



Orange County Fire Authority



**FY 2023/24
Adopted Budget**





FY 2023/24 Budget

Board of Directors

July 2023

Vince Rossini, Chair
City of Villa Park

John R. O'Neill, Vice Chair
City of Garden Grove

Ross Chun
City of Aliso Viejo

Noel Hatch
City of Laguna Woods

Joe Kalmick
City of Seal Beach

Connor Traut
City of Buena Park

Mark Tettemer
City of Lake Forest

David John Shawver
City of Stanton

Anne Hertz-Mallari
City of Cypress

Shelley Hasselbrink
City of Los Alamitos

Austin Lumbard
City of Tustin

John Gabbard
City of Dana Point

Bob Ruesch
City of Mission Viejo

Chi Charlie Nguyen
City of Westminster

Tammy Kim
City of Irvine

Carol Gamble
City of Rancho Santa Margarita

Gene Hernandez
City of Yorba Linda

Nitesh Patel
City of La Palma

Chris Duncan
City of San Clemente

Katrina Foley
County of Orange

Joshua Sweeney
City of Laguna Hills

Troy Bourne
City of San Juan Capistrano

Donald P. Wagner
County of Orange

Kelly Jennings
City of Laguna Niguel

Phil Bacerra
City of Santa Ana

Brian Fennessy
Fire Chief

Prepared by Treasury and Financial Planning
Lori Zeller, Deputy Chief, Administration & Support Bureau
Robert C. Cortez, Assistant Chief, Business Services





Our Mission

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

Our Vision

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

Our Values Statement

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

Professionalism
Enthusiasm
Organizational Integrity
Pride
Leadership
Effectiveness"

Our Motto

"In service of others!"





Table of Contents

Introduction

Organization Chart.....	9
Orange County Fire Authority at a Glance.....	11
Organizational Structure.....	12
Reader's Guide to the Budget.....	14
Budget Process and Calendar.....	16
Accounting System and Budgetary Control.....	19
Budget Policies, Guidelines, and Objectives.....	26
Budget Awards.....	37
Budget Adoption Resolution.....	39

Chief's Message

Fire Chief's Budget Message.....	43
----------------------------------	----

Budget Summary

Chart of Funding Sources and Uses – All Funds.....	61
Combined Budget Summary.....	62
Ending Fund Balances.....	64
Budget Summary – All Funds by Fund Type.....	66
Budget Summary – All Funds by Category.....	68
Five-Year Financial Forecast.....	70
Forecast Assumptions.....	75
Chart of Positions by Bargaining Unit and Department.....	79
Chart of Authorized Positions.....	80
Summary of Regular Positions by Department.....	84

General Fund

Chart of Funding Sources and Uses.....	85
Revenue and Expenditure Summary.....	86
Fund Description.....	87
Contingency Reserve Policy Target.....	90
Revenue Assumptions.....	91
Revenue Summary.....	96
Revenue Detail.....	97
Summary of Salaries and Employee Benefits Changes.....	100
Summary of Services and Supplies Changes.....	102
General Fund Summary by Work Unit.....	104

Work Unit Budgets

<i>Business Services Department.....</i>	<i>107</i>
<i>Command and Emergency Planning Division.....</i>	<i>115</i>
<i>Community Risk Reduction Department.....</i>	<i>121</i>



Table of Contents

<i>Corporate Communications Department</i>	129
<i>Emergency Medical Services and Training Department</i>	135
<i>Executive Management</i>	145
<i>Human Resources Department</i>	167
<i>Logistics Department</i>	177
<i>Non-Departmental Department</i>	189
<i>Field Operations North Department</i>	195
<i>Field Operations South Department</i>	205
<i>Strategic Services Division</i>	215

Capital Improvement Program

Overview.....	221
Five-Year Plan Summary.....	227
Five-Year Plan Project Listing by Fund.....	228
<i>Fund 12110 – General Fund CIP</i>	233
<i>Fund 123 – Fire Stations and Facilities</i>	273
<i>Fund 124 – Communications and Information Systems</i>	285
<i>Fund 133 – Fire Apparatus</i>	299

Other Funds

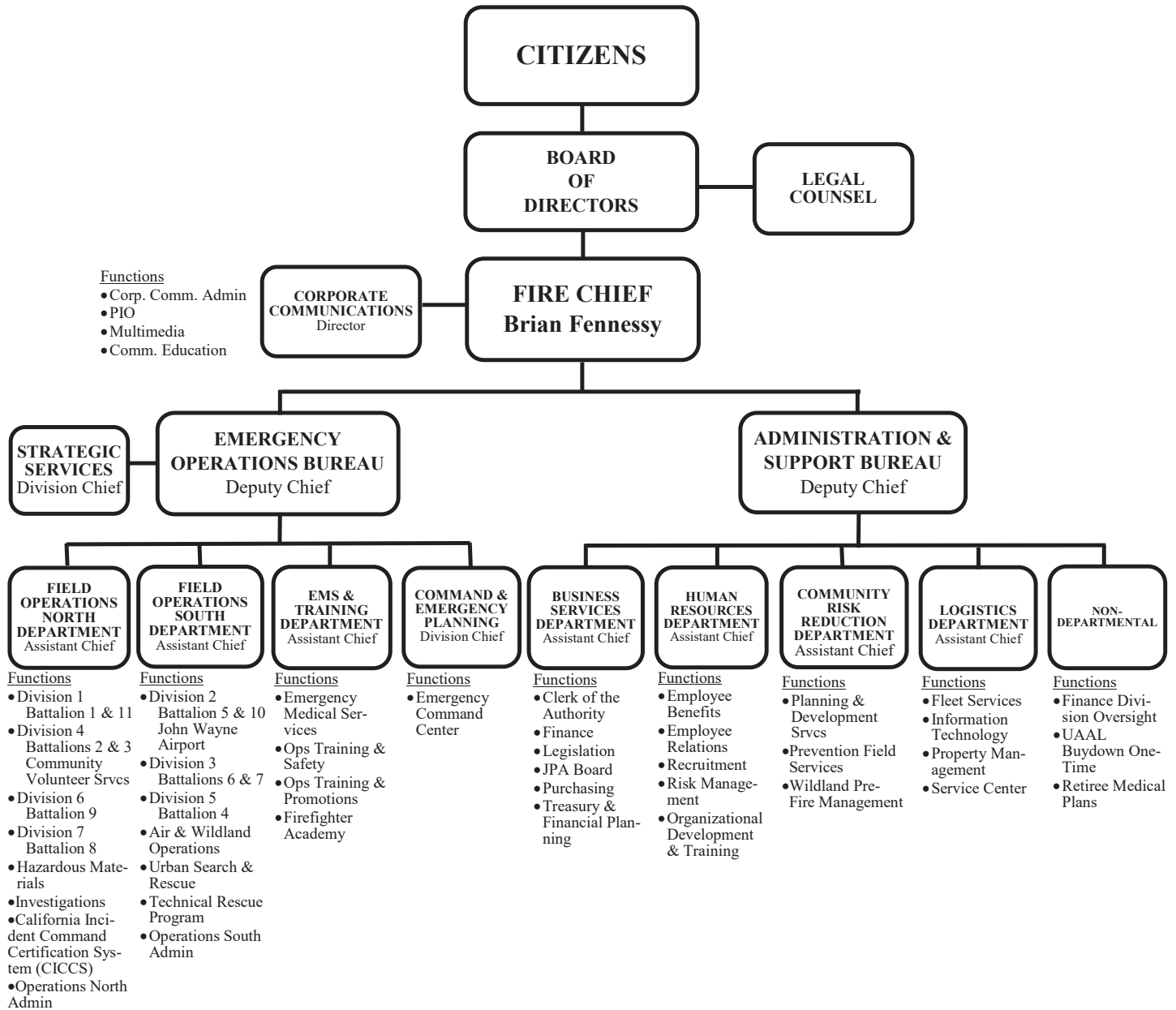
Fund 139 – Settlement Agreement.....	341
Fund 171 – Structural Fire Fund Entitlement Fund.....	345
Fund 190 – Self-Insurance.....	349

Appendix

Battalion Boundaries and Station Locations.....	353
List of Stations by Member Agency.....	354
Miscellaneous Statistical Information.....	356
Debt Obligations.....	364
Glossary.....	365
Acronyms.....	377



ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART



Orange County Fire Authority at a Glance



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

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



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

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

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

Orange County Fire Authority at a Glance

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

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

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

Population Served: 1,894,382

Number of Stations: 78 (including two Specialty stations)



Apparatus:	Engine Companies:	134	Other Apparatus:	52
	Basic Life Support	3	Paramedic Squads	5
	Paramedic	62	Mass Casualty/Decon Unit	2
	Training	4	Air Utility/Relief	2/2
	Wildland	15	Aircraft Rescue Firefighting	4
	Reserve	3	Hazardous Materials Teams	3
	“100 series”/Surge/Relief	15/20	Helicopters	2
	Patrols/Squads	12	USAR Heavy/Medium Rescue	1/4
			Swift Water Rescue	4
	Truck Companies:	29	Command/Logistics/Rehab Unit	4
	Basic Life Support	8	Foam Tender	1
	Paramedic	11	Fuel Tender	3
	Relief	10	Patrols/Squads	15

Note: Please see the Appendix starting on page 353 for additional demographic information.

Organizational Structure

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

For FY 2023/24, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has three standing committees which also meet monthly: an Executive Committee, a Budget and Finance Committee, and a Human Resources Committee. The Chair of the Board makes appointments to the Committees on an as needed basis. Following are descriptions of each committee:

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

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

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

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

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

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

Advisory Committees to the Board of Directors

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

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

Reader's Guide to the Budget

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

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

CHIEF'S MESSAGE SECTION

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

BUDGET SUMMARY SECTION

This section provides a comprehensive overview of the FY 2023/24 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 2023/24. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2023/24 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

The OCFA budget includes two bureaus as well as the Executive Management and Corporate Communications groups.

The Emergency Operations Bureau comprises the following:

- Field Operations North
- Field Operations South
- Emergency Medical Services and Training
- Command and Emergency Planning
- Strategic Services

The Administration and Support Bureau comprises the following:

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

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 2023/24.

OTHER FUNDS SECTION

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

APPENDIX SECTION

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

BUDGET PROCESS

BUDGET DEVELOPMENT

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

For FY 2023/24, each section's services and supplies (S&S) budget was held flat at the FY 2022/23 level. This base budget excluded any one-time projects and grant funding that had been included in the FY 2022/23 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 2023/24 Budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval by the Executive Management team.

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

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

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

possible approval at the Board of Directors' Budget Workshop in May. A public hearing was held in May 2023 for the Board to adopt the budget in accordance with the Authority's First Amendment to the Amended Joint Powers Agreement, which requires the budget to be adopted at or prior to the last meeting of the Board for each fiscal year.

BUDGET ADJUSTMENTS

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

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

**ORANGE COUNTY FIRE AUTHORITY
FY 2023/24 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2022

- Executive Management reviews draft budget policies and priorities

MARCH 2023

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

DECEMBER 2022

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

APRIL 2023

- Property Tax Consultant provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/12/2023
- City Managers' Budget & Finance Committee reviews draft budget on 4/20/2023

JANUARY 2023

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

MAY 2023

- Budget & Finance Committee reviews General Fund and CIP draft budget on 5/10/2023
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/25/2023
- Board of Directors adopts FY 2023/24 Proposed Budget on 5/25/2023

FEBRUARY 2023

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

MARCH 2024

- Any necessary updates to the FY 2023/24 Budget are submitted for Board approval as part of the Mid-Year Budget Review

ACCOUNTING SYSTEM AND BUDGETARY CONTROL

FUND DESCRIPTIONS

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

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

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

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

General Fund

General Fund – Fund 121. This is the primary operating fund of the OCFA. The OCFA’s property tax revenue, which represents about 63% of this fund’s revenue, is specifically identified for fire suppression, protection, prevention, and related services. For budget purposes this is the only OCFA major fund based on FY 2023/24 budgeted revenues and expenditures.

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

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

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

Capital Projects Funds

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

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

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

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

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

Debt Service Fund

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

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

Fiduciary Funds

The Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. These funds are included in our Annual Comprehensive Financial Report (ACFR) but are excluded from the FY 2023/24 Budget since there are no appropriations. OCFA reports two pension and other employee benefits fiduciary funds in our ACFR.

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 / divisions namely Executive Management, Corporate Communications, Human Resources, Field Operations North, Field Operations South, Community Risk Reduction, Business Services, EMS & Training, Command & Emergency Planning, Logistics, and Strategic Services. All other funds are monitored by one or two departments as shown in the chart.

Fund	Department(s) Responsible	Section(s)/Division(s) Responsible
Fund 121 – General Fund	All Departments	All Sections/Divisions
Fund 12110 – General Fund CIP	Logistics EMS & Training Field Operations North	Information Technology Property Management Service Center EMS Hazardous Materials Prog.
Fund 123 – Fire Stations and Facilities Fund	Logistics	Property Management
Fund 124 – Communications & Information Systems Fund	Logistics	Information Technology
Fund 133 – Fire Apparatus Fund	Logistics	Fleet Services Air Operations
Fund 139 – Settlement Agreement	Business Services	Finance Treasury/Fin. Planning
Fund 171 – Structural Fire Fund Entitlement Fund	Business Services Field Operations North Field Operations South	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 ACFR. 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 ACFR, 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 ACFR. Budgetary major fund determination is based on revenues and expenditures of the appropriated budget. Major fund determination for financial statements of governmental funds is based on revenues, expenditures, assets or liabilities. Therefore, a fund may be considered a major fund for the ACFR but would not be a major fund in the budget. The General Fund is always considered a major fund for both the ACFR and the budget. Beginning in FY 2010/11, the OCFA elected to present all of its funds as major in the ACFR.
- The Structural Fire Fund Entitlement Fund (Fund 171), the Self-Insurance Fund (Fund 190) and the Settlement Agreement Fund (Fund 139) are presented as separate funds in the budget but are consolidated with the General Fund for financial statement presentation.

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

INTERNAL CONTROLS

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

APPROPRIATIONS LIMIT

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

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

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

LEGAL DEBT LIMIT

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

The OCFA also periodically issues short-term debt in the form of Tax and Revenue Anticipation Notes (TRAN) to cover cash flow needs due to significant timing differences between cash inflows and outflows. OCFA does not anticipate issuing a TRAN in FY 2023/24.

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

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

Budget Policies, Guidelines, and Objectives

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

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

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

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

- **Financial Stability Budget Policy:** **Last Updated May 2020**
This policy is to guide the OCFA budget actions toward maintaining long-term financial stability and to establish contingency fund levels and annual funding targets for the OCFA's General Fund and Capital Improvement Program (CIP) Funds. Among other things the Policy requires the OCFA to:
 - Maintain and update a Five-Year Financial Forecast whenever a significant financial event occurs or is anticipated to occur to ensure the OCFA's fiscal health is maintained
 - Submit a balanced operating budget and strive to achieve a balanced Five-Year Financial Forecast
 - Maintain a contingency reserve in the General Fund for unplanned emergencies equal to 10% of operating expenditures
 - Analyze the feasibility of pre-paying some or all of the annual retirement contribution to Orange County Employees Retirement System (OCERS) to take advantage of the discount offered by OCERS
 - Transfer surplus General Fund balance at mid-year, allocating 50% to the Capital Improvement Funds and 50% to OCERS to pay down the unfunded pension liability.

However, transfers are allowed at fiscal year onset to prevent negative fund balances in the CIP funds

• **Fiscal Health Plan** **Last Updated November 2013**

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

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

• **Investment Policy** **Last Updated November 2022**

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

• **Paydown of Unfunded Liabilities** **Last Updated January 2022**

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

- Contribute additional pension payments towards the UAAL from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year
- Contribute additional pension payments towards the UAAL from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
- Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
- Beginning in FY 2016/17, make an additional \$1 million payment towards the UAAL from the overfunded workers' compensation reserve
- Beginning in FY 2017/18 make an additional payment of 50% of the General Fund surplus to the UAAL if CIP funds are sufficiently funded
- Once the UAAL reaches 85% funding, redirect these payments to the unfunded Retiree Medical plan liability

- **Roles/Responsibilities/Authorities** **Last Updated July 2021**
All authority rests with the Board of Directors unless delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. The Roles/Responsibilities/Authority matrix summarizes the statutory or delegated level of authority to conduct business.
- **Accounts Receivable Write-off Policy** **Last Updated May 2002**
This policy establishes the authority levels and actions the OCFA will utilize in the collection and writing off of delinquent accounts. The policy also requires staff to submit a report to the Budget and Finance Committee annually listing bad debt accounts over \$15,000 written off during the preceding fiscal year.
- **Short-Term Debt Policy** **Last Updated March 2007**
The Short-Term Debt Policy establishes guidelines for the issuance and management of short-term debt to enhance the Board’s ability to manage cash flow in a fiscally conservative and prudent manner. Property taxes represent about 64% of the OCFA’s General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing option, known as Tax and Revenue Anticipation Notes (TRAN), allow the OCFA to operate without an interruption in service.
- **Local Debt Policy** **Last Updated September 2022**
The Local Debt Policy establishes guidelines for the issuance and management of Debt financing for the acquisition, substantial refurbishment, replacement, or expansion of capital assets, or for the refunding, refinancing, or restructuring of debt to achieve debt service savings. The policy outlines accepted purposes of debt as well as internal control procedures for the use of debt proceeds.
- **Emergency Appropriations Policy** **Last Updated September 2008**
This policy establishes guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board of Directors meeting of the fiscal year, which is typically in May. The budget reflects a \$3 million Appropriation for Contingencies, which is funded by a reduction in the 10% General Fund contingency fund balance. Use of the Contingency Appropriation must be approved by the Chair of the Board, or Vice Chair if the Chair is absent, and reported at the next scheduled Board of Directors meeting.
- **Workers’ Compensation Funding Policy** **Last Updated May 2015**
In March 2002, the OCFA implemented a workers’ compensation self-insurance program. A separate fund, Fund 190: Self-Insurance, was established in May 2003 to track funding and expenditures for workers’ compensation claims liability. The required funding levels are 50% for outstanding losses and 50% for projected losses as determined by an independent actuarial study.
- **Assigned Fund Balance Policy** **Last Updated November 2014**
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Assigned Fund Balance Policy establishes

various levels of authority by which the OCFA may set aside cumulative resources in fund balance for an intended future use.

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

- **Grant Management Policy** **Last Updated January 2020**
This policy, which became effective January 2012, establishes an overall framework for guiding the OCFA's use and management of grant resources.

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

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

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

This FY 2023/24 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 2023/24 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in December 2022 to guide FY 2023/24 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2023
- Balance General Fund revenues and expenditures for the adopted budget and for all five years of the Financial Forecast
- 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 and retiree medical unfunded liabilities, implementing options as directed by the Board
- Implement service enhancements, minimizing impact on Cash Contract Cities, as approved by the Board

Key Budget Priorities

First priority is to be given to the following:

- Sustain service levels for the communities we serve
- Continue the accelerated payment plan for funding the UAAL, as directed by the Board
- Fund CIP needs to maintain facilities, systems and equipment in a manner which is safe and hazard-free (funding may be via CIP fund balance or incoming revenue stream)
- Ensure Irvine Settlement Agreement funding requirements are met

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

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

Key Budget Policies

Key budget policies established in December 2022 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 2022/23 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department as needed. 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 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 Annual Comprehensive Financial Report (ACFR) 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 February 2023. The Study examines the following long-term liabilities:

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

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

Five-Year Forecast

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

before undertaking any significant financial commitment to ensure that the OCFA's fiscal health is maintained.

INVESTMENTS

(Investment Policy, Fiscal Health Plan)

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

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

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

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

CAPITAL FINANCING and DEBT MANAGEMENT

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

Short-Term Debt

The OCFA, in some years, will issue short-term Tax and Revenue Anticipation Notes (TRANs) to resolve temporary cash deficits in the General Fund. The deficits occur due to timing differences between cash receipts and disbursements. The OCFA's largest cash receipts, secured property taxes, are received in April and December while cash disbursements occur more evenly throughout the year. Short-term notes with a one-year or

shorter term may be authorized by a majority of the members of the Board of Directors. In order to enhance the ability of the Board to manage the issuance of debt, a Short-Term Debt Policy was adopted on March 22, 2007.

Long-Term Debt

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

Lease-Purchase Financing

The OCFA uses lease-purchase financing to fund certain capital expenditures including vehicles, communication equipment, and information systems. The term of the lease-purchase agreement is equal to or less than the useful life of the equipment being purchased. Use of lease-purchase financing may be authorized by a majority of the members of the Board of Directors. Previously, this financing method was used for the purchase of two helicopters and related equipment totaling \$21.5 million with lease payments concluding in December 2018.

In October 2022, the OCFA Board approved entering into a Master Lease-Purchase Agreement with Banc of America Public Capital Corp. The Agreement funded the acquisition of two FIREHAWK helicopters and the related needs for a total amount of \$57.9 million. Under the terms of the agreement, Banc of America Public Capital Corp leased the equipment to the OCFA at an annual rate of 3.1379%. Lease payments, which are payable annually, will commence in January 2024, and will terminate January 2038. This is currently the OCFA's only lease-purchase agreement.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Orange County Fire Authority, California for its annual year budget for the fiscal year beginning July 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



The California Society of Municipal Finance Officers (CSMFO) presented an Operational Budget Excellence Award to the Orange County Fire Authority for its annual budget for FY 2022/23 beginning July 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets the criteria for excellence established by the CSMFO.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we will submit it to CSMFO for review and evaluation.

RESOLUTION NO. 2023-03

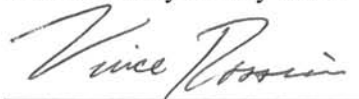
**A RESOLUTION OF THE ORANGE COUNTY FIRE
AUTHORITY BOARD OF DIRECTORS ADOPTING AND
APPROVING THE APPROPRIATIONS BUDGET FOR THE
ORANGE COUNTY FIRE AUTHORITY FOR FISCAL
YEAR 2023/24**

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 2023/24
is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$426,264,119
Retiree Medical Pay-down to OCERS	\$20,772,547
Services and Supplies (including one-time)	\$46,711,216
Capital Outlay	<u>\$275,927</u>
Total Operating Appropriations	\$494,023,809
Operating Transfers-out of General Funds To CIP Fund(s) and Settlement Agreement Fund	\$33,886,201
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$10,680,500
Fund 123 – Fire Stations and Facilities	\$2,850,000
Fund 124 – Communications and Info. Systems	\$4,900,000
Fund 133 – Fire Apparatus	\$19,142,750
Fund 139 – Settlement Agreement	\$668,000
Fund 190 – Self-Insurance Fund	<u>\$19,125,125</u>
Total Other Funds Appropriations	\$57,366,375
<u>Reserves</u>	
10% Operating Contingency	\$44,232,521
Appropriation for Contingencies	\$3,000,000

PASSED, APPROVED and ADOPTED this 25th day of May 2023.

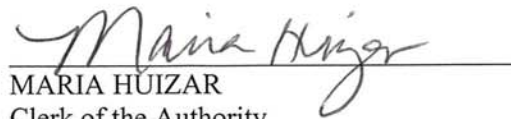


Vince Rossini, CHAIR
OCFA Board of Directors

FY 2023/24 OCFA Adopted Budget

Orange County Fire Authority
Resolution No. 2023-03
Page 2

ATTEST:



MARIA HUIZAR
Clerk of the Authority

APPROVED AS TO FORM:



David E. Kendig
General Counsel

Orange County Fire Authority
Resolution No. 2023-03
Page 2

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

I, Maria D. Huizar, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2023-03 was duly passed and adopted at a special meeting of the Board of Directors of the Orange County Fire Authority held on the day of May 25, 2023, by the following roll call vote, to wit:

AYES: Vince Rossini, Villa Park, Chair
Troy Bourne, San Juan Capistrano
Chris Duncan, San Clemente
John Gabbard, Dana Point
Shelley Hasselbrink, Los Alamitos
Gene Hernandez, Yorba Linda
Kelly Jennings, Laguna Niguel
Tammy Kim, Irvine
Dave Shawver, Stanton
Mark Tettermer, Lake Forest
Donald Wagner, County of Orange

John O'Neill, Garden Grove, Vice Chair
Ross Chun, Aliso Viejo
Katrina Foley, County of Orange
Carol Gamble, Rancho Santa Margarita
Noel Hatch, Laguna Woods
Anne Hertz-Mallari, Cypress
Joe Kalmick, Seal Beach
Chi Charlie Nguyen, Westminster
Joshua Sweeney, Laguna Hills
Connor Traut, Buena Park

NOES: None.

ABSTAIN: None.

Absent Phill Bacerra, Santa Ana
Nitesh Patel, La Palma

Austin Lumbard, Tustin
Bob Ruesch, Mission Viejo



MARIA D. HUIZAR, CMC
Clerk of the Authority

DRYER SAFETY



The leading cause of home dryer fires is failure to clean them. Fires can occur if there is a build-up of lint in the dryer or the exhaust duct. Lint can block the flow of air which can cause excessive heat build-up, resulting in fire.



Every year firefighters across the U.S. respond to approximately 15,050 home fires caused by dryers.



**Orange County
Fire Authority**

**(714) 573-6200
ocfa.org**



Dryer Safety Tips

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

Things to Remember

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

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) 2023/24. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2023/24 and meets our policy reserve requirements.

Over the past year, our department has made significant strides in enhancing our capabilities and addressing emerging needs. Together we have substantially decreased forced overtime in the firefighter ranks, secured nearly \$17 million in state funding for a new Hand Crew Facility, and enhanced the reputation and training of our Academy process by securing state accreditation. All the while, we engaged with our constituents and fostered a more inclusive community with everything from our Girls Empowerment Camp and Fire Cadet Program to our Spark of Love Toy Drive and Red Cross Smoke Alarm events.

One milestone that warrants special recognition is the purchase of two new FIREHAWK helicopters. The new OCFA aircraft will join OCFA's two Bell 412EP helicopters, providing the agency with four operational helicopters for the first time since 2020 and empowering OCFA Air Operations to perform day/night aerial fire suppression, remote rescues, and other all-hazard missions at a far safer and capable level. True force multipliers in battling wildfire, the FIREHAWKS' water-dropping capabilities eclipse that of the Bell412s by 256% per tank-load (350 gallons vs. 1,000 gallons). With their advanced technology and increased carrying capacity, these helicopters will elevate our department's operational effectiveness and I commend the Board of Directors for making this vital investment.

In addition to the helicopters, I am pleased to announce the hiring of the agency's first Peer Support K-9 and Canine Peer Support Specialist. The mental health of our firefighters is a top priority, and this addition enhances an already robust array of services that our Behavioral Health & Wellness Program provides.

This budget reflects our commitment to diligent resource allocation and not only sustains our current level of service but also provides for further progress and innovation. It allows us to maintain our newly purchased FIREHAWK helicopters, invest in cutting-edge equipment and technology, and fund our five-year CIP plan.

At 63% of revenues, property taxes are the largest component of the General Fund revenue budget. The OCFA has contracted with Harris & Associates to conduct property tax forecasts for the next five fiscal years. Their projections, which are updated on an annual basis, are included in the five-year cash flow forecast located on page 71. Utilizing conservative assumptions and methodologies, the Harris & Associates forecast assumes that the housing market, although cooling from increasing mortgage rates, will continue to benefit from recent years of low interest rates, pent-up

demand, and record low inventory. The property tax forecast projects average annual growth of 4.38% over the next five years.

In keeping with Harris & Associates' projections, we have estimated that although property tax revenue dollars will continue to grow in FY 2023/24, the rate of growth is anticipated to be moderated by high prices and rising interest rates. Given current revenue trends, we have carefully evaluated increases to the General Fund budget with a focus to ensure sustainability based on lower revenue growth, while also ensuring that the added costs have minimal impact to our cash contract member agencies. The FY 2023/24 Adopted Budget includes 1,598 funded positions with 7 new positions as detailed on pg. 84.

I want to express my deepest gratitude to our exceptional team of firefighters, emergency personnel, and support staff for their dedication, bravery, and unwavering commitment to serve our community. It is an honor to lead such a remarkable group of individuals.

I also want to thank our honorable Board of Directors for their trust, support, and collaboration. Their leadership has been crucial in our mission and together we will continue to build a stronger, safer, and more resilient community.

Fiscal Measures Implemented During Budget Development

The budget development process continues to include the following measures:

- ***Vacant/Frozen Positions*** – Funding for frozen positions must be approved by the Board before filling; the OCFA currently has 12 frozen, unfunded positions. At the highest point following the 2008 recession, the OCFA had 103 frozen positions. As in the past, non-frozen vacant positions are funded.
- ***Services and Supplies*** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2022/23 level after one-time increases were removed. Requested increases for FY 2023/24 were reviewed and approved on a case-by-case basis.
- ***Salaries*** – The budget includes scheduled pay increases for positions in the Professional Firefighters Association. No salary increases were included for the Chief Officers Association, Orange County Employees Association, or OCFA Management Association since MOU negotiations were still ongoing at the time of budget development. Merit increases were included for qualifying employees.
- ***Workers' Compensation*** – The workers' compensation annual budget is funded at the 50% confidence level per policy, using the latest actuarial report figures.
- ***Prioritization of Five-Year Capital Improvement Plan*** – The five-year CIP was updated and reviewed by the Executive Management team which evaluated all projects to ensure they contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens. Several projects were deferred to later

years within the five-year planning cycle to ensure project implementation coincides with funding availability and organizational needs. The five-year CIP was also reviewed and approved by the CIP Ad Hoc Committee.

- **Snowball Plan** – Given that we have met and exceeded the established goal to achieve 85% pension funded status, with the OCFA’s pension plan now funded at a level of 93.7%, the budget includes approximately \$20.8 million in additional payments for the Snowball Plan that will be applied towards the OCFA’s unfunded retiree medical liability in accordance with Board direction.

Consistent with our approach since the end of the Great Recession, we have employed conservative measures in the development of the FY 2023/24 Budget, balancing the needs of the agency based on current revenue and projected growth.

Highlights of Significant Goals Established in the Prior Budget Cycle

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

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

- **Continue policy efforts and Board action to reduce unfunded liabilities** – Pay down of the OCFA’s unfunded pension and retiree medical liabilities (aka, the “Snowball Plan”) continued in the prior year. In 2013, the Board directed staff to address the sizable Unfunded Actuarial Accrued Liability (UAAL) with the Orange County Employees Retirement System (OCERS), with a target of making additional voluntary UAAL payments. At that time, the UAAL was \$473.7 million.

Since then, the OCFA has made substantial progress towards the pay down of the UAAL. As of December 2022, the UAAL declined to \$158.4 million. This was a result of OCERS’ strong market performance, changes to OCERS’ long-term actuarial assumptions and additional payments the OCFA has made towards its unfunded pension liability. The OCFA has made actual voluntary UAAL payments of approximately \$124.3 million in the eight years following plan adoption, resulting in \$60.9 million in interest savings. The OCFA is currently 93.7% funded, assuming all other actuarial inputs are held constant.

Strategies included in the Snowball Plan are:

- Use unencumbered fund balances available from the close of each fiscal year to make annual lump sum payments.
- Include savings from reduced retirement rates resulting from implementation of the Public Employees’ Pension Reform Act in the annual budget to make additional payments.

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

In accordance with the Snowball Plan, now that the pension liability is more than 85% funded, Snowball Plan payments are redirected to paydown our retiree medical liability. In April 2023, \$17.8 million was transmitted by the OCFA to OCERS for accelerated paydown of the OCFA's retiree medical liability.

As required under the Irvine Settlement Agreement, the OCFA deposited \$2.0 million into the PARS 115 Trust to be used towards Member Cities' share of the OCFA's UAAL.

- **Negotiate and implement successor MOUs, as applicable, keeping focus on the OCFA's mission and sustainability of services** – Successor MOUs were approved by the Board of Directors for all labor groups with four year terms. The Orange County Professional Firefighters Association MOU was approved March 23, 2023, the Orange County Employees' Association MOU was approved April 27, 2023, and the Chief Officers Association and OCFA Managers' Association MOUs were both approved on June 22, 2023.
- **Develop a project charter for the OCFA JPA 2030 Renewal to include, but not limited to, exploration of alternatives for cash contract city contributions to regional CIP costs, facility maintenance, and to remove the Snowball Plan provisions if/when those goals are completed** – Staff is developing a project charter to outline key steps, inclusion of key stakeholders, draft timelines, and project milestones for renewing the OCFA's JPA Agreement.

In a parallel track to the above, per direction provided by the Board of Directors, staff is researching financial policy options for the OCFA to begin prefunding capital improvements. Initial dialogue from the Board indicated a desire to be proactive in regard to CIP funding, while still allowing some flexibility.

In light of this direction to research CIP prefunding policies, and considering how that may (or may not) overlay into the renewed JPA concepts outlined for this initiative, staff will work to complete the review of CIP funding policy first, prior to the project charter for JPA 2030 Renewal.

- **Fulfill the Board-approved OCFA Aircraft Replacement Review Process and begin implementation of Board-directed actions that result from the analysis** – The Aircraft Replacement Review Process was completed with the Board of Directors at the July 28, 2022 meeting resulting in Board direction for staff to (1) return the two loaned Federal Excess Property Program UH-1H Super Huey helicopters to the federal government, and (2) initiate administrative actions to facilitate the purchase of two Sikorsky S-70 Type I helicopters (FIREHAWKS). The Board then approved all administrative actions for the purchase at the September 22, 2022 and October 27, 2022 meetings, including lease-purchase financing of the helicopters. We anticipate delivery of the new FIREHAWKS by the end of calendar year 2023.

Before the new aircraft are delivered to the OCFA, they will be transformed from Blackhawk to FIREHAWK helicopters. This transformation results in a true multi-mission airframe that has enhanced capabilities and safety including digital cockpit upgrades, increased power margins, and the ability to deliver 1,000 gallons of water. The FIREHAWKS have a reconfigurable cabin that can accommodate up to 12 firefighting crew members and their equipment during emergency operations.

- **Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services** – In July 2022, the Board of Directors approved recommendations from the Security Ad Hoc Committee to move forward with an approach to security which included use of armed physical security and security management services. Staff has issued an RFP for Physical Security Services and Security Management Services, to include additional post coverage using armed guard services. This is the second RFP issued; no contract was awarded after the first RFP. The second re-issued RFP now includes a more precise scope of services. Staff will return to the Board for approval of a contract upon completion. In addition, security enhancements requiring capital improvements were recommended by the Security Ad Hoc Committee, with support from the Board. These capital improvement projects are included in the five-year CIP plan.
- **Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24** – The service delivery enhancement to convert Engine 42 (Lake Forest) from a Paramedic Assessment Unit (PAU) to a Paramedic Engine (PME) was implemented in July 2022. New staffing of a PME at Fire Station 67 was implemented

in September 2022. In addition, the design phase for replacement Fire Station 24 has been completed, with station construction in FY 2023/24.

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

- **Take action to foster career progression, encourage professional development, and develop future leaders within the OCFA** – Training classes, conferences, and learning opportunities offered to personnel so far this year, (and in the upcoming months) include:

- All American Leadership Academy
- Cal Chiefs Annual Conference
- California Association of Public Procurement Officials
- California Society of Municipal Finance Officers
- CalPELRA
- Chief Officer CA State Fire Marshal Training
- Crucial Conversations
- Emergency Operations Center Training/Mentorship
- Executive Chief Officer Training
- Fire Service Executive Development Institute
- Fire Rescue International
- FORCE Leadership Conference
- Government Finance Officers Association
- Labor Arbitration Institute
- League of Cities Conference
- Liebert Cassidy Whitmore HR & Supervision Classes/Webinars
- MCTI Leadership Conference
- Move-up Fire Apparatus Engineer & Fire Captain (succession planning)
- NEOGOV
- Northwest Leadership Conference
- OC Fire Chiefs Monthly Meetings
- Selma Staff Ride
- Situational Leadership II
- South Metro Fire’s Mile High Women’s Leadership Conference
- TCTI Peer Support Training
- Women in Fire
- Women’s Weekend at the National Fire Academy

- **Implement actions to increase the diversity of the OCFA’s workforce and to improve OCFA’s inclusive environment** – Data collected from OCFA employees via an anonymous climate survey in March 2022 was analyzed by an independent

consultant, including analysis of thousands of “write-in” comments. The findings and results will guide a strategic plan on Diversity, Equity, and Inclusion (DEI) efforts for the OCFA’s future.

Staff developed a tile on the OCFA Hive page (which is an internal “intranet” website for employees only) that will serve as an open resource for DEI best practices, current trends/research, and online training and development opportunities.

Inclusive Facility Renovations

As of the fourth quarter FY 2022/23, the OCFA has completed inclusive facility restroom renovations at 54 of 78 stations and facilities. In addition, renovations are in various stages of design and/or construction at an additional 12 stations. The remaining 12 stations are to be addressed as part of stand-alone inclusive facility projects, station remodels or complete replacement fire station rebuilds over the next few years.

Consistent DEI Messaging

The OCFA continues to focus DEI messaging internally to our workforce, externally through use of social media, and broadly through the Chief’s reports during public Board meetings and monthly Chief’s Bulletin.

After successfully launching a year-long observance of federally recognized heritage month celebrations in 2022, we continued this tradition throughout 2023. Activity during the fourth quarter of the fiscal year included Asian American Pacific Islander Month (May) and Pride Month (June), celebrating and recognizing these federally-designated months with various social media posts that garnered more than 100,000 impressions across all our platforms. This brought the total social media impression of all our Cultural Heritage Month celebrations this fiscal year to nearly half a million

Further, the DEI section in the monthly Chief’s Bulletin, which shares stories on everything from Girls Empowerment Camp and our Cadet Program to profiles of our newest and highest-reaching female firefighters, has had much positive feedback, both internally and externally.

DEI Recruitment Efforts

The OCFA continues to focus recruitment efforts towards expanding the diversity of our workforce. Recruitment efforts continue at various locations including Buena Park, Cypress, El Monte, Garden Grove, Irvine, La Palma, Los Alamitos, Santa Ana, Stanton, Tustin, and Ventura. These events include high school, college and university events targeting students in our service area. It also includes outreach events at the Joint Forces Training Base, Camp Pendleton, Fort Irwin and March Air Force Base.

Under the leadership of Chief Octavio Medina, a very successful and productive recruitment was completed for the Outreach and Recruitment Team (ORT). The ORT

will align its efforts to further the OCFA’s recruitment goals and to support DEI through the OCFA’s Corporate Communications Strategy.

The OCFA is currently in the planning phase for the fourth annual Girls Empowerment Camp which will be held in October 2023. We hope to open our doors once again to fifty young people for a weekend of career exploration in the fire service.

- **Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks** – As we began FY 2022/23, management implemented several temporary actions to reduce force hiring, pending further relief that was anticipated in the coming months through aggressive hiring and promotional processes. These aggressive actions to hire new firefighters, promote existing personnel through the ranks, and provide opportunities for personnel to attend paramedic school resulted in sustained reductions in force hiring.

Comparing May 2022 to May 2023, data has revealed significant and sustained improvements across all ranks (as shown below):

Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)		
Rank	May 2022	May 2023
Firefighter (FF)	0.7	0.3
FF/Paramedic (PM)	1.3	0.5
Fire Apparatus Engineer	2.5	1.0
Fire Apparatus Engineer/PM	2.9	0.7
Fire Captain	2.8	1.7
Fire Captain/PM	3.4	1.5

- **Enhance the level of behavioral health support provided to the OCFA’s workforce through implementation of a new Behavioral Health Coordinator position designed to oversee, coordinate and expand program services** – A new class specification for the Behavioral Health & Wellness Coordinator position was developed by staff, and reviewed for preliminary approval by the Human Resources Committee on August 2, 2022. Final approval was granted by the Executive Committee in September 2022 and a recruitment to fill the position was open from November 2 to December 7, 2022. The selected candidate began on April 3, 2023.

Furthermore, in service of the mental health of our firefighters and staff, which continues to be one of our top priorities, we implemented the first Peer Support Canine in the OCFA’s history. Trained behavioral wellness canines are becoming prominent in First Responder Behavioral Wellness, and we were fortunate to partner with Local 3631 on this important addition to the OCFA. A press conference was completed on April 10, 2023, to introduce our new canine Pax and to share more details of the OCFA’s newest service in support of “Our People”.

Corporate Communications has supported this important work through a variety of press conferences, public service announcements, social media posts, and videos that have been widely shared both internally and across the nation through news media coverage.

The Behavioral Health and Wellness team hosted exclusive showings of the movie PTSD 911 – a documentary film that takes a real and raw look at the impacts of PTSD. In collaboration with Local 3631, viewings and speaker panels were scheduled for each shift, open to all employees and their families, to discuss PTSD and the resources available to support their behavioral and mental health.

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

- **Continue the development of the Community Risk Reduction records management system** – The new records management system known as ORION replaces the obsolete Integrated Fire Prevention system. The new system will support daily workload, reporting, quality control, billing functions, and online customer interaction for Planning and Development, Prevention Field Services, and Wildland Pre-Fire Management, thereby improving efficiencies and enhancing quality of service. The project is on schedule at 86% complete with 76% of the budget expended as of June 2023. The kick-off date for testing and training is projected for the first quarter of FY 2023/24.
- **Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades** – The final version of the EMS System needs assessment was completed in January 2023. The IT and EMS Sections are reviewing the project scope and prioritization of needs, which will result in recommendations for system purchase and/or development during FY 2023/24.

Certain time sensitive technology projects have already kicked off such as the planning process for implementation of First Watch/Pass for the EMS Quality Management Division, and the RFP for the automated medication dispensing and narcotics tracking systems.

- **Implement the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades, and continuity of operations (data center colocation facility, backup dispatch center, and data center fire protection upgrade)** – Implementation has been initiated, or is substantially completed, for the following projects:
 - Cyber-Security – Physical Access to IT systems is 50% complete; Network access/privileges and software precautions is 100% complete; 2-factor login

authentication testing complete and being deployed; server and firewall software patching is 90% complete; wireless survey is complete; going to bid to upgrade; recommended for 102 access points at RFOTC. A Purchase Order has been issued for third-party security penetration testing of the OCFA network.

- Physical Security Upgrades – Control Access System and surveillance camera upgrades design/engineering complete; bid/award, equipment ordered is 50% complete; updated RFOTC Security vulnerabilities assessment by Orange County Intelligence Assessment Center (OCIAC) Nov. 2021 is 100% complete; security guard services contract RFP (rebid) is in process.
- Data Center Colocation Facility – This project is 20% complete. Location has been identified (US&R Warehouse). Feasibility study is complete and report has been delivered to Executive Management. Phase two, pre-construction services is in-process; furniture was ordered and installed in January 2023; next steps include the construction phase. Alternate dispatch location at Fire Station 43 with dispatch trailer has been set up; power and data connections added in apparatus bay to support live CAD/911 dispatching is 100% implemented. Live testing of 911 calls and dispatch is complete; upgrading of PCs in existing communications trailer is in process.
- Data Center Fire Protection Upgrade – This project is 70% complete. Contract is awarded and equipment has been ordered; installation is in process.

Highlights of Priorities Established for the FY 2023/24 Budget Cycle

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

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

- Assist those OCFA member cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.
- Partner with the County of Orange Health Care Agency as they begin to prepare a new RFP (starting January 2024) for the next 5-year 911 Ambulance Service contracts that would become effective in 2025.
- Conduct a study session with the Board of Directors relative to the JPA governing terms, the differences between cash contract cities and structural fire fund members, the OCFA's history of equity deliberations, and the related Settlement Agreement with

the City of Irvine. Seek policy direction from the Board regarding its desire to establish an Ad Hoc Committee or Task Force, and for pre-planning actions for the OCFA JPA 2030 Renewal.

- Research financial policy options for the OCFA to begin prefunding its Capital Improvement Program, to be proactive in regard to CIP funding, while still allowing some financial flexibility.
- Fill the new Strategic Services position and leverage this new position/section to begin identifying opportunities for organizational process and service improvements, including:
 - Conducting operational deployment analysis
 - Developing measurement thresholds for determining service enhancement priorities
 - Responding to housing/commercial development occurring in OCFA member cities/county
 - Partnering with the Community Risk Reduction and Business Services departments to evaluate and update the OCFA's Development Impact Fee (with support from an external Development Impact Fee consultant)
- Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services

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

- Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including a focus on dispatch personnel.
- Fill the new Organizational Development & Training Manager position and leverage this new position to take actions towards fostering career progression, encouraging professional development, and developing future leaders within the OCFA.
- Plan and begin implementing actions to foster the OCFA's cultural growth for diversity, equity, and inclusion (DEI) including focus and measurements for:
 - Cultural diversity growth in staffing
 - Expanded trainings for cultural growth
 - Increased Outreach & Recruitment Team (ORT) engagement
 - Formation and effective use of DEI Committee Task Force
- Develop policies to keep the OCFA proactive with classification and compensation issues.

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

- Complete the development of the Community Risk Reduction records management system, known as ORION to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service.
- Building upon the Emergency Medical Services System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.
- Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.
- Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).

Total Budget Overview

The total revenue budget for FY 2023/24 is \$572.0 million and total expenditures are \$551.4 million across all funds. 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 \$20.8 million to OCERS to pay down the retiree medical unfunded liability.

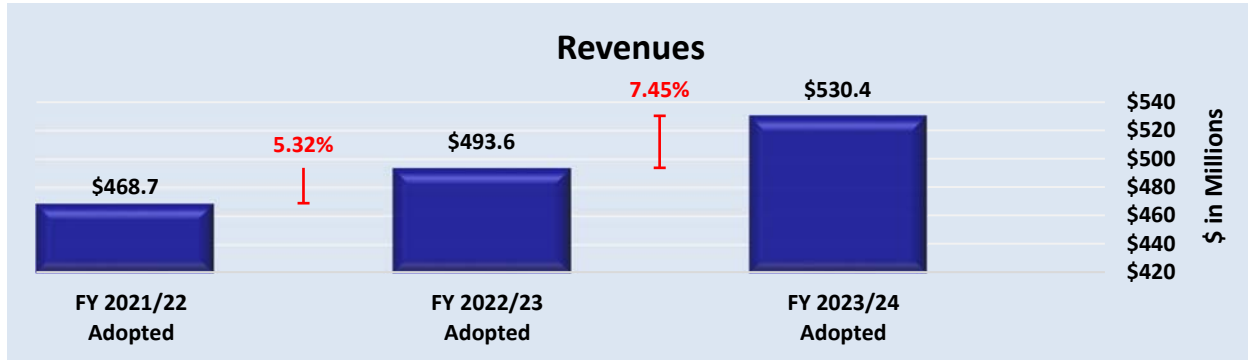
The Financial Stability Policy prescribes how to allocate the General Fund surplus. The policy requires that 50% of the surplus be transferred to the CIP and 50% be allocated to pay down the OCFA’s unfunded liabilities as part of the March mid-year budget adjustments. The policy allows for the transfer of surplus to CIP funds at the onset of the fiscal year to prevent the CIP fund from experiencing a negative fund balance during the fiscal year and also allows for up to 100% allocation of the surplus to CIP funds if the 50% allocation is insufficient to fund CIP expenditures. Both of these provisions were employed for FY 2023/24 to transfer approximately \$31.2 million in General Fund surplus to the CIP funds at the start of the fiscal year.

General Fund Budget Overview

General Fund revenue for FY 2023/24 is budgeted at \$530.4 million, and expenditures are budgeted at \$494.0 million, which includes approximately \$20.8 million to pay down the retiree medical unfunded liability. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing and one-time operating expenditures.

General Fund Revenues

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



There are five main categories of revenue for the OCFA. Property tax represents the largest category at approximately 63% of the General Fund’s total revenue, or \$335.3 million. As a category, it is projected to increase by approximately 6.2% in FY 2023/24 compared to the FY 2022/23 Adopted Budget. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 6.0% based on an annual property tax study prepared by Harris & Associates.

The next largest revenue category, Charges for Current Services, represents 29.1% of the General Fund’s revenues at approximately \$154.4 million. This category is estimated to increase by 5.3%. Most Cash Contract City base service charges are increasing by 4.48%.

The Intergovernmental revenue category is budgeted at approximately \$37.6 million, increasing 28.4% from the FY 2022/23 Adopted Budget amount. This category of revenue represents contracts with other governmental agencies, such as CAL FIRE; grants from other government agencies; and reimbursements from government agencies. Most of the increase is due to CAL FIRE contract revenue which is \$7.5M higher compared to the FY 2022/23 Adopted Budget. The 4.3% increase in Redevelopment Area Pass-Through revenue is based on projections provided by Harris & Associates.

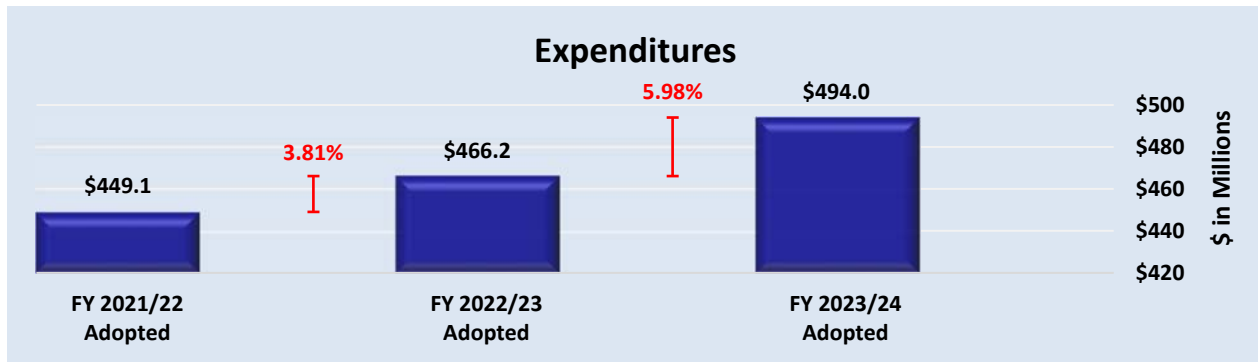
Interest revenue (Use of Money and Property) of approximately \$1.8 million is based on estimated cash flows and a projected interest rate of 2.25% for FY 2023/24.

Finally, the Other, or Miscellaneous Revenue category is budgeted at \$1.3 million, roughly flat compared to the FY 2022/23 Adopted Budget.

General Fund Expenditures

As shown in table on the following page, General Fund expenditures increased approximately 5.98% overall from the FY 2022/23 Adopted Budget.

FY 2023/24 OCFA Adopted Budget



Salaries and Employee Benefits (S&EB) total approximately \$447.0 million in FY 2023/24, or a 4.9% increase compared to the FY 2022/23 Adopted Budget. The increase is due in part to MOU increases for the Professional Firefighters Association, 7 new positions, increased overtime, and increased Snowball Plan payments for the retiree medical unfunded liability.

Services & Supplies total approximately \$46.7 million in FY 2023/24, a 17.1% increase from the FY 2022/23 Adopted Budget. Services & Supplies budgets were held flat where possible, and one-time increases that were approved for FY 2022/23 were not renewed in FY 2023/24.

Staffing

The FY 2023/24 Adopted Budget includes 1,598 funded positions with 7 new positions as follows:

- 1 Organizational Development & Training Program Manager to facilitate developmental programs to equip OCFA employees to meet their professional goals.
- 3 Firefighter/Paramedics for an additional post position for Fire Station 40 in Coto de Caza. This addition converts a Paramedic Assessment Unit Engine into an Advanced Life Support Paramedic Engine.
- 1 Division Chief to oversee the Strategic Services Division which has been inactive since 2018. This position will focus on operational deployment analysis, prioritizing needs for service delivery enhancements, and will manage the OCFA Strategic Plan.
- 1 Community Education Specialist to adequately support the community education workload.
- 1 Business Analyst to provide administrative support for large multi-million dollar programs including the Quick Reaction Force (QRF) and Fire Integrated Real-time Intelligence System (FIRIS) programs (cost of position will be offset with program revenue).

The Chart of Authorized Positions and Summary of Regular Positions by Department on pages 80-84 of this document includes 12 frozen positions which are not funded in the FY 2023/24 Adopted Budget. These include: 1 Administrative Fire Captain, 2 Communications Installers, and 9 Hand Crew Firefighters (Seasonal). The 5 Urban Search & Rescue (US&R) positions, namely 1 Battalion Chief and 4 Warehouse Logistics Specialists, will be funded with the regular annual US&R Grant funds expected during the fiscal year.

CIP Funds Overview

The Capital Improvement Program budget for FY 2023/24 is \$37.6 million. Revenues for the CIP funds during this budget cycle include interest, contributions from Cash Contract Cities, and developer contributions. Use of fund balance and transfers from the General Fund are also necessary to fund the Capital Improvement Program.

Significant projects in the CIP funds include the following:

General Fund CIP (Fund 12110)

- The budget of approximately \$10.7 million funds projects including fire station alarm system upgrades; station inclusive facilities; fire station remodels and upgrades, all-band portable radio replacement; enterprise phone and public address system upgrades; mobile CAD and personnel alerting systems; aircraft landing facilities improvements; data storage and server upgrades; and routine replacement of personal computers, printers, and network servers.

Fire Stations and Facilities (Fund 123)

- The \$2.9 million budget will fund expansion and upgrades to the RFOTC training grounds; preliminary expenditures for replacement of Fire Station 10; and solar power facilities for RFOTC and fire stations.

Communications and Information Systems (Fund 124)

- The budget of \$4.9 million will fund the OCFA disaster recovery co-location facility; development of the Emergency Medical Systems enterprise system; upgrades to the OCFA enterprise audio-visual equipment; upgrade of OCFA's public website; and fleet services fuel management tracking system.

Fire Apparatus (Fund 133)

- Approximately \$19.1 million has been included in the FY 2023/24 Adopted Budget for the replacement of 28 emergency vehicles and 36 support vehicles. The budget also includes \$4.9 million in debt service for the helicopter program with details provided on page 364.

Financial Forecasts

Five-Year Financial Forecasts are provided throughout the budget development process to assist Executive Management and the Board of Directors in evaluating proposed budgetary decisions. Assumptions used in building the forecasts tend to be conservative with revenue projected modestly or held flat when there is uncertainty, and expenditures projected based on trends and available data. In years where there is an MOU expiration, the Board is provided several scenarios using a 0%, 1%, 2% and 3% salary increase. It should be noted that the forecasts are very sensitive to changes in future growth assumptions with a 1% property tax revenue change in the early years of the five-year forecast potentially causing a multi-million dollar impact to the bottom-line by the last year of the forecast.

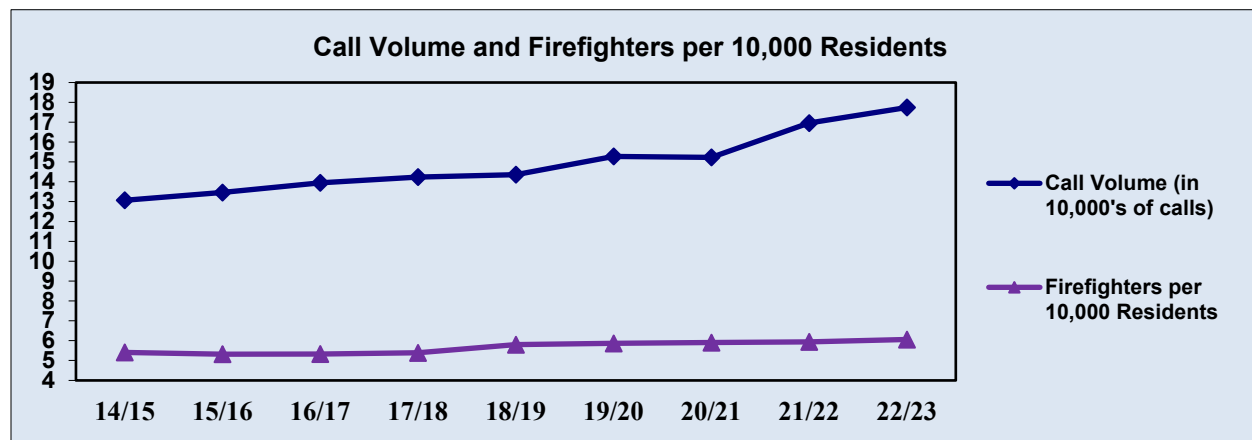
FY 2023/24 OCFA Adopted Budget

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

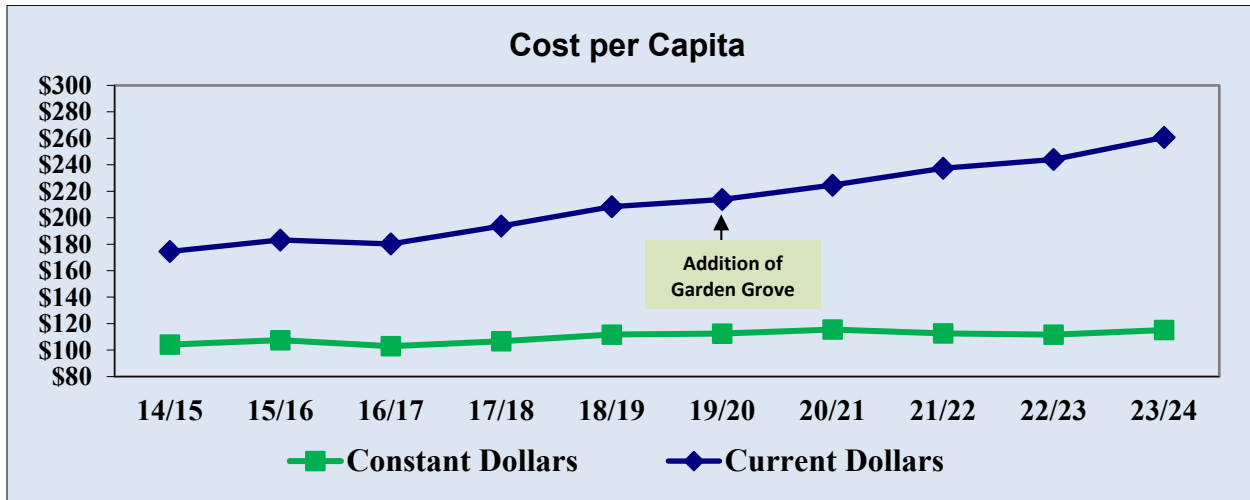
The graph below shows that the OCFA's ratio of firefighters per 10,000 residents has remained steady over the last five fiscal years ranging from 5.80 to 6.06 firefighters. At our lowest point in FY 2015/16 the ratio was 5.32. During the past 10-year time frame, our emergency call load has increased by 62%, due in part to the City of Santa Ana joining the OCFA in April 2012 and the City of Garden Grove joining in August 2019.



Cost per Capita

The graph on the following page reflects the impact of staffing and demographic changes that have occurred during the ten-year period. The steadily increasing cost per capita in current dollars from FY 2017/18 through FY 2023/24 is primarily due to higher salary and retirement costs due to staffing restorations, MOU changes and proactive action of the Board of Directors in July 2017 to unfreeze and fund 53 additional firefighter positions to reduce the number of forced hires. FY 2019/20 numbers include the approximate 175,000 increase in population from the City of Garden Grove joining the OCFA during this fiscal year and FY 2020/21 reflects a reduction of approximately 51,000 for the City of Placentia which withdrew from the OCFA as of July 1, 2020. Cost per capita in current dollars increased in FY 2023/24 primarily due to salary increases included in the newly approved Firefighter MOU, increased funding for 7 new positions, increased

overtime, and increased services and supplies expenditures to maintain the new FIREHAWK helicopters.



Comparison to other Fire Service Districts

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

Metro Fire serves a population of approximately 720,000 in a 359 square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire’s case, 75% of their revenue is derived from property tax, compared to 63% for the OCFA. The OCFA serves a population of 1.89 million stretching over 587 square miles.

Metro Fire’s General Fund expenditure budget for FY 2023/24 is approximately \$282.5 million, while the OCFA’s is \$494.0 million. This results in a spending ratio of approximately \$392 per capita for Metro Fire and \$261 per capita for OCFA.

Customer Satisfaction

In 2023, the OCFA launched an automated survey that is texted to 911 callers after an OCFA response. This automated survey replaced the manual customer satisfaction surveys previously sent through the mail. To date, over 95% of respondents have praised our dispatchers’ helpfulness, response times, and aid provided by OCFA crews. These high ratings demonstrate that our communities place a high value on the quality of OCFA’s services, and that we meet or exceed service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the fifteenth time to the Orange County Fire Authority for its FY 2022/23

FY 2023/24 OCFA Adopted Budget

Adopted 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 both program requirements; therefore, we will submit the FY 2023/24 Adopted Budget for award consideration.

Acknowledgments

This budget was made possible by the dedicated efforts of all the OCFA departments, in particular, the staff of the Treasury and Financial Planning Division of the Business Services Department. 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.

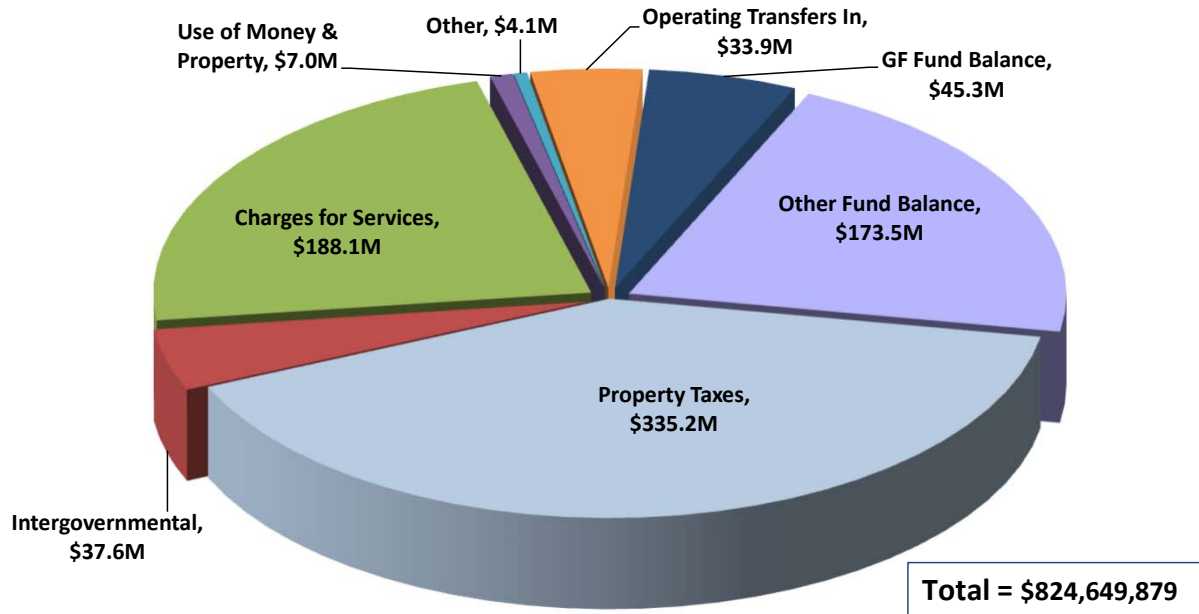
Respectfully,

Brian Fennessy
Fire Chief

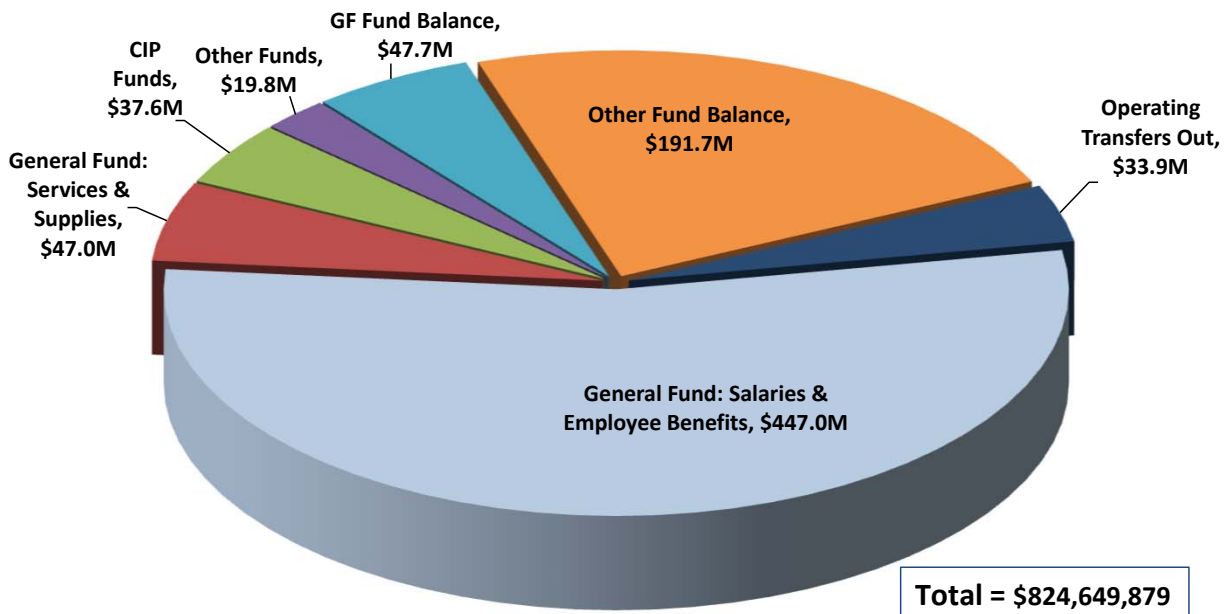
Budget Adoption – Board of Directors Meeting of May 25, 2023

FY 2023/24 Funding Sources and Uses
All Funds

Where the Money Originates



Where the Money Goes



FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY COMBINED BUDGET SUMMARY FY 2023/24

	121 General Fund	12110 ⁽¹⁾ General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems
FUNDING SOURCES				
Property Taxes	335,252,563	-	-	-
Intergovernmental	37,612,103	-	-	-
Charges for Current Services	154,363,292	-	-	-
Use of Money & Property	1,833,560	-	75,343	101,026
Other	1,305,000	-	705,900	-
Total Revenue & Other Financing Sources	530,366,518	-	781,243	101,026
Operating Transfer In	-	11,500,000	2,000,000	4,500,000
Beginning Fund Balance	45,251,013	565,301	1,179,006	1,412,017
TOTAL AVAILABLE RESOURCES	575,617,531	12,065,301	3,960,249	6,013,043
EXPENDITURES				
Salaries & Employee Benefits	426,264,119	-	-	-
Services & Supplies	46,711,216	-	-	-
Capital Outlay	275,927	10,680,500	2,850,000	4,900,000
Subtotal Expenditures	473,251,262	10,680,500	2,850,000	4,900,000
UAAL / Retiree Medical Paydown	20,772,547	-	-	-
Total Expenditures & Other Uses	494,023,809	10,680,500	2,850,000	4,900,000
Appropriation for Contingencies	3,000,000	-	-	-
Operating Transfer Out	33,886,201	-	-	-
Ending Fund Balance	44,707,521	1,384,801	1,110,249	1,113,043
TOTAL FUND COMMITMENTS & FUND BALANCE	575,617,531	12,065,301	3,960,249	6,013,043

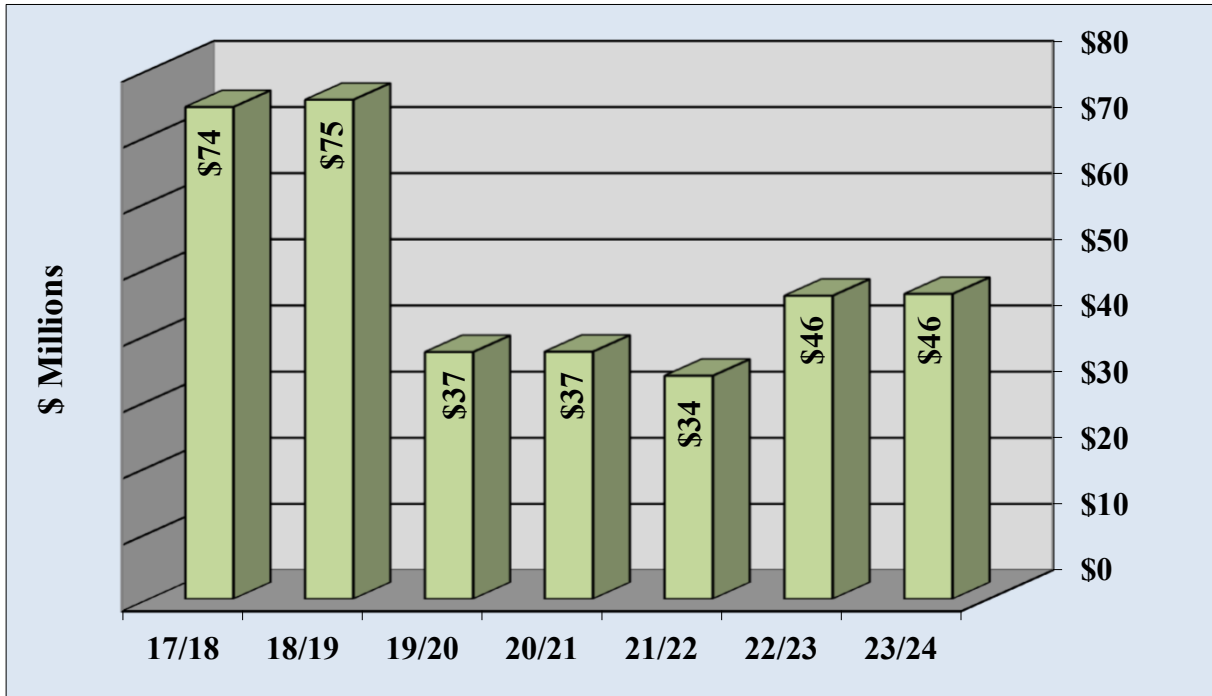
(1) Project related budgets segregated for operational budget clarity purposes.

Budget Summary

	133 Fire Apparatus	139 Settlement Agreement	171 SFF Entitlement	190 Self- Insurance	Total
FUNDING SOURCES					
Property Taxes	-	-	-	-	335,252,563
Intergovernmental	-	-	-	-	37,612,103
Charges for Current Services	1,893,746	-	-	31,807,590	188,064,628
Use of Money & Property	641,834	677,054	-	3,654,090	6,982,907
Other	2,100,000	-	-	-	4,110,900
Total Revenue & Other Financing Sources	4,635,580	677,054	-	35,461,680	572,023,101
Operating Transfer In	13,218,201	2,668,000	-	-	33,886,201
Beginning Fund Balance	2,362,328	27,197,900	41,588	140,731,424	218,740,577
TOTAL AVAILABLE RESOURCES	20,216,109	30,542,954	41,588	176,193,104	824,649,879
EXPENDITURES					
Salaries & Employee Benefits	-	-	-	-	426,264,119
Services & Supplies	4,933,000	668,000	-	19,125,125	71,437,341
Capital Outlay	14,209,750	-	-	-	32,916,177
Subtotal Expenditures	19,142,750	668,000	-	19,125,125	530,617,637
UAAL / Retiree Medical Paydown	-	-	-	-	20,772,547
Total Expenditures & Other Uses	19,142,750	668,000	-	19,125,125	551,390,184
Appropriation for Contingencies	-	-	-	-	3,000,000
Operating Transfer Out	-	-	-	-	33,886,201
Ending Fund Balance	1,073,359	29,874,954	41,588	157,067,979	236,373,494
TOTAL FUND COMMITMENTS & FUND BALANCE	20,216,109	30,542,954	41,588	176,193,104	824,649,879

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

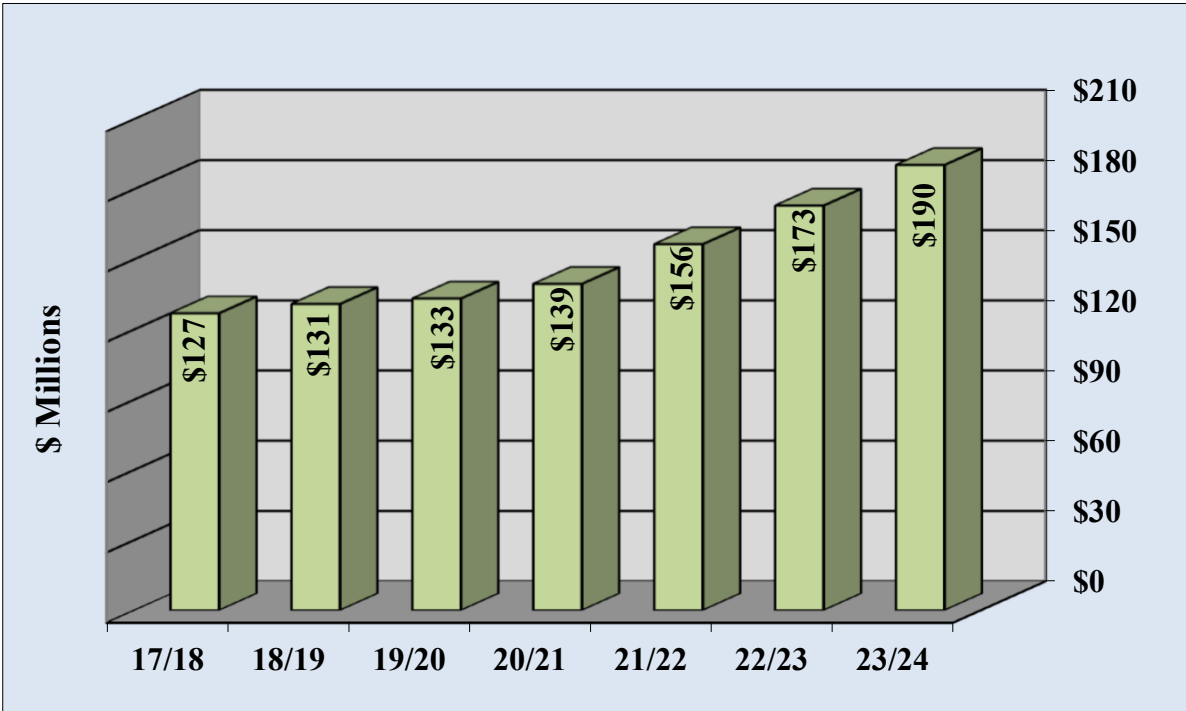
Ending Fund Balances General Fund



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

Note: FY 2017/18 through FY 2021/22 are based on actuals. FY 2022/23 through FY 2023/24 are budget figures. Refer to page 90 to review chart of contingency reserves.

Ending Fund Balances CIP/Other Funds



Operating transfers to CIP funds from the General Fund began in FY 2013/14, with the start of the economic recovery, in order to fully fund approved projects. Significant projects in recent years include replacements of the following: Computer Aided Dispatch system; the 800 MHz Countywide Coordinated Communications System; the CRR - Integrated Fire Prevention application and the Incident Reporting application. Other completed projects include construction of Fire Station 56 (Rancho Mission Viejo) and the acquisition and improvements of the US&R Warehouse. Projects scheduled for FY 2023/24 include the fire station alarm upgrades, RFOTC training grounds expansion and upgrade, the OCFA disaster recovery co-location facility, various remodel/modifications of fire stations, and the purchase of several vehicles. The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year. The increases in ending fund balance starting in FY 2021/22 are largely due to higher fund balance required for the Self-Insurance Fund.

Note: FY 2017/18 through FY 2021/22 are based on actuals. FY 2022/23 through FY 2023/24 are budget figures. Refer to page 90 to review chart of contingency reserves.

FY 2023/24 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2017/18 - FY 2023/24**

Fund No.	Fund Type	Fund Description	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Actual
Available Fund Balances - July 1			\$194,024,104	\$202,242,511	\$206,299,209
REVENUES					
121	General	General Fund	\$401,282,669	\$407,919,810	\$463,784,858
123	Capital Projects	Fire Stations & Facilities	2,426,292	1,078,047	1,024,707
124	Capital Projects	Communications & Info Systems	447,171	245,373	132,392
133	Capital Projects	Fire Apparatus	3,466,078	1,857,200	2,090,148
139	Other	Settlement Agreement	-	-	494,085
171	Other	SFF Entitlement	14,958	37,406	24,846
190	Other	Self-Insurance	18,446,212	20,217,993	22,566,590
TOTAL REVENUES - ALL FUNDS			\$426,083,380	\$431,355,829	\$490,117,626
EXPENDITURES					
121	General	General Fund Departments/Divisions:			
		Executive Management	\$15,396,771	\$6,832,539	\$7,598,441
		Corporate Communications	N/A	N/A	N/A
		Human Resources	N/A	8,964,735	9,824,247
		Emergency Medical Services and Training	N/A	4,953,961	5,536,471
		Command and Emergency Planning	N/A	7,557,944	8,958,660
		Operations	298,240,219	284,952,505	313,575,124
		Special Operations	N/A	17,718,607	29,445,646
		Field Operations North	N/A	N/A	N/A
		Field Operations South	N/A	N/A	N/A
		Community Risk Reduction	10,834,134	9,804,441	10,460,329
		Business Services	34,997,181	30,456,805	27,657,749
		Non-Departmental	N/A	N/A	N/A
		Strategic Services	N/A	N/A	N/A
		Logistics	33,502,483	31,574,014	35,697,193
		Subtotal General Fund	392,970,788	402,815,551	448,753,862
12110	Capital Projects	General Fund CIP	2,557,479	2,065,551	4,268,584
123	Capital Projects	Fire Stations & Facilities	556,350	1,437,316	1,373,662
124	Capital Projects	Communications & Info Systems	1,186,357	3,927,665	1,254,749
133	Capital Projects	Fire Apparatus	7,424,749	5,275,772	14,192,807
139	Other	Settlement Agreement	-	-	630,009
171	Other	SFF Entitlement	67,655	195,509	75,424
190	Other	Self-Insurance	13,306,197	11,961,307	12,340,122
TOTAL EXPENDITURES - ALL FUNDS			\$418,069,575	\$427,678,671	\$482,889,218
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			204,602	379,540	659,741
Available Fund Balances - June 30			\$202,242,511	\$206,299,209	\$214,187,358
% Fund Balance increase (decrease) from prior year (b)			4.24%	2.01%	3.82%

Notes:

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

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

Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2017/18 - FY 2023/24**

Fund No.	Fund Type	Fund Description	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Adjusted	FY 2023/24 Budget
Available Fund Balances - July 1			\$214,187,358	\$225,603,692	\$223,899,954	\$218,740,577
REVENUES						
121	General	General Fund	\$490,272,083	\$516,067,363	\$600,918,810	\$530,366,518
123	Capital Projects	Fire Stations & Facilities	1,370,785	155,823	1,497,080	781,243
124	Capital Projects	Communications & Info Systems	3,385	(118,653)	100,852	101,026
133	Capital Projects	Fire Apparatus	1,665,618	1,183,933	59,978,730	4,635,580
139	Other	Settlement Agreement	212,885	(1,003,030)	385,357	677,054
171	Other	SFF Entitlement	644	(65,388)	41,588	-
190	Other	Self-Insurance	21,618,220	29,023,403	32,904,374	35,461,680
TOTAL REVENUES - ALL FUNDS			\$515,143,621	\$545,243,452	\$695,826,791	\$572,023,101
EXPENDITURES						
121	General	General Fund Departments/Divisions:				
		Executive Management	\$18,621,559	\$15,982,686	\$7,141,657	\$7,297,304
		Corporate Communications	N/A	2,887,718	3,104,090	3,208,952
		Human Resources	8,319,242	10,349,453	11,276,709	13,169,482
		Emergency Medical Services and Training	12,565,008	13,498,470	15,637,507	14,945,971
		Command and Emergency Planning	9,493,887	9,409,427	9,382,513	9,325,438
		Operations	330,623,650	351,107,782	N/A	N/A
		Special Operations	19,663,446	29,568,574	N/A	N/A
		Field Operations North	N/A	N/A	171,171,287	173,891,251
		Field Operations South	N/A	N/A	238,794,716	184,898,004
		Community Risk Reduction	16,005,766	12,925,703	17,304,163	12,869,001
		Business Services	26,993,385	8,817,667	9,968,922	8,529,045
		Non-Departmental	N/A	18,689,097	27,497,463	23,469,015
		Strategic Services	N/A	N/A	N/A	417,654
		Logistics	36,096,572	38,041,873	42,256,493	42,002,692
		Subtotal General Fund	478,382,514	511,278,449	553,535,520	494,023,808
12110	Capital Projects	General Fund CIP	6,129,159	6,578,404	13,030,314	10,680,500
123	Capital Projects	Fire Stations & Facilities	1,280,427	646,426	37,412,709	2,850,000
124	Capital Projects	Communications & Info Systems	1,100,834	1,616,216	5,157,847	4,900,000
133	Capital Projects	Fire Apparatus	4,453,398	12,143,468	68,137,080	19,142,750
139	Other	Settlement Agreement	599,330	636,058	2,198,000	668,000
171	Other	SFF Entitlement	167,966	181,831	4,301,785	-
190	Other	Self-Insurance	14,795,847	13,754,070	17,212,913	19,125,125
TOTAL EXPENDITURES - ALL FUNDS			\$506,909,476	\$546,834,921	\$700,986,168	\$551,390,183
Net Operating Transfers In (Out)			-	-	-	-
Adjustments (a)			3,182,189	(112,269)	-	-
Available Fund Balances - June 30			\$225,603,692	\$223,899,954	\$218,740,577	\$239,373,494
% Fund Balance increase (decrease) from prior year (b)			5.33%	-0.76%	-2.30%	9.43%

Notes:

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

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

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2017/18 - FY 2023/24

	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Actual
REVENUES			
Property Taxes	\$250,326,173	\$264,267,387	\$277,721,815
Intergovernmental	37,063,147	28,521,606	41,258,004
Charges for Current Services	125,677,459	131,085,286	158,215,454
Use of Money and Property	2,576,399	4,801,199	4,595,958
Other	10,440,202	2,680,351	8,326,394
TOTAL REVENUES	\$426,083,380	\$431,355,829	\$490,117,626
EXPENDITURES			
Salaries & Employee Benefits	\$357,647,306	\$364,319,946	\$394,606,090
Services & Supplies	54,858,802	51,754,745	70,037,321
Capital Outlay	3,031,744	10,338,119	18,245,807
Debt Service	2,531,723	1,265,861	-
TOTAL EXPENDITURES	\$418,069,575	\$427,678,671	\$482,889,218

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

	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Actual
REVENUES			
General Fund	\$401,282,669	\$407,919,810	\$463,779,457
Other Governmental Funds	24,800,711	23,436,019	26,338,169
TOTAL REVENUES	\$426,083,380	\$431,355,829	\$490,117,626
EXPENDITURES			
General Fund	\$395,528,267	\$404,881,103	\$453,022,446
Other Governmental Funds	22,541,308	22,797,568	29,866,772
TOTAL EXPENDITURES	\$418,069,575	\$427,678,671	\$482,889,218

Note:

Only the General Fund qualifies as a major fund.

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2017/18 - FY 2023/24

	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Adjusted	FY 2023/24 Budget
REVENUES				
Property Taxes	\$290,310,885	\$302,861,759	\$325,727,253	\$335,252,563
Intergovernmental	58,266,112	57,726,610	93,853,353	37,612,103
Charges for Current Services	158,903,228	175,974,719	179,053,840	188,064,628
Use of Money and Property	668,186	(4,525,759)	4,784,018	6,982,907
Other	6,995,211	13,206,123	92,408,327	4,110,900
TOTAL REVENUES	\$515,143,621	\$545,243,452	\$695,826,791	\$572,023,101
EXPENDITURES				
Salaries & Employee Benefits	\$427,028,538	\$449,353,355	\$446,301,550	\$447,036,665
Services & Supplies	71,987,821	82,966,877	144,050,836	71,437,341
Capital Outlay	7,893,117	14,514,689	110,633,782	32,916,177
Debt Service	-	-	-	-
TOTAL EXPENDITURES	\$506,909,476	\$546,834,921	\$700,986,168	\$551,390,183

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

	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Adjusted	FY 2023/24 Budget
REVENUES				
General Fund	\$490,272,083	\$516,067,363	\$600,918,810	\$530,366,518
Other Governmental Funds	24,871,537	29,176,089	94,907,981	41,656,583
TOTAL REVENUES	\$515,143,621	\$545,243,452	\$695,826,791	\$572,023,101
EXPENDITURES				
General Fund	\$484,511,673	\$517,856,853	\$566,565,834	\$504,704,308
Other Governmental Funds	22,397,803	28,978,068	134,420,334	46,685,875
TOTAL EXPENDITURES	\$506,909,476	\$546,834,921	\$700,986,168	\$551,390,183

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 2023/24 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 2023/24 would result in an \$17.7 million increase to ending fund balance available in FY 2027/28 under Scenario 1.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2023/24 would result in an \$27.2 million increase to ending fund balance available in FY 2027/28 under Scenario 1.
 - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2023/24 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$8.0 million increase to the General Fund Surplus in FY 2027/28 under Scenario 1.

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

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

Budget Summary

Scenario 1 - 0% Salary Increases After MOU Expirations	ADJUSTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28
A. BEGINNING FUND BALANCE - All Funds Combined	223,899,954	218,740,577	239,373,494	268,922,150	300,391,007	339,788,469
GENERAL FUND Revenue & Expenditures						
Property Taxes	325,727,253	335,252,563	346,084,786	358,595,117	382,098,268	396,858,285
State Reimbursements	16,341,046	16,534,878	16,534,878	16,534,878	16,534,878	16,534,878
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	75,435,036	-	-	-	-	-
Community Redevelopment Agency Pass-thru	17,044,451	20,977,225	27,581,957	28,852,371	14,232,430	14,775,423
Cash Contracts	136,241,500	142,084,328	146,984,219	149,618,701	143,707,331	144,844,660
Community Risk Reduction Fees	5,686,323	7,709,838	7,709,838	7,709,838	7,709,838	7,709,838
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,426,446	1,769,617	4,770,985	3,133,797	3,240,662	3,344,916
Other Revenue	1,419,155	1,390,469	1,390,469	1,390,469	1,390,469	1,390,469
General Fund Revenue	583,968,810	530,366,518	555,704,732	570,482,771	573,561,476	590,106,069
New Positions for New Stations	-	-	-	-	1,067,329	4,252,991
Service Enhancement	-	-	1,195,057	1,195,057	1,195,057	1,195,057
Employee Salaries	253,298,269	269,745,458	277,239,102	283,442,452	288,533,563	288,533,563
Retirement - Regular Annual Payments	86,295,491	81,960,182	86,588,714	82,421,868	48,736,500	47,709,455
Accelerated Pension / Retiree Medical Paydown	17,787,217	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106
Workers' Compensation (Transfer to Fund 190)	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Other Insurance	38,394,677	38,831,736	39,679,598	40,357,231	41,925,209	43,588,291
Medicare	3,667,470	3,919,153	4,019,967	4,107,933	4,175,587	4,175,587
One-Time Grant/ABH Expenditures	8,566,405	-	-	-	-	-
Salaries & Employee Benefits	438,764,286	447,036,666	463,942,482	475,838,712	457,149,846	464,011,937
Services & Supplies/Equipment	45,512,439	46,987,143	47,274,809	47,276,692	47,882,586	47,897,509
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	-	62,935	291,702
One-Time Grant Expenditures	69,259,065	-	-	-	-	-
General Fund Expenditures	556,203,790	496,691,809	513,885,291	525,783,405	507,763,367	514,869,149
B. Incremental Increase in GF 10% Contingency	1,327,288	2,549,113	1,495,686	446,960	-	-
GENERAL FUND SURPLUS/(DEFICIT)	26,437,732	31,125,596	40,323,756	44,252,406	65,798,109	75,236,920
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	26,437,732	31,125,596	40,323,756	44,252,406	65,798,109	75,236,920
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	772,168	818,203	1,353,342	980,112	1,147,115	1,350,428
Cash Contracts	1,749,288	1,893,746	1,950,557	2,009,075	2,069,346	2,131,427
Developer Contributions	1,005,211	2,805,900	705,900	705,900	705,900	282,360
Lease Purchase Proceeds	57,871,440	-	-	-	-	-
Operating Transfers into CIP from General Fund Surplus	26,437,732	31,125,596	40,323,756	44,252,406	65,798,109	75,236,920
Total CIP Revenue	105,006,252	36,643,445	44,333,555	47,947,493	69,720,471	79,001,135
Fund 12110 - General Fund CIP	13,030,314	10,680,500	18,239,000	18,846,500	6,959,000	4,611,920
Fund 123 - Fire Stations and Facilities	37,412,709	2,850,000	2,200,000	2,050,000	650,000	19,900,000
Fund 124 - Communications & Information Systems	5,157,847	4,900,000	2,850,000	1,650,000	5,500,000	4,750,000
Fund 133 - Fire Apparatus	68,137,080	14,209,750	9,471,220	8,482,610	31,984,330	21,423,580
Lease Purchase Payments	-	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	123,737,950	37,573,250	37,693,220	35,962,110	50,026,330	55,618,500
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(18,731,698)	(929,805)	6,640,335	11,985,383	19,694,141	23,382,635
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Fund 190 - WC Revenue - Interest Earnings	2,149,617	3,654,090	6,044,019	4,377,175	5,123,010	6,031,006
Fund 190 - WC Cashflow Payments per Actuary	17,212,913	19,125,125	21,157,188	23,223,233	25,238,060	25,995,202
Deposit to WC Cashflow Reserve	15,691,461	16,336,555	18,292,759	16,225,482	16,754,095	18,794,691
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	385,357	677,054	1,119,876	811,032	949,225	1,117,465
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,198,000	668,000	668,000	668,000	668,000	668,000
Deposit to Fund 139 - Irvine Settlement Agmt.	855,357	2,677,054	3,119,876	2,811,032	2,949,225	3,117,465
Fund 171 - SFFE Expenditures	4,301,785	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	218,740,577	239,373,494	268,922,150	300,391,007	339,788,468	385,083,259
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	44,776,013	47,325,126	48,820,812	49,267,772	48,811,591	48,811,591
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	41,588	41,588	41,588	41,588	41,588	41,588
Irvine Settlement Agreement (Fund 139)	27,197,900	29,874,954	32,994,830	35,805,862	38,755,087	41,872,552
CIP FUND BALANCE	5,518,652	4,588,847	11,229,182	23,214,565	43,364,887	66,747,522
Workers' Compensation Cashflow Reserve (Fund 190)	140,731,424	157,067,979	175,360,738	191,586,220	208,340,315	227,135,006
Total Fund Balances	218,740,577	239,373,494	268,922,150	300,391,007	339,788,468	385,083,259

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

FY 2023/24 OCFA Adopted Budget

Scenario 2 - 1% Salary Increases After MOU Expirations	ADJUSTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28
A. BEGINNING FUND BALANCE - All Funds Combined	223,899,954	218,740,577	238,624,003	266,662,667	295,924,216	332,682,790
GENERAL FUND Revenue & Expenditures						
Property Taxes	325,727,253	335,252,563	346,084,786	358,595,117	382,098,268	396,858,285
State Reimbursements	16,341,046	16,534,878	16,534,878	16,534,878	16,534,878	16,534,878
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	75,435,036	-	-	-	-	-
Community Redevelopment Agency Pass-thru	17,044,451	20,977,225	27,581,957	28,852,371	14,232,430	14,775,423
Cash Contracts	136,241,500	142,084,328	146,984,219	149,618,701	143,707,331	144,844,660
Community Risk Reduction Fees	5,686,323	7,709,838	7,786,936	7,864,806	7,943,454	8,022,888
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,426,446	1,769,617	4,777,342	3,140,057	3,248,357	3,352,115
Other Revenue	1,419,155	1,390,469	1,390,469	1,390,469	1,390,469	1,390,469
General Fund Revenue	583,968,810	530,366,518	555,788,188	570,643,999	573,802,787	590,426,318
New Positions for New Stations	-	-	-	-	1,080,581	4,316,438
Service Enhancement	-	-	1,203,024	1,203,024	1,203,024	1,203,024
Employee Salaries	253,298,269	270,304,724	278,372,420	285,162,102	290,848,490	293,757,156
Retirement - Regular Annual Payments	86,295,491	82,144,243	86,938,607	82,920,871	49,049,369	48,487,973
Accelerated Pension / Retiree Medical Paydown	17,787,217	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106
Workers' Compensation (Transfer to Fund 190)	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Other Insurance	38,394,677	38,831,736	39,680,417	40,358,049	41,926,048	43,589,150
Medicare	3,667,470	3,925,317	4,036,400	4,132,868	4,209,154	4,251,248
One-Time Grant/ABH Expenditures	8,566,405	-	-	-	-	-
Salaries & Employee Benefits	438,764,286	447,786,157	465,450,911	478,091,086	459,833,266	470,170,982
Services & Supplies/Equipment	45,512,439	46,987,143	47,274,809	47,276,692	47,882,586	47,897,509
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	-	62,935	291,702
One-Time Grant Expenditures	69,259,065	-	-	-	-	-
General Fund Expenditures	556,203,790	497,441,300	515,393,719	528,035,778	510,446,787	521,028,194
B. Incremental Increase in GF 10% Contingency	1,327,288	2,624,062	1,570,783	521,354	-	-
GENERAL FUND SURPLUS/(DEFICIT)	26,437,732	30,301,156	38,823,686	42,086,866	63,356,000	69,398,124
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	26,437,732	30,301,156	38,823,686	42,086,866	63,356,000	69,398,124
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	772,168	818,203	1,339,833	961,655	1,115,848	1,296,347
Cash Contracts	1,749,288	1,893,746	1,950,557	2,009,075	2,069,346	2,131,427
Developer Contributions	1,005,211	2,805,900	705,900	705,900	705,900	282,360
Lease Purchase Proceeds	57,871,440	-	-	-	-	-
Operating Transfers into CIP from General Fund Surplus	26,437,732	30,301,156	38,823,686	42,086,866	63,356,000	69,398,124
Total CIP Revenue	105,006,252	35,819,005	42,819,976	45,763,495	67,247,095	73,108,258
Fund 12110 - General Fund CIP	13,030,314	10,680,500	18,239,000	18,846,500	6,959,000	4,611,920
Fund 123 - Fire Stations and Facilities	37,412,709	2,850,000	2,200,000	2,050,000	650,000	19,900,000
Fund 124 - Communications & Information Systems	5,157,847	4,900,000	2,850,000	1,650,000	5,500,000	4,750,000
Fund 133 - Fire Apparatus	68,137,080	14,209,750	9,471,220	8,482,610	31,984,330	21,423,580
Lease Purchase Payments	-	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	123,737,950	37,573,250	37,693,220	35,962,110	50,026,330	55,618,500
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(18,731,698)	(1,754,245)	5,126,756	9,801,385	17,220,765	17,489,758
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Fund 190 - WC Revenue - Interest Earnings	2,149,617	3,654,090	5,983,688	4,294,744	4,983,372	5,789,478
Fund 190 - WC Cashflow Payments per Actuary	17,212,913	19,125,125	21,157,188	23,223,233	25,238,060	25,995,202
Deposit to WC Cashflow Reserve	15,691,461	16,336,555	18,232,428	16,143,051	16,614,457	18,553,163
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	385,357	677,054	1,108,697	795,759	923,352	1,072,713
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,198,000	668,000	668,000	668,000	668,000	668,000
Deposit to Fund 139 - Irvine Settlement Agmt.	855,357	2,677,054	3,108,697	2,795,759	2,923,352	3,072,713
Fund 171 - SFFE Expenditures	4,301,785	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	218,740,577	238,624,003	266,662,667	295,924,216	332,682,791	371,798,424
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	44,776,013	47,400,075	48,970,858	49,492,212	49,079,933	49,079,933
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	41,588	41,588	41,588	41,588	41,588	41,588
Irvine Settlement Agreement (Fund 139)	27,197,900	29,874,954	32,983,651	35,779,410	38,702,762	41,775,475
CIP FUND BALANCE	5,518,652	3,764,407	8,891,163	18,692,548	36,325,593	53,815,350
Workers' Compensation Cashflow Reserve (Fund 190)	140,731,424	157,067,979	175,300,407	191,443,457	208,057,915	226,611,078
Total Fund Balances	218,740,577	238,624,003	266,662,667	295,924,216	332,682,791	371,798,424

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

Budget Summary

Scenario 3 - 2% Salary Increases After MOU Expirations	ADJUSTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28
A. BEGINNING FUND BALANCE - All Funds Combined	223,899,954	218,740,577	237,872,753	264,386,823	291,404,367	325,463,846
GENERAL FUND Revenue & Expenditures						
Property Taxes	325,727,253	335,252,563	346,084,786	358,595,117	382,098,268	396,858,285
State Reimbursements	16,341,046	16,534,878	16,534,878	16,534,878	16,534,878	16,534,878
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	75,435,036	-	-	-	-	-
Community Redevelopment Agency Pass-thru	17,044,451	20,977,225	27,581,957	28,852,371	14,232,430	14,775,423
Cash Contracts	136,241,500	142,084,328	146,984,219	149,618,701	143,707,331	144,844,660
Community Risk Reduction Fees	5,686,323	7,709,838	7,864,035	8,021,315	8,181,742	8,345,377
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,426,446	1,769,617	4,783,744	3,146,406	3,256,219	3,359,506
Other Revenue	1,419,155	1,390,469	1,390,469	1,390,469	1,390,469	1,390,469
General Fund Revenue	583,968,810	530,366,518	555,871,688	570,806,857	574,048,937	590,756,197
New Positions for New Stations	-	-	-	-	1,093,937	4,380,535
Service Enhancement	-	-	1,210,991	1,210,991	1,210,991	1,210,991
Employee Salaries	253,298,269	270,865,285	279,516,430	286,910,201	293,218,231	299,087,851
Retirement - Regular Annual Payments	86,295,491	82,328,748	87,291,778	83,428,118	49,368,687	49,388,862
Accelerated Pension / Retiree Medical Paydown	17,787,217	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106
Workers' Compensation (Transfer to Fund 190)	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Other Insurance	38,394,677	38,831,736	39,681,235	40,358,868	41,926,886	43,590,010
Medicare	3,667,470	3,931,502	4,052,988	4,158,215	4,243,515	4,328,462
One-Time Grant/ABH Expenditures	8,566,405	-	-	-	-	-
Salaries & Employee Benefits	438,764,286	448,537,407	466,973,466	480,380,564	462,578,848	476,452,703
Services & Supplies/Equipment	45,512,439	46,987,143	47,274,809	47,276,692	47,882,586	47,897,509
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	-	62,935	291,702
One-Time Grant Expenditures	69,259,065	-	-	-	-	-
General Fund Expenditures	556,203,790	498,192,550	516,916,275	530,325,256	513,192,369	527,309,914
B. Incremental Increase in GF 10% Contingency	1,327,288	2,699,187	1,647,117	598,047	-	-
GENERAL FUND SURPLUS/(DEFICIT)	26,437,732	29,474,781	37,308,297	39,883,555	60,856,569	63,446,283
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	26,437,732	29,474,781	37,308,297	39,883,555	60,856,569	63,446,283
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	772,168	818,203	1,326,242	943,003	1,084,123	1,241,338
Cash Contracts	1,749,288	1,893,746	1,950,557	2,009,075	2,069,346	2,131,427
Developer Contributions	1,005,211	2,805,900	705,900	705,900	705,900	282,360
Lease Purchase Proceeds	57,871,440	-	-	-	-	-
Operating Transfers into CIP from General Fund Surplus	26,437,732	29,474,781	37,308,297	39,883,555	60,856,569	63,446,283
Total CIP Revenue	105,006,252	34,992,630	41,290,996	43,541,532	64,715,938	67,101,407
Fund 12110 - General Fund CIP	13,030,314	10,680,500	18,239,000	18,846,500	6,959,000	4,611,920
Fund 123 - Fire Stations and Facilities	37,412,709	2,850,000	2,200,000	2,050,000	650,000	19,900,000
Fund 124 - Communications & Information Systems	5,157,847	4,900,000	2,850,000	1,650,000	5,500,000	4,750,000
Fund 133 - Fire Apparatus	68,137,080	14,209,750	9,471,220	8,482,610	31,984,330	21,423,580
Lease Purchase Payments	-	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	123,737,950	37,573,250	37,693,220	35,962,110	50,026,330	55,618,500
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(18,731,698)	(2,580,620)	3,597,776	7,579,422	14,689,608	11,482,907
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Fund 190 - WC Revenue - Interest Earnings	2,149,617	3,654,090	5,922,987	4,211,445	4,841,686	5,543,808
Fund 190 - WC Cashflow Payments per Actuary	17,212,913	19,125,125	21,157,188	23,223,233	25,238,060	25,995,202
Deposit to WC Cashflow Reserve	15,691,461	16,336,555	18,171,727	16,059,752	16,472,771	18,307,493
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	385,357	677,054	1,097,450	780,324	897,100	1,027,193
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,198,000	668,000	668,000	668,000	668,000	668,000
Deposit to Fund 139 - Irvine Settlement Agmt.	855,357	2,677,054	3,097,450	2,780,324	2,897,100	3,027,193
G. Fund 171 - SFFEF Expenditures	4,301,785	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	218,740,577	237,872,753	264,386,823	291,404,368	325,463,847	358,281,440
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	44,776,013	47,475,200	49,122,317	49,720,363	49,354,491	49,354,491
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	41,588	41,588	41,588	41,588	41,588	41,588
Irvine Settlement Agreement (Fund 139)	27,197,900	29,874,954	32,972,404	35,752,729	38,649,828	41,677,022
CIP FUND BALANCE	5,518,652	2,938,032	6,535,808	14,115,230	29,170,709	40,653,616
Workers' Compensation Cashflow Reserve (Fund 190)	140,731,424	157,067,979	175,239,706	191,299,458	207,772,229	226,079,722
Total Fund Balances	218,740,577	237,872,753	264,386,823	291,404,368	325,463,847	358,281,440

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

FY 2023/24 OCFA Adopted Budget

Scenario 4 - 3% Salary Increases After MOU Expirations	ADJUSTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28
A. BEGINNING FUND BALANCE - All Funds Combined	223,899,954	218,740,577	237,119,742	262,094,512	286,830,721	318,129,257
GENERAL FUND Revenue & Expenditures						
Property Taxes	325,727,253	335,252,563	346,084,786	358,595,117	382,098,268	396,858,285
State Reimbursements	16,341,046	16,534,878	16,534,878	16,534,878	16,534,878	16,534,878
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	75,435,036	-	-	-	-	-
Community Redevelopment Agency Pass-thru	17,044,451	20,977,225	27,581,957	28,852,371	14,232,430	14,775,423
Cash Contracts	136,241,500	142,084,328	146,984,219	149,618,701	143,707,331	144,844,660
Community Risk Reduction Fees	5,686,323	7,709,838	7,941,133	8,179,367	8,424,748	8,677,491
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,426,446	1,769,617	4,790,192	3,152,846	3,264,253	3,367,096
Other Revenue	1,419,155	1,390,469	1,390,469	1,390,469	1,390,469	1,390,469
General Fund Revenue	583,968,810	530,366,518	555,955,234	570,971,349	574,299,978	591,095,901
New Positions for New Stations	-	-	-	-	1,107,395	4,445,287
Service Enhancement	-	-	1,218,958	1,218,958	1,218,958	1,218,958
Employee Salaries	253,298,269	271,427,141	280,671,211	288,687,222	295,644,232	304,528,982
Retirement - Regular Annual Payments	86,295,491	82,513,697	87,648,254	83,943,747	49,694,621	50,103,506
Accelerated Pension / Retiree Medical Paydown	17,787,217	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106
Workers' Compensation (Transfer to Fund 190)	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Other Insurance	38,394,677	38,831,736	39,682,053	40,359,686	41,927,725	43,590,870
Medicare	3,667,470	3,937,707	4,069,733	4,183,982	4,278,692	4,407,277
One-Time Grant/ABH Expenditures	8,566,405	-	-	-	-	-
Salaries & Employee Benefits	438,764,286	449,290,417	468,510,252	482,707,766	465,388,225	482,860,872
Services & Supplies/Equipment	45,512,439	46,987,143	47,274,809	47,276,692	47,882,586	47,897,509
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	-	62,935	291,702
One-Time Grant Expenditures	69,259,065	-	-	-	-	-
General Fund Expenditures	556,203,790	498,945,560	518,453,060	532,652,458	516,001,746	533,718,083
B. Incremental Increase in GF 10% Contingency	1,327,288	2,774,488	1,724,697	677,088	-	-
GENERAL FUND SURPLUS/(DEFICIT)	26,437,732	28,646,469	35,777,476	37,641,803	58,298,232	57,377,818
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	26,437,732	28,646,469	35,777,476	37,641,803	58,298,232	57,377,818
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	772,168	818,203	1,312,567	924,154	1,051,930	1,185,378
Cash Contracts	1,749,288	1,893,746	1,950,557	2,009,075	2,069,346	2,131,427
Developer Contributions	1,005,211	2,805,900	705,900	705,900	705,900	282,360
Lease Purchase Proceeds	57,871,440	-	-	-	-	-
Operating Transfers into CIP from General Fund Surplus	26,437,732	28,646,469	35,777,476	37,641,803	58,298,232	57,377,818
Total CIP Revenue	105,006,252	34,164,318	39,746,501	41,280,931	62,125,408	60,976,983
Fund 12110 - General Fund CIP	13,030,314	10,680,500	18,239,000	18,846,500	6,959,000	4,611,920
Fund 123 - Fire Stations and Facilities	37,412,709	2,850,000	2,200,000	2,050,000	650,000	19,900,000
Fund 124 - Communications & Information Systems	5,157,847	4,900,000	2,850,000	1,650,000	5,500,000	4,750,000
Fund 133 - Fire Apparatus	68,137,080	14,209,750	9,471,220	8,482,610	31,984,330	21,423,580
Lease Purchase Payments	-	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	123,737,950	37,573,250	37,693,220	35,962,110	50,026,330	55,618,500
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(18,731,698)	(3,408,932)	2,053,281	5,318,821	12,099,078	5,358,483
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	30,754,757	31,807,590	33,405,928	35,071,540	36,869,145	38,758,887
Fund 190 - WC Revenue - Interest Earnings	2,149,617	3,654,090	5,861,916	4,127,266	4,697,913	5,293,892
Fund 190 - WC Cashflow Payments per Actuary	17,212,913	19,125,125	21,157,188	23,223,233	25,238,060	25,995,202
Deposit to WC Cashflow Reserve	15,691,461	16,336,555	18,110,656	15,975,573	16,328,998	18,057,577
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	385,357	677,054	1,086,135	764,727	870,460	980,887
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,198,000	668,000	668,000	668,000	668,000	668,000
Deposit to Fund 139 - Irvine Settlement Agmt.	855,357	2,677,054	3,086,135	2,764,727	2,870,460	2,980,887
Fund 171 - SFFE Expenditures	4,301,785	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	218,740,577	237,119,742	262,094,512	286,830,721	318,129,257	344,526,205
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	44,776,013	47,550,501	49,275,199	49,952,287	49,635,429	49,635,429
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	41,588	41,588	41,588	41,588	41,588	41,588
Irvine Settlement Agreement (Fund 139)	27,197,900	29,874,954	32,961,089	35,725,816	38,596,276	41,577,164
CIP FUND BALANCE	5,518,652	2,109,720	4,163,001	9,481,822	21,897,758	27,256,241
Workers' Compensation Cashflow Reserve (Fund 190)	140,731,424	157,067,979	175,178,635	191,154,208	207,483,206	225,540,784
Total Fund Balances	218,740,577	237,119,742	262,094,512	286,830,721	318,129,257	344,526,205

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

Forecast Assumptions – FY 2023/24 Budget

Basic Assumptions

The first year of the forecast is based on the FY 2023/24 Adopted Budget. CIP expenditures for the final four years are based on the CIP Five-Year Plan included in the Adopted Budget.

General Fund Revenues

- **Secured Property Taxes** – The Harris & Associates Final 2023 Report Typical Scenario provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2023/24	5.15%
FY 2024/25	3.43%
FY 2025/26	3.83%
FY 2026/27	6.93%
FY 2027/28	4.07%

- **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.
- **Community Redevelopment Agency Pass-thru Revenue** – Harris & Associates completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated April 3, 2023. The forecast figures come from this report.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments with year-over-year changes ranging from 4.48% down to -4.90% in FY 2026/27 when the unfunded pension liability is projected to be fully paid down. In addition, this revenue category includes John Wayne Airport contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community Risk Reduction Fees are projected to remain constant through the forecast period from FY 2023/24 through FY 2027/28, 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. Staff is currently in the process of reviewing medical supplies reimbursement rates.
- **Interest Earnings** – Assumes an average annual return of 2.25% for FY 2023/24, 4.00% for FY 2024/25, 3.50% for FY 2025/26, and 2.50% thereafter.

FY 2023/24 OCFA Adopted Budget

- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew and is projected to remain flat over the forecast period.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast assumes that new vehicles will be in service for Station 67 starting 11/1/2026 and Station 52 on 7/1/2027.
 - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs. In addition, annual salary increases of 0%, 1%, 2%, and 3% are projected for the years that follow expiration of the current MOUs beginning in FY 2023/24 for Scenarios 1, 2, 3, and 4 respectively.
 - ✓ **Retirement** – Retirement costs reflect projected employer retirement rates, which are based on the OCERS provided rates for FY 2023/24. The projected employer rates in the outer years of the forecast are based on a Segal Consulting study dated July 18, 2022 provided by OCERS. FY 2023/24 rates are approximately 4.12% lower for safety and 1.81% lower for non-safety compared to FY 2022/23 rates.

FY	Safety	General	Source
2023/24	42.09%	34.12%	FY 2023/24 based on OCERS provided rates. Outer years based on Segal Consulting Study dated July 18, 2022. Effective rates adjusted to remove impact of additional OCFA UAAL contributions.
2024/25	39.99%	32.72%	
2025/26	37.09%	30.92%	
2026/27	22.30%	12.30%	
2027/28	21.80%	12.10%	

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

- Contributing additional funds each year using projected savings that will be realized under new Public Employees' Pension Reform Act (PEPRA) of \$5.8M in FY 2023/24 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.
- In prior years, contributed \$1 million per year from surplus fund balance available in the Workers' Compensation Self-Insurance Fund from FY 2016/17 through FY 2020/21.
- Beginning in FY 2017/18 at mid-year, if CIP is sufficiently funded, allocate 50% of the General Fund surplus, if any, to UAAL with the remaining 50% used to fund CIP.
- ✓ **Workers' Compensation** – FY 2023/24 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 2023 Study.

- ✓ **Other Insurance** – Medical insurance rates for firefighters assume no increases through FY 2025/26 and 2.50% annual increases thereafter. For staff members, they are projected to grow by 10% annually. This category also includes \$60,000 for unemployment insurance in FY 2023/24.
- ✓ **Medicare** – Annual amounts are calculated at 1.45% of projected salaries.
- **Services and Supplies (S&S)** – S&S is held flat unless a new fire station is built, specific increases have been identified by section managers, or one-time grant proceeds have been received.

Net General Fund Revenue

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

Incremental Increase in General Fund 10% Contingency

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

Transfer to Fund 139 from General Fund Surplus

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

General Fund Surplus/(Deficit)

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

Capital Improvement Program/Other Funds Revenue

- **Interest Earnings** – Assumes an average annual return of 2.25% for FY 2023/24, 4.00% for FY 2024/25, 3.50% for FY 2025/26, and 2.50% thereafter.
- **State/Federal Reimbursement** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- **Developer Contributions** – The forecast assumes we will receive developer contributions to fund fire stations and vehicles in all years through FY 2027/28.
- **Workers' Compensation Transfer** – These amounts equal the General Fund Workers' Compensation budget.
- **Fund 139 Transfer** – These amounts are transferred from the General Fund to pay for various expenditures required under the City of Irvine Settlement Agreement.

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

Capital Improvement Program/Other Funds Expenditures

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

- ***Irvine Settlement (Fund 139)*** – Budgeted expenditures in Fund 139 are based on the City of Irvine Settlement Agreement.
- ***Structural Fire Fund Entitlement (Fund 171)*** – The forecast period assumes no Structural Fire Fund Entitlement expenditures beyond FY 2023/24.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance Fund expenditures are based on projected payments in the Rivelle Consulting Services February 2023 Workers' Compensation Actuarial Study.

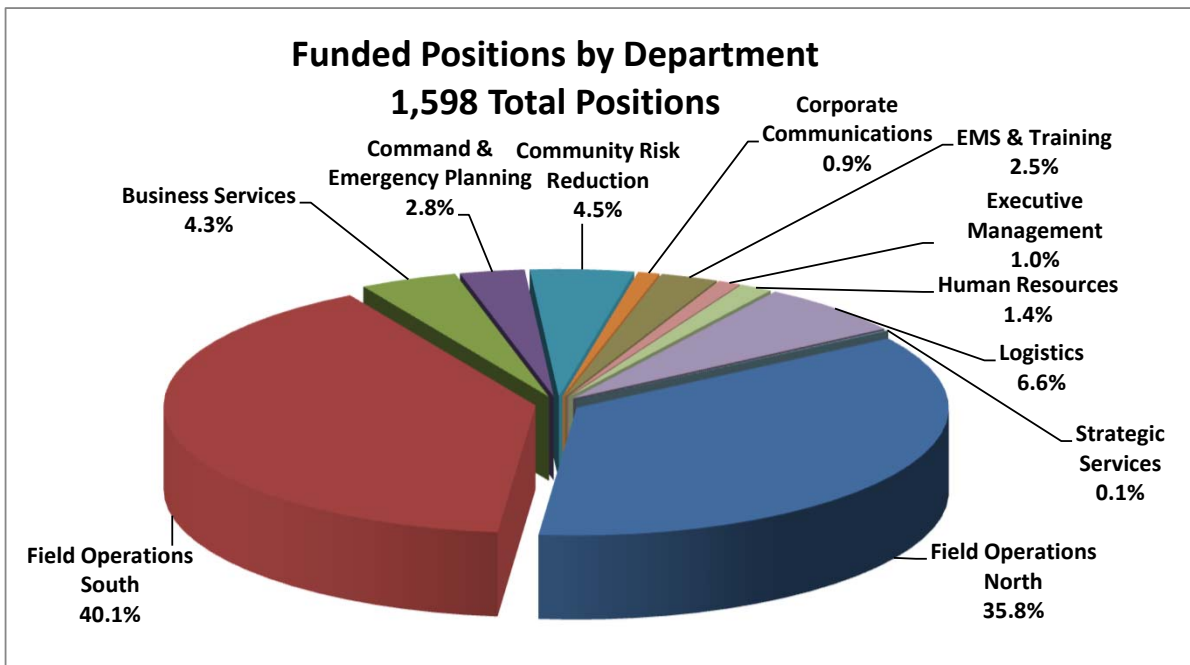
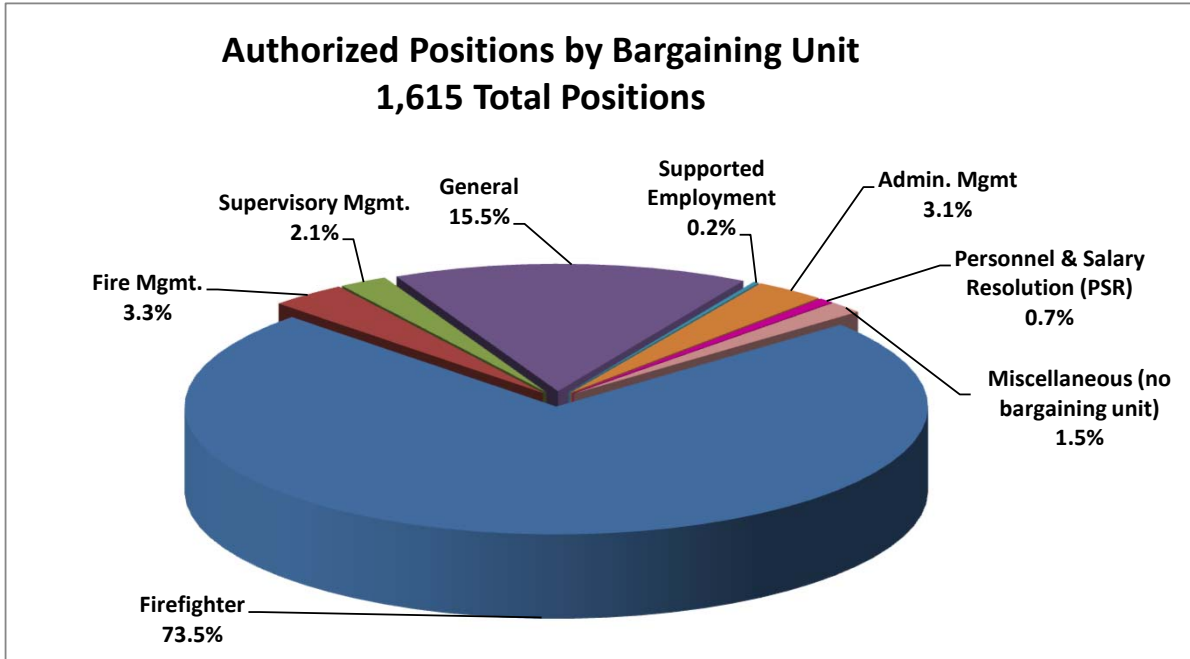
Fund Balances

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

Assigned Fund Balances

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

ORANGE COUNTY FIRE AUTHORITY
FY 2023/24 POSITIONS



Note: The Funded Positions Chart excludes 17 unfunded positions as follows:
 - 12 frozen positions (1 Fire Captain, 9 Hand Crew Firefighters (Seasonal), and 2 Communications Installers I/II)
 - 5 US&R funded positions (1 Battalion Chief and 4 Warehouse & Logistics Specialists)

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2019/20 - FY 2023/24

Class	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget
FIREFIGHTER UNIT (LOCAL 3631)					
Fire Apparatus Engineer	268	268	268	268	271
Fire Captain	299	301	300	300	302
Fire Pilot	5	5	5	5	5
Chief Fire Pilot	1	1	1	1	1
Firefighter	547	544	544	550	553
Hand Crew Firefighter	22	22	22	22	42
Hand Crew Firefighter (Seasonal)	9	9	9	9	9
Hand Crew Superintendent	-	-	-	1	2
Heavy Fire Equipment Operator	2	2	2	2	2
UNIT TOTAL:	1,153	1,152	1,151	1,158	1,187

FIRE MANAGEMENT UNIT (COA)

Fire Battalion Chief	42	43	42	43	43
Fire Battalion Chief (Limited Term)	1	1	2	2	2
Fire Division Chief	9	9	9	9	9
UNIT TOTAL:	52	53	53	54	54

GENERAL UNIT (OCEA)

Accountant	7	7	6	6	6
Accountant (Part-Time)	1	1	1	1	-
Administrative Assistant	18	15	14	12	12
Assistant Fire Apparatus Technician	2	2	-	-	-
Assistant Purchasing Agent	2	2	2	2	2
Business Analyst	-	-	2	5	6
Buyer	1	1	1	1	2
Communications Installer I/II	-	-	6	5	5
Communications Installer I/II (Part-Time)	-	-	2	2	2
Communications Installer	1	3	-	-	-
Communications Technician	4	4	4	4	4
EMS Nurse Educator I/II	8	8	8	8	8
Equipment Technician I/II	-	-	5	5	5
Equipment Parts Specialist	-	-	2	2	2
Environmental Health & Safety Analyst	-	-	1	1	1
Environmental Health & Safety Specialist	1	1	-	-	-
Executive Assistant	1	1	1	1	1
Facilities Maintenance Coordinator	4	4	4	4	4
Fire Apparatus Parts Specialist	1	9	-	-	-
Fire Apparatus Parts Specialist (Limited Term)	10	-	-	-	-
Fire Apparatus Technician	5	5	-	-	-
Fire Community Relations/Education Specialist	5	5	5	5	6
Fire Communications Dispatcher	33	32	32	32	32
Fire Delivery Driver	4	-	-	-	-
Fire Delivery Driver (Limited Term)	2	-	-	-	-
Fire Equipment Technician	5	-	-	-	-
Fire Equipment Technician (Limited Term, Part-Time)	2	-	-	-	-
Fire Equipment Technician (Limited Term)	1	-	-	-	-

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2019/20 - FY 2023/24

Class	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget
Fire Helicopter Technician	3	3	3	3	3
Fire Prevention Analyst	8	8	8	8	8
Fire Prevention Services Specialist (Part-Time)	1	1	1	1	1
Fire Prevention Specialist	16	16	16	-	-
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	-	-	-
Fleet Assistant	-	1	1	1	1
Fleet Assistant (Limited Term, Part-Time)	-	1	-	-	-
GIS Analyst	4	4	4	4	4
GIS Technician	2	2	2	2	2
Heavy Equipment Technician I/II	-	-	14	14	14
Human Resources Analyst I/II	4	4	4	3	4
Human Resources Specialist	-	1	1	1	1
Information Technology Help Desk Technician	4	4	4	4	4
Information Technology Analyst	4	4	4	4	4
Information Technology Specialist	3	3	3	4	4
Information Technology Technician	3	3	3	3	3
Management Assistant	8	8	8	5	4
Multimedia Specialist	1	1	1	2	2
Office Services Specialist	10	10	9	8	8
Permit Technician I/II	3	3	3	3	3
Project Specialist	1	1	1	1	1
Risk Management Specialist	1	1	1	1	1
Senior Accounting Support Specialist	12	12	12	12	12
Senior Communications Technician	1	1	1	2	2
Senior Executive Assistant	1	1	1	1	1
Senior Fire Apparatus Technician	11	11	-	-	-
Senior Fire Equipment Technician	4	-	-	-	-
Senior Fire Equipment Technician (LT, Part-Time)	1	-	-	-	-
Senior Fire Prevention Specialist	14	14	14	31	31
Senior Human Resource Specialist	2	2	2	2	3
Senior Information Technology Analyst	7	7	7	7	7
Senior Service Center Technician	-	5	5	5	5
Service Center Lead	1	1	1	1	1
Service Center Technician I/II	-	5	7	7	7
Service Center Technician I (Limited Term)	-	1	-	-	-
Supply Services Specialist	-	2	3	3	3
Training Program Analyst	-	-	1	1	1
Training Program Specialist	1	-	-	-	-
US&R Warehouse Logistics Specialist (LT, Full-Time)	-	3	3	3	3
US&R Warehouse Logistics Specialist (LT, Part-Time)	-	1	1	1	1
Wildland Resource Technician	-	-	-	-	1
UNIT TOTAL:	252	248	247	246	250

SUPERVISORY MANAGEMENT UNIT (OCEA)

Assistant Fire Marshal	10	10	10	10	10
Communications Services Supervisor	1	1	1	1	1
EMS Nurse Educator Supervisor	1	1	1	1	1

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2019/20 - FY 2023/24

Class	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget
Fire Community Relations/Education Supervisor	1	1	1	1	1
Fire Communications Supervisor	5	6	6	6	6
Fleet Services Coordinator	1	1	1	-	-
Fleet Services Supervisor	2	2	2	3	3
GIS Supervisor	1	1	1	1	1
Information Technology Supervisor	2	2	2	2	2
Multimedia Supervisor	1	1	1	1	1
Payroll Supervisor	-	-	1	1	1
Permit Supervisor	1	1	1	1	1
Senior Equipment Parts Specialist	-	-	1	1	1
Senior Fire Apparatus/Parts Specialist	1	1	-	-	-
Senior Fire Communications Supervisor	1	1	1	1	1
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
UNIT TOTAL:	32	33	34	34	34

SUPPORTED EMPLOYMENT UNIT

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

ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)

Accounting Manager	2	2	2	1	1
Assistant Clerk of Authority	1	1	1	1	1
Assistant IT Manager-Customer Relations & Consulting	1	1	1	-	-
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	1	-	-
Assistant Treasurer	1	1	1	1	1
Behavioral Health and Wellness Program Coordinator	-	-	-	1	1
Budget Analyst	-	-	-	3	3
Budget Manager	-	-	-	1	1
Clerk of the Authority	1	1	1	1	1
Construction and Facilities Division Manager	-	-	-	1	1
Construction Manager	1	1	1	-	-
Construction Manager (Limited Term)	-	1	1	-	-
Construction Project Manager	-	-	-	2	2
Deputy Fire Marshal	2	3	3	3	3
Diversity and Inclusion Coordinator	-	-	1	1	1
ECC Manager	1	1	1	1	1
EMS Coordinator	1	1	1	1	1
Environmental Health and Safety Officer	-	-	-	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Division Manager	1	1	1	1	1
Fleet Services Division Manager	1	1	1	1	1
Human Resources Manager	3	4	3	3	3
Information Technology Division Manager	-	-	-	1	1
Information Technology Manager	1	1	1	2	2

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2019/20 - FY 2023/24

Class	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget
Legislative Affairs Program Manager	1	1	1	1	1
Management Analyst	4	7	7	5	5
Medical Director	1	1	1	1	1
Organizational Development & Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	-	-
Public Relations Manager	-	-	-	1	1
Purchasing Division Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	1	1
Risk Management Safety Officer	1	1	1	-	-
Risk Manager	1	-	1	1	1
Senior Accountant	5	5	5	2	2
Senior Human Resources Analyst	2	2	2	3	3
Senior Management Analyst	-	-	-	2	2
Treasurer	1	1	1	1	1
Workers' Compensation Project Manager	-	-	-	1	1
UNIT TOTAL:	41	46	47	50	50

PERSONNEL & SALARY RESOLUTION (PSR)

Assistant Chief	6	6	6	6	7
Deputy Fire Chief	2	2	2	2	2
Director of Communications	1	1	1	1	1
Fire Chief	1	1	1	1	1
UNIT TOTAL:	10	10	10	10	11

MISCELLANEOUS

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

GRAND TOTAL	1,569	1,571	1,571	1,581	1,615
--------------------	--------------	--------------	--------------	--------------	--------------

Note: FY 2023/24 total includes 17 unfunded positions (12 frozen positions and 5 US&R funded positions).

FY 2023/24 OCFA Adopted Budget

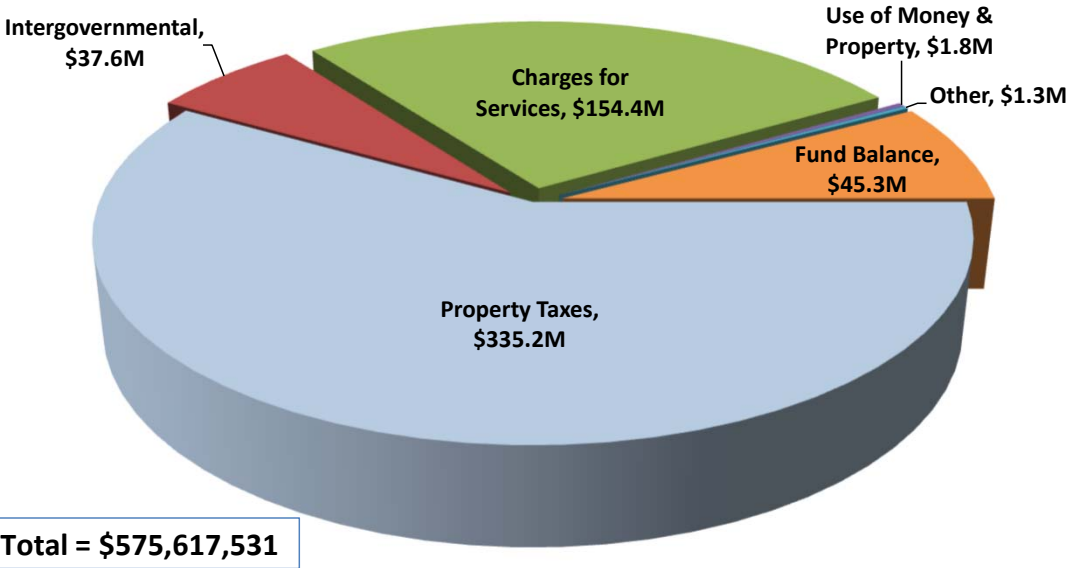
ORANGE COUNTY FIRE AUTHORITY SUMMARY OF POSITIONS BY DEPARTMENT FY 2019/20 - FY 2023/24

Department/Division/Section	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
121 - General Fund					
<u>Business Services</u>					
JPA Board of Directors	25	25	25	25	25
Clerk of the Authority	6	5	5	5	5
Finance Division	25	25	25	25	25
Purchasing	6	6	6	6	6
Treasury & Financial Planning	6	6	6	6	6
Legislation Division	1	1	1	1	1
<u>Command & Emergency Planning</u>					
Emergency Command Center	41	41	42	42	42
Command and Emerg. Planning Admin	3	3	3	3	3
<u>Community Risk Reduction</u>					
Wildland Pre-Fire Management	5	7	7	9	11
Planning & Development Services	33	34	35	34	34
Prevention Field Services	32	31	29	28	27
<u>Corporate Communications</u>					
Corporate Communications	9	12	13	14	15
<u>Emergency Medical Services & Training</u>					
Emergency Medical Services	18	18	19	19	19
Operations Training and Safety	10	11	12	11	11
Operations Training and Promotions	2	2	2	2	2
Firefighter Academy	-	-	-	8	8
<u>Executive Management</u>					
Executive Management	13	15	16	15	16
<u>Human Resources</u>					
Risk Management	9	9	7	8	8
Employee Benefits	6	6	6	7	7
Employee Relations	4	3	3	3	3
Recruitment	4	5	5	4	4
Organizational Development & Training	-	-	-	-	1
<u>Logistics</u>					
Fleet Services	28	28	29	28	28
Information Technology Division	49	49	49	47	47
Service Center	19	19	18	19	19
Property Management	12	12	11	12	12
<u>Field Operations North</u>					
Division 1	174	177	173	177	177
Division 4	147	128	135	130	129
Division 6	157	150	147	151	149
Division 7	104	105	105	105	105
Operations North Admin	2	2	2	2	1
Investigations	12	11	11	11	11
<u>Field Operations South</u>					
Division 2	210	206	207	206	207
Division 3	207	202	199	226	228
Division 5	126	126	126	126	129
Operations South Admin	-	-	-	-	1
Air Operations	19	19	19	19	19
Wildland Operations	37	37	37	38	56
<u>Strategic Services</u>					
Strategic Services	-	-	-	-	1
Subtotal	1,561	1,536	1,535	1,572	1,598
Total Funded Positions	1,561	1,536	1,535	1,572	1,598
Total Unfunded Positions [a]	8	35	36	9	17
Total Authorized Positions	1,569	1,571	1,571	1,581	1,615

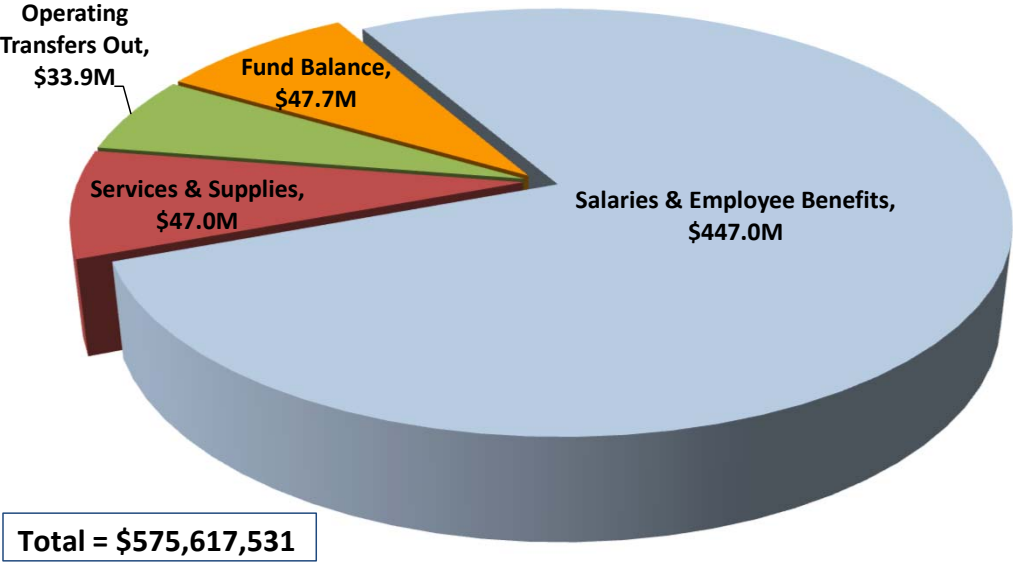
[a] FY 2023/24 includes 12 frozen positions, and 5 US&R positions.

FY 2023/24 Funding Sources and Uses
General Fund

Where the Money Originates



Where the Money Goes



FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET

	FY 2022/23 Adjusted Budget	FY 2023/24 Adopted Budget	\$ Change from FY 2022/23 Adjusted	% Change from FY 2022/23 Adjusted
FUNDING SOURCES				
Property Taxes	\$325,727,253	\$335,252,563	\$9,525,310	2.92%
Intergovernmental	31,849,702	37,612,103	5,762,401	18.09%
Charges for Current Services	146,549,795	154,363,292	7,813,497	5.33%
Use of Money & Property	1,476,876	1,833,560	356,684	24.15%
Other	1,307,800	1,305,000	(2,800)	-0.21%
Subtotal Revenue	506,911,426	530,366,518	23,455,092	4.63%
One-Time/Grant Revenue	77,057,384	-	(77,057,384)	-100.00%
Total Revenue	583,968,810	530,366,518	(53,602,292)	-9.18%
Operating Transfer In	3,097,603	-	(3,097,603)	-100.00%
Beginning Fund Balance	37,830,346	45,251,013	7,420,667	19.62%
TOTAL AVAILABLE RESOURCES	\$624,896,759	\$575,617,531	(\$49,279,228)	-7.89%
EXPENDITURES				
Salaries & Employee Benefits	\$414,946,931	\$426,264,119	\$11,317,188	2.73%
Services & Supplies	39,411,868	46,711,216	7,299,348	18.52%
Capital Outlay	124,000	275,927	151,927	122.52%
Subtotal Expenditures	454,482,799	473,251,262	18,768,463	4.13%
One-Time/Grant Expenditures	81,265,504	-	(81,265,504)	-100.00%
Pension/Retiree Medical Paydown	17,787,217	20,772,547	2,985,330	16.78%
Total Expenditures & Other Uses	553,535,520	494,023,809	(59,511,711)	-10.75%
Operating Transfer Out	26,110,226	33,886,201	7,775,975	29.78%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	42,251,013	44,707,521	2,456,508	5.81%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$624,896,759	\$575,617,531	(\$49,279,228)	-7.89%

(1) Requires Board approval to spend

Fund 121: General Fund

DESCRIPTION

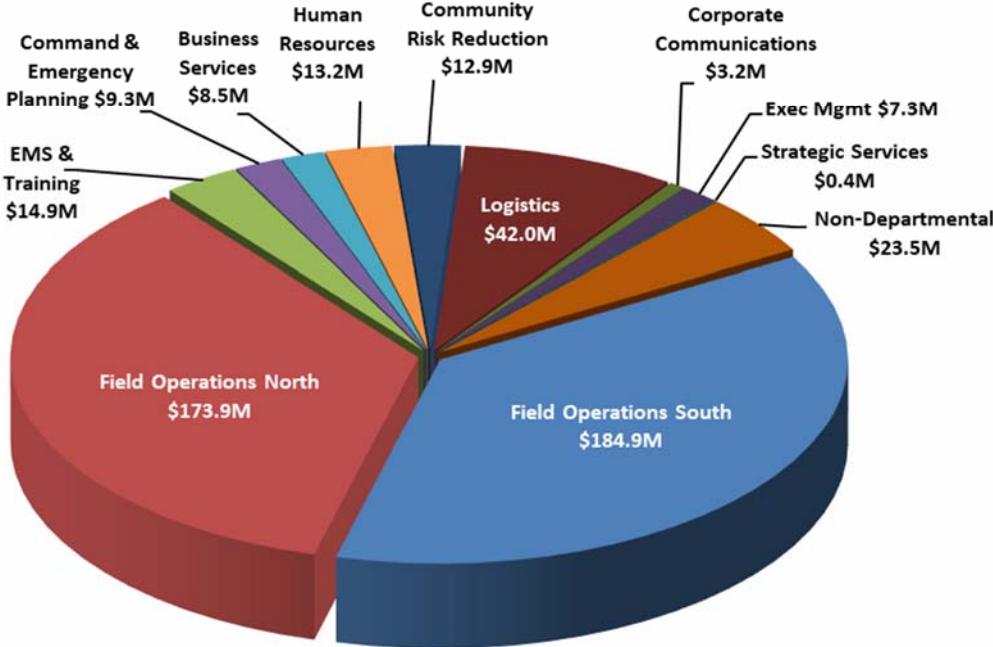
This fund is the primary operating fund of the OCFA used to account for all financial activity associated with the provision of services to our member cities and unincorporated areas. Major sources of revenue are property taxes designated for fire protection, cash contracts, intergovernmental reimbursements 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 2023/24 BUDGET

BUDGET

The total FY 2023/24 expenditure budget is \$494,023,809.

**Expenditures Breakdown
FY 2023/24**



HIGHLIGHTS***Salary Increases***

The FY 2023/24 Budget includes MOU salary increases for the Firefighter employee groups based on the new agreement approved by the Board in March 2023. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

The FY 2023/24 Budget has 1,598 funded positions and reflects 12 frozen and 7 new positions.

Retirement

The retirement budget for FY 2023/24 is based on OCERS' final adopted rates. When compared to FY 2022/23, the final FY 2023/24 rates from OCERS reflect a decrease for both the safety units as well as the non-safety unit. Retirement costs also include \$1.8 million in savings related to the prepayment of estimated retirement costs to OCERS. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions.

Workers' Compensation

Funding for the FY 2023/24 workers' compensation self-insurance program at \$31.8 million is based on the 50% confidence level provided by the actuarial study completed in February 2023. 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 increased by 18.8%. 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

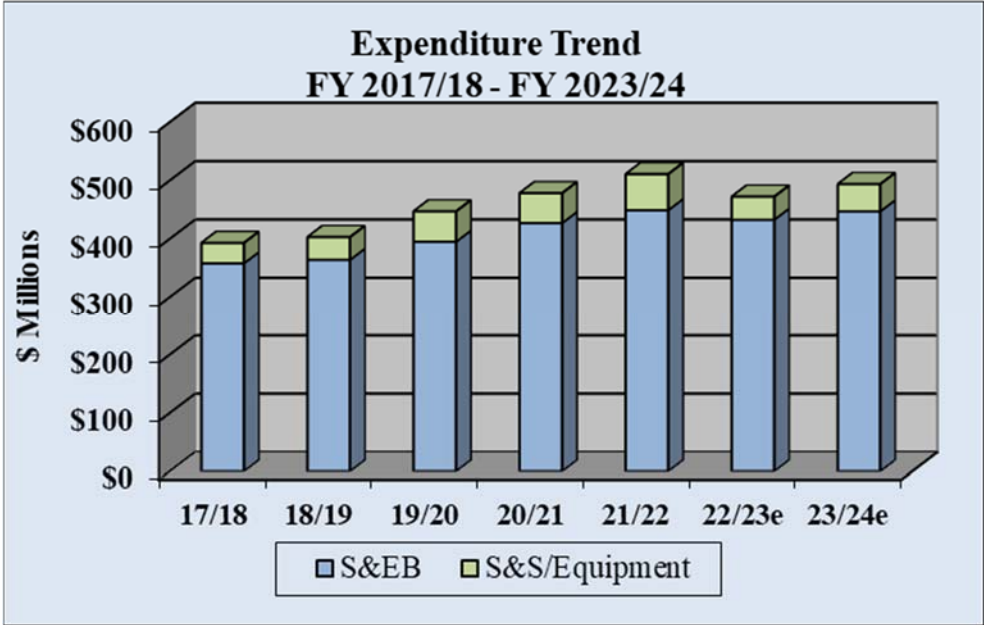
The FY 2023/24 Budget reflects operating transfer to the CIP funds, sufficient to prevent a negative fund balance in the CIP funds. Consistent with the Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be reconciled at the Mid-Year Budget Adjustment in FY 2023/24. The Policy calls for 50% to be directed to the CIP funds and the balance to be used for accelerated paydown of OCFA's unfunded liabilities, with the ability to transfer up to 100% of the surplus to CIP, if needed, to prevent a negative fund balance in the CIP funds.

Expenditure Trends

The expenditure chart reflects trends for seven years from FY 2017/18 through FY 2023/24, with actual expenditures for FY 2017/18 through FY 2021/22, and budgeted expenditures for FY 2022/23 and FY 2023/24.

FY 2017/18 S&EB included payments towards the agency's unfunded pension liability of \$19.9 million and funding of several previously frozen/unfunded positions. FY 2018/19 reflects

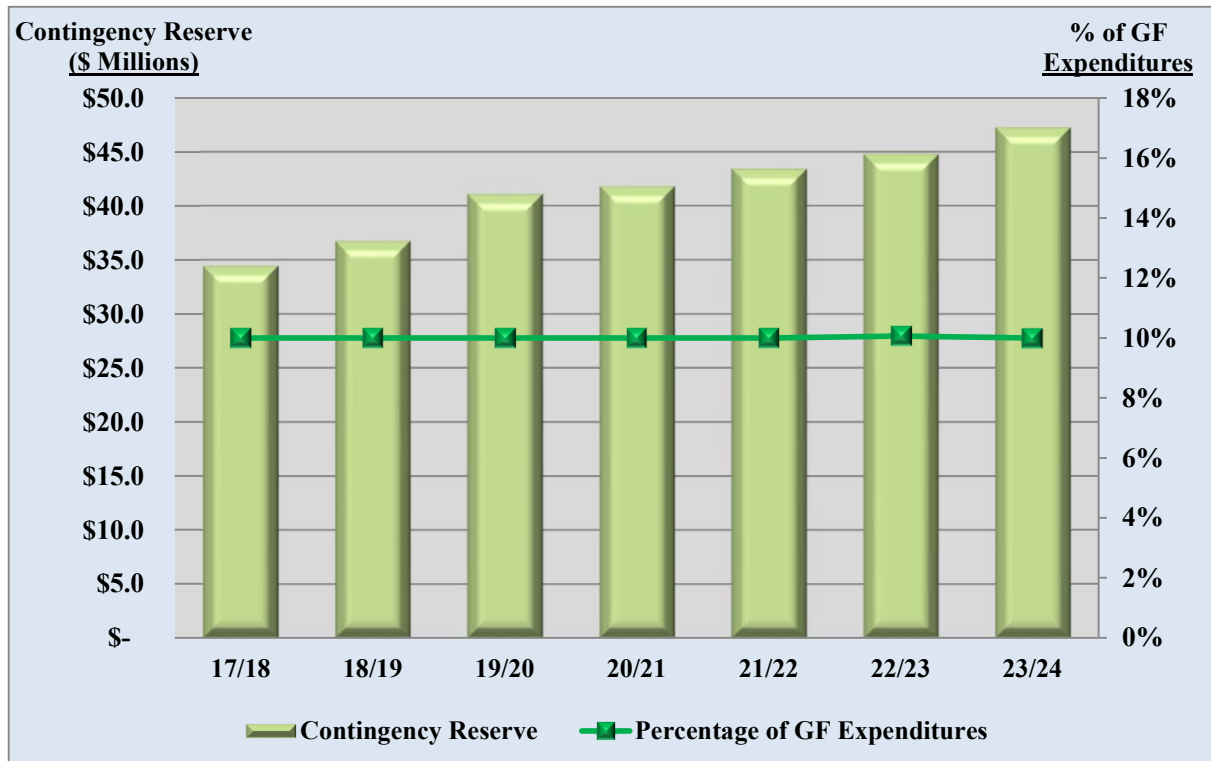
paydown of the agency’s unfunded pension liability in the amount of \$19.2 million, funding of previously frozen/unfunded positions, as well as increases in workers’ compensation and retirement costs. FY 2019/20 expenditures were higher due to increased S&EB and S&S expenditures associated with the transition of the City of Garden Grove to the OCFA effective 8/16/2019, a \$13.7 million payment towards the agency’s unfunded pension liability, and funding of previously frozen/unfunded positions. FY 2020/21 reflects a significant increase due to higher emergency overtime incurred, safety specialty pay increases that were approved mid-year, and a payment of \$15.9 million toward the agency’s unfunded pension liability. These increases were partially offset by staffing decreases due to the departure of the City of Placentia. FY 2021/22 included the full annual impact of the specialty pay increase for safety as well as a \$14.3 million payment towards the unfunded pension liability. FY 2022/23 and FY 2023/24 include payments toward the unfunded pension liability of \$17.8 million and \$20.8 million, respectively.



While expenditures have fluctuated between years and increased overall during this seven-year period primarily due to the paydown of the agency’s unfunded pension liability, 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

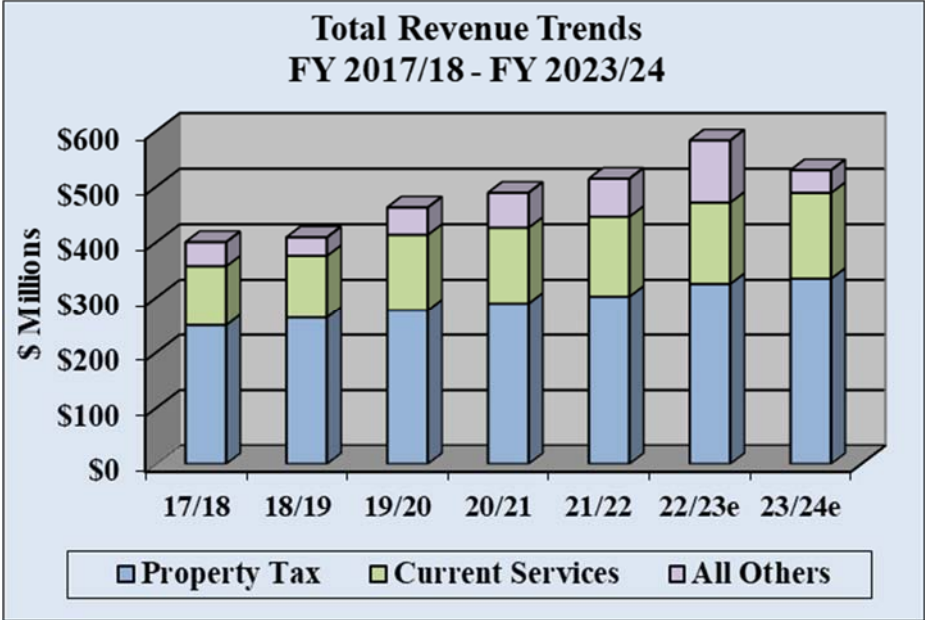
The total General Fund revenue budget for FY 2023/24 is \$530,366,518 which is an increase of 7.5% over the prior year’s adopted budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, State Revenue, and Community Risk Reduction Fees are the top five sources of revenue for the OCFA and represent 98.5% of the OCFA’s General Fund revenue and 91.4% of the total revenue for FY 2023/24.

Revenue projections for FY 2023/24 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement. The below graphs compare FY 2023/24 projections to actual prior years’ revenue.

ECONOMIC OUTLOOK

The most significant economic factors affecting the OCFA’s revenues are the real estate market and the long-term impacts of COVID-19. While inflation and increasing interest rates have diminished housing affordability in recent years, the low supply of housing has prevented large drops in home values thus far. An anticipated slowdown in housing sales and development have been taken into account when projecting revenues.

The Chapman Economic and Business Review dated June 2023 reported that 6,483 new dwelling units were permitted in Orange County in 2022, which is a decrease of 13.2% compared to the prior year. Please refer to the Construction and Housing Activity data in the Appendix. Housing affordability has decreased due to rising mortgage rates. Year-over-year home price depreciation in Orange County was 4.7% in the first quarter of 2023 and is projected to continue depreciating through 2023. The FY 2023/24 secured property tax revenue projections reflect an increase of 6.0% when compared to the FY 2022/23 Adopted Budget.



PROPERTY TAXES

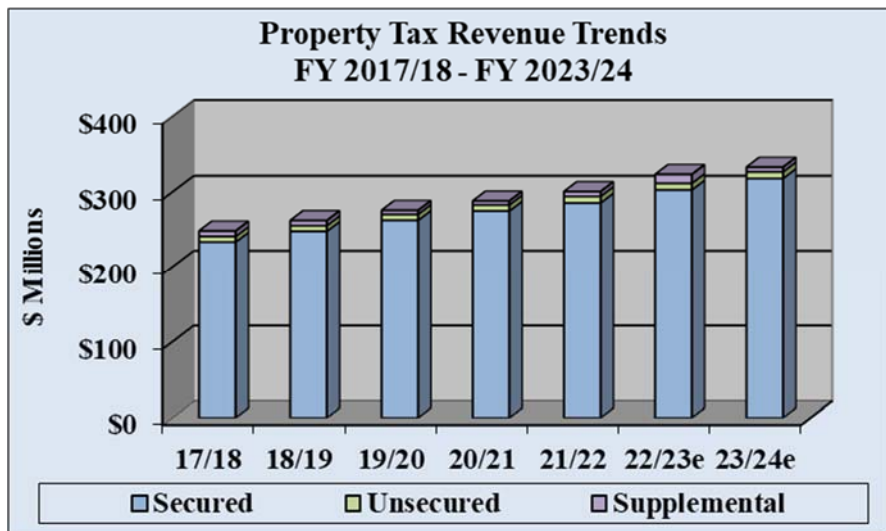
Property taxes are the major revenue source of the OCFA, representing approximately 63.2% of General Fund revenues. Property taxes are received by the OCFA from the Structural Fire Fund (SFF) maintained by the County of Orange. Fifteen member cities and the unincorporated areas of Orange County are part of the SFF. State law provides for a maximum 1.00% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the County from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.6% of the one percent basic levy for all SFF areas. This rate is set by law and has not changed significantly since it was established in 1978; therefore, property tax revenue fluctuates based on the changes in assessed value of the areas served by OCFA. It should be noted that Proposition 13 limits growth in assessed value to 2.0% per year unless the property is reassessed. Due to the importance of this revenue source, the OCFA has been contracting for property tax growth projections since 1997. Harris and Associates, Inc. (Harris) was retained this year to provide these estimates.

Total property tax is estimated at \$335.3 million for FY 2023/24, representing a 6.2% increase from the FY 2022/23 Adopted Budget. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property (i.e., real property and attached improvements) composes 95.0% of total property taxes and approximately 60.1% of total General Fund revenue. Harris has projected an increase of 5.2% for secured property taxes in FY 2023/24. This growth factor is applied to the FY 2022/23 tax charge, and then reduced by a 1.3% refund/net roll factor. Secured

property tax also includes public utility taxes (\$3.1 million), which are projected to increase for FY 2023/24 based on historical trends. Total FY 2023/24 secured property tax is estimated at \$318.6 million.

***Unsecured Property Tax***

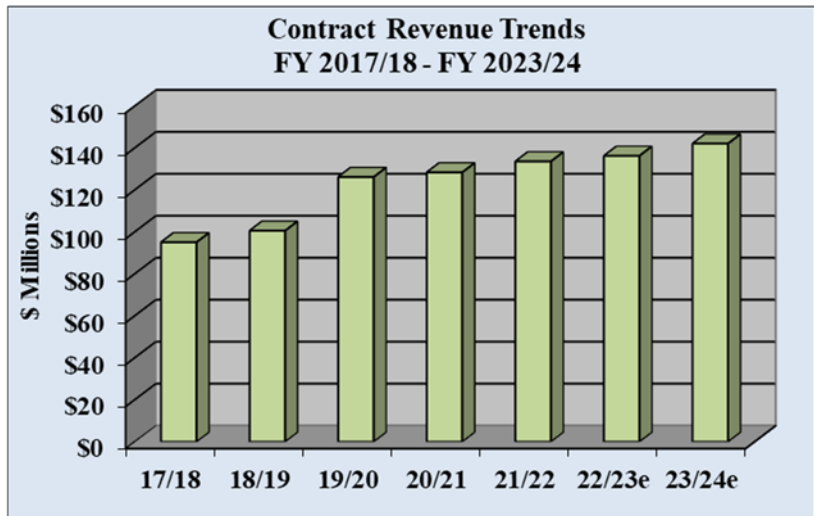
Unsecured property tax is generated by furniture, fixtures, and equipment used in businesses as well as luxury items such as planes, boats, etc. This revenue composes 2.6% of total property taxes and 1.7% of total OCFA General Fund revenue. The FY 2023/24 unsecured property tax estimates are based on the FY 2022/23 tax ledger with no growth projected. A 6.0% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated \$8.8 million in revenue anticipated to be received.

Supplemental Property Tax

Supplemental property tax is generated when property changes ownership after the Assessor’s annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue composes approximately 1.9% of total property taxes and approximately 1.2% of total General Fund revenue. This category of property tax has been characterized by high fluctuation and is therefore projected using a historical average. Total FY 2023/24 supplemental property tax is estimated at \$6.2 million.

CONTRACTS

The cities of Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. Contract revenue represents approximately 26.8% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$142.1 million which represents an increase of 4.3% from the FY 2022/23 Adopted Budget.

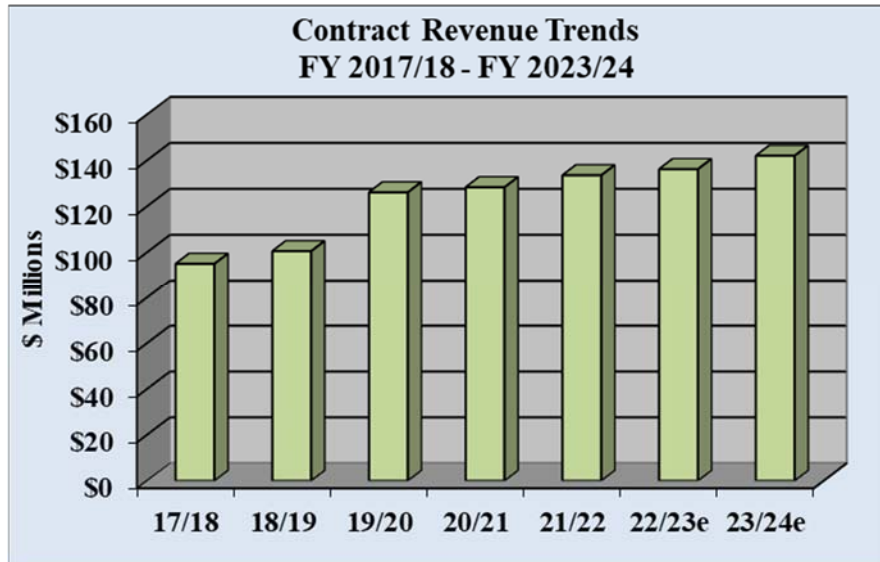


Cash Contract City charges are adjusted annually based on the annual percentage change in the cost of OCFA operations, subject to a 4.50% cap. For FY 2023/24, the actual annual percentage change in the cost of OCFA operations was 4.48%. Also included in the contract charge are costs for the 4th position phase-in for the cities of Buena Park, Tustin and San Clemente. The First Amendment to the JPA also provides for Cash Contract Cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.50% cap.

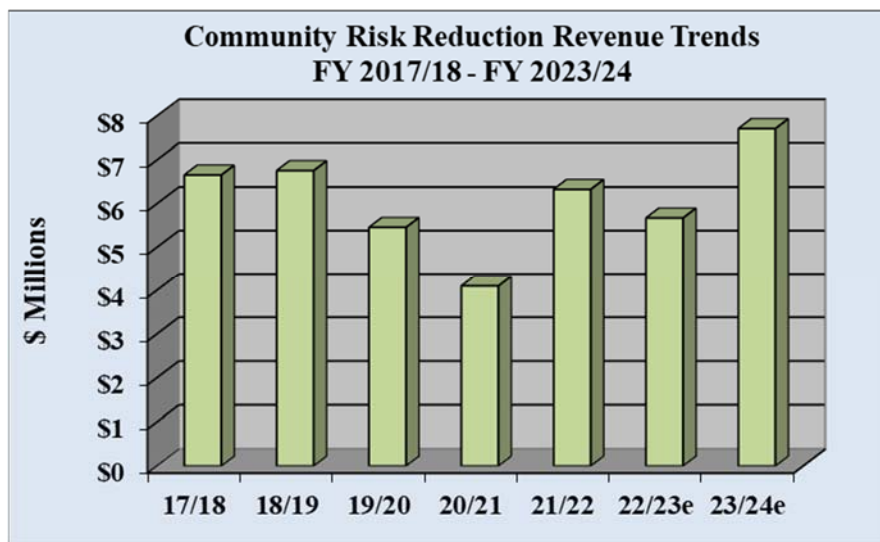
On October 4, 2022, the contract with John Wayne Airport (JWA) was extended via Amendment for five years through November 30, 2027, with an increased total contract value of \$31,091,284. Total JWA contract revenue for FY 2023/24 is expected to be \$5.8 million reflecting an increase of 2.3% from the FY 2022/23 Adopted Budget. The charge includes daily staffing of six post positions based on salary and benefit costs for staff assigned to Station 33. It also includes an overhead cost rate of 6.97% and \$233K in services and supplies. The total JWA charge is capped at 4.00% for annual cost increases as provided in the agreement.

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

The CRA revenues, which compose 4.0% of total General Fund revenues, are also projected by Harris. The budget for FY 2023/24 is \$21.0 million, reflecting an increase of \$0.9 million over prior year. Changes in pass through revenues are driven mostly by the expected timing of successor agencies paying off all remaining obligations.

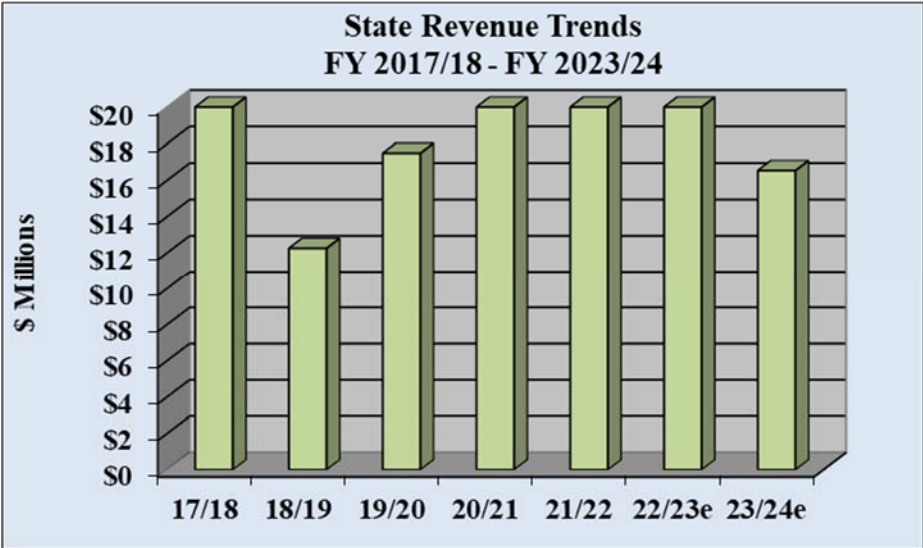
**COMMUNITY RISK REDUCTION (CRR) FEES**

CRR Fees represent 1.5% of total General Fund revenues and include permits, inspections, and plan checks. For both FY 2019/20 & FY 2020/21, CRR revenue decreased due to COVID-19 closure issues. In FY 2021/22 and FY 2022/23, CRR revenues rebounded to \$6.3 million and \$5.7 million, respectively. For FY 2023/24, CRR Fees are budgeted at \$7.7 million.



STATE REVENUE

State Revenue is comprised primarily of the State Responsibility Area (SRA) wildlands contract and reimbursements received for mutual aid by the state. Because the mutual aid reimbursements vary significantly by year and are of an unreliable nature, reimbursement for mutual aid is budgeted annually at the conservative amount of \$200K and adjusted at the mid-year. Total state revenue is estimated at \$16.5 million for FY 2023/24 and represents 3.1% of General Fund revenues.



FY 2023/24 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
 FUND 121 - GENERAL FUND
 REVENUE SUMMARY
 FY 2023/24**

DESCRIPTION	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change from FY 2022/23 Adopted Budget	% Change from FY 2022/23 Adopted Budget
PROPERTY TAXES	\$315,735,745	\$335,252,563	\$19,516,818	6.18%
INTERGOVERNMENTAL	29,289,912	37,612,103	8,322,191	28.41%
CHARGES FOR CURRENT SERVICES	146,631,335	154,363,292	7,731,958	5.27%
USE OF MONEY AND PROPERTY	627,279	1,833,560	1,206,281	192.30%
OTHER	1,307,800	1,305,000	(2,800)	-0.21%
TOTAL REVENUE	\$493,592,071	\$530,366,518	\$36,774,448	7.45%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2023/24

DESCRIPTION	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change from FY 2022/23 Adopted Budget	% Change from FY 2022/23 Adopted Budget
TAXES				
Property Taxes, Current Secured	\$300,543,887	\$318,570,379	\$18,026,492	6.00%
Property Taxes, Current Unsecured	8,687,843	8,801,206	113,363	1.30%
Property Taxes, Prior Unsecured	106,770	194,228	87,458	81.91%
Property Taxes, Supplemental	4,871,190	6,211,327	1,340,137	27.51%
Delinquent Supplemental	242,581	184,674	(57,907)	-23.87%
Homeowner Property Tax	1,283,474	1,290,749	7,275	0.57%
TOTAL PROPERTY TAXES	315,735,745	335,252,563	19,516,818	6.18%
INTERGOVERNMENTAL				
State				
SRA-Wild lands (CAL FIRE Contract)	8,008,846	15,484,358	7,475,512	93.34%
SRA-Wildlands (CAL FIRE Contract) -GGRF	852,915	840,520	(12,395)	-1.45%
Assistance by Hire (State)	200,000	200,000	-	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	-	0.00%
SUBTOTAL	9,071,761	16,534,878	7,463,117	82.27%
Federal				
Assistance by Hire (Federal)	100,000	100,000	-	0.00%
SUBTOTAL	100,000	100,000	-	0.00%
CRA Pass-Through				
Mission Viejo Pass-Through	1,698,031	1,720,952	22,921	1.35%
Cypress Pass-Through	1,764,251	-	(1,764,251)	-100.00%
Irvine Pass-Through	3,898,668	8,184,153	4,285,485	109.92%
La Palma Pass-Through	463,346	472,276	8,930	1.93%
Lake Forest Pass-Through	1,610,810	1,138,593	(472,217)	-29.32%
San Juan Cap. Pass-Through	1,853,216	1,870,174	16,958	0.92%
County of Orange Pass-Through	5,305,210	3,964,900	(1,340,310)	-25.26%
Yorba Linda Pass-Through	3,524,619	3,626,177	101,558	2.88%
SUBTOTAL	20,118,151	20,977,225	859,074	4.27%
TOTAL INTERGOVERNMENTAL	29,289,912	37,612,103	8,322,191	28.41%

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2023/24

DESCRIPTION	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change from FY 2022/23 Adopted Budget	% Change from FY 2022/23 Adopted Budget
<i>CHARGES FOR CURRENT SERVICES</i>				
Cash Contracts				
Facility Maintenance Charges	465,000	465,000	-	0.00%
Tustin	9,802,956	10,315,921	512,965	5.23%
Seal Beach	6,340,860	6,624,931	284,071	4.48%
Stanton	5,194,805	5,427,532	232,727	4.48%
Santa Ana	46,649,773	48,484,012	1,834,239	3.93%
JWA Contract	5,646,191	5,776,864	130,673	2.31%
Buena Park	13,634,721	14,319,349	684,628	5.02%
San Clemente	10,673,280	11,216,107	542,827	5.09%
Westminster	13,122,928	13,710,835	587,907	4.48%
Garden Grove	24,760,372	25,743,777	983,405	3.97%
SUBTOTAL	136,290,886	142,084,328	5,793,442	4.25%
Community Risk Reduction Fees				
AR Late Payment Penalty	19,000	20,000	1,000	5.26%
Inspection Services Revenue	1,742,323	1,965,297	222,974	12.80%
Planning & Development Fees	3,900,000	5,706,541	1,806,541	46.32%
False Alarm	25,000	18,000	(7,000)	-28.00%
SUBTOTAL	5,686,323	7,709,838	2,023,515	35.59%
Other Charges for Services				
Haz. Mat. Response Subscription Program	6,526	6,526	-	0.00%
Charge for Crews & Equipment Services	100,000	15,000	(85,000)	-85.00%
SUBTOTAL	106,526	21,526	(85,000)	-79.79%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,230,100	1,230,100	-	0.00%
ALS Transport Reimbursement	3,317,500	3,317,500	-	0.00%
SUBTOTAL	4,547,600	4,547,600	-	0.00%
TOTAL CHGS FOR CURRENT SVCS	146,631,335	154,363,292	7,731,957	5.27%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2023/24

DESCRIPTION	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change from FY 2022/23 Adopted Budget	% Change from FY 2022/23 Adopted Budget
USE OF MONEY AND PROPERTY				
Interest				
Interest	576,849	1,769,617	1,192,768	206.77%
SUBTOTAL	576,849	1,769,617	1,192,768	206.77%
Other				
RFOTC Cell Tower Lease Agreement	50,430	63,943	13,513	26.80%
SUBTOTAL	50,430	63,943	13,513	26.80%
TOTAL USE OF MONEY/PROPERTY	627,279	1,833,560	1,206,281	192.3%
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	13,000	11,000	(2,000)	-15.38%
Miscellaneous Revenue	160,000	200,000	40,000	25.00%
Restitution	5,800	6,000	200	3.45%
Witness Fees	4,000	3,000	(1,000)	-25.00%
Joint Apprenticeship Comm (CFFJAC)	450,000	450,000	-	0.00%
Santa Ana College Agreement	600,000	600,000	-	0.00%
Sales of Surplus	75,000	35,000	(40,000)	-53.33%
TOTAL OTHER REVENUE	1,307,800	1,305,000	(2,800)	-0.21%
TOTAL REVENUE	\$493,592,071	\$530,366,518	\$36,774,447	7.45%

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES FY 2023/24 BUDGET

Account Description and Explanation of Significant Changes	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change fr FY 2022/23 Budget	% Change fr FY 2022/23 Budget
<u>EMPLOYEE SALARIES</u>				
Regular Salaries	\$157,956,150	\$167,341,760	\$9,385,610	5.94%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - Includes regular salaries of 1,598 funded positions, compared to 1,572 funded positions in FY 2022/23 - Includes cost-of-living increases for Firefighter employee group - Increases are offset by \$5.4M reduction for anticipated salary savings due to vacant positions, compared to \$6.8M reduction in FY 2022/23 				
Backfill/Overtime/FLSA	58,296,672	64,333,851	6,037,179	10.36%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years - Includes FLSA Adjustment/Holiday Pay 				
Extra Help	41,983	92,505	50,522	120.34%
<ul style="list-style-type: none"> - Increase due to increasing budgeted Extra Help positions from three positions in FY 2022/23 to five positions in FY 2023/24 				
Reserves	220,000	220,000	-	0.00%
<ul style="list-style-type: none"> - Based on historical levels 				
Other Pay	29,909,708	33,644,026	3,734,318	12.49%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - Includes cost-of-living increases for Firefighter employee group 				
Sick/Vacation Payoff	4,440,685	4,113,316	(327,369)	-7.37%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	250,865,198	269,745,458	18,880,260	7.53%
<u>RETIREMENT</u>				
	85,389,077	81,960,182	(3,428,895)	-4.02%
<ul style="list-style-type: none"> - Reflects OCERS' final adopted rates & PEPRAs rates for vacant positions. Retirement rates are approximately 4.12% lower for safety and 1.81% lower for non-safety compared to FY 2022/23 rates - Includes cost-of-living increases for Firefighter employee group - Reflects a \$1.5M reduction for anticipated savings due to vacant positions - Includes \$1.8M savings for OCERS prepayment 				
<u>INSURANCE</u>				
Health Insurance	37,634,031	38,771,736	1,137,705	3.02%
<ul style="list-style-type: none"> - Reflects increasing healthcare costs and coverage for newly funded positions 				
Workers' Compensation	30,754,757	31,807,590	1,052,833	3.42%
<ul style="list-style-type: none"> - Based on the 50% confidence level provided by the actuarial study 				

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2023/24 BUDGET

Account Description and Explanation of Significant Changes	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change fr FY 2022/23 Budget	% Change fr FY 2022/23 Budget
Unemployment Insurance	60,000	60,000	-	0.00%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	68,448,788	70,639,326	2,190,538	3.20%
<u>MEDICARE</u>	3,636,977	3,919,153	282,176	7.76%
- Includes potential merit increases for eligible employees				
- Includes cost-of-living increases for Firefighter employee group				
- Reflects a \$58K reduction for anticipated salary savings due to vacant positions				
<u>RETIREE MEDICAL</u>	17,787,217	20,772,547	2,985,330	16.78%
- Includes \$20.8M UAAL buy-down toward Retiree Medical, compared to \$17.8M UAAL buy-down toward Retiree Medical in FY 2022/23				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$426,127,257	\$447,036,667	\$20,909,410	4.91%

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2023/24 BUDGET

Account Description and Explanation of Significant Changes	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change fr FY 2022/23 Budget	% Change fr FY 2022/23 Budget
Clothing, Personal Supplies & PPE - FY 2023/24 reflects increases for purchase/replacement of foul weather gear, badges, uniforms, and turnout gear	\$1,978,450	\$2,199,969	\$221,519	11.20%
Communications - FY 2023/24 reflects increases for mobile telephones and data line service costs	1,690,332	1,848,605	158,273	9.36%
Food - FY 2023/24 reflects increase for training academies	126,470	136,333	9,863	7.80%
Household Expenses	369,760	369,660	(100)	-0.03%
Insurance - FY 2023/24 reflects increases in fees & premiums for aircraft liability, liability and property insurance, and workers' compensation excess loss insurance	3,604,799	4,879,845	1,275,046	35.37%
Maintenance/Repair - Vehicles/Equipment - FY 2023/24 reflects increases in costs for helicopter total assurance plan, helicopter GE warranty, and the County 800MHz partnership	7,211,579	9,252,470	2,040,891	28.30%
Maintenance/Repair - Buildings	3,128,070	3,126,170	(1,900)	-0.06%
Medical Supplies and Equipment - FY 2023/24 reflects increases in volume and cost of medical supplies, medical equipment maintenance, and pharmaceuticals	1,231,519	1,615,346	383,827	31.17%
Memberships	61,781	62,365	584	0.95%
Miscellaneous Expenses	35,000	35,000	-	0.00%
Office Expense - FY 2023/24 reflects increases in postage expense and textbooks and other supplies for training academies	1,171,447	1,205,983	34,536	2.95%
Professional and Specialized Services - FY 2023/24 reflects increases for workers' compensation third party administrator and user funding assessment, full year cost of armed security services, staffing timekeeping maintenance, and abatement officer.	8,718,700	10,242,311	1,523,611	17.48%
Publications and Legal Notices	5,500	5,500	-	0.00%

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2023/24 BUDGET

Account Description and Explanation of Significant Changes	FY 2022/23 Adopted Budget	FY 2023/24 Adopted Budget	\$ Change fr FY 2022/23 Budget	% Change fr FY 2022/23 Budget
Rents and Leases - Equipment - FY 2023/24 reflects increases in equipment costs for fire academies	278,000	291,881	13,881	4.99%
Rents and Leases - Facilities	127,204	127,204	-	0.00%
Small Tools and Instruments - FY 2023/24 reflects increases for hand crew tools	151,608	173,200	21,592	14.24%
Special Department Expense - FY 2023/24 reflects increases for apparatus outfitting equipment	2,611,981	3,173,042	561,061	21.48%
Transportation - FY 2023/24 reflects increases in jet fuel costs	2,799,123	2,903,962	104,839	3.75%
Travel, Training and Meetings - FY 2023/24 reflects increases in costs for state fire training and accreditation, and certifications	1,555,768	2,034,161	478,393	30.75%
Utilities	3,014,000	2,996,000	(18,000)	-0.60%
Taxes and Assessments	32,209	32,209	-	0.00%
TOTAL SERVICES & SUPPLIES	\$39,903,300	\$46,711,216	\$6,807,916	17.06%

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND FY 2023/24 BUDGET

Account Description	Business Services	Command & Emergency Planning	Community Risk Reduction	Corporate Communications	Emergency Medical Services & Training	Executive Management
EMPLOYEE SALARIES						
Regular Salaries	\$4,527,889	\$4,163,744	\$7,373,737	\$1,430,562	\$4,825,627	\$3,673,395
Backfill/Overtime	36,160	1,284,882	173,430	256,776	548,505	22,626
FLSA Adjustment/Holiday Pay	-	52,418	-	37,964	-	-
Extra Help	-	-	41,983	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	101,655	647,581	310,095	198,315	836,773	53,955
Sick/Vacation Payoff	168,260	133,540	193,262	13,242	252,778	313,568
TOTAL SALARIES	4,833,964	6,282,165	8,092,507	1,936,859	6,463,683	4,063,544
RETIREMENT	1,615,961	1,698,102	2,601,280	601,537	2,171,659	1,386,603
INSURANCE						
Employee Insurance	966,618	753,403	1,152,093	281,189	941,695	545,157
Workers' Compensation	282,725	430,456	485,265	160,673	635,282	335,084
Unemployment Insurance	2,000	2,000	2,000	2,000	2,000	-
TOTAL INSURANCE	1,251,343	1,185,859	1,639,358	443,862	1,578,977	880,241
MEDICARE	70,093	91,091	117,234	28,015	94,025	58,573
RETIREE MEDICAL	-	-	-	-	-	-
TOTAL S&EB (SALARIES & EMPLOYEE BENEFITS)	7,771,361	9,257,217	12,450,379	3,010,273	10,308,344	6,388,961
SERVICES & SUPPLIES	757,684	68,221	418,622	198,679	4,637,627	908,343
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$8,529,045	\$9,325,438	\$12,869,001	\$3,208,952	\$14,945,971	\$7,297,304
Funded Positions *	68	45	72	15	40	16

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

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
FY 2023/24 BUDGET**

Account Description	Human Resources	Logistics	Non-Departmental	Field Operations North	Field Operations South	Strategic Services	TOTAL
EMPLOYEE SALARIES							
Regular Salaries	\$2,674,695	\$9,698,088	-	\$62,237,740	\$66,457,648	\$278,635	\$167,341,760
Backfill/Overtime	10,033	618,944	-	24,859,909	24,442,319	-	52,253,584
FLSA Adjustment/Holiday Pay	-	-	-	5,963,980	6,025,905	-	12,080,267
Extra Help	-	50,522	-	-	-	-	92,505
Reserves	-	-	-	143,066	76,934	-	220,000
Other Pay	43,558	719,347	-	15,280,287	15,452,460	-	33,644,026
Sick/Vacation Payoff	74,272	224,181	-	1,345,717	1,394,496	-	4,113,316
TOTAL SALARIES	2,802,558	11,311,082	-	109,830,699	113,849,762	278,635	269,745,458
RETIREMENT	914,967	3,431,694	-	32,638,323	34,788,702	111,354	81,960,182
INSURANCE							
Employee Insurance	601,186	1,769,767	63,420	14,982,198	16,690,891	24,119	38,771,736
Workers' Compensation	154,929	1,068,386	-	14,142,361	14,112,429	-	31,807,590
Unemployment Insurance	-	5,500	-	14,000	30,500	-	60,000
TOTAL INSURANCE	756,115	2,843,653	63,420	29,138,559	30,833,820	24,119	70,639,326
MEDICARE	40,444	164,011	-	1,599,582	1,652,539	3,546	3,919,153
RETIREE MEDICAL	-	-	20,772,547	-	-	-	20,772,547
TOTAL S&EB (SALARIES & EMPLOYEE BENEFITS)	4,514,084	17,750,440	20,835,967	173,207,163	181,124,823	417,654	447,036,667
SERVICES & SUPPLIES	8,655,398	24,252,252	2,633,048	684,088	3,497,254	-	46,711,216
EQUIPMENT	-	-	-	-	275,927	-	275,927
TOTAL BUDGET	\$13,169,482	\$42,002,692	\$23,469,015	\$173,891,251	\$184,898,004	\$417,654	\$494,023,809
Funded Positions	23	106	-	572	640	1	1,598

HOME HEATING SAFETY



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



Space heaters cause 85% of all home heating fire deaths.

Home Heating Safety Tips

- 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 annually.
- Purchase space heaters that have an automatic shut off.
- Always plug space heaters directly into wall outlets and unplug them when they are not in use.
- Keep space heaters away from children and pets.
- Turn space heaters off before leaving the room or going to sleep.
- Keep a glass or metal screen in front of the fireplace to prevent sparks and embers from escaping.

Carbon Monoxide Poisoning

- Carbon monoxide is a colorless and odorless gas that can be deadly. 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 and call 9-1-1.
- Install carbon monoxide alarms outside each sleeping area and on every level of the home.
- Never use a gas range or oven for heating.
- Carefully follow the manufacturer's installation and maintenance instructions if a wood stove is used to heat the home.
- Open the fireplace damper before lighting a fire and keep it open until the ashes are cool.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



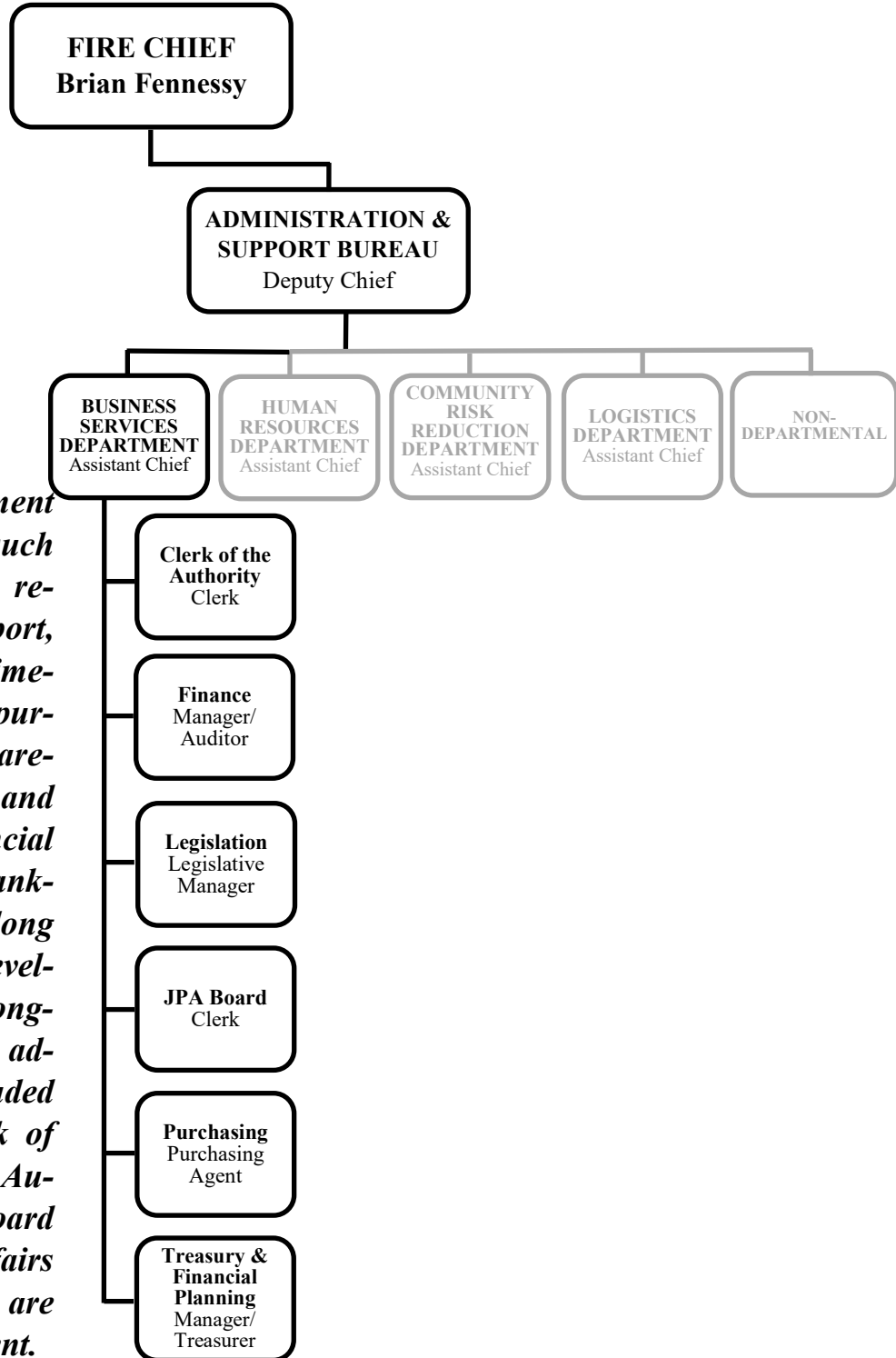


*Business Services
Department*





**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 time-keeping to the OCFA; provides purchasing, receiving, shipping, warehousing, and mail operations; and provides treasury and financial planning services including banking, investments, issuance of long and short-term debt, budget development, fiscal monitoring, long-term financial planning, and administrative support. Also included are the functions of the Clerk of the Authority, which manages Authority records and the JPA Board coordination. Legislative affairs and monitoring responsibilities are also conducted by this department.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2023/24 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	\$47,000	\$496,103	\$2,370,564	\$593,218	\$887,950	\$133,054	\$4,527,889
Backfill/Overtime	-	-	29,158	7,002	-	-	36,160
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	8,070	75,448	18,137	-	-	101,655
Sick/Vacation Payoff	-	23,937	103,073	6,997	30,878	3,375	168,260
TOTAL SALARIES	47,000	528,110	2,578,243	625,354	918,828	136,429	4,833,964
RETIREMENT	-	190,239	862,794	205,089	309,299	48,540	1,615,961
INSURANCE							
Employee Insurance	-	115,525	497,747	110,596	208,564	34,186	966,618
Workers' Comp	-	25,788	153,389	33,920	61,103	8,525	282,725
Unemployment	-	-	2,000	-	-	-	2,000
TOTAL INSURANCE	-	141,313	653,136	144,516	269,667	42,711	1,251,343
MEDICARE	682	7,657	37,385	9,068	13,323	1,978	70,093
TOTAL S&EB	47,682	867,319	4,131,558	984,027	1,511,117	229,658	7,771,361
SERVICES AND SUPPLIES	35,328	29,869	263,708	48,842	212,312	167,625	757,684
EQUIPMENT	-	-	-	-	-	-	-
TOTAL BUDGET	\$83,010	\$897,188	\$4,395,266	\$1,032,869	\$1,723,429	\$397,283	\$8,529,045
Funded Positions	25	5	25	6	6	1	68

Business Services Department Summary

Budget Summary:

The FY 2023/24 Budget for the Business Services Department is \$8.5 million, compared to \$8.6 million for FY 2022/23. The slight decrease is primarily due to savings in retirement costs. The Business Services Department budget funds the following functions: Clerk of the Authority/JPA Board, Finance Division, Purchasing, Treasury and Financial Planning, and Legislation Division. The budget includes funding for 68 positions in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for FY 2023/24. This department/division was not directly assigned any strategic goals for the prior year.

The table on the following page shows performance measures specific to the Business Services Department.

FY 2023/24 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23		FY 2023/24 Target
				Actual	Target	
Number of Agenda Items Processed	1. Service Delivery	255	351	357	375	355
Number of Public Records Completed	1. Service Delivery	2,501	2,238	2,324	2,350	2,400
Accounts Payable Transactions Processed	1. Service Delivery	24,514	23,974	25,608	25,000	26,500
Cost Recovery Claims Submitted	1. Service Delivery	109	77	47	78	47
Payroll Checks/Direct Deposits Issued	1. Service Delivery	48,973	49,516	49,894	49,500	50,500
Number of Grant Applications/Awards	1. Service Delivery	7	7	7	3	7
Number of Bills Tracked	1. Service Delivery	110	106	138	100	100
Processing Time for Purchases \$10K-50K	1. Service Delivery	11 days	10 days	19 days	9 days	15 days
Processing Time for Purchases \$50K+	1. Service Delivery	26 days	25 days	18 days	23 days	30 days
Average Daily Balance of Portfolio	1. Service Delivery	\$160.6M	\$164.2M	\$202.7M	\$168.0M	\$240.0M

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
c. Conduct a study session with the Board of Directors relative to the JPA governing terms, the differences between cash contract cities and structural fire fund members, OCFA’s history of equity deliberations, and the related Settlement Agreement with the City of Irvine. Seek policy direction from the Board regarding its desire to establish an Ad Hoc Committee or Task Force, and for pre-planning actions for the OCFA JPA 2030 Renewal.	Deputy Chief Administration & Support and Business Services	TSD: 7/1/23 TCD: 6/30/24 CB:	The Board of Directors provides policy direction relative to pre-planning actions for the OCFA JPA 2030 Renewal.
d. Research financial policy options for OCFA to begin prefunding its Capital Improvement Program (CIP), to be proactive in regard to CIP funding, while still allowing some financial flexibility.	Business Services	TSD: 7/1/23 TCD: 6/30/24 CB:	The Board of Directors adopts policy changes or confirms existing policy for funding the CIP.
e. Fill the new Strategic Services position and leverage this new position/Section to begin identifying opportunities for organizational process and service improvements, including: <ul style="list-style-type: none"> (1) Conducting operational deployment analysis (2) Developing measurement thresholds for determining service enhancement priorities (3) Responding to housing/commercial development occurring in OCFA member cities/county (4) Partnering with the Community Risk Reduction (CRR) & Business Services Departments to evaluate and update OCFA’s Development Impact Fee (with support from an external Development Impact Fee consultant) 	Deputy Chiefs, Business Services, and Community Risk Reduction	TSD: 7/1/23 TCD: 6/30/24 CB:	An analytical Chief Officer is selected to re-establish the OCFA Strategic Services Section and the Section begins building tools for process improvements and for responding to expanded service needs throughout OCFA’s jurisdiction.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
c. Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.	Deputy Chief of Emergency Operations, Business Services, Human Resources, and Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, **In Progress**, **Complete**

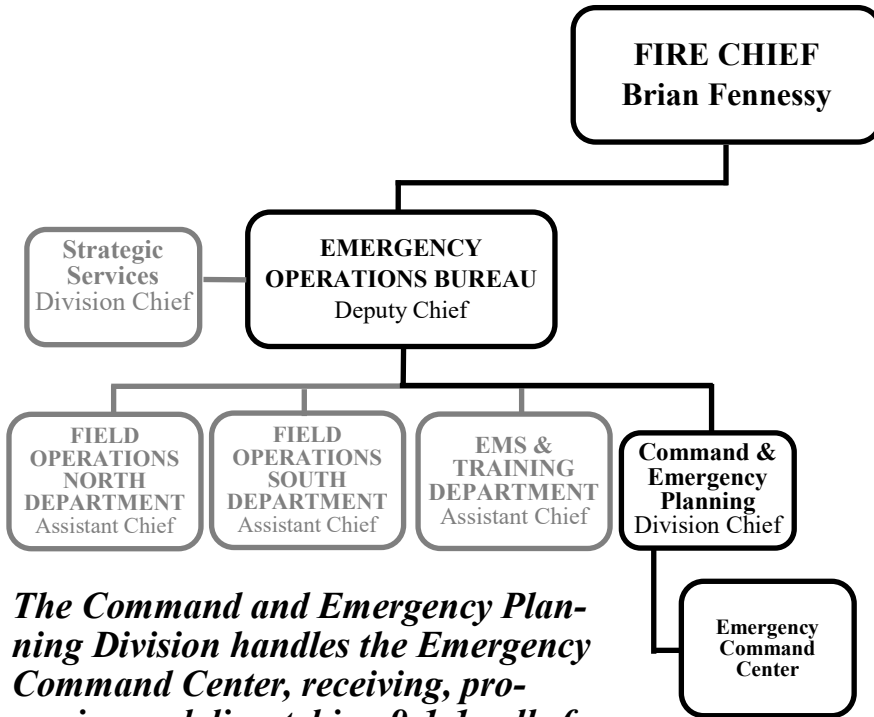


*Command &
Emergency
Planning Division*





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



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

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY COMMAND & EMERGENCY PLANNING DIVISION SUMMARY FY 2023/24 BUDGET

<u>Account Description</u>	<u>Emergency Command Center</u>	<u>Command & Emergency Planning Administration</u>	<u>Division Total</u>
EMPLOYEE SALARIES			
Regular Salaries	\$3,632,124	\$531,620	\$4,163,744
Backfill/Overtime	1,219,879	65,003	1,284,882
FLSA Adjustment/Holiday Pay	-	52,418	52,418
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	519,992	127,589	647,581
Sick/Vacation Payoff	99,804	33,736	133,540
TOTAL SALARIES	5,471,799	810,366	6,282,165
RETIREMENT	1,365,637	332,465	1,698,102
INSURANCE			
Employee Insurance	686,675	66,728	753,403
Workers' Comp	338,296	92,160	430,456
Unemployment Insurance	2,000	-	2,000
TOTAL INSURANCE	1,026,971	158,888	1,185,859
MEDICARE	79,340	11,751	91,091
TOTAL S&EB	7,943,747	1,313,470	9,257,217
SERVICES AND SUPPLIES	68,221	-	68,221
EQUIPMENT	-	-	-
TOTAL BUDGET	\$8,011,968	\$1,313,470	\$9,325,438
Funded Positions	42	3	45

Command & Emergency Planning Division Summary

Budget Summary:

The FY 2023/24 Budget for the Command & Emergency Planning Division is \$9.3 million, compared to \$9.4 million for FY 2022/23, for funding of the following functions: Emergency Command Center and Emergency Planning & Coordination services. The budget includes funding for 45 positions in FY 2023/24.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

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

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

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

Output Measurement	Strategic Goal	FY 2020/21	FY 2021/22	FY 2022/23		FY 2023/24
		Actual	Actual	Actual	Target	Target
Percent of Incoming 9-1-1 Lines Answered in Less than 15 Seconds	1. Service Delivery	95%	95%	99%	95%	95%
Number of Max Vacancies at Any Time in the Emergency Command Center	1. Service Delivery	3	2	4	2	8
Cumulative Continuous Quality Improvement (CQI) Score	1. Service Delivery	90%	90%	96%	90%	90%

FIRE EXTINGUISHERS



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



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



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Types of Fire Extinguishers

Multipurpose (ABC) fire extinguishers are recommended for home use. Fire classifications are used to indicate the type of fire they will extinguish.

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

Before Using a Fire Extinguisher

- Alert others that there is a fire and appoint someone to call 9-1-1.
- Make sure the fire is small, not spreading, and that you have a clear escape route.

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.

Fire Extinguisher Maintenance

- Keep your extinguisher in plain view and out of the reach of children.
- Read and follow all instructions on the label and check for dents, corrosion or damage monthly.
- Non-rechargeable fire extinguishers should generally be replaced every five to seven years.
- Fire extinguishers are good for one use only. To dispose of an extinguisher, release the pressure by squeezing contents into a trash can. Let the extinguisher sit for 48 hours and then throw it in a trash can. You can also drop off used extinguishers at any household hazardous waste facility.

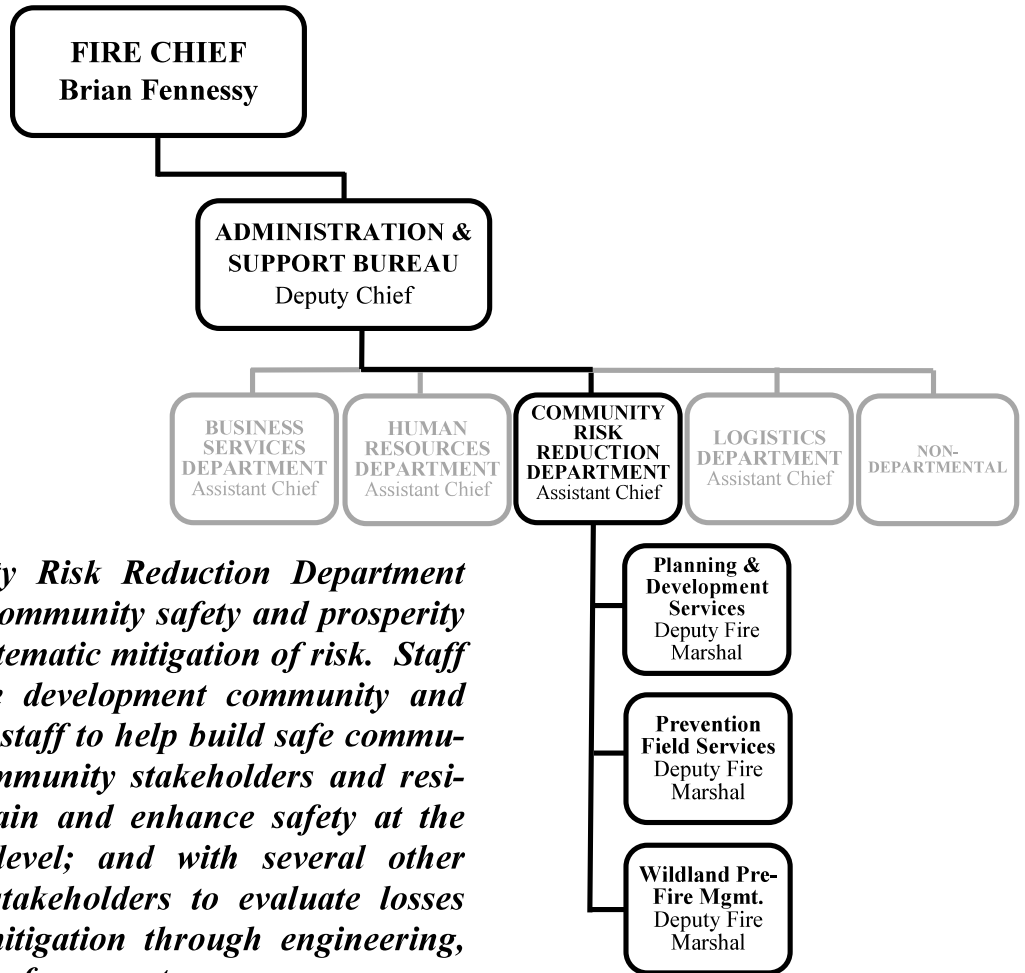


*Community Risk
Reduction
Department*





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



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

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2023/24 BUDGET

Account Description	Planning & Development	Prevention Field Services	Wildland Pre-Fire Management	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$3,582,910	\$2,569,037	\$1,221,790	\$7,373,737
Backfill/Overtime	57,792	36,787	78,851	173,430
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	13,994	13,994	13,994	41,983
Reserves	-	-	-	-
Other Pay	166,867	105,658	37,570	310,095
Sick/Vacation Payoff	94,979	67,911	30,372	193,262
TOTAL SALARIES	3,916,542	2,793,387	1,382,577	8,092,506
RETIREMENT	1,283,469	903,514	414,297	2,601,280
INSURANCE				
Employee Insurance	531,420	432,660	188,013	1,152,093
Workers' Comp	240,762	158,797	85,706	485,265
Unemployment Insurance	2,000	-	-	2,000
TOTAL INSURANCE	774,182	591,457	273,719	1,639,358
MEDICARE	56,790	40,504	19,940	117,234
TOTAL S&EB	6,030,983	4,328,862	2,090,533	12,450,378
SERVICES & SUPPLIES	165,910	18,317	234,395	418,622
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$6,196,893	\$4,347,179	\$2,324,928	\$12,869,000
Funded Positions	34	27	11	72

Community Risk Reduction Department Summary

Budget Summary:

The FY 2023/24 Budget for the Community Risk Reduction (CRR) Department is \$12.9 million compared to \$12.5 million for FY 2022/23. The CRR Department funds the following functions: Planning & Development Services, Prevention Field Services, and Wildland Pre-Fire Management. The budget includes funding for 72 positions in FY 2023/24.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2023/24.

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

FY 2023/24 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21	FY 2021/22	FY 2022/23		FY 2023/24
		Actual	Actual	Actual	Target	Target
Number of Plan Reviews	1. Service Delivery	7,923	8,706	8,756	7,930	8,900
Number of New Construction Inspections	1. Service Delivery	12,307	12,433	12,950	12,310	13,100
Number of Annual Inspections	1. Service Delivery	18,139	18,769	18,948	18,140	18,948
Number of High-rise Inspections	1. Service Delivery	232	235	239	240	241
Number of Prevention Fire Services Miscellaneous Inspections	1. Service Delivery	1,265	1,753	1,753	1,270	1,753
Number of Power Pole Inspections	1. Service Delivery	584	584	584	590	584
Number of Local Responsibility Inspections	1. Service Delivery	15,176	22,073	21,400	15,200	25,000
Number of State Responsibility Inspections	1. Service Delivery	8,740	9,739	10,372	8,740	10,500
Number of Educational Events	1. Service Delivery	45	198	92	50	225
Number of Education Hours Completed	1. Service Delivery	89	178	178	90	250
Number of Requested Defensible Space Disclosure (DSD) Inspections	1. Service Delivery	N/A	440	568	500	600
Number of Requested Defensible Space Disclosure (DSD) Inspection Hours Completed	1. Service Delivery	N/A	406	464	450	500
Number of Pre-fire Plan Reviews	1. Service Delivery	570	481	500	500	500
Number of Fuel Reduction Projects	1. Service Delivery	25	30	20	20	25
Treated Acres from Fuel Reduction Projects	1. Service Delivery	N/A	N/A	34	30	75
Number of Grants Administered	1. Service Delivery	10	8	7	7	11

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>		
<p>a. Complete the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.</p> <p>The project is on schedule at 86% complete and 76% budget expended as of June 2023. The kick-off date for testing and training is projected for the First Quarter of FY 2023/24.</p>	Logistics and Community Risk Reduction	TSD: 7/1/22 TCD: 6/30/23 CB: The system goes live during the fiscal year, with refinement continuing, as needed, post-implementation.

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
c. Fill the new Strategic Services position and leverage this new position/Section to begin identifying opportunities for organizational process and service improvements, including: <ol style="list-style-type: none"> (1) Conducting operational deployment analysis (2) Developing measurement thresholds for determining service enhancement priorities (3) Responding to housing/commercial development occurring in OCFA member cities/county (4) Partnering with the Community Risk Reduction (CRR) & Business Services Departments to evaluate and update OCFA’s Development Impact Fee (with support from an external Development Impact Fee consultant) 	Deputy Chiefs, Business Services, and Community Risk Reduction	TSD: TCD: CB:	7/1/23 6/30/24 An analytical Chief Officer is selected to re-establish the OCFA Strategic Services Section and the Section begins building tools for process improvements and for responding to expanded service needs throughout OCFA’s jurisdiction.
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. Complete the development of the Community Risk Reduction records management system, known as ORION to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service.	Logistics and Community Risk Reduction	TSD: TCD: CB:	7/1/23 (Beta Testing Begins) 6/30/24 The system goes live during the fiscal year, with refinement phases continuing, as needed, post- implementation.

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

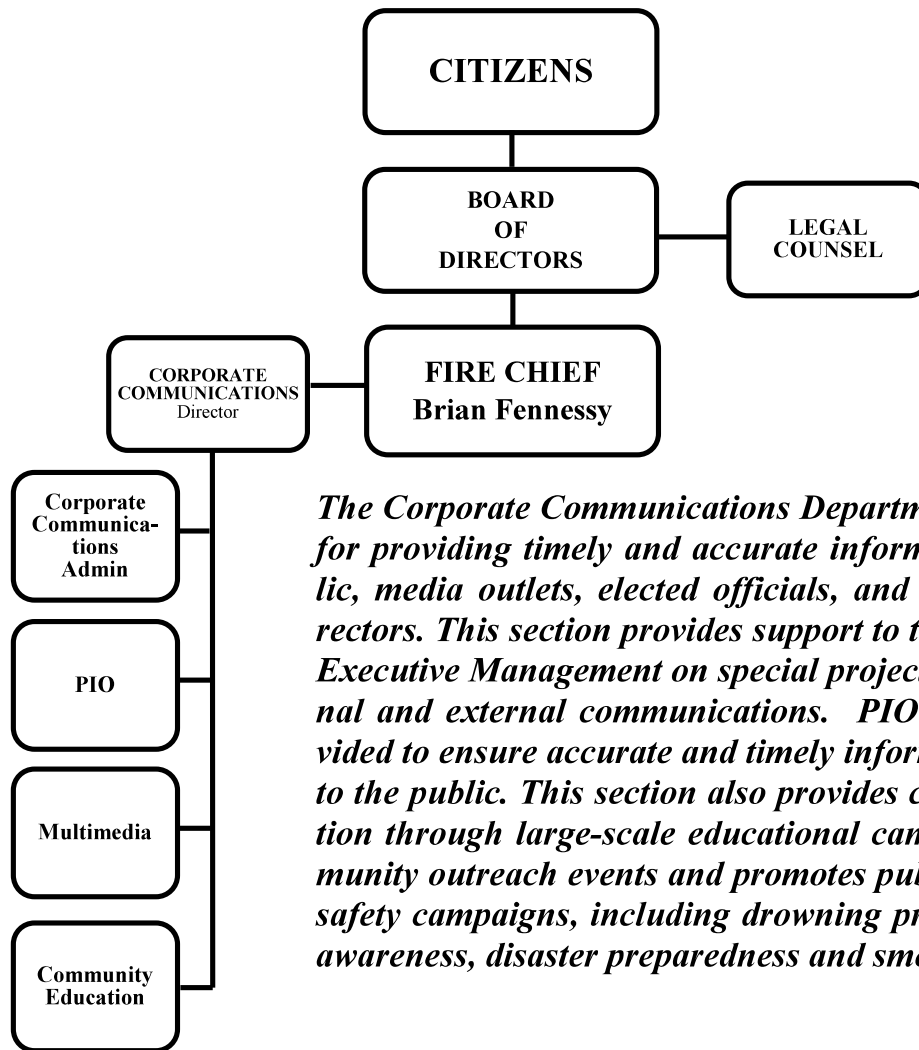


*Corporate
Communications
Department*





**ORANGE COUNTY FIRE AUTHORITY
CORPORATE COMMUNICATIONS DEPARTMENT
ORGANIZATION CHART**



The Corporate Communications Department is responsible for providing timely and accurate information to the public, media outlets, elected officials, and OCFA Board Directors. This section provides support to the Fire Chief and Executive Management on special projects as well as internal and external communications. PIO services are provided to ensure accurate and timely information is released to the public. This section also provides community education through large-scale educational campaigns and community outreach events and promotes public awareness for safety campaigns, including drowning prevention, wildfire awareness, disaster preparedness and smoke alarms.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CORPORATE COMMUNICATIONS DEPARTMENT SUMMARY
FY 2023/24 BUDGET

Account Description	Community Education	RFOTC Open House	Multimedia	Public Information Officer	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$650,260	-	\$267,375	\$512,927	\$1,430,562
Backfill/Overtime	22,783	22,000	-	211,993	256,776
FLSA Adjustment/Holiday Pay	-	-	-	37,964	37,964
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	31,195	-	14,706	152,414	198,315
Sick/Vacation Payoff	7,566	-	-	5,676	13,242
TOTAL SALARIES	711,804	22,000	282,081	920,974	1,936,859
RETIREMENT	224,782	-	91,180	285,575	601,537
INSURANCE					
Employee Insurance	122,323	-	45,871	112,995	281,189
Workers' Comp	32,704	-	17,699	110,270	160,673
Unemployment Insurance	-	-	-	2,000	2,000
TOTAL INSURANCE	155,027	-	63,570	225,265	443,862
MEDICARE	10,252	319	4,090	13,354	28,015
TOTAL S&EB	1,101,865	22,319	440,921	1,445,168	3,010,273
SERVICES AND SUPPLIES	139,904	11,000	39,000	8,775	198,679
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$1,241,769	\$33,319	\$479,921	\$1,453,943	\$3,208,952
Funded Positions	8	-	3	4	15

Corporate Communications Department Summary

Budget Summary:

The FY 2023/24 Budget for the Corporate Communications Department is \$3.2 million, for funding of the following functions: Community Education, RFOTC Open House, Multimedia, and the Public Information Office. The budget includes funding for 15 positions in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2023/24.

The following table shows performance measures specific to the Corporate Communications Department:

Output Measurement	Strategic Goal	FY 2020/21	FY 2021/22	FY 2022/23		FY 2023/24
		Actual	Actual	Actual	Target	Target
News Releases	1. Service Delivery	9	11	14	9	14
Social Media Posts	1. Service Delivery	1,832	2,519	3,130	2,000	3,200
Press Conferences	1. Service Delivery	11	4	7	6	8
Videos	1. Service Delivery	151	57	109	60	125
Community Events/Presentations	1. Service Delivery	359	889	1,495	780	1,500

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
c. Plan and begin implementing actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for: <ul style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force <i>(Note: This is an ongoing goal.)</i>	Deputy Chiefs, Human Resources, and Corporate Communications	TSD: 7/1/23 TCD: 6/30/24 CB:	Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.

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

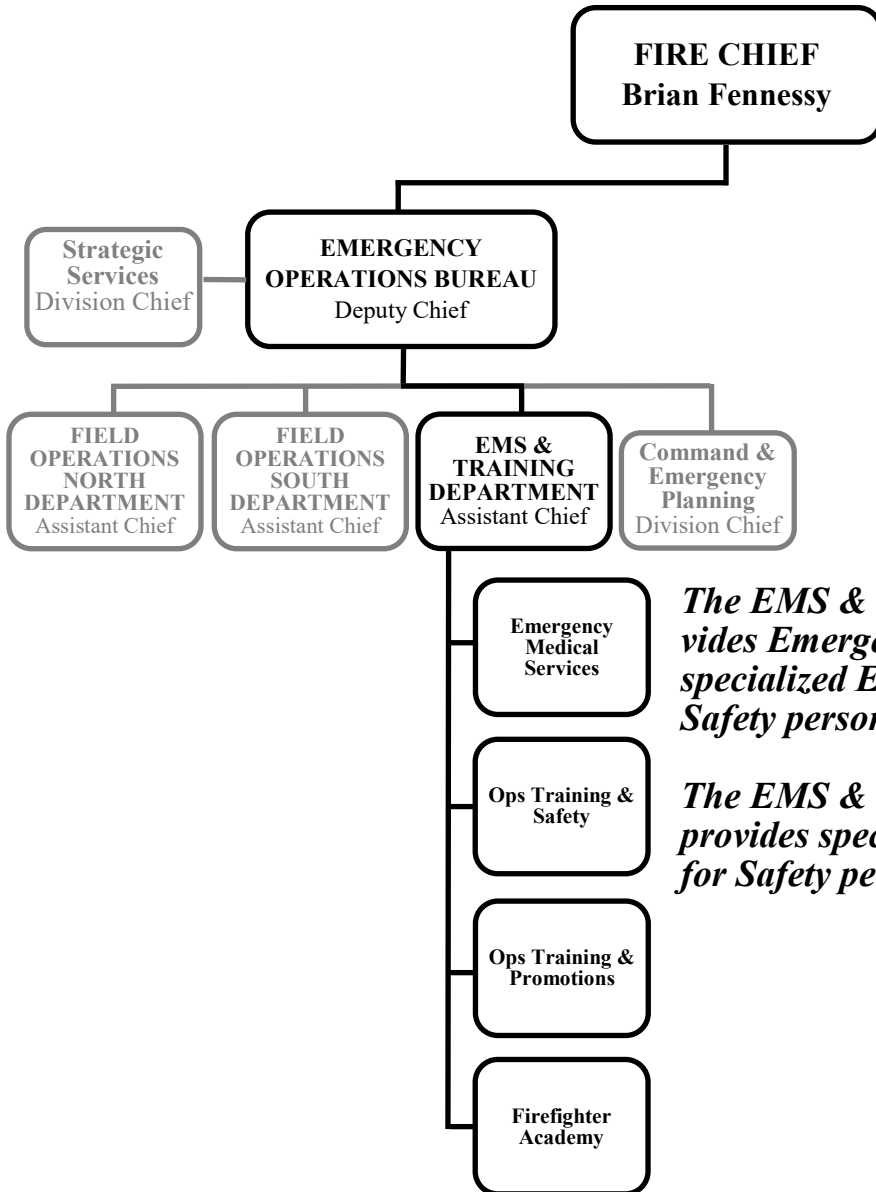


EMS & Training
Department





**ORANGE COUNTY FIRE AUTHORITY
EMS & TRAINING DEPARTMENT
ORGANIZATION CHART**



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

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

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT SUMMARY FY 2023/24 BUDGET

Account Description	Emergency Medical Services	Ops Training & Safety	Ops Training & Promotions	Firefighter Academy	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$2,260,150	\$1,356,346	\$303,291	\$905,840	\$4,825,627
Backfill/Overtime	170,869	296,382	10,346	70,908	548,505
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	183,588	425,607	47,951	179,627	836,773
Sick/Vacation Payoff	117,620	57,802	65,689	11,667	252,778
TOTAL SALARIES	2,732,227	2,136,137	427,277	1,168,042	6,463,683
RETIREMENT	918,418	690,186	171,808	391,247	2,171,659
INSURANCE					
Employee Insurance	399,606	270,793	56,758	214,538	941,695
Workers' Compensation	209,033	203,962	51,854	170,433	635,282
Unemployment Insurance	-	2,000	-	-	2,000
TOTAL INSURANCE	608,639	476,755	108,612	384,971	1,578,977
MEDICARE	39,683	31,211	6,195	16,936	94,025
TOTAL S&EB	4,298,967	3,334,289	713,892	1,961,196	10,308,344
SERVICES & SUPPLIES	3,201,146	1,050,000	18,500	367,981	4,637,627
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$7,500,113	\$4,384,289	\$732,392	\$2,329,177	\$14,945,971
Funded Positions	19	11	2	8	40

Emergency Medical Services & Training Department Summary

Budget Summary:

The FY 2023/24 Budget for the Emergency Medical Services (EMS) & Training Department is \$14.9 million, compared to \$15.1 million for FY 2022/23. The budget provides funding for the EMS, Training, and Academies functions and includes funding for 40 positions in FY 2023/24.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2023/24.

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

FY 2023/24 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21	FY 2021/22	FY 2022/23		FY 2023/24
		Actual	Actual	Actual	Target	Target
Number of Operations Career Personnel Trained	2. People	1,160	1,160	1,230	1,160	1,230
Number of Safety Officer Responses	2. People	500	550	538	550	550
Number of Career Firefighter Academies	2. People	2	2	2	2	2
Number of Fire Apparatus Engineer Academies	2. People	2	2	2	2	2
Number of Fire Captain Academies	2. People	2	2	3	2	2
Number of Battalion Chief Academies	2. People	2	2	1	2	1
Number of Reserve Firefighter Academies	2. People	1	1	1	1	1
Number of New Career Firefighters Trained	2. People	77	100	75	100	100
Number of New Fire Apparatus Engineers Trained	2. People	34	34	37	34	40
Number of New Fire Captains Trained	2. People	36	40	40	40	40
Number of New Battalion Chiefs Trained	2. People	17	12	9	12	10
Number of New Reserve Firefighters Trained	2. People	50	50	32	50	35
Number of Operations Reserve Personnel Trained	2. People	184	200	127	200	159
Number of Specialized Career Development Classes Offered	2. People	65	80	63	80	80
Number of Operations Personnel Participating in CFFJAC	2. People	394	425	403	425	400
Number of Operations Personnel Participating in SAC ISA	2. People	506	550	482	550	500
Number of Training and Safety Bulletins Distributed	2. People	12	12	28	12	15
Number of Drill Grounds Use Requests Coordinated	1. Service Delivery	900	900	700	900	700
Accredited Paramedics Training & Maintained	2. People	626	640	706	640	700
Number of New Paramedics	2. People	40	40	55	40	32
Number of CQI Chart Reviews	1. Service Delivery	256	4,800	4,396	4,800	75,000 *
Hours of in-person EMS Training	2. People	13,201	15,000	11,538	15,000	12,000

*Increase in FY 2023/24 Target CQI Chart Reviews is due to a software implementation that will improve screenings.

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)																								
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>																										
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.</p> <p>As we began Fiscal Year 2022/23, management implemented several temporary actions, pending further relief that was anticipated in the coming months through aggressive hiring and promotional processes. These aggressive actions to hire new firefighters, promote existing personnel through the ranks, and provide opportunities for personnel to attend paramedic school resulted in sustained reductions in force hiring.</p> <p>Comparing May 2022 to May 2023, data has revealed significant and sustained improvements across all ranks (as shown below).</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="text-align: center;">Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)</th> </tr> <tr> <th style="text-align: center;">Rank</th> <th style="text-align: center;">May '22</th> <th style="text-align: center;">May '23</th> </tr> </thead> <tbody> <tr> <td>Firefighter (FF)</td> <td style="text-align: center;">0.7</td> <td style="text-align: center;">0.3</td> </tr> <tr> <td>FF/Paramedic (PM)</td> <td style="text-align: center;">1.3</td> <td style="text-align: center;">0.5</td> </tr> <tr> <td>Fire Apparatus Engineer</td> <td style="text-align: center;">2.5</td> <td style="text-align: center;">1.0</td> </tr> <tr> <td>Fire Apparatus Engineer/PM</td> <td style="text-align: center;">2.9</td> <td style="text-align: center;">0.7</td> </tr> <tr> <td>Fire Captain</td> <td style="text-align: center;">2.8</td> <td style="text-align: center;">1.7</td> </tr> <tr> <td>Fire Captain/PM</td> <td style="text-align: center;">3.4</td> <td style="text-align: center;">1.5</td> </tr> </tbody> </table>	Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)			Rank	May '22	May '23	Firefighter (FF)	0.7	0.3	FF/Paramedic (PM)	1.3	0.5	Fire Apparatus Engineer	2.5	1.0	Fire Apparatus Engineer/PM	2.9	0.7	Fire Captain	2.8	1.7	Fire Captain/PM	3.4	1.5	Human Resources, Field Operations North, Field Operations South and EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: The volume of force hiring is reduced as compared to FY 2021/22.
Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)																										
Rank	May '22	May '23																								
Firefighter (FF)	0.7	0.3																								
FF/Paramedic (PM)	1.3	0.5																								
Fire Apparatus Engineer	2.5	1.0																								
Fire Apparatus Engineer/PM	2.9	0.7																								
Fire Captain	2.8	1.7																								
Fire Captain/PM	3.4	1.5																								
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>																										
<p>b. Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades.</p> <p>The final version of the EMS System needs assessment was completed in January 2023. The IT and EMS Sections are reviewing the project scope and prioritization of needs, which will result in recommendations for system purchase and/or development during FY 2023/24.</p>	Logistics and EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: Consultant completes the needs assessment and IT/EMS jointly prepares the project scope in preparation for system purchase or development during the next fiscal year. The project scope is in the final stages of being finalized, with																								

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
Certain time sensitive technology projects have already kicked off such as the planning process for implementation of First Watch/Pass for the EMS Quality Management Division, and the RFP for the automated medication dispensing / narcotics tracking systems.			a solicitation to occur in FY 2023/24.

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

Emergency Medical Services & Training

OCFA STRATEGIC GOALS – FY 2023/24 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. Assist those OCFA member cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.	EMS & Training	TSD: 7/1/23 TCD: 6/30/25 CB: OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities.	
b. Partner with the County Health Care Agency as they begin to prepare a new RFP (starting January 2024) for the next 5-year 911 Ambulance Service contracts that would become effective in 2025.	EMS & Training	TSD: 1/1/24 TCD: 6/30/25 CB: OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities/county.	
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including focus on ECC/Dispatch personnel.	Deputy Chief of Emergency Operations, EMS & Training, and Human Resources	TSD: 7/1/23 TCD: 6/30/24 CB: The volume of force hiring is reduced as compared to FY 2022/23.	
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
b. Building upon the EMS (Emergency Medical Services) System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.	Logistics and EMS & Training	TSD: 7/1/23 TCD: 6/30/24 CB: EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase or development, and phased implementation.	

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

HOUSEHOLD HAZARDOUS WASTE



Household hazardous waste includes products that are corrosive or toxic and can catch fire, react, or explode under certain circumstances. These products require special care to prevent fire, injury, or pollution of the environment.



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



Orange County
Fire Authority

(714) 573-6200
ocfa.org



Use and Storage

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

Disposal

- Never dispose of household hazardous waste in your regular trash. Once in landfills, these products can potentially contaminate our 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 Avenida La Pata
 - Anaheim: 1071 N. Blue Gum Street
 - Huntington Beach: 17121 Nichols Street
- For more information, visit oclandfills.com

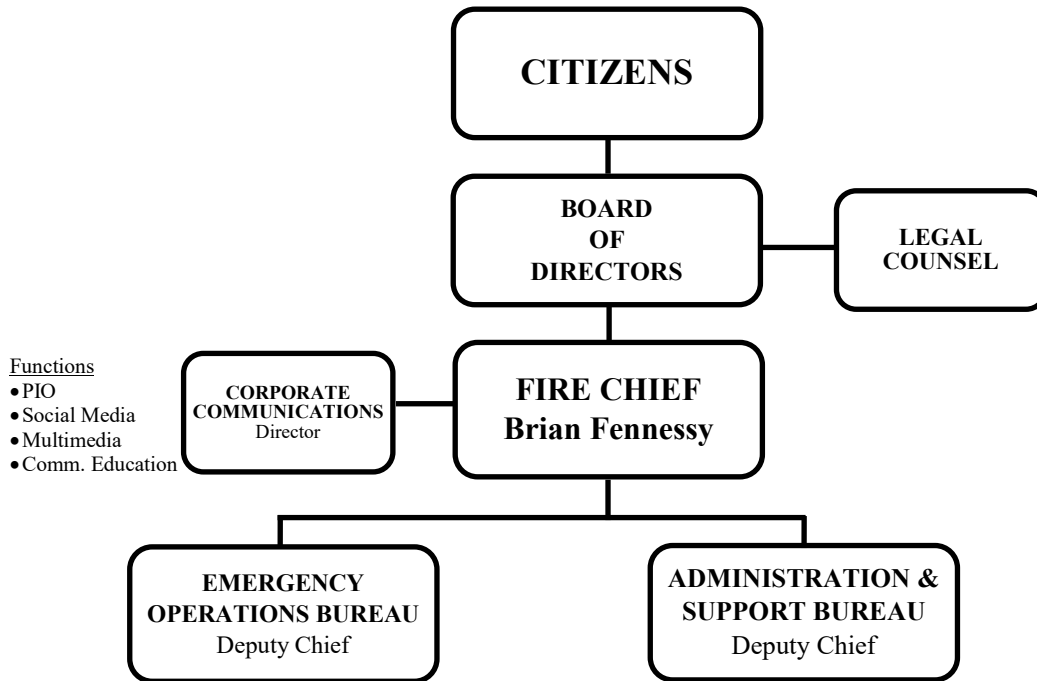


*Executive
Management
Department*





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



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

The Orange County Fire Authority is a Joint Powers Authority (JPA) managed by an appointed fire chief, two deputy chiefs, seven assistant chiefs, and a Communications director. Service activities are organized into two Bureaus, Emergency Operations and Administration and Support. The bureaus activities are further refined into ten departments /divisions including Business Services, Command & Emergency Planning, Community Risk Reduction, EMS & Training, Human Resources, Logistics, Non-Departmental, Field Operations North, Field Operations South, and Strategic Services. OCFA is also supported by Corporate Communications providing Public Information Officers services, social media updates and campaigns, and multimedia services.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT DEPARTMENT SUMMARY
FY 2023/24 BUDGET

Account Description	Executive Management	Executive Management Support	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$3,406,959	\$266,436	\$3,673,395
Backfill/Overtime	4,076	18,550	22,626
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	28,398	25,557	53,955
Sick/Vacation Payoff	312,499	1,069	313,568
TOTAL SALARIES	3,751,932	311,612	4,063,544
RETIREMENT	1,271,860	114,743	1,386,603
INSURANCE			
Employee Insurance	484,571	60,586	545,157
Workers' Comp	310,530	24,554	335,084
Unemployment Insurance	-	-	-
TOTAL INSURANCE	795,101	85,140	880,241
MEDICARE	54,055	4,518	58,573
TOTAL S&EB	5,872,948	516,013	6,388,961
SERVICES AND SUPPLIES	773,100	135,243	908,343
EQUIPMENT	-	-	-
TOTAL BUDGET	\$6,646,048	\$651,256	\$7,297,304
Funded Positions	14	2	16

Executive Management Summary

Budget Summary:

The FY 2023/24 Budget for Executive Management is \$7.3 million, for funding of the following functions: Executive Management. This budget is about \$0.3 million higher when compared to the FY 2022/23 Budget due to the addition of a position. The budget includes funding for 16 positions in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2023/24.

The table on the following page shows performance measures specific to Executive Management:

FY 2023/24 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23		FY 2023/24 Target
				Actual	Target	
Completed Strategic Plan Objectives	1. Service Delivery	6	4	3	5	7
Implemented Service Enhancements	1. Service Delivery	3	2	3	3	2
Completed Strategic Plan Objectives	2. People	7	3	4	4	4
Issued Ask-the-Chief Videos	2. People	5	6	6	8	6
Produced Communications Podcasts	2. People	3	8	8	8	8
Completed Joint Labor Management Meetings	2. People	21	20	22	20	20
Completed Strategic Plan Objectives	3. Technology	1	1	1	3	2
Implemented New Technology Solutions	3. Technology	1	1	1	2	1

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<p>1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>		
<p>a. Utilize the newly formed Operations Committee and Legislative & Public Affairs Committee to facilitate policy actions by the Board of Directors related to service delivery enhancements and legislative/grant priorities.</p> <p>Quarterly meetings are routinely conducted with both of these committees, along with additional special meetings (scheduled as needed). For the Operations Committee meetings, agenda content has included in-depth reviews and discussions regarding types/levels of services provided by OCFA’s Emergency Operations Bureau.</p> <p>For the Legislative & Public Affairs Committee meetings, agenda content has included an initial deep-dive into the OCFA’s <i>draft</i> 2023 Legislative Platform prior to submittal to the Board of Directors for approval, followed by review of new bills being introduced with recommended positions to support, oppose, or monitor the bills based on the Board-approved Legislative Platform. On the Public Affairs side, the Committee has received various reports on social media engagement, community education campaigns, Public Information Officer practices, Diversity and Inclusion work, and other innovative strategies that have dramatically increased media coverage locally and nationally. Committee members have offered valued feedback that has further boosted this critical work.</p> <p>In summary, these committees are fulfilling a value-added mission to strengthen the Board of Directors’ role to establish/approve policy matters.</p>	Deputy Chiefs	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Both committees serve in a manner that supports and strengthens the Board of Directors’ role to establish and approve OCFA policy matters.</p>
<p>b. Fulfill the board-approved OCFA Aircraft Replacement Review Process and begin implementation of board-directed actions that result from the analysis.</p> <p>The Aircraft Replacement Review Process was completed with the Board of Directors at the July 28, 2022 meeting resulting in Board direction for staff to (1) return the two</p>	Field Operations South	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Formal board direction is provided, budgetary actions are planned, and purchasing/financing processes are initiated by staff.</p>

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>loaned Federal Excess Property Program UH-1H Super Huey helicopters to the federal government, and (2) initiate administrative actions to facilitate the purchase of two Sikorsky S-70 Type I helicopters (“FIREHAWKS”). The Board then approved all administrative actions for the purchase at the September 22 and October 27, 2022 meetings, including lease-purchase financing of the helicopters. We anticipate delivery of the new FIREHAWKS by the end of calendar year 2023.</p> <p>Before the new aircraft are delivered to OCFA, they will be transformed from Blackhawk to FIREHAWK helicopters. Under Chief Fennessy’s direction and for added transparency, this transformation — a true multi mission airframe that has enhanced capabilities and safety from digital cockpit upgrades, increased power margins and the ability to deliver 1000 gallons of water. The FIREHAWK’s ease of navigation in aerial firefighting to a reconfigurable cabin that accommodates up to 12 firefighting crew members and their equipment during emergency operations — is being chronicled on all OCFA social media platforms over the next year. Thus far, this social media campaign has earned 230,904 impressions across all platforms. You can monitor the progress by following us on social media @OCFireAuthority and searching the hashtag #OCFAFIREHAWKS.</p>			
<p>c. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services.</p> <p>In July 2022, the Board of Directors approved recommendations from the Security Ad Hoc Committee to move forward with an approach to security which included use of armed physical security and security management services. Therefore, staff has issued an RFP for Physical Security Services and Security Management Services, to include additional post coverage using armed guard services. This is the second RFP issued; no contract was awarded after the first RFP; the second re-issued RFP now includes a more precise scope of services. Staff will return to the Board for approval of a contract upon completion. In addition, additional security enhancements requiring capital</p>	Logistics	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Board direction is provided as a result of recommendations from the Ad Hoc Committee, with implementation actions taken by staff. A request for Proposal was issued and OCFA received 17 proposals to provide the service. Staff is in the process of reviewing the proposals with final vendor selection anticipate for the second quarter of FY 2023/24. Additional security enhancements were included in the five-year CIP and the tasks schedule for the FY 2023/24 were approved as part</p>	

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
improvements were recommended by the Committee, with support from the Board. These capital improvement projects (CIP) were included in the Board-Adopted 5-Year FY 2023/24 – FY 2027/28 CIP.			Budget Adoption by the Board in May 2023.
<p>d. Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24.</p> <p>The service delivery enhancement to convert Engine 42 (Lake Forest) from a Paramedic Assessment Unit (PAU) to a Paramedic Engine (PME) was implemented in July 2022. New staffing of a PME at Fire Station 67 was implemented in September 2022. In addition, the design phase for replacement Fire Station 24 has been completed, with station construction in FY 2023/24, keeping the project within the timing parameters planned for the fiscal year.</p>	Field Operations North, Field Operations South, and Logistics	TSD: 7/1/22 TCD: 6/30/23 CB: Staffing enhancements are completed and the station construction remains within established budget/timing parameters as of end of fiscal year.	
<p>e. Develop a project charter for the OCFA JPA 2030 Renewal to include, but not limited to, exploration of alternatives for cash contract city contributions to regional CIP costs, facility maintenance, and to remove the Snowball Plan provisions if/when those goals are completed.</p> <p>Staff is developing a project charter to outline key steps, inclusion of key stakeholders, draft timelines, and project milestones for renewing the OCFAs JPA Agreement. (See additional note at the end of this 1.e update.)</p> <p>In a parallel track to the above, per request by Director Tetteimer and support by the Board of Directors, staff is researching financial policy options for OCFA to begin prefunding its Capital Improvement Program (CIP). Initial dialogue from the Board indicated a desire to be proactive in regard to CIP funding, while still allowing some flexibility.</p> <p>In light of this direction to research CIP prefunding policies, and considering how that may (or may not) overlay into the renewed JPA concepts outlined for this initiative, staff will work to complete the review of CIP funding policy first, prior to the project charter for JPA 2030 Renewal.</p>	Deputy Chief Administration & Support	TSD: 7/1/22 TCD: 6/30/23 CB: Project charter includes key milestones for achieving JPA renewal, and a deadline for completion no later than 6/30/27.	

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)																									
<p><i>(Note: As part of the Board's feedback to the Fire Chief, and as included in the new FY 2023/24 Goals & Objectives, this course of action has been modified to focus on an initial Study Session to be conducted with the Board of Directors for background education about OCFA's JPA.)</i></p>																											
2. Our People Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.																											
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.</p> <p>As we begun Fiscal Year 2022/23, management implemented several temporary actions, pending further relief that was anticipated in the coming months through aggressive hiring and promotional processes. These aggressive actions to hire new firefighters, promote existing personnel through the ranks, and provide opportunities for personnel to attend paramedic school resulted in sustained reductions in force hiring.</p> <p>Comparing May 2022 to May 2023, data has revealed significant and sustained improvements across all ranks (as shown below).</p> <table border="1" data-bbox="167 1283 706 1562"> <thead> <tr> <th colspan="3">Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)</th> </tr> <tr> <th>Rank</th> <th>May '22</th> <th>May '23</th> </tr> </thead> <tbody> <tr> <td>Firefighter (FF)</td> <td>0.7</td> <td>0.3</td> </tr> <tr> <td>FF/Paramedic (PM)</td> <td>1.3</td> <td>0.5</td> </tr> <tr> <td>Fire Apparatus Engineer</td> <td>2.5</td> <td>1.0</td> </tr> <tr> <td>Fire Apparatus Engineer/PM</td> <td>2.9</td> <td>0.7</td> </tr> <tr> <td>Fire Captain</td> <td>2.8</td> <td>1.7</td> </tr> <tr> <td>Fire Captain/PM</td> <td>3.4</td> <td>1.5</td> </tr> </tbody> </table>	Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)			Rank	May '22	May '23	Firefighter (FF)	0.7	0.3	FF/Paramedic (PM)	1.3	0.5	Fire Apparatus Engineer	2.5	1.0	Fire Apparatus Engineer/PM	2.9	0.7	Fire Captain	2.8	1.7	Fire Captain/PM	3.4	1.5	Human Resources, Field Operations North, Field Operations South and EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: The volume of force hiring is reduced as compared to FY 2021/22.	
Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)																											
Rank	May '22	May '23																									
Firefighter (FF)	0.7	0.3																									
FF/Paramedic (PM)	1.3	0.5																									
Fire Apparatus Engineer	2.5	1.0																									
Fire Apparatus Engineer/PM	2.9	0.7																									
Fire Captain	2.8	1.7																									
Fire Captain/PM	3.4	1.5																									
<p>b. Take action to foster career progression, encourage professional development, and develop future leaders within OCFA.</p>	Deputy Chiefs	TSD: 7/1/22 TCD: 6/30/23 CB: A variety of personnel identified by Executive Management attend a variety of development																									

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

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Training classes, conferences, and learning opportunities offered to personnel so far this year, (and in the upcoming months) include:</p> <ul style="list-style-type: none"> • Fire Service Executive Development Institute • Fire Rescue International • Women in Fire • CalPELRA • Northwest Leadership Conference • California Society of Municipal Finance Officers • Government Finance Officers Association • California Association of Public Procurement Officials • Cal Chiefs Annual Conference • League of Cities Conference • OC Fire Chiefs Monthly Meetings • Emergency Operations Center Training/Mentorship • Liebert Cassidy Whitmore HR & Supervision Classes/Webinars • Labor Arbitration Institute • NEOGOV • TCTI Peer Support Training • Move-up Fire App. Engineer & Fire Captain (succession planning) • FORCE Leadership Conference • All American Leadership Academy • Situational Leadership II • MCTI Leadership Conference • Executive Chief Officer Training • Chief Officer CA State Fire Marshal Training • Crucial Conversations • South Metro Fire’s Mile High Women’s Leadership Conference • Women’s Weekend at the National Fire Academy • Selma Staff Ride (October 2023) 			opportunities over the course of the FY.
<p>c. Implement actions to increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations.</p>	Deputy Chiefs	TSD: 7/1/22 TCD: 6/30/23 CB: Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.	
<i>Measurements & Cultural Growth:</i>			

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, **In Progress**, **Complete**

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>The data collected from OCFA employees via an anonymous climate survey in March 2022 was analyzed by an independent consultant, including analysis of thousands of “write-in” comments. The findings and results will guide a strategic plan on Diversity, Equity, and Inclusion (DEI) efforts for OCFA’s future.</p> <p>Staff developed a tile on the OCFA Hive page (which is an internal “intranet” website for employees only) that will serve as an open resource for DEI best practices, current trends/research, and online training and development opportunities. The DEI tile can be accessed internally at OCFA using the following link: DEI Landing Page</p> <p><u>Inclusive Facility Renovations:</u> As of the Fourth Quarter FY 2022/23, OCFA has completed inclusive facility restroom renovations at 54 of 78 stations and facilities (69%). In addition, renovations are in various stages of design and/or construction at an additional 12 stations. The remaining 12 stations are to be addressed as part of stand-alone inclusive facility projects, station remodels or complete replacement fire station rebuilds over the next few years.</p> <p><u>Consistent DEI Messaging:</u> OCFA continues to focus DEI messaging internally to our workforce, externally through use of social media, and broadly through the Chief’s Reports during public Board meetings, monthly Chief’s Bulletin, etc.</p> <p>2022 was the first year in OCFA history that a strategic DEI communication was created and implemented. While those strategies continued into 2023, and they were inculcated in all OCFA communications, the main focus (and greatest outreach) centered around social media.</p> <p>After successfully launching a year-long observance of federally recognized heritage month celebrations in 2022, we continued this tradition throughout 2023. Activity during this fourth quarter included Asian American Pacific Islander Month (May) and Pride Month (June), celebrating and recognizing these federally-designated months with various social media posts that garnered more than 100,000 impressions across all our platforms. This brought the total</p>			

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, **In Progress**, **Complete**

OCFA STRATEGIC GOALS – FY 2022/23 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>social media impression of all our Cultural Heritage Month celebrations this fiscal year to nearly half a million</p> <p>Further, the DEI section in the Chief’s Monthly Bulletin, which shares stories on everything from Girls Empowerment Camp and our Cadet Program to profiles of our newest and highest-reaching female firefighters, has had much positive feedback, internally and externally.</p> <p><u>DEI Recruitment Efforts:</u> OCFA continues to focus recruitment efforts towards expanding the diversity of our workforce. Recruitment efforts continue at various locations including Buena Park, Cypress, El Monte, Garden Grove, Irvine, La Palma, Los Alamitos, Santa Ana, Stanton, Tustin, Ventura. These events include High School, College and University events targeting students in our service area. It also includes outreach events at the Joint Forces Training Base, Camp Pendleton, Fort Irwin and March Air Force Base.</p> <p>Under the leadership of Chief Octavio Medina, a very successful and productive recruitment was completed for the Outreach and Recruitment Team (ORT). The ORT will align its efforts to further the OCFA’s recruitment goals and to support DE&I through the OCFA’s Corporate Communications Strategy.</p> <p>OCFA is currently in the planning phase for the fourth annual Girls Empowerment Camp which will be held in October 2023. We hope to open our doors once again to fifty young people for a weekend of career exploration in the fire service.</p>			
<p>d. Enhance the level of Behavioral Health support provided to OCFA’s workforce through implementation of a new Behavioral Health Coordinator position designed to oversee, coordinate and expand program services.</p> <p>A new class specification for the Behavioral Health & Wellness Coordinator position was developed by staff, and reviewed for preliminary approval by the Human Resources Committee on August 2, 2022. Final approval was granted by the Executive Committee in September 2022 and a</p>	Human Resources	TSD: 7/1/22 TCD: 6/30/23 CB:	Class specification is developed/approved, new position is filled, and incumbent assumes responsibility for coordination of services.

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>recruitment to fill the position was open from November 2 to December 7, 2022. The selected candidate began on April 3, 2023.</p> <p>Furthermore, in service of the mental health of our firefighters and staff, which continues to be one of our top priorities, we implemented the first Peer Support Canine (named “Pax”) in OCFA’s history. Trained behavioral wellness canines are becoming prominent in First Responder Behavioral Wellness, and we were fortunate to partner with Local 3631 for their leadership on this important addition to the OCFA. A press conference was completed on April 10, 2023, to introduce Pax and to share more details of OCFA’s newest service in support of “Our People”.</p> <p>Corporate Communications has supported this important work through a variety of press conferences, PSAs, social media posts, and videos that have been widely shared both internally and across the nation through news media coverage.</p> <p>The Behavioral Health and Wellness team hosted exclusive showings of the movie <i>PTSD 911</i> – a documentary film that takes a real and raw look at the impacts of PTSD. In collaboration with Local 3631, viewings and speaker panels were scheduled for each shift, open to all employees and their families to discuss PTSD and the resources available to support their behavioral and mental health.</p>			
<p>e. Develop policies to keep OCFA proactive with classification and compensation issues.</p> <p>The Human Resources Department conducted a Class & Comp study for the Administrative Support Series which includes a total of eight classifications (primarily within the OCEA bargaining unit). The results of the study are in the review stage with the labor association to address any questions for follow-up.</p> <p>In addition, staff anticipates completing a Class & Comp study and/or a Salary Survey of additional classifications within OCEA upon completion of the Admin. Series study.</p>	Human Resources	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.</p>	

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
Furthermore, HR completed refresh-updates of the compensation studies for the OCFAMA and the OCFPA Local 3631 units during the third and fourth quarters.			
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. Complete the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service. The project is on schedule at 86% complete and 76% budget expended as of June 2023. The kick-off date for testing and training is projected for the First Quarter of FY 2023/24.	Logistics and Community Risk Reduction	TSD: 7/1/22 TCD: 6/30/23 CB: The system goes live during the fiscal year, with refinement continuing, as needed, post-implementation.	
b. Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades. The final version of the EMS System needs assessment was completed in January 2023. The IT and EMS Sections are reviewing the project scope and prioritization of needs, which will result in recommendations for system purchase and/or development during FY 2023/24. Certain time sensitive technology projects have already kicked off such as the planning process for implementation of First Watch/Pass for the EMS Quality Management Division, and the RFP for the automated medication dispensing / narcotics tracking systems.	Logistics and EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: Consultant completes the needs assessment and IT/EMS jointly prepares the project scope in preparation for system purchase or development during the next fiscal year. The project scope is in the final stages of being finalized, with a solicitation to occur in FY 2023/24.	
c. Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call	Logistics, Field Operations North, and Field	TSD: 7/1/22 TCD: 6/30/23 CB: A new system is implemented during the fiscal year, with	

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>processing times, turnout times, various components of overall response time, etc.).</p> <p>A Request for Proposal process was completed, resulting in award of contract to FirstWatch Solutions, approved by the Executive Committee at their meeting on November 17, 2022. The OCFA’s project team of subject matter experts worked with FirstWatch for system set-up and implementation. In our day-to-day working environment, both Assistant Chiefs of Field Operations, all Divisions Chiefs, and all Battalion Chiefs now have access to FirstWatch dashboards which are built onto their electronic devices for monitoring response times.</p>	Operations South		refinement continuing, as needed, post- implementation. The system has been implemented and is in the early stages of data collection and analysis.
<p>d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).</p> <p>Implementation has been initiated, or is substantially completed, with the following projects:</p> <ul style="list-style-type: none"> • Cyber-Security – Physical Access to IT systems 50% complete; Network access/privileges and software precautions 100% complete; 2-factor login authentication testing complete and being deployed; server and firewall software patching 90% complete. Wireless survey complete; going to bid to upgrade; recommended for 102 access points at RFOTC. A Purchase Order has been issued for third-party security penetration testing of the OCFA network. • Physical Security Upgrades – Control Access System and surveillance camera upgrades design/engineering complete; bid/award, equipment ordered, and full implementation is estimated by June 2023, 50% complete; Updated RFOTC Security vulnerabilities assessment by OCIAC Nov. 2021, 100% complete. Security Guard Services contract RFP (rebid) is in process. 	Logistics	TSD: 7/1/22 TCD: 6/30/23 CB: Implementation is substantially complete for all three (Cyber – Security, Physical Security, and Data Center Fire Protection) of these important upgrade projects. Data Center Colocation / Continuity of Operations will be a phased implementation that will continue over the next three fiscal years.	

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<ul style="list-style-type: none"> • Data Center Colocation Facility – 20% complete. Location identified (US&R Warehouse). Feasibility study complete, report delivered to Executive Management. Phase two, pre-construction services in-process; furniture ordered and installed January 3-5, 2023; next steps includes construction phase. Alternate dispatch location at FS43 with Dispatch trailer; VESTA modified to extend calls to trailer at FS43, Power and data connections added in Apparatus bay to support live CAD/9-1-1 dispatching. - 100% implemented. Live testing of 911 calls and dispatch complete; upgrading of PCs in existing communications trailer in process. • Data Center Fire Protection Upgrade – 70% complete. Contract awarded and equipment ordered; installation in process, estimated completion by end of FY 2022/23. 			

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>OCFA’s Strategic Goals & Objectives function in a waterfall manner, with overarching goals at the top (Fire Chief) flowing down through the Departments, Sections, and ultimately to individual managers/employees. As our goals flow through the organization, they increase in volume, build momentum, become more detailed in definition, gain sequencing as incremental tasks, and become all the more measurable and quantifiable. And finally, our three goals are interlinked; as we progress towards one, elements of the other two come into play. This calculated process speaks to the organic, ever-evolving nature of the work that not only drives our success, but also empowers us to raise the bar even further.</p> <ul style="list-style-type: none"> ➤ At the highest level, OCFA’s Strategic Goals are small in number, broad in scope, designed with a long-term outlook, and relatively static to keep the organization perpetually focused on fulfilling our overarching mission. Strategic Goals are guided by the Fire Chief. ➤ Strategic goals are further supported by Departmental Objectives which provide greater definition, are designed for annual measurement, and bolster forward progress towards the Strategic Goals. Departmental Objectives are guided by Executive Management/department heads. 			
OCFA’s FY 2023/24 Strategic Goals, led by Fire Chief Brian Fennessy:			
1. <u>Our Service Delivery</u> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
2. <u>Our People</u> <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
3. <u>Our Technology</u> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
OCFA’s FY 2023/24 Departmental Objectives, led by Executive Management:			
1. <u>Our Service Delivery</u> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Assist those OCFA member cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.	EMS & Training	TSD: TCD: CB:	7/1/23 6/30/25 OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities.

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

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
b. Partner with the County Health Care Agency as they begin to prepare a new RFP (starting January 2024) for the next 5-year 911 Ambulance Service contracts that would become effective in 2025.	EMS & Training	TSD: TCD: CB:	1/1/24 6/30/25 OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities/county.
c. Conduct a study session with the Board of Directors relative to the JPA governing terms, the differences between cash contract cities and structural fire fund members, OCFA’s history of equity deliberations, and the related Settlement Agreement with the City of Irvine. Seek policy direction from the Board regarding its desire to establish an Ad Hoc Committee or Task Force, and for pre-planning actions for the OCFA JPA 2030 Renewal.	Deputy Chief Administration & Support and Business Services	TSD: TCD: CB:	7/1/23 6/30/24 The Board of Directors provides policy direction relative to pre-planning actions for the OCFA JPA 2030 Renewal.
d. Research financial policy options for OCFA to begin prefunding its Capital Improvement Program (CIP), to be proactive in regard to CIP funding, while still allowing some financial flexibility.	Business Services	TSD: TCD: CB:	7/1/23 6/30/24 The Board of Directors adopts policy changes or confirms existing policy for funding the CIP.
e. Fill the new Strategic Services position and leverage this new position/Section to begin identifying opportunities for organizational process and service improvements, including: (1) Conducting operational deployment analysis (2) Developing measurement thresholds for determining service enhancement priorities (3) Responding to housing/commercial development occurring in OCFA member cities/county (4) Partnering with the Community Risk Reduction (CRR) & Business Services Departments to evaluate and update OCFA’s Development Impact Fee (with support from an external Development Impact Fee consultant)	Deputy Chiefs, Business Services, and Community Risk Reduction	TSD: TCD: CB:	7/1/23 6/30/24 An analytical Chief Officer is selected to re-establish the OCFA Strategic Services Section and the Section begins building tools for process improvements and for responding to expanded service needs throughout OCFA’s jurisdiction.

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
f. Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA.	Field Operations South	TSD: TCD: CB:	7/1/23 6/30/24 The FIREHAWK helicopters are implemented to enhance personnel safety and service delivery.
g. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services.	Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Prioritized measures for the fiscal year are funded in the budget and are in various stages of implementation by staff.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including focus on ECC/Dispatch personnel.	Deputy Chief of Emergency Operations, EMS & Training, and Human Resources	TSD: TCD: CB:	7/1/23 6/30/24 The volume of force hiring is reduced as compared to FY 2022/23.
b. Fill the new Organizational Development & Training Manager position and leverage this new position to take actions towards fostering career progression, encouraging professional development, and developing future leaders within OCFA.	Deputy Chiefs and Human Resources	TSD: TCD: CB:	7/1/23 6/30/24 A skilled training manager is hired, and new training opportunities are offered for all levels of personnel.
c. Plan and begin implementing actions to foster OCFA's cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for: <ul style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force 	Deputy Chiefs, Human Resources, and Corporate Communications	TSD: TCD: CB:	7/1/23 6/30/24 Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
<i>(Note: This is an ongoing goal.)</i>			

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

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
d. Develop policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/23 6/30/24 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.
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. Complete the development of the Community Risk Reduction records management system, known as ORION to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service.	Logistics and Community Risk Reduction	TSD: TCD: CB:	7/1/23 (Beta Testing Begins) 6/30/24 The system goes live during the fiscal year, with refinement phases continuing, as needed, post- implementation.
b. Building upon the EMS (Emergency Medical Services) System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.	Logistics and EMS & Training	TSD: TCD: CB:	7/1/23 6/30/24 EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase or development, and phased implementation.
c. Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.	Deputy Chief of Emergency Operations, Business Services, Human Resources, and Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.
d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).	Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Implementation is substantially complete for the Cyber and Physical Security phases; Continuity of Operations

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

FY 2023/24 OCFA Adopted Budget

<u>OCFA STRATEGIC GOALS – FY 2023/24</u> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<u>Responsibility</u> Designated department lead	<u>Performance Measures</u> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
		implementation continues over the next three fiscal years.

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

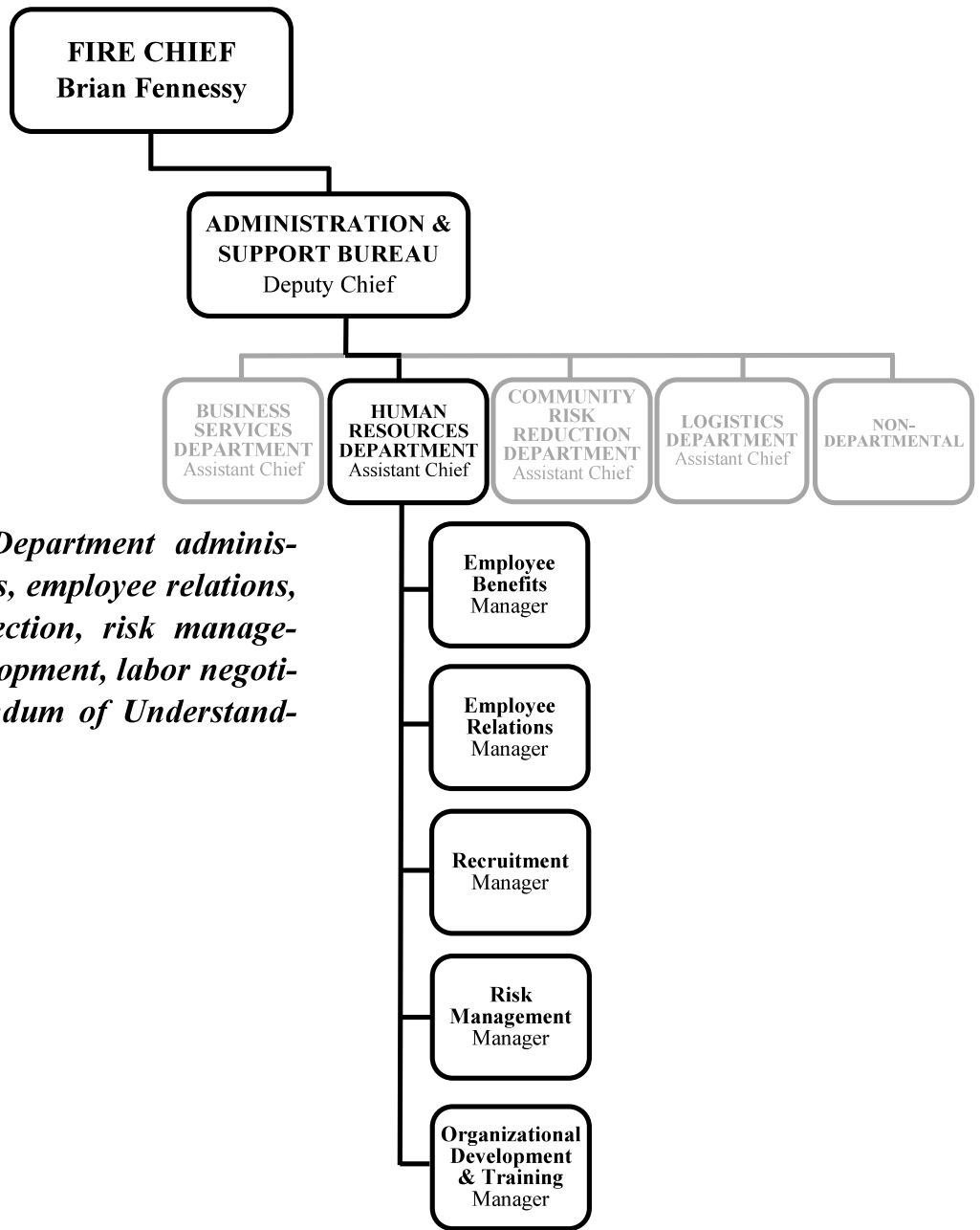


*Human
Resources
Department*





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



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

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY HUMAN RESOURCES DEPARTMENT SUMMARY FY 2023/24 BUDGET

Account Description	Employee Benefits	Employee Relations	Recruitment	Risk Management	Org. Dev. & Training	Department Total
EMPLOYEE SALARIES						
Regular Salaries	\$738,322	\$392,032	\$529,409	\$887,136	\$127,796	\$2,674,695
Backfill/Overtime	10,033	-	-	-	-	10,033
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	14,574	12,083	7,599	9,302	-	43,558
Sick/Vacation Payoff	26,426	1,037	12,315	34,494	-	74,272
TOTAL SALARIES	789,355	405,152	549,323	930,932	127,796	2,802,558
RETIREMENT	265,780	135,038	167,158	309,597	37,394	914,967
INSURANCE						
Employee Insurance	146,507	83,900	118,661	217,529	34,589	601,186
Workers' Comp	43,965	26,949	34,874	49,141	-	154,929
Unemployment Insurance	-	-	-	-	-	-
TOTAL INSURANCE	190,472	110,849	153,535	266,670	34,589	756,115
MEDICARE	11,367	5,874	7,965	13,498	1,740	40,444
TOTAL S&EB	1,256,974	656,913	877,981	1,520,697	201,519	4,514,084
SERVICES AND SUPPLIES	368,925	147,266	796,165	7,343,042	-	8,655,398
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$1,625,899	\$804,179	\$1,674,146	\$8,863,739	\$201,519	\$13,169,482
Funded Positions	7	3	4	8	1	23

Human Resources Department Summary

Budget Summary:

The FY 2023/24 Budget for the Human Resources Department is \$13.2 million, for funding of the following functions: Employee Benefits, Employee Relations, Recruitment, Risk Management and Organizational Development & Training. This budget is about \$2.1 million higher when compared to the FY 2022/23 Budget due primarily to increased insurance costs in the Risk Management section as well as a new position in the Organizational Development and Training section. The budget includes funding for 23 positions in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2023/24.

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

FY 2023/24 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23		FY 2023/24
				Actual	Target	Target
New Benefit Programs Evaluated for Implementation	2. People	2	2	2	2	2
Benefit Plan Enhancements	2. People	3	1	1	1	1
Classification and Compensation Series Studies Conducted	2. People	2	2	3	3	2
Standard Operating Procedures Created or Updated	2. People	7	5	2	2	2
Labor Agreements Negotiated	2. People	2	1	3	3	0
Employee Relations New Cases Opened	2. People	35	34	47	35	50
Recruitments Completed	2. People	85	78	92	85	90
Recruitment Applications Received	2. People	4,799	6,344	7,416	8,000	8,000
Position Testing Processes Updated	2. People	3	5	4	4	4
New Claims (incl. COVID-19 Claims)	2. People	602	936	659	632	700
Workers' Compensation COVID-19 Claims Only	2. People	185	436	99	140	100

OCFA STRATEGIC GOALS – FY 2022/23 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)																								
2. Our People Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.																										
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.</p> <p>As we began Fiscal Year 2022/23, management implemented several temporary actions, pending further relief that was anticipated in the coming months through aggressive hiring and promotional processes. These aggressive actions to hire new firefighters, promote existing personnel through the ranks, and provide opportunities for personnel to attend paramedic school resulted in sustained reductions in force hiring.</p> <p>Comparing May 2022 to May 2023, data has revealed significant and sustained improvements across all ranks (as shown below).</p> <table border="1" data-bbox="167 1058 706 1339"> <thead> <tr> <th colspan="3">Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)</th> </tr> <tr> <th>Rank</th> <th>May '22</th> <th>May '23</th> </tr> </thead> <tbody> <tr> <td>Firefighter (FF)</td> <td>0.7</td> <td>0.3</td> </tr> <tr> <td>FF/Paramedic (PM)</td> <td>1.3</td> <td>0.5</td> </tr> <tr> <td>Fire Apparatus Engineer</td> <td>2.5</td> <td>1.0</td> </tr> <tr> <td>Fire Apparatus Engineer/PM</td> <td>2.9</td> <td>0.7</td> </tr> <tr> <td>Fire Captain</td> <td>2.8</td> <td>1.7</td> </tr> <tr> <td>Fire Captain/PM</td> <td>3.4</td> <td>1.5</td> </tr> </tbody> </table>	Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)			Rank	May '22	May '23	Firefighter (FF)	0.7	0.3	FF/Paramedic (PM)	1.3	0.5	Fire Apparatus Engineer	2.5	1.0	Fire Apparatus Engineer/PM	2.9	0.7	Fire Captain	2.8	1.7	Fire Captain/PM	3.4	1.5	Human Resources, Field Operations North, Field Operations South and EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: The volume of force hiring is reduced as compared to FY 2021/22.
Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)																										
Rank	May '22	May '23																								
Firefighter (FF)	0.7	0.3																								
FF/Paramedic (PM)	1.3	0.5																								
Fire Apparatus Engineer	2.5	1.0																								
Fire Apparatus Engineer/PM	2.9	0.7																								
Fire Captain	2.8	1.7																								
Fire Captain/PM	3.4	1.5																								
<p>d. Enhance the level of Behavioral Health support provided to OCFA's workforce through implementation of a new Behavioral Health Coordinator position designed to oversee, coordinate and expand program services.</p> <p>A new class specification for the Behavioral Health & Wellness Coordinator position was developed by staff, and reviewed for preliminary approval by the Human Resources Committee on August 2, 2022. Final approval was granted by the Executive Committee in September 2022 and a recruitment to fill the position was open from November 2 to December 7, 2022. The selected candidate began on April 3, 2023.</p>	Human Resources	TSD: 7/1/22 TCD: 6/30/23 CB: Class specification is developed/approved, new position is filled, and incumbent assumes responsibility for coordination of services.																								

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Furthermore, in service of the mental health of our firefighters and staff, which continues to be one of our top priorities, we implemented the first Peer Support Canine (named “Pax”) in OCFA’s history. Trained behavioral wellness canines are becoming prominent in First Responder Behavioral Wellness, and we were fortunate to partner with Local 3631 for their leadership on this important addition to the OCFA. A press conference was completed on April 10, 2023, to introduce Pax and to share more details of OCFA’s newest service in support of “Our People”.</p> <p>Corporate Communications has supported this important work through a variety of press conferences, PSAs, social media posts, and videos that have been widely shared both internally and across the nation through news media coverage.</p> <p>The Behavioral Health and Wellness team hosted exclusive showings of the movie <i>PTSD 911</i> – a documentary film that takes a real and raw look at the impacts of PTSD. In collaboration with Local 3631, viewings and speaker panels were scheduled for each shift, open to all employees and their families to discuss PTSD and the resources available to support their behavioral and mental health.</p>			
<p>e. Develop policies to keep OCFA proactive with classification and compensation issues.</p> <p>The Human Resources Department conducted a Class & Comp study for the Administrative Support Series which includes a total of eight classifications (primarily within the OCEA bargaining unit). The results of the study are in the review stage with the labor association to address any questions for follow-up.</p> <p>In addition, staff anticipates completing a Class & Comp study and/or a Salary Survey of additional classifications within OCEA upon completion of the Admin. Series study.</p> <p>Furthermore, HR completed refresh-updates of the compensation studies for the OCFAMA and the OCFPA Local 3631 units during the third and fourth quarters.</p>	Human Resources	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.</p>	

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
b. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including focus on ECC/Dispatch personnel.	Deputy Chief of Emergency Operations, EMS & Training, and Human Resources	TSD: TCD: CB:	7/1/23 6/30/24 The volume of force hiring is reduced as compared to FY 2022/23.
c. Fill the new Organizational Development & Training Manager position and leverage this new position to take actions towards fostering career progression, encouraging professional development, and developing future leaders within OCFA.	Deputy Chiefs and Human Resources	TSD: TCD: CB:	7/1/23 6/30/24 A skilled training manager is hired, and new training opportunities are offered for all levels of personnel.
d. Plan and begin implementing actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for: <ul style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force (Note: This is an ongoing goal.)	Deputy Chiefs, Human Resources, and Corporate Communications	TSD: TCD: CB:	7/1/23 6/30/24 Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
e. Develop policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/23 6/30/24 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
b. Complete the Staffing System needs assessment, prioritize and identify the best technology, and	Deputy Chief of Emergency Operations,	TSD: TCD: CB:	7/1/23 6/30/24

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
develop the scope for making comprehensive System upgrades.	Business Services, Human Resources, and Logistics		Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.

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

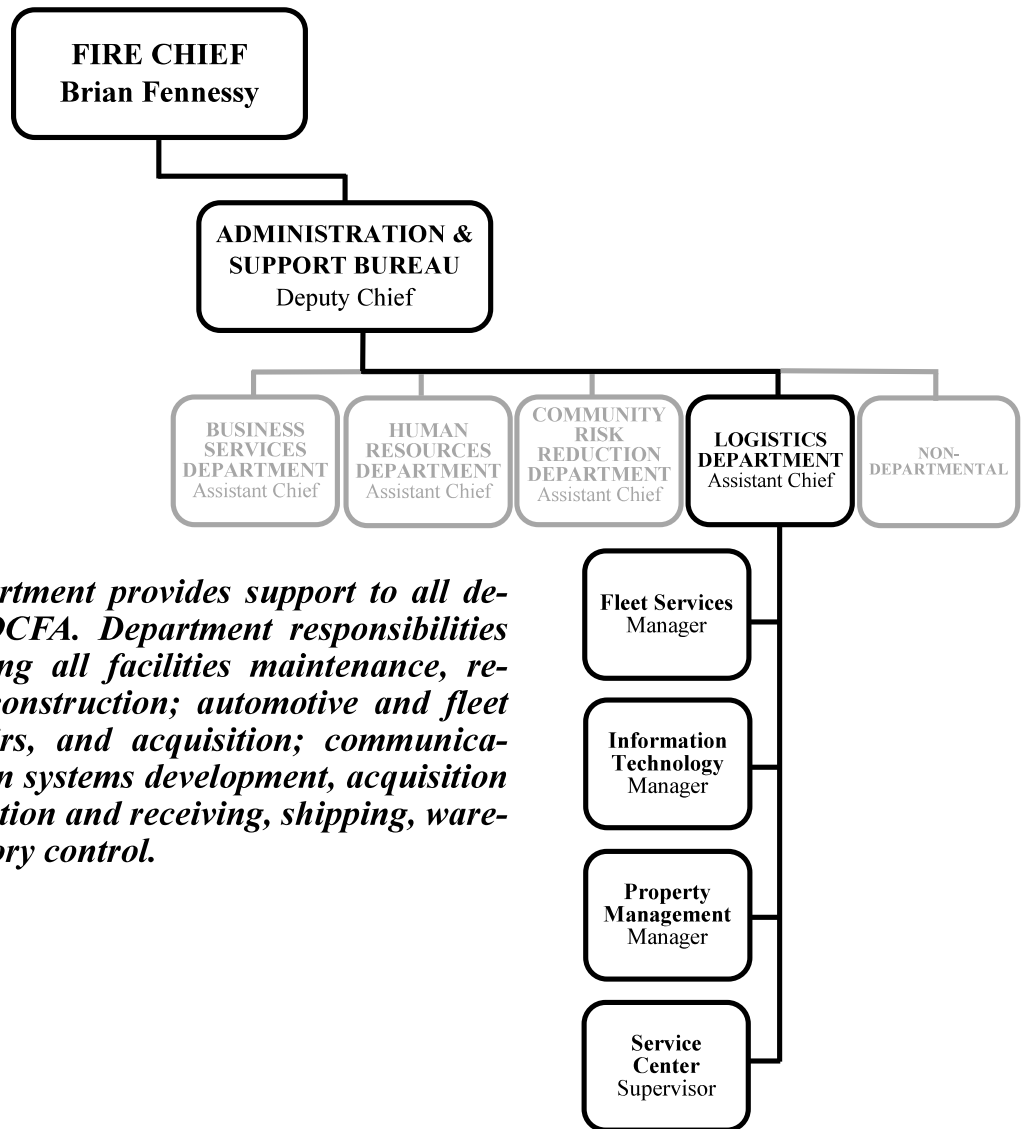


Logistics Department





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



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

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
LOGISTICS DEPARTMENT SUMMARY
FY 2023/24 BUDGET

Account Description	Information Technology	Fleet Services	Service Center	Property Management	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$5,087,588	\$2,343,009	\$1,167,638	\$1,099,853	\$9,698,088
Backfill/Overtime	320,785	135,546	118,145	44,468	618,944
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	50,522	50,522
Reserves	-	-	-	-	-
Other Pay	445,338	108,077	148,436	17,496	719,347
Sick/Vacation Payoff	79,174	61,866	36,943	46,198	224,181
TOTAL SALARIES	5,932,885	2,648,498	1,471,162	1,258,537	11,311,082
RETIREMENT	1,809,198	805,872	442,382	374,242	3,431,694
INSURANCE					
Employee Insurance	774,716	447,450	288,638	258,963	1,769,767
Workers' Comp	348,652	363,220	241,624	114,890	1,068,386
Unemployment Insurance	5,500	-	-	-	5,500
TOTAL INSURANCE	1,128,868	810,670	530,262	373,853	2,843,653
MEDICARE	86,027	38,403	21,332	18,249	164,011
TOTAL S&EB	8,956,978	4,303,443	2,465,138	2,024,881	17,750,440
SERVICES AND SUPPLIES	6,516,415	5,468,390	3,919,890	8,347,557	24,252,252
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$15,473,393	\$9,771,833	\$6,385,028	\$10,372,438	\$42,002,692
Funded Positions	47	28	19	12	106

Logistics Department Summary

Budget Summary:

The FY 2023/24 Budget for the Logistics Department is \$42.0 million, for funding of the following functions: Fleet Services, Information Technology, Property Management, and Service Center. This budget is about \$3.2 million higher than the FY 2022/23 Budget due primarily to increased costs of supplies such as apparatus outfitting equipment, turnouts, IT and radio equipment, and other related expenses for the Department. The budget includes funding for 106 positions in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2023/24.

The table below shows performance measures specific to the Logistics Department:

Output Measurement	Strategic Goal	FY 2020/21	FY 2021/22	FY 2022/23		FY 2023/24
		Actual	Actual	Actual	Target	Target
Work Orders Processed	1. Service Delivery	2,879	2,709	2,703	2,844	2,705
Annual Pump Tests Completed	1. Service Delivery	136	121	116	130	120
U/L Aerial Certifications	1. Service Delivery	35	29	2,715	30	30
Smog Tests Completed	1. Service Delivery	82	33	29	40	33
Vehicles Surveyed	1. Service Delivery	29	31	0	30	30

FY 2023/24 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21	FY 2021/22	FY 2022/23		FY 2023/24
		Actual	Actual	Actual	Target	Target
Computer Applications & Databases Supported	3. Technology	170	175	175	185	190
Users Supported	3. Technology	1,637	1,730	1,730	1,825	2,025
Servers Supported	3. Technology	220	250	250	275	388
Network Switches, Routers, Data Circuits Supported	3. Technology	450	470	470	480	485
Repeaters, Base Stations, Radio Controllers, Dispatch Consoles Supported	3. Technology	77	80	80	85	100
PCs, iPads, Laptops, Printers Supported	3. Technology	2,500	2,750	2,750	2,800	3,150
Remote Access Support	3. Technology	1,250	1,500	1,500	1,600	2,025
MDC's, AVL Modems, Radios Supported	3. Technology	3,950	4,375	4,375	4,700	6,000
Fax, Pagers, Mobile Phones Supported	3. Technology	3,350	3,500	3,500	3,800	3,800
IT Service Calls	3. Technology	5,633	3,962	3,962	4,242	3,000
Communications Services Requests	3. Technology	939	731	731	750	700
System Dev. Requests	3. Technology	1,369	909	909	1,000	1,000
Help Desk / Infrastructure Requests	3. Technology	2,393	1,693	1,693	1,800	3,400
GIS Requests	3. Technology	932	629	629	692	1,755
Facility Repairs & Maintenance Processed	1. Service Delivery	3,306	2,301	2,301	2,416	2,870
New Construction	1. Service Delivery	0	0	0	1	1
Rehabilitation/Improvement Projects Completed	1. Service Delivery	34	32	32	40	4
Vehicle Outfitting	1. Service Delivery	34	45	45	60	50
Vehicles Decaled	1. Service Delivery	85	100	100	120	150
Incidents Supported	1. Service Delivery	579	617	617	650	400
Academies Supported/Outfitted	1. Service Delivery	3	3	3	2	4
Ground Ladder Testing	1. Service Delivery	578	578	578	578	578
SCBA Flow Testing	1. Service Delivery	800	800	800	800	800

OCFA STRATEGIC GOALS – FY 2022/23 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
c. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services. In July 2022, the Board of Directors approved recommendations from the Security Ad Hoc Committee to move forward with an approach to security which included use of armed physical security and security management services. Therefore, staff has issued an RFP for Physical Security Services and Security Management Services, to include additional post coverage using armed guard services. This is the second RFP issued; no contract was awarded after the first RFP; the second re-issued RFP now includes a more precise scope of services. Staff will return to the Board for approval of a contract upon completion. In addition, additional security enhancements requiring capital improvements were recommended by the Committee, with support from the Board. These capital improvement projects (CIP) were included in the Board-Adopted 5-Year FY 2023/24 – FY 2027/28 CIP.	Logistics	TSD: 7/1/22 TCD: 6/30/23 CB: Board direction is provided as a result of recommendations from the Ad Hoc Committee, with implementation actions taken by staff. A request for Proposal was issued and OCFA received 17 proposals to provide the service. Staff is in the process of reviewing the proposals with final vendor selection anticipate for the second quarter of FY 2023/24. Additional security enhancements were included in the five-year CIP and the tasks schedule for the FY 2023/24 were approved as part Budget Adoption by the Board in May 2023.
d. Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24. The service delivery enhancement to convert Engine 42 (Lake Forest) from a Paramedic Assessment Unit (PAU) to a Paramedic Engine (PME) was implemented in July 2022. New staffing of a PME at Fire Station 67 was implemented in September 2022. In addition, the design phase for replacement Fire Station 24 has been completed, with station construction in FY 2023/24, keeping the project within the timing parameters planned for the fiscal year.	Field Operations North, Field Operations South, and Logistics	TSD: 7/1/22 TCD: 6/30/23 CB: Staffing enhancements are completed and the station construction remains within established budget/timing parameters as of end of fiscal year.

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
<p>a. Complete the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.</p> <p>The project is on schedule at 86% complete and 76% budget expended as of June 2023. The kick-off date for testing and training is projected for the First Quarter of FY 2023/24.</p>	<p style="text-align: center;">Logistics and Community Risk Reduction</p>	<p>TSD: 7/1/22 TCD: 6/30/23 CB: The system goes live during the fiscal year, with refinement continuing, as needed, post-implementation.</p>	
<p>b. Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades.</p> <p>The final version of the EMS System needs assessment was completed in January 2023. The IT and EMS Sections are reviewing the project scope and prioritization of needs, which will result in recommendations for system purchase and/or development during FY 2023/24.</p> <p>Certain time sensitive technology projects have already kicked off such as the planning process for implementation of First Watch/Pass for the EMS Quality Management Division, and the RFP for the automated medication dispensing / narcotics tracking systems.</p>	<p style="text-align: center;">Logistics and EMS & Training</p>	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Consultant completes the needs assessment and IT/EMS jointly prepares the project scope in preparation for system purchase or development during the next fiscal year. The project scope is in the final stages of being finalized, with a solicitation to occur in FY 2023/24.</p>	
<p>c. Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call processing times, turnout times, various components of overall response time, etc.).</p>	<p style="text-align: center;">Logistics, Field Operations North, and Field Operations South</p>	<p>TSD: 7/1/22 TCD: 6/30/23 CB: A new system is implemented during the fiscal year, with refinement continuing, as needed, post- implementation. The system has been implemented and is in</p>	

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

OCFA STRATEGIC GOALS – FY 2022/23 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>A Request for Proposal process was completed, resulting in award of contract to FirstWatch Solutions, approved by the Executive Committee at their meeting on November 17, 2022. The OCFA’s project team of subject matter experts worked with FirstWatch for system set-up and implementation. In our day-to-day working environment, both Assistant Chiefs of Field Operations, all Divisions Chiefs, and all Battalion Chiefs now have access to FirstWatch dashboards which are built onto their electronic devices for monitoring response times.</p>			the early stages of data collection and analysis.
<p>d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).</p> <p>Implementation has been initiated, or is substantially completed, with the following projects:</p> <ul style="list-style-type: none"> • Cyber-Security – Physical Access to IT systems 50% complete; Network access/privileges and software precautions 100% complete; 2-factor login authentication testing complete and being deployed; server and firewall software patching 90% complete. Wireless survey complete; going to bid to upgrade; recommended for 102 access points at RFOTC. A Purchase Order has been issued for third-party security penetration testing of the OCFA network. • Physical Security Upgrades – Control Access System and surveillance camera upgrades design/engineering complete; bid/award, equipment ordered, and full implementation is estimated by June 2023, 50% complete; Updated RFOTC Security vulnerabilities assessment by OCIAC Nov. 2021, 100% complete. Security Guard Services contract RFP (rebid) is in process. • Data Center Colocation Facility – 20% complete. Location identified (US&R Warehouse). Feasibility study complete, report delivered to Executive Management. Phase two, pre-construction services in-process; furniture ordered and 	Logistics	TSD: 7/1/22 TCD: 6/30/23 CB:	Implementation is substantially complete for all three (Cyber – Security, Physical Security, and Data Center Fire Protection) of these important upgrade projects. Data Center Colocation / Continuity of Operations will be a phased implementation that will continue over the next three fiscal years.

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>installed January 3-5, 2023; next steps includes construction phase. Alternate dispatch location at FS43 with Dispatch trailer; VESTA modified to extend calls to trailer at FS43, Power and data connections added in Apparatus bay to support live CAD/9-1-1 dispatching. - 100% implemented. Live testing of 911 calls and dispatch complete; upgrading of PCs in existing communications trailer in process.</p> <p>• Data Center Fire Protection Upgrade – 70% complete. Contract awarded and equipment ordered; installation in process, estimated completion by end of FY 2022/23.</p>			

Performance Measure: For quarterly updates, the measurement will be shaded to indicate status, as follows =

Not Started, In Progress, Complete

OCFA STRATEGIC GOALS – FY 2023/24 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>			
e. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services.	Logistics	TSD: 7/1/23 TCD: 6/30/24 CB:	Prioritized measures for the fiscal year are funded in the budget and are in various stages of implementation by staff.
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. Complete the development of the Community Risk Reduction records management system, known as ORION to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service.	Logistics and Community Risk Reduction	TSD: 7/1/23 TCD: 6/30/24 CB:	7/1/23 (Beta Testing Begins) The system goes live during the fiscal year, with refinement phases continuing, as needed, post- implementation.
b. Building upon the EMS (Emergency Medical Services) System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.	Logistics and EMS & Training	TSD: 7/1/23 TCD: 6/30/24 CB:	EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase or development, and phased implementation.
c. Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.	Deputy Chief of Emergency Operations, Business Services, Human Resources, and Logistics	TSD: 7/1/23 TCD: 6/30/24 CB:	Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.
d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center	Logistics	TSD: 7/1/23 TCD: 6/30/24 CB:	Implementation is substantially complete for the Cyber and Physical Security phases; Continuity of Operations

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
colocation facility, backup dispatch center, and data center fire protection upgrade).		implementation continues over the next three fiscal years.

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

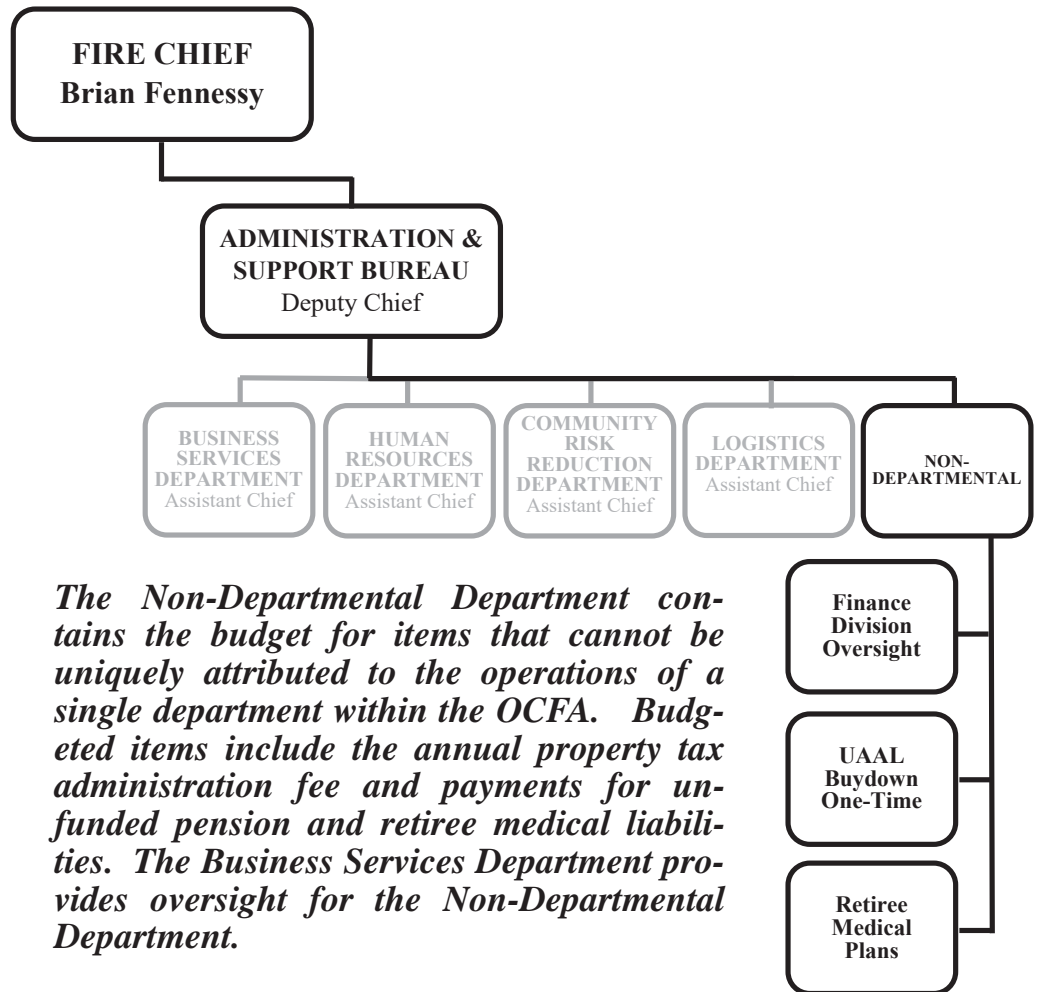


*Non-
Departmental
Department*





ORANGE COUNTY FIRE AUTHORITY NON-DEPARTMENTAL DEPARTMENT ORGANIZATION CHART



The Non-Departmental Department contains the budget for items that cannot be uniquely attributed to the operations of a single department within the OCFA. Budgeted items include the annual property tax administration fee and payments for unfunded pension and retiree medical liabilities. The Business Services Department provides oversight for the Non-Departmental Department.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
NON-DEPARTMENTAL SUMMARY
FY 2023/24 BUDGET

Account Description	Retiree Medical	UAAL Buydown	Financial Services Controlled	Non- Departmental Total
EMPLOYEE SALARIES				
Regular Salaries	-	-	-	-
TOTAL SALARIES	-	-	-	-
RETIREMENT	-	-	-	-
INSURANCE				
Employee Insurance	63,420	-	-	63,420
TOTAL INSURANCE	63,420	-	-	63,420
MEDICARE	-	-	-	-
RETIREE MEDICAL LIABILITY	-	20,772,547	-	20,772,547
TOTAL S&EB	63,420	20,772,547	-	20,835,967
SERVICES AND SUPPLIES	-	-	2,633,048	2,633,048
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$63,420	\$20,772,547	\$2,633,048	\$23,469,015

Non-Departmental Department Summary

Budget Summary:

The FY 2023/24 Budget for the Non-Departmental Department is \$23.5 million. This department was established for budgeted items that cannot be attributed to a single department, including the annual property tax administration fee and payments for unfunded pension and retiree medical liabilities. The Non-Departmental Department budget funds the following functions: Finance Division Oversight, UAAL Buydown, and Retiree Medical Plan contributions. There are no funded positions associated with the Non-Departmental Department in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

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

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

HOARDING AND FIRE RISK



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



Hoarding affects up to 6% of the population, including 19 million Americans.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Hoarding Fire Risk

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

You Can Help

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

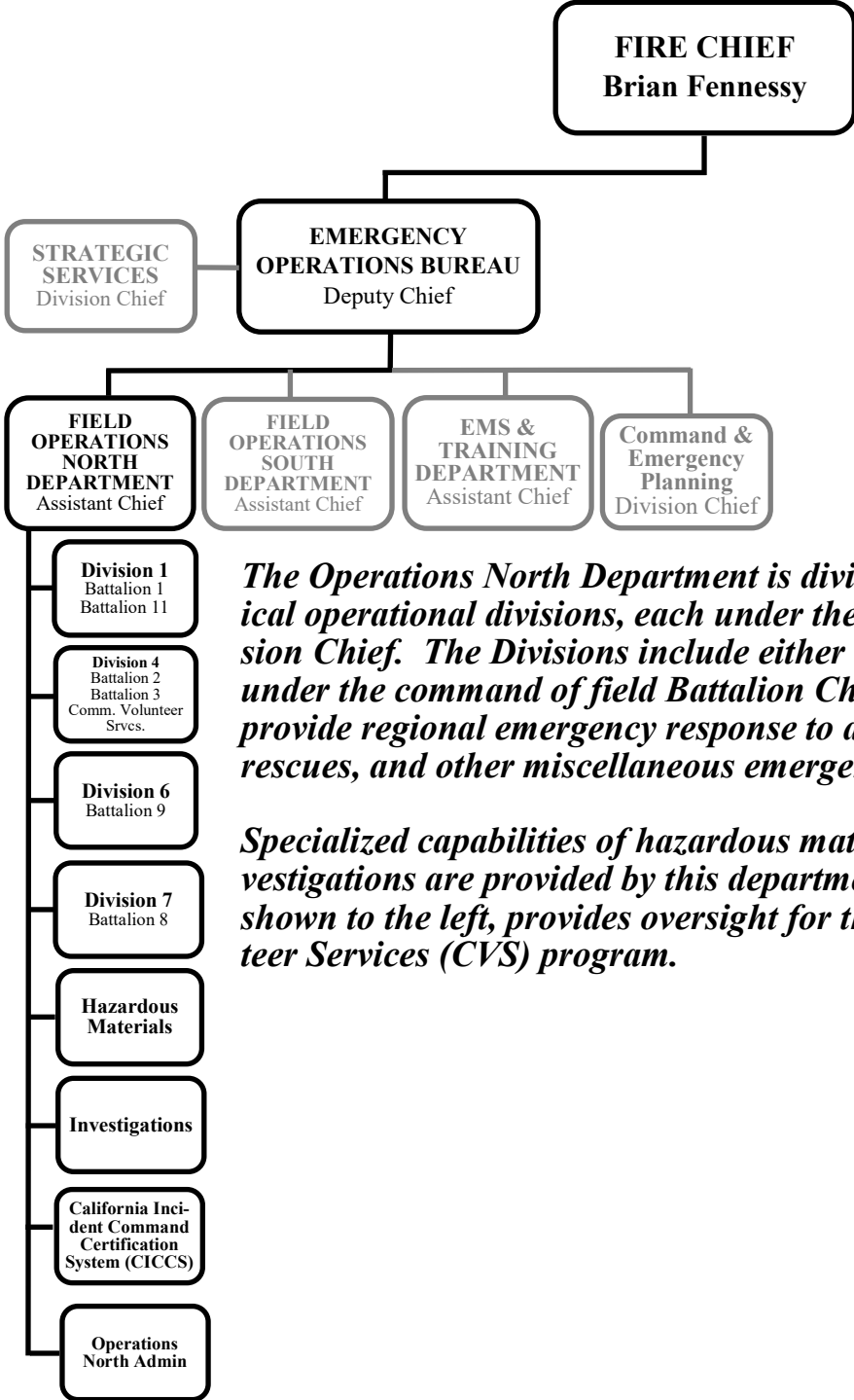


Field Operations
North
Department





ORANGE COUNTY FIRE AUTHORITY FIELD OPERATIONS NORTH DEPARTMENT ORGANIZATION CHART



The Operations North Department is divided into four 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. These Battalions provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies.

Specialized capabilities of hazardous materials response and investigations are provided by this department. Division 4, as shown to the left, provides oversight for the Community Volunteer Services (CVS) program.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FIELD OPERATIONS DEPARTMENT NORTH SUMMARY FY 2023/24 BUDGET

Account Description	Division 1 Field/Admin	Division 4 Field/Admin	Division 6 Field/Admin	Division 7 Field/Admin	Haz-Mat Program
EMPLOYEE SALARIES					
Regular Salaries	\$19,156,193	\$14,007,003	\$16,052,021	\$11,482,830	-
Backfill/Overtime	7,363,574	6,615,258	6,407,700	4,233,376	-
FLSA Adjustment/Holiday Pay	1,867,707	1,361,296	1,558,009	1,101,041	-
Extra Help	-	-	-	-	-
Reserves	-	125,708	-	17,358	-
Other Pay	4,758,194	3,391,654	4,059,663	2,717,737	-
Sick/Vacation Payoff	409,815	362,180	222,552	252,671	-
TOTAL SALARIES	33,555,483	25,863,099	28,299,945	19,805,013	-
RETIREMENT	9,970,186	7,589,735	8,214,529	5,966,767	-
INSURANCE					
Employee Insurance	4,632,691	3,393,694	3,905,885	2,748,425	-
Workers' Compensation	4,371,084	3,300,910	3,530,131	2,455,603	-
Unemployment Insurance	3,500	3,500	3,500	3,500	-
TOTAL INSURANCE	9,007,275	6,698,104	7,439,516	5,207,528	-
MEDICARE	487,287	377,054	412,777	288,858	-
TOTAL S&EB	53,020,231	40,527,992	44,366,767	31,268,166	-
SERVICES & SUPPLIES	16,269	78,130	19,900	16,854	147,000
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$53,036,500	\$40,606,122	\$44,386,667	\$31,285,020	\$147,000
Funded Positions	177	129	149	105	-

ORANGE COUNTY FIRE AUTHORITY
FIELD OPERATIONS DEPARTMENT NORTH SUMMARY
FY 2023/24 BUDGET

Account Description	Operations North Admin	Investigations	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$133,382	\$1,406,311	\$62,237,740
Backfill/Overtime	90,451	149,550	24,859,909
FLSA Adjustment/Holiday Pay	-	75,927	5,963,980
Extra Help	-	-	-
Reserves	-	-	143,066
Other Pay	42,015	311,024	15,280,287
Sick/Vacation Payoff	32,452	66,047	1,345,717
TOTAL SALARIES	298,300	2,008,859	109,830,699
RETIREMENT	71,257	825,849	32,638,323
INSURANCE			
Employee Insurance	26,400	275,103	14,982,198
Workers' Compensation	207,077	277,556	14,142,361
Unemployment Insurance	-	-	14,000
TOTAL INSURANCE	233,477	552,659	29,138,559
MEDICARE	4,326	29,280	1,599,582
TOTAL S&EB	607,360	3,416,647	173,207,163
SERVICES & SUPPLIES	40,000	365,935	684,088
EQUIPMENT	-	-	-
TOTAL BUDGET	\$647,360	\$3,782,582	\$173,891,251
Funded Positions	1	11	572

Field Operations North Department Summary

Budget Summary:

The FY 2023/24 Budget for the Field Operations North Department is \$173.9 million. The Field Operations North Department was created in February 2023 after an Authority reorganization. The Field Operations North Department budget funds the following functions: Division 1, Division 4, Division 6, Division 7, Hazardous Materials Team, Investigations, and Operations North Administration. The budget includes funding for 572 positions in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added throughout the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

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

This department/division was not assigned any strategic goals for FY 2023/24.

The table on the following page shows performance measures specific to the Field Operations North Department.

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23		FY 2023/24 Target
				Actual	Target	
Number of Incident Responses*	1. Service Delivery	152,289	169,599	177,483	176,134	185,740
Average # of Investigations Completed per Investigator	1. Service Delivery	155	146	126	175	136
% of Fire Identified with a Definitive Cause	1. Service Delivery	75%	75%	78%	75%	75%
% of Criminal Cases Resolved	1. Service Delivery	43%	35%	47%	45%	45%
% of Juveniles Identified and Sent to Diversion Program	1. Service Delivery	47%	27%	67%	75%	65%

**Output measures noted represent Authority-wide Operations as historic data is not available for Field Operations North and Field Operations South due to the reorganization in February 2023.*

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
<p>d. Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24.</p> <p>The service delivery enhancement to convert Engine 42 (Lake Forest) from a Paramedic Assessment Unit (PAU) to a Paramedic Engine (PME) was implemented in July 2022. New staffing of a PME at Fire Station 67 was implemented in September 2022. In addition, the design phase for replacement Fire Station 24 has been completed, with station construction in FY 2023/24, keeping the project within the timing parameters planned for the fiscal year.</p>	Field Operations North, Field Operations South, and Logistics	TSD: 7/1/22 TCD: 6/30/23 CB: Staffing enhancements are completed and the station construction remains within established budget/timing parameters as of end of fiscal year.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>		
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.</p> <p>As we begun Fiscal Year 2022/23, management implemented several temporary actions, pending further relief that was anticipated in the coming months through aggressive hiring and promotional processes. These aggressive actions to hire new firefighters, promote existing personnel through the ranks, and provide opportunities for personnel to attend paramedic school resulted in sustained reductions in force hiring.</p> <p>Comparing May 2022 to May 2023, data has revealed significant and sustained improvements across all ranks (as shown on the following page).</p>	Human Resources, Field Operations North, Field Operations South and EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: The volume of force hiring is reduced as compared to FY 2021/22.

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

OCFA STRATEGIC GOALS – FY 2022/23 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)																									
<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th colspan="3">Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)</th> </tr> <tr> <th>Rank</th> <th>May '22</th> <th>May '23</th> </tr> </thead> <tbody> <tr> <td>Firefighter (FF)</td> <td>0.7</td> <td>0.3</td> </tr> <tr> <td>FF/Paramedic (PM)</td> <td>1.3</td> <td>0.5</td> </tr> <tr> <td>Fire Apparatus Engineer</td> <td>2.5</td> <td>1.0</td> </tr> <tr> <td>Fire Apparatus Engineer/PM</td> <td>2.9</td> <td>0.7</td> </tr> <tr> <td>Fire Captain</td> <td>2.8</td> <td>1.7</td> </tr> <tr> <td>Fire Captain/PM</td> <td>3.4</td> <td>1.5</td> </tr> </tbody> </table>	Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)			Rank	May '22	May '23	Firefighter (FF)	0.7	0.3	FF/Paramedic (PM)	1.3	0.5	Fire Apparatus Engineer	2.5	1.0	Fire Apparatus Engineer/PM	2.9	0.7	Fire Captain	2.8	1.7	Fire Captain/PM	3.4	1.5			
Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)																											
Rank	May '22	May '23																									
Firefighter (FF)	0.7	0.3																									
FF/Paramedic (PM)	1.3	0.5																									
Fire Apparatus Engineer	2.5	1.0																									
Fire Apparatus Engineer/PM	2.9	0.7																									
Fire Captain	2.8	1.7																									
Fire Captain/PM	3.4	1.5																									
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>																											
<p>c. Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call processing times, turnout times, various components of overall response time, etc.).</p> <p>A Request for Proposal process was completed, resulting in award of contract to FirstWatch Solutions, approved by the Executive Committee at their meeting on November 17, 2022. The OCFA’s project team of subject matter experts worked with FirstWatch for system set-up and implementation. In our day-to-day working environment, both Assistant Chiefs of Field Operations, all Divisions Chiefs, and all Battalion Chiefs now have access to FirstWatch dashboards which are built onto their electronic devices for monitoring response times.</p>	Logistics, Field Operations North, and Field Operations South	TSD: 7/1/22 TCD: 6/30/23 CB: A new system is implemented during the fiscal year, with refinement continuing, as needed, post- implementation. The system has been implemented and is in the early stages of data collection and analysis.																									

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

HOLIDAY FIRE SAFETY



The holidays should be enjoyable. To ensure your holiday celebrations are fire safe and injury free, follow these safety tips.



Holiday decorations are responsible for more than \$11 million in home fire damages each year.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Candles

- Consider using flameless candles and flame-resistant candleholders to reduce fire risk.
- Keep candles at least 12 inches from flammable materials and place them on heat-resistant surfaces.
- Keep candles out of the reach of children and pets.
- Extinguish all candles before leaving a room or going to sleep.

Lighting and Decorations

- Check lights for broken or cracked sockets, frayed or bare wires, or loose connections before using.
- Replace burned-out bulbs promptly with the same wattage bulb.
- Don't overload electrical outlets with too many lights or decorations and make sure all extension cords are marked for proper use.
- Plug outdoor electric lights and decorations into circuits protected by ground fault circuit interrupters (GFCIs).
- Turn off all indoor and outdoor holiday lighting before leaving the house or going to bed.

Christmas Trees

- Place your tree away from fireplaces, radiators, heater vents, air ducts, and other heat sources.
- Make sure the tree is out of the way of day-to-day traffic and doesn't block doorways.
- Ornaments and other holiday decorations should be non-combustible or flame-resistant.
- Remove your tree promptly from your home after the holidays. An ignited tree can be totally consumed by fire in 3-5 seconds, and generate over 2,000 degrees of radiant heat.

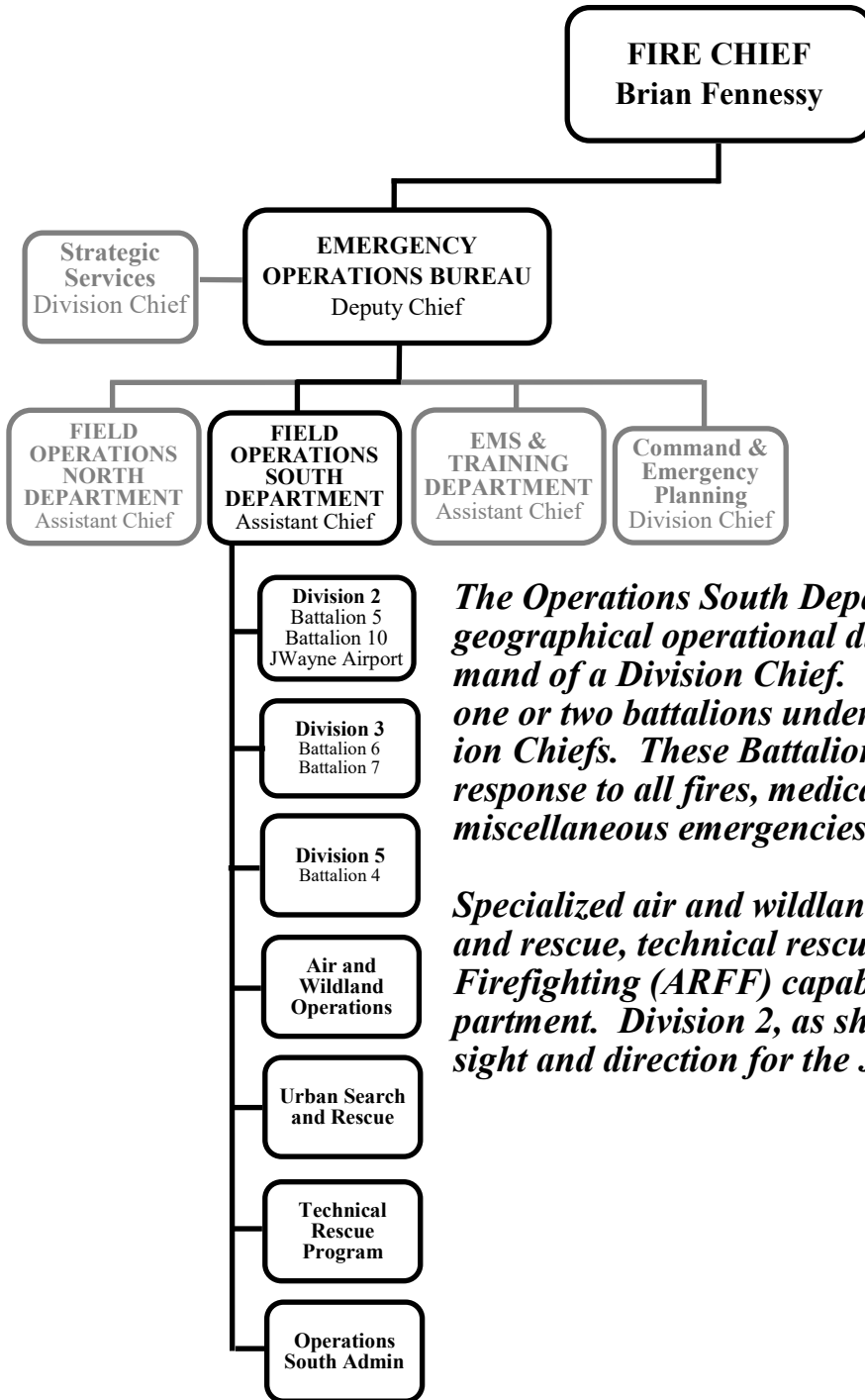


Field Operations
South
Department





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



The Operations South Department is divided into three 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. These Battalions provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies.

Specialized air and wildland operations, urban search and rescue, technical rescue, and Aircraft Rescue and Firefighting (ARFF) capabilities are provided by this department. Division 2, as shown to the left, provides oversight and direction for the John Wayne Airport program.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FIELD OPERATIONS DEPARTMENT SOUTH SUMMARY
FY 2023/24 BUDGET

Account Description	Division 2 Field/Admin	Division 3 Field/Admin	Division 5 Field/Admin	Operations South Admin	Technical Rescue Truck	Air & Wildland Operations	Department Total
EMPLOYEE SALARIES							
Regular Salaries	\$22,343,447	\$24,517,526	\$13,778,128	\$100,086	-	\$5,718,461	\$66,457,648
Backfill/Overtime	9,093,339	8,805,787	5,283,621	-	-	1,259,572	24,442,319
FLSA Adjustment/Holiday Pay	2,184,727	2,374,823	1,321,743	-	-	144,612	6,025,905
Extra Help	-	-	-	-	-	-	-
Reserves	6,424.00	54,978.00	15,532.00	-	-	-	76,934
Other Pay	5,553,079	5,712,058	3,426,350	5,328	-	755,645	15,452,460
Sick/Vacation Payoff	475,887	464,298	358,625	-	-	95,686	1,394,496
TOTAL SALARIES	39,656,903	41,929,470	24,183,999	105,414	-	7,973,976	113,849,762
RETIREMENT	11,995,542	13,135,675	7,193,603	31,454	-	2,432,428	34,788,702
INSURANCE							
Employee Insurance	5,425,957	5,951,754	3,381,813	15,290	-	1,916,077	16,690,891
Workers' Compensation	5,127,737	4,972,597	3,072,527	-	-	939,568	14,112,429
Unemployment Insurance	3,500	3,500	3,500	-	-	20,000	30,500
TOTAL INSURANCE	10,557,194	10,927,851	6,457,840	15,290	-	2,875,645	30,833,820
MEDICARE	576,776	609,008	348,530	1,440	-	116,785	1,652,539
TOTAL S&EB	62,786,415	66,602,004	38,183,972	153,598	-	13,398,834	181,124,823
SERVICES & SUPPLIES	250,684	25,743	15,065	-	113,000	3,092,762	3,497,254
EQUIPMENT	-	-	-	-	-	275,927	275,927
TOTAL BUDGET	\$63,037,099	\$66,627,747	\$38,199,037	\$153,598	\$113,000	\$16,767,523	\$184,898,004
Funded Positions	207	228	129	1	-	75	640

Field Operations South Department Summary

Budget Summary:

The FY 2023/24 Budget for the Field Operations South Department is \$184.9 million. The Field Operations South Department was created in February 2023 after an Authority reorganization. The Field Operations South Department budget funds the following functions: Division 2, Division 3, Division 5, Technical Rescue Truck Program, Air and Wildland Operations, and Operations South Administration. The budget includes funding for 640 positions in FY 2023/24. The FY 2023/24 Budget does not include grants which are to be added throughout the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2023/24.

The table on the following page shows performance measures specific to the Field Operations South Department.

FY 2023/24 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23		FY 2023/24 Target
				Actual	Target	
Number of Incident Responses*	1. Service Delivery	152,289	169,599	177,483	176,134	185,740
Number of Helicopter Incidents	1. Service Delivery	359	330	258	219	219
Number of Helicopter Support Incidents	1. Service Delivery	308	291	213	178	178

**Output measures noted represent Authority-wide Operations as historic data is not available for Field Operations North and Field Operations South due to the reorganization in February 2023.*

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<p>1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>		
<p>b. Fulfill the board-approved OCFA Aircraft Replacement Review Process and begin implementation of board-directed actions that result from the analysis.</p> <p>The Aircraft Replacement Review Process was completed with the Board of Directors at the July 28, 2022 meeting resulting in Board direction for staff to (1) return the two loaned Federal Excess Property Program UH-1H Super Huey helicopters to the federal government, and (2) initiate administrative actions to facilitate the purchase of two Sikorsky S-70 Type I helicopters (“FIREHAWKS”). The Board then approved all administrative actions for the purchase at the September 22 and October 27, 2022 meetings, including lease-purchase financing of the helicopters. We anticipate delivery of the new FIREHAWKS by the end of calendar year 2023.</p> <p>Before the new aircraft are delivered to OCFA, they will be transformed from Blackhawk to FIREHAWK helicopters. Under Chief Fennessy’s direction and for added transparency, this transformation — a true multi mission airframe that has enhanced capabilities and safety from digital cockpit upgrades, increased power margins and the ability to deliver 1000 gallons of water. The FIREHAWK’s ease of navigation in aerial firefighting to a reconfigurable cabin that accommodates up to 12 firefighting crew members and their equipment during emergency operations — is being chronicled on all OCFA social media platforms over the next year. Thus far, this social media campaign has earned 230,904 impressions across all platforms. You can monitor the progress by following us on social media @OCFireAuthority and searching the hashtag #OCFAFIREHAWKS.</p>	<p>Field Operations South</p>	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Formal board direction is provided, budgetary actions are planned, and purchasing/financing processes are initiated by staff.</p>
<p>d. Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24.</p>	<p>Field Operations North,</p>	<p>TSD: 7/1/22 TCD: 6/30/23 CB: Staffing enhancements are completed and the station construction remains within</p>

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)																									
<p>The service delivery enhancement to convert Engine 42 (Lake Forest) from a Paramedic Assessment Unit (PAU) to a Paramedic Engine (PME) was implemented in July 2022. New staffing of a PME at Fire Station 67 was implemented in September 2022. In addition, the design phase for replacement Fire Station 24 has been completed, with station construction in FY 2023/24, keeping the project within the timing parameters planned for the fiscal year.</p>	Field Operations South, and Logistics		established budget/timing parameters as of end of fiscal year.																								
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>																											
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.</p> <p>As we begun Fiscal Year 2022/23, management implemented several temporary actions, pending further relief that was anticipated in the coming months through aggressive hiring and promotional processes. These aggressive actions to hire new firefighters, promote existing personnel through the ranks, and provide opportunities for personnel to attend paramedic school resulted in sustained reductions in force hiring.</p> <p>Comparing May 2022 to May 2023, data has revealed significant and sustained improvements across all ranks (as shown below).</p> <table border="1" data-bbox="167 1377 704 1661"> <thead> <tr> <th colspan="3">Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)</th> </tr> <tr> <th>Rank</th> <th>May '22</th> <th>May '23</th> </tr> </thead> <tbody> <tr> <td>Firefighter (FF)</td> <td>0.7</td> <td>0.3</td> </tr> <tr> <td>FF/Paramedic (PM)</td> <td>1.3</td> <td>0.5</td> </tr> <tr> <td>Fire Apparatus Engineer</td> <td>2.5</td> <td>1.0</td> </tr> <tr> <td>Fire Apparatus Engineer/PM</td> <td>2.9</td> <td>0.7</td> </tr> <tr> <td>Fire Captain</td> <td>2.8</td> <td>1.7</td> </tr> <tr> <td>Fire Captain/PM</td> <td>3.4</td> <td>1.5</td> </tr> </tbody> </table>	Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)			Rank	May '22	May '23	Firefighter (FF)	0.7	0.3	FF/Paramedic (PM)	1.3	0.5	Fire Apparatus Engineer	2.5	1.0	Fire Apparatus Engineer/PM	2.9	0.7	Fire Captain	2.8	1.7	Fire Captain/PM	3.4	1.5	Human Resources, Field Operations North, Field Operations South and EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: The volume of force hiring is reduced as compared to FY 2021/22.	
Average # of Forced Overtime Shifts Per Employee/Per Month (>14 hrs.)																											
Rank	May '22	May '23																									
Firefighter (FF)	0.7	0.3																									
FF/Paramedic (PM)	1.3	0.5																									
Fire Apparatus Engineer	2.5	1.0																									
Fire Apparatus Engineer/PM	2.9	0.7																									
Fire Captain	2.8	1.7																									
Fire Captain/PM	3.4	1.5																									
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>																											

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

OCFA STRATEGIC GOALS – FY 2022/23 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>c. Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call processing times, turnout times, various components of overall response time, etc.).</p> <p><i>A Request for Proposal process was completed, resulting in award of contract to FirstWatch Solutions, approved by the Executive Committee at their meeting on November 17, 2022. The OCFA’s project team of subject matter experts worked with FirstWatch for system set-up and implementation. In our day-to-day working environment, both Assistant Chiefs of Field Operations, all Divisions Chiefs, and all Battalion Chiefs now have access to FirstWatch dashboards which are built onto their electronic devices for monitoring response times.</i></p>	<p>Logistics, Field Operations North, and Field Operations South</p>	<p>TSD: 7/1/22 TCD: 6/30/23 CB:</p>	<p>A new system is implemented during the fiscal year, with refinement continuing, as needed, post- implementation. The system has been implemented and is in the early stages of data collection and analysis.</p>

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

FY 2023/24 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 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>			
d. Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA.	Field Operations South	TSD: TCD: CB:	7/1/23 6/30/24 The FIREHAWK helicopters are implemented to enhance personnel safety and service delivery.

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

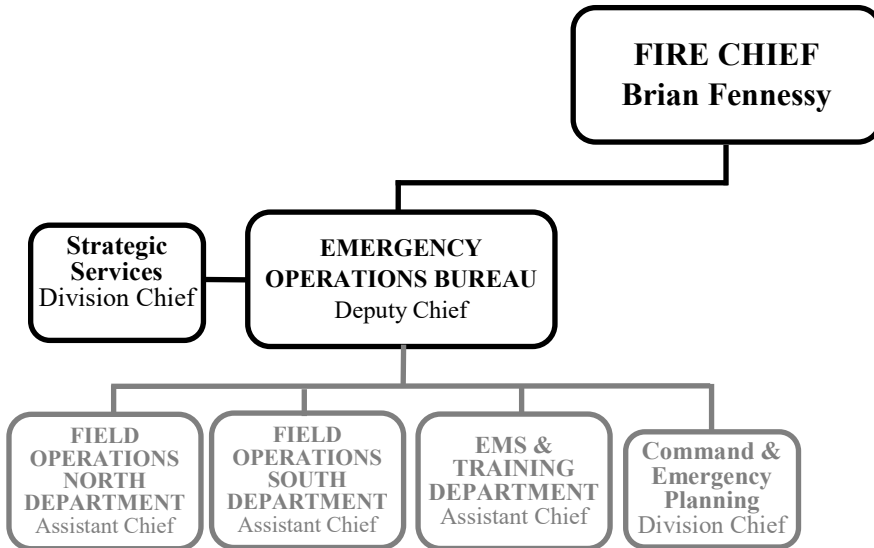


Strategic Services Division





**ORANGE COUNTY FIRE AUTHORITY
STRATEGIC SERVICES DIVISION
ORGANIZATION CHART**



The Strategic Services Division monitors frontline service response times and focuses on service delivery enhancement. This section responds to major development proposals; analyzes impacts of development projects and annexations; coordinates CEQA related reviews; and manages the OCFA Strategic Plan.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
STRATEGIC SERVICES DIVISION SUMMARY
FY 2023/24 BUDGET

<u>Account Description</u>	<u>Strategic Services</u>	<u>Division Total</u>
EMPLOYEE SALARIES		
Regular Salaries	\$278,635	\$278,635
Backfill/Overtime	-	-
FLSA Adjustment/Holiday Pay	-	-
Extra Help	-	-
Reserves	-	-
Other Pay	-	-
Sick/Vacation Payoff	-	-
TOTAL SALARIES	278,635	278,635
RETIREMENT	111,354	111,354
INSURANCE		
Employee Insurance	24,119	24,119
Workers' Comp	-	-
Unemployment Insurance	-	-
TOTAL INSURANCE	24,119	24,119
MEDICARE	3,546	3,546
TOTAL S&EB	417,654	417,654
SERVICES AND SUPPLIES	-	-
EQUIPMENT	-	-
TOTAL BUDGET	\$417,654	\$417,654
Funded Positions	1	1

Strategic Services Division Summary

Budget Summary:

The FY 2023/24 Budget for the newly established Strategic Services Division is \$0.4 million. The division is responsible for monitoring frontline service response times, gaps in coverage, and prioritizing service enhancements needed to maintain response time standards. The budget includes funding for one position in FY 2023/24.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2023/24 include:

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

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

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

The following table shows performance measures specific to the Strategic Services Division:

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23		FY 2023/24 Target
				Actual	Target	
Analyze the standards of coverage in all seven OCFA divisions	1. Service Delivery	N/A	N/A	N/A	N/A	7
Cumulative Continuous Quality Improvement (CQI) Score	1. Service Delivery	N/A	N/A	N/A	N/A	June 2024

Note: no historical data is provided as this division is newly established in FY 2023/24.

HOLIDAY FIRE SAFETY



The holidays should be enjoyable. To ensure your holiday celebrations are fire safe and injury free, follow these safety tips.



Holiday decorations are responsible for more than \$11 million in home fire damages each year.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Candles

- Consider using flameless candles and flame-resistant candleholders to reduce fire risk.
- Keep candles at least 12 inches from flammable materials and place them on heat-resistant surfaces.
- Keep candles out of the reach of children and pets.
- Extinguish all candles before leaving a room or going to sleep.

Lighting and Decorations

- Check lights for broken or cracked sockets, frayed or bare wires, or loose connections before using.
- Replace burned-out bulbs promptly with the same wattage bulb.
- Don't overload electrical outlets with too many lights or decorations and make sure all extension cords are marked for proper use.
- Plug outdoor electric lights and decorations into circuits protected by ground fault circuit interrupters (GFCIs).
- Turn off all indoor and outdoor holiday lighting before leaving the house or going to bed.

Christmas Trees

- Place your tree away from fireplaces, radiators, heater vents, air ducts, and other heat sources.
- Make sure the tree is out of the way of day-to-day traffic and doesn't block doorways.
- Ornaments and other holiday decorations should be non-combustible or flame-resistant.
- Remove your tree promptly from your home after the holidays. An ignited tree can be totally consumed by fire in 3-5 seconds, and generate over 2,000 degrees of radiant heat.

Capital Improvement Program Overview

INTRODUCTION

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

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

CAPITAL IMPROVEMENT PROGRAM FUNDS

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

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

CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS

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

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

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

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

CIP FUNDING

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

- Interest projections are based on the same assumptions used for the General Fund, which include an annual return of 2.25% for FY 2023/24, 4.00% for FY 2024/25, 3.50% for FY 2025/26, and 2.50% thereafter.
- Cash Contract City contributions to the CIP funds are calculated along with the charge for service as provided by the Joint Powers Agreement and subsequent amendments and are discussed in the General Fund Revenue Assumptions section of this document. The total charges to the cities are subject to estimated charges between 2.31% and 5.23% per year. Cash Contract Cities' participation in the vehicle depreciation program will generate about \$1.89 million to Fund 133 – Fire Apparatus Fund in FY 2023/24. 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 2023/24:

Fund	Revenue	Operating Transfer	Use of Fund Balance	TOTAL
Fund 12110 - General Fund CIP	-	11,500,000	565,301	12,065,301
Fund 123 - Fire Stations and Facilities	781,243	2,000,000	1,179,006	3,960,249
Fund 124 - Comm. & Information Systems	101,026	4,500,000	1,412,017	6,013,043
Fund 133 - Fire Apparatus	4,635,580	13,218,201	2,362,328	20,216,109

Operating transfers necessary to fund the FY 2023/24 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.

FY 2023/24 OCFA Adopted Budget

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

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

PERFORMANCE UPDATE

During the FY 2022/23 budget cycle, the following budgeted projects were either completed or have made significant advancement in the work process:

FY 2022/23 CIP projects:

General Fund CIP (Fund 12110)

- *Purchased and installed 250 replacement PCs, laptops, iPads and printers*
- *Completed upgrades to alerting system at an additional 20 fire stations*
- *Purchased and completed or began installation of 1,100 replacement or new mobile/portable VHF radios, MDCs, and modems*
- *Completed communications equipment installations on 50 new/replacement vehicles*
- *Completed phone and public address system upgrades at 2 fire stations*
- *Completed UPS replacement/upgrade project for RFOTC Data Center and ECC*
- *Installed new Clean Agent Fire Suppression system in RFOTC Data Center*
- *RFPs completed to replace ECC 9-1-1 Voice Recording System, Personnel Alerting System (PAGERS), Mobile CAD System, PYXIS drug dispensing systems, Enterprise AV Upgrades*
- *Completed Inclusive Facilities project improvements for five fire stations, and completed design/initiated permitting for six additional stations*
- *RFQs completed for Fire Station 4 tenant improvements*
- *Job-walk completed for Fire Station 23 tenant improvements*

Fire Stations and Facilities (Fund 123)

- *Completed components of the Cyber Security project including upgrades to all network firewalls, email, and internet scanning software. All access card readers replaced with new devices, new video cameras (43) infrastructure upgraded, access control management system and database upgraded.*
- *Submitted preapplication for RFOTC Training Grounds expansion project; initiated conditional use permit modification process, modified project in two (2) phases*
- *Fire Station new construction or improvement projects:*
 - *Completed 50% design for Air Operations at Fire Station 41, completed RFQ for tarmac upgrade work*
 - *Temporary Fire Station #24 under construction. Move in date scheduled for September 23*
 - *Preliminary site design work completed for Fire Station 10*
 - *Preliminary design for Fire Station 12 in process with the City of Laguna Woods and project architect*

Communications and Information Systems (Fund 124)

- *Completed RFP and selection of Data Extraction/Data Analysis program and integration with OCFA CAD to analyze service delivery performance for ambulance, dispatch, emergency response, and other metrics (part of Enterprise EMS project P353)*
- *Completed Needs Assessment study for Enterprise EMS technology.*
- *IFP replacement system replacement “ORION” development is 95% complete (P326)*

Fire Apparatus (Fund 133)

- *Outfitted and placed into service 44 Dodge Big Horns Pickups,, 2 Chevy Tahoe’s, 1 Training Box Truck, 1 Hazmat Support Vehicle, 1 Track Loader, 1 Trailer, 1 Education Trailer, 1 USAR Support Bobtail Truck, 1 Toyota Forklift.*

FY 2023/24 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2023/24 CIP budget is \$37.6 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2023/24 Budget for the General Fund CIP is \$10.7 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include fire station alarm system upgrades (\$2.7M), inclusive facilities (\$1.5M), all-band mobile and portable radios (\$1.2M), enterprise phone and public address systems upgrade (\$0.8M), fire station remodels (\$0.6M) and Fire Station 41 (Air Ops) station and aircraft landing facilities improvements (\$0.5M).

Fire Stations and Facilities (Fund 123)

The FY 2023/24 Budget for the Fire Stations and Facilities Fund is \$2.9 million. Projects budgeted include RFOTC training grounds expansion and upgrade (\$2.3M), replacement of Fire Station 10 (Yorba Linda) (\$0.3M), and solar power facilities for RFOTC and fire stations (\$0.2M).

Communications and Information Systems Fund (Fund 124)

The budget for FY 2023/24 in the Communications and Information Systems Fund is \$4.9 million. Projects include OCFA disaster recover co-location facility (\$1.5M), EMS enterprise system development (\$1.3M), OCFA enterprise audio visual upgrades (\$0.8M), public website upgrade (\$0.8M), and fleet services fuel management tracking system (\$0.6M).

Fire Apparatus (Fund 133)

The budget for FY 2023/24 in the Fire Apparatus Fund is \$19.1 million. Emergency vehicles scheduled for purchase include seven Type 1 engines (\$5.7M), two Type III Engines (\$1.6M), one dozer transport trailer (\$1.5M), four superintendent/assistant superintendent vehicles (\$0.8M), three technical rescue support vehicles (\$0.7M), two paramedic squads (\$0.5M), and five full-size 4-door 4x4 vehicles (\$0.4M). and two towing tugs (\$0.2M). The budget also includes funds for two grant-funded vehicles, 36 support staff vehicles (\$3.0M), and \$4.9M in debt service for the helicopter program.

FUTURE OPERATING IMPACT

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

Significant projects impacting the General Fund are:

- The purchase and replacement of all-band mobile and portable radios will result in increased expenses to the General Fund of approximately \$25,000 annually
- The RFOTC training grounds expansion and upgrade will impact the General Fund beginning in FY 2023/24 for burn props estimated at \$40,000 annually
- The fire station alarm system upgrades will impact the General Fund after completion of the project with estimated annual costs of \$25,000.
- The EMS Enterprise System will impact the General Fund beginning in FY 2024/25 with estimated annual costs of \$50,000.
- The OCFA disaster recovery co-location facility project will impact the General Fund beginning in FY 2025/26 with an estimated annual cost of \$100,000; an additional \$600,000 in licensing and facility costs for the out-of-county hosting will begin in FY 2027/28.
- The Property Management Application will impact the General Fund beginning in FY 2025/26 with estimated annual costs of \$25,000.
- The Enterprise Resource Planning (ERP) System will impact the General Fund beginning in FY 2028/29 with estimated annual costs of \$750,000.
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2024/25 with estimated annual costs of \$60,000.

Capital Improvement Program

**ORANGE COUNTY FIRE AUTHORITY
 CAPITAL IMPROVEMENT PROGRAM
 FIVE-YEAR PLAN SUMMARY FY 2023/24 - FY 2027/28**

Fund	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Yr Total
<i>Fund 12110</i>						
General Fund CIP	\$10,680,500	\$18,239,000	\$18,846,500	\$6,959,000	\$4,611,920	\$59,336,920
<i>Fund 123</i>						
Fire Stations and Facilities	2,850,000	2,200,000	2,050,000	650,000	19,900,000	27,650,000
<i>Fund 124</i>						
Communications and Information Systems	4,900,000	2,850,000	1,650,000	5,500,000	4,750,000	19,650,000
<i>Fund 133</i>						
Fire Apparatus	19,142,750	14,404,220	13,415,610	36,917,330	26,356,580	110,236,490
GRAND TOTAL	\$37,573,250	\$37,693,220	\$35,962,110	\$50,026,330	\$55,618,500	\$216,873,410

FY 2023/24 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2023/24
----------	------------------	---------	------------

GENERAL FUND CIP - FUND 12110

IT-Communications and IT Infrastructure

1	A	Data Storage and Servers Replacement	350,000
2	A	Fire Station Alarm System Upgrades	2,720,000
3	A	RFOTC and Fire Station Data Network Upgrades	100,000
4	A	Enterprise Phone and Public Address/Paging Systems Upgrade	750,000
5	B	RFOTC Uninterruptible Power System (UPS) Replacement	-

IT-Communications and Workplace Support

6	A	All-Band Mobile and Portable Radios	1,200,000
7	A	Small Equipment/Personal Communications	140,000
8	A	Personal Computer (PC)/Tablets/Printer Replacements	150,000
9	A	Mobile CAD and Personnel Alerting Systems	400,000
10	A	VHF Radios	64,000

IT-Geographic Information System

11	B	Digital Orthophotography	-
----	---	--------------------------	---

Property Management

12	A	Inclusive Facilities	1,500,000
13	A	Fire Station 41 (Air Ops) Station & Aircraft Landing Fac. Imprvmnts.	500,000
14	A	Fire Apparatus Shelters	150,000
15	A	Fire Station Remodels	550,000
16	A	RFOTC Workstation Modifications and Replacement	300,000
17	B	Fire Station Appliances Replacement	125,000
18	A	Fire Stations and Facilities Concrete and Asphalt Repair/Replacement	350,000
19	A	Fire Stations Apparatus Bay Door Refurbishment/Replacement	200,000
20	A	Fire Stations and Facilities Roof Replacements	425,000
21	A	Fire Station and Facilities HVAC & Emerg. Generators Replacement	200,000
22	A	RFOTC Secure/Controlled Vehicular Access	50,000
23	A	Fire Station Security Fencing	100,000

Service Center

24	A	Body Armor Replacement	25,000
25	A	Self-Contained Breathing Apparatus (SCBA)	-
26	A	Chainsaws	-
27	A	Truck Company Exhaust Fans	150,000
28	A	High-Pressure Air Bags	-

Emergency Medical Services

29	A	Duo-Dote Auto-Injectors	-
30	A	Cardiac Monitors/Defibrillators	-
31	A	Suction Units	82,500
32	A	Remote Rescue Packs	49,000
33	A	AED Plus	-

Field Operations North & South

34	A	Carbon Monoxide Monitors	50,000
35	B	Extrication Tools	-

Total - Fund 12110			10,680,500
---------------------------	--	--	-------------------

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

Capital Improvement Program

Item No.	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Year TOTAL
1	300,000	300,000	300,000	300,000	1,550,000
2	100,000	100,000	100,000	100,000	3,120,000
3	100,000	100,000	100,000	200,000	600,000
4	-	-	-	-	750,000
5	-	-	-	200,000	200,000
6	400,000	450,000	500,000	550,000	3,100,000
7	140,000	40,000	40,000	40,000	400,000
8	150,000	250,000	250,000	250,000	1,050,000
9	400,000	400,000	400,000	400,000	2,000,000
10	64,000	64,000	64,000	64,000	320,000
11	80,000	-	80,000	-	160,000
12	1,500,000	1,200,000	1,200,000	-	5,400,000
13	50,000	700,000	1,000,000	-	2,250,000
14	-	-	-	-	150,000
15	550,000	550,000	550,000	550,000	2,750,000
16	-	-	-	-	300,000
17	75,000	75,000	75,000	75,000	425,000
18	-	-	-	-	350,000
19	200,000	200,000	200,000	200,000	1,000,000
20	250,000	250,000	250,000	250,000	1,425,000
21	200,000	200,000	200,000	200,000	1,000,000
22	50,000	500,000	950,000	-	1,550,000
23	500,000	500,000	700,000	-	1,800,000
24	350,000	-	-	300,000	675,000
25	8,000,000	8,000,000	-	-	16,000,000
26	-	75,000	-	-	75,000
27	-	-	-	-	150,000
28	-	55,000	-	-	55,000
29	280,000	-	-	-	280,000
30	4,500,000	4,500,000	-	-	9,000,000
31	-	-	-	-	82,500
32	-	-	-	-	49,000
33	-	337,500	-	-	337,500
34	-	-	-	-	50,000
35	-	-	-	932,920	932,920
	18,239,000	18,846,500	6,959,000	4,611,920	59,336,920

FY 2023/24 OCFA Adopted Budget

Item No.	Project Priority	Project	FY 2023/24
----------	------------------	---------	------------

FIRE STATIONS & FACILITIES - FUND 123

1	A	RFOTC Training Grounds Expansion and Upgrade	2,250,000
2	A	Infrastructure Security Enhancements	50,000
3	A	Remodel/Replacement of Fire Station 10 (Yorba Linda)	250,000
4	A	Construction of New Fire Station 12 (Laguna Woods)	-
5	A	Fire Station 9 (Mission Viejo) Remodel	50,000
6	B	RFOTC 2nd Emergency Power Generator	-
7	A	Solar Power Facilities for RFOTC and Fire Stations	200,000
8	A	Replacement of Fire Station 25 (Midway City)	50,000
Total - Fund 123			2,850,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

IT-Communications and IT Infrastructure

1	B	OCFA Enterprise Audio Visual Upgrades	800,000
2	B	OCFA Disaster Recovery Co-Location Facility	1,500,000

IT-Systems Development & Support

3	A	Emergency Medical Systems (EMS) Enterprise System	1,250,000
4	B	TheHIVE Cloud Upgrade	-
5	A	Property Management Application	-
6	A	Enterprise Resource Planning (ERP) System	-
7	A	Fleet Services Fuel Management Tracking System	600,000
8	A	Public Website - Content Management System Upgrade (OCFA.org)	750,000
9	B	Information Technology Help Desk Management Application	-
Total - Fund 124			4,900,000

FIRE APPARATUS - FUND 133

Logistics - Fleet

1	A/B	Emergency Vehicles	11,440,020
2	A	Grant Funded Vehicles	234,500
3	A/B	Support Vehicles	2,535,230
Subtotal - Fleet Vehicles & Apparatus			14,209,750

Field Operations South - Helicopter Program

4	A	Debt Service	4,933,000
Total - Fund 133			19,142,750

GRAND TOTAL - ALL CIP FUNDS			37,573,250
------------------------------------	--	--	-------------------

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

Capital Improvement Program

Item No.	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Year TOTAL
----------	------------	------------	------------	------------	--------------

1	1,500,000	1,850,000	-	-	5,600,000
2	50,000	50,000	50,000	550,000	750,000
3	-	-	500,000	17,500,000	18,250,000
4	-	-	-	1,450,000	1,450,000
5	-	-	-	200,000	250,000
6	500,000	-	-	-	500,000
7	150,000	150,000	100,000	100,000	700,000
8	-	-	-	100,000	150,000
	2,200,000	2,050,000	650,000	19,900,000	27,650,000

1	-	-	-	-	800,000
2	1,000,000	900,000	1,000,000	-	4,400,000

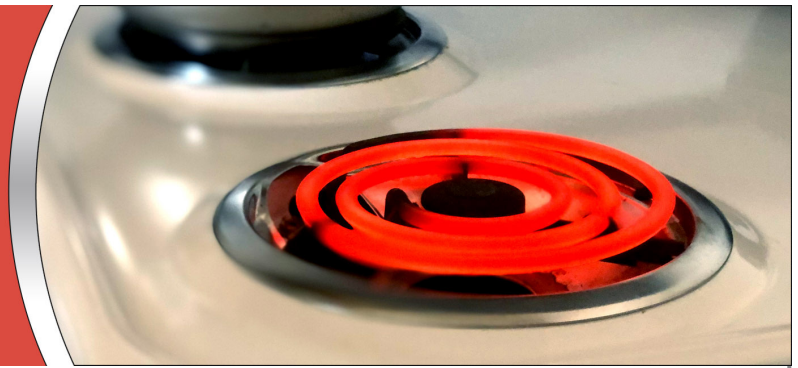
3	500,000	-	-	-	1,750,000
4	1,000,000	500,000	-	-	1,500,000
5	350,000	-	-	-	350,000
6	-	250,000	4,500,000	4,500,000	9,250,000
7	-	-	-	-	600,000
8	-	-	-	-	750,000
9	-	-	-	250,000	250,000
	2,850,000	1,650,000	5,500,000	4,750,000	19,650,000

1	8,033,210	7,660,850	31,098,050	20,748,400	78,980,530
2	-	-	-	-	234,500
3	1,438,010	821,760	886,280	675,180	6,356,460
	9,471,220	8,482,610	31,984,330	21,423,580	85,571,490

4	4,933,000	4,933,000	4,933,000	4,933,000	24,665,000
	14,404,220	13,415,610	36,917,330	26,356,580	110,236,490

	37,693,220	35,962,110	50,026,330	55,618,500	216,873,410
--	-------------------	-------------------	-------------------	-------------------	--------------------

BURN SAFETY



A burn is damage to the skin caused by heat. Burns and scalds can occur from certain tools, appliances, hot water, or the sun. Every 60 seconds, someone in the United States sustains a burn serious enough to require treatment.



In 2018, roughly 70,000 people went to the emergency room because of contact burns. About one-third of these patients were children under the age of 5.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Types of Burns

First Degree (Minor)

- First degree burns usually result in redness and mild pain.

Second Degree (Moderate)

- Second degree burns are usually bright red with a moist or blistered appearance.

Third Degree (Severe)

- Third degree burns usually appear charred or ashen and are black or brown in color.
- These burns can result in devastating injury including the loss of function, loss of limbs, disfigurement, reoccurring infection, and sometimes death.

How to Treat a Burn

- Turn off the heat source and make sure the surroundings are safe.
- Remove clothing and jewelry near a burn, but do not peel off clothing stuck to the burn.
- Run cool water (not cold or icy) on the burn for 5-10 minutes until the pain subsides.
- Apply an antibiotic ointment or dressing to the burn to keep it moist. Do not use creams or greasy substances like butter, toothpaste, or eggs. These can cause infection.
- Call 9-1-1 if you have a burn that affects your mobility or sensation, for any burn larger than your hand, or if the burn affects the feet, face, eyes or genitalia.

Burn Prevention Tips

- Create a safety zone of at least 3 feet around hot objects or appliances.
- Do not leave hot objects unattended and unplug tools when not in use.
- Keep hot objects away from counter edges and out of the reach of children.



Fund 12110

General Fund

CIP



Fund 12110: General Fund CIP

DESCRIPTION

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

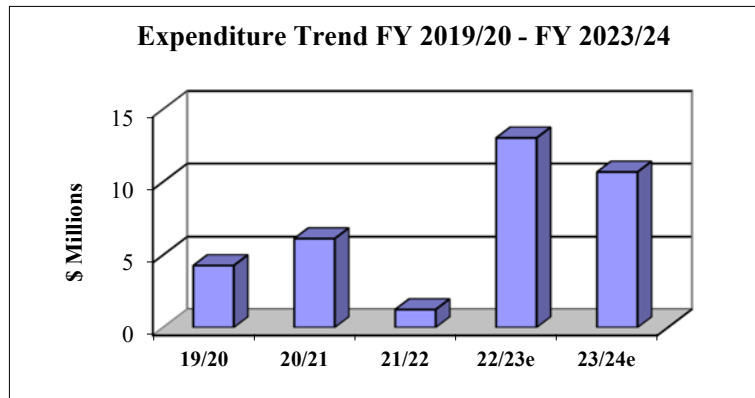
BUDGET

The total FY 2023/24 Budget is \$10,680,500.

HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment, software, and facilities have been identified for this budget cycle. These improvements and replacements include modifications identified at various fire stations, purchase of all-band mobile and portable radios, and information technology upgrades. Significant projects budgeted in FY 2023/24 include \$2.7 million for fire station alarm system upgrades and \$1.5 million for inclusive facilities.

The chart provides actual expenditures for FY 2019/20 through FY 2021/22, and total budgeted amounts for FY 2022/23 and FY 2023/24.



SIGNIFICANT CHANGES

FY 2021/22 saw a decrease due to supply chain issues. FY 2022/23 saw a corresponding sharp increase in estimated expenditures related to many projects being carried over into this year from FY 2021/22.

IMPACT ON OPERATING BUDGET

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

FY 2023/24 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 12110 - GENERAL FUND CIP
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET**

	FY 2021/22 Budget	FY 2022/23 Budget	FY 2023/24 Budget	% Change fr FY 2022/23 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	12,240	-	-	-
Total Revenues & Other	12,240	-	-	-
Financing Sources				
Operating Transfer In	5,350,000	9,500,000	11,500,000	21.05%
Total Beginning Fund Balance	2,974,020	4,095,615	565,301	-86.20%
TOTAL AVAILABLE RESOURCES	\$8,336,260	\$13,595,615	\$12,065,301	-11.26%
EXPENDITURES				
Services & Supplies	\$791,689	\$10,768,686		-100.00%
Capital Outlay	448,956	2,261,628	10,680,500	372.25%
Total Expenditures & Other Uses	1,240,645	13,030,314	10,680,500	-18.03%
Operating Transfer Out	3,000,000	-	-	-
Ending Fund Balance	4,095,615	565,301	1,384,801	144.97%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$8,336,260	\$13,595,615	\$12,065,301	-11.26%

DATA STORAGE AND SERVERS REPLACEMENT

Project Priority: A

Project Org: P339

Project Total: Approximately \$300,000 - \$350,000 annually

Project Type: Ongoing Equipment Replacement

Project Management: IT - Communications & IT Infrastructure

Project Description: This project provides the replacement and/or upgrade of OCFA’s computer servers, including increasing virtualized server-based centralized storage of critical department information. Over the next five years, much of the current hardware will be reaching end-of-service-life and will require replacement.



The servers host OCFA’s business systems, including Microsoft Exchange (E-mail), records management (IRIS and ORION), computer aided dispatch (CAD), the CAD2CAD Regional Hub, geographic information systems (GIS), SharePoint intranet (TheHIVE), the fire operations Staffing application, the Finance/Human Resource enterprise system, and in the future, new Emergency Medical Services (EMS) and Property/Facilities Management systems.

The expected useful service life of network/application servers, storage area networks (SAN), and other related hardware is five to seven years. The 5–Year Capital Replacement Program (CIP) supports all computer hardware being replaced within its expected lifecycle.

Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$350,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,550,000

Impact on Operating Budget: The replacement of servers helps control maintenance costs in the operating budget and improves both network and application performance and reliability.

FIRE STATION ALARM SYSTEM UPGRADES

Project Priority: A

Project Org: P334

Project Total: \$10,552,050

Project Type: Equipment Replacement

Project Management: IT - Communications and IT Infrastructure

Project Description: The OCFA is upgrading and replacing legacy fire station alerting systems at all OCFA fire stations with the Westnet, Inc. (Westnet) fire station digital electronic alerting technology, known as SmartStation. Westnet was selected through a Request For Proposal process in 2013 with the objective of integrating OCFA fire stations and their existing legacy alerting systems with the new TriTech CAD system.



The legacy station alerting systems currently utilize electro-mechanical relays and amplifiers, and will be upgraded with the digital electronic SmartStation, extending the alerting systems' useful life by 15 or more years. The cost per fire station upgrade varies substantially depending on the size of the fire station, number of crew, and apparatus that are deployed. The average cost for the 44 fire stations upgraded to date is approximately \$103,000. When a new fire station is constructed, the Westnet SmartStation cost will be included in the station capital project budget.

Project Status: All OCFA fire stations are anticipated to be upgraded with the new alarm/alerting system by June 2024. System modifications such as additional lights, horns and controls to address changing requirements is anticipated to occur in FY 2024/25 through FY 2027/28.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$2,720,000	\$100,000	\$100,000	\$100,000	\$100,000	\$3,120,000

Impact on Operating Budget: The replacement and upgrade of the station alerting systems will result in increased annual maintenance contract costs as we transition from basic coverage of the MCU (Master Control Unit) to the full Smart Station. Maintenance contract costs will vary per station depending on the complexity and number of devices installed.

RFOTC AND FIRE STATION DATA NETWORK UPGRADES

Project Priority: A

Project Org: P337

Project Total: Approximately \$100,000 to \$200,000 annually

Project Type: Equipment Replacement/New Technology

Project Management: IT - Communications and IT Infrastructure

Project Description: This project replaces core network infrastructure components installed at the RFOTC and OCFA fire stations as the equipment reaches the end of useful service life.

Prior years’ funding was used for replacement of numerous major network components, including 15,000 feet of aging fiber optic cabling installed with original construction of the RFOTC facilities. Additional work to be accomplished with this project will include the upgrade of wireless computer networks at all OCFA fire stations.



The network equipment being installed is expected to last up to 10 years before requiring replacement.

Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$100,000	\$100,000	\$100,000	\$100,000	\$200,000	\$600,000

Impact on Operating Budget: Replacement of network hardware minimizes repair and maintenance costs.

ENTERPRISE PHONE AND PUBLIC ADDRESS / PAGING SYSTEMS UPGRADE

Project Priority: A
Project Org: P408
Project Total: \$2,550,000
Project Type: New Equipment
Project Management: IT - Communications and IT Infrastructure

Project Description: This project replaces OCFA’s telephone system, placed in service in 2004, with a new Voice over Internet Protocol (VoIP) system. In addition to a replacement system for the RFOTC, the project will replace systems at all fire stations, which will be fully integrated with the RFOTC’s VoIP phone system yet retain the capability to operate independently if the data connection to the RFOTC fails.



In addition to the functional and administrative advantages of a digital-based system, the upgrade will play a key role in improving physical security for the RFOTC and fire stations by adding public address / paging functionality. The new phones will be capable of receiving simultaneous broadcasted messages at all fire stations, RFOTC offices, and facilities equipped with phones.

OCFA will utilize third-party professional services to assist in the installation of the new phone/public address-paging systems, which are expected to have a service life of 10 to 15 years.

Project Status: The RFOTC phase of the project is in-process. Installation of the new systems at the fire stations will proceed following completion of the RFOTC phase of the project, starting in late FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$750,000					\$750,000

Impact on Operating Budget: The General Fund operating budget is sufficient for new system ongoing annual maintenance costs.

RFOTC UNINTERRUPTIBLE POWER SYSTEM (UPS) REPLACEMENT

Project Priority: B

Project Org: P409

Project Total: Ongoing Technology Replacement

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This item is to upgrade UPS equipment installed in OCFA fire stations, and other locations including network closets at the RFOTC to protect critical equipment.

The Uninterruptible Power Systems (UPS) are 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 systems including computers, telephones, and communications systems installed in OCFA Fire Stations. In the case of a power outage, the UPS will power these critical systems until the emergency power generator starts up and is online.



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

Project Status: The project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:					\$200,000	\$200,000

Impact on Operating Budget: Annual maintenance estimated at \$10,000 with 5% annual increases.

ALL-BAND MOBILE AND PORTABLE RADIOS

Project Priority: A

Project Org: P332

Project Total: Approximately \$400,000 - \$1,200,000 annually

Project Type: Equipment Additions & Ongoing Replacements

Project Management: IT – Communications & Workplace Support

Project Description: This budget is to purchase new all-band mobile radios that combine 800MHz and VHF frequencies. Mobile units are installed in OCFA vehicles and apparatus, and portable units are issued to personnel for emergency operations, training, and supplying equipment caches. The acquisition of radios is coordinated with the vehicle replacement plan. Current pricing averages \$7,000 per permanently installed mobile unit, and approximately \$9,000 per portable unit.

All new radios are compatible with P25, the public safety standard, while also 100% compatible with the 800MHz Countywide Coordinated Communication System (CCCS).



Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$1,200,000	\$400,000	\$450,000	\$500,000	\$550,000	\$3,100,000

Ongoing annual funding requirement

Impact on Operating Budget: Adding new all-band radios to the total active radio count will increase OCFA’s cost-share for the 800MHz CCCS operational expenses.

SMALL EQUIPMENT / PERSONAL COMMUNICATIONS

Project Priority: A

Project Org: P330

Project Total: Approximately \$40,000 - \$140,000 annually

Project Type: Ongoing Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$140,000	\$140,000	\$40,000	\$40,000	\$40,000	\$400,000

Impact on Operating Budget: There is no anticipated impact.

PERSONAL COMPUTER (PC)/TABLETS/PRINTER REPLACEMENTS

Project Priority: A

Project Org: P331

Project Total: Approximately \$150,000 - \$250,000 annually

Project Type: Ongoing Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The PC replacement project provides replacement of all forms of OCFA’s personal computers, such as desktop, laptop, and ruggedized iPad tablets, as well as printers and peripherals.



The replacement cycle is every three to four years for iPad tablets, up to six years for desktop PCs, or on an as-needed basis to ensure reliability and compatibility with OCFA’s various applications.

Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$150,000	\$150,000	\$250,000	\$250,000	\$250,000	\$1,050,000

Impact on Operating Budget: : Timely replacement of computer equipment minimizes repair and maintenance costs.

MOBILE CAD AND PERSONNEL ALERTING SYSTEMS

Project Priority: A

Project Org: P303

Project Total: Approximately \$400,000 annually

Project Type: Ongoing Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This budget is to purchase new mobile computers and software for emergency personnel to remotely connect and access information in the OCFA’s Computer Aided Dispatch (CAD) program, and to be alerted to emergency incidents to which they are assigned. The new computers, software, and related equipment will be purchased as needed to outfit new and replacement vehicles, and to replace obsolete equipment.



The mobile computers and personnel alerting systems will provide emergency incident information such as location/address, patient status, and premise information. This information is critical for alerting first responders assigned to emergency incidents with the information necessary to provide emergency services to patients.

Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000

Impact on Operating Budget: The replacement of older computer equipment helps minimize the cost of equipment repair and maintenance.

VHF RADIOS

Project Priority: A

Project Org: P333

Project Total: Approximately \$64,000 annually

Project Type: Ongoing Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This project is for the purchase and replacement of VHF portable radios to be installed in new OCFA apparatus as well as replacing existing VHF radios that are becoming obsolete.

These radios are used for state and mutual aid communications with agencies that are not part of the County 800MHz radio system and are installed in all OCFA emergency apparatus. Use of VHF radios ensures interagency communications 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.

VHF mobile radios are being replaced by new all-band Motorola radios that include both VHF and 800MHz in the same unit. This project is specifically for the purchase of portable VHF radios. The expected service life of VHF radios is up to ten years.



Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$320,000

Impact on Operating Budget: Timely replacement of radios minimizes maintenance and repair costs.

DIGITAL ORTHOPHOTOGRAPHY

Project Priority: B

Project Org: P341

Project Total: Ongoing biannual cost of \$80,000

Project Type: Equipment Replacement

Project Management: IT - Geographic Information System

Project Description: Digital orthophotography combines the characteristics of aerial imagery with the geometric qualities of ground features, allowing capture and verification of point in time spatial data in the County and OCFA area of service. The orthophotography is an important tool used to support multiple OCFA business and operational needs, including:

- 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 fire investigations.
- More effectively manage urban/wildland interfaces.
- Verify pre-existing or non-conforming conditions for inspections.
- Include aerial imagery of new developments.



Project Status: New orthophotography of Orange County is purchased biennially, which is sufficient to capture changes to existing features and new developments.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:		\$80,000		\$80,000		\$160,000

Impact on Operating Budget: There is no anticipated impact.

INCLUSIVE FACILITIES

Project Priority: A
Project Org: P413
Project Total: \$11,547,560
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: Based on the results of an evaluation of all OCFA facilities to determine improvements necessary to provide inclusive environments, a comprehensive and multi-year project plan was developed to modify or enhance bathroom, dormitory, and other facilities in fire stations. Improvements may include additional building and grounds modifications as needed to meet current building code requirements resulting from permitting for the inclusive facilities modifications.



Project Status: Inclusive facilities improvements were completed at multiple fire stations in FY 2021/22 and 2022/23. The project is ongoing and anticipated to be completed in 2027.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$1,500,000	\$1,500,000	\$1,200,000	\$1,200,000		\$5,400,000

Impact on Operating Budget: There is no anticipated impact.

FIRE STATION 41 (Air Ops) STATION AND AIRCRAFT LANDING FACILITIES IMPROVEMENTS

Project Priority: A
Project Org: P417
Project Total: \$2,697,870
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: : This project would complete site and building improvements needed to accommodate the Air Operations program that has expanded to a 24 hour operation supporting two aircraft. The budget includes design, engineering, and construction to provide additional/expanded aircraft landing pads, station improvements including dorm, kitchen and other facilities to support day and night shift crews and as needed upstaffing, as well as additional training facilities.

Project Status: A needs assessment has been completed and is being evaluated; an architectural/engineering firm is under contract for design work and plan check.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$500,000	\$50,000	\$700,000	\$1,000,000		\$2,250,000

Impact on Operating Budget: There is no anticipated impact.

FIRE APPARATUS SHELTERS

Project Priority: A
Project Org: P431
Project Total: \$350,000
Project Type: Facilities/Site Repair
Project Management: Property Management



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

This cost may include solar power capable shelters and related improvements when determined feasible and cost beneficial.

Project Status: Project is anticipated to be completed in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$150,000					\$150,000

Impact on Operating Budget: There may be ongoing minor to moderate savings in apparatus maintenance costs, and potential energy cost savings from solar generated power.

FIRE STATION REMODELS

Project Priority: A

Project Org: P435

Project Total: Approximately \$550,000 annually

Project Type: Ongoing Facilities Refurbishment

Project Management: Property Management

Project Description: The 77 fire stations owned and/or operated by the OCFA range in age from 4 to over 70 years. The average station age based on construction date is over 35 years, including numerous aging stations that have received only minor renovations.

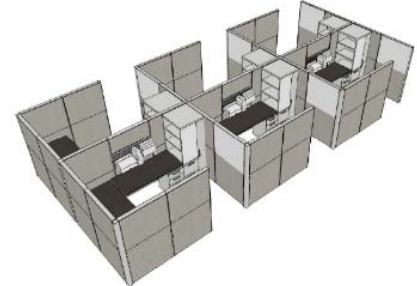


The objective of this project is to identify priority station remodel needs, and complete three to five station remodels annually. Depending on the station’s condition, projects will include dorm and kitchen remodels, appliances, reroofing, apparatus bay doors, as well as flooring, paint, cabinetry, and plumbing fixture replacement.

Project Status: Station needs assessment, project design, and project bidding was initiated in FY 2022/23, and completion of three to five station remodels annually will continue as needed to ensure fire stations meet OCFA’s facilities condition standards.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000

Impact on Operating Budget: An undetermined repair cost savings will be achieved by replacing older station fixtures.

RFOTC WORKSTATIONS MODIFICATIONS AND REPLACEMENT**Project Priority:** A**Project Org:** P436**Project Total:** \$525,000**Project Type:** Facilities Upgrade**Project Management:** IT and Property Management**Project Description:**

This project will upgrade and replace existing workstation furniture for employees at various locations in the RFOTC to include, but not be limited to Information Technology, Emergency Communications Center, Community Risk Reduction, and Corporate Communications/Multimedia.

Workstations currently available for staff at various locations in the RFOTC require the use of common work-areas, are outdated and inefficient for staff needs, or do not allow all section staff to work in the same area. This project will address these issues through the purchase of replacement staff workstations and relocations and will be designed and configured to meet OCFA standards for employee health and safety guidelines.

In addition to the new workstations, the project cost includes painting, carpet, and data wiring upgrades where needed.

Project Status: The workstation replacements for Information Technology commenced in FY 2022/23. Additional workstation replacements as described above will begin in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$300,000					\$300,000

Impact on Operating Budget: There is no anticipated impact.

FIRE STATION APPLIANCES REPLACEMENT

Project Priority: B

Project Org: P437

Project Total: Approximately \$75,000 - \$125,000 annually

Project Type: Ongoing Facilities Refurbishment

Project Management: Property Management

Project Description: All appliances at the fire stations experience high volume use, and replacements are recommended in order to avoid high-cost repairs and reduce equipment downtime.



This project will upgrade and replace appliances as they reach the end of their serviceable life and provide related facility modifications.

Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$125,000	\$75,000	\$75,000	\$75,000	\$75,000	\$425,000

Ongoing annual funding requirement

Impact on Operating Budget: Timely replacements will prevent excessive appliance repair costs.

FIRE STATION AND FACILITIES CONCRETE AND ASPHALT REPAIR /REPLACEMENT

Project Priority: A
Project Org: P438
Project Total: Ongoing
Project Type: Ongoing Facilities Refurbishment
Project Management: Property Management

Project Description: Fire station exterior concrete and asphalt driveways, walkways, and storage/general use pads experience intensive use, requiring repair and/or replacement over time. This project will repair and replace existing concrete flat work at Fire Stations 28, 22, 57 and 26, and additional facilities as determined by Property Management and Operations management staff.



Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$350,000					\$350,000

Impact on Operating Budget: There is no anticipated impact.

FIRE STATION APPARATUS BAY DOORS REFURBISHMENT/REPLACEMENT

Project Priority: A
Project Org: P442
Project Total: Approximately \$200,000 annually
Project Type: Ongoing Facilities Refurbishment
Project Management: Property Management

Project Description: The average age of OCFA fire stations based on construction date is over 35 years. Many stations are equipped with originally installed apparatus bay doors, which have become unreliable and difficult to repair.



This project is to rebuild or replace station apparatus bay doors and related equipment depending on the condition as they reach the end of their serviceable life, requiring annual, ongoing funding.

For the FY 2023/24 5-Year CIP, an estimated eight stations are planned for door replacement or refurbishment at an approximate rate of two per year, at an estimated cost of \$100,000 per station.

Project Status: Project is ongoing.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Impact on Operating Budget: An undetermined repair cost savings will be achieved by replacing older bay doors and related equipment.

FIRE STATION AND FACILITIES ROOF REPLACEMENTS

Project Priority: A
Project Org: P443
Project Total: Approximately \$250,000 annually
Project Type: Ongoing Facilities Refurbishment
Project Management: Property Management

Project Description: A comprehensive Fire Station Conditions Assessment study performed in 2022 identified OCFA stations and facilities with roofs that require major repair or replacement. This project is to provide annual ongoing funding to rebuild or replace roofs on OCFA properties, depending on the condition, as determined by the facilities study.



For the FY 2023/24 Five-Year CIP, an estimated 22 stations and facilities are planned for roof replacement at a rate of four per year, at an estimated cost of \$50,000 - \$100,000 per facility. This cost may include solar power related improvements when determined feasible and cost effective.

Project Status: Project to commence in FY 2023/24 with an ongoing annual funding requirement.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$425,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,425,000

Impact on Operating Budget: An undetermined repair cost savings will be achieved by rebuilding or replacing roofs that have reached the end of their serviceable life. Potential energy cost savings from solar power installations.

FIRE STATION AND FACILITIES HVAC AND EMERGENCY GENERATORS REPLACEMENT

Project Priority: A
Project Org: P444
Project Total: Approximately \$200,000 annually
Project Type: Ongoing Facilities Refurbishment
Project Management: Property Management

Project Description: A Fire Stations and Facilities Assessment completed in 2022 identified HVAC systems and emergency power generators that have reached the end of their serviceable life and are recommended for replacement.



The heating/ventilation/air conditioning systems (HVAC) at fire stations experience continuous use, and replacements are recommended in order to avoid high-cost repairs, reduce system down-time, and improve energy efficiency. Many station emergency power generators were installed at the time of station construction and are no longer cost effective to keep in service.

For the FY 2023/24 Five-Year CIP, an average of four station HVAC systems, and an estimated three to five generator units are planned for replacement annually.

Project Status: Project to commence in FY 2023/24 with an ongoing annual funding requirement.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

Impact on Operating Budget: Timely replacements will prevent excessive system repair costs and reduce energy usage.

RFOTC SECURE/CONTROLLED VEHICULAR ACCESS**Project Priority:** A**Project Org:** P445**Project Total:** \$1,550,000**Project Type:** Facilities Upgrade**Project Management:** Property Management

Project Description: This project will implement vehicular access controls at RFOTC based on security vulnerabilities identified by a security needs assessment performed by the Orange County Intelligence Assessment Center (OCIAAC) and recommended by the Board appointed Ad Hoc Security Committee.

Initial project work would entail a consultant analysis of the RFOTC grounds, and depending on feasibility and cost/benefits, improvements may include but not be limited to modifications to parking ingress and egress, high-speed approach impediments, and parking area designations.

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$50,000	\$50,000	\$500,000	\$950,000		\$1,550,000

Impact on Operating Budget: There is no anticipated impact.

FIRE STATION SECURITY FENCING

Project Priority: A
Project Org: P446
Project Total: \$1,800,000
Project Type: Facilities Upgrade
Project Management: Property Management

Project Description: This project will upgrade and/or replace fencing, gates, and other means of access to help prevent unauthorized entry to stations, storage, and parking areas.



The Board appointed Ad Hoc Security Committee report of recommendations, which took into account the OCIAC security assessment and recommendations from staff, included station fencing improvements. Additional facility security projects recommended by the needs assessment, for funding and implementation in the upcoming three years, include adding fire stations to the centralized Control Access System (ID badge activated door/gate locks and video surveillance) currently in use at the Regional Fire Operations and Training Center (RFOTC), and improvements at RFOTC to enable Controlled Vehicular Access.

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$100,000	\$500,000	\$500,000	\$700,000		\$1,800,000

Impact on Operating Budget: There is no anticipated impact.

BODY ARMOR REPLACEMENT

Project Priority: A

Project Org: P427

Project Total: Ongoing

Project Type: Service Replacement

Project Management: Service Center



Project Description: OCFA body armor was last acquired in 2018 and will require replacement by FY 2023/24.

Project Status: Based on the service life cycle of the equipment, replacement purchases are scheduled for multiple years.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$25,000	\$350,000			\$300,000	\$675,000

Impact on Operating Budget: There is no anticipated impact.

SELF-CONTAINED BREATHING APPARATUS (SCBA)

Project Priority: A

Project Org: TBD

Project Total: Ongoing

Project Type: Service Enhancement/Replacement

Project Management: Service Center and Field Operations North & South

Project Description: The OCFA’s Field Operations Departments currently uses Self-Contained Breathing Apparatus (SCBA) that is approaching the end of its recommended service life, prompting staff to perform a comprehensive needs analysis to ensure that the replacement equipment incorporates the latest in firefighter safety technology.

The replacement equipment is anticipated to provide increased temperature tolerance on the face-piece mask, clearer use of the heads-up display, increased visibility of the remote air use gauge, and a more ergonomic harness. Currently, over 800 SCBA sets are in use, and the replacement equipment may require new and retrofitted support equipment for the Service Center, to include and not limited to compressors/air fill stations, building electrical upgrades, and service vehicle modifications. The budget requested includes the estimated costs of this support equipment and facilities.



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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:		\$8,000,000	\$8,000,000			\$16,000,000

Impact on Operating Budget: There is no anticipated impact.

CHAINSAWS

Project Priority: A

Project Org: P432

Project Total: Ongoing

Project Type: Service Enhancement/Replacement

Project Management: Service Center

Project Description: The OCFA has 18 truck companies that are staffed daily to help mitigate emergencies throughout the county. Each of the truck companies has three chainsaws that are primarily used to provide ventilation on structure fires.



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

Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:			\$75,000			\$75,000

Impact on Operating Budget: There is no anticipated impact.

TRUCK COMPANY EXHAUST FANS

Project Priority: A
Project Org: P433
Project Total: \$200,000
Project Type: Service Enhancement/Replacement
Project Management: Service Center



Project Description: The OCFA has 18 truck companies that are staffed daily to respond to emergencies throughout the county. Each of the truck companies utilizes exhaust fans utilized for positive pressure ventilation and other fire grounds activities. Our current set of exhaust fans are approaching end of service life due to age and lack of repair parts availability.

This project provides the truck companies with replacement and additional fans, and backup units as needed for the Service Center.

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$150,000					\$150,000

Impact on Operating Budget: There is no anticipated impact.

HIGH-PRESSURE AIR BAGS

Project Priority: A
Project Org: P410
Project Total: Ongoing
Project Type: Service Enhancement/Replacement
Project Management: Service Center

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



The air bags needed are made in different sizes with different overall dimensions, allowing flexibility in their use. Larger air bags are ideal for lifting vehicles and heavy equipment, while smaller air bags are needed for more detailed rescue operations. As such, each OCFA truck will be receiving a set of six air bags, differing in size.

Project Status: Purchase scheduled to occur in FY 2025/26.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:			\$55,000			\$55,000

Impact on Operating Budget: There is no anticipated impact.

DUO-DOTE AUTO-INJECTORS

Project Priority: A
Project Org: P430
Project Total: Ongoing
Project Type: Service Replacement
Project Management: Emergency Medical Services

Project Description: The Orange County Fire Authority received a grant to purchase the initial inventory of Duo-Dote Auto-Injectors, and they will need to be replaced in FY 2024/25.

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



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

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:		\$280,000				\$280,000

Impact on Operating Budget: There is a potential replacement cost if used prior to expiration date.

CARDIAC MONITORS/DEFIBRILLATORS

Project Priority: A
Project Org: P402
Project Total: Ongoing
Project Type: Service Replacement
Project Management: Emergency Medical Services

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



The plan is to replace the current inventory of approximately 140 cardiac monitors with the latest model determined through an RFP process.

Project Status: Purchase to occur in FY 2024/25 and FY 2025/26.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:		\$4,500,000	\$4,500,000			\$9,000,000

Impact on Operating Budget: There is no anticipated impact.

SUCTION UNITS

Project Priority: A
Project Org: P447
Project Total: Ongoing
Project Type: Service Replacement
Project Management: Emergency Medical Services



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

Due to frequency of use, wear and tear, battery life, motor life, and sanitation needs, the life span of suction units is approximately five years and will require replacement in FY 2023/24. Emergency Medical Services anticipates replacing the inventory of 150 suction units through an RFP process.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$82,500					\$82,500

Impact on Operating Budget: There is no anticipated impact.

REMOTE RESCUE PACKS

Project Priority: A
Project Org: P448
Project Total: Ongoing
Project Type: Service Replacement
Project Management: Emergency Medical Services

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

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



Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$49,000					\$49,000

Impact on Operating Budget: There is no anticipated impact.

AED PLUS

Project Priority: A
Project Org: TBD
Project Total: \$337,500
Project Type: Service Replacement
Project Management: Emergency Medical Services



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

Every five to eight years, the AED Plus devices need replacement and recalibration, slotting replacement in FY 2025/26. Emergency Medical Services anticipates replacing these units through an RFP process, at an estimated cost of \$1,500 per unit.

Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:			\$337,500			\$337,500

Impact on Operating Budget: There is no anticipated impact.

CARBON MONOXIDE MONITORS

Project Priority: A
Project Org: P424
Project Total: Ongoing
Project Type: Service Enhancement/Replacement
Project Management: Field Operations North & South

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

Carbon monoxide is an insidious, colorless, odorless gas undetectable by the senses. The Centers for Disease Control report that at least 420 deaths and 100,000 emergency room visits occur nationwide each year due to CO poisoning. Sources of carbon monoxide include faulty heating and cooking appliances in homes and businesses. The ability to rapidly detect carbon monoxide by OCFA fire units is a valuable capability.



Project Status: Purchase scheduled to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$50,000					\$50,000

Impact on Operating Budget: There is no anticipated impact.

EXTRICATION TOOLS

Project Priority: B
Project Org: TBD
Project Total: Ongoing
Project Type: Replacement
Project Management: Field Operations North & South

Project Description: The tools utilized by OCFA emergency response personnel to assist with the extrication of victims involved in vehicle accidents require replacement at the end of their serviceable life. The tool sets currently equipped on each of the 18 truck companies, plus one backup set at the OCFA Service Center, were placed in service in 2017.



Currently, the set of extraction tools includes a Power unit, Spreader, Cutter, large and mini-Ram, and hydraulic hoses. This is subject to change based on approved recommendations by the OCFA Equipment Committee.

Project Status: Purchase to occur in FY 2027/28.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:					\$932,920	\$932,920

Impact on Operating Budget: There is no anticipated impact.





Fund 123

Fire Stations &

Facilities



Fund 123: Fire Stations and Facilities

DESCRIPTION

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

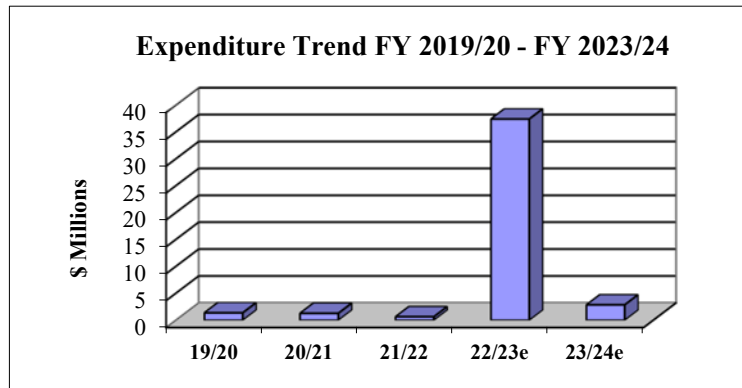
BUDGET

The total FY 2023/24 Budget is \$2,850,000.

HIGHLIGHTS

Projects budgeted in FY 2023/24 include \$2.3 million for upgrades to the RFOTC training grounds, \$250,000 for replacement for Fire Station 10 (Yorba Linda), and \$200K for solar power facilities for the RFOTC and the fire stations.

The chart shows the trend of actual expenditures for FY 2019/20 through FY 2021/22, and budgeted amounts for FY 2022/23 and FY 2023/24.



SIGNIFICANT CHANGES

There was very little significant activity from FY 2019/20 to FY 2021/22. Major projects originally budgeted in FY 2019/20 thru FY 2021/22 were postponed to FY 2022/23 due to the pandemic, supply chain delays and other timing issues.

IMPACT ON OPERATING BUDGET

The RFOTC training grounds upgrades will require \$40K per year in annual maintenance contract for the burn props. This future impact will be included in the General Fund budget.

FY 2023/24 OCFA Adopted Budget

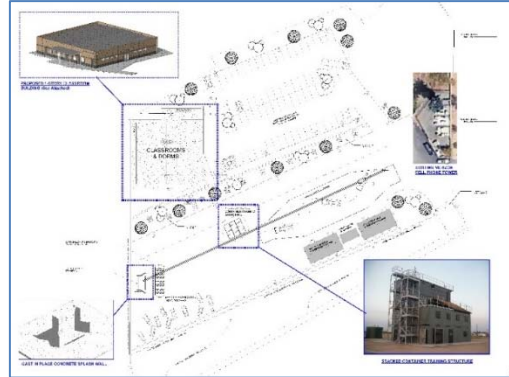
ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET

	FY 2021/22 Budget	FY 2022/23 Budget	FY 2023/24 Budget	% Change fr FY 2022/23 Budget
FUNDING SOURCES				
Intergovernmental	\$176,357	\$17,170,143	-	-100.00%
Charges for Current Services	-	-	-	-
Use of Money and Property	(421,755)	334,005	75,343	-77.44%
Other	401,221	185,211	705,900	281.13%
Total Revenues & Other Financing Sources	155,823	17,689,359	781,243	-95.58%
Operating Transfer In	4,450,000	-	2,000,000	
Total Beginning Fund Balance	17,942,959	20,902,356	1,179,006	-94.36%
TOTAL AVAILABLE RESOURCES	\$22,548,782	\$38,591,715	\$3,960,249	-89.74%
EXPENDITURES				
Services & Supplies	-	\$300,000	-	-
Capital Outlay	646,426	37,112,709	2,850,000	-92.32%
Total Expenditures & Other Uses	646,426	37,412,709	2,850,000	-92.38%
Operating Transfer Out	1,000,000	-	-	
Ending Fund Balance	20,902,356	1,179,006	1,110,249	-0.33%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$22,548,782	\$38,591,715	\$3,960,249	-89.74%

RFOTC TRAINING GROUNDS EXPANSION AND UPGRADE

Project Priority: A
Project Org: P251
Project Total: \$8,325,000
Project Type: Facilities/Site Repair
Project Management: Property Management

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



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

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

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

Project Status: Temporary classrooms were installed in FY 2019/20 and solicited bids pending award include electrical improvements at the drill grounds and fire training structure improvements. An environmental study is in process for the FY 2023/24 improvements described above. Project will continue subject to plan reviews and approvals with the City of Irvine.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$2,250,000	\$1,500,000	\$1,850,000			\$5,600,000

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

INFRASTRUCTURE SECURITY ENHANCEMENTS

Project Priority: A

Project Org: P247

Project Total: \$2,463,930

Project Type: Facilities/Site Repair

Project Management: Property Management

Note: The sequencing of the security enhancements outlined herein are subject to potential timing changes, based on recommendations that may be provided by the Security Ad Hoc Committee.

Project Description: This project is comprised of multiple components to implement various security measures at RFOTC based on a report by a staff security advisory panel, and a security vulnerability assessment performed by the Orange County Intelligence Assessment Center (OCIAC) in November 2021.



Prior years' funding is currently being utilized to upgrade and replace the Control Access System (door card readers, video surveillance). Projects planned for implementation during FY 2022/23 through 2027/28 include various building and site improvements recommended by the November 2021 OCIAC security assessment.

The Board appointed Ad Hoc Security Committee report of recommendations, which took into account the OCIAC security assessment and recommendations from staff, included expansion of the Control Access/Video Surveillance system to fire stations, and various security related minor building modifications at RFOTC. Funding and implementation of these components of the infrastructure security enhancements project are planned for FY 2023/24 through 2027/28.



Separate but related projects completed or in process include enhanced contract physical security services at RFOTC, and a phone system upgrade with alerting capabilities.

Security enhancements provided by this project will add to existing features and systems which assist in safeguarding the OCFA staff and critical infrastructure.

Project Status: This project began in FY 2020/21 and will continue through FY 2027/28.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$50,000	\$50,000	\$50,000	\$50,000	\$550,000	\$750,000

Impact on Operating Budget: Additional control access system maintenance contract costs will result after expiration of manufacturer's warranty.

REMODEL/REPLACEMENT OF FIRE STATION 10 (YORBA LINDA)

Project Priority: A

Project Org: P503

Project Total: \$18,250,000

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition, and remodel/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. The project is contemplated in concert with a general renewal of Historic Old Town Yorba Linda currently in process with the City of Yorba Linda. The project includes all demolition of current sites, planning, design and construction of a temporary fire station, grading and planning design and construction of an approximately 15,000 square foot, two company, three apparatus bay fire station with added standard modules to support a Division Chief and a station training room.

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$250,000			\$500,000	\$17,500,000	\$18,250,000

Impact on Operating Budget: Remodel and improvements to Fire Station 10 will lower current maintenance costs associated with older fire stations.

CONSTRUCTION OF NEW FIRE STATION 12 (LAGUNA WOODS)**Project Priority:** A**Project Org:** P553**Project Total:** \$8,050,000**Project Type:** New Fire Station Construction**Project Management:** Property Management

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

Project Status: Available sites in the existing station geographical area are being evaluated.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:					\$1,450,000	\$1,450,000

Impact on Operating Budget: There is no anticipated impact.

FIRE STATION 9 (MISSION VIEJO) REMODEL

Project Priority: A

Project Org: P536

Project Total: \$8,000,000

Project Type: Fire Station Remodel

Project Management: Property Management

Project Description: This project contemplates the comprehensive remodeling of Fire Station 9, constructed in 1974. The project will include but is not limited to engineering/architectural design, interior improvements to dormitories, kitchen, and restroom facilities, and exterior renovation such as roofing, painting, flatwork, ADA accessibility, and landscaping.

Project Status: Conceptual project design to commence in FY 2023/24, with the full design/build phase anticipated to occur in future 5-year CIP FY 2028/29.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$50,000				\$200,000	\$250,000

Impact on Operating Budget: Remodel and improvements to Fire Station 9 will lower current maintenance costs associated with older fire stations.

RFOTC 2ND EMERGENCY POWER GENERATOR

Project Priority: B

Project Org: TBD

Project Total: \$500,000

Project Type: Facilities/Site Repair

Project Management: Property Management

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

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

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



The budget is a preliminary estimate and may need revision as requirements are further developed.

Project Status: Purchase scheduled to occur in FY 2024/25.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:		\$500,000				\$500,000

Impact on Operating Budget: There is no anticipated impact.

SOLAR POWER FACILITIES FOR RFOTC AND FIRE STATIONS

Project Priority: A
Project Org: TBD
Project Total: \$1,000,000
Project Type: New Facilities
Project Management: Property Management

Project Description: This project is to initiate the feasibility, design, and installation of photovoltaic facilities and equipment at OCFA facilities.

The first phase of this project will provide installation of charging stations for eight plug-in/hybrid support vehicles at the RFOTC. In addition, a consultant will be engaged to perform a feasibility study and cost/benefit analysis of solar energy systems at OCFA fire stations and RFOTC. Possible infrastructure could include roof-top panels, installation of carports with solar panels/charging ports, and battery storage for optimization of peak period energy use and alternative emergency power.



The budget is a preliminary estimate and may require revision as the project scope is further developed.

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$200,000	\$150,000	\$150,000	\$100,000	\$100,000	\$700,000

Impact on Operating Budget: Projects to be undertaken using this funding will be implemented based on their ability to 1) provide off-setting cost savings over time through reduced power and fuel costs, after taking into account all inclusive life-time cost of ownership, and 2) increase OCFA’s continuity of operations capabilities.

REPLACEMENT OF FIRE STATION 25 (MIDWAY CITY)

Project Priority: A
Project Org: P556
Project Total: \$12,000,050
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 1952, and remodeled over 20 years ago.



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

Project Status: Project delivery is anticipated to be Design-Build. Conceptual design work will be initiated in FY 2023/24, with construction anticipated to begin in FY 2027/28.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$50,000				\$100,000	\$150,000

Impact on Operating Budget: There is no anticipated impact.



Fund 124

Communications

& Information

Systems



Fund 124: Communications & Information Systems

DESCRIPTION

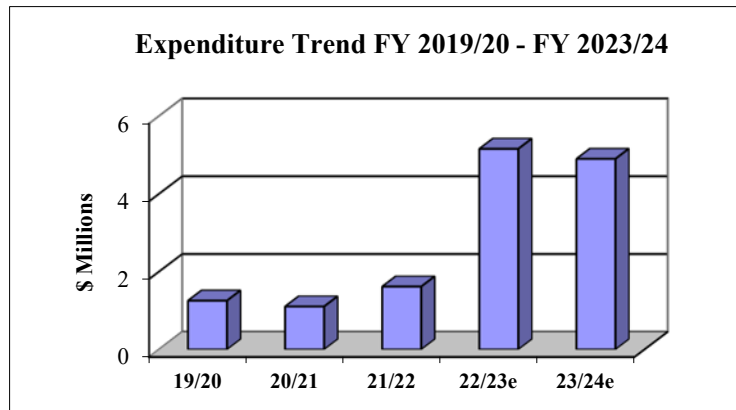
This fund is a capital projects fund used to account for the significant acquisition, improvement, or replacement of specialized communications and information technology systems and/or equipment. Funding sources are interest earnings and operating transfers from the General Fund.

BUDGET

The total FY 2023/24 Budget is \$4,900,000.

HIGHLIGHTS

The FY 2023/24 Budget includes projects related to systems development and support such as \$1.5 million for the OCFA Disaster Recovery Co-Location Facility and \$1.3 million for the EMS Enterprise System development. It also includes projects related to communications and infrastructure such as \$800,000 for the OCFA Enterprise Audio Visual Upgrades.



The chart shows the trend of actual expenditures for FY 2019/20 through FY 2021/22, and budgeted amounts for FY 2022/23 and FY 2023/24.

SIGNIFICANT CHANGES

Expenditures were lower than anticipated in FY 2019/20 through 2021/22 due to the pandemic and other timing issues, which resulted in projects being shifted to later years.

IMPACT ON OPERATING BUDGET

This fund is designated for improvements and replacements of capital communication and information systems. The proactive replacement of worn out or aged equipment will help contain maintenance costs included in the General Fund. Significant project additions, such as the OCFA Disaster Recover Co-Location Facility and the EMS Enterprise System Development will increase future maintenance costs in the General Fund operating budget.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET

	FY 2021/22 Budget	FY 2022/23 Budget	FY 2023/24 Budget	% Change fr FY 2022/23 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	28,311	117,227	101,026	-13.82%
Other	-	-	-	-
Total Revenues & Other Financing Sources	28,311	117,227	101,026	-13.82%
Operating Transfer In	1,700,000	4,500,000	4,500,000	-
Total Beginning Fund Balance	4,938,145	5,050,240	1,412,017	-73.68%
TOTAL AVAILABLE RESOURCES	\$6,666,456	\$9,667,467	\$6,013,043	-37.80%
EXPENDITURES				
Services & Supplies	\$629,496	\$1,892,535	-	-100.00%
Capital Outlay	986,720	3,265,312	4,900,000	50.06%
Total Expenditures & Other Uses	1,616,216	5,157,847	4,900,000	-5.00%
Operating Transfer Out	-	3,097,603	-	-100.00%
Ending Fund Balance	5,050,240	1,412,017	1,113,043	-21.17%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$6,666,456	\$9,667,467	\$6,013,043	-37.80%

OCFA ENTERPRISE AUDIO VISUAL UPGRADES

Project Priority: B

Project Org: P350

Project Total: Approximately \$1,980,000

Project Type: Equipment Replacement / New Technology

Project Management: IT – Communications and IT Infrastructure

Project Description: In 2017, the OCFA upgraded the audio visual (AV) systems in the boardroom and five classrooms located at the Regional Fire Operations Training Center (RFOTC).



This new project will refresh that technology and install AV systems in the Urban Search and Rescue (US&R) warehouse; upgrade video capabilities in the Emergency Command Center (ECC) and Department Operations Center (DOC); and upgrade AV systems in up to 15 conference rooms at the RFOTC and the training rooms in Battalion and Division Fire Stations.



Upgrading AV systems at OCFA conference rooms, the ECC, and OCFA Battalion and Division stations enables RFOTC staff and fire station crews to access video and other electronic training materials and utilize video conferencing with other fire stations and HQ, enabling crews to remain in their response areas for training or meetings.

Project Status:

- Phase one – Complete. The US&R warehouse AV system project started in 2020 and completed in December 2022.
- Phase two - Upgrade of the AV technology at the RFOTC including the ECC and DOC AV systems, conference rooms, and RFOTC Boardroom and classrooms. Anticipated to start in early FY 2023/24.
- Phase three - Upgrade of the Battalion and Division Fire Station A/V systems is anticipated to start in FY 2023/24 and complete in 2024/25.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$800,000					\$800,000

Impact on Operating Budget: There are undetermined cost savings for local travel to attend training.

OCFA DISASTER RECOVERY CO-LOCATION FACILITY

Project Priority: B

Project Org: P349

Project Total: Approximately \$6,229,100

Project Type: New Technology

Project Management: IT – Communications and IT Infrastructure

Project Description: This project has two major parts including establishing an in-county disaster recovery/co-location (DR/Co-lo) capability for OCFA’s 9-1-1 dispatch function, and an out-of-county DR/Co-lo for OCFA’s critical business systems and data. Both parts of the project are important to maintain continuity of operations for OCFA in a crisis situation where the OCFA emergency command center (ECC) or data center at the RFOTC are not accessible or non-functional.

OCFA reviewed numerous facilities as potential locations for the in-county DR/Co-lo facility, including several OCFA fire stations, the Urban Search and Rescue (USAR) warehouse, and various Orange County public and commercial facilities. OCFA Operations department leadership selected the OCFA USAR warehouse located in Foothill Ranch as the location to establish the in-county DR/Co-lo 9-1-1 dispatch function. OCFA staff are currently working with engineering firms to analyze and make necessary modifications to the USAR warehouse to support a backup 9-1-1 dispatch center.



OCFA staff are continuing an evaluation of out-of-county and out-of-state locations for DR/Co-lo sites.

Project Status: The project is in process and expected to continue through FY2026/27.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$1,500,000	\$1,000,000	\$900,000	\$1,000,000		\$4,400,000

Impact on Operating Budget: Annual maintenance/license costs for backup CAD, Fire Station alerting, and Motorola radio consoles is estimated at approximately \$100,000 beginning in FY2025/26. Out of state DR co-location hosting fees is estimated at \$600,000 annually beginning FY2027/28.

EMERGENCY MEDICAL SYSTEMS (EMS) ENTERPRISE SYSTEM

Project Priority: A

Project Org: P353

Project Total: Approximately \$2,600,000

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to replace and automate OCFA’s outdated and complicated mix of applications and related computer hardware utilized to manage emergency medical systems (EMS) activity. This includes Microsoft Excel spreadsheets, SharePoint (OCFA – Intranet) InfoPath forms, and numerous manual processes. The project’s objective is to deploy a modern enterprise-class computer solution that combines mobile web-compatible applications with a modern user interface. The desired solution will utilize commercial off the shelf Microsoft technology (Windows, .NET, SQL, etc. The new EMS enterprise-class computer system should manage all OCFA EMS activities including: Tracking OCFA patient data, OCFA personnel immunizations, training and certification records; manage the inventory of OCFA controlled medications; manage EMS equipment; ensure compliance with all applicable State and Federal EMS reporting and data exchange requirements including the California Health Information Exchange (HIE).

This project will also upgrade the current automated medication dispensing systems (AMDS) located in each of eleven OCFA Battalion Fire Stations, and the storage vault system (SVS) located at the RFOTC. These systems are utilized by OCFA to meet strict regulatory controls around inventory and tracking of medications. The manufacturer has replaced the end-of-life systems currently used by OCFA with a newer generation system that includes additional security features, and improved integration capabilities, and will enable full-cycle “cradle to grave” tracking of all controlled vials and lots. Staff estimates the project phases will require two to three years to complete including:

- 1) Utilize 3rd party subject matter experts to complete a needs analysis of the OCFA’s EMS technology requirements (complete)
- 2) Develop Request for Proposals (RFP) for formal solicitations of Commercial off the Shelf (COTS) and Custom solutions for the diverse EMS technology that meets the needs of the EMS section e.g.:
 - a. Automated Data analysis/Data extraction monitoring system complete
 - b. Automated Medical Dispensing Systems (AMDS) in-process
 - c. Online Training solutions
- 3) Develop and implement the new EMS technology solutions

Project Status: Project scheduled to occur in various years.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$1,250,000	\$500,000				\$1,750,000

Impact on Operating Budget: Application maintenance/licensing costs cannot be determined at this time but are expected to have an impact on the operating budget following implementation.

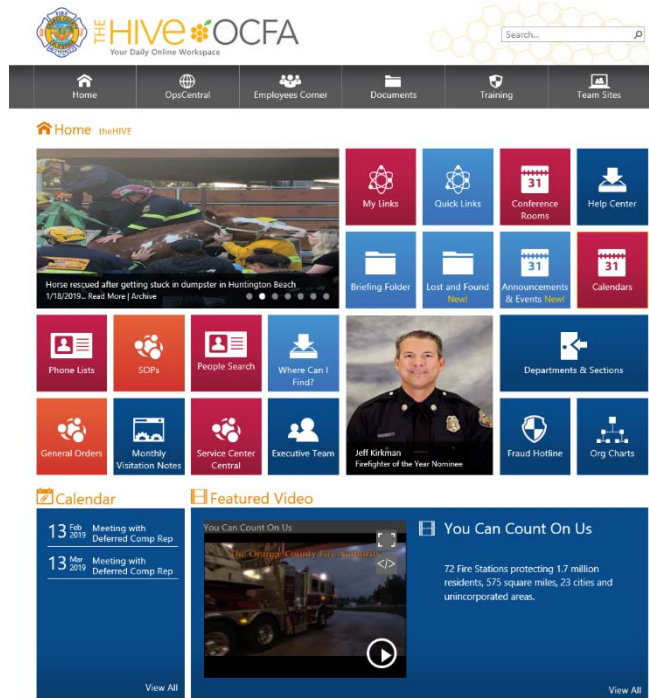
THEHIVE CLOUD UPGRADE

Project Priority: B
Project Org: P351
Project Total: \$1,500,000
Project Type: Application Replacement
Project Management: IT – Systems Development & Support

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

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

Primary goals of the project include improving usability, search accuracy, integrating with other OCFA systems, improving redundancy, and zero downtime. Because of the integration of this project with many OCFA systems, this project is expected to be complex and will require multiple years to complete.



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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:		\$1,000,000	\$500,000			\$1,500,000

Impact on Operating Budget: Application maintenance and licensing costs are largely included under the OCFA’s existing Microsoft Enterprise Agreement. Any increase in the agreement will be included in the Information Technology operating budget.

PROPERTY MANAGEMENT APPLICATION

Project Priority: A

Project Org: TBD

Project Total: \$350,000

Project Type: Computer Application Purchase and Implementation

Project Management: IT - Systems Development & Support

Project Description: This project is for the purchase and implementation of an application for use by Property Management. The expectation is to purchase a commercial off-the-shelf (COTS) Microsoft technology solution specifically developed for use by property management departments with modules for work order processing and management, preventative/recurring maintenance management and scheduling, budgeting, vendor management and procurement, as well as fixed asset and equipment management, and integration with OCFA’s existing implementation of AssetWorks.

The project objective is to develop and sustain a highly strategic approach to managing OCFA’s numerous facilities and equipment, including fire station buildings, HVAC systems, emergency power generators, and major appliances, to name a few. This will include optimized procurement of contract services and replacement equipment and improving the accuracy of both the Property Management annual operating budget and the five-year Capital Improvement Plan (CIP).



The project budget includes software licensing, hardware, implementation consulting services, and training. Initial work on the project will begin in FY 2023/24, and included development of a request for vendor qualifications, review and analysis of proposals, and if funded, purchase of the application in FY 2024/25.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Year:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:		\$350,000				\$350,000

Impact on Operating Budget: Annual software support and licensing fees are estimated at \$25,000.

ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

Project Priority: A

Project Org: TBD

Project Total: \$9,250,000

Project Type: Application Replacement

Project Management: Business Services Department in collaboration with IT (Systems Development & Support) and the Human Resources Department

Project Description: The OCFA seeks a fully integrated Enterprise Resource Planning (ERP) solution for the Business Services Department with modules for Finance, Human Resources, and other OCFA department needs. The current HRMS/Payroll Finance system has been in use for over 20 years.



The new ERP will support all functions of OCFA’s business operations including but not limited to general accounting, accounts receivable, accounts payable, purchasing, budgeting and forecasting, human resources management, payroll/timekeeping/staffing, and position control. The new ERP is expected to provide enhanced reporting, dashboards and other functionality that will enhance productivity, create efficiencies, and streamline manual business processes. It is highly desirable that the new ERP be cloud and mobile device capable and utilize Commercial-off-the-Shelf (COTS) technology as much as possible.

This project is expected to be comprised of the following phases:

1. Full needs analysis of the current systems and technology utilized by the OCFA’s Business Services Department, Human Resources Department, and other OCFA departmental needs.
2. Development of a Request for Proposal (RFP).
3. Vendor/technology selection and contract negotiations.
4. Implementation of the new ERP solution.

Project Status: Needs analysis, RFP development, and vendor selection is expected to start in FY 2025/26. Contract award is expected in FY 2026/27, and system implementation will require up to three years to complete, including a comprehensive parallel testing period.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:			\$250,000	\$4,500,000	\$4,500,000	\$9,250,000

Impact on Operating Budget: Maintenance/License Costs estimated at \$750,000 beginning in FY 2028/29.

FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM

Project Priority: A

Project Org: TBD

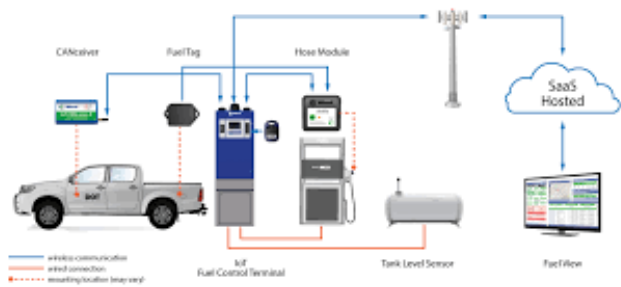
Project Total: \$600,000

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to add fuel management functionality to OCFA’s Fleet Management system through the addition and integration of a Fuel Module and supporting equipment/computer hardware.

The current Fleet Management system has the capability to track the fuel usage of all OCFA vehicles and monitor fuel dispensing. It requires adding a software module to the Fleet system, as well as additional equipment/hardware for the fuel “islands” and tracking devices on each OCFA vehicle. Professional services for installation and testing are included in the project budget.



Implementation of this module will improve accountability for fuel utilization, provide pump control and fuel card lockout, and result in overall fuel consumption savings.

Project Status: Purchase scheduled to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$600,000					\$600,000

Impact on Operating Budget: Application maintenance and licensing costs are estimated at \$60,000 annually beginning in FY 2024/25.

PUBLIC WEBSITE – CONTENT MANAGEMENT SYSTEM UPGRADE (OCFA.ORG)

Project Priority: A
Project Org: TBD
Project Total: \$750,000
Project Type: Software Application
Project Management: IT – Communications & IT Infrastructure

Project Description: This project will provide a comprehensive overhaul to the current website for OCFA. Improvements will include utilization of a Content Management System (CMS), enabling more efficient updating and management of website content. The new website technology will also provide improved integration with OCFA existing and future online services.

This project will be co-managed and implemented by the OCFA Corporate Communications group and Information Technology.



Project Status: Purchase scheduled to occur in FY 2023/24.

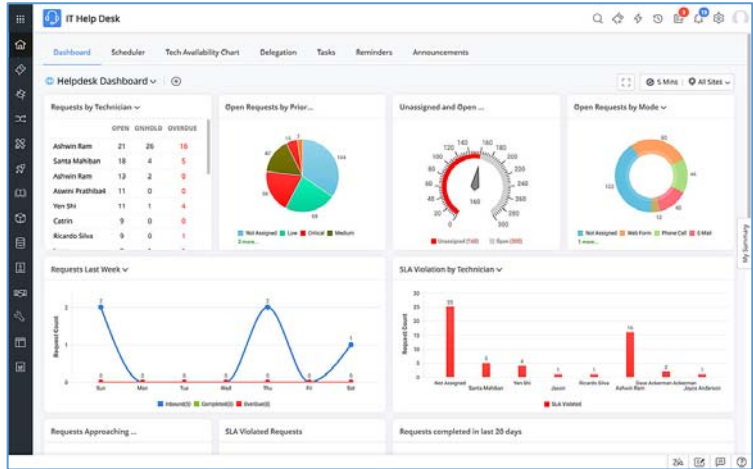
Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:	\$750,000					\$750,000

Impact on Operating Budget: There is no anticipated impact.

INFORMATION TECHNOLOGY HELP DESK MANAGEMENT APPLICATION

Project Priority: B
Project Org: TBD
Project Total: \$250,000
Project Type: Software Application
Project Management: IT – Communications & IT Infrastructure

Project Description: This project will provide a unified, consolidated solution for processing and management of Information Technology support requests. Currently, multiple non-integrated systems are used by OCFA to receive and track end-user support requests, depending on the source and nature of the request, resulting in inefficient management of IT support services and challenges for end users.



The project scope will include the purchase of software, supporting hardware, implementation and training services resulting in a single source solution for end user support requests, request routing and prioritization, tracking, and help desk services management tools.

Project Status: Project scheduled to commence in FY 2027/28.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total
Budget:					\$250,000	\$250,000

Impact on Operating Budget: There is no anticipated impact.





Fund 133

Fire Apparatus



Fund 133: Fire Apparatus

DESCRIPTION

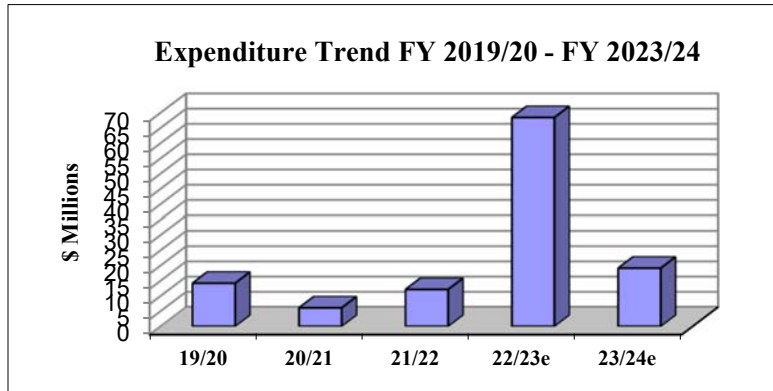
This fund is a capital projects fund used for the significant acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers and helicopters. Funding sources typically include operating transfers from the General Fund, Cash Contract City contributions, developer contributions,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

BUDGET

The total FY 2023/24 Budget is \$19,142,750.

HIGHLIGHTS

The budget includes replacement of emergency and support vehicles based on the Twenty-Year Vehicle Replacement Plan. An inflation factor of 5% has been used to estimate future costs for each budget year. Emergency vehicles scheduled for purchase in FY 2023/24: seven Type 1 engines (\$5.7M), two Type III Engines (\$1.6M), one dozer transport trailer (\$1.5M), four superintendent/assistant superintendent vehicles (\$0.8M), three technical rescue support vehicles (\$0.7M), two paramedic squads (\$0.5M), five full-size 4-door 4x4 vehicles (\$0.4M) and two towing tugs (\$0.2M).



The chart shows the trend of actual expenditures for FY 2019/20 through FY 2021/22, and budgeted amounts for FY 2022/23 and FY 2023/24.

SIGNIFICANT CHANGES

Expenditures in FY 2020/21 & FY 2021/22 were less than originally budgeted due to supply chain issues. As a result, many vehicle purchases were moved to later years which resulted in a sharp increase in FY 2022/23.

IMPACT ON OPERATING BUDGET

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

FY 2023/24 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET**

	FY 2021/22 Budget	FY 2022/23 Budget	FY 2023/24 Budget	% Change fr FY 2022/23 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	1,652,957	1,749,288	1,893,746	8.26%
Use of Money and Property	(469,024)	517,088	641,834	24.12%
Other	-	58,691,440	2,100,000	-96.42%
Total Revenues & Other Financing Sources	1,183,933	60,957,816	4,635,580	-92.40%
Operating Transfer In	3,364,518	9,442,226	13,218,201	39.99%
Total Beginning Fund Balance	11,364,389	406,366	2,362,328	481.33%
TOTAL AVAILABLE RESOURCES	\$15,912,840	\$70,806,408	\$20,216,109	-71.45%
EXPENDITURES				
Services & Supplies	\$400	\$1,159,460	\$4,933,000	325.46%
Capital Outlay	12,143,069	67,284,620	14,209,750	-78.88%
Debt Service	-	-	-	-
Total Expenditures & Other Uses	12,143,469	68,444,080	19,142,750	-72.03%
Operating Transfer Out	3,363,014	-	-	-
Ending Fund Balance	406,366	2,362,328	1,073,359	-54.56%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$15,912,849	\$70,806,408	\$20,216,109	-71.45%

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 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Year Total
EMERGENCY VEHICLES								
Air Utility Vehicle								
5415	Air Utility Vehicle	Field Ops N&S	-	-	-	714,470	-	714,470
Battalion Utility Vehicle								
3648	Battalion Utility	Field Ops N&S	-	-	-	112,410	-	112,410
3649	Battalion Utility	Field Ops N&S	-	-	-	112,410	-	112,410
3652	Battalion Utility	Field Ops N&S	-	-	-	112,410	-	112,410
3653	Battalion Utility	Field Ops N&S	-	-	-	112,410	-	112,410
3654	Battalion Utility	Field Ops N&S	-	-	-	112,410	-	112,410
3659	Battalion Utility	Field Ops N&S	-	-	-	112,410	-	112,410
3645	Battalion Utility	Field Ops N&S	-	-	-	-	119,110	119,110
3646	Battalion Utility	Field Ops N&S	-	-	-	-	119,110	119,110
3647	Battalion Utility	Field Ops N&S	-	-	-	-	119,110	119,110
3650	Battalion Utility	Field Ops N&S	-	-	-	-	119,110	119,110
3651	Battalion Utility	Field Ops N&S	-	-	-	-	119,110	119,110
3655	Battalion Utility	Field Ops N&S	-	-	-	-	119,110	119,110
Compressed Air Foam System Patrol Vehicle - Type 6								
3684	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	203,960	-	203,960
3686	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	203,960	-	203,960
3687	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	203,960	-	203,960
3689	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	203,960	-	203,960
3690	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	203,960	-	203,960
3796	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	203,960	-	203,960
3798	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	203,960	-	203,960
3683	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	-	214,700	214,700
3685	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	-	214,160	214,160
3795	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	-	214,160	214,160
3797	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	-	214,160	214,160
TBD	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	-	214,160	214,160
TBD	CAFS-Patrol Veh.-Type 6	Field Ops N&S	-	-	-	-	214,700	214,700
Dozer and Transport Tractor/Trailer								
NEW	Dozer Transport Tractor	Field Ops N&S	1,500,000	-	-	-	-	1,500,000
Engine - Type I								
5159	Engine - Type I	Field Ops N&S	821,070	-	-	-	-	821,070
5180	Engine - Type I	Field Ops N&S	821,070	-	-	-	-	821,070
5200	Engine - Type I	Field Ops N&S	821,070	-	-	-	-	821,070
5215	Engine - Type I	Field Ops N&S	821,070	-	-	-	-	821,070
5216	Engine - Type I	Field Ops N&S	821,070	-	-	-	-	821,070
5263	Engine - Type I	Field Ops N&S	821,070	-	-	-	-	821,070
5264	Engine - Type I	Field Ops N&S	821,070	-	-	-	-	821,070
5151	Engine - Type I	Field Ops N&S	-	906,270	-	-	-	906,270
5153	Engine - Type I	Field Ops N&S	-	906,270	-	-	-	906,270
5154	Engine - Type I	Field Ops N&S	-	906,270	-	-	-	906,270
5155	Engine - Type I	Field Ops N&S	-	906,270	-	-	-	906,270
5219	Engine - Type I	Field Ops N&S	-	906,270	-	-	-	906,270
5226	Engine - Type I	Field Ops N&S	-	906,270	-	-	-	906,270
5243	Engine - Type I	Field Ops N&S	-	906,270	-	-	-	906,270
5162	Engine - Type I	Field Ops N&S	-	-	999,970	-	-	999,970
5163	Engine - Type I	Field Ops N&S	-	-	999,970	-	-	999,970
5165	Engine - Type I	Field Ops N&S	-	-	999,970	-	-	999,970
5166	Engine - Type I	Field Ops N&S	-	-	999,970	-	-	999,970
5242	Engine - Type I	Field Ops N&S	-	-	999,970	-	-	999,970
5267	Engine - Type I	Field Ops N&S	-	-	999,970	-	-	999,970
NEW	Engine - Type I	Field Ops N&S	-	-	999,970	-	-	999,970

FY 2023/24 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 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Year Total
5164	Engine - Type I	Field Ops N&S	-	-	-	1,009,070	-	1,009,070
5170	Engine - Type I	Field Ops N&S	-	-	-	1,009,070	-	1,009,070
5171	Engine - Type I	Field Ops N&S	-	-	-	1,009,070	-	1,009,070
5172	Engine - Type I	Field Ops N&S	-	-	-	1,009,070	-	1,009,070
5181	Engine - Type I	Field Ops N&S	-	-	-	1,009,070	-	1,009,070
5182	Engine - Type I	Field Ops N&S	-	-	-	1,009,070	-	1,009,070
5183	Engine - Type I	Field Ops N&S	-	-	-	1,009,070	-	1,009,070
5184	Engine - Type I	Field Ops N&S	-	-	-	-	1,113,070	1,113,070
5185	Engine - Type I	Field Ops N&S	-	-	-	-	1,113,070	1,113,070
5186	Engine - Type I	Field Ops N&S	-	-	-	-	1,113,070	1,113,070
5187	Engine - Type I	Field Ops N&S	-	-	-	-	1,113,070	1,113,070
5188	Engine - Type I	Field Ops N&S	-	-	-	-	1,113,070	1,113,070
5262	Engine - Type I	Field Ops N&S	-	-	-	-	1,113,070	1,113,070
5266	Engine - Type I	Field Ops N&S	-	-	-	-	1,113,070	1,113,070
Engine - Type III								
5147	Engine - Type III	Field Ops N&S	800,900	-	-	-	-	800,900
5149	Engine - Type III	Field Ops N&S	800,900	-	-	-	-	800,900
5140	Engine - Type III	Field Ops N&S	-	-	-	1,041,140	-	1,041,140
5142	Engine - Type III	Field Ops N&S	-	-	-	1,041,140	-	1,041,140
5144	Engine - Type III	Field Ops N&S	-	-	-	1,041,140	-	1,041,140
5146	Engine - Type III	Field Ops N&S	-	-	-	1,041,140	-	1,041,140
Full-Size 4-Door								
2353	Full-Size 4-Door 4x4	Executive Mgmt	80,850	-	-	-	-	80,850
2352	Full-Size 4-Door 4x4	Executive Mgmt	80,850	-	-	-	-	80,850
2357	Full-Size 4-Door 4x4	Executive Mgmt	80,850	-	-	-	-	80,850
NEW	Full-Size 4-Door 4x4	Executive Mgmt	80,850	-	-	-	-	80,850
NEW	Full-Size 4-Door 4x4	Executive Mgmt	80,850	-	-	-	-	80,850
Full-Size 4x4 SUV/Pickup								
2327	SUV Full Size 4x4	Field Ops N&S	-	-	-	93,600	-	93,600
2328	SUV Full Size 4x4	Field Ops N&S	-	-	-	93,600	-	93,600
2329	SUV Full Size 4x4	Field Ops N&S	-	-	-	93,600	-	93,600
2330	SUV Full Size 4x4	Field Ops N&S	-	-	-	93,600	-	93,600
2332	SUV Full Size 4x4	Field Ops N&S	-	-	-	93,600	-	93,600
Heavy Wrecker								
NEW	Heavy Wrecker	Field Ops N&S	-	800,000	-	-	-	800,000
Investigator Truck 3/4 Ton Minimum								
3028	Pickup Utility 3/4 Ton	Field Ops N&S	-	-	74,100	-	-	74,100
3656	Pickup Utility 3/4 Ton	Field Ops N&S	-	-	74,100	-	-	74,100
3665	Pickup Utility 3/4 Ton	Field Ops N&S	-	-	74,100	-	-	74,100
3666	Pickup Utility 3/4 Ton	Field Ops N&S	-	-	74,100	-	-	74,100
3667	Pickup Utility 3/4 Ton	Field Ops N&S	-	-	74,100	-	-	74,100
Paramedic Squad Vehicle								
3661	Paramedic Squad	Field Ops N&S	243,240	-	-	-	-	243,240
3662	Paramedic Squad	Field Ops N&S	243,240	-	-	-	-	243,240
3663	Paramedic Squad	Field Ops N&S	-	276,660	-	-	-	276,660
3664	Paramedic Squad	Field Ops N&S	-	276,660	-	-	-	276,660
3660	Paramedic Squad	Field Ops N&S	-	-	290,560	-	-	290,560
Pickup Utility 3/4 Ton Minimum								
3030	Pickup Utility 3/4 Ton	Field Ops S/Air Ops	-	67,200	-	-	-	67,200
3041	Pickup Utility 3/4 Ton	Crews/Equipment	-	67,200	-	-	-	67,200
3339	Pickup Utility 3/4 Ton	Investigations	-	67,200	-	-	-	67,200
3676	Pickup Utility 3/4 Ton	Field Ops N&S	-	67,200	-	-	-	67,200
3677	Pickup Utility 3/4 Ton	Field Ops N&S	-	67,200	-	-	-	67,200

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 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Year Total
Superintendent/Assistant Superintendent Vehicle								
NEW	Superintendent Vehicle	Crews/Equipment	200,000	-	-	-	-	200,000
NEW	Superintendent Vehicle	Crews/Equipment	200,000	-	-	-	-	200,000
NEW	Superintendent Vehicle	Crews/Equipment	200,000	-	-	-	-	200,000
NEW	Superintendent Vehicle	Crews/Equipment	200,000	-	-	-	-	200,000
Technical Rescue Support Vehicle								
NEW	Pickup Utility Heavy Duty	Technical Rescue	250,000	-	-	-	-	250,000
NEW	Pickup Utility Heavy Duty	Technical Rescue	250,000	-	-	-	-	250,000
NEW	Pickup Utility Heavy Duty	Technical Rescue	250,000	-	-	-	-	250,000
Towing Tug								
FTT2	Towing Tug	Field Ops S/Air Ops	75,000	-	-	-	-	75,000
FTT3	Towing Tug	Field Ops S/Air Ops	75,000	-	-	-	-	75,000
Truck/Ladder Truck (TBD by Apparatus Committee)								
5270	Truck	Field Ops N&S	-	-	-	3,317,070	-	3,317,070
5271	Truck	Field Ops N&S	-	-	-	3,317,070	-	3,317,070
5272	Truck	Field Ops N&S	-	-	-	3,317,070	-	3,317,070
5273	Truck	Field Ops N&S	-	-	-	3,317,070	-	3,317,070
5277	Truck	Field Ops N&S	-	-	-	3,317,070	-	3,317,070
5276	Truck	Field Ops N&S	-	-	-	-	3,652,070	3,652,070
5279	Truck	Field Ops N&S	-	-	-	-	3,652,070	3,652,070
5280	Truck	Field Ops N&S	-	-	-	-	3,652,070	3,652,070
Total Emergency Vehicles			11,440,020	8,033,210	7,660,850	31,098,050	20,748,400	78,980,530
USAR GRANT FUNDED VEHICLES								
Utility Task Vehicle (UTV)								
NEW	Utility Task Vehicle	Field Ops S/US&R	34,500	-	-	-	-	34,500
Technical Rescue Support								
NEW	Pickup Utility Heavy Duty	Field Ops S/US&R	200,000	-	-	-	-	200,000
Total Grant Funded Vehicles			234,500	-	-	-	-	234,500
SUPPORT VEHICLES								
Boom Lift								
2026	Boom Lift Truck	Training	125,000	-	-	-	-	125,000
Equipment/Vehicle Trailer								
NEW	IMT Equip/Vehicle Trailer	IMT	102,000	-	-	-	-	102,000
Floor Scrubber								
FFS1	Floor Scrubber	Field Ops S/Air Ops	5,750	-	-	-	-	5,750
Forklift								
FFL1	Forklift	Support	50,000	-	-	-	-	50,000
FFL2	Forklift	Field Ops S/Air Ops	50,000	-	-	-	-	50,000
FFL5	Forklift	Crews/Equipment	-	52,500	-	-	-	52,500
9625	Forklift	Field Ops S/US&R	-	52,500	-	-	-	52,500
Full-Size Cargo Van								
4338	Full-Size cargo van	Logistics/IT	65,000	-	-	-	-	65,000
Mid-Size 4-Door Sedan/SUV - Hybrid/Electric								
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930

FY 2023/24 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 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Year Total
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
TBD Rplmnt	Mid-Size 4-Door/Hybrid	Pool	68,930	-	-	-	-	68,930
Mid-Size 1/2 Ton Pickup /SUV/Crossover								
NEW	Mid-Size Vehicle 1/2 Ton	Fields Ops S/Air Ops (49,500	-	-	-	-	49,500
NEW	Mid-Size Vehicle 1/2 Ton	Corp Comm/CE	49,500	-	-	-	-	49,500
NEW	Mid-Size Vehicle 1/2 Ton	Admin Captains	79,150	-	-	-	-	79,150
2120	Mid-Size Vehicle 1/2 Ton	Logistics/Prop Mgmt	49,500	-	-	-	-	49,500
2301	Mid-Size Vehicle 1/2 Ton	CRR/Wildfire	49,500	-	-	-	-	49,500
2302	Mid-Size Vehicle 1/2 Ton	Pool	49,500	-	-	-	-	49,500
2303	Mid-Size Vehicle 1/2 Ton	Logistics/Fleet	49,500	-	-	-	-	49,500
2318	Mid-Size Vehicle 1/2 Ton	Logistics/Prop Mgmt	49,500	-	-	-	-	49,500
2319	Mid-Size Vehicle 1/2 Ton	Logistics/Prop Mgmt	49,500	-	-	-	-	49,500
2341	Mid-Size Vehicle 1/2 Ton	Corp Comm/CE	49,500	-	-	-	-	49,500
2171	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
2173	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
2176	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
2304	Mid-Size Vehicle 1/2 Ton	CRR/Fire Prevention	-	53,030	-	-	-	53,030
2309	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	53,030	-	-	-	53,030
2312	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	53,030	-	-	-	53,030
3111	Mid-Size Vehicle 1/2 Ton	Corp Comm/CE	-	53,030	-	-	-	53,030
3113	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3114	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3115	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3116	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3117	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3118	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3120	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3121	Mid-Size Vehicle 1/2 Ton	CRR	-	53,030	-	-	-	53,030
3124	Mid-Size Vehicle 1/2 Ton	Field Ops N&S	-	53,030	-	-	-	53,030
3127	Mid-Size Vehicle 1/2 Ton	Field Ops N&S	-	53,030	-	-	-	53,030
3130	Mid-Size Vehicle 1/2 Ton	Field Ops N&S	-	53,030	-	-	-	53,030
3133	Mid-Size Vehicle 1/2 Ton	EMS	-	53,030	-	-	-	53,030
3137	Mid-Size Vehicle 1/2 Ton	Field Ops N&S	-	53,030	-	-	-	53,030
2175	Mid-Size Vehicle 1/2 Ton	CRR	-	-	55,680	-	-	55,680
2306	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	55,680	-	-	55,680
2340	Mid-Size Vehicle 1/2 Ton	Corp Comm/CAPA	-	-	55,680	-	-	55,680
3119	Mid-Size Vehicle 1/2 Ton	CRR	-	-	55,680	-	-	55,680
3138	Mid-Size Vehicle 1/2 Ton	ECC	-	-	55,680	-	-	55,680
3139	Mid-Size Vehicle 1/2 Ton	Field Ops N&S	-	-	55,680	-	-	55,680
3112	Mid-Size Vehicle 1/2 Ton	CRR	-	-	-	58,460	-	58,460
3134	Mid-Size Vehicle 1/2 Ton	Field Ops N&S	-	-	-	58,460	-	58,460
3140	Mid-Size Vehicle 1/2 Ton	EMS	-	-	-	58,460	-	58,460
3468	Mid-Size Vehicle 1/2 Ton	Logistics/Fleet	-	-	-	58,460	-	58,460
2172	Mid-Size Vehicle 1/2 Ton	CRR	-	-	-	-	61,380	61,380
2305	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	-	61,380	61,380
2307	Mid-Size Vehicle 1/2 Ton	CRR/Wildfire	-	-	-	-	61,380	61,380
2308	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	-	61,380	61,380
2310	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	-	61,380	61,380
2311	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	-	61,380	61,380
2313	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	61,380	61,380
2314	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	-	61,380	61,380
2315	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	61,380	61,380
3142	Mid-Size Vehicle 1/2 Ton	Ops Support	-	-	-	-	61,380	61,380
4102	Mid-Size Vehicle 1/2 Ton	Corp Comm/CE	-	-	-	-	61,380	61,380

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 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	5-Year Total
Pickup Crew Cab 1/2 Ton Minimum								
TBD	Pickup Crew Cab - 1/2 Ton	Pool	-	48,510	-	-	-	48,510
TBD	Pickup Crew Cab - 1/2 Ton	Pool	-	48,510	-	-	-	48,510
TBD	Pickup Crew Cab - 1/2 Ton	CRR	-	48,510	-	-	-	48,510
Pickup Crew Cab 3/4 Ton Minimum								
3334	Pickup Utility 3/4 Ton	Special Ops/US&R S2	-	126,880	-	-	-	126,880
Service Truck - Light								
3046	Service Truck - Light	Logistics/Fleet	-	-	-	217,480	-	217,480
3047	Service Truck - Light	Logistics/Fleet	-	-	-	217,480	-	217,480
3048	Service Truck - Light	Logistics/Fleet	-	-	-	217,480	-	217,480
SUV Full-Size 4X4 Vehicle								
3143	SUV Full-Size 4x4	CRR/Pre-Fire	-	-	109,280	-	-	109,280
SUV Mid-Size 4x4 Vehicle								
2162	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2163	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2164	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2165	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2166	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2167	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2168	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2169	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
2170	SUV Mid-Size 4x4	Fields Ops Pool	89,470	-	-	-	-	89,470
Step Van								
4002	Step Van	Logistics/Svc Ctr	127,230	-	-	-	-	127,230
Van-Transit								
4103	Transit Connect	CRR/Plan Dev	-	-	47,300	-	-	47,300
4328	Transit Connect	EMS	-	-	47,300	-	-	47,300
4329	Transit Connect	EMS	-	-	47,300	-	-	47,300
4330	Transit Connect	EMS	-	-	47,300	-	-	47,300
4331	Transit Connect	EMS	-	-	47,300	-	-	47,300
4332	Transit Connect	EMS	-	-	47,300	-	-	47,300
4333	Transit Connect	EMS	-	-	47,300	-	-	47,300
4334	Transit Connect	EMS	-	-	47,300	-	-	47,300
Scissor Lift Vehicle								
NEW	Scissor Lift	Logistics/Prop Mgmt	60,000	-	-	-	-	60,000
Total Support Vehicles			2,535,230	1,438,010	821,760	886,280	675,180	6,356,460
TOTAL VEHICLES			\$14,209,750	\$9,471,220	\$8,482,610	\$31,984,330	\$21,423,580	\$85,571,490

AIR UTILITY VEHICLE (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

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



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 2026/27.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:				\$714,470		\$714,470

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

BATTALION UTILITY VEHICLE (EMERGENCY)

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

Project Description: Each of the ten battalions is assigned a utility vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of six units in FY 2026/27, and six additional units in FY 2027/28.



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

Project Status: Purchases to occur in FY 2026/27 and FY 2027/28.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:				\$674,460	\$714,660	\$1,389,120

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost is estimated at \$2,000 per unit.

COMPRESSED AIR FOAM SYSTEM (CAFS) PATROL VEHICLE – TYPE 6 (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2026/27 and FY 2027/28.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:				\$1,427,720	\$1,286,040	\$2,713,760

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

DOZER AND TRANSPORT TRACTOR/TRAILER (EMERGENCY)

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

Project Description: The dozer is used for support during fire emergencies and for fire prevention operations. This project provides for the purchase of a fourth dozer in the OCFA fleet, and a transport tractor/trailer designed for hauling heavy equipment, specifically bull dozers.



Vehicle replacement evaluation is based on the following criteria:

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

The age target for dozer transport tractor trailers is 20 years. The projection for the replacement of this vehicle is based on age.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$1,500,000					\$1,500,000

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

ENGINE – TYPE I (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The Type I engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur annually.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$5,747,490	\$6,343,890	\$6,999,790	\$7,063,490	\$7,791,490	\$33,946,150

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

ENGINE – TYPE III (EMERGENCY)

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



Project Description: The Type III engine carries hose, water and a skid mounted pump, giving the apparatus the capability to pump while driving. The unit’s primary objective is for off-road wildland firefighting and rescue operations. These engines are smaller by design to maneuver on truck trails and rural areas.

Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in various years.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$1,601,800			\$4,164,560		\$5,766,360

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

FULL-SIZE 4-DOOR VEHICLE (EMERGENCY)**Project Priority:** A**Project Type:** Vehicle Replacement**Project Management:** Fleet Services**Project Description:** The full-size 4-door vehicle is used by Executive Management. This project is for the purchase of 5 new vehicles.

Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$404,250					\$404,250

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

FULL-SIZE 4X4 SUV/PICKUP (EMERGENCY)

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

Project Description: The full-size 4-door vehicle is used by fire station support and as part of the vehicle pool.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2026/27.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:				\$468,000		\$468,000

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

HEAVY WRECKER (EMERGENCY)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The Heavy Wrecker is a specialized apparatus for use during significant or “over the side” traffic collisions. The unit is equipped with a boom lift, and carries vehicle accident rescue and extraction equipment.

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 the Heavy Wrecker unit is 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: This vehicle may be acquired as new or used. Purchase to occur in FY 2024/25.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:		\$800,000				\$800,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. The annual maintenance cost for each of these vehicles will be \$7,000 annually.

INVESTIGATOR TRUCK ¾ TON (EMERGENCY)

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



Project Description: The Investigator Truck is a pickup utility ¾ ton (minimum) unmarked unit that is used for daily operations in the investigations section and for undercover operations when needed.

Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:			\$370,500			\$370,500

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PARAMEDIC SQUAD VEHICLE (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: This unit carries a full complement of advanced life support (ALS) paramedic equipment. This project is for the replacement of five paramedic squads, two scheduled to be purchased in FY 2023/24, two in FY 2024/25 and one in FY 2025/26.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 various years.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$486,480	\$553,320	\$290,560			\$1,330,360

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 (EMERGENCY)

Project Priority: A

Project Type: Vehicle Addition/Replacement

Project Management: Fleet Services

Project Description: The pickup utility ¾ ton unit is used by Operations as a support vehicle.



Future replacement evaluation is based on the following criteria:

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

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

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:		\$336,000				\$336,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SUPERINTENDENT/ASSISTANT SUPERINTENDENT VEHICLE
(EMERGENCY)**Project Priority:** A**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager

Project Description: The assistant superintendent and superintendent vehicles have a multitude of uses for Crews and Equipment. The primary use is to support and supervise the hand crews with the construction fire line construction and brush clearing operations. These units are also sent out of the county to support the section on large campaign fires.



Replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$800,000					\$800,000

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

TECHNICAL RESCUE SUPPORT VEHICLE (EMERGENCY)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The technical rescue support vehicle is a heavy-duty ¾ ton (minimum) crew-cab service body pickup utility unit. This vehicle is used by emergency operations to respond to rescue incidents including trapped persons, large transportation vehicle incidents, and removal/rescue from precarious locations.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$750,000					\$750,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

TOWING TUG (EMERGENCY)**Project Priority:** B**Project Type:** Vehicle Addition/Replacement**Project Management:** Fleet Services**Project Description:** The towing tug in the OCFA fleet provides support for air operations at Station 41 Fullerton airport.

The current units have reached the end of their serviceable life due to age and use and require replacement.

Future replacement evaluation is based on the following criteria:

- Actual hours of the vehicle
- Actual years of operation compared to expected years
- Evaluation of mechanical condition and maintenance costs by the Fleet Services Manager

The anticipated service life for a towing tug is 10 years, however, service and repair costs are reviewed before a replacement is made, and the service life may be extended if warranted.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$150,000					\$150,000

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

TRUCK/LADDER TRUCK (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The Truck/Ladder Truck Apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, and overhaul operations. These vehicles also carry all the applicable tools needed for these tasks. Depending on the station assignment and requirements determined by the Apparatus Committee, OCFA Truck Apparatus may be configured with or without tiller steering, a mid or rear-mount ladder with arial reach of approximately 100 feet, a 300-gallon or greater capacity water tank, and a fire pump similar to a fire engine.



Vehicle replacement evaluation is based on the following criteria:

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

Project Status: Purchases to occur in various years.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:				\$16,585,350	\$10,956,210	\$27,541,560

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget. Once off warranty, the estimated annual maintenance cost will be \$7,000 per unit.

UTILITY TASK VEHICLE (GRANT FUNDED)**Project Priority:** A**Project Type:** Vehicle Addition**Project Management:** Fleet Services**Project Description:** This support vehicle is utilized for on-site transportation of personnel and supplies in support of US&R operations.

Future replacement evaluation is based on the following criteria:

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



The replacement age target for UTV units is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$34,500					\$34,500

Impact on Operating Budget: The addition of these units to the fleet will increase maintenance costs in the operating budget. The annual maintenance cost will be approximately \$1,000.

TECHNICAL RESCUE SUPPORT VEHICLE (GRANT FUNDED)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The technical rescue support vehicle is a heavy-duty ¾ ton (minimum) crew-cab service body pickup utility unit. This vehicle is used for US&R responses including trapped persons, large transportation vehicle incidents, and removal/rescue from precarious locations.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$200,000					\$200,000

Impact on Operating Budget: This is a US&R Grand funded purchase. The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

BOOM LIFT (SUPPORT)**Project Priority:** B**Project Type:** Vehicle Addition**Project Management:** Fleet Services Manager

Project Description: The need for a boom lift (comparable to a Gradall forklift) is needed in Training Operations to lift heavy equipment and supplies on to training props and the training tower within the RFOTC training grounds. The current lift units does not support the weight limits required, and has reached its serviceable life.



Future replacement evaluation is based on the following criteria:

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

The age target for a forklift is 10 years, however, service and repair costs will be reviewed before a replacement is made, and may be deferred if warranted.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	125,000					\$125,000

EQUIPMENT/VEHICLE TRAILER (SUPPORT)

Project Priority: B

Project Type: Vehicle Addition

Project Management: Information Technology



Project Description: The Equipment/Vehicle Trailer will be used to deliver Incident Management Team “Cache” Computer Equipment to the Basecamp and Training events. This equipment will be stored in the 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 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 IMT trailer will be purchased in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$102,000					\$102,000

Impact on Operating Budget: There is no anticipated impact.

FLOOR SCRUBBER (SUPPORT)**Project Priority:** B**Project Type:** Vehicle Replacement**Project Management:** Fleet Services**Project Description:** The floor scrubber is used to keep the hangar at the Fullerton airport clean. The current scrubber is 23 years old.

Future replacement evaluation is based on the following criteria:

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$5,750					\$5,000

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

FORKLIFT (SUPPORT)

Project Priority: A

Project Type: Vehicle Additional/Replacement

Project Management: Fleet Services

Project Description: The forklifts currently in the OCFA fleet get used for support in the Service Center, Fleet Services, Crews and Equipment, Air Operations, and Communication Services.



All six current Fleet Services forklifts need replacement due to age. Two additional units are needed to support warehouse facilities, which will prevent the need for long term rentals.

Future replacement evaluation is based on the following criteria:

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

The age target for a forklift is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchases to occur in various years.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$100,000	\$105,000				\$205,000

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

FULL SIZE CARGO VAN (SUPPORT)**Project Priority:** B**Project Type:** Vehicle Replacement**Project Management:** Fleet Services Manager

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



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$65,000					\$65,000

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 SEDAN/SUV- HYBRID/ELECTRIC (SUPPORT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The mid-size 4-door vehicle is used by a variety of management and supervisory staff that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their respective sections. Based on a needs assessment, nine replacement pool vehicles are needed for FY 2023/24. The body and drive type for mid-size 4-door vehicles was updated beginning in FY 2022/23 to include plug-in hybrid or all-electric, and either sedan or SUV, depending on cost effectiveness and availability.

Vehicle replacement evaluation is based on the following criteria:

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



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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$620,370					\$620,370

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. Once off warranty, the estimated annual maintenance cost will be \$1,300 per unit.

MID-SIZE 1/2 TON PICKUP/SUV/CROSSOVER (SUPPORT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The mid-size ½ ton (minimum) vehicle is primarily used by staff in Fire Prevention, Property Management, and Community Education to conduct off-site inspections and education programs.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for mid-size 1/2 ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in various years.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$524,650	\$1,060,600	\$334,080	\$233,840	\$675,180	\$2,828,350

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

PICKUP CREW CAB 1/2 TON (SUPPORT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The pickup crew cab 1/2 ton (minimum) vehicle is used by management and supervisory staff in a variety of positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the emergency operations of their respective sections.



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:		\$145,530				\$145,530

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

PICKUP CREW CAB ¾ TON (SUPPORT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The pickup crew cab ¾ ton (minimum) is used by Fleet Services, Service Center, and IT/ Communications staff for support, as well as the Training Division.



Future replacement evaluation is based on the following criteria:

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

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

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

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:		\$126,880				\$126,880

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

SERVICE TRUCK - LIGHT (SUPPORT)

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: Service truck – light duty vehicle is used for field service for both heavy and light apparatus by Fleet Services and IT-Communication Services. These units are also sent out of county if technicians are requested on large campaign fires.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2026/27.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:				\$652,440		\$652,440

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

SUV FULL-SIZE 4X4 VEHICLE (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition/Replacement

Project Management: Fleet Services

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



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:			\$109,280			\$109,280

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget

SUV MID-SIZE 4X4 VEHICLE (SUPPORT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The mid-size 4-door vehicle is used by management and supervisory staff in a variety of positions that need the versatility of a 4-door vehicle to support the operations of their respective sections.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$805,230					\$805,230

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

STEP VAN (SUPPORT)

Project Priority: B

Project Type: Vehicle Addition/Replacement

Project Management: Fleet Services

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



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$127,230					\$127,230

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

VAN – TRANSIT (SUPPORT)

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

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



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:			\$378,400			\$378,400

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

SCISSOR LIFT VEHICLE (SUPPORT)**Project Priority:** A**Project Type:** Vehicle Addition/Replacement**Project Management:** Fleet Services

Project Description: The Scissor Lift is used to move personnel and equipment in a vertical direction for accessing and servicing facilities at RFOTC and fire stations. The unit will support multiple OCFA sections, including Fleet Services, Property Management, and Service Center.



Future replacement evaluation is based on the following criteria:

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

The age target for a scissor lift is 15 years, however, a review of actual service and repair costs will be used to determine if replacement can be deferred.

Project Status: Purchase to occur in FY 2023/24.

Fiscal Years:	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Budget:	\$60,000					\$60,000

Impact on Operating Budget: No anticipated impact.



*Fund 139
Settlement
Agreement*



Fund 139: Settlement Agreement

DESCRIPTION

This fund was established concurrent with adoption of the FY 2019/20 Budget, in accordance with the Settlement Agreement between OCFA and the City of Irvine. The Settlement Agreement was the outcome of negotiations between OCFA and the City of Irvine after Irvine notified OCFA of its intent to withdraw from OCFA, effective July 1, 2020. Following the notice to withdraw, OCFA and the City of Irvine entered into extensive negotiations focused on the shared interests of enhancing fire safety, decreasing future pension liabilities, and pursuing operational efficiencies. The Agreement includes the following provisions:

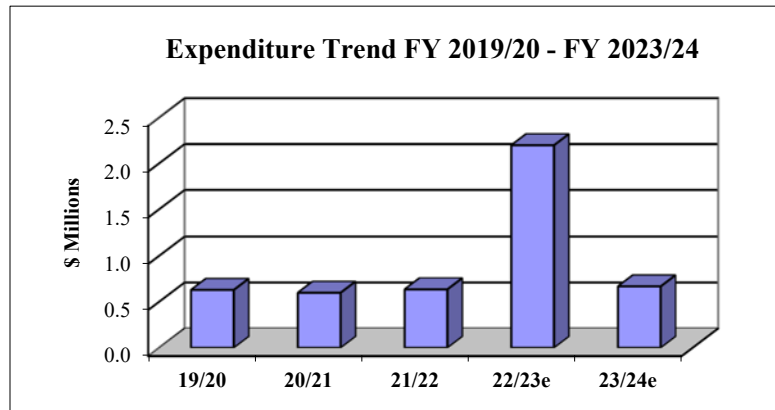
- Irvine’s Notice of Withdrawal is deemed rescinded, and Irvine will remain a member of the JPA through the next renewal period of June 30, 2030.
- One-time funding of \$20.5 million will be provided over time by OCFA for a joint police-fire training facility located in Irvine, including an Emergency Operations Center.
- One-time funding of \$500,000 will be provided by OCFA to Irvine for the installation of bidirectional amplifiers intended to improve public safety communications.
- Annual funding of up to \$2,668,000 will be provided by OCFA to Irvine for support of a Drone Program, CERT Coordinator program, training of Irvine PD EMTs, and payments to a 115 Trust dedicated solely for future application to OCFA’s unfunded pension liability.

BUDGET

The total FY 2023/24 Budget is \$668,000. Funding sources include transfers from the General Fund and interest earnings.

HIGHLIGHTS

FY 2023/24 marks the fifth year of the Settlement Agreement provisions in the Budget. Funded projects include: a drone program, training of Irvine Police Department EMTs, and supporting the cost of a full-time CERT Coordinator. The \$1.5 million deposit to the 115 Trust does not require an appropriation under accounting rules.



The \$1.5 million deposit to the 115 Trust does not require an appropriation under accounting rules.

SIGNIFICANT CHANGES

Expenditures in FY 2019/20 through FY 2021/22 were less than originally budgeted due to the pandemic and timing issues. As a result, projects were moved to FY 2022/23.

IMPACT ON OPERATING BUDGET

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

FY 2023/24 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 139 - SETTLEMENT AGREEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET**

	FY 2021/22 Budget	FY 2022/23 Budget	FY 2023/24 Budget	% Change fr FY 2022/23 Budget
FUNDING SOURCES				
Charges for Current Services	-	-	-	-
Use of Money and Property	158,176	415,455	677,054	62.97%
Other	-	-	-	-
Total Revenues & Other Financing Sources	158,176	415,455	677,054	62.97%
Operating Transfer In	2,668,000	2,668,000	2,668,000	-
Total Beginning Fund Balance	24,122,327	26,312,445	27,197,900	3.37%
TOTAL AVAILABLE RESOURCES	\$26,948,503	\$29,395,900	\$30,542,954	3.90%
EXPENDITURES				
Services & Supplies	\$636,058	\$2,198,000	\$668,000	-69.61%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	636,058	2,198,000	668,000	-69.61%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	26,312,445	27,197,900	29,874,954	9.84%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$26,948,503	\$29,395,900	\$30,542,954	3.90%



Fund 171

Structural Fire

Fund Entitlement



Fund 171: Structural Fire Fund Entitlement

DESCRIPTION

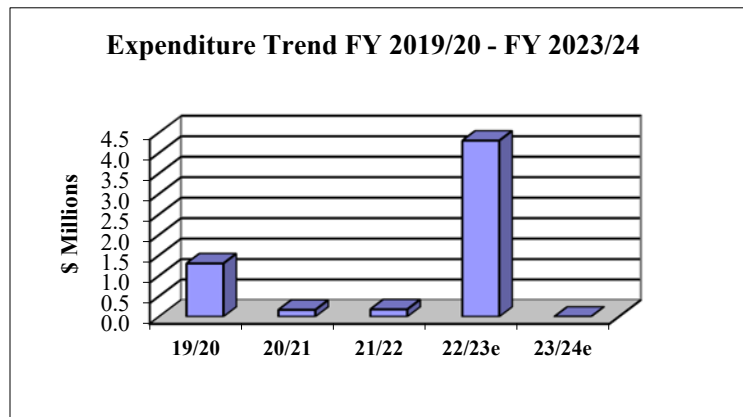
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

BUDGET

The total FY 2023/24 Budget is \$0.

HIGHLIGHTS

Under prior terms of the OCFA's Joint Powers Agreement (JPA), the Board of Directors would periodically review year-end savings for possible allocation to this fund. However, the ratification of the Second Amendment to the JPA established a new methodology for compensating over-funded SFF members; therefore no additional transfers to this fund were anticipated. The Second Amendment was invalidated by the Courts; therefore allocations to this fund are periodically made in accordance with the First Amendment to the JPA.



SIGNIFICANT CHANGES

The significant increase in FY 2022/23 is due to budgeting all remaining funds available for service enhancement expenditures. It is anticipated that any unspent funds in FY 2022/23 will be rebudgeted to FY 2023/24.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET

	FY 2021/22 Budget	FY 2022/23 Budget	FY 2023/24 Budget	% Change fr FY 2022/23 Budget
FUNDING SOURCES				
Charges for Current Services	-	-	-	-
Use of Money and Property	8,883	54,184	-	-100.00%
Other	-	-	-	-
Total Revenues & Other Financing Sources	8,883	54,184	-	-100.00%
Operating Transfer In	3,428,054	-	-	
Total Beginning Fund Balance	1,034,083	4,289,189	41,588	-99.03%
TOTAL AVAILABLE RESOURCES	\$4,471,020	\$4,343,373	\$41,588	-99.04%
EXPENDITURES				
Services & Supplies	\$181,831	\$4,301,785	-	-100.00%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	181,831	4,301,785	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	4,289,189	41,588	41,588	-
TOTAL FUND COMMITMENTS & FUND BALANCE	\$4,471,020	\$4,343,373	\$41,588	-99.04%



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.

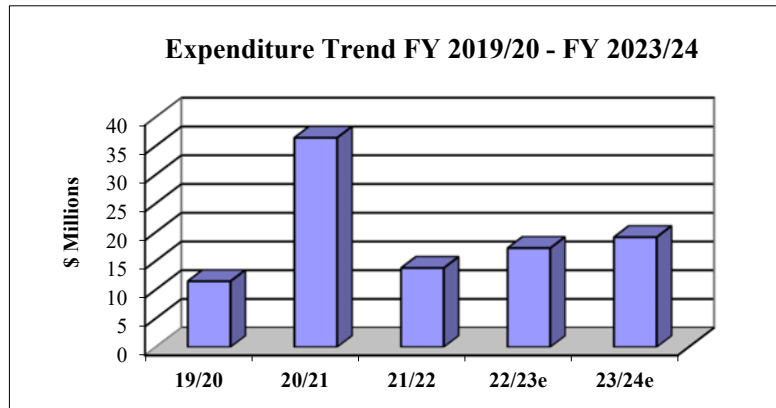
BUDGET

The total FY 2023/24 Budget is \$19,125,125.

HIGHLIGHTS

In March 2002, the OCFA implemented a workers’ compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the fund balance set aside for payment of these future claim costs.

This fund was established similar to an internal service fund in that the amount determined to be needed to fund future claims by the annual independent actuarial study is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue to this Fund. The annual estimated claims payment specified in the actuarial study is appropriated



in Fund 190. As a result of actual expenditures remaining well below the actuary’s estimate for several years, effective FY 2015/16 the Board approved using the 50% confidence level on the actuarial estimate for budgeting purposes. The chart provides actual expenditures for FY 2019/20 through FY 2021/22, and total budgeted amounts for FY 2022/23 and FY 2023/24.

SIGNIFICANT CHANGES

Large settlements and claims occurred in FY 2020/21 primarily related to the COVID-19 pandemic. FY 2022/23 and FY 2023/24 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 2023/24 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2023/24 BUDGET**

	FY 2021/22 Budget	FY 2022/23 Budget	FY 2023/24 Budget	% Change fr FY 2022/23 Budget
FUNDING SOURCES				
Charges for Current Services	\$29,966,926	\$30,754,757	\$31,807,590	3.42%
Use of Money and Property	(2,573,725)	2,084,397	3,654,090	75.31%
Other	1,630,203	82,855	-	-100.00%
Total Revenues & Other Financing Sources	29,023,404	32,922,009	35,461,680	7.71%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	109,752,994	125,022,328	140,731,424	12.57%
TOTAL AVAILABLE RESOURCES	\$138,776,398	\$157,944,337	\$176,193,104	11.55%
EXPENDITURES				
Services & Supplies	\$13,754,070	\$17,212,913	\$19,125,125	11.11%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	13,754,070	17,212,913	19,125,125	11.11%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	125,022,328	140,731,424	157,067,979	11.61%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$138,776,398	\$157,944,337	\$176,193,104	11.55%

Fire Administrative Boundaries

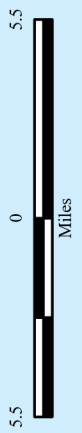
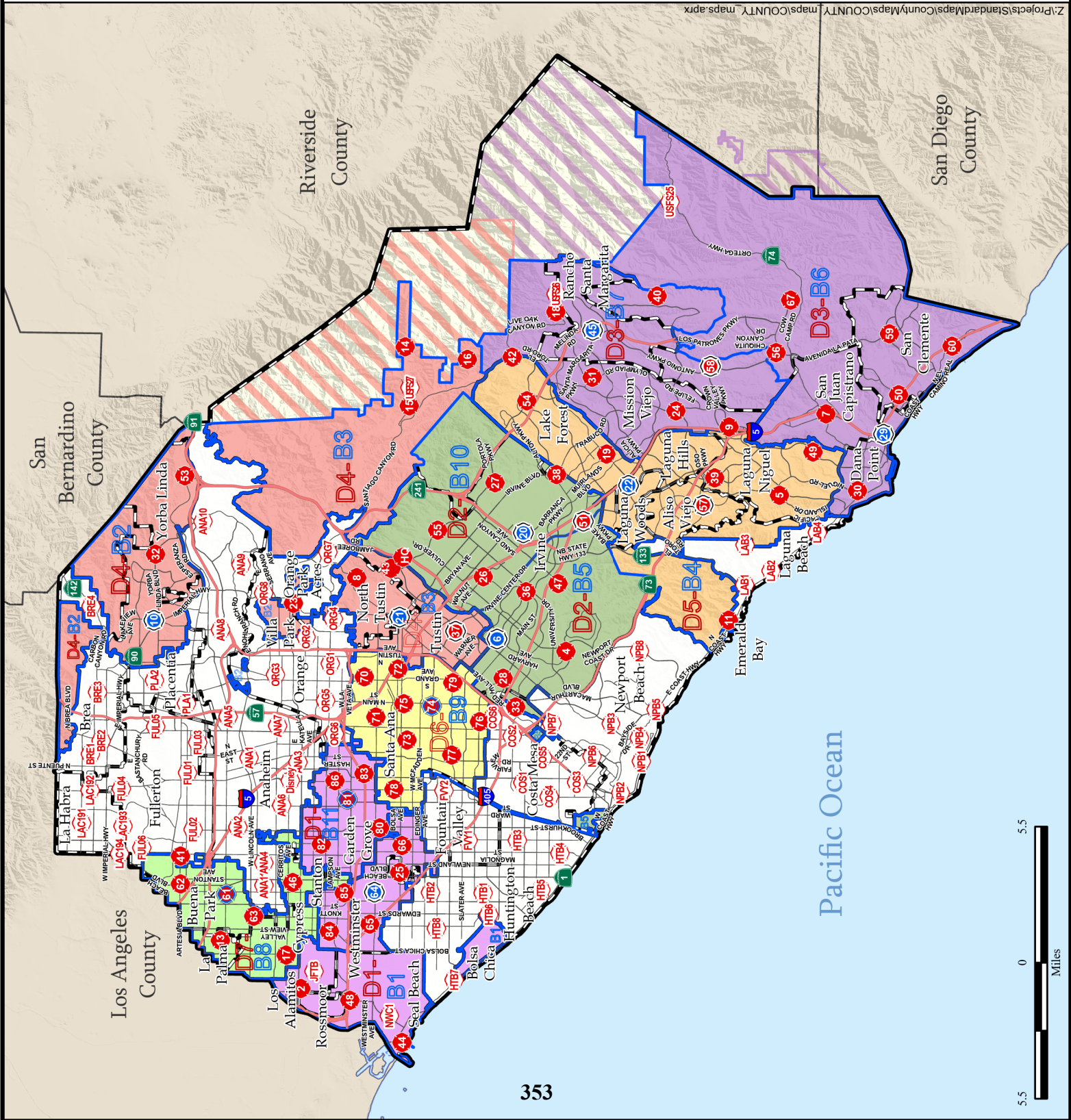
Orange County Fire Authority

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



Information Technology Division
Geographic Information Systems

5/10/2023



Z:\Projects\StandardMaps\CountyMaps\COUNTY\maps\COUNTY_maps.aprx

Orange County Fire Authority Fire Stations by Member Agency

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 7440 La Palma Ave, 90620

Station 62, 7780 Artesia Blvd, 90621

Station 63, 9120 Holder St, 90620

City of Cypress

Station 17, 4991 Cerritos Ave, 90630

City of Dana Point

Station 29, 26111 Victoria Blvd, 92624

Station 30, 23831 Stonehill Dr, 92629

City of Garden Grove

Station 80, 14162 Forsyth Ln, 92844

Station 81, 11301 Acacia Pkwy, 92840

Station 82, 11805 Gilbert St, 92841

Station 83, 12132 Trask Ave, 92843

Station 84, 12191 Valley View St, 92845

Station 85, 12751 Western Ave, 92841

Station 86, 12232 West St, 92840

City of Irvine

Station 4, 2 California Ave, 92612

Station 6, 3180 Barranca Pkwy, 92606

Station 20, 7050 Corsair, 92618

Station 26, 4691 Walnut Ave, 92604

Station 27, 12400 Portola Springs, 92618

Station 28, 17862 Gillette Ave, 92614

Station 36, 301 E. Yale Loop, 92604

Station 38, 26 Parker, 92618

Station 47, 47 Fossil, 92603

Station 51, 18 Cushing, 92618

Station 55, 4955 Portola Pkwy, 92620

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia, 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr, 92677

Station 39, 24241 Avila Rd, 92677

Station 49, 31461 St. of the Golden Lantern, 92677

City of Lake Forest

Station 19, 23022 El Toro Rd, 92630

Station 42, 19150 Ridgeline Rd, 92679

Station 54, 19811 Pauling Ave, 92610

City of La Palma

Station 13, 7822 Walker St, 90623

City of Los Alamitos

Station 2, 3642 Green Ave, 90720

City of Mission Viejo

Station 9, #9 Shops Blvd, 92691

Station 24, 25862 Marguerite Pkwy, 92692

Station 31, 22426 Olympiad Rd, 92692

City of Rancho Santa Margarita

Station 45, 30131 Aventura, 92688

City of San Clemente

Station 50, 670 Camino de los Mares, 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria, 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo, 92675

City of Santa Ana

Station 70, 2301 N. Old Grand St, 92705

Station 71, 1029 W. 17th St, 92706

Station 72, 1688 E. 4th St, 92701

Station 73, 419 Franklin St, 92703

Station 74 (Admin), 1439 S. Broadway St, 92707

Station 74, 1427 S. Broadway St, 92707

Station 75, 120 W. Walnut St, 92701

Station 76, 950 W. MacArthur Ave, 92707

Station 77, 2317 S. Greenville St, 92704

Station 78, 501 N. Newhope St, 92703

Station 79, 1320 E. Warner Ave, 92705

City of Seal Beach

Station 44, 718 Central Ave, 90740

Station 48, 3131 N. Gate Rd, 90740

City of Stanton

Station 46, 7871 Pacific St, 90680

Orange County Fire Authority Fire Stations by Member Agency

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, 92860

City of Westminster

Station 64, 7351 Westminster Blvd, 92683
Station 65, 6061 Hefley St, 92683
Station 66, 15061 Moran St, 92683

City of Yorba Linda

Station 10, 18422 E. Lemon Dr, 92886
Station 32, 20990 Yorba Linda Blvd, 92887
Station 53, 25415 La Palma Ave, 92887

County of Orange, Unincorporated

Station 8, 10631 Skyline Dr, Santa Ana, 92705
Station 11, 259 Emerald Bay, Laguna Beach, 92651
Station 14, 29402 Silverado Canyon, PO Box 12, Silverado, 92676
Station 15, 27172 Silverado Canyon Rd, Silverado, 92676
Station 16, 28891 Modjeska Canyon Rd, Silverado, 92676
Station 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679
Station 21, 1241 Irvine Blvd, Tustin, 92780
Station 25, 8171 Bolsa Ave, Midway City, 92655
Station 33, 374 Paularino, Costa Mesa, 92626
Station 40, 25082 Vista del Verde, Cota de Caza 92679
Station 56, 56 Sendero Way, Rancho Mission Viejo 92694
Station 58, 58 Station Way, Ladera Ranch 92694
Station 67, 31544 Cow Camp Road, Rancho Mission Viejo 92694

Specialty Stations

Helicopter Operations – Station 41, 3900 West Artesia Ave, Fullerton, 92833
Crews & Equipment – Camp 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

INCIDENTS (1) (2)	FY 2017/18 TOTAL	FY 2018/19 TOTAL	FY 2019/20 TOTAL	FY 2020/21 TOTAL	FY 2021/22 TOTAL	FY 2022/23 TOTAL
Aliso Viejo	2,810	2,871	3,022	3,172	3,347	3,666
Buena Park	7,193	7,242	7,175	7,363	8,347	8,481
Cypress	3,238	3,292	3,215	3,162	3,631	3,765
Dana Point	3,717	3,399	3,343	3,334	3,692	3,820
Garden Grove (3)	-	-	11,288	13,557	15,217	15,477
Irvine	16,325	16,797	16,481	15,704	18,744	19,938
La Palma	3,303	1,282	1,224	1,210	1,352	1,362
Laguna Hills	3,947	3,303	3,122	3,263	3,842	3,878
Laguna Niguel	5,281	4,192	4,421	4,268	4,918	5,246
Laguna Woods	5,333	5,342	4,967	5,353	5,548	5,706
Lake Forest	1,303	5,335	5,378	5,629	6,426	6,506
Los Alamitos	1,477	1,468	1,405	1,363	1,553	1,534
Mission Viejo	8,041	7,989	7,718	7,512	8,864	9,504
Placentia (4)	3,609	3,564	3,616	-	-	-
Rancho Santa Margarita	2,542	2,366	2,521	2,518	2,574	2,915
San Clemente	5,239	5,069	4,999	5,168	5,657	5,820
San Juan Capistrano	3,931	3,786	3,571	3,552	4,090	4,263
Santa Ana	26,707	27,518	27,335	27,493	29,340	31,274
Seal Beach	4,591	4,216	4,300	4,276	4,760	4,937
Stanton	3,284	3,343	3,645	3,701	4,134	4,357
Tustin	5,470	5,748	5,623	5,780	6,392	6,406
Villa Park	448	480	469	448	450	491
Westminster	7,702	7,772	7,945	8,357	9,053	9,152
Yorba Linda	4,059	4,146	4,023	4,168	4,520	5,023
Unincorporated	7,437	7,573	7,788	8,065	8,065	9,358
TOTAL	136,987	138,093	148,594	148,416	164,516	172,879

SOURCE: Command and Emergency Planning Division

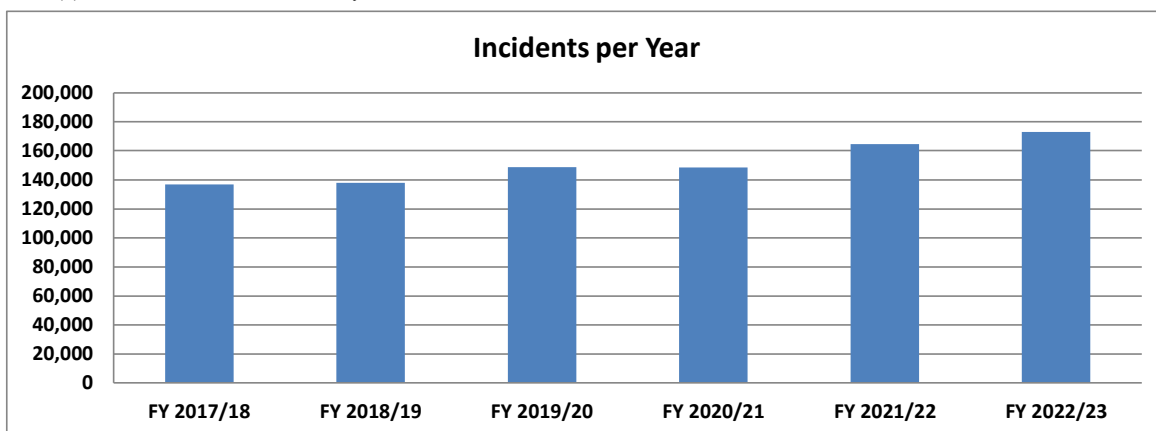
Notes: (1) Response statistics are normally reported on a calendar year basis in other reports.

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

(2) Excludes mutual aid.

(3) Garden Grove joined the OCFA on August 16, 2019.

(4) Placentia left the OCFA on July 1, 2020.

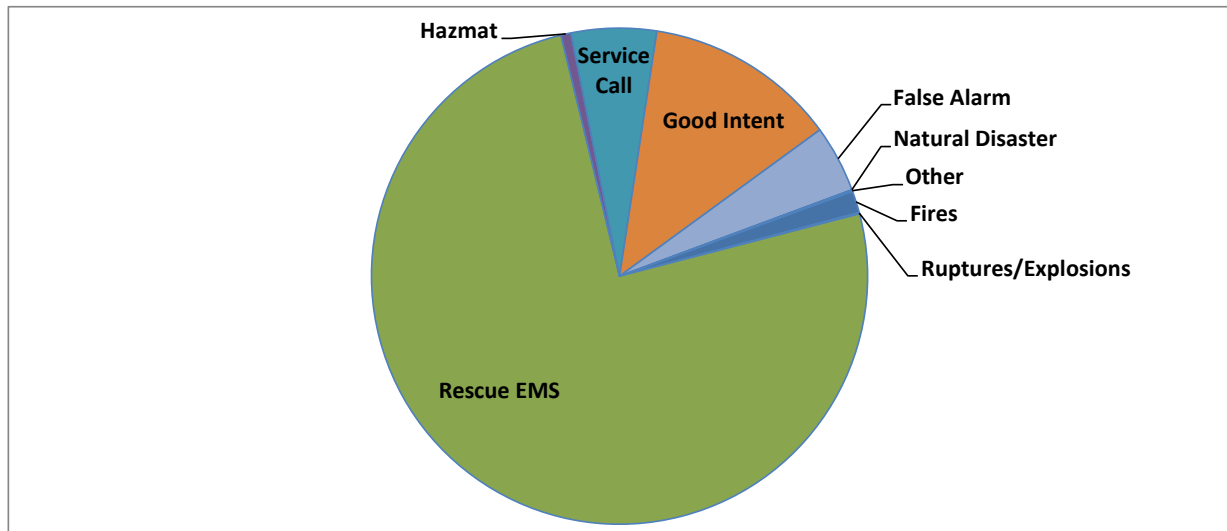


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Fires	2,651	2,161	2,313	2,688	2,863	2,536
Ruptures/Explosions	147	154	226	221	177	130
Rescue EMS	110,327	111,044	114,758	113,735	127,367	133,591
Hazmat	1,163	1,322	1,348	1,317	1,203	1,139
Service Call	7,955	6,948	7,978	8,777	9,406	9,879
Good Intent	14,010	14,353	18,532	18,737	21,444	22,286
False Alarm	6,060	7,016	7,482	6,616	6,973	7,723
Natural Disaster	3	13	12	27	22	42
Other	68	589	137	171	144	157
Total	142,384	143,600	152,786	152,289	169,599	177,483

SOURCE: Command and Emergency Planning Division

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



FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
Aliso Viejo	x		10,320,677,681	10,706,653,293	11,057,982,407	11,357,669,581	11,852,955,303
Buena Park		x	10,534,142,623	11,010,946,020	11,489,593,771	11,855,322,342	12,589,753,791
Cypress	x		7,492,894,724	7,865,560,138	8,175,217,451	8,469,982,405	9,069,906,213
Dana Point	x		12,716,978,213	13,330,882,538	13,901,089,734	14,477,213,435	15,778,384,765
Garden Grove		x	16,905,098,847	17,647,291,388	18,531,828,327	19,305,133,053	20,300,952,816
Irvine	x		78,439,755,961	85,045,012,271	90,058,178,619	95,193,731,766	100,230,096,499
Laguna Hills	x		7,169,367,194	7,360,864,516	7,648,233,891	7,983,814,719	8,263,936,698
Laguna Niguel	x		15,925,157,522	16,566,378,732	17,211,774,861	17,682,693,788	18,623,845,641
Laguna Woods	x		3,141,574,001	3,308,199,147	3,655,930,644	3,634,773,354	3,775,180,983
Lake Forest	x		15,968,846,956	17,239,224,679	17,826,417,831	18,890,932,774	20,061,521,691
La Palma	x		2,137,828,771	2,218,934,763	2,294,417,228	2,379,789,046	2,494,402,273
Los Alamitos	x		2,165,015,762	2,279,997,603	2,430,512,406	2,609,208,783	2,763,749,309
Mission Viejo	x		17,362,619,028	18,087,504,763	18,749,278,901	19,367,779,917	20,452,243,818
Placentia		x	6,778,268,541	7,057,342,473	N/A	N/A	N/A
Rancho Santa Margarita	x		8,640,697,353	8,947,481,219	9,238,425,182	9,475,953,977	9,997,272,488
San Clemente		x	16,904,336,045	17,783,909,910	18,559,898,391	19,331,274,420	20,620,278,979
San Juan Capistrano	x		7,959,761,841	8,336,033,901	8,820,713,611	9,244,604,597	9,826,865,545
Santa Ana		x	26,520,241,206	27,943,960,825	29,080,199,582	30,541,316,852	32,471,833,021
Seal Beach		x	5,625,919,713	5,981,330,597	6,200,421,253	6,402,225,437	6,857,455,773
Stanton		x	2,836,468,798	3,015,953,419	3,303,024,101	3,635,925,454	3,847,720,685
Tustin		x	13,043,122,290	13,658,893,858	14,373,207,288	14,813,295,178	15,767,387,612
Villa Park	x		1,836,352,144	1,912,173,385	1,993,610,121	2,071,954,194	2,197,619,444
Westminster		x	9,391,193,921	9,801,405,362	10,290,575,674	10,675,124,295	11,263,280,568
Yorba Linda	x		15,623,191,050	16,292,117,775	16,933,257,430	17,534,010,450	18,505,831,369
Unincorporated (3)	x		29,526,543,695	31,132,441,986	32,498,066,143	33,578,577,990	33,578,577,990
Total SFF Cities			234,564,833,084	250,629,460,709	262,493,106,460	273,952,690,776	287,472,390,029
Percentage Change			6.54%	6.85%	4.73%	4.37%	4.94%
Total Cash Cities			110,401,220,796	113,901,033,852	111,828,748,387	116,559,617,031	123,718,663,245
Total Assessed Valuation			344,966,053,880	364,530,494,561	374,321,854,847	390,512,307,807	411,191,053,274
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.11%	0.11%

SOURCE: County of Orange, Auditor-Controller website

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

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

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

NOTE:

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

**ORANGE COUNTY FIRE AUTHORITY
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)**

For the Year Ended June 30	(A) Population Estimates (In Thousand)	(B) Total Personal Income (In Thousand)	Per Capita Income	(C) Unemployment Rate
2011	3,029	155,259,400	51,258	8.8
2012	3,058	169,584,000	55,456	7.6
2013	3,114	166,370,000	53,426	5.0
2014	3,148	179,141,000	56,906	4.4
2015	3,035	193,081,000	63,615	3.6
2016	3,194	200,027,000	62,625	3.2
2017	3,184	208,950,000	65,620	2.6
2018	3,192	220,685,000	69,135	2.5
2019	3,193	230,299,000	72,127	2.4
2020	3,180	242,361,000	76,202	14.9
2021	3,170	255,824,000	80,713	6.2
2022	3,137	257,865,000	82,197	2.7

SOURCES:

- (A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.
- (B) Center for Economic Research, Chapman University (estimates).
- (C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at May of each year.

FY 2023/24 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	<u>Population by City, 2014 and 2023</u>			<u>Housing Units by City, 2014 and 2023</u>		
	<u>(1)</u> <u>2014</u>	<u>(2)</u> <u>2023</u>	<u>Percent</u> <u>Change</u>	<u>(1)</u> <u>2014</u>	<u>(2)</u> <u>2023</u>	<u>Percent</u> <u>Change</u>
Aliso Viejo	49,576	50,766	2.4%	49,107	50,287	2.4%
Buena Park	82,638	83,517	1.1%	81,824	82,535	0.9%
Cypress	48,792	49,818	2.1%	48,290	49,305	2.1%
Dana Point	33,839	33,155	-2.0%	33,598	32,909	-2.1%
Garden Grove	(3)	171,183	--		169,199	--
Irvine	242,270	303,051	25.1%	226,093	284,884	26.0%
Laguna Hills	31,085	30,525	-1.8%	30,716	30,148	-1.8%
Laguna Niguel	64,185	64,702	0.8%	63,937	64,269	0.5%
Laguna Woods	16,572	17,450	5.3%	16,405	17,279	5.3%
Lake Forest	78,822	87,127	10.5%	78,307	86,601	10.6%
La Palma	15,918	15,332	-3.7%	15,898	15,312	-3.7%
Los Alamitos	11,760	12,129	3.1%	11,517	11,881	3.2%
Mission Viejo	95,401	91,846	-3.7%	94,459	90,883	-3.8%
Placentia	(4)	52,281	--	51,944		--
Rancho Santa Margarita	49,331	47,066	-4.6%	49,329	47,064	-4.6%
San Clemente	64,733	63,237	-2.3%	64,460	62,958	-2.3%
San Juan Capistrano	35,833	35,089	-2.1%	35,746	35,000	-2.1%
Santa Ana	334,193	299,630	-10.3%	328,824	295,317	-10.2%
Seal Beach	24,915	24,647	-1.1%	24,678	24,397	-1.1%
Stanton	39,265	39,084	-0.5%	38,915	38,606	-0.8%
Tustin	78,530	79,558	1.3%	78,010	79,007	1.3%
Villa Park	5,937	5,790	-2.5%	5,892	5,744	-2.5%
Westminster	92,548	90,498	-2.2%	91,878	89,813	-2.2%
Yorba Linda	67,269	67,068	-0.3%	67,079	66,874	-0.3%
Unincorporated	121,808	132,114	8.5%	121,040	131,329	8.5%
Total:						
Orange County Fire Authority	1,737,501	1,894,382	9.0%	1,707,946	1,861,601	9.0%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2014
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2023
- (3) The City of Garden Grove joined the OCFA on August 16, 2019.
- (4) The City of Placentia left the OCFA on July 1, 2020.

ORANGE COUNTY FIRE AUTHORITY
PRINCIPAL TAX PAYERS (COUNTY OF ORANGE)

Property Tax Payer	FY 2012/13			FY 2021/22		
	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied
Irvine Company	\$ 116,988	1	2.36%	\$ 191,000	1	2.45%
Walt Disney Parks & Resorts US	50,122	2	1.01%	73,265	2	0.94%
Southern California Edison Company	29,544	3	0.60%	58,007	3	0.74%
Sempra Energy (SDG&E, So Cal. Gas)				17,884	4	0.23%
United Laguna Hills Mutual	7,177	6	0.14%	12,231	5	0.16%
BEX Portfolio, Inc.				8,846	6	0.11%
AES Corporation				7,930	7	0.10%
Five Points Holding, LLC				7,549	8	0.10%
Bella Terra Associates, LLC				6,480	9	0.08%
LBA IV-PPI LLC (LBA Realty)				6,312	10	0.08%
Pacific Bell Telephone Company	8,013	4	0.16%			
Kaiser Foundation Hospitals	7,510	5	0.15%			
Heritage Fields El Toro, LLC	6,624	7	0.13%			
Oxy USA Inc.	6,003	8	0.12%			
Southern California Gas Company	4,565	9	0.09%			
Linn Western Operating Inc.	4,441	10	0.09%			

SOURCE:
 County of Orange Annual Comprehensive Financial Report for the Year Ended June 30, 2022

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 2012/13			FY 2021/22		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
University of California, Irvine	21,800	2	1.42%	26,182	1	1.63%
Walt Disney Co.	25,000	1	1.63%	25,000	2	1.56%
County of Orange	17,257	3	1.13%	18,388	3	1.15%
Providence				13,079	4	0.82%
Kaiser Permanente	6,300	6	0.41%	8,800	5	0.55%
Albertsons				7,853	6	0.49%
Hoag Memorial Hospital				7,051	7	0.44%
Walmart Inc.				6,300	8	0.39%
Target Corporation	5,400	9	0.35%	6,000	9	0.37%
MemorialCare	5,545	8	0.36%	5,490	10	0.34%
St. Joseph Health System	11,679	4	0.76%			
Boeing Co.	6,873	5	0.45%			
Bank of America Corporation	6,000	7	0.39%			
Cedar Fair LP	5,200	10	0.34%			

SOURCES:

County of Orange Annual Comprehensive Financial Report for the Year Ended June 30, 2022

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)
2012	6,163	2,826	106.5
2013	10,453	4,175	128.1
2014	10,636	4,634	135.7
2015	10,897	5,030	139.0
2016	12,134	5,647	145.0
2017	10,294	5,279	153.9
2018	8,105	6,283	161.2
2019	10,294	5,795	162.7
2020	5,907	3,814	176.6
2021	7,471	4,170	218.4
2022	6,483	4,063	245.6

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 Banc of America 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.

BANC OF AMERICA
Lease-Purchase Payment Schedule

Funding Date:.....Nov-03-23
 Coupon Rate:.....3.1379%

<u>Date</u>	<u>Payment No.</u>	<u>Total Payment</u>	<u>Principal Component</u>	<u>Interest Component</u>
01/10/24	1	4,924,805.98	2,770,492.48	2,154,313.50
01/10/25	2	4,924,805.97	3,195,458.21	1,729,347.76
01/10/26	3	4,924,805.98	3,295,728.50	1,629,077.48
01/10/27	4	4,924,805.97	3,399,145.16	1,525,660.81
01/10/28	5	4,924,805.98	3,505,806.94	1,418,999.04
01/10/29	6	4,924,805.97	3,615,815.65	1,308,990.32
01/10/30	7	4,924,805.97	3,729,276.33	1,195,529.64
01/10/31	8	4,924,805.97	3,846,297.29	1,078,508.68
01/10/32	9	4,924,805.98	3,966,990.26	957,815.72
01/10/33	10	4,924,805.97	4,091,470.44	833,335.53
01/10/34	11	4,924,805.98	4,219,856.70	704,949.28
01/10/35	12	4,924,805.98	4,352,271.58	572,534.40
01/10/36	13	4,924,805.98	4,488,841.51	435,964.47
01/10/37	14	4,924,805.98	4,629,696.87	295,109.11
01/10/38	15	4,924,805.97	4,774,972.12	149,833.85
TOTAL		<u>\$ 73,872,089.63</u>	<u>\$ 57,882,120.04</u>	<u>\$15,989,969.59</u>



ORANGE COUNTY FIRE AUTHORITY GLOSSARY

Accounting System	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
Accrual Basis Accounting	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
Advanced Life Support (ALS)	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
Aircraft Rescue & Firefighting (ARFF)	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.
Annual Comprehensive Financial Report (ACFR)	The ACFR 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.
Appropriation	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
Assessed Valuation	The value assigned to real property (land and buildings) and tangible personal property (moveable property) by the Orange County Assessor's Office for use as a basis in levying property taxes.
Audit (Financial Statement)	An examination of OCFA's financial statements by an independent Certified Public Accountant (CPA) in order to render an opinion as to the fair presentation of the financial statements and related disclosures.
Automatic / Mutual Aid	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.

OCFA GLOSSARY continued

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.
Budget	A financial plan that identifies revenues, specific types and levels of services to be provided, and establishes the amount of money which can be spent.
Budget Document	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
CAL FIRE	The State fire protection and suppression agency that contracts with the OCFA for protection of state responsibility areas (SRA), formerly known as the California Department of Forestry (CDF).
California Environmental Quality Act (CEQA)	The CEQA objectives are to disclose the significant environmental effects of proposed activities; to identify ways to avoid or reduce environmental damage; to prevent environmental damage through feasible alternatives or mitigations; to disclose to the public reasons for agency approval of projects with significant environmental effects; to foster interagency coordination; and to enhance public participation in the planning process.
California Occupational Safety and Health Agency (CalOSHA)	The State agency that protects workers and the public from safety hazards by enforcing California's occupational and public safety laws, and that provides information and consultative assistance to employers, workers, and the public about workplace and public safety matters.
California Public Employees Retirement System (CalPERS)	CalPERS provides a variety of retirement and health benefit programs and services, and administers other programs dedicated to protecting the financial security of public employees and public agencies. CalPERS provides health benefit programs for non-firefighter unit employees only.
California Society of Municipal Finance Officers (CSMFO)	An association of local government finance officers that promotes excellence in financial management through innovation, continuing education, and the professional development of members.

OCFA GLOSSARY continued

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	The municipalities that formerly had their own fire departments but currently contract with the OCFA for emergency services. These eight cities (Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster) are billed for the service costs.
Community Emergency Response Teams (CERT)	Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.
Community Redevelopment Agency (CRA)	Agencies established by a city or a county for the remediation of blight in a community. Within the Structural Fire Fund jurisdictions, the OCFA receives revenues from these agencies either through pass-through agreements or statutory formula.
Computer Aided Dispatch (CAD)	The Emergency 911 CAD system manages 911 calls, recommends and dispatches appropriate units and personnel for specific types of incidents, and interfaces with other systems for records management requirements.
Confidence Level	A statistical measure of certainty regarding a given outcome. When applied to Workers' Compensation, it relates to the sufficiency of funding to cover future expenditures (often over the following ten years). For example, a confidence level of 80% indicates that funding is actuarially projected to meet or exceed expenditures for eight out of the next ten years. A higher confidence level equates to higher appropriations.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.
COVID-19 Pandemic	The coronavirus disease 2019 is a respiratory illness which was declared a pandemic on March 11, 2020.

OCFA GLOSSARY continued

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.
Derivative	Secondary securities whose value is solely based (derived) on the value of the primary security that they are linked to—called the underlying security.
Design-Build	A method to deliver a project in which design and construction services as contracted by a single entity.
Division or Section Budget	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
Emergency Medical Technician (EMT)	An individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.
Encumbrance	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
Expenditure	Represents the actual payment for goods and services or the accrual thereof.
Executive Management Team	The Fire Chief, two Deputy Chiefs, six Assistant Chiefs, and Communications Director of the OCFA.
Fair Labor Standards Act (FLSA)	This is a federal wage-hour law, which sets mandates for the compensation of employees.
False Alarm Call	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.

OCFA GLOSSARY continued

Federal Emergency Management Agency (FEMA)	Provides assistance for activities that must be necessary to do one of the following: eliminate or reduce an immediate threat to life, public health, or safety.
Fees	A general term used for any charge levied for providing a service or permitting an activity.
Fiduciary Fund	Used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. OCFA fiduciary funds are not included in the Adopted Budget. Two fiduciary funds are reported in OCFA's ACFR, both of which are pension and other employee benefit trust funds.
Fire/Explosion Call	These are fire responses, even if the fire has been extinguished upon arrival. The category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires, and vehicle fires.
Fiscal Year	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.
Five-Year Capital Improvement Plan	The Capital Improvement Program (CIP) has a Five-Year Plan that coincides with the OCFA's five-year Financial Forecasts. It reflects the budget developed for each CIP fund for five years.
Fleet Management System	Provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
Force Hire/Hiring	Occurs when an employee is required to work a shift they are not regularly scheduled to work or had volunteered to work. This action applies to front-line response and dispatch personnel for which minimum staffing levels are required, to ensure adequate staffing on that shift.
Fund	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.

OCFA GLOSSARY continued

Fund Accounting	System used by nonprofit organizations, particularly governments. Since there is no profit motive, accountability is measured instead of profitability. The main purpose is stewardship of financial resources received and expended in compliance with legal requirements.
Fund Balance	The difference between the assets and liabilities for a particular accounting entity.
General Fund	The primary operating fund of the Authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards for financial accounting reporting. They govern the form and content of the basic financial statements of the Authority.
Geographic Information System (GIS)	A computerized data collection, analysis, and presentation system that handles both tabular and geographic information.
Good Intent Call	Includes incidents that are cleared prior to arrival, such as a medical aid where the injured party has left the scene, or the initial information indicated that there were injuries and upon arrival no persons were injured. This category may also include calls where the informant has mistaken steam for smoke.
Governmental Accounting Standards Board (GASB)	The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

OCFA GLOSSARY continued**Governmental Accounting Standards Board Statement #54 (GASB 54)**

In March 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intent of Statement No. 54 is to enhance the usefulness of fund balance information, clarify governmental fund type definitions, and promote greater comparability and consistency among municipal financial statements. Statement No. 54 eliminates the three existing fund balance categories (Reserved; Unreserved, designated; and Unreserved, undesignated), and replaces them with five new categories (Nonspendable, Restricted, Committed, Assigned, and Unassigned). The OCFA was required to implement GASB 54 during FY 2010/11.

Government Finance Officers Association (GFOA)

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

Governmental Funds

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

Hazardous Materials (HazMat) Call

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

Hazardous Material Response Team (HMRT)

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

Integrated Fire Prevention System (IFP)

Provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.

OCFA GLOSSARY continued

Intranet/(TheHIVE)	A web-based system similar in nature to the Internet only for the OCFA employees. It provides all OCFA employees a centralized focal point to obtain Authority and personal information and data, and gives management the ability to distribute announcements, policy changes, and other information in a timely manner. Currently SharePoint is used to maintain the Intranet and is also called TheHIVE.
Jurisdictional Equity Adjustment Payment (JEAP)	Pursuant to the second amendment to the OCFA's Joint Powers Agreement, Structural Fire Fund agencies are to be issued equity payments based on a calculation of the average Structural Fire Fund Tax Rate. These payments are intended to address member agency concerns regarding the relationship of financial contributions to level of service received. The second amendment was invalidated by ruling of the Courts. This reference is retained for historical purposes.
John Wayne Airport (JWA)	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).
Joint Powers Agreement (JPA)	The OCFA was formed as a joint powers authority pursuant to California Government Code section 6500 et seq. The joint powers agreement, which governs the point execution of powers by its members, was initially executed on March 1, 1995, and has subsequently been amended four times. The fourth amendment was ratified on February 5 th , 2019.
Lease-Purchase Agreement	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
Major Funds	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.
Memorandum of Understanding (MOU)	Sets forth the terms of employment reached between the OCFA and the employee bargaining units.

OCFA GLOSSARY continued

Mobile Data Computers (MDC)	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.
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)	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.
Orthophotography	Aerial images taken with the geometric qualities of a map to accurately reflect true distances between points.
Other Calls	Includes citizen complaints and reports of fire code or ordinance violations.

OCFA GLOSSARY continued

Paramedic Unit	Vehicles staffed by at least one paramedic; they include paramedic vans, paramedic assessment units (PAU), and paramedic engines or trucks.
Public Information Officer (PIO)	The Public Information Officer serves as the media liaison for the OCFA.
Public Safety System	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.
Ready, Set, Go! Program	The wildfire action plan for residents in the wildland-urban interface areas designed to help them prepare their homes, prepare their families, and leave the path of an approaching fire in a timely fashion.
Regional Fire Operations and Training Center (RFOTC)	A twenty-acre facility, located in the City of Irvine, which houses a training center, automotive maintenance facility, warehouse, emergency communications, and administrative offices.
Rescue EMS Call	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
Reserve Firefighter (RFF)	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
Resources	The amounts available for appropriation including estimated revenues and beginning fund balances.
Revenue	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
Rupture Call	Includes vessels or containers that suffer failure or near failure due to extreme pressure from either an outside source, such as direct heating, or internally due to a cooling system failure or over-filling, such as a propane tank. Examples of this category also include explosions from bombs, dynamite, or similar explosives.

OCFA GLOSSARY continued

Salaries & Employee Benefits (S&EB)	Salaries and benefits paid to the OCFA's employees. Included are items such as retirement and insurance.
Secured Fire Protection Agreement	An agreement between the OCFA and a property developer addressing the provision of fire safety and emergency medical services for the benefit of future residents who will reside within the developed area.
Service Call	Includes incidents for persons in distress, such as a lock in or lock out of a vehicle or dwelling creating an emergency situation or critical need, and smoke or odor problems. This category would also include moving units from one station to another to provide area coverage.
Service Charges	Charges for specific services rendered.
Services & Supplies (S&S)	Items categorized as services & supplies in this budget include office supplies and other materials used in the normal operations of Authority's departments. Includes items such as uniforms, books, maintenance materials, and contractual services.
Snowball Plan	Strategies to paydown the OCFA's Unfunded Pension Liability with OCERS.
Standard Operating Procedures (SOP)	A set of written procedures that document the intent, purpose, criteria, and course of action for specified practices of the OCFA. The SOPs are divided into four categories – Administration, Operations, Community Risk Reduction, and Support Services.
State Responsibility Area (SRA)	The 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	Goals and objectives designed to guide the Authority into the future.

OCFA GLOSSARY continued

Structural Fire Fund (SFF)	The Shade Tree Law of 1909 (Government Code § 25620 et seq.) empowered certain county boards of supervisors to levy property taxes designated to pay for county fire suppression/protection services. Within Orange County, this fund is called the Structural Fire Fund and each Tax Rate Area (except those in Cash Contract Cities) has a corresponding SFF rate that is applied to the 1% basic property tax levy.
Structural Fire Fund (SFF) City	Fifteen of the twenty-four member agencies of the OCFA are Structural Fire Fund cities. These municipalities, along with the unincorporated portions of the County, pay for their emergency services by a direct allocation of property tax revenue.
Taxes	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
Tax and Revenue Anticipation Notes (TRAN)	Short term financing mechanism that provides monies to cover temporary cash flow deficits within the General Fund, which is repaid during the same fiscal year.
Unfunded Actuarial Accrued Liability (UAAL)	The total current and expected future benefit obligations, reduced by the sum of the actuarial value of assets and the present value of future normal costs of OCFA's retirement system.
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	Provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
Wellness and Fitness (WEFIT) Program	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.

**ORANGE COUNTY FIRE AUTHORITY
COMMON ACRONYMS**

ABH	Assistance-by-Hire
AED	Automated External Defibrillators
ACFR	Annual Comprehensive Financial Report
ALA	Accredited Local Academy
ALS	Advanced Life Support
AMDS	Automated Medication Dispensing Systems
AP	Accounts Payable
AR	Accounts Receivable
ARFF	Aircraft Rescue & Firefighting
AV	Audio Visual
ATV	All-Terrain Vehicle
AVL	Automatic Vehicle Location
BC	Battalion Chief
BLS	Basic Life Support
C&E	Crews & Equipment
CAD	Computer Aided Dispatch
CAFS	Compressed Air Foam System
CAL EMA	California Emergency Management Agency
CAL FIRE	California Department of Forestry and Fire Protection
CalOSHA	California Occupational Safety and Health Agency
CalPELRA	California Public Employers Labor Relations Association
CalPERS	California Public Employees Retirement System
CB	Completion Benchmark
CCC	Cash Contract Cities
CCCS	Countywide Coordinated Communication System
CDF	California Department of Forestry (aka CAL FIRE)
CERT	Community Emergency Response Teams

**OCFA ACRONYMS
continued**

CFEJAC	California Fire Fighter Joint Apprenticeship Commission
CIP	Capital Improvement Program
CMS	Content Management System
COA	Chief Officers Association
COTS	Commercial Off-the-Shelf
COVID-19	Coronavirus Disease 2019
CPA	Certified Public Accountant
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CRR	Community Risk Reduction
CSFT	California State Fire Training
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DOC	Department Operations Center
DOP	Digital Orthophotography
DR/CO-LO	Disaster Recovery Co-Location
DSR	Daily Status Report
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPAC	Emergency Planning and Coordination
FEMA	Federal Emergency Management Agency
FFPM	Firefighter/Paramedic
FIRIS	Fire Integrated Real-Time Intelligence System
FLSA	Fair Labor Standards Act
FD	Fire Department

**OCFA ACRONYMS
continued**

FS	Fire Station
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GGRF	Greenhouse Gas Reduction Funds
GIS	Geographic Information System
GO	General Orders
GPM	Gallons per Minute
GPS	Global Positioning System
HAZMAT	Hazardous Materials
HMD	Hazardous Materials Disclosure
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
IDF	Intermediate Distribution Facility
IFP	Integrated Fire Prevention (System)
IRIS	Incident Reporting Investigation System (replaces OCFIRS)
IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LT	Limited Term
MDC	Mobile Data Computers
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
OCEA	Orange County Employees Association

**OCFA ACRONYMS
continued**

OCERS	Orange County Employees Retirement System
OCFA	Orange County Fire Authority
OCFAMA	Orange County Fire Authority Management Association
OCFD	Orange County Fire Department
OCFIRS	Orange County Fire Incident Reporting System
OCIAAC	Orange County Intelligence Assessment Center
OCMEDS	Orange County Medical Emergency Data System
OCPFA	Orange County Public Firefighters Association
OSHA	Occupational Safety and Health Administration
P&D	Planning and Development
PARS	Public Agency Retirement Services
PAU	Paramedic Assessment Unit
PC	Personal Computer
PCR	Pre-hospital Care Report or Patient Care Report
PD	Police Department
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer
PM	Paramedic
PO	Purchase Order
PODs	Point-of-Dispensation sites
PPE	Personal Protective Equipment
PR	Public Relations
PSI	Pound-force per Square Inch
PSR	Personnel & Salary Resolution
PSS	Public Safety System
QRF	Quick Reaction Force
RDA	Redevelopment Agency
RFF	Reserve Firefighter

**OCFA ACRONYMS
continued**

RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROI	Return on Investment
S&EB	Salaries & Employee Benefits
S&S	Services & Supplies
SAC ISA	Santa Ana College In-Service Agreement
SAN	Storage Area Networks
SCBA	Self-Contained Breathing Apparatus
SFF	Structural Fire Fund
SLA	Service Level Assessment
SOP	Standard Operating Procedures
SQL	Structured Query Language
SRA	State Responsibility Area
SUV	Sport Utility Vehicle
SVS	Storage Vault System
TBD	To-Be-Determined
TCD	Target Completion Date
TDA	Tractor Drawn Aerial (apparatus)
TPA	Third Party Administrator
TRAN	Tax and Revenue Anticipation Notes
TSD	Target Start Date
UAAL	Unfunded Actuarial Accrued Liability
UI/UX	User Interface / User Experience
UPS	Uninterruptible Power System
US&R	Urban Search and Rescue
USAR	Urban Search and Rescue
USFS	United States Forest Service

**OCFA ACRONYMS
continued**

UTV	Utility Terrain Vehicle
VHF	Very High Frequency
VLHT	Very Large Helitanker
VoIP	Voice over Internet Protocol (system)
VPN	Virtual Private Network
WC	Workers' Compensation
WEFIT	Wellness and Fitness Program
WMD	Weapon of Mass Destruction