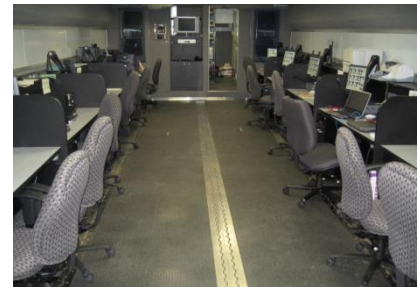
Project Management: IT – Communications & IT Infrastructure

Project Description: This project will fund a new Mobile Emergency Command Center (ECC) trailer and tractor to be used for 9-1-1 dispatching in emergency situations when the OCFA’s ECC is unavailable.

The Current OCFA Logistics and Communications Trailer (LCT) can be used for manual 9-1-1 dispatching and was put in service in 2003. It requires a physical computer cable connection to the ECC ‘B’ building at the RFOTC campus to enable it to receive 9-1-1 phone calls. Emergency responses are dispatched via radio. The trailer must be in close proximity (< 50 feet) to the ECC ‘B’ building to connect to the 9-1-1 phone system. The LCT does not have true emergency dispatch capabilities as it requires a physical connection to the RFOTC Data Center, nor can dispatchers use the OCFA Computer Assisted Dispatch (CAD) system that is used in the OCFA ECC.



The new Mobile ECC trailer and tractor will have fully operational versions of the OCFA CAD and VESTA 9-1-1 Phone Systems for up to 8 dispatcher console positions. It will also have diverse connection capabilities including hard lines, wireless, microwave, satellite, 800MHz and VHF radio communications. In a natural disaster event where the RFOTC facilities are unusable, the new Mobile ECC Trailer can be moved to a parking lot or other open area to continue emergency 9-1-1 dispatch services.



The budgetary amount is a preliminary estimate and may need revision as requirements are developed. The life of the new Mobile ECC trailer and tractor is expected to be 15 years.

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	\$2,000,000	-	-	-	\$2,000,000
Total	-	\$2,000,000	-	-	-	\$2,000,000

Impact on Operating Budget: Annual maintenance is likely to be minimal since the Mobile ECC trailer and tractor will be used only in emergency situations and semi-annual training drills.

FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM

Project Priority: B

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

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

Project Status: Project completion originally scheduled for FY 2016/17 has been pushed back to FY 2017/18.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	\$601,394	-	-	-	\$601,394
Total	-	\$601,394	-	-	-	\$601,394

Impact on Operating Budget: Application Maintenance/License Costs are expected to be 20% - 25% of the new software costs, or \$60,000 annually which is included in our Five-Year Financial Forecast beginning in FY 2018/19.

RFOTC DATA CENTER FIRE SUPPRESSION SYSTEM

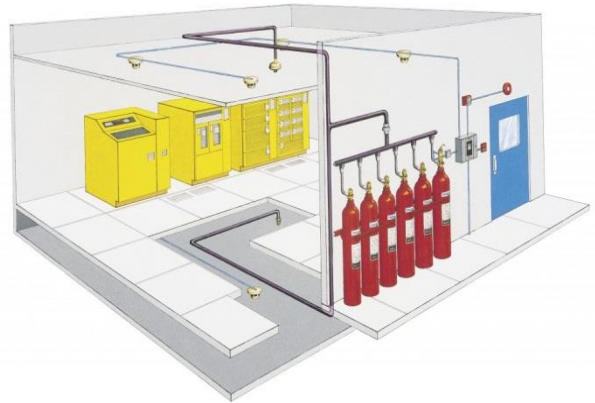
Project Priority: B

Project Type: Equipment Replacement/New Technology

Project Management: IT – IT/Communications Infrastructure

Project Description: This item is to modify and upgrade the RFOTC Data Center fire suppression system with a ‘clean agent’ suppressant capability.

The current RFOTC Data Center fire suppression system uses a pre-action water sprinkler system. While this is the standard for structure protection, if there were a discharge of water into the Data Center, it could result in a catastrophic loss of computers, telephone, and radio systems, and other key equipment.



This project proposes to augment the current fire suppression system with a ‘clean agent’ fire suppressant that works by removing heat from the fire. It also leaves little residue if there is a discharge of the system, and can prevent a fire from becoming serious enough that the water sprinklers would activate. With both systems in use, protection of the OCFA’s critical data and computer, telephone, and radio systems is significantly enhanced.

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

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	-	-	\$1,000,000	-	\$1,000,000
Total	-	-	-	\$1,000,000	-	\$1,000,000

Impact on Operating Budget: Unknown at this time. As the project is developed, ongoing support costs for the ‘clean agent’ system will be determined.

OCFA DISASTER RECOVERY CO-LOCATION FACILITY

Project Priority: B

Project Type: New Technology

Project Management: IT – IT/Communications Infrastructure

Project Description: This item is to develop a Disaster Recovery (DR) co-location facility to store and replicate critical OCFA business and public safety systems data in order to maintain continuity of operations in an extended emergency scenario.

The OCFA currently backs up and maintains multiple versions of critical business, financial, and public safety systems data and stores it offsite with 3rd party vendors that specialize in secure data storage. The data storage can be recalled to restore to OCFA systems as needed. What the OCFA does not have is a ‘mirror’ location where critical business, financial, and public safety systems and data are replicated in a secure, dynamic, live environment, available 24/7 and which can be utilized in the case of a major event where the OCFA data center was offline for an extended period of time, or destroyed.



Disaster Recovery facilities must be secure and have redundant power and high-speed data connections. A DR facility may be a leased space within a dedicated facility located in another city/county/state. It may also be an appropriate OCFA facility, or a part of one that is secure and located away from the RFOTC facilities, or it could be a secure co-location facility shared with other Public Service Answering Points (PSAPs).

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

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	-	-	-	\$1,000,000	\$1,000,000
Total	-	-	-	-	\$1,000,000	\$1,000,000

Impact on Operating Budget: Unknown at this time. It is likely that there will be substantial additional software licensing, data lines, and facilities fees to replicate key OCFA systems.



ORANGE COUNTY FIRE AUTHORITY

Safety Message

WILDFIRE PREPAREDNESS

Ready! Prepare your home and family now.

- ✓ Vegetation Management
 - Remove dead or dying plants within 100 feet of your home.
 - Reduce vegetation by pruning and thinning within 100 feet of your home.
 - Follow guidelines for horizontal and vertical plant separation (available at ocfa.org).
 - Replace fire-prone plants with fire-resistant and drought tolerant plants.
- ✓ Home Hardening
 - Use non-combustible materials for roofs, siding, decks, patios, and porches.
 - Close or box open eaves.
 - Cover attic and garage vents with 1/8" metal mesh screens.
 - Keep rain gutters clear of debris.
- ✓ Wildfire Home Risk Assessment
 - Schedule a free home assessment consultation or complete your own home assessment form (available at ocfa.org).

Set! Make sure disaster kits and evacuation plans are in place.

- ✓ Assemble a disaster kit and Go! Bag with supplies for at least 72 hours, including food, water, and supplies for pets.
- ✓ Plan your evacuation with at least two ways out of your neighborhood and surrounding area.
- ✓ Be "Red Flag" aware. A Red Flag Warning is issued when conditions that increase the possibility of a wildfire are present or expected within 24 hours.

Go! Leave early, before evacuation is ordered.

- ✓ Load your family, pets, disaster kit, and Go! Bag into one car if possible.
- ✓ Follow your predetermined evacuation route or evacuate as directed by law enforcement.



Fund 133
Fire Apparatus



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ABC'S OF WATER SAFETY

A – Active Adult Supervision

- ✓ Assign an adult “Water Watcher” who can swim whenever children are in or around the water.
- ✓ Never swim alone, even adults.
- ✓ Never rely on water wings, rafts, or other swimming aids in place of U.S. Coast Guard approved life jackets.
- ✓ If a child or adult is missing, every second counts. Check the water first!

B – Barriers

- ✓ Install and maintain proper fencing around the pool and spa to isolate swimming areas from the home and play areas.
- ✓ Use multiple layers of protection, such as fences, gate/door alarms, and safety covers, to keep children away from pools and spas.
- ✓ Use self-closing, self-latching gates that open outward, away from the pool.
- ✓ Remove items such as chairs or tables that a child could use to climb over a pool fence.

C – Classes

- ✓ Learn to swim. Do not rely on swimming aids such as water wings, rafts, or noodles.
- ✓ Learn first aid and CPR. Always keep a phone nearby to call 9-1-1.

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.

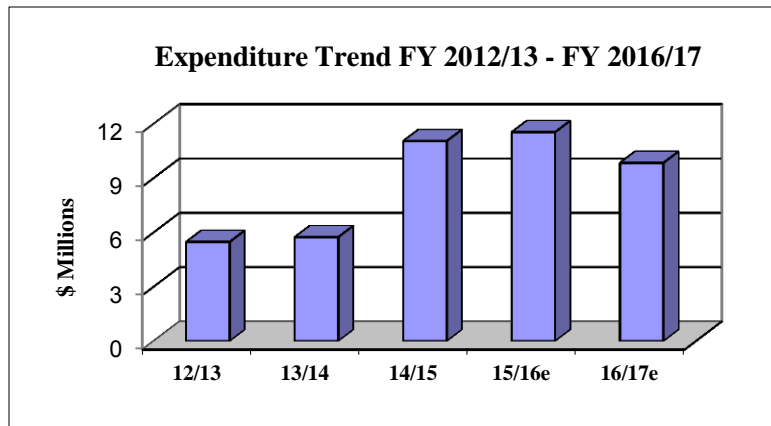
BUDGET

The total FY 2016/17 budget is \$9,848,181, which includes \$2.5 million for lease-purchase payments for the two helicopters.

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. Due to cost containment efforts \$2.9 million in vehicle replacements have been deferred and are outside the current five-year CIP plan.

The chart shows the trend of actual expenditures for FY 2012/13 through FY 2014/15, and budgeted amounts for FY 2015/16 and FY 2016/17.



SIGNIFICANT CHANGES

FY 2014/15 expenditures are higher than FY 2012/13 and FY 2013/14 as vehicles, previously scheduled to be purchased in FY 2012/13 and FY 2013/14 were delayed and not purchased till FY 2014/15.

IMPACT ON OPERATING BUDGET

Replacement of aging vehicles will help control vehicle maintenance costs included in the General Fund. All budgetary expenditures in FY 2016/17 are considered routine, capital expenditures.

FY 2016/17 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
REVENUE AND EXPENDITURE SUMMARY
FY 2016/17 BUDGET**

	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
FUNDING SOURCES				
Charges for Current Services	\$1,381,161	\$1,428,656	\$1,358,858	-4.89%
Use of Money and Property	87,984	97,876	184,423	88.43%
Other	682,868	1,768,576	101,923	-94.24%
Total Revenues & Other Financing Sources	2,152,013	3,295,108	1,645,204	-50.07%
Operating Transfer In	-	-	9,813,587	100.00%
Total Beginning Fund Balance	26,308,643	17,409,649	9,161,224	-47.38%
TOTAL AVAILABLE RESOURCES	\$28,460,656	\$20,704,757	\$20,620,015	-0.41%
EXPENDITURES				
Services & Supplies	\$3,071	-	-	-
Capital Outlay	8,516,213	9,011,810	7,316,458	-18.81%
Debt Service	2,531,723	2,531,723	2,531,723	-
Total Expenditures & Other Uses	11,051,007	11,543,533	9,848,181	-14.69%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	17,409,649	9,161,224	10,771,834	17.58%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$28,460,656	\$20,704,757	\$20,620,015	-0.41%

Capital Improvement Program

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Year Total
EMERGENCY VEHICLES								
Air Utility								
5255	Air Utility	Operations	-	-	\$483,084	-	-	\$483,084
Ambulance								
4035	Ambulance	Operations	148,513	-	-	-	-	148,513
TBD	Ambulance	Operations	-	-	157,559	-	-	157,559
Battalion Chief Command								
2255	BC Command Vehicle	Operations	92,882	-	-	-	-	92,882
2256	BC Command Vehicle	Operations	92,882	-	-	-	-	92,882
2257	BC Command Vehicle	Operations	92,882	-	-	-	-	92,882
Crew Cab Dozer Tender								
TBD	Crew Cab Dozer Tender	Operations	87,600	-	-	-	-	87,600
3036	Crew Cab Dozer Tender	Operations	-	-	81,886	-	-	81,886
3037	Crew Cab Dozer Tender	Operations	-	-	81,886	-	-	81,886
Crew Carrying Vehicle								
5402	Crew Carrying Vehicle	Operations	258,336	-	-	-	-	258,336
Dozer Transport Tractor								
5064	Dozer Transport Tractor	Operations	201,188	-	-	-	-	201,188
FTR3	Dozer Transport Tractor	Operations	-	100,000	-	-	-	100,000
5063	Dozer Transport Tractor	Operations	-	-	206,209	-	-	206,209
Engine - Type 1								
5207	Engine - Type 1	Operations	593,466	-	-	-	-	593,466
5156	Engine - Type 1	Operations	593,466	-	-	-	-	593,466
5205	Engine - Type 1	Operations	593,466	-	-	-	-	593,466
5206	Engine - Type 1	Operations	593,466	-	-	-	-	593,466
5217	Engine - Type 1	Operations	593,466	-	-	-	-	593,466
5249	Engine - Type 1	Operations	593,466	-	-	-	-	593,466
5157	Engine - Type 1	Operations	-	611,270	-	-	-	611,270
5209	Engine - Type 1	Operations	-	611,270	-	-	-	611,270
5210	Engine - Type 1	Operations	-	611,270	-	-	-	611,270
5214	Engine - Type 1	Operations	-	611,270	-	-	-	611,270
5247	Engine - Type 1	Operations	-	611,270	-	-	-	611,270
5246	Engine - Type 1	Operations	-	611,270	-	-	-	611,270
5213	Engine - Type 1	Operations	-	611,270	-	-	-	611,270
5241	Engine - Type 1	Operations	-	-	629,608	-	-	629,608
5211	Engine - Type 1	Operations	-	-	629,608	-	-	629,608
5229	Engine - Type 1	Operations	-	-	629,608	-	-	629,608
5240	Engine - Type 1	Operations	-	-	629,608	-	-	629,608
5224	Engine - Type 1	Operations	-	-	629,608	-	-	629,608
5204	Engine - Type 1	Operations	-	-	629,608	-	-	629,608
5218	Engine - Type 1	Operations	-	-	-	648,496	-	648,496
5220	Engine - Type 1	Operations	-	-	-	648,496	-	648,496
5221	Engine - Type 1	Operations	-	-	-	648,496	-	648,496

FY 2016/17 OCFA Adopted Budget

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Year Total
5223	Engine - Type 1	Operations	-	-	-	648,496	-	648,496
5225	Engine - Type 1	Operations	-	-	-	648,496	-	648,496
5228	Engine - Type 1	Operations	-	-	-	648,496	-	648,496
5200	Engine - Type 1	Operations	-	-	-	-	667,950	667,950
5227	Engine - Type 1	Operations	-	-	-	-	667,950	667,950
5209	Engine - Type 1	Operations	-	-	-	-	667,950	667,950
5216	Engine - Type 1	Operations	-	-	-	-	667,950	667,950
5219	Engine - Type 1	Operations	-	-	-	-	667,950	667,950
5213	Engine - Type 1	Operations	-	-	-	-	667,950	667,950
Full-Size 4-Door								
2370	Full-Size 4-Door	Operations	-	47,740	-	-	-	47,740
2374	Full-Size 4-Door	Operations	-	57,004	-	-	-	57,004
Grader								
7208	Grader	Operations	-	-	275,209	-	-	275,209
Hook-Truck/Dump Truck								
5387	Hook Truck/Dump Truck	Operations	145,000	-	-	-	-	145,000
Mid-Size 4-Door								
2371	Mid-Size 4-Door	Operations	-	42,923	-	-	-	42,923
2372	Mid-Size 4-Door	Operations	-	42,923	-	-	-	42,923
Mid-Size 4x4 4-Door								
2158	Mid-Size 4x4 4-Door	Operations	43,733	-	-	-	-	43,733
2163	Mid-Size 4x4 4-Door	Operations	43,733	-	-	-	-	43,733
2165	Mid-Size 4x4 4-Door	Operations	43,733	-	-	-	-	43,733
2166	Mid-Size 4x4 4-Door	Operations	43,733	-	-	-	-	43,733
Paramedic Squad								
4105	Paramedic Squad	Operations	215,000	-	-	-	-	215,000
4106	Paramedic Squad	Operations	215,000	-	-	-	-	215,000
4107	Paramedic Squad	Operations	215,000	-	-	-	-	215,000
Pick-Up Utility 3/4 Ton								
3201	Pick-Up Utility 3/4 Ton	Operations	-	45,680	-	-	-	45,680
3202	Pick-Up Utility 3/4 Ton	Operations	-	45,680	-	-	-	45,680
3206	Pick-Up Utility 3/4 Ton	Operations	-	45,680	-	-	-	45,680
3207	Pick-Up Utility 3/4 Ton	Operations	-	45,680	-	-	-	45,680
3336	Pick-Up Utility 3/4 Ton	Operations	-	-	47,050	-	-	47,050
3337	Pick-Up Utility 3/4 Ton	Operations	-	-	47,050	-	-	47,050
3338	Pick-Up Utility 3/4 Ton	Operations	-	-	47,050	-	-	47,050
3340	Pick-Up Utility 3/4 Ton	Operations	-	-	47,050	-	-	47,050
3341	Pick-Up Utility 3/4 Ton	Operations	-	-	47,050	-	-	47,050
TDA 100' Quint								
5235	TDA 100' Quint	Operations	1,378,919	-	-	-	-	1,378,919
5252	TDA 100' Quint	Operations	-	-	-	1,506,782	-	1,506,782
Total Emergency Vehicles			6,878,930	4,752,200	5,298,731	5,397,758	4,007,700	26,335,319

Capital Improvement Program

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Year Total
DEVELOPER FUNDED VEHICLES								
Engine - Type1								
Station (Engine - Type 1		Operations	-	-	751,496	-	-	751,496
Paramedic Squad								
Station (Paramedic Squad		Operations	-	-	265,081	-	-	265,081
TDA 100' Quint								
Station (TDA 100' Quint		Operations	-	-	-	1,774,683	-	1,774,683
Total Developer Funded Vehicles			-	-	1,016,577	1,774,683	-	2,791,260
SUPPORT VEHICLES								
Full-Size Cargo Van								
4335	Full-Size cargo van	CAPA/Comm Educ.	44,176	-	-	-	-	44,176
4337	Full-Size cargo van	IT/Comm Wk Supp	44,176	-	-	-	-	44,176
4338	Full-Size cargo van	IT/Comm Infrastr.	44,176	-	-	-	-	44,176
4339	Full-Size cargo van	IT/Comm Wk Supp	44,176	-	-	-	-	44,176
Mid-Size Pickup - 1/2 Ton								
2171	Mid-Size Pickup - 1/2 Ton	CRR	33,042	-	-	-	-	33,042
2173	Mid-Size Pickup - 1/2 Ton	CRR	33,042	-	-	-	-	33,042
2263	Mid-Size Pickup - 1/2 Ton	CRR	-	33,042	-	-	-	33,042
2301	Mid-Size Pickup - 1/2 Ton	CRR	-	33,042	-	-	-	33,042
2302	Mid-Size Pickup - 1/2 Ton	CRR	-	33,042	-	-	-	33,042
2303	Mid-Size Pickup - 1/2 Ton	CRR	-	33,042	-	-	-	33,042
2304	Mid-Size Pickup - 1/2 Ton	CRR	-	-	34,033	-	-	34,033
2317	Mid-Size Pickup - 1/2 Ton	CRR	-	-	34,033	-	-	34,033
2318	Mid-Size Pickup - 1/2 Ton	Property Mgt.	-	-	34,033	-	-	34,033
2319	Mid-Size Pickup - 1/2 Ton	CRR	-	-	34,033	-	-	34,033
2341	Mid-Size Pickup - 1/2 Ton	CAPA/Comm Educ.	-	-	-	35,053	-	35,053
3111	Mid-Size Pickup - 1/2 Ton	CAPA/Comm Educ.	-	-	-	-	36,104	36,104
4102	Mid-Size Pickup - 1/2 Ton	CAPA/Comm Educ.	-	-	-	-	36,104	36,104
Pickup General 3/4 Ton								
3465	Pickup General - 3/4 Ton	Fleet Services	44,797	-	-	-	-	44,797
3466	Pickup General - 3/4 Ton	Fleet Services	44,797	-	-	-	-	44,797
3467	Pickup General - 3/4 Ton	Service Center	44,797	-	-	-	-	44,797
TBD	Pickup General - 3/4 Ton	Property Mgt.	-	46,140	-	-	-	46,140
TBD	Pickup General - 3/4 Ton	Property Mgt.	-	46,140	-	-	-	46,140
Service Truck - Heavy								
5389	Service Truck - Heavy	Fleet Services	-	90,000	-	-	-	90,000

FY 2016/17 OCFA Adopted Budget

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Year Total
3007	Service Truck - Light	IT/Comm Wk Supp	60,349	-	-	-	-	60,349
Total Support Vehicles			437,528	314,448	136,132	35,053	72,208	995,369
TOTAL VEHICLES			\$7,316,458	\$5,066,648	\$6,451,440	\$7,207,494	\$4,079,908	\$30,121,948

Capital Improvement Program

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

Vehicle		Dept/Section	Assigned to:					5-Year
Number	Current Vehicle Type		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Total
EMERGENCY VEHICLES								
Air Utility								
5415	Air Utility	Operations	-	-	-	\$497,576	-	\$497,576
Mid-Size 4x4 4-Door								
2157	Mid-Size 4X4 4-Door	Operations	-	45,045	-	-	-	45,045
Crew Cab- Swift Water Vehicle								
3008	Crew Cab - Swift Water Vehicle	Operations	-	76,956	-	-	-	76,956
3041	Crew Cab - Swift Water Vehicle	Operations	-	76,956	-	-	-	76,956
3043	Crew Cab - Swift Water Vehicle	Operations	-	76,956	-	-	-	76,956
3044	Crew Cab - Swift Water Vehicle	Operations	-	76,956	-	-	-	76,956
Dozer Transport Trailer								
6146	Trailer-Dozer Transport	Operations	-	-	61,784	-	-	61,784
Pickup Utility - 3/4 Ton								
3204	Pickup Utility - 3/4 Ton	Operations	-	-	44,567	-	-	44,567
3205	Pickup Utility - 3/4 Ton	Operations	-	-	44,567	-	-	44,567
Type 3 Engine								
New	Type 3 Engine	Operations	-	464,348	-	-	-	464,348
New	Type 3 Engine	Operations	-	464,348	-	-	-	464,348
New	Type 3 Engine	Operations	-	464,348	-	-	-	464,348
Total Emergency Vehicles			-	1,745,913	150,918	497,576	-	2,394,407
SUPPORT VEHICLES								
Fuel Tender								
5313	Fuel Tender	Fleet Services	-	221,070	-	-	-	221,070
Mid Size 4x4 4-Door								
2267	Mid Size 4x4 4-Door	Service Center	-	38,853	-	-	-	38,853
3101	Mid Size 4x4 4-Door	CRR	-	38,853	-	-	-	38,853
Mid Size Pickup - 1/2 Ton								
2261	Mid Pickup-1/2 Ton	CRR	-	33,042	-	-	-	33,042
2262	Mid Pickup-1/2 Ton	CRR	-	33,042	-	-	-	33,042
3009	Mid Pickup-1/2 Ton	CRR	-	33,042	-	-	-	33,042
3110	Mid Pickup-1/2 Ton	CRR	-	33,042	-	-	-	33,042
3230	Mid Pickup-1/2 Ton	CRR	-	33,042	-	-	-	33,042
Stakeside								
5388	Stakeside	Service Center	-	-	-	91,469	-	91,469
Total Support Vehicles			-	463,986	-	91,469	-	555,455
TOTAL DEFERRED VEHICLES			-	\$2,209,899	\$150,918	\$589,045	-	\$2,949,862

AIR UTILITY VEHICLE

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The air utility vehicle brings to the fire scene a cache of self-contained breathing apparatus, air cylinders and provides on-scene lighting. This apparatus has a built-in compressor that can fill the self-contained breathing apparatus cylinders at the emergency scene. This project is for the replacement of one air utility vehicle with one new air utility vehicle in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for air utility vehicles are 15 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	\$483,084	-	-	\$483,084
Total	-	-	\$483,084	-	-	\$483,084

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

AMBULANCE

Project Priority: A
Project Type: Vehicle Replacement
Project Management: Fleet Services Manager

Project Description: The ambulances are used to transport injured or sick persons to the closest receiving hospital. This project is for the replacement of one ambulance in FY 2016/17 and another in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2016/17 and FY 2018/19.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$148,513	-	\$157,559	-	-	\$306,072
Total	\$148,513	-	\$157,559	-	-	\$306,072

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

BATTALION CHIEF (BC) COMMAND VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Each of the nine battalions is assigned a command vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of three command vehicles in FY 2016/17.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$278,646	-	-	-	-	\$278,646
Total	\$278,646	-	-	-	-	\$278,646

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

CREW CAB DOZER TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Crew cab dozer tenders have a multitude of uses for the Crews and Equipment Section. The primary use is to support, fuel, oil, and carry repair materials needed for the department’s bull dozers, graders and other miscellaneous off-road equipment. These units are also sent out of the county to support the section on large campaign fires. Approximately thirty percent of the cost of this vehicle is for equipment. This project is for the addition of one crew cab dozer tender with a skid-mounted pump and water tank in FY 2016/17 and the replacement of two crew cab dozer tenders in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2016/17 and FY 2018/19.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles	\$87,600	-	\$163,772	-	-	\$251,372
Total	\$87,600	-	\$163,772	-	-	\$251,372

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

CREW CARRYING VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Crew carrying vehicles carry 13 passengers and are used to transport fire crews to brush fires. Fire crews can perform fire line construction. This project is for the replacement of one crew carrying vehicle with one new crew carrying vehicle in FY 2016/17.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for crew carrying vehicles are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$258,336	-	-	-	-	\$258,336
Total	\$258,336	-	-	-	-	\$258,336

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

DOZER TRANSPORT TRACTOR

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The dozer transport tractor is designed for hauling heavy equipment, specifically bull dozers. This project is for the replacement of one dozer transport tractor with one new dozer transport tractor in FY 2016/17, replacement of one dozer transport tractor with one *used* dozer transport in FY 2017/18, and replacement of one dozer transport tractor with one new dozer transport tractor in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for dozer transport tractors are 15 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2016/17, FY 2017/18 and FY 2018/19.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$201,188	\$100,000	\$206,209	-	-	\$507,397
Total	\$201,188	\$100,000	\$206,209	-	-	\$507,397

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

ENGINE – TYPE 1

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This project is for the replacement of 31 Type 1 engines as follows: six in FY 2016/17, seven in FY 2017/18, six in FY 2018/19, six in FY 2019/20 and six in FY 2020/21.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for Type 1 engines are 15 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur annually.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$3,560,796	\$4,278,890	\$3,777,648	\$3,890,976	\$4,007,700	\$19,516,010
Total	\$3,560,796	\$4,278,890	\$3,777,648	\$3,890,976	\$4,007,700	\$19,516,010

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

FULL-SIZE 4-DOOR VEHICLES

Project Priority: A
Project Type: Vehicle Replacement
Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicle is used by all staff Battalion Chiefs and Division Chiefs. These vehicles are frequently used in Battalion Command situations similar to BC Command Vehicles. This project is for the replacement of two full-size 4-door vehicles scheduled in FY 2017/18.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2017/18.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5- Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$104,744	-	-	-	\$104,744
Total	-	\$104,744	-	-	-	\$104,744

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

GRADER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The Grader also known as a motor grader is utilized to create and maintain rural roads throughout the unincorporated areas of Orange County and the Cleveland National Forest; the grader is also utilized to assist in Pre-Fire Management operations. Purchase will be in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

The projection for the replacement of this vehicle is based on age. The age target for compact track loaders is 20 years. However, the service and repair costs will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	\$275,209	-	-	\$275,209
Total	-	-	\$275,209	-	-	\$275,209

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

HOOK TRUCK/DUMP TRUCK

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The hook truck concept has a variety of applications i.e., dump truck, flat bed, or brush chipper container. This chassis can be used for different sections as needed eliminating vehicles from sitting stagnate for long periods of time. Purchase will be in FY 2016/17.



Vehicle replacement evaluation is based on the following criteria:

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

The projection for the replacement of this vehicle is based on age. The age target for compact track loaders is 20 years. However, the service and repair costs will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$145,000	-	-	-	-	\$145,000
Total	\$145,000	-	-	-	-	\$145,000

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

MID-SIZE 4-DOOR VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The mid-size 4-door vehicles are used by investigations staff in a variety of investigations positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections. This project is for the replacement of two mid-size 4-door vehicles with two new mid-size 4-door vehicles in FY 2017/18.

Vehicle replacement evaluation is based on the following criteria:

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



The age and mileage targets for 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 2017/18.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$85,846	-	-	-	\$85,846
Total	-	\$85,846	-	-	-	\$85,846

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

MID-SIZE 4x4 4-DOOR VEHICLES

Project Priority: A
Project Type: Vehicle Replacement
Project Management: Fleet Services Manager

Project Description: The mid-size 4x4 4-door vehicles are used by staff in the Operations Department who needs the versatility of a 4x4 to complete their specific assignments (e.g. safety officers). This project is for the replacement of four units in FY 2016/17.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$174,932	-	-	-	-	\$174,932
Total	\$174,932	-	-	-	-	\$174,932

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

PARAMEDIC SQUAD

Project Priority: A

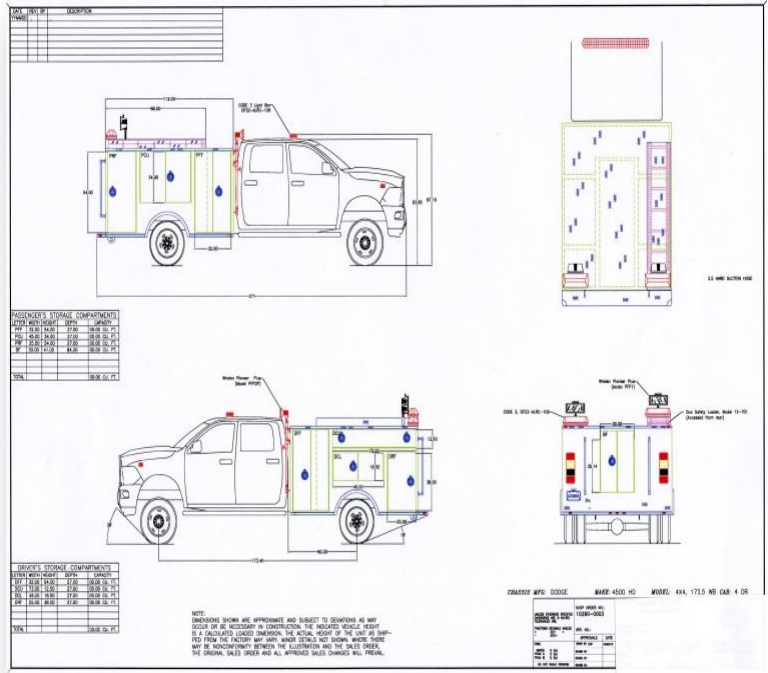
Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The paramedic van platform will be changing from a van to a pickup truck with a utility body. This platform change will increase storage capability while reducing vehicle cost. This unit carries a full complement of paramedic equipment. This project is for the replacement of three paramedic vans with three paramedic squads in FY 2016/17.

Vehicle replacement evaluation is based on the following criteria:

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



The age and mileage targets for 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 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2019/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$645,000	-	-	-	-	\$645,000
Total	\$645,000	-	-	-	-	\$645,000

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

PICKUP UTILITY-3/4 TON VEHICLES

Project Priority: B
Project Type: Vehicle Replacement
Project Management: Fleet Services Manager

Project Description: The pickup utility-3/4 ton units are located at each one of the nine battalions in the department. These vehicles are used for a variety of miscellaneous transportation needs. The units are also used as BC Command vehicles on occasion. This project is for the replacement of nine pickup utility-3/4 ton vehicles with four new pickup utility-3/4 ton vehicles in FY 2017/18 and five in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for pickup utility-3/4 ton vehicles are eight years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$182,720	\$235,250	-	-	\$417,970
Total	-	\$182,720	\$235,250	-	-	\$417,970

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

TRACTOR-DRAWN AERIAL (TDA) 100' QUINT

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The TDA apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial ladder, 300-gallon water tank, and a fire pump similar to a fire engine. This project is for the replacement of one TDA 100' quint, one shall be replaced in FY 2016/17 and one shall be replaced in FY 2019/20.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for TDA 100' quints are 17 years and/or 120,000 miles. 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 2016/17 and FY 2019/20.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$1,378,919	-	-	\$1,506,782	-	\$2,885,701
Total	\$1,378,919	-	-	\$1,506,782	-	\$2,885,701

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

ENGINE-TYPE 1 / DEVELOPER FUNDED

Project Priority: A
Project Type: New Vehicle
Project Management: Fleet Services Manager

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



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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	\$751,496	-	-	\$751,496
Total	-	-	\$751,496	-	-	\$751,496

Impact on Operating Budget: The addition of a Type 1 engine to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$3,500 per year during the two-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$7,000 per year. These costs are include in the Five-Year Financial Forecast.

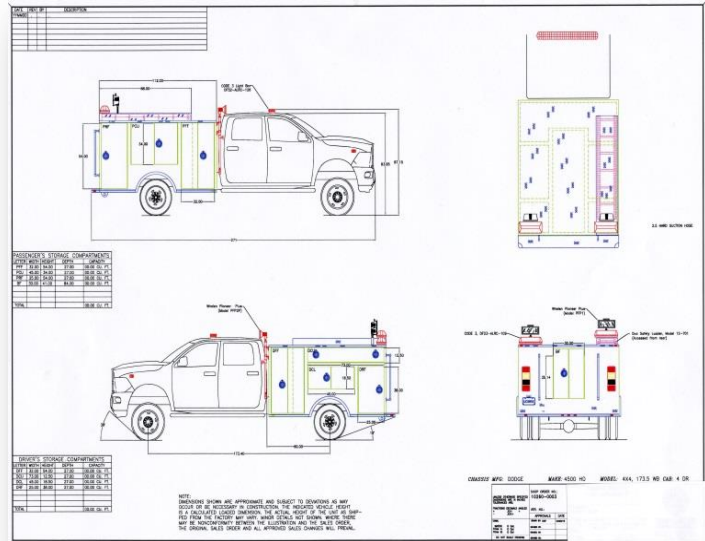
PARAMEDIC SQUAD / DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	\$265,081	-	-	\$265,081
Total	-	-	\$265,081	-	-	\$265,081

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

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

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for TDA 100' quints are 17 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2019/20.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$1,774,683	-	\$1,774,683
Total	-	-	-	\$1,774,683	-	\$1,774,683

Impact on Operating Budget: The addition of a TDA Quint to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$5,000 per year during the two-year warranty period. After the warranty period, the costs are expected to increase to approximately \$9,000 per year. These costs are included in the Five-Year Financial Forecast.

FULL-SIZE CARGO VANS

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are used in a number of OCFA’s sections such as Information Systems. Depending on the vehicle’s application, it can be used for transportation and storage of components specific to each section’s needs (i.e., computer components, miscellaneous tools to facilitate repairs or haul specific equipment). This project is for the replacement of four full-size cargo vans with four new full-size cargo vans in FY 2016/17.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$176,704	-	-	-	-	\$176,704
Total	\$176,704	-	-	-	-	\$176,704

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

MID-SIZE PICKUP-1/2 TON VEHICLES

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are primarily used by the Fire Prevention Department to conduct off-site inspections. This project is for the replacement of thirteen mid-size pickup-1/2 ton vehicles, two in FY 2016/17, four in FY 2017/18, four in FY 2018/19, one in FY 2019/20, and two in FY 2020/21.



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 each fiscal year between FY 2016/17 through FY 2020/21.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$66,084	\$132,168	\$136,132	\$35,053	\$72,208	\$441,645
Total	\$66,084	\$132,168	\$136,132	\$35,053	\$72,208	\$441,645

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

PICKUP GENERAL-3/4 TON VEHICLES

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These units are utilized by sections that need adequate cargo space. This project is for the replacement of five pickup general-3/4 ton vehicles, replacing three vehicles in FY 2016/17 and two vehicles in FY 2017/18.

Vehicle replacement evaluation is based on the following criteria:

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



The age and mileage targets for pickup general-3/4 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 2016/17 (these three were deferred from FY 2014/15) and FY 2017/18.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$134,391	\$92,280	-	-	-	\$226,671
Total	\$134,391	\$92,280	-	-	-	\$226,671

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

SERVICE TRUCK – HEAVY

Project Priority: B
Project Type: Vehicle Replacement
Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for service truck – heavy vehicles are 18 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

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

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	\$90,000	-	-	-	\$90,000
Total	-	\$90,000	-	-	-	\$90,000

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

SERVICE TRUCK - LIGHT

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for service truck - light vehicles are 10 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2016/17.

Description	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$60,349	-	-	-	-	\$60,349
Total	\$60,349	-	-	-	-	\$60,349

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

Other Funds





ORANGE COUNTY FIRE AUTHORITY

Safety Message

BEACH SAFETY

Practice Water Safety

- ✓ 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.

Be Aware 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.

Identifying a Rip Current

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

Surviving 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.

Fund 171
Structural Fire
Fund Entitlement





ORANGE COUNTY FIRE AUTHORITY

Safety Message

CARBON MONOXIDE ALARMS

Install and Maintain

- ✓ Install carbon monoxide alarms outside each sleeping area and on every level of the home.
- ✓ Test carbon monoxide alarms at least once a month.

Prevent Carbon Monoxide Poisoning

- ✓ Have a professional inspect your chimneys and heating equipment each year.
- ✓ Don't keep your car running inside your garage, even if your garage doors are open.
- ✓ Gas and charcoal grills and generators can produce carbon monoxide. Use them outdoors in well-ventilated areas away from windows, doors, and vent openings.
- ✓ Clear all debris from dryer, furnace, stove, and fireplace vents.
- ✓ Open the damper when using a fireplace for adequate ventilation.
- ✓ Never use your oven or stove to heat your home.
- ✓ Do not cover the bottom of natural gas or propane ovens with aluminum foil.

If a Carbon Monoxide Alarm Sounds:

- ✓ Assume that a real danger is present.
- ✓ Move all people and pets out of the structure immediately.
- ✓ Once outside, call 9-1-1. Don't return until the fire department has declared the area safe.

Fund 171: Structural Fire Fund

Entitlement

DESCRIPTION

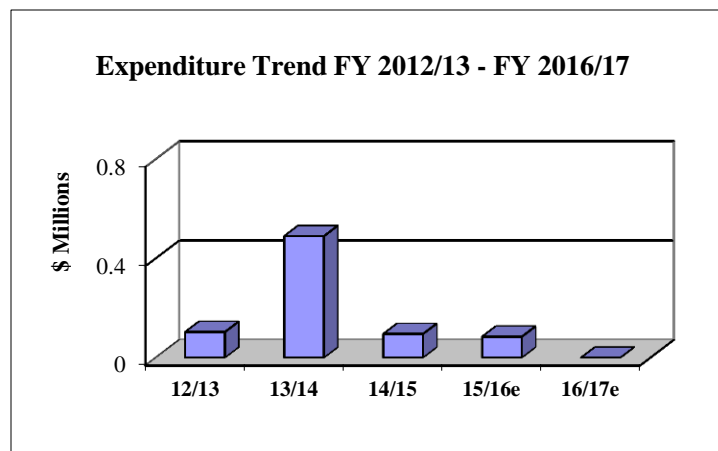
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

BUDGET

The total FY 2016/17 budget is \$0. Any remaining funds from FY 2015/16 will be rebudgeted to FY 2016/17.

HIGHLIGHTS

Under prior terms of the OCFA's Joint Powers Agreement (JPA), the Board of Directors would periodically review year-end savings for possible allocation to this fund. However, the ratification of the Second Amendment to the JPA established a new methodology for compensating over-funded SFF members; therefore no additional transfers to this fund were anticipated. As of publication of this document, the future use of this fund is unknown as the Second Amendment was ruled invalid after judicial review.



SIGNIFICANT CHANGES

The expenditure trend graph reflects funds expended for the installation of the bi-directional amplifiers project in FY 2013/14. No new funds were budgeted for FY 2015/16.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2016/17 BUDGET

	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
FUNDING SOURCES				
Use of Money and Property	\$2,643	\$2,921	\$4,567	56.35%
Total Revenues & Other	2,643	2,921	4,567	56.35%
Financing Sources				
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	784,617	691,265	608,662	-11.95%
TOTAL AVAILABLE	\$787,260	\$694,186	\$613,229	-11.66%
RESOURCES				
EXPENDITURES				
C001 Dana Point	\$12,772	\$7,652	-	-100.00%
C001 Irvine	81,167	33,369	-	-100.00%
C004 Laguna Niguel	-	-	-	-
C008 Aliso Viejo	2,056	26,825	-	-100.00%
C009 Rancho Santa Margarita	-	17,678	-	-100.00%
C005 San Juan Capistrano	-	-	-	-
C006 Villa Park	-	-	-	-
C007 Unincorporated	-	-	-	-
Total Expenditures & Other Uses	95,995	85,524	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	691,265	608,662	613,229	0.75%
TOTAL FUND COMMITMENTS	\$787,260	\$694,186	\$613,229	-11.66%
& FUND BALANCE				



Fund 190
Self-Insurance



ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRE SAFETY

Fire Prevention in the Kitchen

- ✓ Stay in the kitchen when frying, grilling, or broiling food. If you have to leave, even for a second, turn off the stove.
- ✓ Check food often when 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.
- ✓ Keep the stovetop, burners, and oven clean.
- ✓ Turn pot or pan handles toward the back of the stove.
- ✓ Have a “child 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 9-1-1 from outside the home.

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 2016/17 budget is \$7,494,019.

HIGHLIGHTS

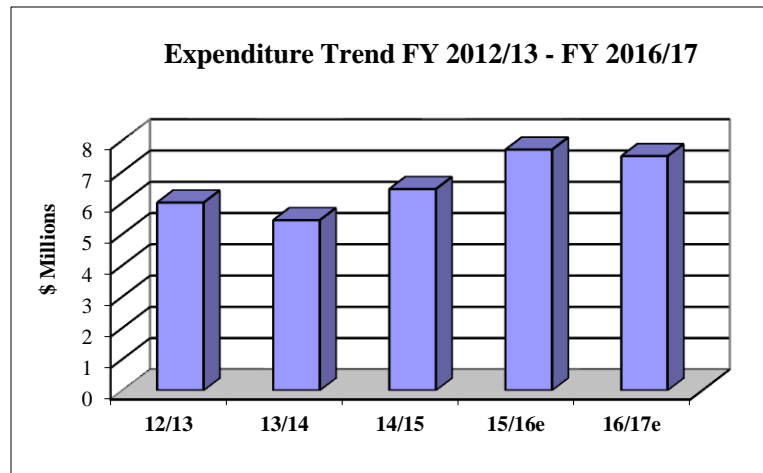
In March 2002, the OCFA implemented a workers' compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the fund balance set aside for payment of these future claim costs.

This fund was established similar to an internal service fund in that the amount determined as necessary to fund the coming fiscal year, as provided by the annual independent actuarial study, and is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue. The estimated claims payment provided in the actuarial study has previously been appropriated in Fund 190. However, as a result of actual expenditures remaining well below the actuary's estimate for several years, effective FY 2015/16 and forward, budget will be at the 50% confidence level based on the actuarial estimate.

The chart provides actual expenditures for FY 2012/13 through FY 2014/15, and total budgeted amounts for FY 2015/16 and FY 2016/17.

SIGNIFICANT CHANGES

Funding for FY 15/16 and FY 2016/17 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 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2016/17 BUDGET

	FY 2014/15 Actual	FY 2015/16 Budget	FY 2016/17 Budget	% Change fr FY 2015/16 Budget
FUNDING SOURCES				
Other	\$13,811,667	\$12,729,592	\$11,444,465	-10.10%
Use of Money and Property	204,851	315,984	569,615	80.27%
Total Revenues & Other	14,016,518	13,045,576	12,014,080	-7.91%
Financing Sources				
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	60,921,529	68,494,796	73,837,461	7.80%
TOTAL AVAILABLE RESOURCES	\$74,938,047	\$81,540,372	\$85,851,541	5.29%
EXPENDITURES				
Services & Supplies	\$6,443,251	\$7,702,911	\$7,494,019	-2.71%
Total Expenditures & Other Uses	6,443,251	7,702,911	7,494,019	-2.71%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	68,494,796	73,837,461	78,357,522	6.12%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$74,938,047	\$81,540,372	\$85,851,541	5.29%

Appendix





ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

Appliances

- ✓ Always plug major appliances directly into wall outlets.
- ✓ Unplug small appliances when they are not in use.
- ✓ Check electrical cords on all appliances regularly. Replace any cracked, damaged, or loose cords. Never try to fix them yourself.
- ✓ Place lamps on level surfaces, away from things that can burn. Always use bulbs that match the recommended wattage for each lamp or fixture.

Outlets

- ✓ Never overload wall outlets.
- ✓ Insert plugs fully into sockets.
- ✓ Install tamper-resistant electrical outlets if you have young children.










Extension Cords, Power Strips, and Surge Protectors.

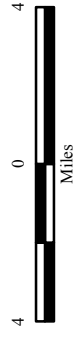
- ✓ Replace worn, old, or damaged extension cords right away.
- ✓ Extension cords are meant for short-term use only. If necessary have a qualified electrician add more outlets to prevent long-term use.
- ✓ Do not run electrical cords across doorways or under carpets.
- ✓ Do not overload power strips.
- ✓ Use surge protectors, not power strips, with electrical devices that require a lot of electricity to operate.

Division and Battalion Boundaries and Station Locations

Orange County Fire Authority

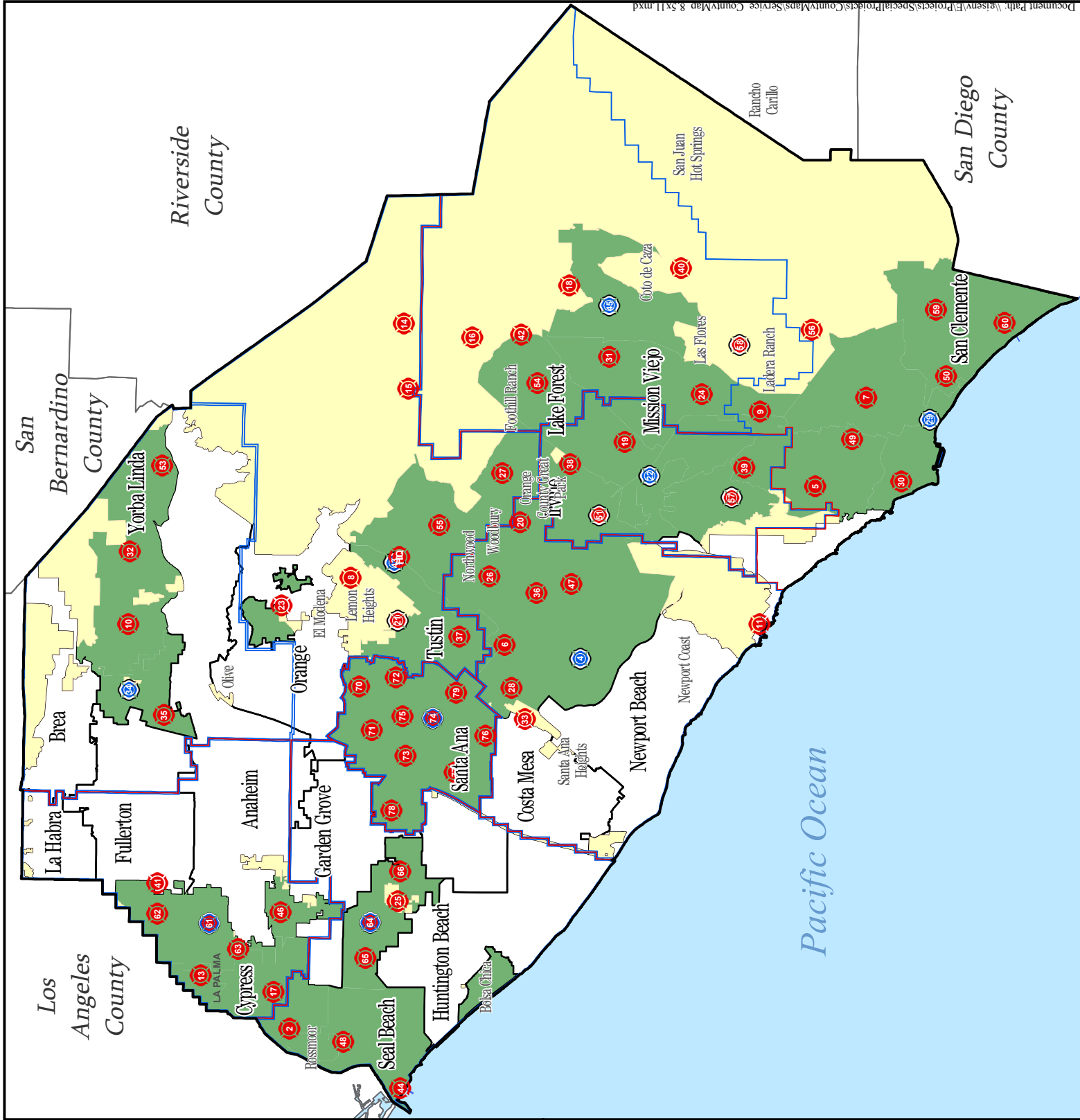
Data Reference

-  OCFA Division and Battalion Stations
-  OCFA Division Stations
-  OCFA Battalion Stations
-  OCFA Fire Stations
-  OCFA Member Cities
-  Unincorporated Cities
-  Non-OCFA Cities
-  Division Boundary
-  Battalion Boundary



Information Technology Division
Geographic Information Systems

June 29, 2016



Document Path: \\server\IT\Projects\SpecialProjects\CountyMaps\Service_CountyMap_8.5x11.mxd



ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIRE EXTINGUISHERS

If a Small Fire Occurs:

- ✓ Alert others that there is a fire.
- ✓ Have someone call 9-1-1.
- ✓ Make sure you have a clear escape route before attempting to use a fire extinguisher.
- ✓ If you're unsure, evacuate immediately.

The P.A.S.S. Method

- ✓ 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.

Maintenance

- ✓ Read and follow all instructions on the label and in the owner's manual.
- ✓ Keep fire extinguishers in plain view and out of reach of children.
- ✓ If the 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 the discharge nozzle is clean.
- ✓ Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.

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

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 8081 Western Ave. 90620

Station 62, 7780 Artesia Blvd. 90621

Station 63, 9120 Holder St. 90620

City of Cypress

Station 17, 4991 Cerritos Ave. 90630

City of Dana Point

Station 29, 26111 Victoria Blvd. 92624

Station 30, 23831 Stonehill Dr. 92629

City of Irvine

Station 4, 2 California Ave. 92612

Station 6, 3180 Barranca Pkwy. 92606

Station 20, 6933 Trabuco Rd. 92618

Station 26, 4691 Walnut Ave. 92604

Station 27, 12400 Portola Springs. 92618

Station 28, 17862 Gillette Ave. 92614

Station 36, 301 E. Yale Loop 92604

Station 38, 26 Parker 92618

Station 47, 47 Fossil 92603

Station 51, 18 Cushing 92618

Station 55, 4955 Portola Pkwy. 92614

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr. 92677

Station 39, 24241 Avila Rd. 92677

Station 49, 31461 St. of the Golden Lantern 92677

City of Lake Forest

Station 19, 23022 El Toro Rd. 92630

Station 42, 19150 Ridgeline Rd., 92679

Station 54, 19811 Pauling Ave., 92610

City of La Palma

Station 13, 7822 Walker St. 90623

City of Los Alamitos

Station 2, 3642 Green Ave. 90720

City of Mission Viejo

Station 9, #9 Shops Blvd. 92691

Station 24, 25862 Marguerite Pkwy. 92692

Station 31, 22426 Olympiad Rd. 92692

City of Placentia

Station 34, 1530 N. Valencia 92870

Station 35, 110 S. Bradford 92870

City of Rancho Santa Margarita

Station 45, 30131 Aventura 92688

City of San Clemente

Station 50, 670 Camino de los Mares 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo 92675

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

City of Santa Ana

Station 70, 2301 N. Old Grand St. 92705
Station 71, 1029 W. 17th St. 92706
Station 72, 1688 E. 4th St. 92701
Station 73, 419 S. Franklin St. 92703
Station 74 (Admin), 1439 S. Broadway St. 92707
Station 74, 1427 South Broadway St. 92707
Station 75, 120 W. Walnut St. 92701
Station 76, 950 W. MacArthur Ave. 92707
Station 77, 2317 S. Greenville St. 92704
Station 78, 501 N. Newhope St. 92703
Station 79, 1320 E. Warner Ave. 92705

City of Seal Beach

Station 44, 718 Central Ave. 90740
Station 48, 3131 N. Gate Rd. 90740

City of Stanton

Station 46, 7871 Pacific St. 90680

County of Orange, Unincorporated

Station 8, 10631 Skyline Dr., Santa Ana 92705
Station 11, 259 Emerald Bay, Laguna Beach 92651
Station 14, 29402 Silverado Canyon, P.O. Box 12, Silverado 92676
Station 15, 27172 Silverado Canyon Rd., Silverado 92676
Station 16, 28891 Modjeska Canyon Rd., Silverado 92676

Station 18, 30942 Trabuco Canyon Rd, P.O. Box 618,
Trabuco Canyon 92678

City of Tustin

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

City of Villa Park

Station 23, 5020 Santiago Canyon Rd. 92869

City of Westminster

Station 64, 7351 Westminster Blvd. 92683
Station 65, 6061 Hefley St. 92683
Station 66, 15061 Moran St. 92683

City of Yorba Linda

Station 10, 18422 E. Lemon Dr. 92886
Station 32, 20990 Yorba Linda Blvd. 92887
Station 53, 25415 La Palma Ave. 92887

Specialty Stations

Station 41, 3900 West Artesia Ave, Fullerton 92633

Helicopter Operations

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

Crews & Equipment - Camp 18

ORANGE COUNTY FIRE AUTHORITY
TOTAL INCIDENTS BY MEMBER AGENCY

INCIDENTS (1)	FY 2009/10 TOTAL	FY 2010/11 TOTAL	FY 2011/12 TOTAL	FY 2012/13 TOTAL	FY 2013/14 TOTAL	FY 2014/15 TOTAL
Aliso Viejo	2,005	2,094	2,076	2,231	2,227	2,462
Buena Park	5,676	5,652	5,848	5,869	6,378	6,738
Cypress	2,600	2,490	2,560	2,708	2,649	2,868
Dana Point	2,787	2,870	2,784	2,958	3,131	3,330
Irvine	11,886	12,214	11,989	12,526	13,497	14,123
La Palma	754	778	752	810	4,505	1,037
Laguna Hills	2,558	2,614	2,550	2,587	1,192	2,800
Laguna Niguel	3,094	3,255	3,367	3,479	970	3,727
Laguna Woods	4,399	4,560	4,728	4,759	2,584	5,222
Lake Forest	4,320	4,334	4,246	4,478	3,603	4,874
Los Alamitos	1,079	1,060	1,109	1,206	4,398	1,353
Mission Viejo	6,363	6,379	6,372	6,777	6,848	7,345
Placentia	2,696	2,837	2,721	2,853	2,854	3,037
Rancho Santa Margarita	2,008	2,015	2,111	1,989	2,153	2,322
San Clemente	3,961	3,813	4,008	4,198	4,478	4,928
San Juan Capistrano	2,429	2,580	2,625	2,712	3,063	3,421
Santa Ana (2)			3,708	18,962	20,273	22,331
Seal Beach	3,492	3,375	3,625	3,551	3,500	4,494
Stanton	2,401	2,597	2,674	2,890	3,000	3,255
Tustin	3,744	4,055	4,214	4,594	4,873	5,428
Villa Park	336	388	365	392	367	392
Westminster	5,724	5,882	6,023	6,502	6,390	7,223
Yorba Linda	2,937	2,928	3,136	3,293	3,353	3,619
Unincorporated	6,267	6,087	6,016	5,790	6,297	6,585
TOTAL	83,516	84,857	89,607	108,114	112,583	122,914 (3)

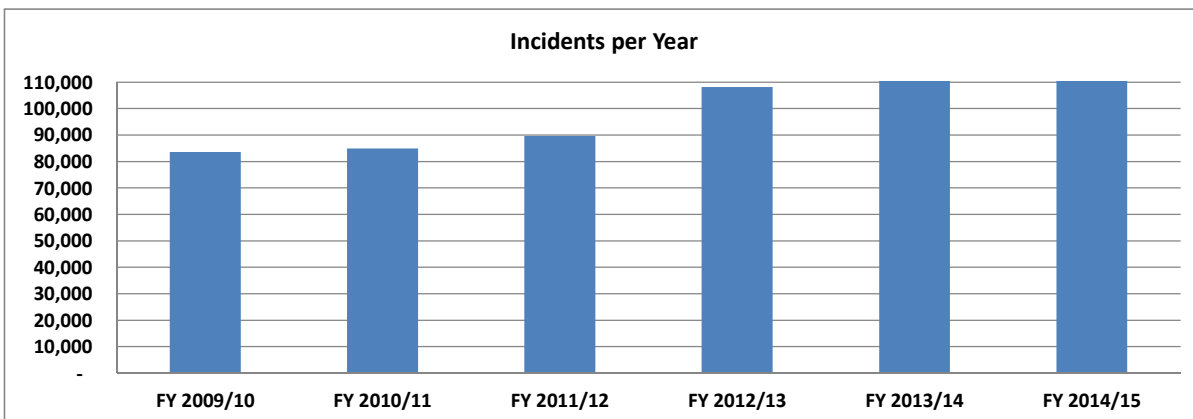
SOURCE: Strategic Services Division

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

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

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

(3) Excludes mutual aid.

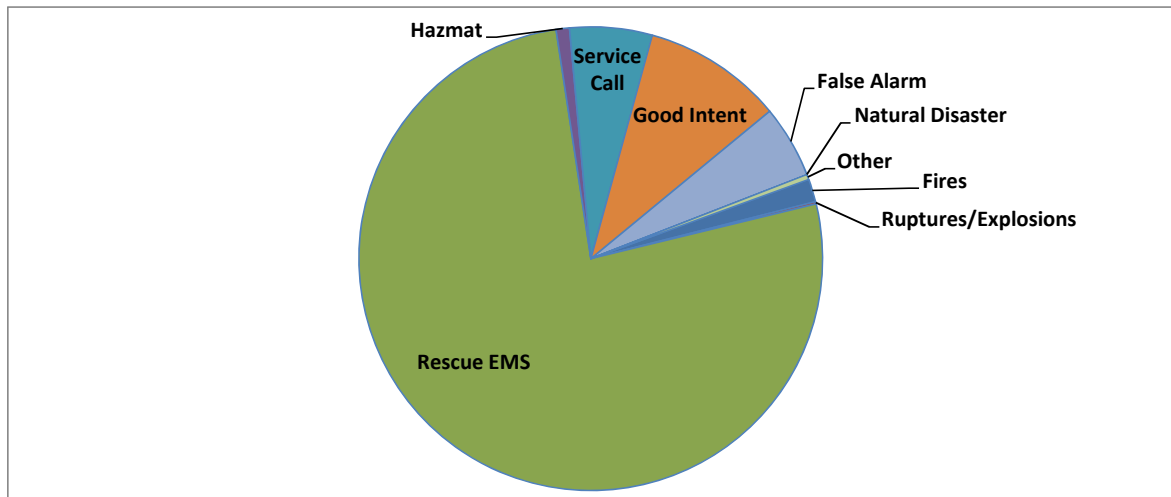


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
Fires	1,466	1,413	1,490	2,009	1,980	2,086
Ruptures/Explosions	164	152	152	221	226	212
Rescue EMS	59,448	60,529	65,280	80,427	88,222	99,858
Hazmat	1,044	968	933	1,102	1,278	1,210
Service Call	5,706	6,070	6,355	7,774	6,655	7,530
Good Intent	10,959	11,292	11,237	14,844	12,346	12,730
False Alarm	4,290	4,245	4,029	5,728	6,311	6,626
Natural Disaster	25	49	4	1	8	3
Other	414	139	127	111	81	458
Total	83,516	84,857	89,607	112,217	117,107	130,713

SOURCE: Strategic Services Division

Note: (1) Response statistics are normally reported on a calendar year basis in other reports. These statistics have been reported on the fiscal year basis, July through June.



**ORANGE COUNTY FIRE AUTHORITY
ASSESSED VALUATIONS**

Jurisdiction	(1) SFF	(2) Cash	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
Aliso Viejo	x		7,511,408,344	7,605,524,301	7,877,812,008	8,440,740,446	8,765,964,235
Buena Park		x	7,484,717,414	7,602,927,022	7,886,342,310	8,313,495,571	8,769,022,395
Cypress	x		5,560,190,082	5,666,354,152	5,854,808,819	6,104,217,916	6,463,650,467
Dana Point	x		8,735,352,174	8,844,363,956	9,126,749,851	9,787,131,567	10,513,667,218
Irvine	x		47,136,231,043	48,646,093,255	51,002,248,297	55,693,885,275	60,912,693,965
Laguna Hills	x		5,463,649,450	5,513,065,887	5,643,544,803	5,961,946,732	6,256,109,022
Laguna Niguel	x		11,991,938,935	12,116,601,329	12,402,919,104	13,270,851,137	14,015,646,739
Laguna Woods	x		2,186,989,720	2,193,624,367	2,237,287,579	2,424,735,877	2,620,217,130
Lake Forest	x		10,721,083,140	10,885,724,192	11,238,774,618	11,920,080,577	12,672,969,354
La Palma	x		1,698,168,526	1,718,006,977	1,744,907,431	1,829,352,816	1,904,949,953
Los Alamitos	x		1,603,255,484	1,638,192,752	1,674,933,495	1,778,110,229	1,887,770,540
Mission Viejo	x		13,226,115,127	13,320,574,029	13,639,459,848	14,533,544,020	15,262,434,352
Placentia		x	5,007,558,219	5,080,848,867	5,203,416,631	5,519,084,672	5,878,472,691
Rancho Santa Margarita	x		6,623,819,450	6,679,191,088	6,759,143,929	7,231,596,550	7,572,862,043
San Clemente		x	12,356,018,520	12,506,117,671	12,824,727,057	13,666,850,501	14,447,433,531
San Juan Capistrano	x		5,799,444,394	5,833,268,798	6,039,344,148	6,443,224,268	6,828,238,629
Santa Ana		x	20,100,864,489	20,339,779,135	21,119,683,205	22,075,383,494	23,013,226,208
Seal Beach		x	4,434,344,626	4,480,556,641	4,580,472,391	4,891,059,519	5,081,691,350
Stanton		x	2,063,292,635	2,073,751,661	2,144,269,847	2,297,507,749	2,433,266,346
Tustin		x	9,378,898,773	9,502,172,504	9,732,380,911	10,292,804,580	11,004,027,235
Villa Park	x		1,372,687,483	1,398,666,415	1,466,599,155	1,527,255,049	1,596,806,253
Westminster		x	6,935,761,541	7,023,383,445	7,176,140,802	7,628,668,713	8,279,643,537
Yorba Linda	x		11,262,427,223	11,484,958,133	11,857,840,091	12,668,129,854	13,488,124,162
Unincorporated (3)	x		21,509,470,987	21,332,071,633	21,915,863,172	23,573,390,338	24,999,335,956
Total SFF Cities			162,402,231,562	164,876,281,264	170,482,236,348	181,475,680,773	194,067,050,666
Percentage Change			0.76%	1.52%	3.40%	6.45%	6.94%
Total Cash Cities			67,761,456,217	68,609,536,946	70,667,433,154	76,397,366,677	80,601,172,645
Total Assessed Valuation			230,163,687,779	233,485,818,210	241,149,669,502	257,873,047,450	274,668,223,311
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.

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	Population by City, 2007 and 2016			Housing Units by City, 2007 and 2016		
	(1) 2007	(2) 2016	Percent Change	(1) 2007	(2) 2016	Percent Change
Aliso Viejo	45,037	50,204	11.5%	17,980	19,354	7.6%
Buena Park	82,452	82,767	0.4%	24,209	24,726	2.1%
Cypress	49,284	49,184	-0.2%	16,540	16,155	-2.3%
Dana Point	36,946	34,208	-7.4%	15,940	15,972	0.2%
Irvine	202,079	250,384	23.9%	74,936	92,961	24.1%
Laguna Hills	33,391	30,994	-7.2%	11,153	10,996	-1.4%
Laguna Niguel	66,608	64,836	-2.7%	24,831	25,456	2.5%
Laguna Woods	18,426	16,652	-9.6%	13,629	13,079	-4.0%
Lake Forest	78,243	80,070	2.3%	26,384	27,454	4.1%
La Palma	16,162	15,965	-1.2%	5,131	5,234	2.0%
Los Alamitos	12,146	11,779	-3.0%	4,409	4,380	-0.7%
Mission Viejo	98,483	96,652	-1.9%	33,713	34,619	2.7%
Placentia	51,597	52,427	1.6%	16,436	17,098	4.0%
Rancho Santa Margarita	49,718	49,125	-1.2%	16,793	17,309	3.1%
San Clemente	67,373	65,399	-2.9%	26,948	26,116	-3.1%
San Juan Capistrano	36,452	36,223	-0.6%	11,780	12,215	3.7%
Santa Ana (3)		335,264	--	75,375	77,477	--
Seal Beach	25,962	24,684	-4.9%	14,538	14,535	0.0%
Stanton	38,981	39,219	0.6%	11,087	11,323	2.1%
Tustin	70,350	79,601	13.1%	25,477	27,262	7.0%
Villa Park	6,251	5,960	-4.7%	2,021	2,020	0.0%
Westminster	92,870	92,106	-0.8%	27,398	27,738	1.2%
Yorba Linda	67,904	67,719	-0.3%	21,783	22,974	5.5%
Unincorporated	118,136	124,014	5.0%	38,842	40,151	3.4%
Total:						
Orange County Fire Authority	1,364,851	1,755,436	28.6%	557,333	586,604	5.3%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2007
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2016
- (3) The City of Santa Ana joined the OCFA on April 20, 2012.

ORANGE COUNTY FIRE AUTHORITY
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)

For the Year Ended June 30	(A) Population Estimates (In Thousand)	(B) Total Personal Income (In Thousand)	Per Capita Income	(C) Unemployment Rate
2005	3,057	135,070,500	44,184	3.8
2006	3,072	145,435,600	47,342	3.4
2007	3,098	150,214,300	48,488	3.9
2008	3,121	155,925,200	49,960	5.3
2009	3,139	146,052,500	46,528	8.9
2010	3,010	147,195,100	48,902	9.5
2011	3,029	155,259,400	51,258	8.8
2012	3,058	166,634,100	54,491	7.6
2013	3,114	169,792,800	54,526	5.0
2014	3,148	176,636,600	56,111	4.4
2015	3,035	181,496,000	59,798	3.6

SOURCES:

- (A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.
- (B) Center for Economic Research, Chapman University (estimates).
- (C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at May of each year.

FY 2016/17 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY

PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)

Property Tax Payer	FY 2005/06			FY 2014/15		
	Actual Taxes Levied	Rank	Percent of Total Taxes Levied	Actual Taxes Levied	Rank	Percent of Total Taxes Levied
The Irvine Company	\$ 48,788	1	1.28%	\$ 106,692	1	1.97%
Walt Disney Parks & Resorts US	35,813	2 & 6	0.94%	50,529	2	0.93%
So Cal Edison Co.	17,776	4	0.47%	31,303	3	0.58%
Heritage Fields El Toro LLC				10,503	4	0.19%
United Laguna Hills Mutual	6,792	7	0.18%	7,825	5	0.14%
Pacific Bell Telephone Co.				7,672	6	0.14%
Oxy USA Inc.				6,977	7	0.13%
OC/SD Holdings LLC				5,091	8	0.09%
Southern California Gas Company				4,727	9	0.09%
Linn Western Operating Inc.				4,611	10	0.09%
Irvine Apartment Communities	18,995	3	0.50%			
SBC California	7,727	5	0.20%			
Irvine Company of W. VA.	5,309	8	0.14%			
Maguire Properties-Park Place	4,318	9	0.11%			
Irvine Community Development	4,127	10	0.11%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2015

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 2005/06			FY 2014/15		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	21,000	1	1.37%	27,000	1	1.69%
University of California, Irvine	16,229	3	1.06%	22,385	2	1.40%
County of Orange	17,785	2	1.16%	18,135	3	1.13%
St. Joseph Health System	9,385	5	0.61%	12,227	4	0.76%
Kaiser Permanente				7,000	5	0.44%
Boeing Co.	12,042	4	0.79%	6,890	6	0.43%
Walmart				6,000	7	0.38%
Memorial Care Health System				5,650	8	0.35%
Bank of America Corp.				5,500	9	0.34%
Target Corp.				5,400	10	0.34%
Yum! Brands Inc.	6,600	6	0.43%			
Ameritrust Capital Corporation	6,300	7	0.41%			
Cal State University, Fullerton	5,256	8	0.34%			
Pacificare Health System	5,074	9	0.33%			
Home Depot, Incorporated	5,000	10	0.33%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2015

NOTE:

Data presented on this schedule is for the County of Orange and is not limited to the cities/county unincorporated areas served by the OCFA.

**ORANGE COUNTY FIRE AUTHORITY
CONSTRUCTION AND HOUSING ACTIVITY**

Calendar Year	Total Dwelling Units	Deeds Recorded	Building Permit Valuation (Million \$)	Home Price Index (1990=100)
2005	7,206	159,455	3,595	287.1
2006	8,371	130,560	4,718	294.7
2007	7,072	105,570	3,797	307.0
2008	3,159	87,435	2,477	232.2
2009	2,200	103,316	1,808	214.4
2010	3,091	105,379	2,181	230.7
2011	4,807	102,537	2,537	217.6
2012	6,163	130,317	2,826	228.3
2013	10,453	121,803	4,175	274.7
2014	10,533	100,882	4,483	291.1
2015	11,510	110,338	4,924	299.0

SOURCE:

Chapman University, Economic & Business Review (June editions)

ORANGE COUNTY FIRE AUTHORITY
Debt Obligations

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

SUNTRUST BANK
Lease-Purchase Payment Schedule

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

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

FY 2016/17 OCFA Adopted Budget

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

**ORANGE COUNTY FIRE AUTHORITY
GLOSSARY**

Accounting System	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
Accrual Basis Accounting	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
Advanced Life Support (ALS)	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
Aircraft Rescue & Firefighting (ARFF)	ARFF refers generally to the functions and services associated with the control and mitigation of crashes, fire, hazardous conditions, and other incidents related to airport operations. These services are provided at John Wayne Airport.
Appropriation	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
Assessed Valuation	The value assigned to real property (land and buildings) and tangible personal property (moveable property) by the Orange County Assessor's Office for use as a basis in levying property taxes.
Automatic / Mutual Aid	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.
Balanced Budget	A budget in which planned on-going expenditures do not exceed planned on-going revenues. The OCFA also requires on-going revenues to cover any incremental increase in the Board mandated General Fund 10% contingency fund balance.
Biennial Budget	A budget applicable to a two-year cycle.
Biennium	A two-year period.

Budget	A financial plan that identifies revenues, specific types and levels of services to be provided, and establishes the amount of money which can be spent.
Budget Document	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
CAL FIRE	The State fire protection and suppression agency that contracts with the OCFA for protection of state responsibility areas (SRA), formerly known as the California Department of Forestry (CDF).
California Accidental Release Prevention Program (CalARP)	The purpose of the CalARP program is to reduce the frequency of releases of hazardous substances and reduce the consequences in the event a release occurs. The statutory basis for the program is the California Health and Safety Code Division 20, Chapter 6.95, Article 2.
California Environmental Quality Act (CEQA)	The CEQA objectives are to disclose the significant environmental effects of proposed activities; to identify ways to avoid or reduce environmental damage; to prevent environmental damage through feasible alternatives or mitigations; to disclose to the public reasons for agency approval of projects with significant environmental effects; to foster interagency coordination; and to enhance public participation in the planning process.
California Occupational Safety and Health Agency (CalOSHA)	The State agency that protects workers and the public from safety hazards by enforcing California's occupational and public safety laws, and that provides information and consultative assistance to employers, workers, and the public about workplace and public safety matters.
California Public Employees Retirement System (CalPERS)	CalPERS provides a variety of retirement and health benefit programs and services, and administers other programs dedicated to protecting the financial security of public employees and public agencies. CalPERS provides health benefit programs for non-firefighter unit employees only.

California Society of Municipal Finance Officers (CSMFO)

The California Society of Municipal Finance Officers is an association of local government finance officers that promotes excellence in financial management through innovation, continuing education, and the professional development of members.

California Task Force 5 (CATF-5)

California Task Force 5 is one of twenty-eight regional urban search and rescue task forces throughout the country that responds as a FEMA or California OES resource during national or regional emergencies such as earthquakes, terrorist attacks, hurricanes, or any other natural or manmade disaster that requires highly skilled search and rescue personnel. The OCFA is the lead agency for CATF-5.

Capital Improvement Program (CIP)

A multi-year financial plan comprised of several funds for construction of physical assets such as fire stations and the replacement of capital assets such as apparatus, communications, and information systems.

Cash Contract City

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

Commission on Fire Accreditation International (CFAI) Accreditation

The accreditation process is a comprehensive self-assessment and evaluation that enables fire and emergency service organizations to examine past, current, and future service levels and compare them to industry best practices.

Community Emergency Response Teams (CERT)

Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.

Community Redevelopment Agency (CRA)

Agencies established by a city or a county for the remediation of blight in a community. Within the Structural Fire Fund jurisdictions, the OCFA receives revenues from these agencies either through pass-through agreements or statutory formula.

Comprehensive Annual Financial Report (CAFR)	The CAFR sets forth fairly the financial position and the results of the OCFA's operations as measured by the financial activity of the various funds. All necessary disclosures are included to allow full understanding of the financial activities and operations of the OCFA.
Computer Aided Dispatch (CAD)	The Emergency 911 Computer Aided Dispatch system manages 911 calls, recommends and dispatches appropriate units and personnel for specific types of incidents, and interfaces with other systems for records management requirements.
Confidence Level	A statistical measure of certainty regarding a given outcome. When applied to Workers' Compensation, it relates to the sufficiency of funding to cover future expenditures (often over the following ten years). For example, a confidence level of 80% indicates that funding is actuarially projected to meet or exceed expenditures for eight out of the next ten years. A higher confidence level equates to higher appropriations.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.
Debt Service	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
Deficit	A condition in which revenues are insufficient to cover expenditures.
Deployment Study	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
Division or Section Budget	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
Emergency Medical Technician (EMT)	An EMT-I is an individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.

Encumbrance	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
Expenditure	Represents the actual payment for goods and services or the accrual thereof.
Executive Management Team	The Fire Chief, the Deputy Chief, and the four Assistant Chiefs (who oversee the four departments) of the OCFA.
Fair Labor Standards Act (FLSA)	This is a federal wage-hour law, which sets mandates for the compensation of employees.
False Alarm Call	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.
Federal Emergency Management Agency (FEMA)	Provides assistance for activities that must be necessary to do one of the following: eliminate or reduce an immediate threat to life, public health, or safety.
Fees	A general term used for any charge levied for providing a service or permitting an activity.
Fire Agencies Insurance Risk Authority (FAIRA)	A public non-profit agency created by firefighters operated by and for Fire Districts. The OCFA participates in a pooled public entity liability coverage program through FAIRA.
Fire/Explosion Call	These are fire responses, even if the fire has been extinguished upon arrival. The category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires, and vehicle fires.
Fire F.R.I.E.N.D.S.	The Firesetter Regional Intervention Education Network and Delivery System is an intervention program for children and families affected by fireplay and firesetting.
Fiscal Year	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.

Five-Year Capital Improvement Plan	The Capital Improvement Program (CIP) has a Five-Year Plan that coincides with the OCFA's five-year Financial Forecasts. It reflects the budget developed for each CIP fund for five years.
Fleet Management System	This system provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
Fuel Modification Plan	A plan for structures located next to vegetation to create a "defensible space" around the structure by removing dead plants, thinning existing foliage, using fire-resistive plants, and clearing space around the structure.
Fund	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.
Fund Accounting	System used by nonprofit organizations, particularly governments. Since there is no profit motive, accountability is measured instead of profitability. The main purpose is stewardship of financial resources received and expended in compliance with legal requirements.
Fund Balance	The difference between the assets and liabilities for a particular accounting entity.
General Fund	The primary operating fund of the Authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards for financial accounting reporting. They govern the form and content of the basic financial statements of the Authority.
Geographic Information System (GIS)	A computerized data collection, analysis, and presentation system that handles both tabular and geographic information.

Good Intent Call	Includes incidents that are cleared prior to arrival, such as a medical aid where the injured party has left the scene, or the initial information indicated that there were injuries and upon arrival no persons were injured. This category may also include calls where the informant has mistaken steam for smoke.
Governmental Accounting Standards Board (GASB)	The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.
Governmental Accounting Standards Board Statement #54 (GASB 54)	In March 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, <i>Fund Balance Reporting and Governmental Fund Type Definitions</i> . The intent of Statement No. 54 is to enhance the usefulness of fund balance information, clarify governmental fund type definitions, and promote greater comparability and consistency among municipal financial statements. Statement No. 54 eliminates the three existing fund balance categories (Reserved; Unreserved, designated; and Unreserved, undesignated), and replaces them with five new categories (Nonspendable, Restricted, Committed, Assigned, and Unassigned). The OCFA was required to implement GASB 54 during FY 2010/11.
Government Finance Officers Association (GFOA)	An organization of government finance officials in the United States and Canada. GFOA annually sponsors a Distinguished Budget Presentation Awards program and makes awards to those governmental budgets that meet program criteria as a policy document, an operations guide, a financial plan, and a communication device.
Governmental Funds	The OCFA's Governmental Funds include the General Fund, the Capital Funds, and the Debt Service Fund after implementation of GASB #54. The OCFA no longer has Special Revenue Funds.
Hazardous Materials (HazMat) Call	Includes Hazardous Material incidents, electrical wire arcing, suspected drug labs, or perceived problems that may prove to be a potential emergency.

Hazardous Material Response Team (HMRT)	A team of specially trained firefighters assigned to the HazMat units that are dispatched to hazardous material spills throughout the County.
Insurance Services Office (ISO)	ISO is an independent organization that collects information about municipal fire-protection efforts in communities throughout the nation. In each of those communities, ISO analyzes the relevant data and assigns a rating. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.
Integrated Fire Prevention System (IFP)	The Integrated Fire Prevention system provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.
Intranet	The Intranet is a web-based system similar in nature to the Internet only for the OCFA employees. It provides all OCFA employees a centralized focal point to obtain Authority and personal information and data, and gives management the ability to distribute announcements, policy changes, and other information in a timely manner. Currently SharePoint is used to maintain the Intranet.
Jurisdictional Equity Adjustment Payment (JEAP)	Pursuant to the second amendment to the OCFA's Joint Powers Agreement, Structural Fire Fund agencies are to be issued equity payments based on a calculation of the average Structural Fire Fund Tax Rate. These payments are intended to address member agency concerns regarding the relationship of financial contributions to level of service received.
John Wayne Airport (JWA)	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).

Joint Powers Agreement (JPA)	The OCFA was formed as a joint powers authority pursuant to California Government Code section 6500 et seq. The joint powers agreement, which governs the point execution of powers by its members, was initially executed on March 1, 1995, and has subsequently been amended twice. The most recent amendment, the second amendment, was ratified on November 18, 2013.
Lease-Purchase Agreement	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
Local Agency Investment Fund (LAIF)	LAIF is operated by the State of California to manage the pooled investments of the state's local government agencies.
Major Funds	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.
Memorandum of Understanding (MOU)	An MOU sets forth the terms of employment reached between the OCFA and the employee bargaining units.
Mobile Data Computers (MDC)	The MDCs are used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.
Modified Accrual Basis	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
Natural Disaster Call	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
Objective	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.

Optimal Outcome Deployment	An agency-wide major initiative begun in 2011 focusing attention on achieving optimal outcomes in everything the OCFA does. The goal is to find the best outcomes in the safest and most efficient manner possible.
Orange County Fire Way	A booklet developed by staff and distributed to staff that summarizes the OCFA mission, vision, and values.
Office of Emergency Services (OES)	The Governor's Office of Emergency Services coordinates overall state agency response to major disasters in support of local government. The office is responsible for assuring the state's readiness to respond to and recover from natural, man-made, and war-caused emergencies, and for assisting local governments in their emergency preparedness, response, and recovery efforts. It is also known as CAL EMA.
Operating Budget	Day-to-day costs of delivering Authority services included in the General Fund.
Operating Transfer	Routine or recurring transfers of assets between funds, which must be authorized by the Board of Directors.
Orange County Employees Retirement System (OCERS)	Provides retirement benefits to OCFA employees
Orange County Fire Incident Reporting System (OCFIRS)	This system provides records management for all fire service (Fire, EMS, HazMat, etc.) incidents and investigations as mandated by County, State, and Federal Fire and EMS agencies/bureaus.
Other Calls	Includes citizen complaints and reports of fire code or ordinance violations.
Paramedic Unit	These vehicles are staffed by at least one paramedic and include paramedic vans, paramedic assessment units (PAU), and paramedic engines or trucks.
Public Information Officer (PIO)	The Public Information Office serves as the media liaison for the OCFA.
Public Safety System	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.

Ready, Set, Go! Program	The wildfire action plan for residents in the wildland-urban interface areas designed to help them prepare their homes, prepare their families, and leave the path of an approaching fire in a timely fashion.
Regional Fire Operations and Training Center (RFOTC)	The RFOTC is a twenty-acre facility, located in the City of Irvine, which houses a training center, automotive maintenance facility, warehouse, emergency communications, and administrative offices.
Rescue EMS Call	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
Reserve Firefighter (RFF)	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
Resources	The amounts available for appropriation including estimated revenues and beginning fund balances.
Revenue	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
Rupture Call	Includes vessels or containers that suffer failure or near failure due to extreme pressure from either an outside source, such as direct heating, or internally due to a cooling system failure or over-filling, such as a propane tank. Examples of this category also include explosions from bombs, dynamite, or similar explosives.
Salaries & Employee Benefits (S&EB)	Salaries and benefits paid to the OCFA's employees. Included are items such as retirement and insurance.
Secured Fire Protection Agreement	An agreement between the OCFA and a property developer addressing the provision of fire safety and emergency medical services for the benefit of future residents who will reside within the developed area.

Service Call	Includes incidents for persons in distress, such as a lock in or lock out of a vehicle or dwelling creating an emergency situation or critical need, and smoke or odor problems. This category would also include moving units from one station to another to provide area coverage.
Service Charges	Charges for specific services rendered.
Services & Supplies (S&S)	Items categorized as services & supplies in this budget include office supplies and other materials used in the normal operations of Authority's departments. Includes items such as uniforms, books, maintenance materials, and contractual services.
San Onofre Nuclear Generation Station / Nuclear Power Plant (SONGS/NPP)	The OCFA provides radiological monitoring and support teams in the event of emergencies.
Standard Operating Procedures (SOP)	A set of written procedures that document the intent, purpose, criteria, and course of action for specified practices of the OCFA. The SOPs are divided into four categories – Administration, Operations, Community Risk Reduction, and Support Services.
State Responsibility Area (SRA)	State Responsibility Areas are those portions of the County for which the State of California has primary fire suppression jurisdiction. The State contracts with the OCFA to provide these services.
Strategic Plan	The Customer Centered Strategic Plan is composed of goals and objectives designed to guide the Authority into the future.
Structural Fire Fund (SFF)	The Shade Tree Law of 1909 (Government Code § 25620 et seq.) empowered certain county boards of supervisors to levy property taxes designated to pay for county fire suppression/protection services. Within Orange County, this fund is called the Structural Fire Fund and each Tax Rate Area (except those in Cash Contract Cities) has a corresponding SFF rate that is applied to the 1% basic property tax levy.

Structural Fire Fund (SFF) City	Fifteen of the twenty-two member cities of the OCFA are Structural Fire Fund cities. These municipalities, along with the unincorporated portions of the County, pay for their emergency services by a direct allocation of property tax revenue.
Taxes	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
Tax and Revenue Anticipation Notes (TRAN)	Short term financing mechanism that provides monies to cover temporary cash flow deficits within the General Fund, which is repaid during the same fiscal year.
United States Forest Service (USFS)	The Forest Service was established in 1905 and is an agency of the U.S. Department of Agriculture. The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres.
Urban Search and Rescue (US&R)	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
Warehouse Inventory System	This system provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
Wellness and Fitness (WEFIT) Program	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.

**ORANGE COUNTY FIRE AUTHORITY
ACRONYMS**

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

CERT	Community Emergency Response Teams
CFAI	Commission on Fire Accreditation International
CFFJAC	California Fire Fighter Joint Apprenticeship Commission
CIP	Capital Improvement Program
CPA	Certified Public Accountant
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DCAP	Dependent Care Assistance Program
DHS	Department of Homeland Security
DOC	Department Operations Center
DOP	Digital Ortho Photography
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Agency
EMT	Emergency Medical Technician
EOA	Exclusive Operating Area
EPAC	Emergency Planning and Coordination
FAIRA	Fire Agencies Insurance Risk Authority

FEPP	Federal Excess Personal Property
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FPPC	Fair Political Practices Commission
F.R.I.E.N.D.S.	Firesetter Regional Intervention Education Network and Delivery System
FSO	Fire Station Order
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GBT	Goal Based Training
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPS	Global Positioning System
HAZMAT	Hazardous Materials
HMD	Hazardous Materials Disclosure
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
ICS	Incident Command System
ICMS	Investigations Case Management System
IFP	Integrated Fire Prevention (System)
IQS	Incident Qualifications System
ISO	Insurance Services Office

IST	Incident Response Team
IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LAFCO	Local Agency Formation Commission
LAIF	Local Agency Investment Fund
LPDM	Legislative Pre-Disaster Mitigation
MDC	Mobile Data Computers
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
OCERS	Orange County Employees Retirement System
OCFA	Orange County Fire Authority
OCFD	Orange County Fire Department
OCHCA	Orange County Health Care Agency
OCFIRS	Orange County Fire Incident Reporting System
OCMEDS	Orange County Medical Emergency Data System
P&D	Planning and Development
PCR	Pre-hospital Care Report or Patient Care Report
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer

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PPE	Personal Protective Equipment
PSS	Public Safety System
RAME	Risk Analysis and Mitigation Evaluation
RDA	Redevelopment Agency
RF	Reserve Firefighter
RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROSS	Resource Ordering and Status System
RSG	Rosenow Spevacek Group, Inc.
R,S,G!	Ready, Set, Go! Program
S&EB	Salaries & Employee Benefits
S&ES	Safety and Environmental Services
S&S	Services & Supplies
SAFER	Staffing for Adequate Fire Emergency Response
SAN	Storage Area Network
SCBA	Self-Contained Breathing Apparatus
SFF	Structural Fire Fund
SHSG	State Homeland Security Grant
SONGS/NPP	San Onofre Nuclear Generation Station / Nuclear Power Plant
SOP	Standard Operating Procedures
SQL	Structured Query Language

SRA	State Responsibility Area
STEPP	Severity, Treatment, Education, Planning, & Prevention
TAG	Training Activities Group
TPA	Third Party Administrator
TRAN	Tax and Revenue Anticipation Notes
TRS	Training Records System
UAAL	Unfunded Actuarial Accrued Liability
UASI	Urban Area Security Initiative
UCI	University of California at Irvine
US&R	Urban Search and Rescue
USFS	United States Forest Service
VHF	Very High Frequency
WEFIT	Wellness and Fitness Program
WUI	Wildland Urban Interface