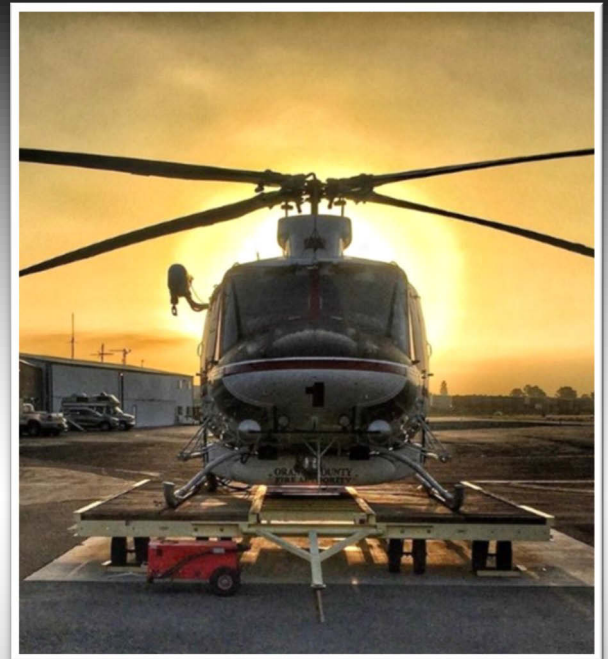




Orange County Fire Authority

FY 2018/19 Adopted Budget







FY 2018/19 Budget

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July, 2018

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Brian Fennessy
Fire Chief

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



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, 2018

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: 1,807,862

Number of Stations: 72 (including two
specialty stations)

Vehicles:	Type 1 Engines	67	Air Support Vehicles	3
	Paramedic Engine Units	54	Aircraft Rescue Units	4
	Paramedic Assessment Units	7	Bull Dozers	2
	Wildland Interface Engines	8	Heavy Rescue	1
	Type 2 Engines	1	Command Vehicles	3
	Type 3 Engines	13	Haz Mat Response	2
	Type I Relief Engines (800)	10	Helicopters	4
	Type I Strike Team Engines	10	Helicopter Support	1
	Type I Spare Engines (900)	18	Squad/Patrol Vehicles	13
	Truck Companies	13	Mass Casualty Unit	1
	Paramedic Vans/Squads	4	Communications Unit	1
			Relief Truck Companies	6

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 2018/19, 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 2018/19 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 2018/19. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2018/19 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

At the end of FY 2017/18 Orange County Fire Authority began an extensive organizational re-structuring effort. The effort is designed to be implemented in stages and although it is not yet concluded, it is presented in this document in its final idealized form, with discrete work units identified and funded.

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

The Emergency Operations Bureau comprises the following:

- Operations
- Special Operations
- Emergency Medical Services (EMS) and Training
- Command and Emergency Planning

The Administrative and Support Bureau comprises the following:

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

CIP SECTION

The Capital Improvement Program (CIP) section presents the OCFA's five-year plan of CIP needs. Detailed information for each fund is provided, including a fund description, project highlights, significant changes, and impact on the operating budget. Also included are revenue and expenditure summaries and project descriptions for FY 2018/19.

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

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

For FY 2018/19, each section's services and supplies (S&S) budget was held flat at the FY 2017/18 level. This base budget excluded any one-time projects and grant funding that had been included in the FY 2017/18 budget. Supplemental Budget Request forms were submitted for funding requests that exceeded the base budget. These supplemental requests were submitted to the respective Executive Manager for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2018/19 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 2018 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 2018/19 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2017

- Executive Management reviews draft budget policies and priorities

MARCH 2018

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

DECEMBER 2017

- 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 2018

- RSG provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/11/2018
- City Managers' Budget & Finance Committee reviews draft budget on 4/19/2018

JANUARY 2018

- 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 2018

- Budget & Finance Committee receives final property tax report from RSG, and reviews General Fund and CIP draft budget on 5/9/2018
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/24/2018
- Board of Directors adopts FY 2018/19 Proposed Budget on 5/24/2018

FEBRUARY 2018

- 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 2019

- Any necessary updates to the FY 2018/19 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 66% 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 2018/19 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 2018/19 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, Human Resources, Operations, Community Risk Reduction, Special Operations, Business Services, EMS & Training, Command & Emergency Planning and Logistics. All other funds are monitored by one or two departments as shown in the chart.

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

BASIS OF ACCOUNTING - FINANCIAL STATEMENTS

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

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

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

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

BUDGETARY BASIS OF ACCOUNTING

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

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

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

FY 2018/19 OCFA Adopted Budget

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 2018/19.

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

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

- **Fiscal Health Plan**

Last updated November, 2013

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

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

- **Investment Policy**

Last updated November, 2017

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

- **Internal Control Review Plan**

Last updated January, 2006

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

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

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

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

- **Roles/Responsibilities/Authorities** **Last Updated March, 2017**
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 FY 2018/19 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 2018/19 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in November 2017 to guide FY 2018/19 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2018
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted
- Protect General Fund surplus revenues to provide a consistent flow of funding for current and future capital needs, pension liabilities, and future Retiree Medical needs
- Continue accelerating funding of the pension UAAL, implementing options as directed by the Board
- Implement service enhancements, minimizing impact on Cash Contract Cities, as approved by the Board

Key Budget Priorities

First priority is to be given to the following:

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

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

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

Key Budget Policies

Key budget policies established in November 2017 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 2017/18 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. Necessary expenditure increases such as for utilities, fuel costs, leases or contracts for services with built in cost escalators require the completion of a Supplemental Budget Request form for Executive staff review and approval.
- All requests for Capital Improvement-related items must be reviewed for technical merit, feasibility, and workload impact as follows:
 - ✓ Special or large non-annual purchases of tools or equipment – Equipment Committee
 - ✓ Facilities renovation or replacement – Property Management Manager
 - ✓ Information technology – Information Technology Manager
 - ✓ Communications and other electrical additions to vehicles – Information Technology Manager
 - ✓ Automotive – Fleet Services Manager

Parameters for Recommending Use of Fund Balance

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

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

Capital Improvement Management

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

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

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

Fund Balance

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

General Fund

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

CIP Fund Balances and Target Funding Levels

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

FINANCIAL REPORTING

(Fiscal Health Plan)

Annual Reporting

The OCFA prepares annual financial statements as follows:

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

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

Interim Reporting

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

FISCAL HEALTH MONITORING

(Fiscal Health Plan, Financial Stability Budget Policy)

Financial Indicators

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

Long-Term Liability Study

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The latest OCFA Long-Term Liability Study was presented to the Board of Directors in October, 2017. 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

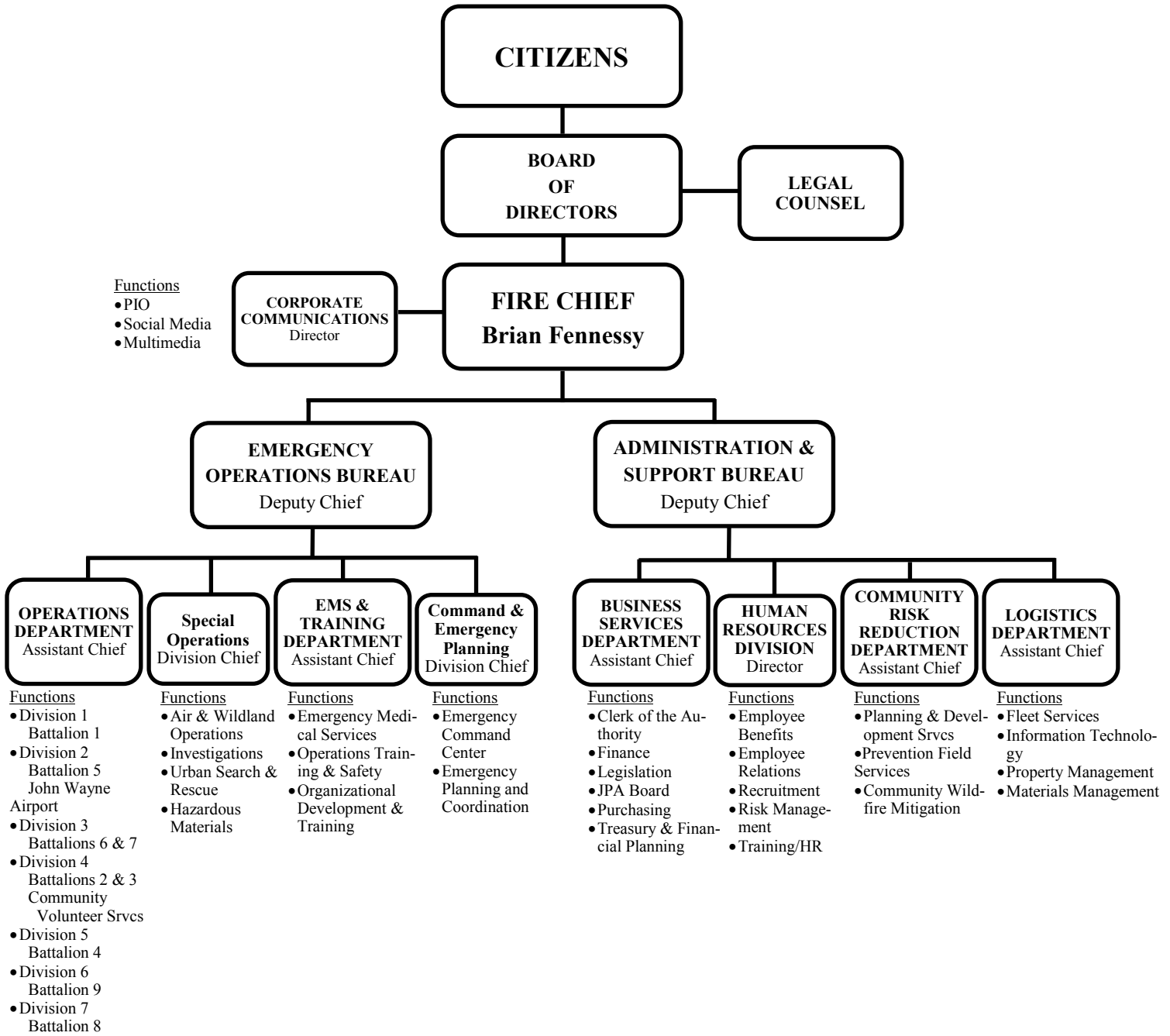
The OCFA uses lease-purchase financing to fund certain capital expenditures including vehicles, communication equipment, and information systems. The

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, 2018 is approximately \$1.3 million. This is currently the OCFA's only lease-purchase agreement.



ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART





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 2017/18 beginning July 1, 2017. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

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, 2017. 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.

RESOLUTION NO. 2018-04

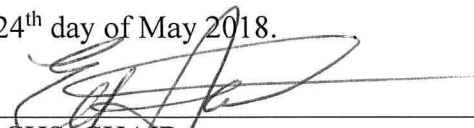
**A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY
BOARD OF DIRECTORS ADOPTING AND APPROVING THE
APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE
AUTHORITY FOR FISCAL YEAR 2018/19**

*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 2018/19 is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$336,309,298
UAAL Pay-down to OCERS	\$9,167,397
Services and Supplies (including one-time)	\$31,069,162
Capital Outlay	<u>\$159,000</u>
Total Operating Appropriations	\$376,704,857
Operating Transfers-out of General Fund To CIP Fund(s)	\$5,203,761
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$4,121,700
Fund 123 – Fire Stations and Facilities	\$14,120,000
Fund 124 – Communications and Info. Systems	\$7,734,148
Fund 133 – Fire Apparatus	\$8,145,951
Fund 171 – Structural Fire Entitlement Fund	\$525,336
Fund 190 – Self-Insurance Fund	<u>\$14,760,398</u>
Total Other Funds Appropriations	\$49,407,533
<u>Reserves</u>	
10% Operating Contingency	\$36,753,746

PASSED, APPROVED and ADOPTED this 24th day of May 2018.



ED SACHS, CHAIR
Board of Directors

ATTEST:



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

Orange County Fire Authority
Resolution No. 2018-04
Page 2

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

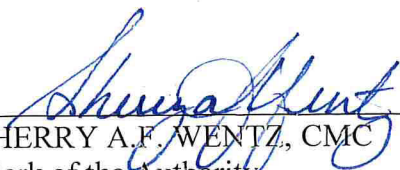
I, Sherry A. F. Wentz, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2018-04 was duly passed and adopted at a regular meeting of the Board of Directors of the Orange County Fire Authority held on the day of May 24, 2018, by the following roll call vote, to wit:

AYES:	Leah Basile, Lake Forest	Lisa Bartlett, County of Orange
	Tim Brown, San Clemente	Sergio Farias, San Juan Capistrano
	Melissa Fox, Irvine	Carol Gamble, Rancho Santa Margarita
	Craig Green, Placentia	Dave Harrington, Aliso Viejo
	Shelley Hasselbrink, Los Alamitos	Noel Hatch, Laguna Woods
	Robert Johnson, Cypress	Joe Muller, Dana Point
	Al Murray, Tustin	Vince Rossini, Villa Park
	Ed Sachs, Mission Viejo	Don Sedgwick, Laguna Hills
	David Shawver, Stanton	Elizabeth Swift, Buena Park
	Tri Ta, Westminster	Juan Villegas, Santa Ana

NOES: None

ABSTAIN: None

ABSENT	Laurie Davies, Laguna Niguel	Ellery Deaton, Seal Beach
	Gene Hernandez, Yorba Linda	Todd Spitzer, County of Orange
	Michele Steggell, La Palma	



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



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.

Chief's Message





Fire Chief's Budget Message

Honorable Members of the Board of Directors:

We are pleased to present our General Fund and Capital Improvement Program (CIP) budget for Fiscal Year (FY) 2018/19. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2018/19 and meets our policy reserve requirements.

At 66% of our revenues, property taxes are the largest component of our General Fund revenue budget. To assist with property tax projections, OCFA utilizes the services of Rosenow Spevacek Group (RSG) to generate a five year forecast of property tax revenues. Their projections, which are updated on an annual basis, are included in the five-year cash flow forecast located on page 56. Although RSG employs conservative assumptions and methodologies, the forecast for property tax revenue remains cautiously optimistic over the next five years.

The recovery and growth of our largest revenue source provides OCFA the ability to continue to restore positions frozen during the economic downturn. Consistent with our approach for the last three fiscal years, our strategy has been to request restoration of the frozen positions over multiple years, in an effort to ensure that our revenues are sustained and sufficient to fund the positions, while also ensuring that the added costs are phased-in to our contract member agencies over time. Wherever feasible, positions are funded with reductions in other budget areas. With this FY 2018/19 budget adoption process, we have reclassified and unfrozen nine existing positions, including:

- Three Battalion Chiefs (1 Post position) to create a new Battalion in Irvine, starting July, 2018. The need for the positions is driven by, and funded from, continued growth and development in the city.
- Three frontline firefighter/paramedic positions (1 Post position) to provide enhanced services to Fire Station 25 in Midway City (County Unincorporated Area).
- One Accountant position in Finance, funded from a corresponding reduction in the Finance services and supplies budget.
- One Fire Equipment Technician in EMS, funded from a corresponding reduction in the EMS services and supplies budget.
- One Fire Delivery Driver, Part-time in Community Risk Reduction, funded from fee revenue collected in the planning and development section.

None of these restored positions will impact Cash Contract Cities since they are all funded by Structural Fire Fund property taxes, fee revenues, or reductions in other areas of the budget.

Several years of growing property tax revenues have allowed us to strategically unfreeze and fill positions throughout the agency. The nine positions we are seeking with this budget 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

The budget development process continues to include the following measures:

- ***Vacant/Frozen Positions*** – Funding for frozen positions must be approved by the Board before filling; four positions continue to be frozen and are not funded in this proposed budget. At the highest-point following the recession nearly ten years ago, OCFA was carrying 103 frozen positions. Our efforts to restore the service levels needed for OCFA are not yet complete, but we are making good progress in returning these frozen positions to active status. As in the past, non-frozen vacant positions are funded and may be filled following recruitment or promotional processes.
- ***Services and Supplies*** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2017/18 level after one-time increases were removed. Requested increases for FY 2018/19 were reviewed and approved on a case-by-case basis.
- ***Salaries*** – The proposed budget includes scheduled salary increases only for positions included in an approved MOU. Merit increases are included for qualifying employees.
- ***Workers' Compensation*** – The workers' compensation annual budget is funded at the 50% confidence level per policy, using the latest actuarial report figures.
- ***Prioritization of Five-Year Capital Improvement Plan*** – The five-year CIP was updated and reviewed by the Executive Management team which 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.

Consistent with the recently updated Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds primarily occur at the Mid-Year Budget Adjustment. The Policy calls for fifty percent to be directed to the CIP funds and the balance to be used to pay-down the unfunded pension liability, expanding the sources of pay-down past those contained in the original Snowball Plan. However this fiscal year we amended the Financial Stability Budget Policy to allow for transfers to the CIP fund(s) when needed at fiscal year onset. The intent of this change is to allow transfers sufficient to prevent a negative ending fund balance in the CIP fund(s) at budget adoption.

- ***Snowball Plan*** – The budget includes approximately \$9.2M in additional unfunded pension liability payments, in accordance with Board direction to continue to pay-down the Unfunded Actuarial Accrued Liability (UAAL). This plan is described in greater detail under Accomplishments on the following page.

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 (aka, the "Snowball Plan)*** – In 2013, the Board directed staff to address the sizable UAAL with the Orange County Employees Retirement System (OCERS), with a target of making additional voluntary UAAL payments of \$25.3M in the first five years of the plan. At that time, the UAAL was \$473.8 million.

Since then, OCFA has made substantial progress towards the paydown of the UAAL. Despite the OCERS Board making several adverse changes to financial assumptions, such as mortality rates, and reduced investment earnings, our UAAL dropped to \$400.6 million by December 2017. This is a result of actual voluntary UAAL payments of approximately \$75.6 million in the past five years, resulting in \$18.3 million in interest savings to OCFA. It is estimated that by December 2020 we will have achieved our 85% funding goal directed by the Board.

Strategies included in the Plan are:

- ✓ Use unencumbered fund balances available from the close of each fiscal year to make annual lump sum payments
- ✓ Include savings from reduced retirement rates resulting from implementation of the Public Employees' Pension Reform Act in the annual budget to make additional payments
- ✓ Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
- ✓ Beginning in FY 2016/17, begin to make an additional \$1 million payment per year for five years from the overfunded workers' compensation reserve
- ✓ Beginning in FY 2017/18 allocate 50% of the General Fund surplus to the UAAL, with the remaining 50% used to fund the Capital Improvement Program

During FY 2017/18, additional voluntary payments of \$19.9 million were made to OCERS from the strategies described above bringing the funding status of OCFA's pension plan to a 78.67% funding level.

- ***Reduce Firefighter Overtime and Extraordinary Volume of Forced Hiring*** – During FY 2017/18 we focused on reducing the number of times that safety employees were forced to work overtime shifts by increasing the number of firefighters hired and trained to eliminate vacancies. In July 2017, we unfroze and funded an additional 53 safety positions on top of those added during budget adoption and we conducted two firefighter academies during the year. Additionally, we conducted several Joint Labor Management meetings throughout the year to obtain input on adjustments we could make to the force hiring process as well as

improvements to the electronic Staffing System to provide alternative options intended to incentivize personnel to work voluntary overtime shifts instead of force hires. A specialty pay for manpower coordinators was also established in recognition of the increased workload and challenges associated with maintaining the 24/7 staffing requirements of our stations.

Though tremendous effort has been dedicated to resolving our force hiring issue, OCFA's attrition rate has remained high due to numerous retirements and, therefore, our efforts must continue into FY 2018/19 and beyond.

- ***County-wide Community Wildfire Protection Plan*** – In July 2017 the Board approved the County-wide Community Wildfire Protection Plan (CWPP) for Orange County. This plan is a requirement under the Healthy Forests Act of 2003 and is designed to plan, manage and coordinate fuel reduction and fire protection activities.

The CWPP provides a positive, solutions-oriented approach to addressing wildfire prevention and mitigation and identifies mutual concerns of various jurisdictions within the CWPP area. It also establishes pre-fire management strategies; fire management plans, programs and land use policies, and proposed projects and action plans that focus on ignition prevention, fuel management and community education and outreach. The purpose of the CWPP is to provide stakeholders and those living within the CWPP boundaries with an overview of wildland fire risks, hazards and resources within the area, recommendations for possible actions to reduce wildfire impacts, and an action plan to mitigate and respond to fire. The CWPP will be incorporated into the OCFA/CAL FIRE Strategic Unit Fire Plan and will be periodically reviewed and updated to keep the document responsive to current conditions, concerns, and community needs.

- ***Service Delivery Enhancements – Phases Four and Five*** – On November 16, 2017, the Board approved the fourth phase of our ongoing efforts to enhance our service delivery and improve our Advanced Life Support response times. This particular phase added a second permanent paramedic position to Engine 13 in the City of La Palma, increasing the total shift staffing from three to four. Similarly, with the adoption of this budget, the Board approved the fifth phase of our service delivery enhancements, adding a second permanent paramedic position to Engine 25 in the County Unincorporated Area of Midway City. Adding these second paramedic positions to Engines 13 and 25 allow the Engines to respond to Advanced Life Support (ALS) calls without the need for the dispatch of an additional unit to supply the second paramedic. It also provides for the Engines to immediately initiate interior firefighting operations on structure fire calls, while complying with Occupational Safety and Health Administration requirements for a two-person stand-by rescue team. This action not only improves ALS response times, but it also increases overall efficiencies within OCFA by decreasing the number of other support units that would otherwise be dispatched.
- ***Address the Impact of Post-Traumatic Stress Disorder (PTSD) in OCFA Personnel*** – OCFA took a big step forward in this endeavor in October 2017, when the Board approved a Behavioral Health Services contract. This contract was the result of our Joint Labor

Management team, who established a workgroup to conduct a gap analysis between organizational needs and programs in place at the time. Sadly the need for this contract was acutely felt when OCFA experienced the impact of a fire department suicide on December 13, 2016. This was not an isolated event. Firefighters in the United States are three times more likely to die by suicide than by line of duty deaths, according to the National Fallen Firefighters Foundations (NFFF), an organization chartered by Congress to honor and provide support to the families of firefighters killed on the job. Through the establishment of this contract service, OCFA is better positioned to provide employees the kind of support needed for the unique stressors experienced by those working in the fire and emergency services field.

- ***Improve Operational Readiness of Air Operations Program*** - On June 28, 2018, the Board approved enhancements to the Air Operations program which increased our fire operational capabilities. By adding fire pilot and mechanic positions, we are now able to staff a second helicopter for 10 hours-a-day, 365 days-a-year. As air resources, such as our helicopters, play such a vital role in the initial attack of a wildland fire, we are now much better positioned to achieve our goal of containing 95% of all fires to 10 acres or less.
- ***After Action Reviews of the Canyon Fires*** – On March 28, 2018, the Board received and filed an Independent Review of the Canyon Fires and on April 26, 2018, they approved an After Action Review. Both reviews provided insights into actions taken by OCFA during the Canyon Fires, and recommendations for OCFA to evaluate for future implementation, based on lessons learned during the Canyon Fire and Canyon 2 Fire.

Priorities Established for the FY 2018/19 Budget Cycle

The OCFA's Executive Management Team identified three primary goals for OCFA to continuously pursue in our ongoing efforts to build a strong future and deliver excellent service. These goals are as follows:

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

In order to pursue progress for these three goals, the following priorities have been established for the FY 2018/19 budget cycle:

- ***Organizational Structure*** – During this fiscal year, we will be implementing organizational structure changes, as approved by the Board. The goal is to better align the work efforts with our mission and evolving emergency response parameters and priorities; an Emergency Medical Service department has been established to that end. The organization will be divided into two large Bureaus headed by two Deputy Chief Positions reporting directly to me. Although the changes will take months to implement fully, the process has begun. I am optimistic the changes will result in increased efficiency and effectiveness of the services we provide to the communities we serve.
- ***Continue the Snowball Plan to Paydown OCFA’s Unfunded Pension Liability*** – This multi-year goal continues to be a priority for OCFA until we reach the Board’s target of 85% funding of our pension liability. We have budgeted \$9.2 million in voluntary payments towards this goal this fiscal year.
- ***Implement Improvements Based on Lessons Learned from Canyon Fires*** – On May 24, 2018, the Board approved the Implementation Plan for the Canyon 2 Fire. Consisting of 95 separate recommendations, the implementation plan was designed to identify processes and parties responsible for the process, which would improve mitigation, prevention, and response to future wildfires. Progress updates will be provided to the Executive Committee as part of the Fire Chief’s report.
- ***Improve Collaboration of Air Operations programs between Orange County Sheriff’s Department and OCFA*** – Both OCFA and the Orange County Sheriff’s Department (OCSD) run Air Operations units on a 24/7 basis. During the past two years, operational conflicts have arisen which negatively impacted the working relationships between the agencies. It is my intention to resolve the differences and build a collaborative working relationship. I further intend to establish short and long-term goals designed to support a working Interagency Operating Plan that will ensure both agencies function as a unified team, providing exceptional public service regardless of the mission type.
- ***Develop and Implement a Cancer Awareness and Prevention Program.*** It’s become increasingly understood that firefighters face a higher risk of being diagnosed and dying from cancer than the general U.S. population. In fact, since 2002, 61% of career firefighter line-of-duty deaths were attributed to cancer, according to the International Association of Fire Fighters. In 2018, the President signed a law establishing a national cancer registry specifically for firefighters. Recognizing the need for educating our workforce, during this fiscal year OCFA will develop and implement a program designed to raise awareness about steps that can be taken towards preventing cancer.
- ***Focus on Fiscal Health and Address Equity Issues*** – During the final month of FY 2017/18, the Cities of Placentia and Irvine provided notice to OCFA of their intention to withdraw from OCFA at the end of June 2020. During this next fiscal year, our efforts will be focused on negotiating with both Cities to identify solutions we can reasonably offer that might cause the cities to rescind their notices of withdrawal.

- ***Initiate Projects to Enhance Facilities*** – With 72 fire stations in OCFA’s jurisdiction, enhancement of our facilities is an ongoing priority. During this fiscal year, we will seek to identify sites and develop plans to replace Fire Stations 9 (Mission Viejo) and 10 (Yorba Linda), stabilize Fire Stations 42 (Lake Forest) and 49 (Laguna Niguel), upgrade bathroom accommodations in up to two stations, install new fire alarm systems in up to three stations, and pursue enhancements to physical security features in our stations and the Regional Fire Operations & Training Center.
- ***Initiate Projects to Enhance Technologies*** – OCFA remains focused on cyber-security, safety to personnel and systems, and leveraging emerging technologies to enhance our services. Technology projects during the fiscal year will have a heavy focus on security, as well as upgrades and replacements of existing technology systems.
- ***Mission Driven Culture Training*** – As the Fire Chief, one of my top priorities is improving operational culture and leader development. As such, during this fiscal year, we will be conducting workforce and leadership training designed for the fire service culture and environment unique to our field. Provided by the International Association of Fire Chiefs, the training program curriculum is designed to build adaptiveness, cohesiveness, and resiliency within fire service organizations. The program has been approved by the Department of Homeland Security and the Federal Emergency Management Agency, through the California Office of Emergency Services.
- ***Transition to Lexipol Policy Management and Training System*** – During this fiscal year, we will also move to a web-based delivery platform and Mobile App to house the OCFA policy manual and updates. This change will also provide the opportunity to conduct daily training bulletins through 2-minute daily training exercises, designed to help personnel learn and apply agency policy content. Further, this system provides for continuous review of new laws, case law and best practices in the field, resulting in policy guidance and updates specific to California law and regulations.

Total Budget Overview

The total revenue budget for FY 2018/19 is \$393,858,112 and total expenditures are \$376,704,857. The OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures including the Contingency Fund Balance. The Contingency Fund Balance is a set aside of 10% of the General Fund operating expenditures, to be used in unplanned emergency situations, per the Financial Stability Budget policy. The budget also includes a one-time payment of approximately \$9.2 million to OCERS to pay-down the UAAL.

In past years, any annual surplus in the General Fund was transferred to the Capital Improvement Project (CIP) funds at the start of the fiscal year. The surplus was designed to fund the Capital Improvement Projects for that fiscal year, and up to the entire five years

of the CIP plan. Starting in FY 2017/18, the Board of Directors approved an update to the Financial Stability Budget Policy, which changed the allocation and timing of the General Fund surplus transfer to the Mid-Year Budget Adjustment. Instead of the full amount of the surplus being transferred to the CIP funds, 50% would be transferred to the CIP and 50% to pay down OCFA's unfunded liabilities. As part of the FY 2018/19 Budget Adoption process, the Board approved another update to the Policy, which allowed operating transfers of the General Fund surplus at the onset of the fiscal year in sufficient amount to prevent the CIP fund from experiencing a negative fund balance during the fiscal year. This updated policy was employed for FY 2018/19 to transfer approximately \$5.2 million in General Fund surplus to the CIP funds.

General Fund Budget Overview

General Fund revenue for FY 2018/19 is budgeted at \$394 million, and expenditures are budgeted at \$377 million, including a one-time adjustment of approximately \$9.2 million to pay down the UAAL. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing and one-time operating expenditures.

The table on the following page depicts the General Fund revenues over three fiscal periods. For comparison purposes.

<i>Revenue</i>	2016/17 Actual	2017/18 Adjusted	2018/19 Adopted
Budget	\$372,444,580	\$389,565,818	\$393,858,112
Dollar Change		17,121,238	4,292,294
Percentage Change		4.39%	1.09%

Property tax represents the largest revenue category at approximately 66% of the General Fund's total revenue, or \$260.0 million. As a category, it is projected to increase by approximately 6.25% in FY 2018/19. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 6.11% based on an annual property tax study prepared by Rosenow Spevacek Group Inc.

The next largest revenue category, Charges for Current Services, represents 28.3% of the General Fund's revenues at approximately \$111.4 million. The category is estimated to increase by 4.75%. The projected increase is based primarily on a 4.5% 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 \$20.3 million, a 28.97% increase from the FY 2017/18 adopted budget. This is primarily due to a contract increase from CAL FIRE for State Responsibility Area (SRA) Wildland suppression responsibility, as well as growth in the Community Redevelopment Agency pass-through revenues.

Interest revenue (Use of Money and Property) of approximately \$1.03 million is based on estimated cash flows and a projected interest rate of 2.0%.

Expenditures

	2016/17	2017/18	2018/19
	Actual	Adjusted	Adopted
Budget	\$353,262,601	\$399,196,073	\$376,704,857
Dollar Change		45,933,472	(22,491,216)
Percentage Change		11.51%	-5.97%

**Expenditure increases in the 2017/18 adjusted budget were primarily a result of one-time increases related to assistance-by-hire overtime, retiree medical trust payment, and supplies and equipment purchases.*

Salaries and Employee Benefits (S&EB) total approximately \$336.3 million in FY 2018/19, or a 4.46% increase compared to the adopted FY 2017/18 budget. The increase is due primarily to the addition of new and unfrozen positions and increases from approved MOUs.

Services & Supplies total approximately \$29.3 million in FY 2018/19, a 2.74% increase from the adopted FY 2017/18 budget.

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 nine positions throughout the organization. The Summary of Regular Positions by Department includes the remaining frozen positions.

A total of four positions are not funded in the FY 2018/19 adopted budget and include: one Management Analyst position in Property Management and three administrative fire captains. Three and a half Urban Search & Rescue (US&R) positions, namely one Battalion Chief, one Senior Fire Equipment Technician, and one and a half Fire Equipment Technicians will be funded with the regular annual US&R Grant funds received during the fiscal year.

CIP Funds Overview

The Capital Improvement Program budget for FY 2018/19 is \$34.1 million. Revenues for the CIP funds during this budget cycle include interest and contributions from Cash Contract cities. Use of fund balance and transfers from the General Fund are also necessary for several of the CIP funds.

Significant projects in the CIP funds include the following:

General Fund CIP (Fund 12110)

- The budget of approximately \$4.1 million funds projects including replacement of thermal imaging cameras, various station bathroom remodels, routine replacement of personal computers and printers; network servers; and fire station alarm upgrades.

Fire Stations and Facilities (Fund 123)

- The approximately \$14.1 million budget funds the replacement of Fire Station 9 in Mission Viejo and Fire Station 10 in Yorba Linda; the expansion and upgrades of the RFOTC Training Grounds; and infrastructure security enhancements at the RFOTC.

Communications and Information Systems (Fund 124)

- The budget of approximately \$7.7 million will fund the 800 MHz Countywide Coordinated Communication System Upgrade, and projects related to systems development and support such as the replacement of the CRR – Integrated Fire Prevention application and the Orange County Fire Incident Reporting System replacement.

Fire Apparatus (Fund 133)

- Approximately \$8.1 million has been included in the FY 2018/19 budget for the replacement of six Type 1 Engines, an air utility vehicle, two battalion chief command vehicles, and two dozer tenders. One Type 1 Engine and a Paramedic Squad are funded by development agreements. Finally, 15 support vehicles and the final lease-purchase payment on two of our helicopters are also included in the budget for this fund.

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.

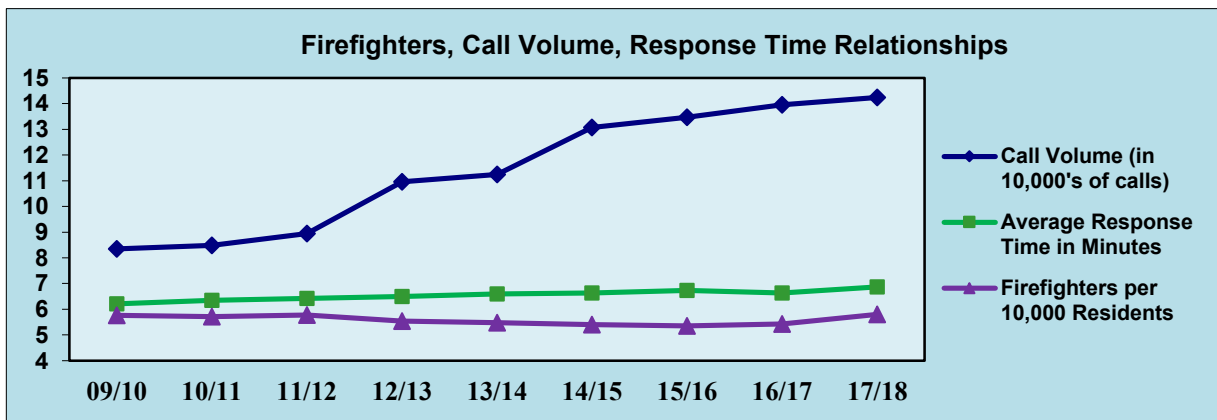
In order to maintain a balanced Five-Year Financial Forecast, staff continues to aggressively pursue the following measures:

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

Service Delivery

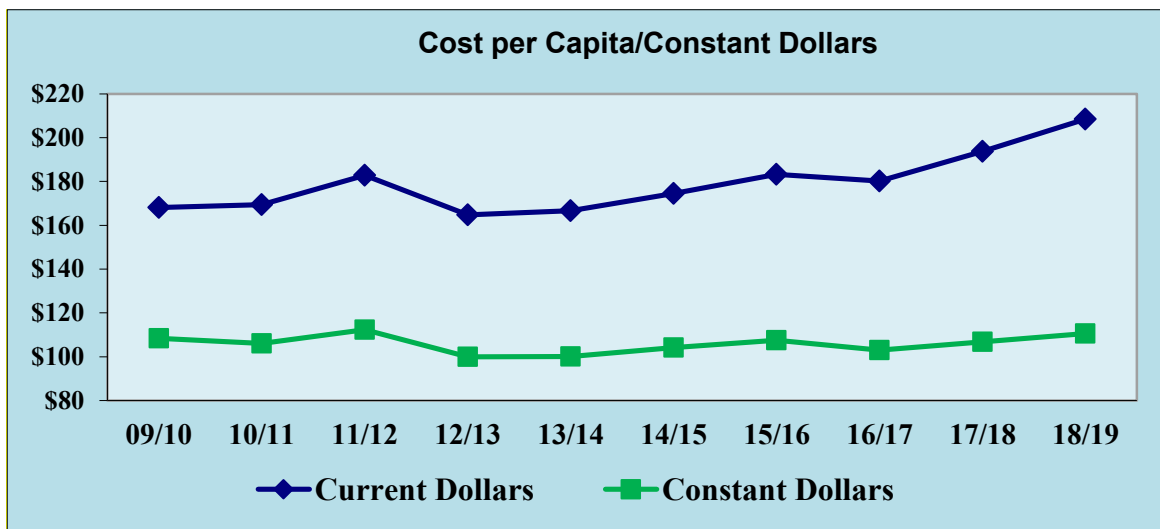
The graph below shows that our ratio of firefighters per 10,000 residents increased slightly last year. This follows a sustained decrease of the firefighter to resident ratio covering the prior ten years (on average 0.6% per year). During this same time frame, our emergency call load has increased by 72%. 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 times, which measures the elapsed time between 9-1-1 answer and the first fire department unit arrival, is 7:58 (80th percentile) and 9:17 (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 more inclusive and accurate data has established a new baseline for OCFA in measuring future response time improvements.



Cost per Capita

The following graph reflects the impact of staffing and demographic changes that have occurred during the ten-year period. The increase in the FY 2011/12 cost per capita is due to population adjustments resulting from the 2010 census resulting in a net decrease of 3.4% in the OCFA service population. The drop in FY 2012/13 is due mainly to the increase in service population with the addition of Santa Ana, which added more than 300,000 residents. The higher cost per capita in FYs 2017/18 and 2018/19 is primarily due to higher salary and retirement costs due to staffing restorations, MOU changes and proactive action of the Board of Directors in July 2017 to reduce firefighter overtime and forced hires. This July 2017 action unfroze and funded a total of 53 additional firefighter positions on top of the positions added in the FY 2017/18 budget adoption process.



Comparison to other Fire Service Districts

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

Metro Fire serves a population of approximately 738,000 in a 358-square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire's case, 70% of their revenue is derived from property tax, while in OCFA's case the number is approximately 66%. The OCFA serves a population of approximately 1.8 million stretching over 576 square miles.

Metro Fire's General Fund expenditure budget for FY 2018/19 is approximately \$204 million, while OCFA's is \$377 million. This results in a spending ratio of approximately \$276 per capita for Metro Fire and \$209 per capita for OCFA.

Customer Satisfaction

During FY 2017/18, more than 17,000 customer satisfaction surveys were distributed with an approximately 14% return response rate. Overall satisfaction was rated at over 97%; ratings have continued to be between 97% and 98% for the last ten years. These repeated high ratings demonstrate that our communities place a high value on the quality of the OCFA's services, and we continue to meet or exceed service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the tenth time to the Orange County Fire Authority for its FY 2017/18 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 2018/19 budget for award consideration.

Acknowledgments

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

Respectfully,

Brian Fennessy
Fire Chief

Budget Adoption – Board of Directors Meeting of May 24, 2018



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.

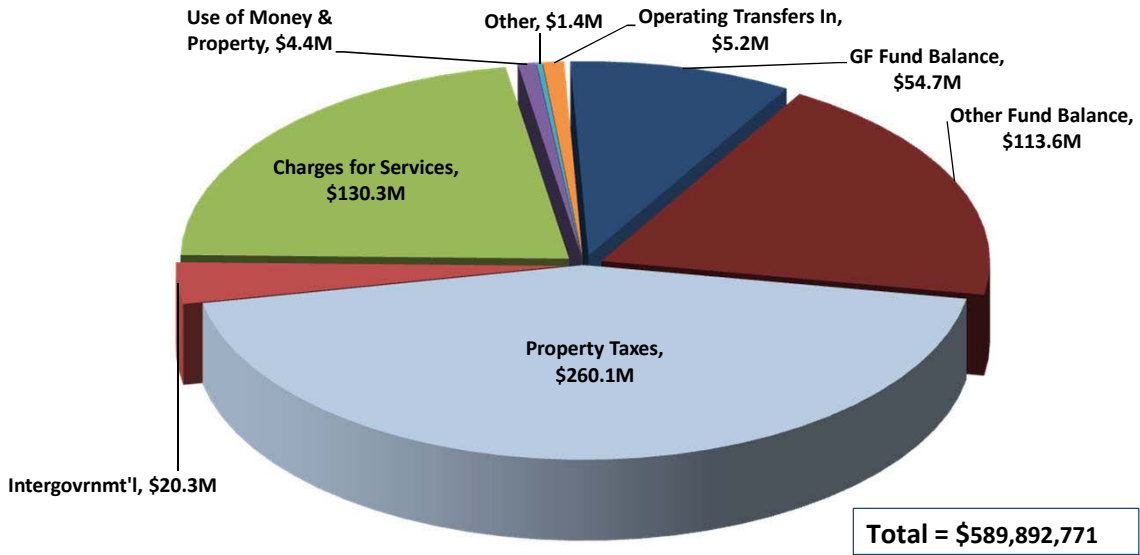
Budget Summary



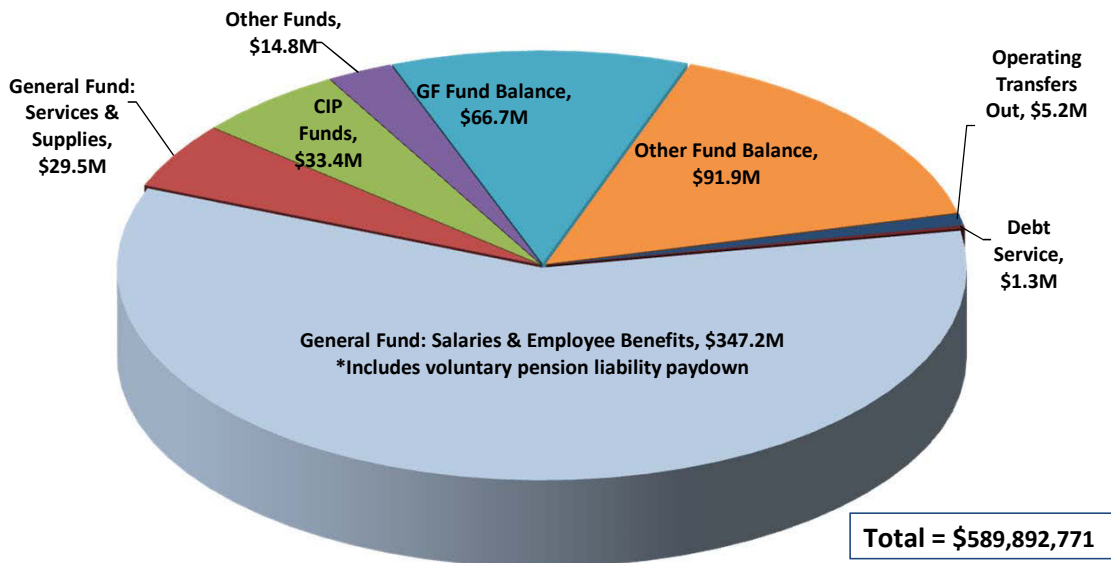


**FY 2018/19 Funding Sources and Uses
All Funds**

Where the Money Originates



Where the Money Goes



FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY COMBINED ADOPTED BUDGET SUMMARY FY 2018/19

	121 General Fund	12110 ⁽¹⁾ General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems
FUNDING SOURCES				
Property Taxes	\$260,069,047	-	-	-
Intergovernmental	20,286,643	-	-	-
Charges for Current Services	111,444,977	-	-	-
Use of Money & Property	1,036,063	-	531,056	136,770
Other	1,021,382	-	361,800	-
Total Revenue & Other Financing Sources	393,858,112	-	892,856	136,770
Operating Transfer In ⁽²⁾	-	3,053,761	-	150,000
Beginning Fund Balance	54,705,369	1,067,939	22,800,150	7,450,615
TOTAL AVAILABLE RESOURCES	\$448,563,481	\$4,121,700	\$23,693,006	\$7,737,385
EXPENDITURES				
Salaries & Employee Benefits	\$336,309,298	-	-	-
Services & Supplies	29,316,916	-	-	-
Capital Outlay	159,000	4,121,700	14,120,000	7,734,148
Debt Service	-	-	-	-
Subtotal Expenditures	365,785,214	4,121,700	14,120,000	7,734,148
One-time/Grant expenditures	1,752,246	-	-	-
UAAL Paydown	9,167,397	-	-	-
Total Expenditures & Other Uses	376,704,857	4,121,700	14,120,000	7,734,148
Appropriation for Contingencies	3,000,000	-	-	-
Operating Transfer Out ⁽²⁾	5,203,761	-	-	-
Ending Fund Balance	63,654,863	-	9,573,006	3,237
TOTAL FUND COMMITMENTS & FUND BALANCE	\$448,563,481	\$4,121,700	\$23,693,006	\$7,737,385

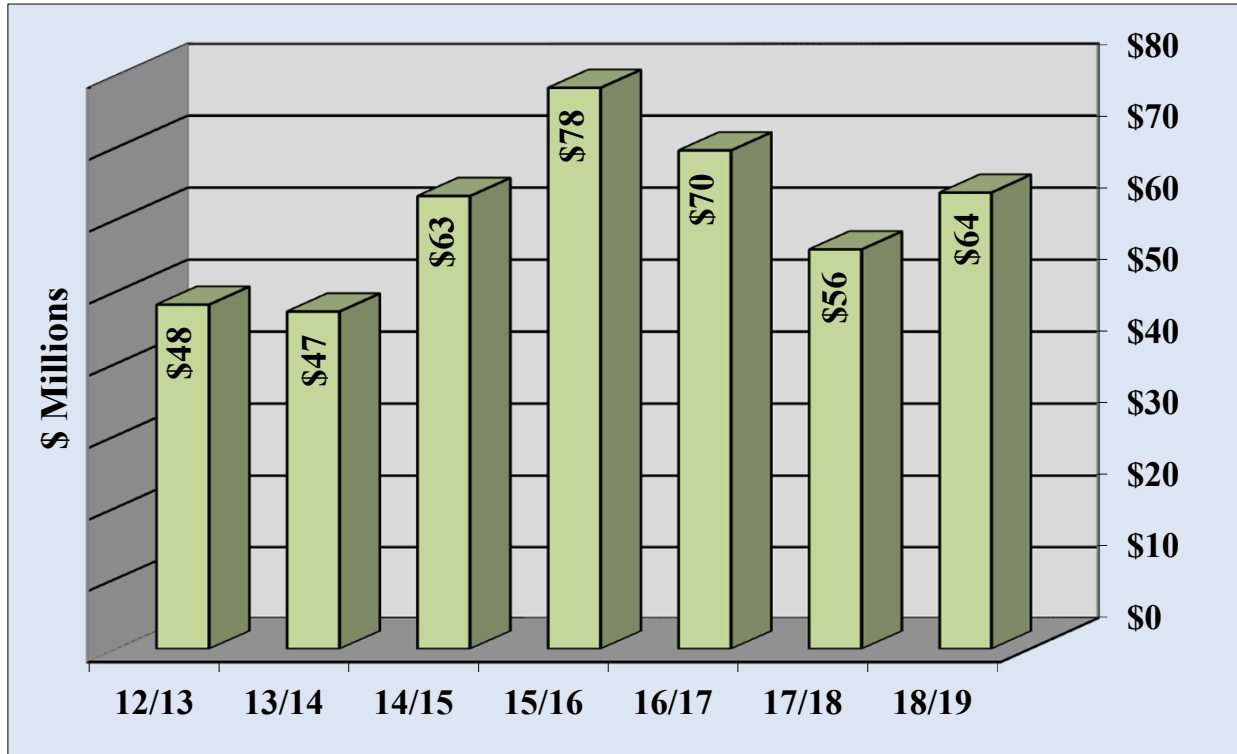
(1) Project related budgets segregated for operational budget clarity purposes.

(2) Operating transfers will be reconciled per the net General Fund surplus calculation at the Mid-year Budget adjustment, consistent with the updated Financial Stability Budget Policy.

**ORANGE COUNTY FIRE AUTHORITY
COMBINED ADOPTED BUDGET SUMMARY
FY 2018/19**

	133 Fire Apparatus	171 SFF Entitlement	190 Self- Insurance	OCFA Total
FUNDING SOURCES				
Property Taxes	-	-	-	\$260,069,047
Intergovernmental	-	-	-	20,286,643
Charges for Current Services	1,446,217	-	17,366,238	130,257,432
Use of Money & Property	856,452	15,425	1,781,815	4,357,581
Other	-	-	-	1,383,182
Total Revenue & Other Financing Sources	2,302,669	15,425	19,148,053	416,353,885
Operating Transfer In ⁽²⁾	2,000,000	-	-	5,203,761
Beginning Fund Balance	4,006,947	1,013,360	77,290,745	168,335,125
TOTAL AVAILABLE RESOURCES	\$8,309,616	\$1,028,785	\$96,438,798	\$589,892,771
EXPENDITURES				
Salaries & Employee Benefits	-	-	-	\$336,309,298
Services & Supplies	-	525,336	14,760,398	44,602,650
Capital Outlay	6,880,089	-	-	33,014,937
Debt Service	1,265,862	-	-	1,265,862
Subtotal Expenditures	8,145,951	525,336	14,760,398	415,192,747
One-time/Grant expenditures	-	-	-	1,752,246
UAAL Paydown	-	-	-	9,167,397
Total Expenditures & Other Uses	8,145,951	525,336	14,760,398	426,112,390
Appropriation for Contingencies	-	-	-	3,000,000
Operating Transfer Out ⁽²⁾	-	-	-	5,203,761
Ending Fund Balance	163,665	503,449	81,678,400	155,576,620
TOTAL FUND COMMITMENTS & FUND BALANCE	\$8,309,616	\$1,028,785	\$96,438,798	\$589,892,771

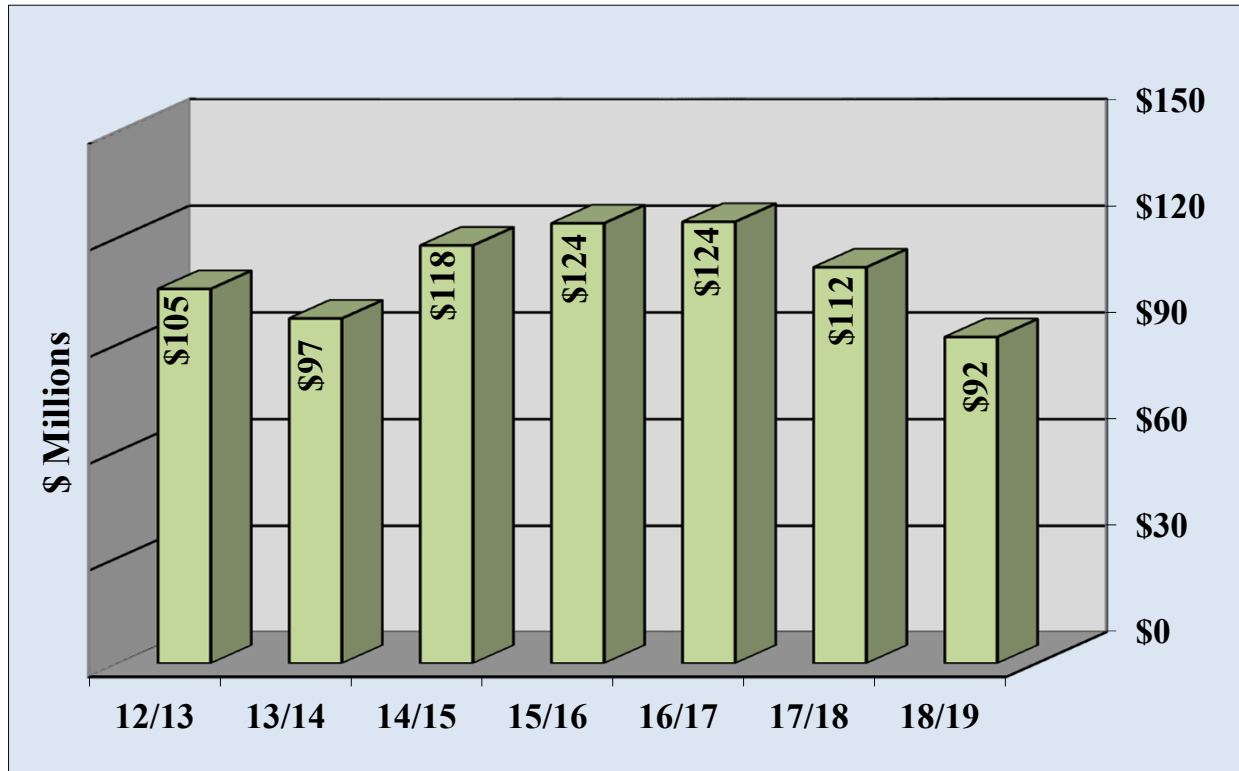
Ending Fund Balances General Fund



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. Ending fund balance increased in FY 2015/16 due to budget savings which was used to paydown the UAAL in FY 2016/17.

Note: FY 2012/13 through FY 2016/17 are based on actuals, and FY 2017/18 through FY 2018/19 are budget figures. Refer to page 74 to review chart of contingency reserves.

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. 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 replacements of the following: Computer Aided Dispatch system; the 800 MHz Countywide Coordinated Communications System; the CRR - Integrated Fire Prevention application and the Incident Reporting application, emergency and support vehicles. Other projects include the acquisition and improvements of the US&R Warehouse; and construction of Fire Station 56 (Rancho Mission Viejo); projects in FY 2018/19 includes the replacement of Station 9 (Mission Viejo), and Station 10 (Yorba Linda), and the expansion and upgrade of the RTOTC Training Grounds. The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year.

Note: FY 2012/13 through FY 2016/17 are based on actuals, and FY 2017/18 through FY 2018/19 are budget figures.

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY BUDGET SUMMARY - ALL FUNDS

REVENUES AND EXPENDITURES BY FUND TYPE

FY 2012/13 - FY 2018/19

Fund No.	Fund Type	Fund Description	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Actual	FY 2015/16 Actual
Available Fund Balances - July 1			\$157,498,177	\$172,407,421	\$170,687,008	\$168,178,374
REVENUES						
121	General	General Fund	\$308,982,925	\$308,084,446	\$330,232,488	\$351,431,518
122	Capital Projects	Facilities Maintenance & Improv	276,705	311,980	826,075	-
123	Capital Projects	Fire Stations & Facilities	612,571	1,437,449	7,974,165	3,492,661
124	Capital Projects	Communications & Info Systems	136,020	239,294	311,007	424,470
133	Capital Projects	Fire Apparatus	2,284,009	1,617,354	2,152,013	1,745,326
171	Other	SFF Entitlement	(907)	6,825	2,643	3,510
190	Other	Self Insurance	9,850,534	13,138,561	14,016,519	13,117,369
201	Debt Service	Debt Service	-	-	-	-
TOTAL REVENUES - ALL FUNDS			\$322,141,857	\$324,835,907	\$355,514,910	\$370,214,854
EXPENDITURES						
121	General	General Fund Departments:				
		Executive Management	\$9,756,556	\$11,185,514	\$11,224,859	\$11,555,586
		Human Resources	N/A	N/A	N/A	N/A
		Emergency Medical Services & Training	N/A	N/A	N/A	N/A
		Command and Emergency Planning	N/A	N/A	N/A	N/A
		Operations	232,599,505	233,761,173	240,403,063	250,182,843
		Special Operations	N/A	N/A	N/A	N/A
		Community Risk Reduction	11,450,914	13,652,799	14,058,785	15,329,443
		Organizational Planning	N/A	N/A	1,279,240	1,756,508
		Business Services	11,417,414	21,451,192	40,770,226	28,834,536
		Logistics (prev Support Services)	22,484,807	21,858,811	25,305,352	27,934,726
		Sub-total General Fund	287,709,196	301,909,489	333,041,526	335,593,643
12110	Capital Projects	General Fund CIP	-	-	775,832	1,084,433
122	Capital Projects	Facilities Maintenance & Improv	957,441	1,300,881	(27,443)	-
123	Capital Projects	Fire Stations & Facilities	63,863	7,202,513	6,312,389	137,655
124	Capital Projects	Communications & Info Systems	5,215,470	3,560,884	519,009	90,188
133	Capital Projects	Fire Apparatus	5,566,811	5,976,390	11,051,007	4,367,358
171	Other	SFF Entitlement	103,722	490,367	95,996	110,312
190	Other	Self Insurance	6,011,212	5,447,416	6,443,251	7,892,111
201	Debt Service	Debt Service	-	-	-	-
TOTAL EXPENDITURES - ALL FUNDS			\$305,627,715	\$325,887,940	\$358,211,567	\$349,275,701
Net Operating Transfers In (Out)			-	-	-	-
Adjustments (a)			(1,604,898)	(668,380)	188,024	13,012,443
Available Fund Balances - June 30			\$172,407,421	\$170,687,008	\$168,178,374	\$202,129,971
% Fund Balance increase (decrease) from prior yr (b)			9.47%	-1.00%	-1.47%	20.19%

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.

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2012/13 - FY 2018/19

Fund No.	Fund Type	Fund Description	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget
Available Fund Balances - July 1			\$202,129,971	\$196,555,826	\$170,873,792
REVENUES					
121	General	General Fund	\$372,444,560	\$389,565,819	\$393,858,112
122	Capital Projects	Facilities Maintenance & Improv	-	-	-
123	Capital Projects	Fire Stations & Facilities	1,224,108	1,553,099	892,856
124	Capital Projects	Communications & Info Systems	323,632	440,528	136,770
133	Capital Projects	Fire Apparatus	1,640,905	1,826,547	2,302,669
171	Other	SFF Entitlement	3,169	13,360	15,425
190	Other	Self Insurance	11,857,781	17,892,308	19,148,053
201	Debt Service	Debt Service	-	-	-
TOTAL REVENUES - ALL FUNDS			\$387,494,154	\$411,291,661	\$416,353,885
EXPENDITURES					
121	General	General Fund Departments:			
		Executive Management	\$3,677,086	\$15,600,986	\$4,817,408
		Human Resources	N/A	N/A	8,904,049
		Emergency Medical Services & Training	N/A	N/A	8,262,278
		Command and Emergency Planning	N/A	N/A	7,768,803
		Operations	264,804,785	299,685,013	274,783,173
		Special Operations	N/A	N/A	13,702,199
		Community Risk Reduction	15,717,388	11,419,634	10,417,337
		Organizational Planning	10,773,820	N/A	N/A
		Business Services	29,028,898	36,003,884	19,368,028
		Logistics (prev Support Services)	29,260,624	36,486,556	28,681,582
		Sub-total General Fund	353,262,601	399,196,073	\$376,704,857
12110	Capital Projects	General Fund CIP	5,288,854	3,111,074	4,121,700
122	Capital Projects	Facilities Maintenance & Improv	-	-	-
123	Capital Projects	Fire Stations & Facilities	1,124,079	2,598,490	14,120,000
124	Capital Projects	Communications & Info Systems	7,373,476	4,250,516	7,734,148
133	Capital Projects	Fire Apparatus	15,878,201	11,290,499	8,145,951
171	Other	SFF Entitlement	37,981	549,651	525,336
190	Other	Self Insurance	10,202,005	15,977,392	14,760,398
201	Debt Service	Debt Service	-	-	-
TOTAL EXPENDITURES - ALL FUNDS			\$393,167,197	436,973,695	426,112,390
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			98,898	-	-
Available Fund Balances - June 30			\$196,555,826	\$170,873,792	\$161,115,287
% Fund Balance increase (decrease) from prior yr (b)			-2.76%	-13.07%	-5.71%

Notes:

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

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

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY BUDGET SUMMARY - ALL FUNDS

FY 2012/13 - FY 2018/19

REVENUES AND EXPENDITURES BY CATEGORY

	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Actual
REVENUES			
Property Taxes	\$181,720,252	\$190,873,686	\$205,141,237
Intergovernmental	28,883,650	19,111,811	23,565,213
Charges for Current Services	105,796,763	97,705,186	115,812,691
Use of Money and Property	(20,556)	932,281	841,513
Other	5,761,748	16,212,943	10,154,256
Issuance of Capital Lease	-	-	-
TOTAL REVENUES	\$322,141,857	\$324,835,907	\$355,514,910
EXPENDITURES			
Salaries & Employee Benefits	\$265,194,627	\$269,959,939	\$299,800,664
Services & Supplies	31,305,907	\$40,497,227	\$39,631,796
Capital Outlay	6,595,458	\$12,899,051	\$18,450,024
Debt Service	2,531,723	\$2,531,723	\$329,083
Refinanced Debt	-	-	-
TOTAL EXPENDITURES	\$305,627,715	\$325,887,940	\$358,211,567

REVENUES AND EXPENDITURES BY MAJOR AND NONMAJOR FUNDS

	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Actual
REVENUES			
General Fund	\$308,982,925	\$308,084,446	\$330,232,488
Other Governmental Funds	13,158,932	16,751,462	25,282,422
TOTAL REVENUES	\$322,141,857	\$324,835,907	\$355,514,910
EXPENDITURES			
General Fund	\$287,709,196	\$301,909,489	\$333,817,358
Other Governmental Funds	17,918,519	23,978,451	24,394,209
TOTAL EXPENDITURES	\$305,627,715	\$325,887,940	\$358,211,567

Note:

Only the General Fund qualifies as a major fund.

Budget Summary

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

FY 2012/13 - FY 2018/19

REVENUES AND EXPENDITURES BY CATEGORY

	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget
REVENUES				
Property Taxes	\$219,840,417	\$232,832,738	\$244,761,645	\$260,069,047
Intergovernmental	25,978,081	\$29,069,065	33,124,464	20,286,643
Charges for Current Services	116,560,027	\$117,505,525	124,627,776	130,257,432
Use of Money and Property	1,671,316	\$1,257,156	2,381,955	4,357,581
Other	6,165,014	\$6,829,670	6,395,821	1,383,182
Issuance of Capital Lease	-	-	-	-
TOTAL REVENUES	\$370,214,854	\$387,494,154	\$411,291,661	\$416,353,885
EXPENDITURES				
Salaries & Employee Benefits	\$307,143,676	\$320,951,902	\$359,115,010	\$345,476,695
Services & Supplies	36,377,204	49,632,198	56,818,067	46,354,896
Capital Outlay	5,031,636	22,583,098	18,508,895	33,014,937
Debt Service	723,186	2,531,723	2,531,723	1,265,862
Refinanced Debt	-	-	-	-
TOTAL EXPENDITURES	\$349,275,701	395,698,920	\$436,973,695	\$426,112,390

REVENUES AND EXPENDITURES BY MAJOR

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget	FY 2018/19 Budget
REVENUES				
General Fund	\$351,431,518	\$ 372,444,560	\$ 389,565,819	\$ 393,858,112
Other Governmental Funds	18,783,337	15,049,594	21,725,842	22,495,773
TOTAL REVENUES	\$370,214,854	\$387,494,154	\$411,291,661	\$416,353,885
EXPENDITURES				
General Fund	\$336,678,076	\$358,551,455	\$402,307,147	\$380,826,557
Other Governmental Funds	12,597,625	34,615,742	34,666,548	45,285,833
TOTAL EXPENDITURES	\$349,275,701	\$393,167,197	\$436,973,695	\$426,112,390

Note:

Only the General Fund qualifies as a major fund.

Five-Year Financial Forecast

Five-year financial forecasts are provided in conjunction with budget development in order to assist management and the Board of Directors in assessing proposed budgetary decisions. The forecast model is based on the FY 2018/19 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 2018/19 would result in a \$1.4M increase to ending fund balance available in FY 2022/23 and an \$11.1M increase in UAAL paydown from General Fund Surplus.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2018/19 would result in a \$4.0M increase to ending fund balance available in FY 2022/23 and a \$15.6M increase in UAAL paydown from General Fund Surplus.
 - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2018/19 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$3.1M increase to the General Fund Surplus in FY 2022/23.

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 2017/18	PROJECTED FY 2018/19	PROJECTED FY 2019/20	PROJECTED FY 2020/21	PROJECTED FY 2021/22	PROJECTED FY 2022/23
A. BEGINNING FUND BALANCE [b]	193,642,194	168,335,126	153,751,188	147,790,180	152,907,071	158,942,804
GENERAL FUND REVENUES						
Property Taxes	244,761,645	260,069,047	273,491,217	282,399,389	291,535,872	301,288,794
State Reimbursements	5,764,627	6,974,627	6,974,627	6,974,627	6,974,627	6,974,627
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	17,416,844	888,606	414,683	-	-	-
Community Redevelopment Agency Pass-thru	9,842,993	12,323,410	13,168,306	13,828,213	14,341,206	20,754,426
Cash Contracts	96,160,664	100,484,466	105,566,132	110,278,893	114,156,611	117,629,786
Community Risk Reduction Fees	6,145,787	6,925,735	6,925,735	6,925,735	6,925,735	6,925,735
ALS Supplies & Transport Reimbursement	3,929,330	3,929,330	3,929,330	3,929,330	3,929,330	3,929,330
Interest Earnings	562,353	1,036,063	1,274,896	1,297,925	1,334,382	1,364,418
Other Revenue	4,881,576	1,126,828	1,126,828	1,126,828	1,126,828	1,126,828
Unencumbered Fund Balance for Paydown of UAAL	13,174,516	-	-	-	-	-
TOTAL REVENUES	402,740,335	393,858,112	412,971,754	426,860,940	440,424,592	460,093,944
GENERAL FUND EXPENDITURES						
New Positions for New Stations	-	-	-	5,646,931	12,923,134	13,905,870
Employee Salaries	201,829,971	210,299,094	213,785,220	218,632,256	223,602,200	228,012,855
Retirement - Regular Annual Payments	72,266,355	75,782,826	76,033,786	77,518,960	79,050,952	80,613,221
Retirement - Paydown of UAAL (Rate Savings)	1,886,420	3,167,397	1,648,658	2,368,859	3,279,280	4,787,217
Retirement - Paydown of UAAL (Unencumb. Funds)	13,174,516	-	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	1,000,000	1,000,000	1,000,000	-	-
Retirement - Paydown of UAAL (\$1M per Year, Increasing)	3,000,000	5,000,000	7,000,000	9,000,000	11,000,000	13,000,000
Workers' Comp Transfer out to Self-Ins. Fund	16,927,039	17,366,238	17,830,032	18,293,826	19,794,723	20,388,565
Other Insurance	28,159,824	29,856,185	31,602,366	33,461,194	35,440,834	37,550,114
Medicare	2,772,659	3,004,955	3,054,484	3,114,713	3,176,132	3,238,765
One-Time Grant/ABH Expenditures	14,877,843	-	-	-	-	-
Salaries & Employee Benefits	355,894,627	345,476,695	351,954,546	369,036,739	388,267,256	401,496,606
Services & Supplies/Equipment	41,177,245	31,228,162	29,921,665	31,375,428	30,477,903	31,000,128
New Station/Enhancements S&S Impacts	-	-	-	290,160	683,120	747,590
One-Time Grant Expenditures	1,254,160	-	-	-	-	-
TOTAL EXPENDITURES	398,326,032	376,704,857	381,876,211	400,702,327	419,428,279	433,244,324
NET GENERAL FUND REVENUE	4,414,303	17,153,256	31,095,543	26,158,613	20,996,312	26,849,620
B. Incremental Increase in GF 10% Contingency	3,049,187	5,469,229	469,009	1,610,591	1,681,553	1,030,811
GENERAL FUND SURPLUS / (DEFICIT)	1,365,116	11,684,027	30,626,534	24,548,021	19,314,759	25,818,809
C. Operating Transfers (from) Operating Contingency						
Transfers to CIP Funds from General Fund Surplus	870,041	5,842,013	18,731,523	16,480,450	11,780,866	12,909,405
One-Time Paydown of UAAL from General Fund Surplus	870,041	5,842,013	11,895,011	8,067,571	7,533,893	12,909,405
Capital Improvement Program/Other Fund Revenues						
Interest Earnings	1,819,602	3,321,518	2,187,031	2,154,311	2,245,895	2,448,737
State/Federal Reimbursement	-	-	-	-	-	-
Cash Contracts	1,310,005	1,446,220	1,489,608	1,534,297	1,580,326	1,627,735
Developer Contributions	1,103,400	1,016,577	1,774,683	797,261	821,178	-
Workers' Comp Transfer in from GF	16,927,039	17,366,238	17,830,032	18,293,826	19,794,723	20,388,565
Miscellaneous	565,796	361,800	-	-	-	-
Operating Transfers from General Fund Surplus	870,041	5,842,013	18,731,523	16,480,450	11,780,866	12,909,405
Total CIP, W/C, Other Revenues	22,595,883	29,354,366	42,012,877	39,260,145	36,222,988	37,374,441
Capital Improvement Program/Other Fund Expenses						
Fund 12110 - General Fund CIP	3,111,074	4,121,700	2,903,700	5,020,700	3,340,100	1,302,900
Fund 123 - Fire Stations and Facilities	2,514,115	14,120,000	19,350,000	9,175,000	7,000,000	-
Fund 124 - Communications & Information Systems	4,334,891	7,734,148	3,046,511	540,000	-	-
Fund 133 - Fire Apparatus	11,290,499	8,145,951	7,805,871	4,913,273	4,714,815	5,299,737
Sub-Total CIP Expenses	21,250,579	34,121,799	33,106,082	19,648,973	15,054,915	6,602,637
Fund 171 - SFF Entitlement	549,651	525,336	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	15,977,392	14,760,398	15,336,813	16,104,872	16,813,893	17,554,129
Total CIP, W/C, Other Expenses	37,777,622	49,407,533	48,442,895	35,753,845	31,868,808	24,156,766
D. CIP SURPLUS/(DEFICIT)	(15,181,739)	(20,053,167)	(6,430,018)	3,506,300	4,354,180	13,217,676
ENDING FUND BALANCE (A+B+C+D) [a]	168,335,126	153,751,188	147,790,180	152,907,071	158,942,804	173,191,291
Fund Balances						
Operating Contingency (10% of Expenditures)	36,313,309	36,753,746	37,222,755	38,833,347	40,514,900	41,545,711
Reserve Exceeding Required Contingency	14,464,413	19,493,205	19,493,205	19,493,205	19,493,205	19,493,205
Reserve for Cash Contract City Station Maintenance	405,000	405,000	405,000	405,000	405,000	405,000
Donations & Restricted Funds	3,897,614	3,897,614	3,897,614	3,897,614	3,897,614	3,897,614
Committed - SFF Cities Enhancement	1,013,360	1,013,360	1,013,360	1,013,360	1,013,360	1,013,360
Capital Improvement Program	34,950,685	10,260,592	-	-	-	8,885,854
Fund 190 - WC Self-Insurance	77,290,745	81,927,671	85,758,245	89,264,545	93,618,725	97,950,547
Total Fund Balances	168,335,126	153,751,188	147,790,179	152,907,071	158,942,804	173,191,291

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

[b] Beginning Fund Balance in FY 2017/18 adjusted by \$375K to accommodate Mid-Year transfer to CIP funds from General Fund Surplus.

Forecast Assumptions – FY 2018/19 Budget

Basic Assumptions:

- The first year of the forecast is based on the FY 2017/18 adjusted budget. The second year is based on the FY 2018/19 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 2018 Report provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2018/19	6.11%
FY 2019/20	5.50%
FY 2020/21	3.46%
FY 2021/22	3.43%
FY 2022/23	3.54%

- **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 with the exception of the SAFER Grant budgeted for FY 2018/19 and FY 2019/20.
- **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 4/2/2018. The forecast figures come from this report.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments and year-over-year changes are estimated between 3.50% and 4.50% per year. In addition, this revenue category includes estimated John Wayne Airport contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community risk reduction fees are projected to remain constant through the forecast period, pending any changes approved by the Board.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board.

- **Interest Earnings** – Assumes an annual return of 2.00% for FY 2018/19, and 2.25% for FY 2019/20 through FY 2022/23.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast assumes that vehicles will be in service beginning 7/1/2020 for Station 67, 7/1/2020 for Station 52, and 7/1/2021 for Station 12.
 - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs. In addition, annual salary increases of 2% 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 2018/19. The projected employer rates in the outer years of the forecast are based on a study prepared by Segal Consulting and provided by OCERS on 5/14/2018. FY 2018/19 rates are approximately 1.17% higher for safety and 0.82% higher for non-safety compared to FY 2017/18 rates.

FY	Safety	General	Source
2018/19	51.95%	34.62%	FY 2018/19 based on OCERS provided rates. Outer years based on Segal Study dated 5/14/2018. Effective rates were adjusted to remove impact of additional OCFA UAAL contributions.
2019/20	52.00%	36.88%	
2020/21	52.00%	36.88%	
2021/22	52.00%	36.88%	
2022/23	52.00%	36.88%	

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

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

- Contributing additional funds each year using projected savings that will be realized under new Public Employees’ Pension Reform Act (PEPRA) of \$3.2M in FY 2018/19 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.
- Beginning in FY 2017/18, allocate 50% of the General Fund surplus to UAAL with the remaining 50% used to fund CIP.
- ✓ **Workers’ Compensation** – FY 2018/19 assumes a 50% confidence level for ongoing Workers’ Compensation costs. The 50% confidence level is assumed throughout the forecast period. Workers’ Compensation costs in the forecast period are based on projected payments in the Rivelle Consulting Services February 2018 Study.

FY 2018/19 OCFA Adopted Budget

- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to remain flat in 2018 and increase by 5% for years 2019, 2020, and 2021 per the Health Plan Agreement dated 3/29/2017. For staff members, it is projected to grow by 10% annually. This category also includes \$60,000 for unemployment insurance in FY 2018/19.
- ✓ **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 2017/18.
- **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, unless an exception is triggered, 50% is transferred to the CIP funds and 50% is used to paydown the UAAL as outlined in the Financial Stability Budget Policy approved by the Board on 3/23/2017. 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.

In FY 2018/19 a one-time adjustment from excess General Fund surplus of approximately \$5.0M was made to the General Fund Reserve exceeding contingency to restore that item of fund balance to previous levels

Capital Improvement Program/Other Funds Revenue:

- **Interest Earnings** – Assumes an annual return of 2.00% for FY 2018/19, and 2.25% for FY 2019/20 through FY 2022/23.
- **State/Federal Reimbursement** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- **Developer Contributions** – The forecast assumes developer contributions will be used to fund various vehicles for Rancho Mission Viejo Station 67 in FY 2018/19 and FY 2019/20, Station 52 in FY 2020/21, and Station 12 in FY 2021/22.

- **Workers' Compensation Transfer** – These amounts equal the General Fund Workers' Compensation budget which reflects a reduction of \$1M used to paydown the UAAL per the Snowball Plan.
- **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 past the next fiscal year.
- **Self-Insurance Fund (Fund 190)** – Self-Insurance fund expenditures are based on projected payments in the Rivelle Consulting Services Feb 2018 Workers' Compensation Actuarial Study.

Fund Balances:

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

Assigned Fund Balances

- **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 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND FY 2018/19 BUDGET

Account Description	Executive Management	Command & Emergency Planning	Emergency Medical Services & Training	Operations	Special Operations
EMPLOYEE SALARIES					
Regular Salaries	\$2,132,256	\$3,554,440	\$3,043,602	\$105,182,511	\$4,684,447
Backfill/Overtime	157,587	1,325,646	237,261	33,649,218	1,023,220
FLSA Adjustment/Holiday Pay	-	-	-	9,820,770	183,368
Extra Help	-	-	-	-	27,284.0
Reserves	-	-	-	263,220	36,780.0
Other Pay	146,890	393,729	468,787	18,306,176	439,648
Sick/Vacation Payoff	105,356	86,648	117,050	2,963,714	173,650
TOTAL SALARIES	2,542,089	5,360,463	3,866,700	170,185,609	6,568,397
RETIREMENT	990,548	1,416,856	1,481,438	62,949,262	2,381,584
INSURANCE					
Employee Insurance	308,495	557,166	520,848	24,051,376	1,165,122
Workers' Compensation	180,158	279,062	335,207	14,808,987	653,684
Unemployment Insurance	-	-	-	49,000	11,000
TOTAL INSURANCE	488,653	836,228	856,055	38,909,363	1,829,806
MEDICARE	37,361	77,277	55,835	2,425,625	94,658
EMPLOYEE BENEFITS)	4,058,651	7,690,824	6,260,028	274,469,859	10,874,445
SERVICES & SUPPLIES	758,757	77,979	2,002,250	313,314	1,566,508
EQUIPMENT	-	-	-	-	1,261,246
TOTAL BUDGET	\$4,817,408	\$7,768,803	\$8,262,278	\$274,783,173	\$13,702,199
Funded Positions	13	41	27	1,033	52

Note: Totals may vary due to rounding

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
FY 2018/19 BUDGET**

Account Description	Business Services	Community Risk Reduction	Human Resources	Logistics	OCFA TOTAL
EMPLOYEE SALARIES					
Regular Salaries	\$4,021,990	\$6,062,919	\$2,380,974	\$7,106,976	\$138,170,115
Backfill/Overtime	30,706	161,930	205,813	353,693	37,145,074
FLSA Adjustment/Holiday Pay	-	-	-	-	10,004,138
Extra Help	-	27,284	-	-	54,568
Reserves	-	-	-	-	300,000
Other Pay	83,108	287,679	79,081	401,344	20,606,442
Sick/Vacation Payoff	112,606	177,664	78,126	203,940	4,018,754
TOTAL SALARIES	4,248,410	6,717,476	2,743,994	8,065,953	210,299,091
RETIREMENT	10,491,798	2,057,988	816,843	2,363,906	84,950,223
INSURANCE					
Employee Insurance	762,291	866,931	443,988	1,119,970	29,796,187
Workers' Compensation	178,235	278,400	107,566	544,939	17,366,238
Unemployment Insurance	-	-	-	-	60,000
TOTAL INSURANCE	940,526	1,145,331	551,554	1,664,909	47,222,425
MEDICARE	61,519	96,335	39,545	116,801	3,004,956
EMPLOYEE BENEFITS)	15,742,253	10,017,130	4,151,936	12,211,569	345,476,695
SERVICES & SUPPLIES	3,625,775	400,207	4,752,113	16,435,013	29,931,916
EQUIPMENT	-	-	-	35,000	1,296,246
TOTAL BUDGET	\$19,368,028	\$10,417,337	\$8,904,049	\$28,681,582	\$376,704,857
Funded Positions	66	67.5	21.5	83	1,404.0

Note: Totals may vary due to rounding Total funded positions excludes eight unfunded positions.

FY 2018/19 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2014/15 - FY 2018/19**

Class	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget
FIREFIGHTER UNIT (LOCAL 3631)					
Fire Apparatus Engineer	250	250	249	247	247
Fire Captain	269	269	270	271	273
Fire Captain (Limited Term)	0	0	0	1	1
Fire Pilot	3	3	3	3	3
Lead Fire Pilot	1	1	1	1	1
Firefighter	463	472	475	487	502
Hand Crew Firefighter	22	22	22	22	22
Heavy Fire Equipment Operator	3	3	3	2	2
UNIT TOTAL:	1,011	1,020	1,023	1,034	1,051
FIRE MANAGEMENT UNIT (COA)					
Fire Battalion Chief	37	37	37	36	39
Fire Battalion Chief (Limited Term)	1	1	1	1	1
Fire Division Chief	7	7	7	8	8
UNIT TOTAL:	45	45	45	45	48
GENERAL UNIT (OCEA)					
Accountant	7	7	6	6	7
Accountant (part-time)	0	0	0	1	1
Administrative Assistant	19	19	15	15	15
Assistant Fire Apparatus Technician	2	2	2	2	2
Assistant Purchasing Agent	1	1	1	1	2
Business Analyst	1	1	1	1	1
Buyer	1	1	1	1	0
Communications Installer	0	0	0	0	0
Communications Technician	2	2	4	4	4
Emergency Transportation Technician	6	6	6	6	0
EMS Nurse Educator	6	6	7	7	0
EMS Nurse Educator I	0	0	0	0	1
EMS Nurse Educator II	0	0	0	0	6
Executive Assistant	1	1	1	1	1
Facilities Maintenance Coordinator	2	2	4	4	4
Fire Apparatus Parts Specialist	1	1	1	1	1
Fire Apparatus Technician	4	4	4	4	4
Fire Communications Dispatcher	22	25	25	25	28
Fire Communications Dispatcher (Limited Term)	0	0	0	1	1
Fire Communications Dispatcher (Part-time)	3	3	3	3	0
Fire Comm. Relations/Education Specialist	4	4	4	4	4
Fire Delivery Driver	2	3	3	4	4
Fire Equipment Technician	5	5	4	3	5.5
Fire Helicopter Technician	1	1	1	1	1
Fire Prevention Analyst	12	12	12	10	8
Fire Prevention Services Specialist	3	3	3	3	3
Fire Prevention Specialist	14	14	12	12	12
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	1	1	1

Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2014/15 - FY 2018/19**

Class	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget
GIS Specialist	0	0	0	0	0
GIS Analyst	3	3	3	3	3
Human Resources Analyst	2	2	2	2	3
Human Resources Analyst (part-time)	0	1	1	1	0
Information Technology Analyst	5	5	5	6	4
Information Tech. Help Desk Tech	2	2	2	1	1
Information Technology Technician	0	0	0	3	3
Information Technology Specialist	1	1	1	2	2
Management Assistant	9	9	9	8	8
Multimedia Specialist	1	1	1	1	2
Multimedia Specialist (part-time)	1	1	1	1	0
Office Services Specialist	13	13	10	10	9
Risk Management Specialist	1	1	2	1	1
Env Health & Safety Safety Specialist	0	0	0	1	1
Senior Accounting Support Specialist	11	11	11	11	11
Senior Communications Technician	1	1	1	1	1
Senior Executive Assistant	1	1	1	1	1
Senior Fire Apparatus Technician	8	9	10	10	10
Senior Fire Equipment Technician	5	5	5	4	5
Senior Fire Prevention Specialist	13	13	15	15	13
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	3	5	7	7	7
Service Center Lead	1	1	1	1	1
Training Program Specialist	1	1	1	1	1
UNIT TOTAL:	206	214	214	216	207

SUPERVISORY MANAGEMENT UNIT (OCEA)

Assistant Fire Marshal	10	10	10	10	9
Communications Services Supervisor	0	0	0	0	1
Fire Communications Supervisor	4	4	4	4	4
Fire Communications Supervisor (Limited Term)	0	0	0	1	1
Fire Comm. Relations/Education Supervisor	1	1	1	1	1
Fleet Services Coordinator	1	1	1	1	1
Fleet Services Supervisor	2	2	2	2	2
GIS Supervisor	0	0	0	0	1
Information Tech Supervisor	2	2	2	2	2
Permit Supervisor	0	0	0	0	1
Senior Fire Apparatus/Parts Specialist	1	1	1	1	1
Senior Fire Communications Supervisor	2	2	2	2	1
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
UNIT TOTAL:	27	27	27	28	29

SUPPORTED EMPLOYMENT UNIT

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

FY 2018/19 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2014/15 - FY 2018/19**

Class	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget	Positions Authorized FY 2018/19 Budget
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	0
Assistant IT Manager-Infrastructure & Workplace Supp.	1	1	1	1	0
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	1	1	1
Assistant Treasurer	1	1	1	1	1
Clerk of the Authority	1	1	1	1	1
Construction Manager	1	1	1	1	1
Deputy Fire Marshal	2	2	2	2	2
ECC Manager	0	0	0	1	1
EMS Coordinator	1	1	1	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Manager	1	1	1	1	1
Finance Manager - Limited-term	1	0	0	0	0
Fleet Services Manager	1	1	1	1	1
Human Resources Manager	2	2	2	3	3
Information Technology Manager	1	1	1	1	1
Legislative Analyst	1	1	1	1	1
Management Analyst	3	3	3	3	4
Medical Director	1	1	1	1	1
Org & Dev Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	1	1
Purchasing & Materials Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	2	2
Risk Management Safety Officer	1	1	1	1	1
Risk Manager	1	1	1	1	1
Senior Accountant	7	7	7	6	5
Senior Human Resources Analyst	3	3	3	2	2
Treasurer	1	1	1	1	1
UNIT TOTAL:	44	43	43	43	41
PERSONNEL & SALARY RESOLUTION (PSR)					
Assistant Chief	5	5	5	5	5
Deputy Fire Chief	0	0	0	0	0
Director of Communications	1	1	1	0	0
Fire Chief	1	1	1	1	1
Human Resources Director	1	1	1	1	1
UNIT TOTAL:	8	8	8	7	7
MISCELLANEOUS					
Board Director	0	0	0	25	25
UNIT TOTAL:	0	0	0	25	25
GRAND TOTAL	1,345	1,361	1,364	1,402	1,412

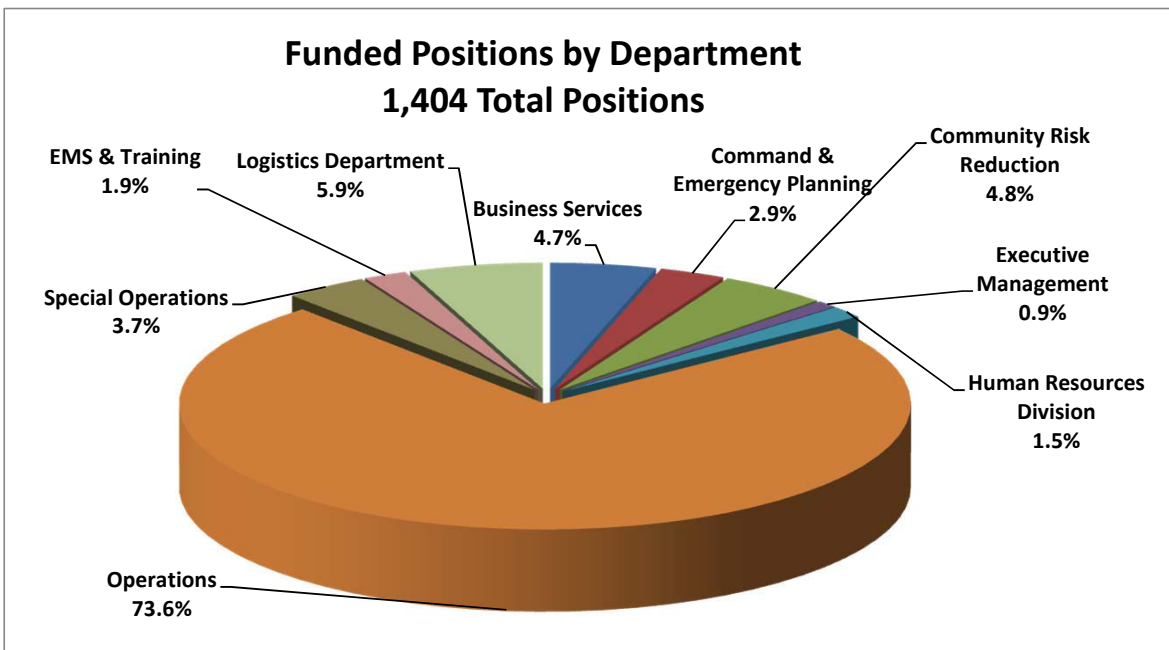
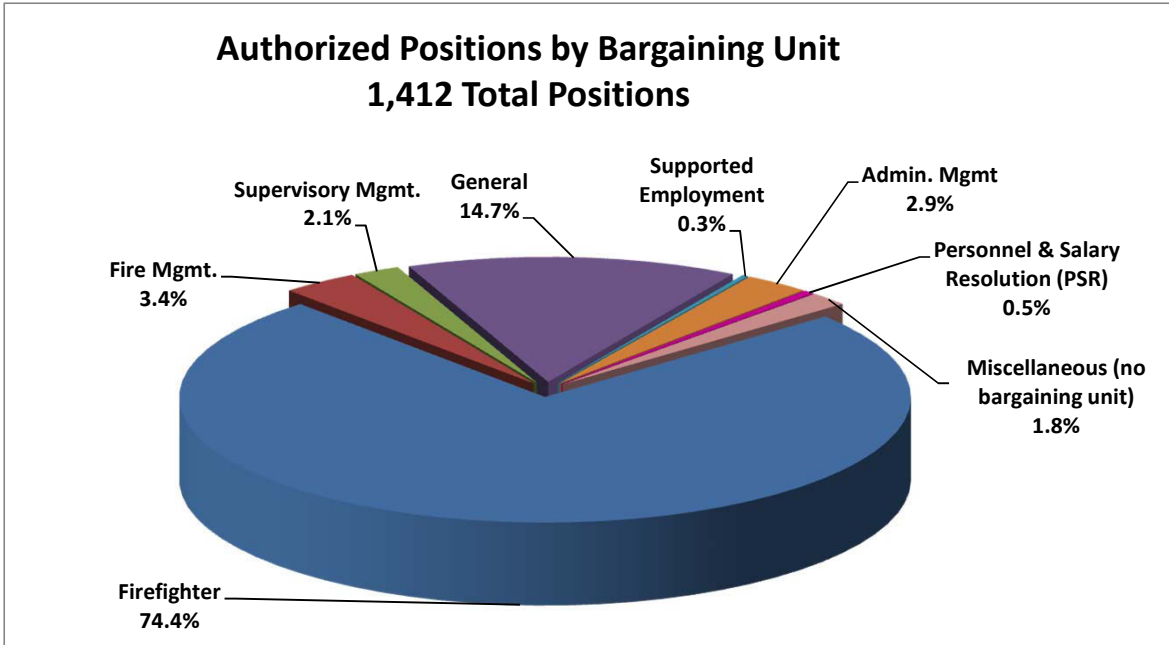
Note: FY 2018/19 total includes eight unfunded positions (four frozen positions and four US&R funded positions).

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF REGULAR POSITIONS BY DEPARTMENT
FY 2014/15 - FY 2018/19**

Department/Division/Section	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
121 - General Fund					
<u>Business Services</u>					
JPA Board of Directors	-	-	-	25	25
Clerk of the Authority	5	5	5	5	5
Finance Division	22	22	23	23	24
Purchasing	5	5	5	5	5
Treasury & Financial Planning	6	6	6	6	6
Legislation Division	-	-	2	1	1
<u>Command & Emergency Planning</u>					
Emergency Command Center	32	35	35	39	40
Emergency Planning and Coordination	1	1	1	1	1
<u>Community Risk Reduction</u>					
Community Wildfire Mitigation	5	5	5	5	5
Planning & Development Services	28	30	28	31	32.5
Prevention Field Services	28	26	26	25	30
<u>Executive Management</u>					
Executive Management	12	11	9	9	9
PIO and Media Relations	9	9	2	2	2
Multimedia	2	2	2	2	2
<u>Human Resources Division</u>					
Human Resources Division	13	15	18	20	21.5
<u>Operations</u>					
Division 1					
Division Administration/field	86	87	88	85	99
Division 2					
Division Administration/field	129	129	129	190	181
Division 3					
Division Administration/field	232	243	240	203	209
Division 4					
Division Administration/field	150	152	150	136	146
Community Volunteer Services	-	-	-	-	-
Division 5					
Division Administration/field	101	101	106	123	135
Division 6					
Division Administration/field	147	146	149	148	156
Division 7					
Division Administration/field	92	95	96	97	107
<u>Special Operations</u>					
Special Operations Admin	-	-	-	3	2
Air Operations	7	6	11	12	13
Wildland Operations	28	28	30	28	28
Investigation Services	9	9	9	9	9
<u>EMS & Training</u>					
Emergency Medical Services	12	12	14	13	15
Organizational Development and Training	1	1	2	3	2
Operations Training and Safety	10	10	12	12	10
<u>Logistics Department</u>					
Fleet Services	21	23	24	24	24
Information Technology Division	25	27	30	34	34
Materiel Management	15	15	15	15	15
Property Management	8	8	10	10	10
Subtotal	1,241	1,264	1,282	1,344	1,404
Total Funded Positions	1,241	1,264	1,282	1,344	1,404
Total Unfunded Positions [a]	100	93	79	57	8
Total Authorized Positions	1,341	1,357	1,361	1,401	1,412

[a] FY 2018/19 Includes four frozen positions and four US&R funded positions.

**ORANGE COUNTY FIRE AUTHORITY
FY 2018/19 POSITIONS**



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

- Four frozen positions (3 Admin. Fire Captains and 1 Mangement Analyst)
- Four US&R funded positions (1 Battalion Chief, 1 Sr., Fire Equipment Technician, and 2 Fire Equipment Technicians)

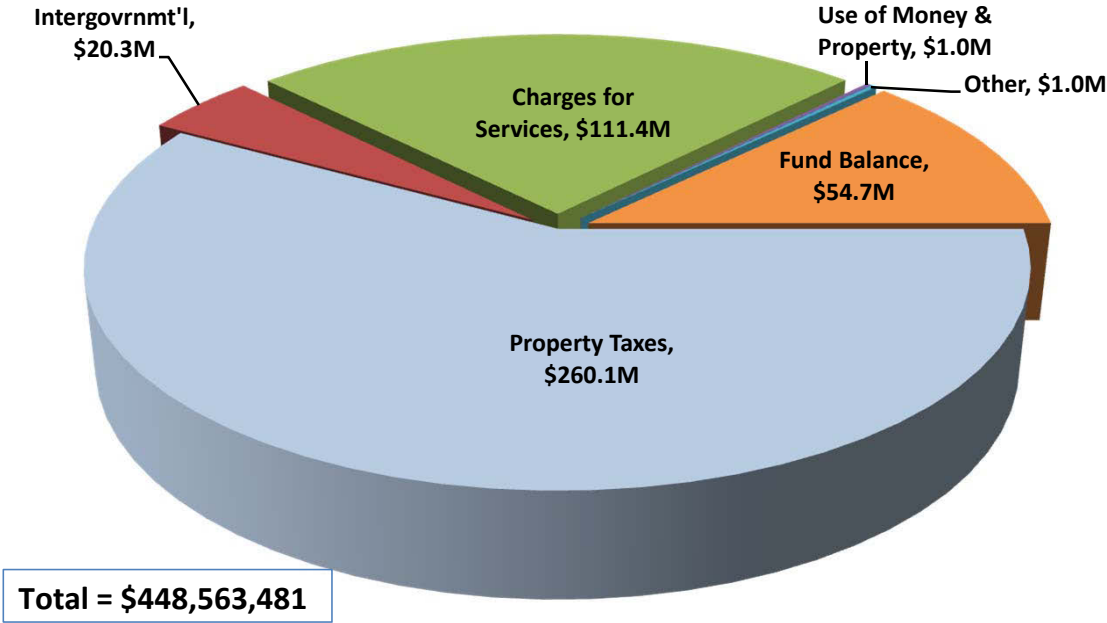
General Fund



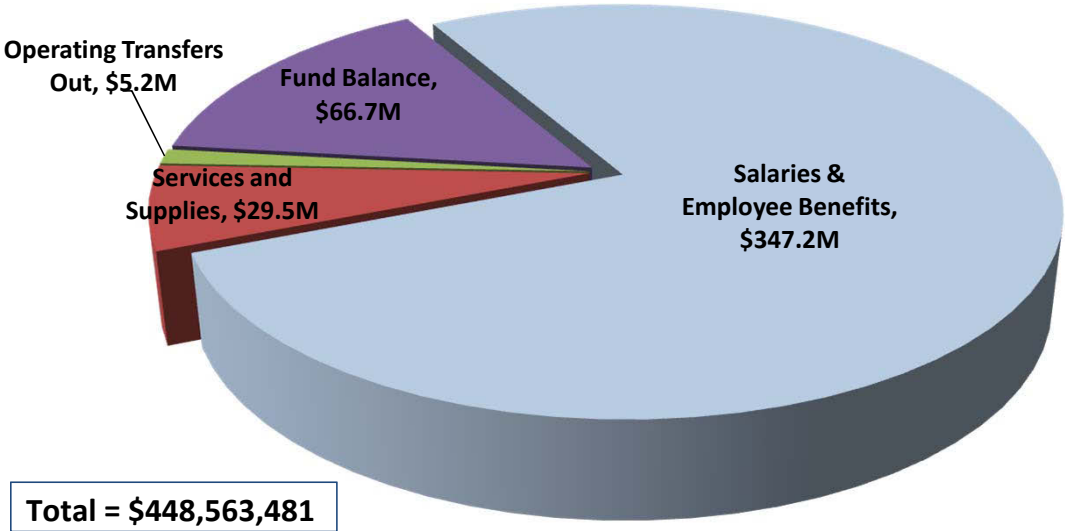


FY 2018/19 Funding Sources and Uses General Fund

Where the Money Originates



Where the Money Goes



FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2018/19 BUDGET

	FY 2017/18 Adjusted Budget	FY 2018/19 Adopted Budget	\$ Change from FY 2017/18 Adopted	% Change from FY 2017/18 Adopted
FUNDING SOURCES				
Property Taxes	\$244,761,645	\$260,069,047	\$15,307,402	6.25%
Intergovernmental	15,729,661	20,286,643	4,556,982	28.97%
Charges for Current Services	106,390,732	111,444,977	5,054,245	4.75%
Use of Money & Property	562,353	1,036,063	473,710	84.24%
Other	1,333,751	1,021,382	(312,369)	-23.42%
Subtotal Revenues	368,778,142	393,858,112	25,079,970	6.80%
One-time Grant/ABH/RDA	20,787,676	-	(20,787,676)	-100.00%
Total Revenues & Other Financing Sources	389,565,818	393,858,112	4,292,294	1.10%
Beginning Fund Balance	68,305,665	54,705,369	(13,600,296)	-19.91%
TOTAL AVAILABLE RESOURCES	\$457,871,483	\$448,563,481	(\$9,308,002)	-2.03%
EXPENDITURES				
Salaries & Employee Benefits	\$321,935,171	\$336,309,298	\$14,374,127	4.46%
Services & Supplies	28,535,464	29,316,916	781,452	2.74%
Capital Outlay	140,000	159,000	19,000	13.57%
Subtotal Expenditures	350,610,635	365,785,214	15,174,579	4.33%
One-time Grant/ABH	26,378,632	1,752,246	(24,626,386)	-93.36%
UAAL Paydowns-Pension & Retiree Medical	22,206,806	9,167,397	(13,039,409)	-58.72%
Total Expenditures & Other Uses	399,196,073	376,704,857	(22,491,216)	-5.63%
Operating Transfer Out	3,970,041	5,203,761	1,233,720	31.08%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	51,705,369	63,654,863	11,949,494	23.11%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$457,871,483	\$448,563,481	(\$9,308,002)	-2.03%

(1) Requires Board approval to spend

Fund 121: General Fund

DESCRIPTION

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

FY 2018/19 BUDGET

BUDGET

The total FY 2018/19 expenditure budget is \$376,704,857.

HIGHLIGHTS

Salary Increases

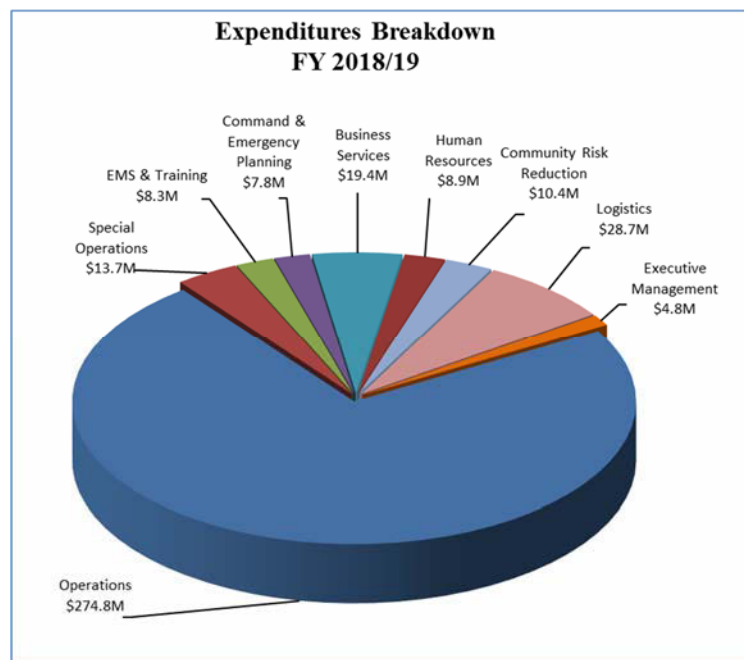
The FY 2018/19 budget includes scheduled salary increases as required by the approved Fire Management (COA) and Firefighter (FF) MOUs; no cost-of-living adjustment is included in the budget for the Administrative Management (OCFAMA), the General (OCEA) and the Executive Management Units. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

The FY 2018/19 budget reflects four frozen positions compared to 57 in FY 2017/18. In July 2017, as directed by the Board, a total of 53 positions (of which 42 were previously frozen positions) were funded to reduce firefighter overtime and extraordinary volume of forced hiring activity. A total of 9 positions were either unfrozen or reclassified in FY 2018/19 to effectively improve work efficiencies and meet operational needs in various departments.

Retirement

The retirement budget for FY 2018/19 is based on OCERS' final adopted rates. When compared to FY



FY 2018/19 OCFA Adopted Budget

2017/18, the final FY 2018/19 rates from OCERS reflected a slight decrease for the suppression units due to the impact of ongoing employee retirement contributions in a multi-year phased in approach to achieving employees paying 50% of the normal costs for employee retirement contributions. Retirement costs also reflect \$1.5 million in savings related to the prepayment of estimated retirement costs to OCERS six months before the start of the fiscal year. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions.

Workers' Compensation

Funding for the FY 2017/18 workers' compensation self-insurance program at \$17.4 million is based on the 50% confidence level provided by the actuarial study completed in February 2018. Funding at the 50% confidence level has been in place since FY 2016/17.

Services & Supplies/Equipment

Overall, the budgets for Services and Supplies (S&S) and Equipment were held flat from FY 2017/18 and excluded one-time projects. Many of the one-time projects were grant-funded and have not been included in FY 2018/19. 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.

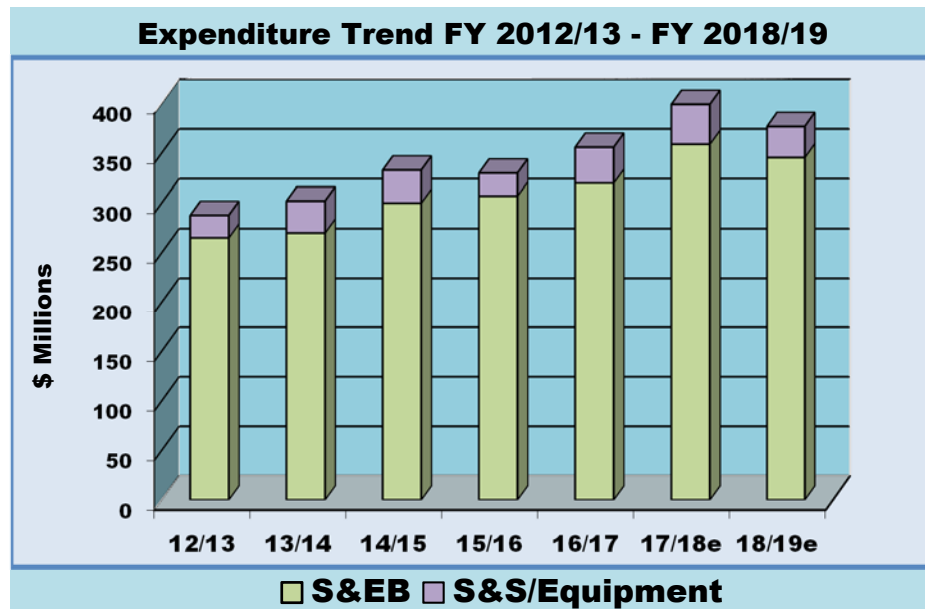
Operating Transfer

The FY 2018/19 budget reflects operating transfer to the CIP funds, sufficient to prevent a negative fund balance in the CIP funds. Consistent with the recently updated Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be reconciled at the Mid-Year Budget Adjustment in FY 2018/19. The Policy calls for 50% to be directed to the CIP funds and the balance to be used to pay-down the unfunded pension liability, expanding the sources of paydown past those contained in the Snowball Plan.

Expenditure Trends

The expenditure chart reflects trends for seven years through FY 2018/19, with actual expenditures for FY 2012/13 through FY 2016/17, and budgeted expenditures for FY 2017/18 and FY 2018/19.

S&S expenditures included Jurisdictional Equity Adjustment Payments in FYs 2013/14 and 2014/15. This payment was discontinued effective FY 2015/16.

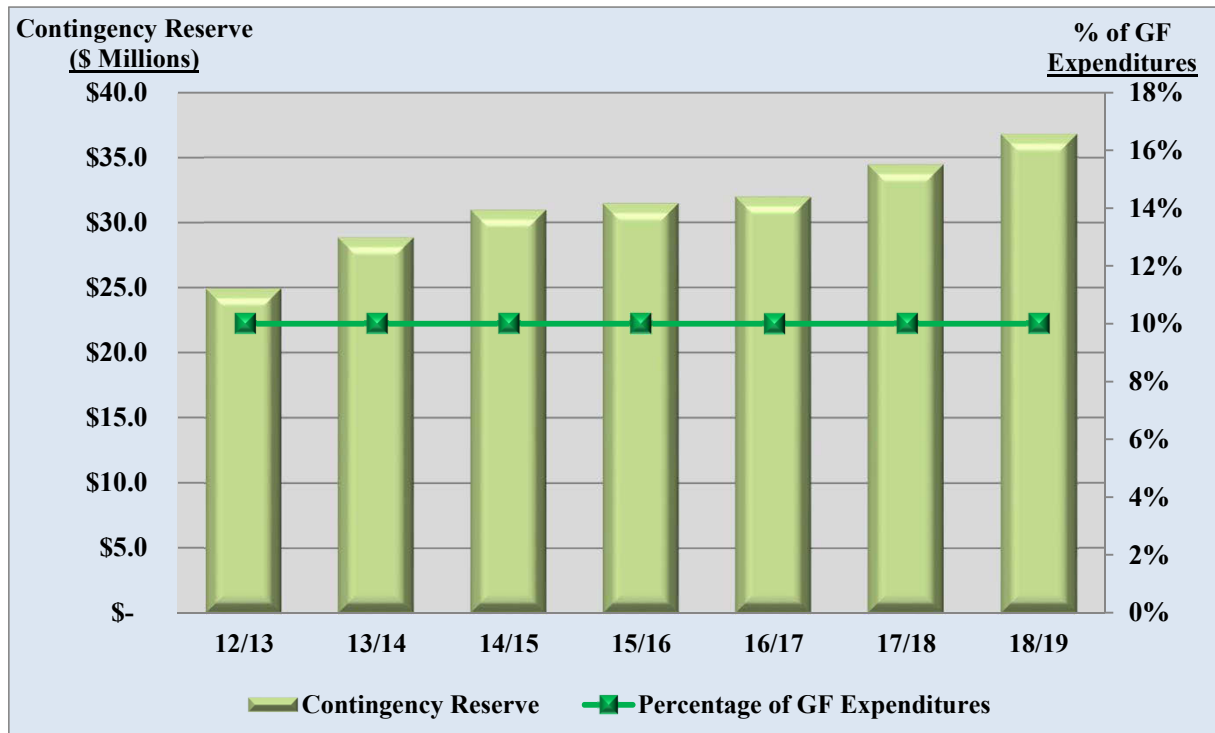


S&EB reflects a marked increase in FY 2014/15 due to a one-time \$21.3 million payment towards the agency’s unfunded pension liability compared to \$5.2 million in FY 2013/14. FY 2015/16 S&EB includes staffing increases as well as increases retirement and medical benefits, and \$15.4 million payment towards the agency’s unfunded pension liability. FY 2016/17 S&EB includes a \$16.6 million payment towards the agency’s unfunded pension liability and funding of several previously frozen/unfunded positions. FY 2017/18 and FY 2018/19 budget also reflect paydown the agency’s unfunded pension liability of \$5.9 million and \$9.2 million respectively as well as funding of previously frozen/unfunded positions as well as increases in worker’s compensation and retirement costs.

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

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

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



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

Source: OCFA Adopted Budgets

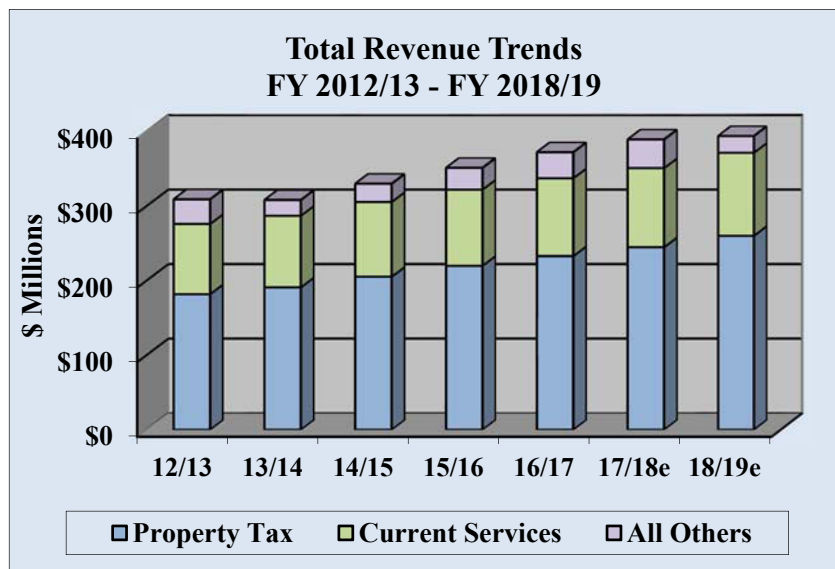
General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2018/19 is \$393,858,112 which is an increase of 6.80% over the prior year’s budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, Community Risk Reduction Fees, and State Revenue are the top five sources of revenue for the OCFA and represent 98.2% of the OCFA’s General Fund revenue and 92.9% the total revenue for FY 2018/19.

Revenue projections for FY 2018/19 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 2018 reported that 9,593 new dwelling units were permitted in Orange County in 2017, and an increase of 16.8% is anticipated for 2018. Please refer to the Construction and Housing Activity data in the Appendix. According to the Chapman Economic and Business Review,



even with reduced housing affordability due to rising mortgage rates and tax reform disincentives, the tight housing supply is still placing upward pressure on home prices. Orange County home price appreciation is projected to increase slightly from 6.2% in 2017 to 7.1% in 2018. Our secured property tax revenue projections reflect an increase of 6.1% from FY 2017/18. Looking at California as a whole, home prices are projected to remain flat at 7.0% in 2018, compared to 7.0% in 2017.

PROPERTY TAXES

Property taxes are the major revenue source of the OCFA representing approximately 66.0% 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 all SFF areas.

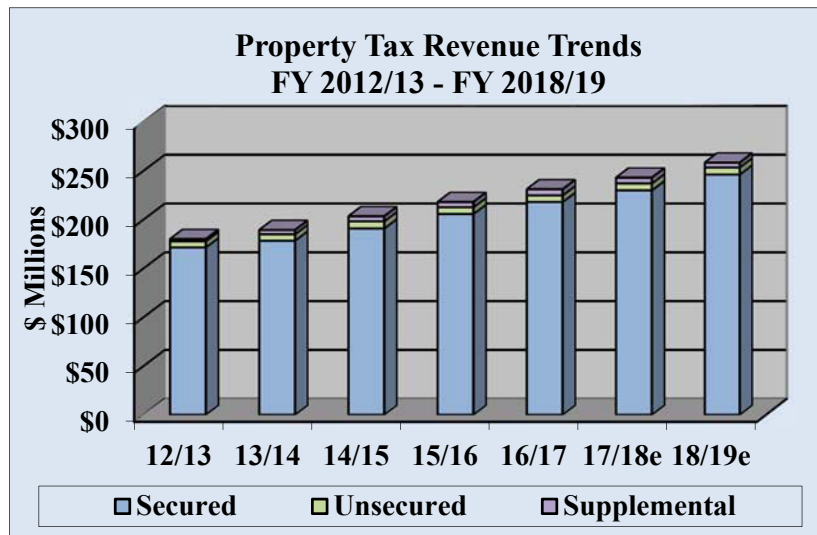
FY 2018/19 OCFA Adopted Budget

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 \$260.1 million for FY 2018/19, representing a 6.3% increase from FY 2017/18. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property, i.e. real property and attached improvements comprises 94.7% of total property taxes and approximately 62.5% of total General Fund revenue. RSG has projected an increase of 6.11% for secured property taxes in FY 2018/19. This growth factor is applied to the FY 2017/18 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 2017/18 level (\$2.2 million) based on the history of public utility assessed valuation from year to year. FY 2018/19 Secured property tax is estimated at \$246.3 million.



FY 2018/19 Secured property tax is estimated at \$246.3 million.

Unsecured Property Tax

The unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 2.8% of total property taxes and 1.8% of total OCFA General Fund revenue. The FY 2018/19 unsecured property tax estimates are based on the FY 2017/18 tax ledger with no growth projected. An 8.94% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated revenue to be received.

Supplemental Property Tax

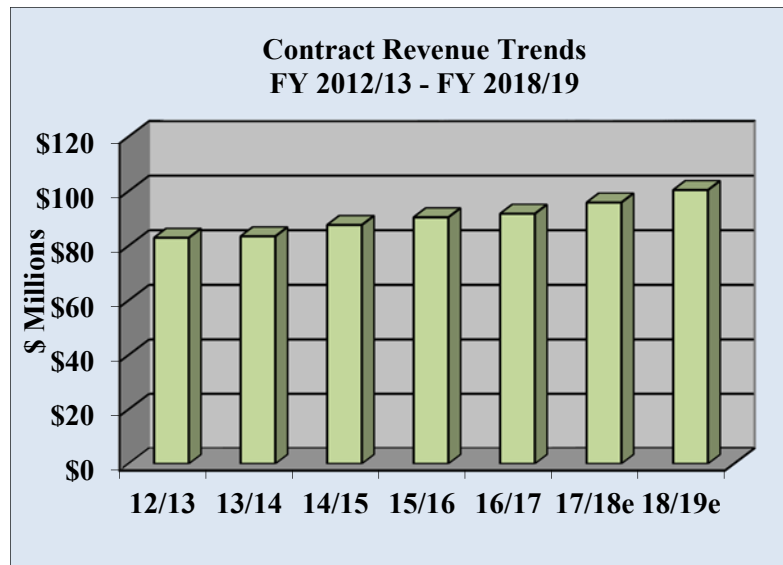
Supplemental property tax is generated when property changes ownership after the Assessor's annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 1.9% of total property taxes and approximately 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 \$8.0 million in actual receipts and declined to \$0.9 million in FY 2011/12; we are projecting \$5.9 million

in FY 2017/18. Since RSG does not provide estimates for supplemental growth, we conservatively projected this revenue in FY 2018/19 at \$5.0 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 25.5% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$100.5 million which represents a 4.5% increase over FY 2017/18.

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 2018/19, the annual percentage change in the cost of OCFA operations was 7.54%, the remaining 3.04% will be carried forward and paid in a subsequent year in which the service charge cost adjustment is less than the 4.5% cap.



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

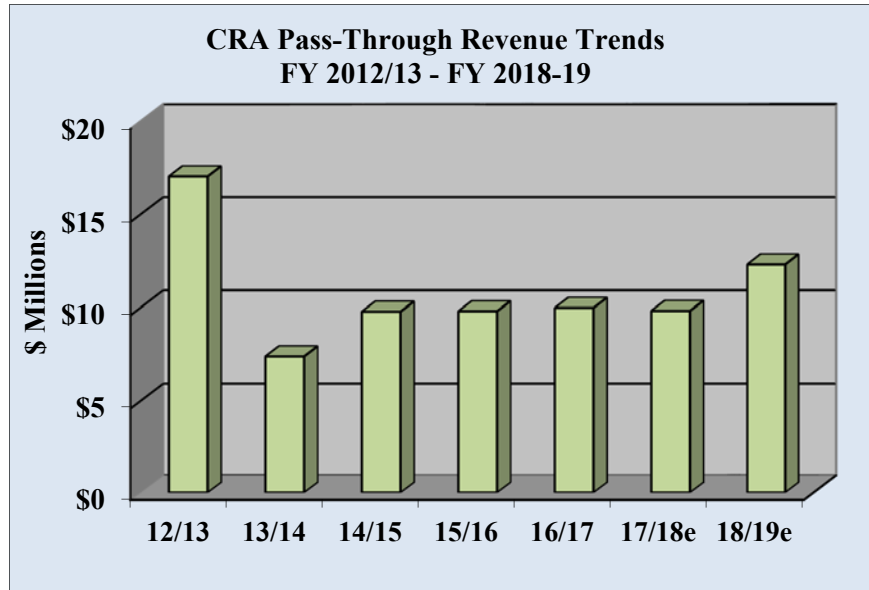
On June 22, 2017, the contract with John Wayne Airport (JWA) was extended via Amendment for five years through November 22, 2022 with an increased contract value of \$26,489,760. Total John Wayne Airport (JWA) contract revenue for FY 2018/19 is \$5.0 million reflecting a 4.0% increase from FY 2017/18. The charge includes daily staffing of six personnel based on salary and benefit costs for staff assigned to Station 33. It also includes a 6.97% overhead cost rate and \$153K in services/supplies. The total charge is capped at 4% for annual cost increases as provided in the agreement. As a result, the calculated charge over the 4% cap of about \$92K will be recorded and paid to the OCFA in a subsequent year in which the service charge cost adjustment is less than the 4.0%.

FY 2018/19 OCFA Adopted Budget

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

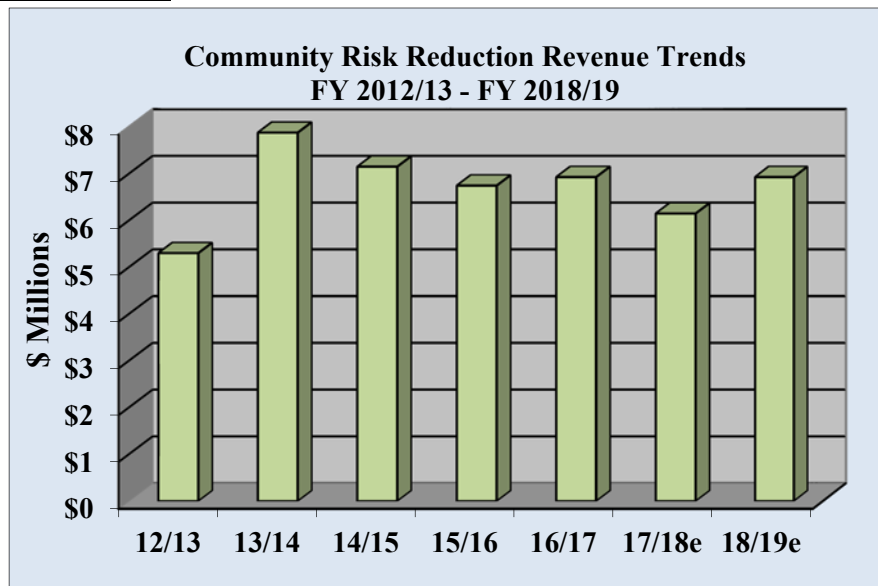
The CRA revenues, which comprise 3.1% of total General Fund revenues, are also projected by RSG.

The FY 2012/13 budget reflects \$10.6 million in one-time revenue related to the state audit of Low-to-Moderate Income Housing Funds and Non-Housing Funds. Unobligated funds were forwarded to the taxing entities, which include the OCFA. The budget for FY 2018/19 is \$12.3 million, reflecting an increase of 25.2% from FY 2017/18. CRA revenues from all cities with the exception of La Palma are projected to increase in FY 2018/19. Changes in pass through revenues are driven mostly by the expected timing of successor agencies paying off all remaining obligations.



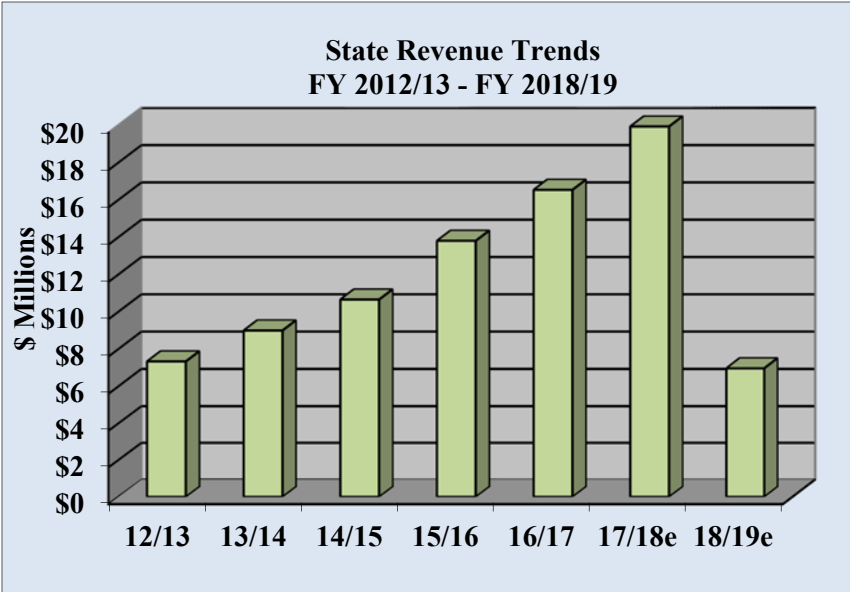
COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.8% of total General Fund revenues and include permits, inspections, and plan checks. CRR Fees are estimated at \$6.9 million. Community risk reduction fees are projected to increase by 12.69% for FY 2018/19. The revised fee schedule based on the new CRR fee study was approved by the Board on May 25, 2017.



STATE REVENUE

State Revenue is comprised primarily of the State Responsibility Area (SRA) wild lands contract and reimbursements received for mutual aid by the state. Because the mutual aid reimbursements vary significantly by year and are of an unreliable nature, reimbursement for mutual aid is budgeted annually at the conservative amount of \$200,000 and adjusted at the mid-year. Total state revenue is estimated at \$7.0M for FY 2018/19 and represents 1.8% of General Fund revenues.



FY 2018/19 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2018/19**

DESCRIPTION	FY 2016/17 Budget	FY 2017/18 Budget	FY 2018/19 Budget	% Change from FY 2017/18 Budget
PROPERTY TAXES	\$227,439,867	\$244,761,645	\$260,069,047	6.25%
INTERGOVERNMENTAL	15,392,901	15,729,661	20,286,643	28.97%
CHARGES FOR CURRENT SVCS	102,840,465	106,390,732	111,444,977	4.75%
USE OF MONEY AND PROPERTY	961,615	562,353	1,036,063	84.24%
OTHER	1,112,197	1,333,751	1,021,382	-23.42%
TOTAL REVENUE	\$347,747,045	\$368,778,142	\$393,858,112	6.80%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2018/19

DESCRIPTION	FY 2016/17 Budget	FY 2017/18 Budget	FY 2018/19 Budget	% Change from FY 2017/18 Budget
TAXES				
Property Taxes, Current Secured	\$214,242,349	\$230,072,518	\$246,268,358	7.04%
Property Taxes, Current Unsecured	6,894,000	7,066,933	7,170,233	1.46%
Property Taxes, Prior Unsecured	112,894	139,520	92,818	-33.47%
Property Taxes, Supplemental	4,623,340	5,921,984	4,973,645	-16.01%
Delinquent Supplemental	201,867	205,117	183,059	-10.75%
Homeowner Property Tax	1,365,417	1,355,573	1,380,934	1.87%
TOTAL PROPERTY TAXES	227,439,867	244,761,645	260,069,047	6.25%
INTERGOVERNMENTAL				
State				
SRA-Wild lands (CAL FIRE Contract)	5,076,668	5,576,668	6,764,627	21.30%
Assistance by Hire (State)	200,000	200,000	200,000	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	10,000	0.00%
SUB-TOTAL	5,286,668	5,786,668	6,974,627	20.53%
Federal				
Assistance by Hire (Federal)	100,000	100,000	100,000	0.00%
Misc Federal Revenue	-	-	888,606	0.00%
SUB-TOTAL	100,000	100,000	988,606	888.61%
CRA Pass-Through				
Cypress-CRA Pass thru	718,577	699,143	1,048,428	49.96%
Irvine - CRA Pass thru	1,066,917	1,410,029	2,024,721	43.59%
La Palma - CRA Pass thru	309,684	353,364	345,357	-2.27%
Lake Forest - CRA Pass thru	839,783	559,804	668,593	19.43%
Mission Viejo Pass thru	980,128	960,883	1,257,550	30.87%
San Juan Caps - CRA Pass thru	1,044,321	966,300	1,333,949	38.05%
County of Orange Pass-Through	2,676,486	2,734,958	2,853,845	4.35%
Yorba Linda - CRA Pass thru	2,370,337	2,158,512	2,790,967	29.30%
SUB-TOTAL	10,006,233	9,842,993	12,323,410	25.20%
TOTAL INTERGOVERNMENTAL	15,392,901	15,729,661	20,286,643	28.97%

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2018/19

DESCRIPTION	FY 2016/17 Budget	FY 2017/18 Budget	FY 2018/19 Budget	% Change from FY 2017/18 Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
San Clemente-Ambulance S&EB	490,922	80,074	-	-100.00%
San Clemente-Ambulance S&S	26,707	2,461	-	-100.00%
Facility Maintenance Charges	250,000	252,302	250,000	-0.91%
Tustin	6,963,602	7,365,755	7,790,345	5.76%
Placentia	5,698,903	5,914,287	6,258,959	5.83%
Seal Beach	37,528,461	5,078,574	5,371,942	5.78%
Stanton	100,000	4,144,696	4,391,778	5.96%
Santa Ana	4,800,680	38,845,152	40,104,954	3.24%
JWA Contract	4,475,677	4,810,552	5,002,974	4.00%
Buena Park	9,901,736	10,459,455	11,048,962	5.64%
San Clemente	7,723,348	8,134,792	8,570,835	5.36%
Westminster	10,485,045	11,072,564	11,693,717	5.61%
SUB-TOTAL	92,357,580	96,160,664	100,484,466	4.50%
Community Risk Reduction Fees				
AR Late Payment Penalty	8,400	8,400	19,000	126.19%
Inspection Services Revenue	2,253,602	1,870,143	1,742,323	-6.83%
P&D Fees	4,036,602	4,117,244	5,004,412	21.55%
False Alarm	150,000	150,000	160,000	6.67%
SUB-TOTAL	6,448,604	6,145,787	6,925,735	12.69%
Other Charges for Services				
Hazmat Response Subscription Prog	4,951	4,951	5,446	10.00%
Charge for C&E Services	100,000	150,000	100,000	-33.33%
SUB-TOTAL	104,951	154,951	105,446	-31.95%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,030,920	1,030,920	1,030,920	0.00%
ALS Transport Reimbursement	2,898,410	2,898,410	2,898,410	0.00%
SUB-TOTAL	3,929,330	3,929,330	3,929,330	0.00%
TOTAL CHGS FOR CURRENT SVCS	102,840,465	106,390,732	111,444,977	4.75%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2018/19

DESCRIPTION	FY 2016/17 Budget	FY 2017/18 Budget	FY 2018/19 Budget	% Change from FY 2017/18 Budget
<i>USE OF MONEY AND PROPERTY</i>				
Interest				
Interest	961,615	562,353	1,036,063	84.24%
TOTAL USE OF MONEY/PROPERTY	961,615	562,353	1,036,063	84.24%
<i>REVENUE - OTHER</i>				
Miscellaneous Revenue				
Other Revenue	5,000	14,000	14,000	0.00%
Miscellaneous Revenue	135,145	210,000	146,000	-30.48%
Restitution	1,000	1,000	1,000	0.00%
RFOTC Cell Tower Lease Agreement	43,260	44,765	44,765	0.00%
Fullerton Airport Hangar Lease	171,336	203,669	201,117	-1.25%
Witness Fees	4,500	4,500	4,500	0.00%
Joint Apprenticeship Comm (CFFJAC)	100,000	100,000	100,000	0.00%
Santa Ana College Agreement	500,000	490,000	450,000	-8.16%
Bankruptcy Loss Recovery	101,956	180,942	-	-100.00%
Insurance Settlements	-	34,875	-	-100.00%
Sales of Surplus	50,000	50,000	60,000	20.00%
TOTAL OTHER REVENUE	1,112,197	1,333,751	1,021,382	-23.42%
TOTAL	\$347,747,045	\$368,778,142	\$393,858,112	6.80%

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2018/19 BUDGET

Account Description and Explanation of Significant Changes	FY 2017/18 Adopted Budget	FY 2018/19 Adopted Budget	\$ Change fr FY 2017/18 Budget	% Change fr FY 2017/18 Budget
EMPLOYEE SALARIES				
Regular Salaries	\$123,443,058	\$138,170,119	\$14,727,061	11.93%
<ul style="list-style-type: none"> - Reflects unfreezing 42 Firefighter Unit positions and adding 9 new positions to reduce firefighter overtime in July 2017 - Reflects three Firefighter Paramedic positions for 4th post position added to Engine 13 in November 2017 - Reflects \$3.1M reduction for anticipated salary savings due to vacant positions - Includes nine unfrozen and funded positions effective 7/1/18 - Reflects cost-of-living increases for Fire Mgmt. & Firefighter Units. No cost-of-living included for other bargaining units - Includes potential merit increases for eligible employees - Reflects four frozen unfunded positions 				
Backfill/Overtime/FLSA	50,678,679	47,149,211	(3,529,468)	-6.96%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years - Includes FLSA Adjustment/Holiday Pay - Reduction due to unfreezing 42 Firefighter Unit positions and adding nine new positions to reduce firefighter overtime in July 2017 				
Extra Help	121,837	54,568	(67,269)	-55.21%
<ul style="list-style-type: none"> - Decreased due to reducing budgeted Extra Help positions from nine in FY 2017/18 to three in FY 2018/19. 				
Reserves	325,000	300,000	(25,000)	-7.69%
<ul style="list-style-type: none"> - Based on historical levels; slight reduction from FY 2017/18 				
Other Pay	19,455,212	20,606,442	1,151,230	5.92%
<ul style="list-style-type: none"> - Reflects cost-of-living increases for Fire Mgmt. & Firefighter Units. No cost-of-living included for other bargaining units - Reflects unfreezing 42 Firefighter Unit positions and adding 9 new positions to reduce firefighter overtime in July 2017 - Reflects three Firefighter Paramedic positions for 4th post position added to Engine 13 in November 2017 - Includes nine unfrozen and funded positions effective 7/1/18 - Includes potential merit increases for eligible employees 				
Sick/Vacation Payoff	3,900,000	4,018,754	118,754	3.04%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	197,923,786	210,299,094	12,375,308	6.25%

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2018/19 BUDGET**

Account Description and Explanation of Significant Changes	FY 2017/18 Adopted Budget	FY 2018/19 Adopted Budget	\$ Change fr FY 2017/18 Budget	% Change fr FY 2017/18 Budget
<u>RETIREMENT</u>	76,836,064	84,950,223	8,114,159	10.56%
- Reflects unfreezing 42 Firefighter Unit positions and adding 9 new positions to reduce firefighter overtime in July 2017				
- Reflects three Firefighter Paramedic positions for 4th post position added to Engine 13 in November 2017				
- Includes nine unfrozen and funded positions effective 7/1/18				
- Reflects cost-offset from increased employee retirement contributions as per new Firefighter and Fire Management MOUs adopted in FY 2016/17				
- Reflects OCERS' final adopted rates & PEPRAs rates for vacant positions				
- Reflects \$1.1M reduction for anticipated salary savings due to vacant positions				
- Includes \$1.5M savings for OCERS prepayment				
- Includes \$9.2M UAAL buy-down				
- Reflects four frozen unfunded positions				
<u>INSURANCE</u>				
Health Insurance	27,491,288	29,796,185	2,304,897	8.38%
- Reflects unfreezing 42 Firefighter Unit positions and adding 9 new positions to reduce firefighter overtime in July 2017				
- Reflects three Firefighter Paramedic positions for 4th post position added to Engine 13 in November 2017				
- Includes nine unfrozen and funded positions effective 7/1/18				
Workers' Compensation	12,687,256	17,366,238	4,678,982	36.88%
- 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	60,000	60,000	-	0.00%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	40,238,544	47,222,423	6,983,879	17.36%
<u>MEDICARE</u>	2,720,948	3,004,955	284,007	10.44%
- Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not				
- Includes potential merit increases for eligible employees				
- Reflects a \$34K reduction for anticipated salary savings due to vacant positions				
- Reflects 4 frozen unfunded positions				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$317,719,342	\$345,476,695	\$27,757,353	8.74%

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2018/19 BUDGET

Account Description and Explanation of Significant Changes	FY 2017/18 Adopted Budget	FY 2018/19 Adopted Budget	\$ Change fr FY 2017/18 Budget	% Change fr FY 2017/18 Budget
Clothing - FY 2018/19 reflects increases in clothing replacement for safety personnel	\$1,128,244	\$1,221,782	\$93,538	8.29%
Communications - FY 2018/19 reflects upgrades/increases of phone lines, data circuits, mobile services	1,220,790	1,273,503	52,713	4.32%
Food - FY 2018/19 reflects re-allocation of funds	109,457	105,457	(4,000)	-3.65%
Household Expenses	262,000	262,000	-	0.00%
Insurance - FY 2018/19 reflects premium increases due to high safety group in the employee workforce	1,585,662	1,634,662	49,000	3.09%
Maintenance/Repair - Equipment - FY 2018/19 reflects increased projects for equipment maintenance in Air Operations (one-time), Fleet Services, IT Division and Property Management	4,396,761	5,195,389	798,628	18.16%
Maintenance/Repair - Buildings - FY 2017/18 includes major repairs/maintenance one-time projects at several fire stations	3,410,000	2,242,000	(1,168,000)	-34.25%
Medical Supplies and Equipment - FY 2017/18 includes one-time increase to replace kits for all ALS units	1,070,456	1,009,063	(61,393)	-5.74%
Memberships - FY 2018/19 reflects increased memberships for various sections	56,333	60,388	4,055	7.20%
Miscellaneous Expenses	31,250	31,250	-	0.00%
Office Expense - FY 2018/19 reflects increases in IT Division as a result of a re-allocation of funds from other accounts	885,670	958,190	72,520	8.19%

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2018/19 BUDGET**

Account Description and Explanation of Significant Changes	FY 2017/18 Adopted Budget	FY 2018/19 Adopted Budget	\$ Change fr FY 2017/18 Budget	% Change fr FY 2017/18 Budget
Professional and Specialized Services - FY 2017/18 reflects one-time increase in professional services in Information Technology Division , and re-allocation of funds to other accounts	10,267,152	7,975,828	(2,291,324)	-22.32%
Publications and Legal Notices - FY 2018/19 reflects re-allocation of funds	9,845	7,845	(2,000)	-20.31%
Rents and Leases - Equipment	153,000	153,000	-	0.00%
Rents and Leases - Facilities - FY 2018/19 reflects new site lease	120,031	126,331	6,300	5.25%
Small Tools and Instruments	122,983	125,008	2,025	1.65%
Special Department Expense - FY 2018/19 reflects increase in custom-fabricated mounts for communication equipment installation on vehicles	2,009,561	2,079,074	69,513	3.46%
Transportation - FY 2018/19 reflects re-allocation of funds to maintenance/repairs of equipment in Fleet Services	2,020,736	1,877,736	(143,000)	-7.08%
Travel, Training and Meetings - FY 2018/19 reflects increases in employee training programs	1,164,971	1,249,701	84,730	7.27%
Utilities	2,311,500	2,311,500	-	0.00%
Taxes and Assessments	32,209	32,209	-	0.00%
TOTAL SERVICES & SUPPLIES	\$32,368,611	\$29,931,916	(\$2,436,695)	-7.53%

Preface to Strategic Goals & Objectives, and Work Unit Budgets

At the end of FY 2017/18 Orange County Fire Authority began an extensive organizational re-structuring effort. The effort is designed to be implemented in stages and although it is not yet concluded, it is presented in this document in its final idealized form, with discrete work units identified and funded.

The re-structuring effort has resulted in some Departments retaining the names held prior, but as the components of the Department no longer retain the same characteristics, comparisons of the Departments from fiscal year to fiscal year are not useful or reliable tools from which to draw conclusions about the Department, or the Authority as a whole. Therefore, while each work unit's current fiscal year Summary information will be provided, comparisons to prior years are not being described in this publication.

The re-structuring effort has also impacted Authority's development and presentation of its Strategic Goals and Objectives. Overall Strategic Goals for the Authority were presented to the Board of Directors on June 28, 2018 and are comprised of three overarching Goals. Those are:

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

On the following page the Goals are further detailed and assigned to the Departments that were in place before the re-structuring was initiated. These Goals will be further reviewed and assigned to the discrete work units as this fiscal year progresses. Following the Goals for FY 2018/19 is a final report on the status of the Goals and Objectives accomplished during FY 2017/18.

OCFA STRATEGIC GOALS – FY 2018/19 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery			
<i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Review OCFA’s organizational structure and make recommended changes or submit recommendations to the Board where Board approval is required.	Fire Chief	TSD: TCD: CB:	6/1/18 12/1/18 OCFA’s org chart aligns with organizational needs and leadership vision.
b. Continue policy efforts and Board action to reduce unfunded liabilities, thereby improving sustainability of services.	Business Services	TSD: TCD: CB:	9/26/13 12/31/21 OCFA’s pension plan with OCERS achieves an 85% funding level.
c. Recognize and respond to changing budgetary conditions, not only on behalf of OCFA, but also considering OCFA financial impacts to member agencies.	Business Services	TSD: TCD: CB:	7/1/18 6/30/19 OCFA’s 5-year financial forecast reflects a balanced budget with a flow of funds for CIP needs.
d. Assist member agencies working through financial challenges and/or researching equity concerns by providing contract information, fiscal data, and service options that may be available.	Business Services	TSD: TCD: CB:	7/1/18 6/30/19 Members are consistently informed about OCFA’s finances. Supplementary requests are responded to in a timely manner with high-quality data.
e. Negotiate and implement successor MOUs for OCEA and OCFAMA, keeping focus on OCFA’s mission and sustainability of services.	Human Resources	TSD: TCD: CB:	8/31/17 8/31/18 Successor MOUs are approved by the Board, ratified by the associations, and implemented.
f. Refine the process to evaluate, prioritize, and budget for significant CIP projects requested of the Support Services Department.	Support Services	TSD: TCD: CB:	6/1/18 6/30/19 Develop and implement process for new capital and project requests.
g. Initiate projects to enhance facilities, enabling service sustainability and continuous service improvements.	Support Services	TSD: TCD: CB:	6/1/18 6/30/19 Identify sites and develop plans for FS9 & FS10; stabilize FS42 & FS49; install fire alarm systems in three or more OCFA owned stations; upgrade at least two bathroom accommodations.

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

FY 2018/19 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2018/19 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
h. Continue evaluation of service delivery deployment based on strategic data analysis.	Organizational Planning	TSD: 7/1/18 TCD: 6/30/19 CB: Top priorities from data analysis are implemented.	
i. Pursue actions to ensure an effective aviation program that meets the needs of our agencies served.	Operations	TSD: 6/1/18 TCD: 6/30/19 CB: Pilot and mechanic staffing is increased to enable consistent daily staffing of the second helicopter (12 hours/day).	
j. Finalize and implement (if approved) the Garden Grove Fire Services Proposal.	Organizational Planning	TSD: 9/28/17 TCD: 1/2/19 CB: OCFA begins Fire/EMS services for the City of GGV.	
2. <u>Our People</u> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
a. Develop a plan to fully implement our behavioral health programs.	Human Resources	TSD: July 2017 TCD: December 2019 CB: Top priorities from gap analysis implemented	
b. Initiate a one-year project to further develop and implement OCFA's cancer awareness and prevention program.	Human Resources	TSD: July 2017 TCD: June 2019 CB: Initial training completed and program components implemented	
c. Implement actions to prevent illness and injuries thereby reducing the number of workers' compensation claims and associated days off work, while improving employee wellness.	Human Resources	TSD: November 2017 TCD: June 2019 CB: Implementation of safety management system and WEFIT	
d. Expand and strengthen outreach, recruitment and selection processes to hire and promote highly qualified candidates and achieve increased diversity of the workforce.	Human Resources	TSD: July 2017 TCD: January 2019 CB: Outreach and recruiting plan developed; resources identified.	
e. Provide leadership training and development.	Organizational Planning	TSD: 7/1/18 TCD: 12/31/18 CB: The plan is approved by the Fire Chief.	

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

OCFA STRATEGIC GOALS – FY 2018/19 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
f. Develop an individual development guide for staff to follow for promotion and to encourage succession planning.	Organizational Planning	TSD: TCD: CB:	7/1/18 12/31/18 The first development guide is provided to agency.
g. Complete an assessment and/or implementation plan for external web-based management services, such as Lexipol, to enable consistent statewide updates to key fire service policies, including electronic delivery of daily training on policies to our employees.	Organizational Planning	TSD: TCD: CB:	7/1/18 6/30/19 Board approval of a contract for services, including an implementation plan.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Enhance physical-security and safety to personnel and systems.	Support Services	TSD: TCD: CB:	5/1/18 12/31/18 Utilize security consultant to assess and plan physical security enhancements
b. Enhance cyber-security and safety to personnel and systems.	Support Services	TSD: TCD: CB:	6/1/18 6/30/19 Utilize security consultant to assess and plan cyber-security enhancements; implement recommendations of Technology Task Force; implement annual employee training
c. Improve capabilities for continuity of operations, including establishment of a data center colocation facility, and a data center fire protection upgrade.	Support Services	TSD: TCD: CB:	6/1/18 6/30/18 Identify colocation site; enter into agreement for colocation; install backup hardware/software for critical systems
d. Leverage existing and emerging technologies to enhance frontline operations service delivery.	Support Services	TSD: TCD: CB:	6/1/18 6/30/18 Implement new technologies to enhance firefighter situational awareness (e.g., mapping, software/hardware)

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

FY 2018/19 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2018/19 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
e. Continue the Records Management System (RMS) data clean-up in preparation for the new RMS design, as well as for future risk assessment and workload justification efforts.	Community Risk Reduction	TSD: TCD: CB:	7/1/17 6/30/19 All duplicate records scrubbed, Building Shell records verified, and IFP/GIS address comparison is complete.
f. Pursue upgrades to the Banner financial system and other Business Process automations, to improve financial and HR workflows.	Business Services	TSD: TCD: CB:	7/1/18 6/30/19 Efficiency of financial and HR workflows are improved by implementing new automations.

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

OCFA STRATEGIC GOALS – FY 2017/18 4 th Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Lead	Unmet Minimum	In Progress	Completed	Metrics		
					Minimum	Target	Maximum
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				Establish requirements of Board of Directors	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 – Expand the use of social media for outreach and education	Ops				Maintain current public affairs campaigns – December 2017	Develop strategic plan for the use of social media – March 2018	Add additional campaigns – June 2018
2. Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 2.1 – Reduce forced hiring of safety personnel	H.R.				Potential solutions identified and prioritized	Reduce vacancies that are adding to force hires	All recommendations implemented and forced staffing is reduced
Initiative 2.2 – Develop and implement a comprehensive recruitment outreach program to increase workforce diversity in the firefighter academies.	H.R.				Multiple points of entry into firefighter positions established	Recruiting program implemented to increase workforce diversity	Workforce diversity is increased as compared to FY 2016/17
Initiative 2.3 – Develop the OCFA Master Succession Plan	O.P.				Draft plan approved by 2/18	Final plan approved by 3/18	Final plan approved by 1/18
Initiative 2.4 – Provide support in negotiation of MOUs with the Orange County Employees’ Association (OCEA) and the Orange County Fire Authority Managers’ Association (OCFAMA)	B.S.				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: innovative emergency medical service delivery model and criteria-based dispatch (CBD)	Ops				Analysis complete by December 2017	Action plan written by June 2018	Action plan implemented by January 2018
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	B.S.				General Fund is balanced	Contract increases are less than cap	Flow of surplus funds to CIP

KEY: = Designates long-term or perpetual initiative; B.S. = Business Services; C.R.R. = Community Risk Reduction; H.R. = Human Resources; Ops = Operations; O.P. = Organizational Planning; S.S. = Support Services

FY 2018/19 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2017/18 4th Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Lead	Unmet Minimum	In Progress	Completed	Metrics		
					Minimum	Target	Maximum
Initiative 4.2 – Implement ongoing monitoring of utility usage assessment (water, electricity, and gas) for all facilities	S.S.				Develop processes to capture monthly data	Post information and publish periodic reports	Track trends to identify opportunities to reduce utilization
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.	Ops				Group formed by 11/17	Pocket card developed	Pocket card distributed by 2/18
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
6. Improve Risk Management Outcomes							
Initiative 6.1 – Oversee review of workers’ compensation injury analysis (accident cost reduction effort) to reduce annuals claims, annual expenses, and backfill costs.	H.R.				No increase	In process of selecting Safety Management System	5% reduction
Initiative 6.2 – Establish cancer prevention measures for safety personnel	H.R.				Measures identified	Some measures implemented (ongoing plans, never done)	All measures implemented
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.				Meet with sections to ID gaps	Compile a master list of possible innovations by 12/17	Share list with Executive Team by 2/18
Initiative 7.2 – Establish a behavioral health program that addresses suicide prevention and the impact of post-traumatic stress disorder (PTSD) in OCFA personnel	H.R.				Program components identified	Partial implementation completed	Program implemented
Initiative 7.3 – Establish and institutionalize evaluation tools and techniques for leadership that includes feedback from supervisors, peers and subordinates (360-degree evaluation).	H.R.				Framework done	Written plan complete	Evaluation tool implemented

KEY: = Designates long-term or perpetual initiative; B.S. = Business Services; C.R.R. = Community Risk Reduction; H.R. = Human Resources; Ops = Operations; O.P. = Organizational Planning; S.S. = Support Services

OCFA STRATEGIC GOALS – FY 2017/18 4 th Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Lead	Unmet Minimum	In Progress	Completed	Metrics		
					Minimum	Target	Maximum
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)	S.S.				Release RFP and select project manager	Develop project time and initiate procurement/development efforts	Implement one or more modules
Initiative 8.2 – Establish an Unmanned Aircraft System (UAS) program (aka drone)	Ops				Create framework (SOPs, etc.) December 2017	Acquire a FAA cert of authorization March 2018	Implement UAS program June 2018
Initiative 8.3 – Complete the installation of the countywide remote sensing platform for real time weather data and fire detection/monitoring.	C.R.R.				Establish OCSD/OCFA platform	Expand OCSD/OCFA platform to 8 identified sites	Establish both HPWREN and OCSD platforms
Initiative 8.4 – Develop a working relationship with all Orange County Water Districts toward improving the expansion and the maintenance of the OCFA fire protection systems	C.R.R.				Meet Water District contracts and obtain an overview of service areas	Meet with Water District contacts and review current Fire Protection Policies	Complete Water District Handbook to include Contacts, Water Maps and Fire Protection Policies
Initiative 8.5 – Evaluate countywide CAD2CAD technology and implement enhancements to improve interoperability	S.S.				Upgrade solution to improve functionality and redundancy	Implement enhancements to seamlessly exchange automatic aid	Consolidate communication centers to reduce redundant costs
9. Maintain Continuity of Operations Plan (COOP) for OCFA							
Initiative 9.1 – Finalize OCFA COOP plan	O.P.				Complete an after-action report for FY 2016/17 training by 10/17	Finalize OCAF COOP following AAR inputs by 12/17	Distribute finalized plan to OCFA 3/18
Initiative 9.2 – Conduct an active-shooter drill with Board of Directors	O.P.				Plan full scale drill by 9/17	Complete a training exercise by 2/18	Update BOD policies after report is done by 6/18
Initiative 9.3 – Conduct an active-shooter drill at the RFOTC for all staff	O.P.				Conduct a full-scale drill by 4/18	Complete an after-action report by 5/18	Update policies after report is done by 6/18
10. Maintain flexibility for unforeseen events							

KEY: = Designates long-term or perpetual initiative; B.S. = Business Services; C.R.R. = Community Risk Reduction; H.R. = Human Resources; Ops = Operations; O.P. = Organizational Planning; S.S. = Support Services



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.

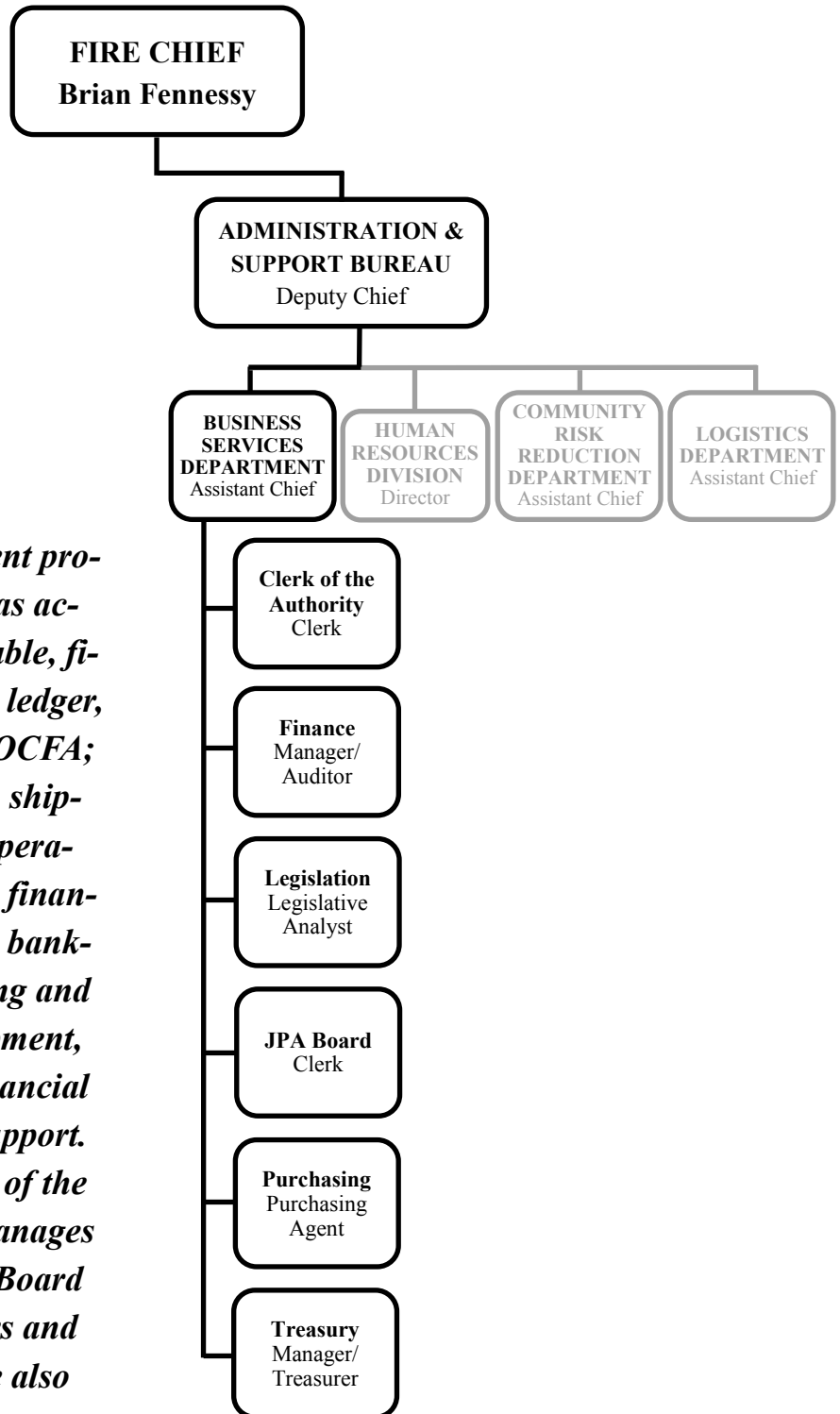


*Business Services
Department*





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



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

Business Services Department Summary

The FY 2018/19 budget for the Business Services Department is \$19.4 million, for funding of the following functions: Clerk of the Authority/JPA Board, Finance Division, Legislation Division, Purchasing, and Treasury and Financial Planning. The budget includes funding for 66 positions in FY 2018/19. The FY 2018/19 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

**ORANGE COUNTY FIRE AUTHORITY
 BUSINESS SERVICES DEPARTMENT SUMMARY
 FY 2018/19 BUDGET**

Account Description	JPA Board of Directors	Clerk of the Authority	Finance Division	Purchasing	Treasury & Financial Planning	Legislation Division	Department Total
EMPLOYEE SALARIES							
Regular Salaries	-	\$462,242	\$2,151,017	\$520,922	\$769,628	\$118,181	\$4,021,990
Backfill/Overtime	-	-	30,706	-	-	-	30,706
FLSA Adjmt./Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	7,470	57,437	18,201	-	-	83,108
Sick/Vacation Payoff	-	4,659	74,193	3,884	20,995	8,875	112,606
TOTAL SALARIES	-	474,371	2,313,353	543,007	790,623	127,056	4,248,410
RETIREMENT	-	154,995	707,839	174,338	9,415,217	39,409	10,491,798
INSURANCE							
Employee Insurance	-	93,456	390,391	77,542	172,520	28,382	762,291
Workers' Comp	-	14,985	103,374	19,829	34,840	5,207	178,235
TOTAL INSURANCE	-	108,441	493,765	97,371	207,360	33,589	940,526
MEDICARE	-	6,878	33,477	7,863	11,460	1,841	61,519
TOTAL S&EB	-	744,685	3,548,434	822,579	10,424,660	201,895	15,742,253
SERVICES AND SUPPLIES	72,915	11,089	3,124,524	42,310	212,312	162,625	3,625,775
EQUIPMENT	-	-	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-	-	-
TOTAL BUDGET	\$72,915	\$755,774	\$6,672,958	\$864,889	\$10,636,972	\$364,520	\$19,368,028
Funded Positions	25	5	24	5	6	1	66



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.

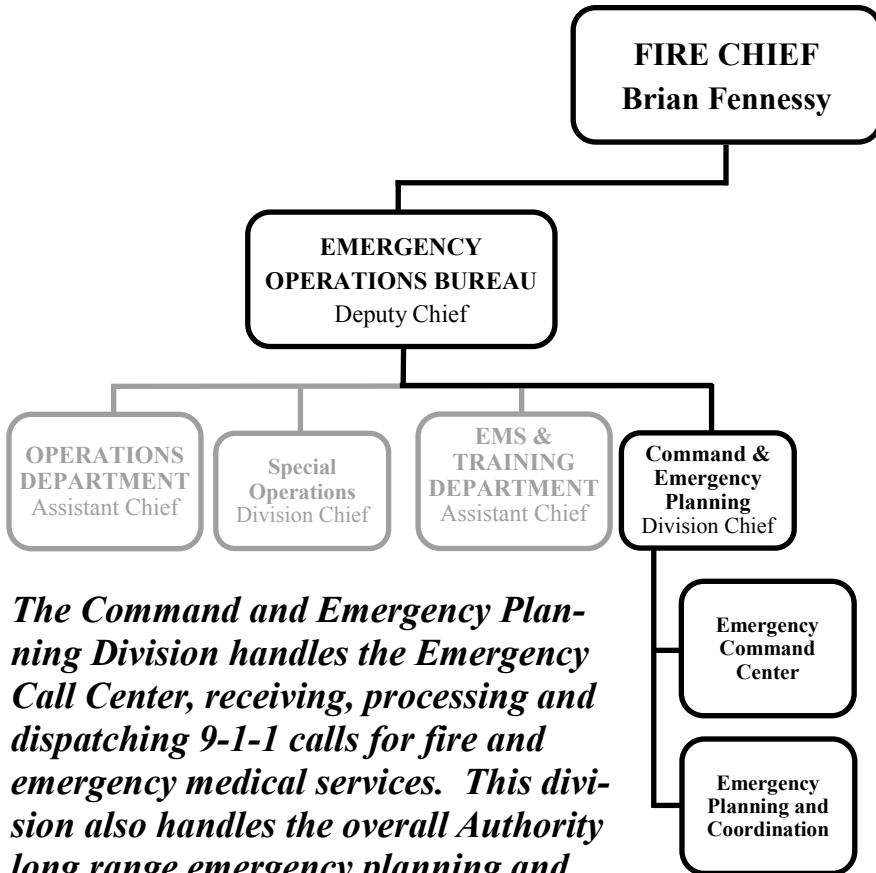


*Command &
Emergency
Planning Division*





ORANGE COUNTY FIRE AUTHORITY
COMMAND and EMERGENCY PLANNING DIVISION
ORGANIZATION CHART



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

Command & Emergency Planning Division

Budget Summary:

The FY 2018/19 budget for the Command & Emergency Planning Division is \$7.8 million, for funding of the following functions: Emergency Command Center and Emergency Planning & Coordination services. The budget includes funding for 41 positions in FY 2018/19.

Command & Emergency Planning Division

**ORANGE COUNTY FIRE AUTHORITY
 COMMAND & EMERGENCY PLANNING DIVISION
 FY 2018/19 BUDGET**

Account Description	ECC	EPAC	Division Total
EMPLOYEE SALARIES			
Regular Salaries	\$3,430,098	\$124,342	\$3,554,440
Backfill/Overtime	1,325,646	-	1,325,646
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	373,457	20,272	393,729
Sick/Vacation Payoff	86,648	-	86,648
TOTAL SALARIES	5,215,849	144,614	5,360,463
RETIREMENT	1,341,584	75,272	1,416,856
INSURANCE			
Employee Insurance	533,706	23,460	557,166
Workers' Comp	239,800	39,262	279,062
TOTAL INSURANCE	773,506	62,722	836,228
MEDICARE	74,469	2,808	77,277
TOTAL S&EB	7,405,408	285,416	7,690,824
SERVICES AND SUPPLIES	66,979	11,000	77,979
EQUIPMENT	-	-	-
TOTAL BUDGET	\$7,472,387	\$296,416	\$7,768,803
Funded Positions	40	1	41



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.

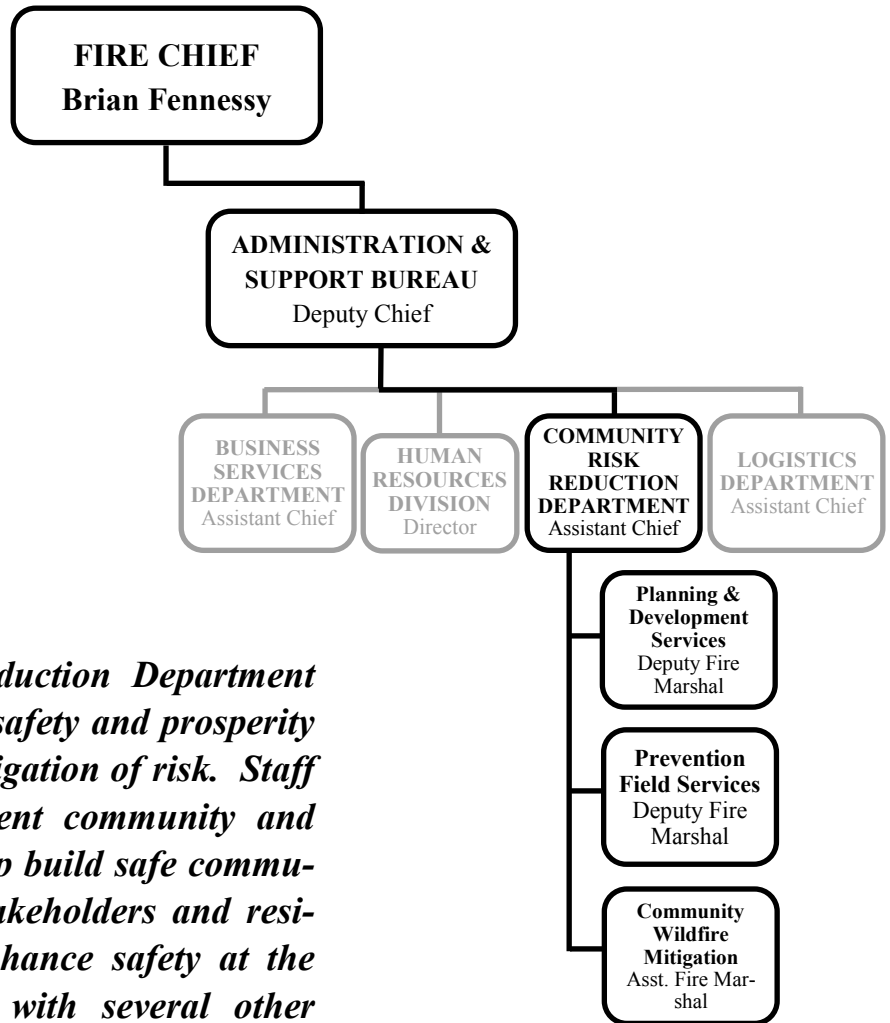


*Community Risk
Reduction
Department*





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



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

Community Risk Reduction Department

Budget Summary:

The FY 2018/19 budget for the Community Risk Reduction Department is \$10.4 million, for funding of the following functions: Community Wildfire Mitigation, Planning & Development and Prevention Field Services. The budget includes funding for 67.5 positions in FY 2018/19.

Community Risk Reduction Department

**ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2018/19 BUDGET**

Account Description	Community Wildfire Mitigation	Planning & Development	Prevention Field Services	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$347,287	\$3,044,846	\$2,670,786	\$6,062,919
Backfill/Overtime	25,000	46,780	90,150	161,930
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	-	27,284	-	27,284.00
Reserves	-	-	-	-
Other Pay	35,329	140,000	112,350	287,679
Sick/Vacation Payoff	46,374	50,100	81,190	177,664
TOTAL SALARIES	453,990	3,309,010	2,954,476	6,717,476
RETIREMENT	153,231	1,019,011	885,746	2,057,988
INSURANCE				
Employee Insurance	60,550	426,271	380,110	866,931
Workers' Comp	69,791	124,764	83,845	278,400
TOTAL INSURANCE	130,341	551,035	463,955	1,145,331
MEDICARE	6,690	47,893	41,752	96,335
TOTAL S&EB	744,252	4,926,949	4,345,929	10,017,130
SERVICES & SUPPLIES	48,875	208,886	142,446	400,207
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$793,127	\$5,135,835	\$4,488,375	\$10,417,337
Funded Positions	5	32.5	30	67.5



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.

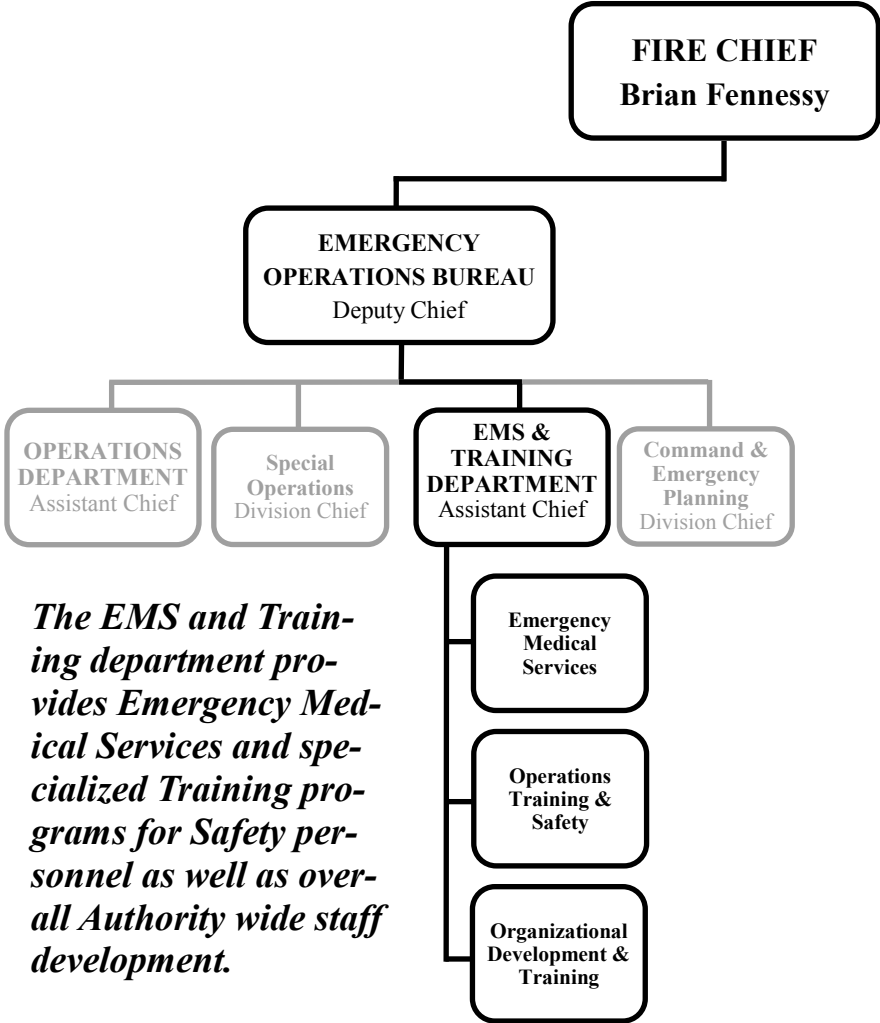


*EMS &
Training
Department*





ORANGE COUNTY FIRE AUTHORITY
EMS and TRAINING DEPARTMENT
ORGANIZATION CHART



The EMS and Training department provides Emergency Medical Services and specialized Training programs for Safety personnel as well as overall Authority wide staff development.

Emergency Medical Services & Training Department

Budget Summary:

The FY 2018/19 budget for the Emergency Medical Services & Training Department is \$8.3 million, for funding of the following functions: Emergency Medical Services, Organizational Development & Training, and Operations Training & Safety. The budget includes funding for 27 positions in FY 2018/19.

ORANGE COUNTY FIRE AUTHORITY

EMERGENCY MEDICAL SERVICES & TRAINING DEPT. SUMMARY

FY 2018/19 BUDGET

Account Description	Emergency Medical Services	Organizational Development & Training	Operations Training & Safety	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$1,659,900	\$205,866	\$1,177,836	\$3,043,602
Backfill/Overtime	84,765	185	152,311	237,261
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	-	-	-	-
Reserves	-	-	-	-
Other Pay	129,367	4,906	334,514	468,787
Sick/Vacation Payoff	51,467		65,583	117,050
TOTAL SALARIES	1,925,499	210,957	1,730,244	3,866,700
RETIREMENT	659,972	67,453	754,013	1,481,438
INSURANCE				
Employee Insurance	261,347	40,474	219,027	520,848
Workers' Compensation	115,072	13,505	206,630	335,207
TOTAL INSURANCE	376,419	53,979	425,657	856,055
MEDICARE	27,814	3,059	24,962	55,835
TOTAL S&EB	2,989,704	335,448	2,934,876	6,260,028
SERVICES & SUPPLIES	1,307,513	115,175	579,562	2,002,250
EQUIPMENT	-		-	-
TOTAL BUDGET	\$4,297,217	\$450,623	\$3,514,438	\$8,262,278
Funded Positions	15	2	10	27



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.

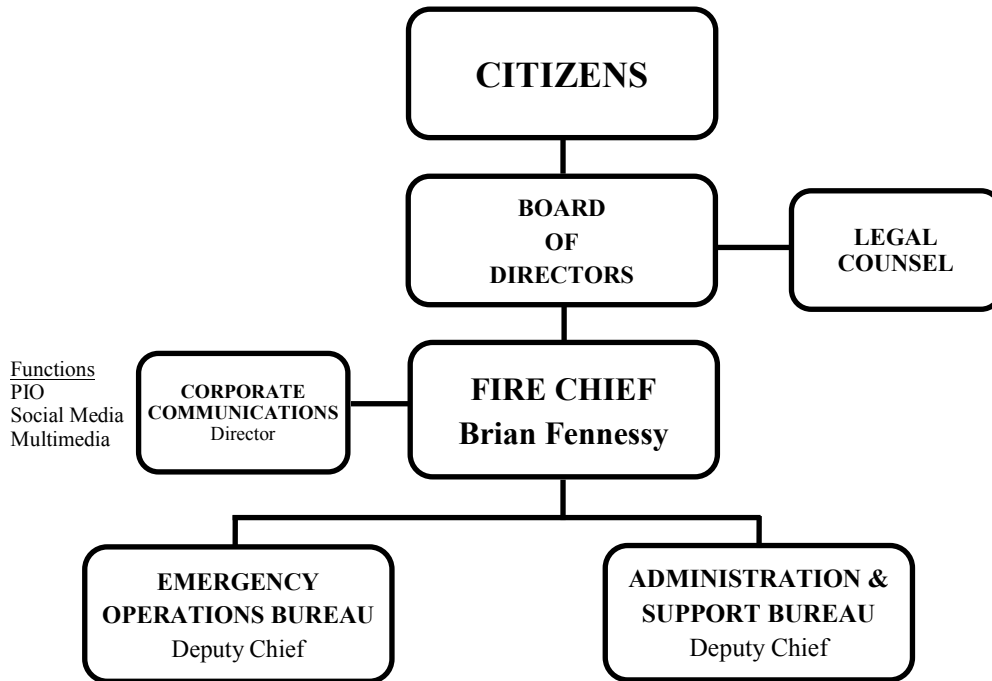


*Executive
Management*





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



The Orange County Fire Authority is a Joint Powers Authority (JPA) managed by an appointed fire chief, two deputy chiefs, five assistant chiefs, a human resources director and a Communications director. Service activities are organized into two Bureaus, Emergency Operations and Administration and Support. The bureaus activities are further refined into five departments including Business Services, Community Risk Reduction, Logistics, Operations, and EMS and Training. All departments are supported by the Human Resources Division, which administers employee benefits, employee relations, recruitment and selection, risk management, labor negotiations and Memorandum of Understanding administration. OCFA is also supported by Corporate Communications providing Public Information Officer services, social media updates and campaigns and multimedia services.

Executive Management Summary

The FY 2018/19 budget for the Executive Management is \$4.8 million, for funding of the following functions: Executive Management and Corporate Communications. The budget includes funding for 13.0 positions in FY 2018/19. The FY 2018/19 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

**ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT
FY 2018/19 BUDGET**

Account Description	Executive Management	Corporate Communications	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$1,783,380	\$348,876	\$2,132,256
Backfill/Overtime	7,945	149,642	157,587
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	31,378	115,512	146,890
Sick/Vacation Payoff	88,040	17,316	105,356
TOTAL SALARIES	1,910,743	631,346	2,542,089
RETIREMENT	802,646	187,902	990,548
INSURANCE			
Employee Insurance	248,703	59,792	308,495
Workers' Comp	137,392	42,766	180,158
TOTAL INSURANCE	386,095	102,558	488,653
MEDICARE	27,687	9,674	37,361
TOTAL S&EB	3,127,171	931,480	4,058,651
SERVICES AND SUPPLIES	718,382	40,375	758,757
EQUIPMENT	-	-	-
TOTAL BUDGET	\$3,845,553	\$971,855	\$4,817,408
Funded Positions	9	4	13



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.

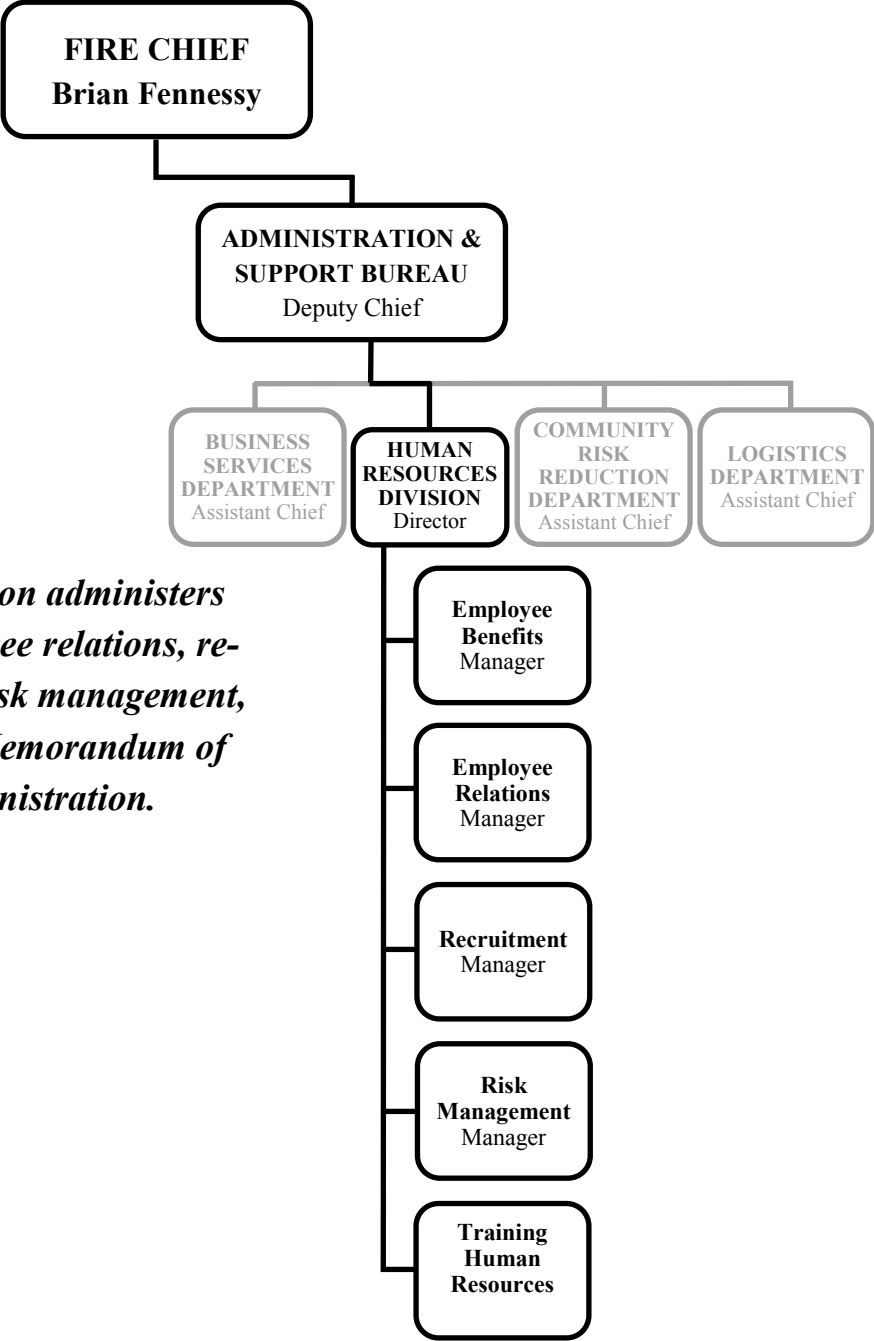


Human Resources
Division





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



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

Human Resources Division Summary

The FY 2018/19 budget for the Human Resources Division is \$8.9 million, for funding of the following functions: Training-HR, Risk Management, Employee Benefits, Employee Relations, and Recruitment and Selection. The budget includes funding for 21.5 positions in FY 2018/19. The FY 2018/19 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

**ORANGE COUNTY FIRE AUTHORITY
HUMAN RESOURCES DIVISION
FY 2018/19 BUDGET**

Account Description	Training-HR	Human Resources Division	Human Resources Division Total
EMPLOYEE SALARIES			
Regular Salaries	\$171,286	\$2,209,688	\$2,380,974
Backfill/Overtime	-	205,813	205,813
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	25,692	53,389	79,081
Sick/Vacation Payoff	-	78,126	78,126
TOTAL SALARIES	196,978	2,547,016	2,743,994
RETIREMENT	100,474	716,369	816,843
INSURANCE			
Employee Insurance	19,265	424,723	443,988
Workers' Comp	-	107,566	107,566
TOTAL INSURANCE	19,265	532,289	551,554
MEDICARE	2,857	36,688	39,545
TOTAL S&EB	319,574	3,832,362	4,151,936
SERVICES AND SUPPLIES	5,000	4,747,113	4,752,113
EQUIPMENT	-	-	-
TOTAL BUDGET	\$324,574	\$8,579,475	\$8,904,049
Funded Positions	1	20.5	21.5



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.

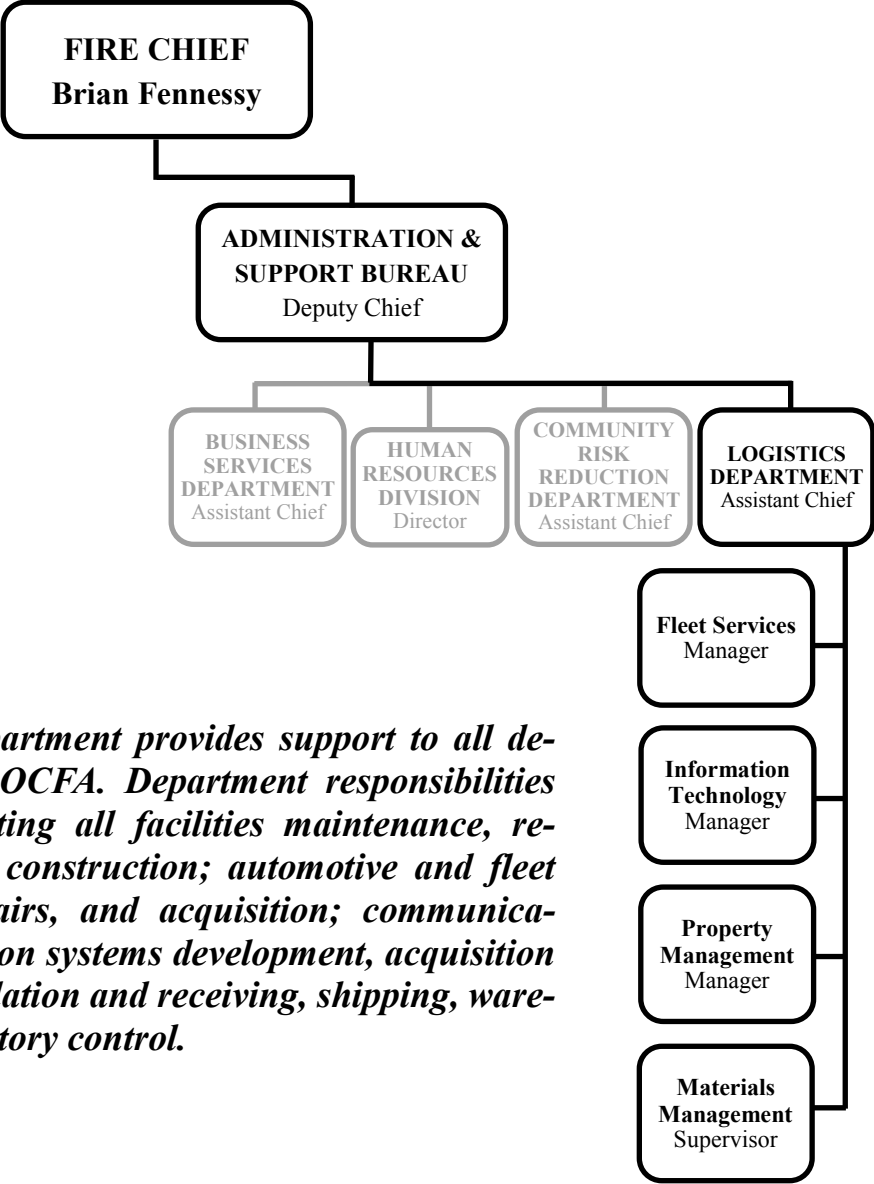


*Logistics
Department*





ORANGE COUNTY FIRE AUTHORITY
LOGISTICS DEPARTMENT
ORGANIZATION CHART



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

Logistics Department Summary

The FY 2018/19 budget for the Logistics Department is \$28.7 million, for funding of the following functions: Fleet Services, Information Technology, Materials Management, and Property Management. The budget includes funding for 83 positions in FY 2018/19. The FY 2018/19 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

**ORANGE COUNTY FIRE AUTHORITY
LOGISTICS DEPARTMENT SUMMARY
FY 2018/19 BUDGET**

Account Description	Fleet Services	Information Technology	Materials Management	Property Management	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$1,803,171	\$3,712,181	\$779,143	\$812,481	\$7,106,976
Backfill/Overtime	82,363	210,139	53,875	7,316	353,693
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	79,960	226,305	86,653	8,426	401,344
Sick/Vacation Payoff	68,783	83,721	11,250	40,186	203,940
TOTAL SALARIES	2,034,277	4,232,346	930,921	868,409	8,065,953
RETIREMENT	595,867	1,230,467	275,445	262,127	2,363,906
INSURANCE					
Employee Insurance	307,461	462,695	179,777	170,037	1,119,970
Workers' Comp	229,286	136,589	103,863	75,201	544,939
TOTAL INSURANCE	536,747	599,284	283,640	245,238	1,664,909
MEDICARE	29,457	61,286	13,475	12,583	116,801
TOTAL S&EB	3,196,348	6,123,383	1,503,481	1,388,357	12,211,569
SERVICES AND SUPPLIES	3,323,511	5,526,188	2,533,283	5,052,031	16,435,013
EQUIPMENT	35,000	-	-	-	35,000
TOTAL BUDGET	\$6,554,859	\$11,649,571	\$4,036,764	\$6,440,388	\$28,681,582
Funded Positions	24	34	15	10	83



ORANGE COUNTY FIRE AUTHORITY

Safety Message

BBQ SAFETY

Grilling Safety

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

Charcoal Grills

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

Propane Grills

- ✓ Check the gas tank hose for leaks before using for the first time each year.
- ✓ If your grill has a gas leak and the leak stops, get the grill serviced by a professional before using it again. If the leak does not stop, call the fire department.
- ✓ If the flame goes out, turn the grill and gas off and wait at least 15 minutes before re-lighting it.

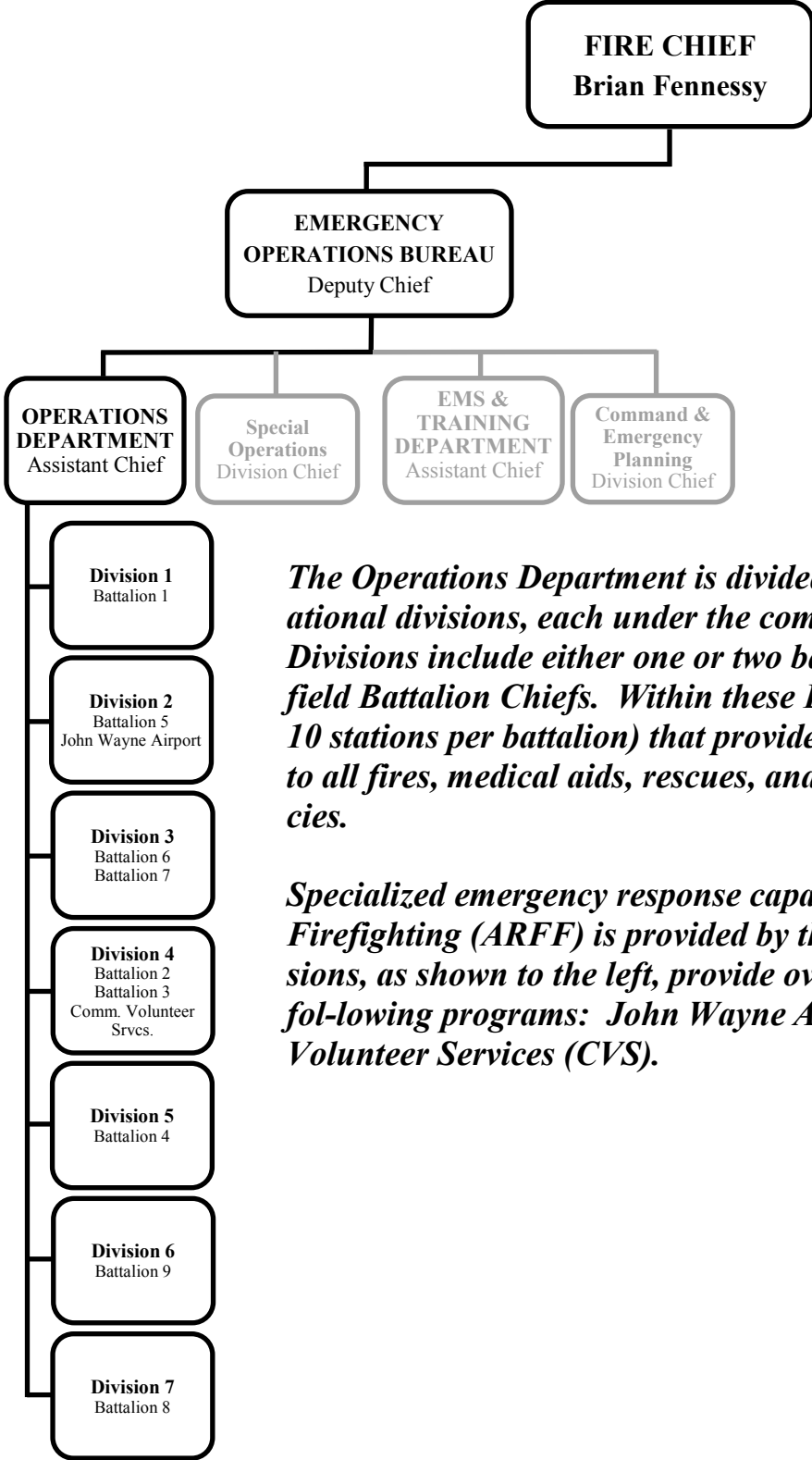


*Operations
Department*





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



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

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

Operations Department Summary

The FY 2018/19 budget for the Operations Department is \$274.8 million, for funding of the following functions: Division 1, Division 2, Division 3, Division 4, Division 5, Division 6, and Division 7. The budget includes funding for 1,033 positions in FY 2018/19. The FY 2018/19 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Operations Department

ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT SUMMARY
FY 2018/19 BUDGET

Account Description	Division 1 Field/Admin	Division 2 Field/Admin	Division 3 Field/Admin	Division 4 Field/Admin	Division 5 Field/Admin	Division 6 Field/Admin	Division 7 Field/Admin	Department Total
EMPLOYEE SALARIES								
Regular Salaries	\$10,392,408	\$18,638,660	\$21,192,078	\$14,822,192	\$13,358,311	\$16,020,283	\$10,758,579	\$105,182,511
Backfill/Overtime	2,139,290	6,366,345	6,804,671	5,025,529	4,764,195	4,381,624	4,167,564	33,649,218
FLSA Adjustment/Holiday Pay	933,904	1,709,466	2,006,981	1,389,424	1,261,098	1,515,957	1,003,940	9,820,770
Extra Help	-	-	-	-	-	-	-	-
Reserves	-	32,880	125,640	79,680	25,020	-	-	263,220
Other Pay	1,575,560	3,439,366	3,727,017	2,560,629	2,179,544	3,045,593	1,778,467	18,306,176
Sick/Vacation Payoff	293,617	514,973	720,931	469,164	316,735	390,880	257,414	2,963,714
TOTAL SALARIES	15,334,779	30,701,690	34,577,318	24,346,618	21,904,903	25,354,337	17,965,964	170,185,609
RETIREMENT	6,118,502	11,359,194	12,793,762	8,946,396	7,751,085	9,770,611	6,209,712	62,949,262
INSURANCE								
Employee Insurance	2,293,243	4,212,654	4,886,321	3,399,421	3,144,445	3,632,436	2,482,856	24,051,376
Workers' Compensation	1,350,435	2,712,463	3,050,417	2,170,405	1,885,185	2,142,182	1,497,900	14,808,987
Unemployment Insurance	7,000	7,000	7,000	7,000	7,000	7,000	7,000	49,000
TOTAL INSURANCE	3,650,678	6,932,117	7,943,738	5,576,826	5,036,630	5,781,618	3,987,756	38,909,363
MEDICARE	218,174	425,844	493,520	350,798	310,755	365,851	260,683	2,425,625
TOTAL S&EB	25,322,133	49,418,845	55,808,338	39,220,638	35,003,373	41,272,417	28,424,115	274,469,859
SERVICES & SUPPLIES	9,400	165,969	16,192	89,162	11,191	10,000	11,400	313,314
EQUIPMENT	-	-	-	-	-	-	-	-
TOTAL BUDGET	\$25,331,533	\$49,584,814	\$55,824,530	\$39,309,800	\$35,014,564	\$41,282,417	\$28,435,515	\$274,783,173
Funded Positions	99	181	209	146	135	156	107	1,033



ORANGE COUNTY FIRE AUTHORITY

Safety Message

HOME HEATING SAFETY

Home Heating Fires

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

- ✓ Keep anything that can burn at least three feet from all heat sources.
- ✓ Hire a professional to clean, inspect and service your home's heating equipment, fireplace, and chimney every year.
- ✓ Purchase space heaters that shut off automatically if they overheat or are knocked over. Always plug space heaters directly into wall outlets.
- ✓ Turn space heaters off before leaving the room or going to sleep.
- ✓ Keep a glass or metal screen in front of the fireplace to prevent sparks and embers from escaping.

Carbon Monoxide Poisoning

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

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

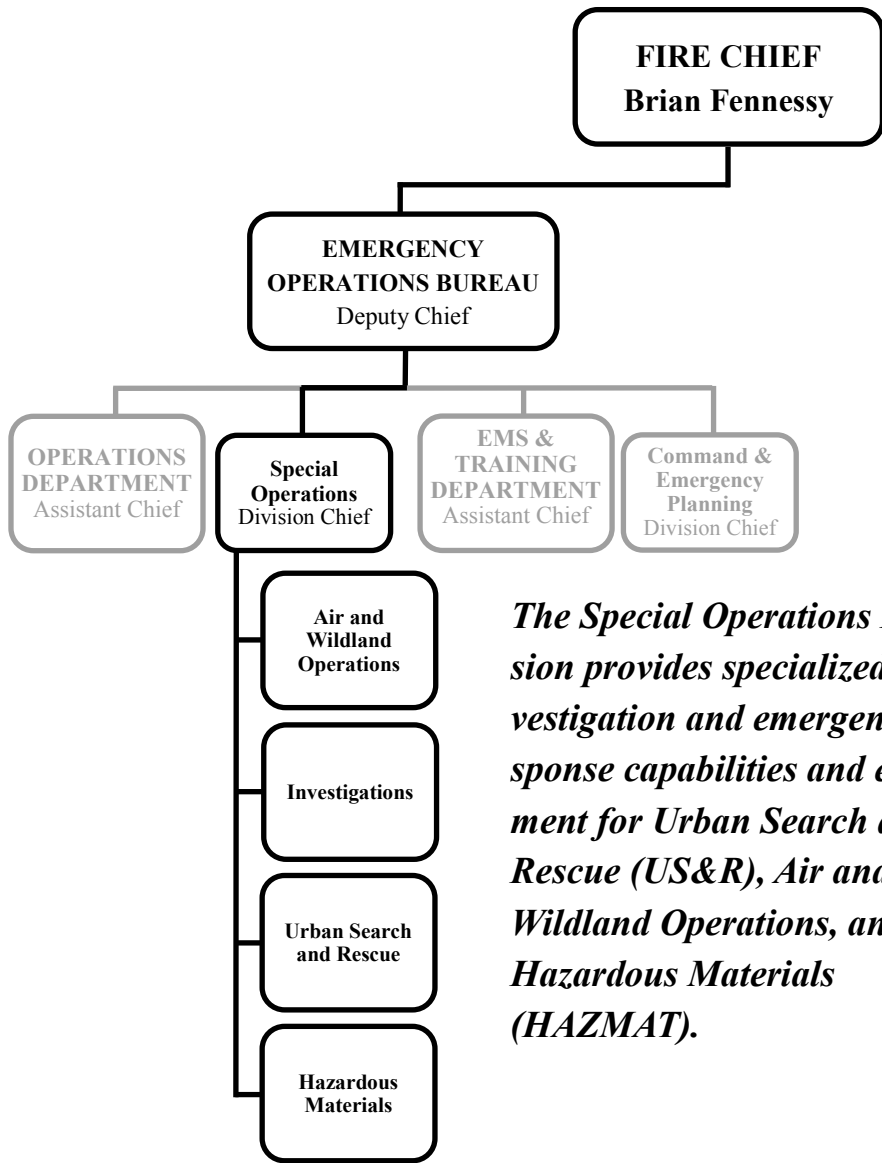


*Special
Operations
Division*





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



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

Special Operations Division Summary

The FY 2018/19 budget for the Special Operations Division is \$13.7 million, for funding of the following functions: Special Operations Admin, Air & Wildland Operations, Investigations, Urban Search & Rescue, and Hazardous Materials Team. The budget includes funding for 52 positions in FY 2018/19. The FY 2018/19 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

ORANGE COUNTY FIRE AUTHORITY
SPECIAL OPERATIONS DIVISION SUMMARY
FY 2018/19 BUDGET

Account Description	Special Operations Admin	Air & Wildland Operations	Investigations	Urban Search & Rescue	Hazardous Materials Team	Division Total
EMPLOYEE SALARIES						
Regular Salaries	\$321,303	\$3,259,405	\$1,103,739	-	-	\$4,684,447
Backfill/Overtime	11,787.00	856,240	155,193	-	-	1,023,220
FLSA Adjustment/Holiday Pay	-	112,316	71,052	-	-	183,368
Extra Help	-	27,284	-	-	-	27,284
Reserves	-	36,780	-	-	-	36,780
Other Pay	\$50,588	267,129	121,931	-	-	439,648
Sick/Vacation Payoff	-	97,672	75,978	-	-	173,650
TOTAL SALARIES	383,678	4,656,826	1,527,893	-	-	6,568,397
RETIREMENT	188,954	1,546,961	645,669	-	-	2,381,584
INSURANCE						
Employee Insurance	43,395	926,182	195,545	-	-	1,165,122
Workers' Compensation	41,912	490,338	121,434	-	-	653,684
Unemployment Insurance	-	11,000	-	-	-	11,000
TOTAL INSURANCE	85,307	1,427,520	316,979	-	-	1,829,806
MEDICARE	5,562	66,989	22,107	-	-	94,658
TOTAL S&EB	663,501	7,698,296	2,512,648	-	-	10,874,445
SERVICES & SUPPLIES	61,042	1,022,449	248,529	104,107	130,381	1,566,508
EQUIPMENT	-	1,261,246	-	-	-	1,261,246
TOTAL BUDGET	\$724,543	\$9,981,991	\$2,761,177	\$104,107	\$130,381	\$13,702,199
Funded Positions	2	41	9	-	-	52



ORANGE COUNTY FIRE AUTHORITY

Safety Message

HOUSEHOLD HAZARDOUS WASTE SAFETY

Use and Storage

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

Disposal

- ✓ Never dispose of household hazardous waste in your regular trash. Once in landfills, these products contaminate groundwater that may become a source of drinking water.
- ✓ Never dump household hazardous waste on the ground, down storm drains, or into toilets, drains or sinks. It can seep into groundwater and waterways, contaminating lakes, the ocean and local beaches.
- ✓ Orange County residents can dispose of household hazardous waste items for FREE at any Orange County House Hazardous Waste Collection Center.

- Irvine: 6411 Oak Canyon
- San Juan Capistrano: 32250 La Pata Avenue
- Anaheim: 1071 N. Blue Gum Street
Huntington Beach: 17121 Nichols Street
- www.oclandfills.com



Capital Improvement Program



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.
- 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 2.0% for FY 2018/19, applied to projected cash balances. The Five-Year Forecast assumes 2.25% for FY 2019/20 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 2018/19. 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 2018/19:

FY 2018/19				
Fund	Revenue	Operating Transfer from GF	Use of Fund Balance	TOTAL
Fund 12110 - General Fund CIP	-	\$3,053,761	\$1,067,939	\$4,121,700
Fund 123 - Fire Stations and Facilities	892,856	-	13,227,144	14,120,000
Fund 124 - Comm. & Information Systems	136,770	150,000	7,447,378	7,734,148
Fund 133 - Fire Apparatus	2,302,669	2,000,000	3,843,282	8,145,951

Operating transfers necessary to fund the FY 2018/19 CIP expenditures will be transferred from the General Fund.

CAPITAL IMPROVEMENT PROGRAM EXPENDITURES

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

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

FY 2018/19 OCFA Adopted Budget

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

PERFORMANCE UPDATE

During the FY 2017/18 budget cycle, the following budgeted projects were either completed or have made significant advancement in the work process:

General Fund CIP (Fund 12110)

- 1,500 new Motorola P25 800 MHz radios programmed and deployed to Operations personnel, all OCFA apparatus, all fire stations, and OCFA Data Center
- New vehicle communications equipment installations in 22 new apparatus and vehicles
- Computers, phones, station alerting upgraded in FS# 20, 22, 61, 63, and Temp station 61
- Deployed new phone systems installations in FS# 56, 44 and US&R Warehouse
- Deployed iPads for training to be used in Battalion Chiefs (BC), Fire and Emergency Command Center (ECC) Academies
- Deployed 45 new personal computers to fire stations
- Deployed 150 new iPhones to staff
- Upgraded and replaced critical path computer servers and switches for 9-1-1 systems
- Replaced RFOTC Board Room voting system with WAV Crestron voting system
- Upgraded network security anti-virus software to CrowdStrike, deployed to all OCFA computer servers

Fire Stations and Facilities (Fund 123)

- Completed construction of Fire Station #61 (Buena Park) and Fire Station #20 (Irvine)
- Continued efforts to determine alternate locations for Fire Station #9 (Mission Viejo) and Fire Station #10 (Yorba Linda)
- Final design was completed for the Site Stabilization for Fire Station #42 (Lake Forest) and working through the permitting process
- Significant progress to completing Phase II of US&R Warehouse project and the RFOTC Emergency Power Circuit Extension project
- Significant progress in Infrastructure Security Enhancements at RFOTC to include Board Room doors and addition of card readers for secured access

Communications and Information Systems (Fund 124)

- Incident Reporting System (OCFIRS) in-house replacement contract for professional services signed, and development started
- Next Generation CAD2CAD contract signed, and development begun; Hardware installed
- RFI published for Critical Infrastructure Upgrade including: Cyber Security, Physical Security, Co-Location facility, Disaster Recovery (DR), and Fire Suppression system

Fire Apparatus (Fund 133)

- Outfitted and placed four Tractor Drawn Aerial Quints (TDAs) into service
- Outfitted and placed four Battalion Chief Command vehicles into service

Capital Improvement Program

- Received and outfitted one Type 6 Patrol, four paramedic squads, and ten Type 1 engines
- Issued purchase orders for two Dozer Transport Tractors, one Dozer Trailer, and twelve support vehicles

FY 2018/19 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2018/19 CIP budget is \$34.1 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2018/19 budget for the General Fund CIP is \$4.1 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include Thermal Imaging Cameras (\$550K), Station Bathroom Gender Compliance (\$500K), Mobile Data Computer (MDC) Systems (\$460K), Network, Servers and Security (\$410K), Fire Station Telephone/Alarm/Sound System upgrades (\$328K), Fire Station Paging/Public Address System (\$300K), RFOTC Administrative Phone System (\$290K) and Fire Station 26 Kitchen, Flooring and Bathroom Remodel (\$260K).

Fire Stations and Facilities (Fund 123)

The FY 2018/19 budget for the Fire Stations and Facilities Fund is \$14.1 million. Projects budgeted include Replacement of Fire Station 9 (Mission Viejo) (\$6.0M), Replacement of Fire Station 10 (Yorba Linda) (\$3.8M), RFOTC Training Grounds Expansion and Upgrade (\$2.8M), Fire Station Apparatus Bay Floor Reconstruction (\$500K), and costs for Infrastructure Security Enhancements (\$500K).

Communications and Information Systems Fund (Fund 124)

The budget for FY 2018/19 in the Communications and Information Systems Fund is \$7.7 million. Projects include the 800 MHz Countywide Coordinated Communication System Upgrade (\$3.5M), projects related to systems development and support namely the replacement of the Community Risk Reduction (CRR) – Integrated Fire Prevention (IFP) application (\$2.3M), OCFA Enterprise Audio Video Equipment Upgrades (\$1.5M) and the Incident Reporting Application Replacement (\$400K). Both the replacement of the CRR-IFP application and the Incident Reporting application are part of the Records Management System (RMS) component of the Public Safety Systems replacement project.

Fire Apparatus (Fund 133)

The budget for FY 2018/19 in the Fire Apparatus Fund is \$8.1 million. Emergency vehicles scheduled for purchase include six Type I Engines (\$3.8M), one air utility (\$500K), two battalion chief command vehicles (\$197K), two crew cab dozer tenders (\$164K) and two developer-funded vehicles (\$1.0M). The budget also includes the purchase of fifteen support vehicles (\$854K) and the lease-purchase payments for two existing helicopters (\$1.3M).

FUTURE OPERATING IMPACT

Implementation of the FY 2018/19 capital improvement plan will impact future operating expenditures in the General Fund. Improvements or replacement of existing buildings or equipment are anticipated to lower operating costs such as repairs and maintenance costs. Any impacts on the General Fund are

included in the budget. General Fund impact, when identifiable, can be found on the project description for the particular project.

Significant projects impacting the General Fund are:

- The RFOTC Training Grounds Expansion and Upgrade will impact the General Fund beginning in FY 2020/21 for burn props estimated at \$40K annually
- The project to Retrofit Existing Station Fire Life Safety Systems will impact the General Fund beginning FY 2019/20 with an estimated annual costs of \$25K
- The Community Risk Reduction Automation – IFP project will impact the General Fund beginning in FY 2020/21 with estimated annual costs of \$400K
- The Incident Reporting Application Replacement project will impact the General Fund beginning in FY 2019/20 with estimated annual costs of \$73K
- The OCFA Disaster Recovery Co-Location Facility project will impact the General Fund beginning in FY 2019/20 with estimated annual cost of \$60K after the first local co-location facility is established, and \$120K annually thereafter when second out-of-state co-location facility is established
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2019/20 with estimated annual maintenance/licensing costs of \$60K

Capital Improvement Program

**ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2018/19 - FY 2022/23**

Fund	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Year TOTAL
<i>Fund 12110</i>						
General Fund CIP	\$4,121,700	\$2,903,700	\$5,020,700	\$3,340,100	\$1,302,900	\$16,689,100
<i>Fund 123</i>						
Fire Stations and Facilities	14,120,000	19,350,000	9,175,000	7,000,000	-	49,645,000
<i>Fund 124</i>						
Communications and Information Systems	7,734,148	3,046,511	540,000	-	-	11,320,659
<i>Fund 133</i>						
Fire Apparatus	8,145,951	7,805,871	4,913,273	4,714,815	5,299,737	30,879,647
GRAND TOTAL	\$34,121,799	\$33,106,082	\$19,648,973	\$15,054,915	\$6,602,637	\$108,534,406
Less: Non-discretionary lease installment payments	1,265,862	-	-	-	-	1,265,862
TOTAL CIP PROJECTS	\$32,855,937	\$33,106,082	\$19,648,973	\$15,054,915	\$6,602,637	\$107,268,544

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

Item No.	Project Priority	Project	FY 2018/19
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GENERAL FUND CIP - FUND 12110

IT Division

1	A	800 MHz Radios	\$85,500
2	A	900 MHz Pagers/Small Equipment/Personal Communications	41,600
3	A	Data Storage, Backup, and Recovery	96,000
4	A	Fire Station Paging/Public Address System	300,000
5	A	Fire Station Telephone/Alarm/Sound System Upgrades	328,000
6	A	Mobile Data Computer (MDC) System	460,000
7	A	Network, Servers, Security	410,000
8	A	Personal Computer (PC)/Tablets/Printer Replacements	202,500
9	A	RFOTC Administrative Phone System	290,000
10	A	VHF Radios	22,100
11	B	Digital Orthophotography	80,000
12	B	RFOTC Uninterruptible Power System (UPS) Replacement	100,000

Operations Department

13	A	Cardiac Monitors and AED	126,000
14	A	High Pressure Airbags	170,000
15	A	Thermal Imaging Cameras	550,000
16	A	Fire Shelters	100,000
17	A	Gas Monitors	-
18	A	SCBA (645 Airpacks)	-
19	A	Portable Fire Pumps	-

Property Management

20	A	Station Bathroom Gender Compliance	500,000
21	A	Fire Station 26 Kitchen, Flooring and Bathroom Remodel	260,000
		Total - Fund 12110	\$4,121,700

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

Capital Improvement Program

Item No.	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Year TOTAL
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1	\$31,500	\$27,000	\$40,000	\$40,000	\$224,000
2	41,600	41,600	41,600	41,600	208,000
3	396,000	96,000	96,000	96,000	780,000
4	-	-	-	-	300,000
5	328,000	400,000	500,000	500,000	2,056,000
6	460,000	55,800	48,000	55,800	1,079,600
7	160,000	160,000	160,000	160,000	1,050,000
8	202,500	652,500	202,500	202,500	1,462,500
9	-	-	-	-	290,000
10	9,100	7,800	12,000	15,000	66,000
11	-	80,000	-	80,000	240,000
12	100,000	400,000	100,000	100,000	800,000

13	-	-	-	-	126,000
14	-	-	-	-	170,000
15	550,000	-	-	-	1,100,000
16	100,000	100,000	140,000	-	440,000
17	25,000	-	-	-	25,000
18	-	2,500,000	2,000,000	-	4,500,000
19	-	-	-	12,000	12,000

20	500,000	500,000	-	-	1,500,000
21	-	-	-	-	260,000
	\$2,903,700	\$5,020,700	\$3,340,100	\$1,302,900	\$16,689,100

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

Item No.	Project Priority	Project	FY 2018/19
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FIRE STATIONS & FACILITIES - FUND 123

1	A	Fire Station 67 (Rancho Mission Viejo)	Developer Build
2	A	Replacement of Fire Station 9 (Mission Viejo)	6,000,000
3	A	Replacement of Fire Station 10 (Yorba Linda)	3,750,000
4	A	RFOTC Training Grounds Expansion and Upgrade	2,825,000
5	A	Fire Station 49 Apparatus Bay Floor Reconstruction	500,000
6	A	Infrastructure Security Enhancements	500,000
7	A	US&R Warehouse/Training Center Improvements	275,000
8	A	Retrofit Existing Station Fire Life Safety Systems	270,000
9	A	Replacement of Fire Station 18 (Trabuco Canyon)	-
10	A	Construction of new Fire Station 52 (Irvine Business District)	-
11	A	Construction of new Fire Station 12 (Laguna Woods)	-
12	A	Replacement of Fire Station 25 (Midway City)	-
13	B	RFOTC 2nd Emergency Generator	-
		Total - Fund 123	\$14,120,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

1	A	800 MHz Countywide Coordinated Comm. Sys. Upgrade	\$3,539,250
2	A	Community Risk Reduction Automation - IFP Replacement	2,294,898
3	A	Incident Reporting Application Replacement	400,000
4	B	OCFA Enterprise Audio Video Equipment Upgrades	1,500,000
5	B	OCFA Disaster Recovery Co-Location Facility	-
6	B	Fleet Services Fuel Management Tracking System	-
		Total - Fund 124	\$7,734,148

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

Capital Improvement Program

Item No.	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Year TOTAL
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1	-	-	-	-	-
2	-	-	-	-	6,000,000
3	3,750,000	-	-	-	7,500,000
4	1,100,000	2,675,000	-	-	6,600,000
5	1,000,000	-	-	-	1,500,000
6	500,000	-	-	-	1,000,000
7	-	-	-	-	275,000
8	-	-	-	-	270,000
9	6,500,000	-	-	-	6,500,000
10	6,500,000	-	-	-	6,500,000
11	-	6,500,000	-	-	6,500,000
12	-	-	6,500,000	-	6,500,000
13	-	-	500,000	-	500,000
	\$19,350,000	\$9,175,000	\$7,000,000	-	\$49,645,000

1	-	-	-	-	\$3,539,250
2	905,117	-	-	-	3,200,015
3	-	-	-	-	400,000
4	540,000	540,000	-	-	2,580,000
5	1,000,000	-	-	-	1,000,000
6	601,394	-	-	-	601,394
	\$3,046,511	\$540,000	-	-	\$11,320,659

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

Item No.	Project Priority	Project	FY 2018/19
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FIRE APPARATUS - FUND 133

1	A	Lease Purchase Financing: Principal & Interest	\$1,265,862
2	A/B	Emergency Vehicles	5,009,574
3	A	Developer Funded Vehicles	1,016,577
4	A/B	Support Vehicles	853,938
<i>Total - Fund 133</i>			\$8,145,951

<i>GRAND TOTAL - ALL CIP FUNDS</i>			\$34,121,799
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Project Priority: A=Essential; B=Important; C=Could Defer;

Capital Improvement Program

Item No.	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Year TOTAL
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1	-	-	-	-	\$1,265,862
2	5,890,976	4,007,700	3,609,653	5,299,737	23,817,640
3	1,774,683	797,261	821,178	-	4,409,699
4	140,212	108,312	283,984	-	1,386,446
	\$7,805,871	\$4,913,273	\$4,714,815	\$5,299,737	\$30,879,647

	\$33,106,082	\$19,648,973	\$15,054,915	\$6,602,637	\$108,534,406
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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 12110

General Fund

CIP



Fund 12110: General Fund CIP

DESCRIPTION

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

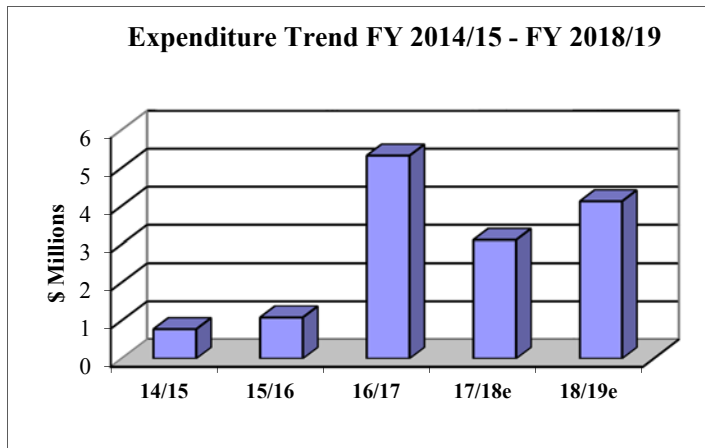
BUDGET

The total FY 2018/19 budget is \$4,121,700.

HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment, software, and facilities have been identified for this budget cycle. These improvements and replacements include station bathroom gender compliance, thermal imaging cameras, Mobile Data Computers (MDC), network, servers, and security, fire station telephone/alarm/sound system, fire station paging/public address, RFOTC Administrative phone and other equipment replacements. Significant projects budgeted in FY 2018/19 include \$550K for thermal imaging cameras, \$500K for station bathroom gender compliance upgrade, \$460K for MDC system, \$410K for network, servers and security, and \$328K for fire station telephone/alarm/sound system upgrades.

The chart provides actual expenditures for FY 2014/15 through FY 2016/17, and total budgeted amounts for FY 2017/18 and FY 2018/19.



SIGNIFICANT CHANGES

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

IMPACT ON OPERATING BUDGET

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

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 12110 - GENERAL FUND CIP
REVENUE AND EXPENDITURE SUMMARY
FY 2018/19 BUDGET

	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget	% Change fr FY 2017/18 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	1,771,392	2,970,041	3,053,761	2.82%
Total Beginning Fund Balance	4,761,135	1,208,972	1,067,939	-11.67%
TOTAL AVAILABLE RESOURCES	\$6,532,527	\$4,179,013	\$4,121,700	-1.37%
EXPENDITURES				
Services & Supplies	\$1,172,165	\$2,356,284	\$4,121,700	74.92%
Capital Outlay	4,151,390	754,790	-	-100.00%
Total Expenditures & Other Uses	5,323,555	3,111,074	4,121,700	32.48%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	1,208,972	1,067,939	-	-
TOTAL FUND COMMITMENTS & FUND BALANCE	\$6,532,527	\$4,179,013	\$4,121,700	-1.37%

800 MHZ RADIOS

Project Priority: A

Org Number: P332

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. The entire inventory of Mobile and Portable 800MHz radios will be replaced in 2018 as part of the Next Generation 800MHz Countywide Coordinated Communication System (CCCS) P25 radio upgrade. This purchase is for new radios to be installed in new apparatus. Therefore, radios purchased coincide with the vehicle replacement plan. Current pricing per mobile radio averages \$4,500 and adding dual head radios for command vehicles increases costs to approximately \$5,075. All radios purchased are P25 ready and are 100% compatible with the 800MHz CCCS that currently is underway and projected to go online in 2019.



Project Status: Ongoing

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$85,500	\$31,500	\$27,000	\$40,000	\$40,000	\$224,000
Total	\$85,500	\$31,500	\$27,000	\$40,000	\$40,000	\$224,000

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

900 MHZ PAGERS / SMALL EQUIPMENT / PERSONAL COMMUNICATIONS

Project Priority: A

Org Number: P330

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Project Status: Ongoing

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
Project Cost						
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

Org Number: P339

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

Project Description: This item is an annual, ongoing project to upgrade and/or replace outdated computer servers and expand the existing storage area network (SAN) to accommodate the ongoing move towards virtualized server-based centralized storage, and backup of critical department information. The OCFA currently has 170+ servers that support all of the business systems including: Exchange (E-mail), Orange County Fire Incident Reporting System (OCFIRS), Integrated Fire Prevention (IFP), Computer Aided Dispatch (CAD), Automatic Vehicle Location (AVL), Intranet, GIS, SharePoint, etc. Additional funds are included in FY2019/20 to upgrade the OCFA’s SharePoint environment. The useful life of servers, SAN’s, and other related hardware can range from three to five years.



Project Status: Ongoing

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Equipment expense	\$96,000	\$396,000	\$96,000	\$96,000	\$96,000	\$780,000
Total	\$96,000	\$396,000	\$96,000	\$96,000	\$96,000	\$780,000

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

FIRE STATION PAGING / PUBLIC ADDRESS SYSTEM

Project Priority: A

Org Number: P408

Project Type: New Equipment

Project Management: IT – Communications & IT Infrastructure

Project Description: This project will add public address / paging functionality to OCFA fire stations utilizing the fire station alerting system technology and the station phone systems.



The project will require purchasing, installing and integrating the Westnet, Inc. Station Paging Module in each Fire Station that will allow the OCFA Emergency Command Center (ECC) staff to communicate directly with individual, or all OCFA fire stations at once for important announcements.

Since the OCFA currently uses Westnet, Inc. station alerting technology in its fire stations, adding this system would be a minimally intrusive upgrade that integrates with the existing fire station technology and could be completed fairly quickly in about two months.

Project Status: The fire station public address / paging equipment will be purchased and installed in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Equipment	\$300,000	-	-	-	-	\$300,000
Total	\$300,000	-	-	-	-	\$300,000

Impact on Operating Budget: After expiration of the 12-month warranty, ongoing maintenance and support estimated at \$4,000 would be added to the existing Westnet, Inc. annual support contract.

FIRE STATION TELEPHONE/ALARM/SOUND SYSTEM UPGRADES

Project Priority: A

Org Number: P334

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. The expected life of the fire station alarm/sound and phone systems is about fifteen years.



Fire Station Alerting/Sound Systems

In 2013, Westnet Inc. was chosen thru the RFP process to upgrade and install new fire station alerting technology in all OCFA fire stations (71 at the time) that would integrate the new TriTech CAD system with the existing incompatible fire station alerting systems. This project was completed in September 2014 in time for the go-live of the new TriTech CAD system. During the project implementation, a thorough evaluation of the existing alerting systems was completed at each fire station. All of the fire stations use outdated electro-mechanical relays and amplifiers that need to be upgraded to current digital technology. The cost per station to completely upgrade the fire station alerting/sound systems ranges from \$60,000 to \$150,000 depending on the size of the station, number of crew, apparatus deployed, and condition of existing wiring and infrastructure. All OCFA fire stations will be upgraded with Westnet fire station alerting systems over the next 15 years at a rate of three to five stations per year. New fire stations will have Westnet Inc. fire station alerting systems installed during building construction.



Fire Station Phone Systems

All OCFA fire station phone systems will be upgraded to a Voice over Internet Protocol (VoIP) system at a cost of approximately \$15,000 per station and at the rate of five to ten stations per year until all stations are completed.



Project Status: Ongoing

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$328,000	\$328,000	\$400,000	\$500,000	\$500,000	\$2,056,000
Total	\$328,000	\$328,000	\$400,000	\$500,000	\$500,000	\$2,056,000

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

Org Number: P303

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The MDCs are used for delivery of emergency messages and information from the Computer Aided Dispatch (CAD) system for initial dispatch of fire and paramedic services to Operations personnel in OCFA emergency apparatus. The current modular MDCs (separate CPU, keyboard, and monitor) were installed six years ago at a purchase price of approximately \$6,000 each plus installation costs. Production of these MDCs has ended and Staff evaluated different types of replacement MDCs including ruggedized laptops and computer tablets. The computer environment in emergency apparatus is rapidly transitioning from single-purpose Windows computers, like the current MDCs to multipurpose, mobile capable, ruggedized computer tablets that can run numerous computer applications (apps).



Staff has selected new ruggedized computer tablets running the Windows Operating System (WinOS) which are being deployed in new emergency apparatus and to replace failing MDC’s in existing apparatus. The current mobile CAD app works only on WinOS, but staff is researching options to develop a new mobile CAD application that will work on any type of Android, Apple, or Windows data tablet so that as the consumer market for computer tablets changes, the OCFA won’t be locked into one brand/type of ruggedized tablet or computer. The new mobile CAD applications is at least two years from deployment.

The cost of ruggedized Windows computer tablets with associated mounting accessories is approximately \$5,500 per unit. Over the next several years, all modular MDCs will be replaced with ruggedized computer tablets that are compatible with the current as well as the next generation mobile CAD application.



Project Status: Ongoing

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
Project Cost						
Special department expense	\$460,000	\$460,000	\$55,800	\$48,000	\$55,800	\$1,079,600
Total	\$460,000	\$460,000	\$55,800	\$48,000	\$55,800	\$1,079,600

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

NETWORK, SERVERS, SECURITY

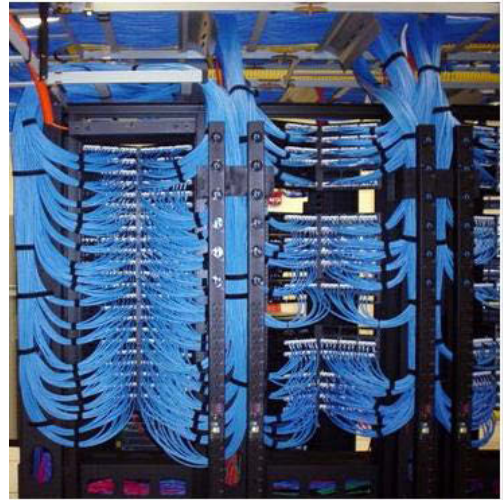
Project Priority: A

Org Number: P337

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications and IT Infrastructure

Project Description: This project replaces core network components installed as far back as 2004 which now are at “end of life” for support and maintenance. This is a multi-year project and replaces components with technology that increases bandwidth and 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).



Staff is continuing to implement virtualization to support server consolidation which supports the 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 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Equipment expense	\$410,000	\$160,000	\$160,000	\$160,000	\$160,000	\$1,050,000
Total	\$410,000	\$160,000	\$160,000	\$160,000	\$160,000	\$1,050,000

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

Org Number: P331

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



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



Project Status: Ongoing

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Office expense	\$202,500	\$202,500	\$652,500	\$202,500	\$202,500	\$1,462,500
Total	\$202,500	\$202,500	\$652,500	\$202,500	\$202,500	\$1,462,500

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

RFOTC ADMINISTRATIVE PHONE SYSTEM

Project Priority: A

Org Number: P401

Project Type: Equipment Replacement

Project Management: IT – Communications and IT 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. Staff is also in the process of another multi-year project to upgrade all OCFA Fire Stations to VoIP phone systems.

Maintenance and administration is simpler with a VoIP system vs. the current legacy system.

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	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.

VHF RADIOS

Project Priority: A

Org Number: P333

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Project Status: Ongoing

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$22,100	\$9,100	\$7,800	\$12,000	\$15,000	\$66,000
Total	\$22,100	\$9,100	\$7,800	\$12,000	\$15,000	\$66,000

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

DIGITAL ORTHOPHOTOGRAPHY

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

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

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



Project Status: The next GIS digital orthophotography will be purchased in FY 2018/19 and proceed every other year due to the increased development occurring in the County.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$80,000	-	\$80,000	-	\$80,000	\$240,000
Total	\$80,000	-	\$80,000	-	\$80,000	\$240,000

Impact on Operating Budget: No impact.

RFOTC UNINTERRUPTIBLE POWER SYSTEM (UPS) REPLACEMENT

Project Priority: B

Org Number: P409

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications and IT Infrastructure

Project Description: This item is to replace and upgrade the RFOTC Data Center Uninterruptible Power System (UPS) installed in the RFOTC data center, and the smaller UPS equipment installed in each Fire Stations, and other locations including network closets at the RFOTC to protect critical equipment.

The current RFOTC Data Center Uninterruptible Power System (UPS) was installed during the construction of the RFOTC facilities. The system is critical for managing the incoming power from the City as well as from the Emergency Power Generator to ensure a smooth, constant power source for the critical Data Center computer systems that house the 9-1-1 Safety Systems, Business systems, Payroll, Email, Radios communications, and other very important systems that house OCFA data. In the case of a power outage, the UPS will power the entire Data Center until the Emergency Power Generator starts up and is online. In the case of a failure of the Emergency Power Generator, the current UPS can power the Data Center for less than an hour before its battery reserves are exhausted.



The current UPS has been well maintained, but it is time to replace and upgrade its capacity as the power loads for the UPS have changed in the past 15 years since the facilities were constructed, and improvements in battery technologies can also be realized in the new UPS. The budgetary amount is a preliminary estimate and may need revision as requirements are developed.

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost Equipment</i>	\$100,000	\$100,000	\$400,000	\$100,000	\$100,000	\$800,000
Total	\$100,000	\$100,000	\$400,000	\$100,000	\$100,000	\$800,000

Impact on Operating Budget: Annual maintenance estimated at \$10,000, beginning FY 2019/20 with 5% annual increases thereafter.

CARDIAC MONITOR/AED

Project Priority: A

ORG Number: P402

Project Type: Service Enhancement/Replacement

Project Management: Emergency Medical Services

Project Description: The OCFA’s Emergency Medical Service delivery enhancements is an on-going process. The EMS Section projects a need for the following number of cardiac monitors and AED’s over the next one to five years:

Cardiac Monitors: 3 (\$32,000 each with tax)

AED Pro: 10 (\$3,000 each with tax)

The monitor total is based on current need. Priority is placed on additional two monitors needed for the RAMP plan and the addition of a Battalion 10 which would require one loaner. Additional Monitors might be needed over the next five years due to expansion of the “return the medic” program and new fire stations.

The 10 AED’s are based on current need and are planned as follows; two to be placed on the Type III strike team designated medic units, six that are aging and need to be replaced, and two for the new Battalion 10 (one for the Suburban and one for the Battalion loaner). Additional AED’s might be required if it is decided to provide them for more OCFA vehicles.

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost Equipment</i>	\$126,000	-	-	-	-	\$126,000
Total	\$126,000	-	-	-	-	\$126,000

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

HIGH-PRESSURE AIRBAGS

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

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

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

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



Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Equipment expense	\$170,000	-	-	-	-	\$170,000
Total	\$170,000	-	-	-	-	\$170,000

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

THERMAL IMAGING CAMERAS

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

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

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

The purchase of the requested thermal imaging cameras is based on current need and has a planned roll-out date for the FY 2018/19 budget year. Purchase of each camera is accompanied by a battery charge as well as several back-up batteries. Priority for replacement will be as follows:



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

Project Status: Project completion scheduled for FY 2019/20.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Equipment	\$550,000	\$550,000	-	-	-	\$1,100,000
Total	\$550,000	\$550,000	-	-	-	\$1,100,000

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

FIRE SHELTERS

Project Priority: A

Org Number: P412

Project Type: Service Enhancement/Replacement

Project Management: Operations

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



Fire Shelter (\$300 each with tax)

The purchase of the requested Fire Shelters is based on current need and has a planned roll-out date in FY 2018/19, FY 2019/20, FY 2020/21, and FY 2021/22 budget years. Priority for replacement will be as follows:

1. Oldest units
2. Worn out units

Project Status: Project completion scheduled for FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Equipment	\$100,000	\$100,000	\$100,000	\$140,000	-	\$440,000
Total	\$100,000	\$100,000	\$100,000	\$140,000	-	\$440,000

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

GAS MONITORS

Project Priority: A

ORG Number: TBD

Project Type: Service Enhancement/Replacement

Project Management: Operations

Project Description: OCFA’s current supply of 25 Gas Monitors were purchased with grant funds from UASI to enhance the safety of responding fire personnel to potential chemical/biological hazard incidents. The Monitors were purchased in 2014 and will need to be replaced in FY 2019/20. The monitors have a shelf life of five years. The Operations Department projects a need to replace all OCFA’s gas monitors in a single fiscal year. The unit cost of the Multi-RAE 6 gas monitor is estimated at \$900 each with tax.



The purchase of the requested monitors is based on a future need and has a planned roll-out date in the FY 2019/20 budget year. Replacement of the entire stock will be necessary.

Project Status: Project completion scheduled for FY 2019/20.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost Equipment</i>	-	\$25,000	-	-	-	\$25,000
Total	-	\$25,000	-	-	-	\$25,000

Impact on Operating Budget: Potential cost with equipment failure after 180-day warranty expiration.

SELF-CONTAINED BREATHING APPARATUS (SCBA)

Project Priority: A

ORG Number: TBD

Project Type: Service Enhancement/Replacement

Project Management: Operations

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



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

Project Status: Project completion scheduled for FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Equipment	-	-	\$2,500,000	\$2,000,000	-	\$4,500,000
Total	-	-	\$2,500,000	\$2,000,000	-	\$4,500,000

Impact on Operating Budget: None.

PORTABLE FIRE PUMPS

Project Priority: A

ORG Number: TBD

Project Type: Service Enhancement/Replacement

Project Management: Operations

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

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



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

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

1. Worn out units
2. Oldest units

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Equipment	-	-	-	-	\$12,000	\$12,000
Total	-	-	-	-	\$12,000	\$12,000

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

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

Project Description: This project would upgrade approximately 10 fire stations over the next three years to accommodate gender requirements at bathrooms. The impacted fire stations are: 13, 14, 16, 32, 35, 44, 70, 72, 73 and 78.

Project Status: Project is anticipated to commence in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Maintenance – buildings & improvements	\$500,000	\$500,000	\$500,000	-	-	\$1,500,000
Total	\$500,000	\$500,000	\$500,000	-	-	\$1,500,000

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

FIRE STATION 26 KITCHEN, FLOORING AND BATHROOM REMODEL

Project Priority: A
Project ORG: P414
Project Type: Station Improvement
Project Management: Property Management

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

Project Status: Project is anticipated to commence in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Maintenance – building and improvements	\$260,000	-	-	-	-	\$260,000
Total	\$260,000	-	-	-	-	\$260,000

Impact on Operating Budget: No anticipated impact.



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 123

Fire Stations &

Facilities



Fund 123: Fire Stations and Facilities

DESCRIPTION

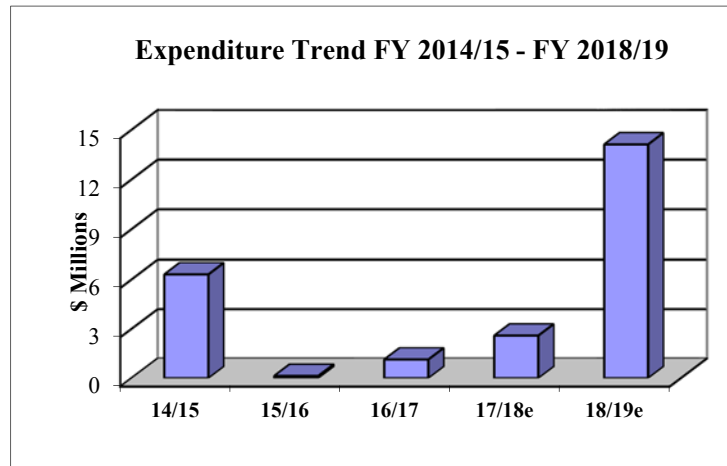
This fund is a capital projects fund for significant, non-routine, capital expenditure requirements such as replacing sub-standard fire stations and constructing new fire stations. New station construction is based on Secured Fire Protection Agreements, triggered by the pulling of building permits for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

BUDGET

The total FY 2018/19 budget is \$14,120,000.

HIGHLIGHTS

Projects budgeted in FY 2018/19 include \$6M for replacement of Fire Station 9 (Mission Viejo), \$3.75M for replacement of Fire Station 10 (Yorba Linda), \$2.83M for RFOTC Training Grounds Expansion and Upgrade, and \$500K each for Fire Station 49 apparatus bay floor reconstruction and infrastructure security enhancements.



The chart shows the trend of actual expenditures for FY 2014/15 through FY 2016/17, and budgeted amounts for FY 2017/18 and FY 2018/19.

SIGNIFICANT CHANGES

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

IMPACT ON OPERATING BUDGET

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

FY 2018/19 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2018/19 BUDGET**

	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget	% Change fr FY 2017/18 Budget
FUNDING SOURCES				
Use of Money and Property	\$140,935	\$297,777	\$531,056	78.34%
Other	1,083,173	1,255,322	361,800	-71.18%
Total Revenues & Other Financing Sources	1,224,108	1,553,099	892,856	-42.51%
Operating Transfer In	7,900,000	-	-	-
Total Beginning Fund Balance	15,858,647	23,845,541	22,800,150	-4.38%
TOTAL AVAILABLE RESOURCES	\$24,982,755	\$25,398,640	\$23,693,006	-6.72%
EXPENDITURES				
Services & Supplies	\$10,857	-	-	-
Capital Outlay	1,126,357	2,598,490	14,120,000	443.39%
Total Expenditures & Other Uses	1,137,214	2,598,490	14,120,000	443.39%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	23,845,541	22,800,150	9,573,006	-58.01%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$24,982,755	\$25,398,640	\$23,693,006	-6.72%

REPLACEMENT OF FIRE STATION 9 (MISSION VIEJO)

Project Priority: A

Org Number: P536

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition and replacement of Fire Station 9, constructed in 1974. The station occupies about 0.6 of an acre. The project includes replacement construction of approximately a 10,000 square foot two-story station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction. The station will house two companies.

Project Status: There are discussions of possible alternate locations to accommodate. Project delivery is anticipated to be Design-Build.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Planning, demolition, temporary fire station and construction	\$6,000,000	-	-	-	-	\$6,000,000
Total	\$6,000,000	-	-	-	-	\$6,000,000

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

REPLACEMENT OF FIRE STATION 10 (YORBA LINDA)**Project Priority:** A**Org Number:** P503**Project Type:** Replacement Fire Station Construction**Project Management:** Property Management

Project Description: This project contemplates planning, design, demolition and replacement of Fire Station 10, constructed in 1972 along with the adjacent Old Fire Station 10, constructed in 1938. Both facilities currently occupy a combined site comprising 0.74 of one acre. Studies are underway to find alternate locations for the construction of a new 12,000-15,000 square foot, two company, three apparatus bay fire station with added standard modules to support a Division Chief and a station training room.

Project Status: Project delivery is anticipated to be Design-Build.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Planning, Possible Land Acquisition, Design	\$3,750,000	\$3,750,000	-	-	-	\$7,500,000
Total	\$3,750,000	\$3,750,000	-	-	-	\$7,500,000

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

RFOTC TRAINING GROUNDS EXPANSION AND UPGRADE

Project Priority: A

Project Org: P251

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: Although the department has grown in size by 25%, the current RFOTC drill ground has not been upgraded or expanded. Our current tower was out of service greater than 50% of the time in FY 2016/17, and our service vendor struggled to find timely solutions. The live-burn training system, designed in 1992, is obsolete and no longer has repair parts available. Exacerbating the down-time issues is the system was designed so that when one burn prop (out of seven in the tower) goes down, the whole system is inoperable.

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

To redress these shortcomings this project will be handled in stages.

- In FY 2018/19 we will upgrade the concrete deck and water recirculating system to provide large volume water training capabilities; this portion of the project is estimated at \$1,000,000. Additionally, we plan to add large metal buildings in the existing drill grounds to house existing training engines and provide additional storage. Utilities, concrete, and buildings are estimated to be \$1,825,000.
- In FY 2019/20, we plan to replace the burn props, safety sensor system, and computer operating system in our current tower at an estimated cost of \$1,100,000.
- In FY 2020/21, we plan to build a new burn tower (\$1,000,000) along with construction of portable classrooms (\$1,100,000). Grading and utilities are estimated to be an additional \$575,000.

Project Status: Project is subject to negotiations with the City of Irvine to obtain additional land, and anticipated to commence in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Maintenance – buildings & improvements	\$2,825,000	\$1,100,000	\$2,675,000	-	-	\$6,600,000
Total	\$2,825,000	\$1,100,000	\$2,675,000	-	-	\$6,600,000

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

FIRE STATION 49 APPARATUS BAY FLOOR RECONSTRUCTION**Project Priority:** A**Project Org:** P253**Project Type:** Facilities/Site Repair**Project Management:** Property Management

Project Description: The apparatus bay floor is cracking, spalling and deteriorating due to possible settling of the ground. Analysis of the structure and subgrade needs to be performed along with development of a repair plan.

Project Status: Project anticipated to commence in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Maintenance – buildings & improvements	\$500,000	\$1,000,000	-	-	-	\$1,500,000
Total	\$500,000	\$1,000,000	-	-	-	\$1,500,000

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

INFRASTRUCTURE SECURITY ENHANCEMENTS

Project Priority: A

Project Org: P247

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: This project is part of a larger security upgrade effort at the RFOTC. This particular project will provide additional separation and security in the board room by building walls, access doors and card reading systems to separate board members from the general public areas.

Project Status: This project began in FY 2017/18 and will continue through FY 2019/20.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Maintenance – buildings & improvements	\$500,000	\$500,000	-	-	-	\$1,000,000
Total	\$500,000	\$500,000	-	-	-	\$1,000,000

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

US&R WAREHOUSE/TRAINING CENTER IMPROVEMENTS**Project Priority:** A**Project Org:** P246**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.

Funding for FY 2018/19 is anticipated for Phase II 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. Phase I improvements including larger openings in the building, ventilation and flooring improvements were completed in 2017. Phase II improvements are scheduled to be completed in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Maintenance – buildings & improvements	\$275,000	-	-	-	-	\$275,000
Total	\$275,000	-	-	-	-	\$275,000

Impact on Operating Budget: Ongoing annual operational costs of \$23,000 are included in the current operating budget.

RETROFIT EXISTING STATION FIRE LIFE SAFETY SYSTEMS

Project Priority: A

Project Org: P258

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: This project would upgrade approximately six existing stations without hard wired fire detection systems. In an effort to have more robust detection and notification fire life safety systems this will include installation of smoke detectors that connect to our existing alerting system being monitored by our Emergency Communications Center.

Project Status: Project is anticipated to commence in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Maintenance – buildings & improvements	\$270,000	-	-	-	-	\$270,000
Total	\$270,000	-	-	-	-	\$270,000

Impact on Operating Budget: Ongoing annual operational costs of about \$25,000 is projected effective FY 2019/20.

REPLACEMENT OF FIRE STATION 18 (TRABUCO CANYON)**Project Priority:** A**Org Number:** TBD**Project Type:** Replacement Fire Station Construction**Project Management:** Property Management

Project Description: This project contemplates planning, design, demolition and replacement of Fire Station 18, constructed in 1974. The station occupies about 0.6 of an acre. The project includes replacement construction of approximately a 10,000 square foot two-story station on the current site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction. The station will house two companies.

Project Status: Project delivery is anticipated to be Design-Build.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	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 18 (Trabuco Canyon) will replace an existing station currently included in the operating budget.

CONSTRUCTION OF NEW FIRE STATION 52 (IRVINE BUSINESS DISTRICT)

Project Priority: A

Org Number: TBD

Project Type: New Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, and construction of a new Fire Station 52. The project includes construction of a new station, size and equipment compliment to be determined by operations. There may be additional costs associated with land purchase.

Project Status: Project delivery is anticipated to be Design-Build.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Planning and construction of a new fire station	-	\$6,500,000	-	-	-	\$6,500,000
Total	-	\$6,500,000	-	-	-	\$6,500,000

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

CONSTRUCTION OF NEW FIRE STATION 12 (LAGUNA WOODS)**Project Priority:** A**Org Number:** TBD**Project Type:** New Fire Station Construction**Project Management:** Property Management

Project Description: This project contemplates planning, design, and construction of a new Fire Station 12. The project includes construction of a new station, size and equipment compliment to be determined by operations. There may be additional costs associated with land purchase.

Project Status: Project delivery is anticipated to be Design-Build.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Planning and construction of a new fire station	-	-	\$6,500,000	-	-	\$6,500,000
Total	-	-	\$6,500,000	-	-	\$6,500,000

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

REPLACEMENT OF FIRE STATION 25 (MIDWAY CITY)

Project Priority: A

Org Number: TBD

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition and replacement of Fire Station 25, constructed in 1935. The station occupies about 0.33 of an acre. The project includes replacement construction of the existing building on the existing site. The project includes all demolition, placement of a temporary fire station, planning, design, and new station construction. The station will house one, four (4) person medic engine.

Project Status: Project delivery is anticipated to be Design-Build.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	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 25 (Midway City) will replace an existing station currently included in the operating budget.

RFOTC 2ND EMERGENCY POWER GENERATOR

Project Priority: B

Project Org: TBD

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: This project is to add a 2nd backup Emergency Power Generator to supply the RFOTC facilities critical emergency power in the case of a long term power outage. The RFOTC facilities currently have one Emergency Power Generator that supplies emergency power in the case of a power outage to the RFOTC ‘B’ building including the 9-1-1 Dispatch Emergency Command Center (ECC), the Data Center, and other designated power outlets throughout the RFOTC facilities. The current Emergency Power Generator was installed during the construction of the RFOTC in 2004. Space for a 2nd backup Emergency Power Generator is available next to the current Emergency Power Generator.



If there is a mechanical or other issue with the current Emergency Power Generator during a power outage, the Data Center and 9-1-1 ECC would be inoperable until a portable Emergency Power Generator can be brought in from a supplier, a process that could take several hours at minimum.

This project will provide critical redundancy to the current Emergency Power Generator in the case of a prolonged power outage ensuring ongoing emergency operations capability for the 9-1-1 ECC Dispatch center and the OCFA Data Center, as well as supplying emergency power to additional offices and classrooms at the RFOTC.

Project Status: This project estimated to begin in FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
Project Cost						
Maintenance – buildings & improvements	-	-	-	\$500,000	-	\$500,000
Total	-	-	-	\$500,000	-	\$500,000

Impact on Operating Budget: The budgetary amount is a preliminary estimate and may need revision as requirements are further developed.



Fund 124

Communications

& Information

Systems



Fund 124: Communications & Information Systems

DESCRIPTION

This fund is a capital projects fund used to account for the significant acquisition, improvement, or replacement of specialized communications and information technology systems and/or equipment. Funding sources are interest earnings and operating transfers from the General Fund.

BUDGET

The total FY 2018/19 budget is \$7,734,148.

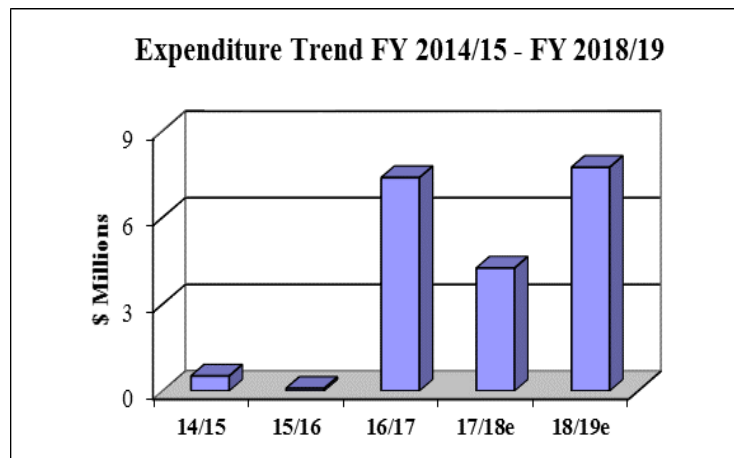
HIGHLIGHTS

The FY 2018/19 budget includes \$3.5M for the 800 MHz Countywide Coordinated Communication System Upgrade, and \$1.5M for the OCFA Enterprise Audio Video Equipment Upgrades. The budget also includes projects related to systems development and support such as \$2.3M for the replacement of the CRR – Integrated Fire Prevention application and \$400K for the Incident Reporting Application Replacement. The last two projects are part of the Records Management System (RMS) component of the Public Safety Systems replacement project.

The chart shows the trend of actual expenditures for FY 2014/15 through FY 2016/17, and budgeted amounts for FY 2017/18 and FY 2018/19.

SIGNIFICANT CHANGES

Expenditure in FY 2016/17 reflects \$6.8M for the 800 MHz Countywide Coordinated Communication System update project. The budget in FY 2017/18 includes the Incident Reporting Application Replacement project, RFOTC Data Center Fire Suppression System upgrade, and the OCFA Disaster Recovery Co-Location Facility project.



IMPACT ON OPERATING BUDGET

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

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2018/19 BUDGET

	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget	% Change fr FY 2017/18 Budget
FUNDING SOURCES				
Use of Money and Property	\$120,120	\$184,046	\$136,770	-25.69%
Other	203,512	256,482	-	-100.00%
Total Revenues & Other	323,632	440,528	136,770	-68.95%
Financing Sources				
Operating Transfer In	4,866,307	-	150,000	100.00%
Total Beginning Fund Balance	19,002,272	11,260,603	7,450,615	-33.83%
TOTAL AVAILABLE RESOURCES	\$24,192,211	\$11,701,131	\$7,737,385	-33.87%
EXPENDITURES				
Services & Supplies	\$6,536,197	-	-	-
Capital Outlay	842,919	4,250,516	7,734,148	81.96%
Total Expenditures & Other Uses	7,379,116	4,250,516	7,734,148	81.96%
Operating Transfer Out	5,552,492	-	-	-
Ending Fund Balance	11,260,603	7,450,615	3,237	-99.96%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$24,192,211	\$11,701,131	\$7,737,385	-33.87%

800 MHZ COUNTYWIDE-COORDINATED COMMUNICATIONS (CCCS) SYSTEM UPGRADE

Project Priority: A
Org Number: P346
Project Type: Equipment Replacement
Project Management: IT – Communications & IT Infrastructure/ECC

Project Description: The current 800 MHz Countywide-Coordinated Communications System (CCCS) was implemented from 1999 to 2001 with an expected 15-year operational life expectancy. The system is administered by the Orange County Sheriffs’ Department/Communications staff.



OCSD/ Communications staff were directed in 2009 to develop the next generation system proposal, and developed a four-phase upgrade 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. Individual agencies are responsible for purchasing radios and dispatch consoles.

OCFA budgeted \$7,540,000 in Fund 124 in FY 2016/17 to purchase and install 1,555 encrypted, P25 capable 800MHz portable, mobile, and base station 800MHz radios. These radios were purchased and programmed, and deployment is in progress.

OCFA Fund 124 estimated costs of \$3,539,250 to upgrade the ECC’s 18 dispatch consoles will be expended in FY 2018/19.

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Equipment expense	\$3,539,250	-	-	-	-	\$3,539,250
Total	\$3,539,250	-	-	-	-	\$3,539,250

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**Org Number:** P326**Project Type:** Application Replacement**Project Management:** IT – Systems Development & Support

Project Description: This project is to replace the Integrated Fire Prevention (IFP) system which is part of the larger Records Management Systems (RMS) replacement project. The RMS replacement project was originally planned to be replaced concurrently with the OCFA’s Computer Assisted Dispatch (CAD) system with both projects collectively referred to as the Public Safety Systems (PSS) replacement project. RMS replacement was split off the PSS project as separate projects to expedite replacement of the CAD system which was completed in September 2014.

Project Status: Commercially available RMS solutions have been reviewed extensively, but none were found to meet the needs of the OCFA. Developing a custom built RMS using Commercial off the Shelf (COTS) Microsoft technology and modern web-based design elements was approved by Executive Management in 2016. Staff has been actively developing workflows and coding for several major parts of the RMS (Fire Incident Reporting, Investigations Case Management systems) and have deployed a new Electronic Plans Review system and Pre-fire Management Geographic Information Systems (GIS) tools for inspections and wildland management activities.

Staff is also reviewing a customized and configured cloud-based solution that Orange County Public Works (OCPW) is developing with multiple technology vendors including Salesforce, BasicGov, Deloitte and Carahsoft as a possible replacement for IFP. This innovative solution may meet the needs that OCFA Community Risk Reduction (CRR) Department for the IFP system replacement and Staff is closely monitoring OCPW’s planned go-live currently scheduled for March, 2018. For this reason, FY 2017/18 CIP funds for this project have been re-budgeted to FY 2018/19 pending further review.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Equipment, software, professional services	\$2,294,898	\$905,117	-	-	-	\$3,200,015
Total	\$2,294,898	\$905,117	-	-	-	\$3,200,015

Impact on Operating Budget: Application maintenance, license, and user fees for a customized and configured cloud-based solution with 3rd party technology partners is estimated at \$400,000 beginning in FY 2020/21 with 5% annual increases thereafter.

INCIDENT REPORTING APPLICATION REPLACEMENT

Project Priority: A

Org Number: P325

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to replace the Orange County Fire Incident Reporting System (OCFIRS) and Investigations Case Management Systems (iCMS), as well as implementing Electronic Plans Review (EPR) and Pre-fire Management Geographic Information Systems (GIS) tools for inspections and wildland management activities. These systems are all components of the greater Records Management Systems (RMS) replacement project, which also includes replacing the Integrated Fire Prevention (IFP) system as a separately funded project.

The RMS replacement project was originally planned to be replaced concurrently with the OCFA’s Computer Assisted Dispatch (CAD) system with both projects collectively referred to as the Public Safety Systems (PSS) replacement project. RMS replacement was split off the PSS project as separate projects to expedite replacement of the CAD system which was completed in September 2014.

Project Status: Commercially available RMS solutions have been reviewed extensively, but none were found to be meet the needs of the OCFA. Developing a custom built RMS using Commercial off the Shelf (COTS) Microsoft technology and modern web-based design elements was approved by Executive Management in 2016. Staff has been actively developing workflows and coding for several major parts of the RMS (OCFIRS and iCMS) and have deployed new Electronic Plans Review and Wildland inspections systems that were developed in-house with staff resources for minimal cost.

This budgetary amount is a preliminary estimate and may need revision as requirements and software development needs continue to be developed.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Equipment, software, professional services	\$400,000	-	-	-	-	\$400,000
Total	\$400,000	-	-	-	-	\$400,000

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.

OCFA ENTERPRISE AUDIO VISUAL UPGRADES

Project Priority: B

Org Number: P350

Project Type: Equipment Replacement / New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: In FY 2016/17, the audio visual (AV) system in the OCFA’s Board Room and five Classrooms was upgraded which included new displays, cameras, microphones, projectors, recorders, video streaming/conferencing, wireless connectivity, touch-screen LCD controllers, and a new voting system.



This project continues upgrading AV technology and will use funds currently budgeted for the Emergency Command Center (ECC) video wall (\$500,000 – FY 2019/20), and add another \$2,080,000 over three years (FY 2018/19 – FY 2020/21) for a project total of \$2,580,000.



In FY 2018/19, AV technology will be upgraded in classrooms at one Fire Station in each OCFA Battalion, additional conference rooms at the RFOTC and at specialty facilities (CAL5 Warehouse, HAZMAT, Airport), and upgrades in the 9-1-1 Emergency Command Center (ECC) including a video wall and remodeled DOC.

In FY 2019/20 and FY 2020/21, AV technology upgrades are planned for two additional fire stations in each Battalion during each fiscal year. When this project completes in FY 2020/21, each OCFA Battalion will have up to five fire stations with upgraded AV technology. The upgraded AV technology will enable station crews to access video and other electronic training materials more efficiently from their local stations, improve communications through video conferencing with other fire stations and HQ, and reduce the times crews leave their response areas for training or meetings.

Project Status: This project will begin in fiscal year FY 2018/19 and proceed through FY 2020/21.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$1,500,000	\$540,000	\$540,000	-	-	\$2,580,000
Total	\$1,500,000	\$540,000	\$540,000	-	-	\$2,580,000

Impact on Operating Budget: Annual maintenance estimated at \$15,000 in FY 2018/19, increasing by \$5,000 each year in FY 2019/20 through FY 2021/22 as additional fire station upgrades are completed with 5% annual increase thereafter.

OCFA DISASTER RECOVERY CO-LOCATION FACILITY

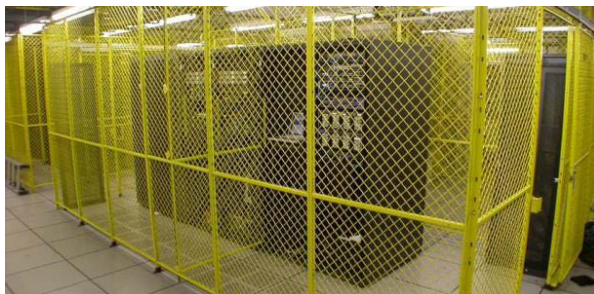
Project Priority: B

Org Number: P349

Project Type: New Technology

Project Management: IT – Communications and IT Infrastructure

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



This project will develop a Disaster Recovery (DR) co-location facility to store and replicate critical OCFA backup emergency 9-1-1 and business systems and data in order to maintain continuity of operations in an extended emergency scenario.

The first phase of this project currently in process will identify the local DR facility, negotiate contracts and service level agreements, and move critical backup emergency 9-1-1 systems to it. The second phase of this project is estimated to begin in FY2019/20 to establish an out-of-state DR facility.

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.

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

Project Status: Project is ongoing and continues through FY 2019/20.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	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: Annual facility lease expense of \$60,000 starting FY 2019/20 for local co-location facility with additional \$60,000 annual starting FY 2020/21 for 2nd out-of-state co-location facility with 5% annual increases thereafter.

FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM**Project Priority:** B**Org Number:** TBD**Project Type:** Application Replacement**Project Management:** IT – Systems Development & Support

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

The current Fleet Management system has the capability to track fuel usage of all OCFA vehicles and all OCFA fuel dispensing locations. 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: This project has been pushed back to FY 2019/20 after reprioritizing project which required a re-budget of funds.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	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 2019/20.



Fund 133

Fire Apparatus



Fund 133: Fire Apparatus

DESCRIPTION

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

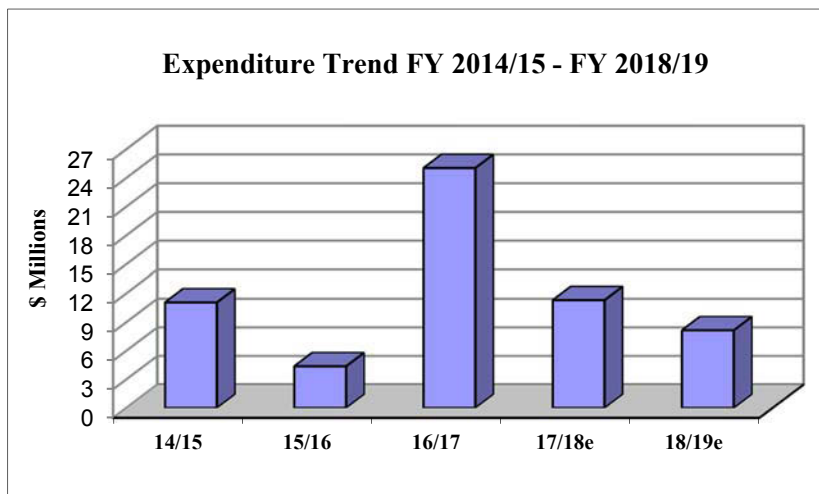
BUDGET

The total FY 2018/19 budget is \$8,145,951, which includes the last lease-purchase payments of \$1,265,862 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. Emergency vehicles scheduled for purchase in FY 2018/19 include six Type I Engines (\$3.8M), one air utility (\$500K), two battalion chief command vehicles (\$197K), two crew cab dozer tenders (\$164K) and two developer-funded vehicles (\$1.0M). The budget also includes the purchase of fifteen support vehicles (\$854K).

The chart shows the trend of actual expenditures for FY 2014/15 through FY 2016/17, and budgeted amounts for FY 2017/18 and FY 2018/19.



SIGNIFICANT CHANGES

FY 2016/17 expenditures are higher than prior FY 2014/15 and FY 2015/16 as vehicles, scheduled to be purchased in the prior years, were delayed and rebudgeted.

IMPACT ON OPERATING BUDGET

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

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY **FUND 133 - FIRE APPARATUS** REVENUE AND EXPENDITURE SUMMARY FY 2018/19 BUDGET

	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget	% Change fr FY 2017/18 Budget
FUNDING SOURCES				
Charges for Current Services	\$1,350,190	\$1,310,005	\$1,446,217	10.40%
Use of Money and Property	165,829	359,150	856,452	138.47%
Other	124,886	157,392	-	-100.00%
Total Revenues & Other Financing Sources	1,640,905	1,826,547	2,302,669	26.07%
Operating Transfer In	15,405,300	-	2,000,000	100.00%
Total Beginning Fund Balance	21,452,261	13,470,899	4,006,947	-70.25%
TOTAL AVAILABLE RESOURCES	\$38,498,466	\$15,297,446	\$8,309,616	-45.68%
EXPENDITURES				
Services & Supplies	\$9,358	-	-	-
Capital Outlay	22,486,486	8,758,776	6,880,089	-21.45%
Debt Service	2,531,723	2,531,723	1,265,862	-50.00%
Total Expenditures & Other Uses	25,027,567	11,290,499	8,145,951	-27.85%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	13,470,899	4,006,947	163,665	-95.92%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$38,498,466	\$15,297,446	\$8,309,616	-45.68%

Fund 133 - Fire Apparatus

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Year Total
EMERGENCY VEHICLES								
Air Utility								
5255	Air Utility	Operations	\$483,084	-	-	-	-	\$483,084
5415	Air Utility	Operations	-	-	-	527,878	-	527,878
Battalion Chief Command								
TBD	BC Command Vehicle	Operations	98,503	-	-	-	-	98,503
2258	PIO Command Vehicle	Operations	98,503	-	-	-	-	98,503
2185	BC Command Vehicle	Operations	-	-	-	107,675	-	107,675
2186	BC Command Vehicle	Operations	-	-	-	107,675	-	107,675
2187	BC Command Vehicle	Operations	-	-	-	107,675	-	107,675
2188	BC Command Vehicle	Operations	-	-	-	-	110,905	110,905
2189	BC Command Vehicle	Operations	-	-	-	-	110,905	110,905
2190	BC Command Vehicle	Operations	-	-	-	-	110,905	110,905
Compressed Air Foam System Patrol Vehicle								
3687	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	-	266,632	266,632
3689	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	-	266,632	266,632
3796	CAFS-Patrol Veh. (Type 6)	Operations	-	-	-	-	266,632	266,632
Crew Cab Dozer Tender								
3036	Crew Cab Dozer Tender	Operations	81,886	-	-	-	-	81,886
3037	Crew Cab Dozer Tender	Operations	81,886	-	-	-	-	81,886
Dozer Transport Trailer								
6146	Dozer Transport Trailer	Operations	-	-	-	69,538	-	69,538
Engine - Type I								
5210	Engine - Type I	Operations	629,608	-	-	-	-	629,608
5214	Engine - Type I	Operations	629,608	-	-	-	-	629,608
5213	Engine - Type I	Operations	629,608	-	-	-	-	629,608
5229	Engine - Type I	Operations	629,608	-	-	-	-	629,608
5220	Engine - Type I	Operations	629,608	-	-	-	-	629,608
5221	Engine - Type I	Operations	629,608	-	-	-	-	629,608
5240	Engine - Type I	Operations	-	648,496	-	-	-	648,496
5225	Engine - Type I	Operations	-	648,496	-	-	-	648,496
5211	Engine - Type I	Operations	-	648,496	-	-	-	648,496
5241	Engine - Type I	Operations	-	648,496	-	-	-	648,496
5228	Engine - Type I	Operations	-	648,496	-	-	-	648,496
5216	Engine - Type I	Operations	-	648,496	-	-	-	648,496
5200	Engine - Type I	Operations	-	-	667,950	-	-	667,950
5227	Engine - Type I	Operations	-	-	667,950	-	-	667,950
5219	Engine - Type I	Operations	-	-	667,950	-	-	667,950
5215	Engine - Type I	Operations	-	-	667,950	-	-	667,950
5222	Engine - Type I	Operations	-	-	667,950	-	-	667,950
5804	Engine - Type I	Operations	-	-	667,950	-	-	667,950
5226	Engine - Type I	Operations	-	-	-	687,998	-	687,998
5162	Engine - Type I	Operations	-	-	-	-	708,637	708,637
5163	Engine - Type I	Operations	-	-	-	-	708,637	708,637
5164	Engine - Type I	Operations	-	-	-	-	708,637	708,637
5165	Engine - Type I	Operations	-	-	-	-	708,637	708,637
5166	Engine - Type I	Operations	-	-	-	-	708,637	708,637
Full-Size 4-Door								
TBD	Full-Size 4-Door 4x4	Operations	58,714	-	-	-	-	58,714

FY 2018/19 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 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Year Total
Full-Size 4-Door Exec Mgmt								
2350	Full-Size 4-Door 4x4	Operations	-	-	-	66,864	-	66,864
2353	Full-Size 4-Door 4x4	Operations	-	-	-	66,864	-	66,864
2354	Full-Size 4-Door 4x4	Operations	-	-	-	66,864	-	66,864
2351	Full-Size 4-Door 4x4	Operations	-	-	-	-	68,869	68,869
2352	Full-Size 4-Door 4x4	Operations	-	-	-	-	68,869	68,869
2355	Full-Size 4-Door 4x4	Operations	-	-	-	-	68,869	68,869
Paramedic Squad								
3660	Paramedic Squad	Operations	-	-	-	-	208,667	208,667
3361	Paramedic Squad	Operations	-	-	-	-	208,667	208,667
Pick-Up Utility 3/4 Ton								
3035	Pick-Up Utility 3/4 Ton	Operations	47,050	-	-	-	-	47,050
TBD	Pick-Up Utility 3/4 Ton	Operations	47,050	-	-	-	-	47,050
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
Crew Cab-Swift Water Vehicle								
3800	Swift Water Vehicle	Operations	-	-	-	84,000	-	84,000
3803	Swift Water Vehicle	Operations	-	-	-	84,000	-	84,000
3806	Swift Water Vehicle	Operations	-	-	-	84,000	-	84,000
TDA 100' Quint								
5231	TDA 100' Quint	Operations	-	-	-	1,548,622	-	1,548,622
Mobile 911 Emergency Command Center								
TBD	Mobile 911 ECC	Operations	-	2,000,000	-	-	-	2,000,000
Total Emergency Vehicles			5,009,574	5,890,976	4,007,700	3,609,653	5,299,737	23,817,640

DEVELOPER FUNDED VEHICLES

Engine - Type1								
Station 67	Engine - Type 1	Operations	751,496	-	-	-	-	751,496
Station 52	Engine - Type 1	Operations	-	-	797,261	-	-	797,261
Station 12	Engine - Type 1	Operations	-	-	-	821,178	-	821,178
Paramedic Squad								
Station 67	Paramedic Squad	Operations	265,081	-	-	-	-	265,081
TDA 100' Quint								
Station 67	TDA 100' Quint	Operations	-	1,774,683	-	-	-	1,774,683
Total Developer Funded Vehicles			1,016,577	1,774,683	797,261	821,178	-	4,409,699

Fund 133 - Fire Apparatus

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Year Total
SUPPORT VEHICLES								
Fuel Tender								
5313	Fuel Tender	Fleet Services	171,000	-	-	-	-	171,000
Mid-Size 4-Door								
2174	Mid-Size 4-Door	Property Mgt.	38,800	-	-	-	-	38,800
2265	Mid-Size 4-Door	Risk Mgt.	38,800	-	-	-	-	38,800
2267	Mid-Size 4-Door	Risk Mgt.	38,800	-	-	-	-	38,800
Mid-Size Pickup - 1/2 Ton								
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	Property Mgt.	34,033	-	-	-	-	34,033
2230	Mid-Size Pickup - 1/2 Ton	EMS	34,033	-	-	-	-	34,033
3671	Mid-Size Pickup - 1/2 Ton	EMS	34,033	-	-	-	-	34,033
3101	Mid-Size Pickup - 1/2 Ton	EMS	34,033	-	-	-	-	34,033
3204	Mid-Size Pickup - 1/2 Ton	EMS	34,033	-	-	-	-	34,033
2341	Mid-Size Pickup - 1/2 Ton	Comm Educ.	-	35,053	-	-	-	35,053
3111	Mid-Size Pickup - 1/2 Ton	Comm Educ.	-	35,053	-	-	-	35,053
4102	Mid-Size Pickup - 1/2 Ton	Comm Educ.	-	35,053	-	-	-	35,053
2120	Mid-Size Pickup - 1/2 Ton	Property Mgt.	-	35,053	-	-	-	35,053
2171	Mid-Size Pickup - 1/2 Ton	CRR	-	-	36,104	-	-	36,104
2172	Mid-Size Pickup - 1/2 Ton	CRR	-	-	36,104	-	-	36,104
2173	Mid-Size Pickup - 1/2 Ton	CRR	-	-	36,104	-	-	36,104
2175	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	38,992	-	38,992
2176	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	38,992	-	38,992
Service Truck - Heavy								
5389	Service Truck - Heavy	Fleet Services	150,000	-	-	-	-	150,000
Service Truck - Light								
3046	Service Truck - Light	Fleet Services	94,274	-	-	-	-	94,274
3047	Service Truck - Light	Fleet Services	-	-	-	103,000	-	103,000
3048	Service Truck - Light	Fleet Services	-	-	-	103,000	-	103,000
Trailer - IT/IMT Trailer								
TBD	Trailer - IT/IMT	Fleet Services	50,000	-	-	-	-	50,000
Total Support Vehicles			853,938	140,212	108,312	283,984	-	1,386,446
TOTAL VEHICLES			\$6,880,089	\$7,805,871	\$4,913,273	\$4,714,815	\$5,299,737	\$29,613,785

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 two air utility vehicles with two new air utility vehicles, one in FY 2018/19 and one in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 and FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	\$483,084	-	-	\$527,878	-	\$1,010,962
Total	\$483,084	-	-	\$527,878	-	\$1,010,962

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

BATTALION CHIEF (BC) COMMAND VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Each of the 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 eight command vehicles; two in FY 2018/19, three in FY 2021/22 and three in FY 2022/23.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2018/19, FY 2021/22, and FY 2022/23.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	\$197,006	-	-	\$323,025	\$332,715	\$852,746
Total	\$197,006	-	-	\$323,025	\$332,715	\$852,746

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

COMPRESSED AIR FOAM SYSTEM (CAFS)-PATROL UNIT

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The CAFS units carry hose, water and a skid mounted pump. The system injects air into making a very rich foam allowing the crews to pretreat building and vegetation in the line of fire. This unit also has the ability to pump and roll. The CAFS unit is primarily for urban interface firefighting and rescue operations. These units are smaller by design to maneuver on truck trails and rural areas. This project is for the replacement of three CAFS units in FY 2022/23.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for CAFS units are 20 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	-	\$799,896	\$799,896
Total	-	-	-	-	\$799,896	\$799,896

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 replacement of two dozer tenders in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$163,772	-	-	-	-	\$163,772
Total	\$163,772	-	-	-	-	\$163,772

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

DOZER TRANSPORT TRAILER

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The dozer transport trailer is designed for hauling heavy equipment, specifically bull dozers. This project is for the replacement of one dozer transport trailer with one new dozer transport trailer in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for dozer transport tractors are 20 years. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$69,538	-	\$69,538
Total	-	-	-	\$69,538	-	\$69,538

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

ENGINE – TYPE 1

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This project is for the replacement of twenty-four Type 1 engines as follows: six in FY 2018/19, six in FY 2019/20, six in FY 2020/21, one in FY 2021/22, and five in FY 2022/23.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for Type 1 engines are 13 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur annually.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	\$3,777,648	\$3,890,976	\$4,007,700	\$687,998	\$3,543,185	\$15,907,507
Total	\$3,777,648	\$3,890,976	\$4,007,700	\$687,998	\$3,543,185	\$15,907,507

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 addition of one full-size 4-door vehicle scheduled 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 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 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5- Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	\$58,714	-	-	-	-	\$58,714
Total	\$58,714	-	-	-	-	\$58,714

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

FULL-SIZE 4-DOOR EXECUTIVE MANAGEMENT

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicles are used by all Executive Management, Fire Chief and Assistant Chiefs. These vehicles are frequently used in Command situations on large scale events. This project is for the replacement of six full-size 4-door vehicles; three are scheduled in FY 2021/22, and three in FY 2022/23.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 2021/22 and 2022/23.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	-	-	-	\$200,592	\$206,607	\$407,199
Total	-	-	-	\$200,592	\$206,607	\$407,199

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: This unit carries a full complement of (ALS) paramedic equipment. This project is for the replacement of two paramedic squads in FY 2022/23.



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	-	\$417,334	\$417,334
Total	-	-	-	-	\$417,334	\$417,334

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

PICKUP UTILITY – ¾ TON VEHICLES

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



Project Description: The pickup utility – ¾ ton units are located at each one of the nine battalions in the department. These vehicles are used for a variety of miscellaneous transportation needs. The units are also used as BC Command vehicles on occasion. This project is for the replacement of seven pickup utility – ¾ ton vehicles in FY 2018/19.

Vehicle replacement evaluation is based on the following criteria:

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

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

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

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	\$329,350	-	-	-	-	\$329,350
Total	\$329,350	-	-	-	-	\$329,350

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

CREW CAB –SWIFT WATER VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Crew cab swift water vehicles are used to support our US&R truck companies. This units are outfitted with all tools and equipment needed in swift water rescue event. They are also outfitted to tow the necessary boats and equipment needed for such rescues. These units are also sent out of the county to support large scale emergencies. Approximately twenty five percent of the cost of this vehicle is for outfitting the vehicle i.e., the service body and code III lighting. This project is for the replacement of three swift water vehicles in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	-	-	-	\$252,000	-	\$252,000
Total	-	-	-	\$252,000	-	\$252,000

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

TRACTOR-DRAWN AERIAL (TDA) QUINT-100'

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The TDA apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial ladder, 300-gallon water tank, and a fire pump similar to a fire engine. This project is for the replacement of one new 100' tractor drawn aerial quint in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for trucks – TDA 100' quints are 17 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	\$1,548,622	-	\$1,548,622
Total	-	-	-	\$1,548,622	-	\$1,548,622

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

MOBILE 911 EMERGENCY COMMAND CENTER

Project Priority: B

Project Type: Equipment Replacement

Project Management: Information Technology

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



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



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

Project Status: This project has been pushed back one year to FY 2019/20 after reprioritizing project which required a re-budget of funds.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	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.

ENGINE-TYPE 1/ DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This apparatus is the same as our replacement Type I engines; however, this apparatus is funded by a local developer including hose and other equipment. This project is for the purchase of three Type 1 engines: one in FY 2018/19 for station 67 (Rancho Mission Viejo), one in FY 2020/21 for station 52 (Irvine Business District), one in FY 2021/22 for station 12 (Laguna Woods).



Project Status: Purchase to occur in FY 2018/19, FY 2020/21, and FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	\$751,496	-	\$797,261	\$821,178	-	\$2,369,935
Total	\$751,496	-	\$797,261	\$821,178	-	\$2,369,935

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

PARAMEDIC SQUAD-DEVELOPER FUNDED

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 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: Purchases to occur in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Emergency)	\$265,081	-	-	-	-	\$265,081
Total	\$265,081	-	-	-	-	\$265,081

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

TRACTOR-DRAWN AERIAL (TDA) QUINT-100' / 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 100' tractor drawn aerial 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 trucks – TDA 100' quints are 17 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2019/20.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	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 \$3,500 per year during the five-year warranty period. After the warranty period, the costs are expected to increase to approximately \$7,000 per year. These costs are included in the Five-Year Financial Forecast.

FUEL TENDER**Project Priority:** B**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager

Project Description: The fuel tender carries five hundred gallons of gasoline and five hundred gallons of diesel fuel. This unit is used for emergence and remote fueling for both gasoline and diesel fuel vehicles and apparatus. This unit can fuel vehicles and apparatus on the fire ground and in backcountry events. This project is for the replacement of one fuel tender 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 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 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
Project Cost Vehicles (Support)	\$171,000	-	-	-	-	\$171,000
Total	\$171,000	-	-	-	-	\$171,000

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

MID-SIZE 4-DOOR VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The mid-size 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections. This project is for the replacement of three mid-size 4-door vehicles 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 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 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Support)	\$116,400	-	-	-	-	\$116,400
Total	\$116,400	-	-	-	-	\$116,400

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 Community Risk Reduction, Property Management, Nurse Educators, and Community Education Departments to conduct off-site inspections and conduct education. This project is for the replacement of seventeen mid-size pickup-1/2 ton vehicles, with the addition of four mid-size pick-up 1/2 ton for our nurse educators: Eight in FY 2018/19, four in FY 2019/20, three in FY 2020/21, two in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 every year in the next four fiscal years through FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Support)	\$272,264	\$140,212	\$108,312	\$77,984	-	\$598,772
Total	\$272,264	\$140,212	\$108,312	\$77,984	-	\$598,772

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

SERVICE TRUCK – HEAVY VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The service truck – heavy vehicles carries large quantities of oil and a welder, providing the ability to service vehicles at fire stations or on large fires. This project is for the replacement of one service truck – heavy vehicle in FY 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 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 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$150,000	-	-	-	-	\$150,000
Total	\$150,000	-	-	-	-	\$150,000

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

SERVICE TRUCK - LIGHT VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

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 three service trucks - light vehicles one in FY 2018/19 and two in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 2018/19 and FY 2021/22.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
<i>Project Cost</i> Vehicles (Support)	\$94,274	-	-	\$206,000	-	\$300,274
Total	\$94,274	-	-	\$206,000	-	\$300,274

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

INFORMATION TECHNOLOGY TRAILER/ INCIDENT MANAGEMENT SUPPORT

Project Priority: B

Project Type: New Vehicle

Project Management: Information Technology



Project Description: The Information Technology (IT) Trailer will be used to deliver Incident Management Team (IMT) “Cache” Computer Equipment to the Basecamp and Training events. Much of the “Cache” equipment is currently stored in the RFOTC Data Center taking up valuable floor space. This equipment will be stored in the IT/IMT trailer so that it is pre-staged and ready for rapid deployment in the event of a major incident. The trailer will also serve as a mobile office during the supported incidents for IT Administrators.

When the trailer is not actively in use during major incidents it will be used as a mobile office for support staff during major IT projects such as the Fire Station Alarm upgrades which require dedicated office space onsite for project management.

Purchasing a dedicated IT/IMT trailer will eliminate the requirement for Operational personnel to deliver IMT “Cache” computer equipment resulting in faster responses for major incidents and annual training events, as well as improve support for major OCFA IT projects.

Project Status: The IT/IMT trailer will be purchased in FY 2018/19.

Description	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5-Yr. Total
Project Cost	\$50,000	-	-	-	-	\$50,000
Vehicles (Support)						
Total	\$50,000	-	-	-	-	\$50,000

Impact on Operating Budget: No impact.



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.

Other Funds







Fund 171

Structural Fire

Fund Entitlement



Fund 171: Structural Fire Fund Entitlement

DESCRIPTION

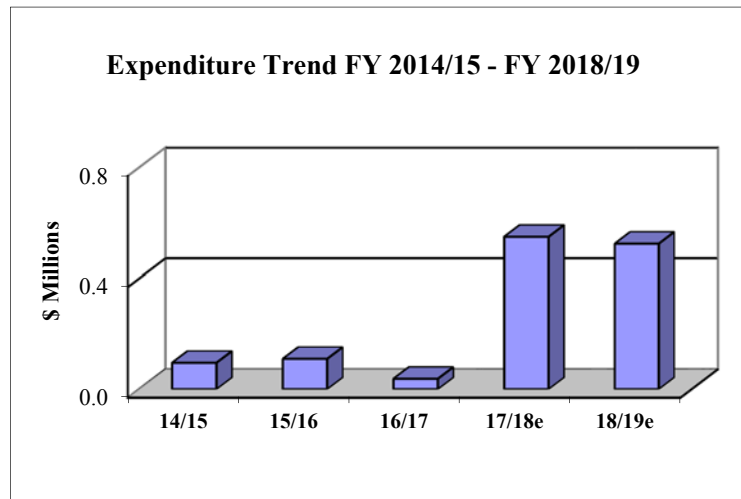
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

BUDGET

The total FY 2018/19 budget is \$525,336.

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.



SIGNIFICANT CHANGES

The increase in FY 2017/18 is due to budgeting for service enhancement expenditures for the cities of Aliso Viejo, Irvine and Laguna Niguel. In FY 2018/19, the budget includes service enhancement expenditures for cities of Dana Point, Irvine, Laguna Niguel, Aliso Viejo, Rancho Santa Margarita, San Juan Capistrano, Villa Park, Lake Forest as well as the unincorporated areas in Orange County which the OCFA serves.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2018/19 BUDGET

	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget	% Change fr FY 2017/18 Budget
FUNDING SOURCES				
Use of Money and Property	\$3,168	\$13,360	\$15,425	15.46%
Total Revenues & Other	3,168	13,360	15,425	15.46%
Financing Sources				
Operating Transfer In	-	1,000,000	-	-100.00%
Total Beginning Fund Balance	584,464	549,651	1,013,360	84.36%
TOTAL AVAILABLE	\$587,632	\$1,563,011	\$1,028,785	-34.18%
RESOURCES				
EXPENDITURES				
C001 Dana Point	-	-	\$112,600	100.00%
C001 Irvine	33,441	500,415	68,000	-86.41%
C004 Laguna Niguel	4,540	48,954	96,554	97.23%
C008 Aliso Viejo	-	282	24,282	8510.64%
C009 Rancho Santa Margarita	-	-	15,100	100.00%
C005 San Juan Capistrano	-	-	900	100.00%
C006 Villa Park	-	-	7,700	100.00%
C007 Unincorporated	-	-	180,700	100.00%
C010 Lake Forest	-	-	19,500	100.00%
Total Expenditures & Other Uses	37,981	549,651	525,336	-4.42%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	549,651	1,013,360	503,449	-50.32%
TOTAL FUND COMMITMENTS	\$587,632	\$1,563,011	\$1,028,785	-34.18%
& FUND BALANCE				



Fund 190

Self-Insurance



Fund 190: Self-Insurance

DESCRIPTION

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

BUDGET

The total FY 2018/19 budget is \$14,760,398.

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.

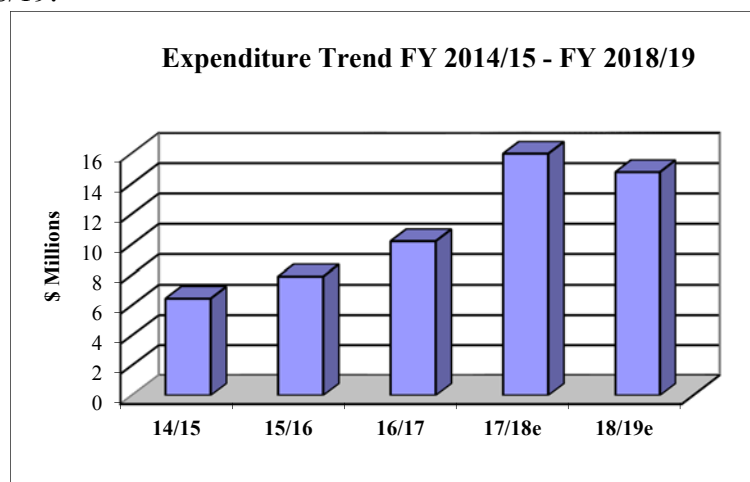
The chart provides actual expenditures for FY 2014/15 through FY 2016/17, and total budgeted amounts for FY 2017/18 and FY 2018/19.

SIGNIFICANT CHANGES

Funding for FY 17/18 through FY 2018/19 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 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2018/19 BUDGET

	FY 2016/17 Actual	FY 2017/18 Budget	FY 2018/19 Budget	% Change fr FY 2017/18 Budget
FUNDING SOURCES				
Other	\$11,444,465	\$16,927,039	\$17,366,238	2.59%
Use of Money and Property	413,315	965,269	1,781,815	84.59%
Total Revenues & Other Financing Sources	11,857,780	17,892,308	19,148,053	7.02%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	73,720,054	75,375,829	77,290,745	2.54%
TOTAL AVAILABLE RESOURCES	\$85,577,834	\$93,268,137	\$96,438,798	3.40%
EXPENDITURES				
Services & Supplies	\$10,202,005	\$15,977,392	\$14,760,398	-7.62%
Total Expenditures & Other Uses	10,202,005	15,977,392	14,760,398	-7.62%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	75,375,829	77,290,745	81,678,400	5.68%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$85,577,834	\$93,268,137	\$96,438,798	3.40%



















Appendix





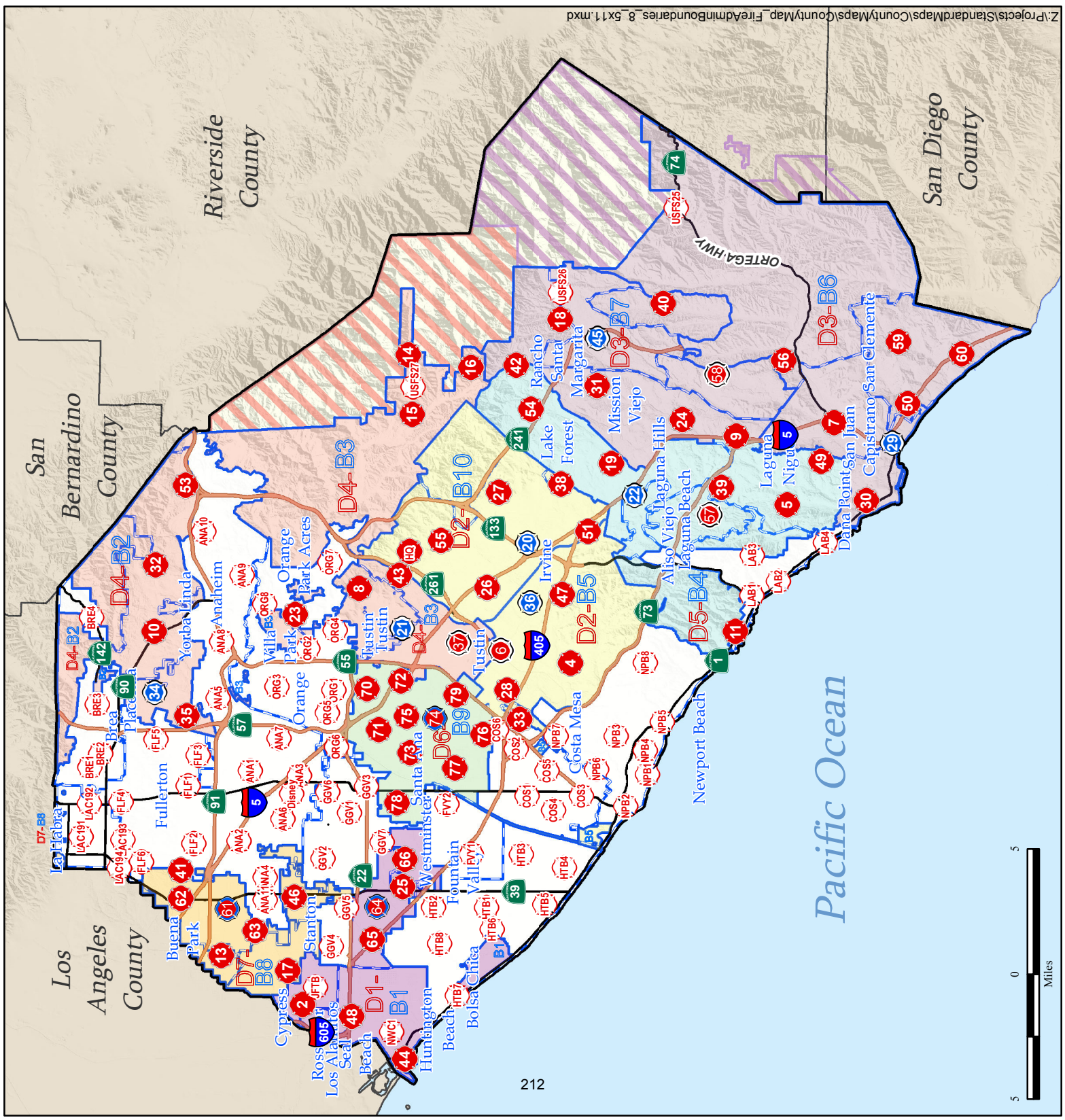
Fire Administrative Boundaries

Orange County Fire Authority

-  OCFA Division and Battalion Stations
-  OCFA Division Stations
-  OCFA Battalion Stations
-  OCFA Fire Stations
-  Non-OCFA
-  Major Roads
-  Highways
-  Battalions
-  City Jurisdictions
-  Division 1
-  Division 2
-  Division 3
-  Division 4
-  Division 5
-  Division 6
-  Division 7
-  Div 3 Protection Agreement
-  Div 4 Protection Agreement



Information Technology Division
 Geographic Information Systems
 7/6/2018



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**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, 7440 La Palma Ave. 90620

Station 62, 7780 Artesia Blvd. 90621

Station 63, 9120 Holder St. 90620

City of Cypress

Station 17, 4991 Cerritos Ave. 90630

City of Dana Point

Station 29, 26111 Victoria Blvd. 92624

Station 30, 23831 Stonehill Dr. 92629

City of Irvine

Station 4, 2 California Ave. 92612

Station 6, 3180 Barranca Pkwy. 92606

Station 20, 7020 Corsair. 92618

Station 26, 4691 Walnut Ave. 92604

Station 27, 12400 Portola Springs. 92618

Station 28, 17862 Gillette Ave. 92614

Station 36, 301 E. Yale Loop 92604

Station 38, 26 Parker 92618

Station 47, 47 Fossil 92603

Station 51, 18 Cushing 92618

Station 55, 4955 Portola Pkwy. 92620

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr. 92677

Station 39, 24241 Avila Rd. 92677

Station 49, 31461 St. of the Golden Lantern 92677

City of Lake Forest

Station 19, 23022 El Toro Rd. 92630

Station 42, 19150 Ridgeline Rd., 92679

Station 54, 19811 Pauling Ave., 92610

City of La Palma

Station 13, 7822 Walker St. 90623

City of Los Alamitos

Station 2, 3642 Green Ave. 90720

City of Mission Viejo

Station 9, #9 Shops Blvd. 92691

Station 24, 25862 Marguerite Pkwy. 92692

Station 31, 22426 Olympiad Rd. 92692

City of Placentia

Station 34, 1530 N. Valencia. 92870

Station 35, 110 S. Bradford. 92870

City of Rancho Santa Margarita

Station 45, 30131 Aventura. 92688

City of San Clemente

Station 50, 670 Camino de los Mares 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo 92675

**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 92679

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 Artesia Ave, Fullerton 92833

Helicopter Operations

- 30942 Trabuco Canyon Rd., P.O. Box 618,
Trabuco Canyon, 92679

Crews & Equipment - Camp 18

FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

INCIDENTS (1)	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
Aliso Viejo	2,231	2,227	2,462	2,511	2,654	2,810
Buena Park	5,869	6,378	6,738	7,016	7,053	7,193
Cypress	2,708	2,649	2,868	3,013	3,145	3,238
Dana Point	2,958	3,131	3,330	3,291	3,663	3,717
Irvine	12,526	13,497	14,123	14,688	15,967	16,325
La Palma	810	4,505	1,037	1,059	1,212	3,303
Laguna Hills	2,587	1,192	2,800	2,887	3,078	3,947
Laguna Niguel	3,479	970	3,727	3,861	4,054	5,281
Laguna Woods	4,759	2,584	5,222	5,319	5,636	5,333
Lake Forest	4,478	3,603	4,874	4,995	5,474	1,303
Los Alamitos	1,206	4,398	1,353	1,380	1,360	1,477
Mission Viejo	6,777	6,848	7,345	7,508	7,777	8,041
Placentia	2,853	2,854	3,037	3,132	3,325	3,609
Rancho Santa Margarita	1,989	2,153	2,322	2,415	2,447	2,542
San Clemente	4,198	4,478	4,928	5,080	5,311	5,239
San Juan Capistrano	2,712	3,063	3,421	3,629	3,899	3,931
Santa Ana (2)	18,962	20,273	22,331	23,455	25,074	26,707
Seal Beach	3,551	3,500	4,494	4,882	4,753	4,591
Stanton	2,890	3,000	3,255	3,413	3,396	3,284
Tustin	4,594	4,873	5,428	5,406	5,419	5,470
Villa Park	392	367	392	452	475	448
Westminster	6,502	6,390	7,223	7,442	7,560	7,702
Yorba Linda	3,293	3,353	3,619	3,716	3,747	4,059
Unincorporated	5,790	6,297	6,585	6,719	7,390	7,437
TOTAL	108,114	112,583	122,914	127,269	133,869	136,987

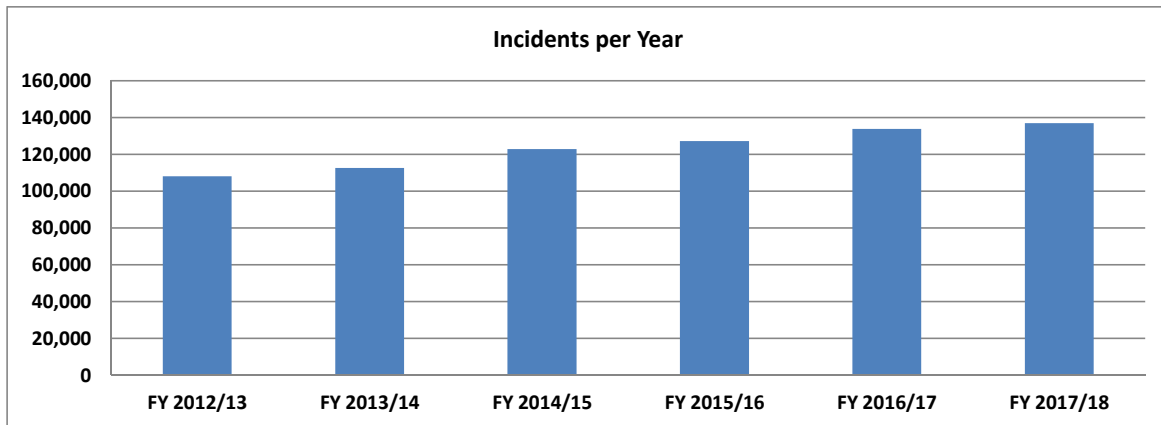
SOURCE: Strategic Services Division

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.

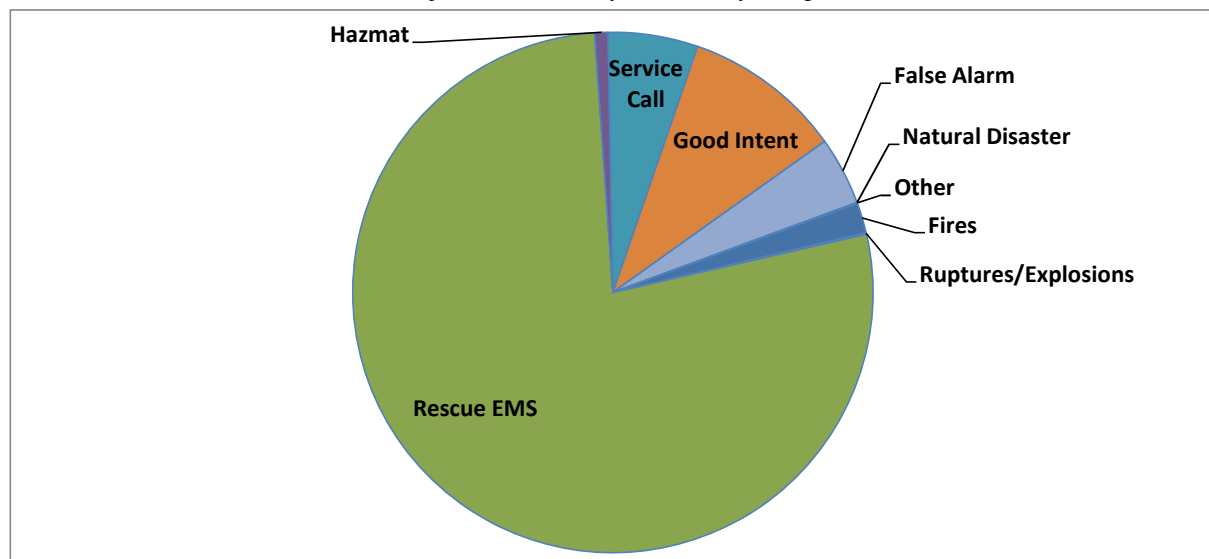


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

<u>INCIDENTS (1)</u>	<u>FY 2012/13</u>	<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>FY 2015/16</u>	<u>FY 2016/17</u>	<u>FY 2017/18</u>
Fires	2,009	1,980	2,086	2,338	2,372	2,651
Ruptures/Explosions	221	226	212	197	192	147
Rescue EMS	80,427	88,222	99,858	102,994	106,679	110,327
Hazmat	1,102	1,278	1,210	1,314	1,466	1,163
Service Call	7,774	6,655	7,530	7,921	7,819	7,955
Good Intent	14,844	12,346	12,730	13,261	14,207	14,010
False Alarm	5,728	6,311	6,626	6,575	6,644	6,060
Natural Disaster	1	8	3	6	37	3
Other	111	81	458	9	67	68
Total	112,217	117,107	130,713	134,615	139,483	142,384

SOURCE: Strategic Services Division

Note: (1) Response statistics are normally reported on a calendar year basis in other reports. These statistics have been reported on the fiscal year basis, July through June.



FY 2018/19 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Aliso Viejo	x		7,877,812,008	8,440,740,446	8,765,964,235	9,262,104,730	9,757,602,814
Buena Park		x	7,886,342,310	8,313,495,571	8,769,022,395	9,229,491,055	9,771,180,116
Cypress	x		5,854,808,819	6,104,217,916	6,463,650,467	6,751,018,895	7,049,084,643
Dana Point	x		9,126,749,851	9,787,131,567	10,513,667,218	11,209,516,043	12,184,560,468
Irvine	x		51,002,248,297	55,693,885,275	60,912,693,965	65,754,243,380	71,898,708,288
Laguna Hills	x		5,643,544,803	5,961,946,732	6,256,109,022	6,506,373,771	6,744,151,507
Laguna Niguel	x		12,402,919,104	13,270,851,137	14,015,646,739	14,571,803,337	15,341,993,870
Laguna Woods	x		2,237,287,579	2,424,735,877	2,620,217,130	2,772,774,055	2,949,710,076
Lake Forest	x		11,238,774,618	11,920,080,577	12,672,969,354	13,710,657,105	14,701,560,696
La Palma	x		1,744,907,431	1,829,352,816	1,904,949,953	1,998,104,819	2,042,167,124
Los Alamitos	x		1,674,933,495	1,778,110,229	1,887,770,540	1,961,259,113	2,068,339,266
Mission Viejo	x		13,639,459,848	14,533,544,020	15,262,434,352	15,835,376,499	16,538,594,766
Placentia		x	5,203,416,631	5,519,084,672	5,878,472,691	6,133,423,292	6,445,280,269
Rancho Santa Margarita	x		6,759,143,929	7,231,596,550	7,572,862,043	7,810,951,199	8,247,182,511
San Clemente		x	12,824,727,057	13,666,850,501	14,447,433,531	15,269,877,772	16,078,964,868
San Juan Capistrano	x		6,039,344,148	6,443,224,268	6,828,238,629	7,190,142,697	7,600,134,619
Santa Ana		x	21,119,683,205	22,075,383,494	23,013,226,208	23,886,126,355	25,232,514,520
Seal Beach		x	4,580,472,391	4,891,059,519	5,081,691,350	5,167,628,512	5,428,186,516
Stanton		x	2,144,269,847	2,297,507,749	2,433,266,346	2,569,936,575	2,679,870,249
Tustin		x	9,732,380,911	10,292,804,580	11,004,027,235	11,577,792,122	12,399,614,364
Villa Park	x		1,466,599,155	1,527,255,049	1,596,806,253	1,674,085,299	1,755,259,382
Westminster		x	7,176,140,802	7,628,668,713	8,279,643,537	8,410,334,862	8,907,507,276
Yorba Linda	x		11,857,840,091	12,668,129,854	13,488,124,162	14,098,052,704	14,862,265,209
Unincorporated (3)	x		21,915,863,172	23,573,390,338	24,999,335,956	26,380,369,799	28,230,719,718
Total SFF Cities			170,482,236,348	181,475,680,773	194,067,050,666	205,809,305,538	220,170,132,715
Percentage Change			3.40%	6.45%	6.94%	6.05%	6.98%
Total Cash Cities			70,667,433,154	76,397,366,677	80,601,172,645	83,922,138,452	88,745,020,420
Total Assessed Valuation			241,149,669,502	257,873,047,450	274,668,223,311	289,731,443,990	308,915,153,135
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.11%	0.11%

SOURCE: County of Orange, Auditor-Controller website

(1) Assessed Value for these cities is part of the Structural Fire Fund (SFF).

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

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

NOTE:

In 1978, the voters of the State of California passed Proposition 13 which limited property taxes to a total maximum rate of 1% based upon the assessed value of the property being taxed. Each year, the assessed value of property may be increased by an "inflation factor" (limited to a maximum increase of 2%). With few exceptions, property is only re-assessed at the time that it is sold to a new owner. At that point, the new assessed value is reassessed at the purchase price of the property sold. The assessed valuation data shown above represents the only data currently available with respect to the actual market value of taxable property and is subject to the limitations described above.

**ORANGE COUNTY FIRE AUTHORITY
POPULATION AND HOUSING STATISTICS**

	Population by City, 2009 and 2018			Housing Units by City, 2009 and 2018		
	(1) 2009	(2) 2018	Percent Change	(1) 2009	(2) 2018	Percent Change
Aliso Viejo	45,683	51,950	13.7%	18,123	19,992	10.3%
Buena Park	83,385	83,995	0.7%	24,417	25,051	2.6%
Cypress	49,647	49,978	0.7%	16,615	16,372	-1.5%
Dana Point	37,082	34,071	-8.1%	15,955	16,081	0.8%
Irvine	212,793	276,176	29.8%	79,039	102,474	29.6%
Laguna Hills	33,434	31,818	-4.8%	11,153	11,298	1.3%
Laguna Niguel	67,201	65,377	-2.7%	24,982	25,888	3.6%
Laguna Woods	18,477	16,597	-10.2%	13,629	13,079	-4.0%
Lake Forest	78,344	84,845	8.3%	26,384	29,412	11.5%
La Palma	16,205	15,948	-1.6%	5,131	5,240	2.1%
Los Alamitos	12,217	11,863	-2.9%	4,423	4,395	-0.6%
Mission Viejo	100,242	95,987	-4.2%	34,278	34,915	1.9%
Placentia	51,932	52,755	1.6%	16,530	17,168	3.9%
Rancho Santa Margarita	49,704	49,329	-0.8%	16,792	17,344	3.3%
San Clemente	68,316	65,543	-4.1%	27,251	26,402	-3.1%
San Juan Capistrano	36,870	36,759	-0.3%	11,884	12,380	4.2%
Santa Ana (3)		338,247	--		78,052	--
Seal Beach	25,913	25,984	0.3%	14,542	14,527	-0.1%
Stanton	39,480	39,470	0.0%	11,199	11,379	1.6%
Tustin	74,825	82,344	10.0%	26,215	28,118	7.3%
Villa Park	6,276	5,951	-5.2%	2,023	2,025	0.1%
Westminster	93,284	94,476	1.3%	27,444	27,918	1.7%
Yorba Linda	68,399	69,121	1.1%	21,929	23,502	7.2%
Unincorporated	119,480	129,278	8.2%	38,328	41,808	9.1%
Total:						
Orange County Fire Authority	1,389,189	1,807,862	30.1%	488,266	604,820	23.9%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2009
(2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2018
(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
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	169,584,000	55,456	7.6
2013	3,114	166,370,000	53,426	5.0
2014	3,148	174,586,000	55,459	4.4
2015	3,035	188,472,000	62,096	3.6
2016	3,194	196,921,000	61,653	3.2
2017	3,199	205,389,000	64,205	2.6

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.

ORANGE COUNTY FIRE AUTHORITY

PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)

Property Tax Payer	FY 2007/08			FY 2016/17		
	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied
The Irvine Company	\$ 55,806	1	1.12%	\$ 106,206	1	1.75%
Walt Disney Parks & Resorts US	39,452	2 & 8	0.80%	52,961	2	0.87%
So Cal Edison Co.	19,195	4	0.39%	38,592	3	0.63%
Five Points Holding, LLC				17,221	4	0.28%
Pacific Bell Telephone Co.	7,389	9	0.15%	10,181	5	0.17%
United Laguna Hills Mutual	7,895	7	0.16%	9,145	6	0.15%
Essex Property Trust				7,305	7	0.12%
Southern California Gas Company				6,777	8	0.11%
Bella Terra Associates, LLC				5,740	9	0.09%
BeEX Portfolio, Inc.				4,999	10	0.08%
Irvine Apartment Communities	22,146	3	0.45%			
Irvine Community Development	9,869	5	0.20%			
Heritage Fields El Toro, LLC	8,586	6	0.17%			
Irvine Company of W. VA.	5,844	10	0.12%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2017

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 2007/08			FY 2016/17		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	20,000	1	1.22%	29,000	1	1.80%
University of California, Irvine	17,579	3	1.07%	23,605	2	1.46%
County of Orange	18,748	2	1.14%	18,264	3	1.13%
St. Joseph Health System	10,047	4	0.61%	11,925	4	0.74%
Allied Universal				8,229	5	0.51%
Kaiser Permanente				7,694	6	0.48%
Boeing Co.	9,961	5	0.61%	6,103	7	0.38%
Cal State University, Fullerton	5,634	8	0.34%	6,000	8	0.37%
Bank of America Corp.				5,781	9	0.36%
Walmart				5,500	10	0.34%
Yum! Brands Inc.	7,200	6	0.44%			
AT&T Incorporated	6,000	7	0.37%			
Home Depot, Incorporated	5,450	9	0.33%			
Memorial Care Health System	4,956	10	0.30%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2017

NOTE:

Data presented on this schedule is for the County of Orange and is not limited to the cities/county unincorporated areas served by the OCFA.

ORANGE COUNTY FIRE AUTHORITY
CONSTRUCTION AND HOUSING ACTIVITY

Calendar Year	Total Dwelling Units	Building Permit Valuation (Million \$)	Home Price Index (2009=100)
2007	7,072	3,797	143.2
2008	3,159	2,477	108.3
2009	2,200	1,808	100.0
2010	3,091	2,181	107.6
2011	4,807	2,537	101.5
2012	6,163	2,826	106.5
2013	10,453	4,175	128.1
2014	10,636	4,634	135.7
2015	10,897	5,030	139.0
2016	12,134	5,647	145.0
2017	9,593	5,605	153.9

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

Appendix

<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>	

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.

GLOSSARY continued

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.

GLOSSARY continued

**California Task Force 5
(CATF-5)**

California Task Force 5 is one of twenty-eight regional urban search and rescue task forces throughout the country that responds as a FEMA or California OES resource during national or regional emergencies such as earthquakes, terrorist attacks, hurricanes, or any other natural or manmade disaster that requires highly skilled search and rescue personnel. The OCFA is the lead agency for CATF-5.

**Capital Improvement Program
(CIP)**

A multi-year financial plan comprised of several funds for construction of physical assets such as fire stations and the replacement of capital assets such as apparatus, communications, and information systems.

Cash Contract City

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

**Commission on Fire
Accreditation International
(CFAI) Accreditation**

The accreditation process is a comprehensive self-assessment and evaluation that enables fire and emergency service organizations to examine past, current, and future service levels and compare them to industry best practices.

**Community Emergency
Response Teams (CERT)**

Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.

**Community Redevelopment
Agency (CRA)**

Agencies established by a city or a county for the remediation of blight in a community. Within the Structural Fire Fund jurisdictions, the OCFA receives revenues from these agencies either through pass-through agreements or statutory formula.

**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.

GLOSSARY continued

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.

GLOSSARY continued

Expenditure	Represents the actual payment for goods and services or the accrual thereof.
Executive Management Team	The Fire Chief, and the five Assistant Chiefs (who oversee the five 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.

GLOSSARY continued

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.

GLOSSARY continued

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, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intent of Statement No. 54 is to enhance the usefulness of fund balance information, clarify governmental fund type definitions, and promote greater comparability and consistency among municipal financial statements. Statement No. 54 eliminates the three existing fund balance categories (Reserved; Unreserved, designated; and Unreserved, undesignated), and replaces them with five new categories (Nonspendable, Restricted, Committed, Assigned, and Unassigned). The OCFA was required to implement GASB 54 during FY 2010/11.

Government Finance Officers Association (GFOA)

An organization of government finance officials in the United States and Canada. GFOA annually sponsors a Distinguished Budget Presentation Awards program and makes awards to those governmental budgets that meet program criteria as a policy document, an operations guide, a financial plan, and a communication device.

Governmental Funds

The OCFA's Governmental Funds include the General Fund, the Capital Funds, and the Debt Service Fund after implementation of GASB #54. The OCFA no longer has Special Revenue Funds.

Hazardous Materials (HazMat) Call

Includes Hazardous Material incidents, electrical wire arcing, suspected drug labs, or perceived problems that may prove to be a potential emergency.

Hazardous Material Response Team (HMRT)

A team of specially trained firefighters assigned to the HazMat units that are dispatched to hazardous material spills throughout the County.

GLOSSARY continued**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.

GLOSSARY continued

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.

GLOSSARY continued

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.

GLOSSARY continued

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.

GLOSSARY continued

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- three 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.

GLOSSARY continued

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.

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
AV	Audio Visual
AVL	Automatic Vehicle Location
BDU	Battle Dress Uniform
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAFS	Compressed Air Foam System
CalARP	California Accidental Release Prevention Program
CAL EMA	California Emergency Management Agency
CAL FIRE	California Department of Forestry and Fire Protection
CalOSHA	California Occupational Safety and Health Agency
CalPERS	California Public Employees Retirement System
CBD	Criteria-Based-Dispatch
CCCS	Countywide Coordinated Communication System
CDF	California Department of Forestry (aka CAL FIRE)
CEPA	Community Emergency Preparedness Academy

ACRONYMS continued

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
CPU	Central Processing Unit
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CRR	Community Risk Reduction
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DCAP	Dependent Care Assistance Program
DHS	Department of Homeland Security
DOC	Department Operations Center
DOP	Digital Ortho Photography
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Agency
EMT	Emergency Medical Technician

ACRONYMS continued

EOA	Exclusive Operating Area
EPAC	Emergency Planning and Coordination
EPR	Electronic Plan Review
FAIRA	Fire Agencies Insurance Risk Authority
FEPP	Federal Excess Personal Property
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
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

ACRONYMS continued

ICMS	Investigations Case Management System
IDF	Intermediate Distribution Facility
IFP	Integrated Fire Prevention (System)
IQS	Incident Qualifications System
ISO	Insurance Services Office
IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LAFCO	Local Agency Formation Commission
LAIF	Local Agency Investment Fund
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

ACRONYMS continued

P&D	Planning and Development
PC	Personal Computer
PCR	Pre-hospital Care Report or Patient Care Report
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer
PO	Purchase Order
PPE	Personal Protective Equipment
PSS	Public Safety System
RAME	Risk Analysis and Mitigation Evaluation
RDA	Redevelopment Agency
RFF	Reserve Firefighter
RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROSS	Resource Ordering and Status System
RSG	Rosenow Spevacek Group, Inc.
R,S,G!	Ready, Set, Go! Program
S&EB	Salaries & Employee Benefits
S&S	Services & Supplies
SAFER	Staffing for Adequate Fire Emergency Response
SAN	Storage Area Network
SCBA	Self-Contained Breathing Apparatus

ACRONYMS continued

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
TDA	Tractor Drawn Aerial (apparatus)
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
VoIP	Voice over Internet Protocol (system)
WEFIT	Wellness and Fitness Program
WUI	Wildland Urban Interface