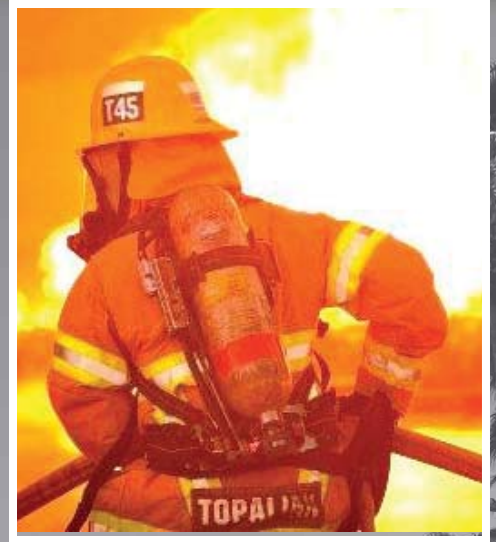


Orange County Fire Authority

FY 2014/15 Adopted Budget



Orange County, California
www.ocfa.org





FY 2014/15 Budget

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July, 2014

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City of Tustin

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Randal Bressette
City of Laguna Hills

Sam Allevato
City of San Juan Capistrano

Todd Spitzer
County of Orange

Jerry McCloskey
City of Laguna Nigel

Keith Richter
Fire Chief

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

Our Vision

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



Our Mission

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

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Orange County Fire Authority at a Glance



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

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



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

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

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

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

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Orange County Fire Authority at a Glance

As of June 30, 2014

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

Members:

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

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

Population Served: 1,733,563

Number of Stations: 72 (including two
specialty stations)



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

Organizational Structure

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

For FY 2014/15, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has four standing committees which also meet monthly; an Executive Committee, a Budget and Finance Committee, a Claims Settlement Committee, and a Human Resources Committee. The Chair of the Board makes appointments to the Committees on an as needed basis. The following is a description of each committee:

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

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

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

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

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

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

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

Advisory Committee to the Board of Directors

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

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

Reader's Guide to the Budget

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

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

CHIEF'S MESSAGE SECTION

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

BUDGET SUMMARY SECTION

This section provides a comprehensive overview of the FY 2014/15 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 2014/15. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2014/15 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

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

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group are Executive Management, Joint Powers Authority (JPA) Board of Directors, Clerk of the Authority, Corporate Communications, and the Human Resources Division.

The four departments are:

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

A narrative is included describing each section/division, their accomplishments for the last budget cycle, their objectives for this budget cycle, and performance measurements. Many sections reflect workload measurements while staff continues its efforts towards providing effectiveness and efficiency measurements.

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 2014/15.

OTHER FUNDS SECTION

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

APPENDIX SECTION

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

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BUDGET PROCESS

BUDGET DEVELOPMENT

The Orange County Fire Authority 2010-2015 Strategic Plan was officially adopted by the OCFA Board of Directors in June 2010 and serves as the OCFA's decision guide in focusing the organization's material and human resources to the greatest community benefit over the next several years.

In November 2013, based on the 2010-2015 Strategic Plan, Executive Management established policies and guidelines for developing the budget. Budget instructions were provided to Division and Section Managers who then prepared and compiled their budget requests using the approved budget policies and guidelines.

Each section's services and supplies (S&S) budget was held flat at the FY 2013/14 level, which already included reductions from prior years. This base budget excluded any one-time projects and grant funding included in the FY 2013/14. Supplemental Budget Request forms were submitted for requests that exceeded the base budget. These supplemental requests were submitted to the respective Assistant Chief for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2014/15 budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval during the Executive Management budget workshop.

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

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

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A draft proposed budget was presented to the City Managers' Budget and Finance Committee for review and recommendation to the OCFA's Budget and Finance Committee. This Committee then recommended the draft budget for approval at the Board of Directors' Budget Workshop in May. A public hearing was held in May 2014 for the Board to adopt the budget in accordance with the Authority's First Amendment to the Amended Joint Powers Agreement, which requires the budget to be adopted at or prior to the last meeting of the Board for each fiscal year.

BUDGET ADJUSTMENTS

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

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

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ORANGE COUNTY FIRE AUTHORITY FY 2014/15 BUDGET DEVELOPMENT CALENDAR

NOVEMBER 2013

- Executive Management reviews draft budget policies and priorities

MARCH 2014

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

DECEMBER 2013

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

APRIL 2014

- RSG provides final report updating the five-year property tax projections
- City Managers' Budget & Finance Committee reviews draft budget on 4/22/2014

JANUARY 2014

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

MAY 2014

- Budget & Finance Committee receives final property tax report from RSG, and reviews General Fund and CIP draft budget on 5/14/2014
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/22/2014
- Board of Directors adopts FY 2014/15 Proposed Budget on 5/22/2014

FEBRUARY 2014

- RSG provides preliminary report updating the five-year property tax projections
- Workers' compensation actuarial study due
- Executive Managers submit recommended budget package for their Departments to Budget Manager
- Budget staff evaluates and compiles General Fund budget package
- Executive Management reviews draft CIP

MARCH 2015

- Any necessary updates to the FY 2014/15 budget are submitted for Board approval

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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.

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 2014/15 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 is used to account for the workers' compensation self-insurance program. This fund is consolidated with the General Fund for financial reporting and fund classification purposes. For budget purposes, it is grouped in the "Other Funds" section of this document.

Capital Projects Funds

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

Facilities Maintenance and Improvement Fund – Fund 122. This fund accounts for those costs associated with significant maintenance projects and improvement of facilities.

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Facilities Replacement Fund – Fund 123. This fund accounts for major construction of new and replacement fire stations.

Communications & Information Systems Replacement Fund – Fund 124. This fund accounts for the replacement of specialized fire communications equipment as well as information systems equipment and software.

Vehicle Replacement Fund – Fund 133. This fund accounts for the replacement of the OCFA's fleet of vehicles, helicopters and defibrillators.

Debt Service Fund

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

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

Fiduciary Funds

The Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. These funds are included in our Comprehensive Annual Financial Report (CAFR), but are excluded from the FY 2014/15 Budget since there are no appropriations.

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FUND RESPONSIBILITY

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

Fund	Department(s) Responsible	Section(s)/Division(s) Responsible
Fund 121 – General Fund	All Departments	All Sections/Divisions
Fund 122 – Facilities Maintenance & Improvement Fund	Support Services	Property Management
Fund 123 – Facilities Replacement Fund	Support Services	Property Management
Fund 124 – Communications & Information Systems Replacement Fund	Support Services	Information Technology
Fund 133 – Vehicle Replacement Fund	Support Services	Fleet Services
Fund 171 – Structural Fire Fund Entitlement Fund	Business Services Operations	Finance Field Divisions
Fund 190 – Self Insurance Fund	Business Services Exec. Management	Treasury 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.

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

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

BUDGETARY BASIS OF ACCOUNTING

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

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

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

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

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

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

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

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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.

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

The Board of Directors at the May 22, 2014 meeting approved the issuance of the FY 2014/15 Tax and Revenue Anticipation Notes (TRAN) in the amount of \$45 million to provide cash liquidity in anticipation of property tax revenue and cash contract revenues to be received later in the FY 2014/15. The FY 2014/15 TRAN was rated SP1+ by Standard and Poors, the highest possible rating for short-term United States (US) municipal notes.

Budget Policies, Guidelines, and Objectives

OVERVIEW

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

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

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

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

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

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

- **Fiscal Health Plan**

Last updated November, 2013

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

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

- **Investment Policy**

Last updated November, 2013

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

- **Internal Control Review Plan**

Last updated January, 2006

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

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- **Pay-down of Unfunded Pension Liability** **Last Updated September, 2013**
Recognizing the potential long-term savings to the OCFA, the Board of Directors directed staff to implement several strategies to pay-down the unfunded pension liability accrued to-date. Those strategies include:
 - Contribute additional pension payments towards the unfunded pension liabilities from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year.
 - Contribute additional funds from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
 - Contribute an additional annual payment, with a staggered increased amount up to \$5 million and then reassess.Implementation of these strategies may result in a shortened pay-down schedule of 16, rather than 29 years.

- **Jurisdictional Equity Adjustment Payments** **Last Updated September, 2013**
Now included as the Second Amendment to the Joint Powers Agreement (JPA), the OCFA implemented a policy to provide equity payments to SFF members whose property tax contributions exceeded the average share of the 1% ad valorem property taxes being received by OCFA throughout its jurisdiction. The Board of Directors approved requesting a judicial review of the 2nd Amendment to seek court validation. On August 7, 2014, a Superior Court judge ruled the 2nd Amendment invalid. As of the publishing of this document, the Board is reviewing its legal options, including the option of pursuing an appeal. The 2nd Amendment is very important to the long-term stability of OCFA and all member agencies.

- **Roles/Responsibilities/Authorities** **Last Updated March, 2014**
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.

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

The Short-Term Debt Policy established guidelines for the issuance and management of short-term debt, to enhance the Board's ability to manage cash flow in a fiscally conservative and prudent manner. Property taxes represent about 63% of the OCFA's General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing known as Tax and Revenue Anticipation Notes, allow the OCFA to operate without an interruption in service.
- **Emergency Appropriations Policy** **Last updated September, 2008**

This policy established guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board of Directors meeting of the fiscal year, which is typically in May. The budget reflects a \$3 million Appropriation for Contingencies, which is funded by a reduction in the 10% General Fund contingency fund balance. Use of the Contingency Appropriation must be approved by the Chair of the Board or Vice Chair if the Chair is absent, and reported at the next scheduled Board of Directors meeting.
- **Workers' Compensation Funding Policy** **Last Updated May, 2010**

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 60% for projected losses as determined by an independent actuarial study.
- **Assigned Fund Balance Policy** **Last Updated April, 2011**

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.

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- **Grant Management Policy**

Last Updated January, 2012

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

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

- **Budget Detail / Policy and Guidelines**

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

- **Internal Policies and Comprehensive Desk Procedures**

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

This Fiscal Year 2014/15 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.

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BUDGET PURPOSE and ORGANIZATION

(FY 2014/15 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in November 2013 to guide FY 2014/15 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2014.
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted.
- Continue cost containment and/or cost reduction measures.
- Implement Jurisdictional Equity Adjustment Payments (JEAP).
- Consider pre-paying the helicopter lease in total.
- Generate sufficient revenues to support current and future capital needs, which may not be met by current CIP fund balances, when all five years of the Financial Forecast are balanced.

Key Budget Priorities

First priority is to be given to the following:

- Minimize impacts to the communities we serve.

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

- Funding baseline CIP needs to maintain facilities, systems and equipment in a manner which is safe and hazard-free (funding may be via CIP fund balance or via incoming revenue stream).
- Reinstatement of prior budget reductions (frozen positions).

Key Budget Policies

Key budget policies established in November 2013 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, to the extent possible.
- Departments are expected to remain within the FY 2013/14 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. The only exceptions to this policy are cost increases beyond our control such as utilities, fuel costs, leases or contracts for services with built-in cost escalators.

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- S&S budget requests should reflect the priorities established in the 2010 – 2015 Strategic Plan.
- All requests for Capital Improvement-related items must be reviewed for technical merit, feasibility, and workload impact by the appropriate CIP manager.
- Maintain the hiring “chill”.

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

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comprehensive plans for longer-term issues. Fund balance guidelines are outlined below:

General Fund

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

CIP Fund Balances and Target Funding Levels

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

FINANCIAL REPORTING

(Fiscal Health Plan)

Annual Reporting

The OCFA prepares annual financial statements as follows:

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

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Interim Reporting

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

FISCAL HEALTH MONITORING

(Fiscal Health Plan, Financial Stability Budget Policy)

Financial Indicators

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

Long-Term Liability Study

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The latest OCFA Long-Term Liability Study was presented to the Board of Directors in September, 2013. The Study examines the following long-term liabilities:

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

As long-term liabilities continue to rise, the OCFA must continue to strategically balance present-day needs with future commitments. Among the actions that the OCFA has taken to mitigate the liability are implementing lower retirement formulas for all labor groups and increasing the employee retirement contributions. The goal is for the OCFA's budget, over the long-term, to be able to support all of its long-term liabilities. Some of the components of this management include taking steps to reduce long-term costs;

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fully funding annual pension accruals; exploring ways to save money on healthcare; and pursuing legislative changes for matters such as automatic pension cost-of-living adjustments for retirees, etc.

Five-Year Forecast

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

INVESTMENTS

(Investment Policy, Fiscal Health Plan)

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

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

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

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

CAPITAL FINANCING and DEBT MANAGEMENT

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

Short-Term Debt

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

Long-Term Debt

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

Lease-Purchase Financing

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

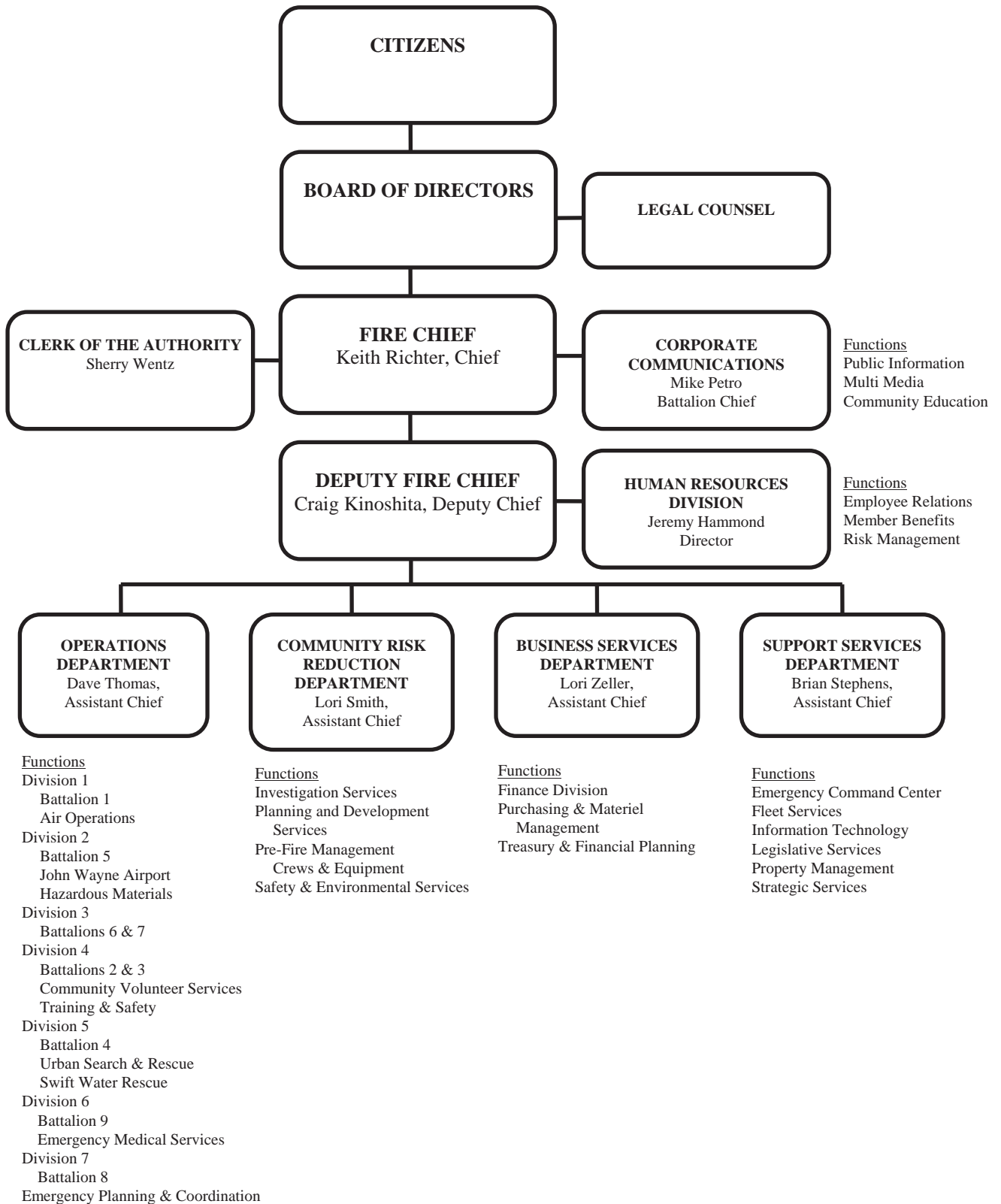
In December 2008, the OCFA entered into a Master Aircraft Lease Agreement with SunTrust Equipment Finance and Leasing Corp. The OCFA purchased

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two helicopters and the related equipment for a total amount of \$21.5 million. Under the terms of the agreement, SunTrust leased the equipment to the OCFA at an annual rate of 3.7609%. Lease payments, which are payable quarterly, commenced in March 2009, and will terminate December 2018. In November 2011, the OCFA refinanced the lease at a lower interest rate of 2.58%. The current outstanding principal balance as of June 30, 2014 is approximately \$10.7 million. This is currently the OCFA's only lease-purchase agreement.

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ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART



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LONG -TERM GOALS – STRATEGIC PLANNING PROJECT

In 2000, the OCFA developed a strategic plan for the future of the organization. Emergency Services Consulting Inc. (ESCi) was retained as a consultant and expert in the field of strategic planning.

In January 2008, a complete review of the strategic plan began with a request for proposal (RFP) for consulting services. The process was intended to be similar to that which was used to create the original plan, including participation at all levels. Three firms submitted proposals and ESCi was awarded the contract.

A project team consisting of two members from ESCi and two from the OCFA as well as a steering committee were established. The steering committee was comprised of the Executive Management Team as well as a member from all three labor groups and unrepresented management.

Formal meetings began in May of 2008. Surveys and interviews were conducted with OCFA staff, Board members, city staff, and our business partners. In addition, a random phone survey of the general public was conducted.

Using the information collected from the stakeholders the project team performed a gap analysis and produced the major themes for goal consideration. The results of the analysis were the following seven draft goals;

1. **Service** - Provide a service delivery system that is sustainable, risk and performance based and is persistent in its quest to improve
2. **Community** - Enhance the organization's and community's ability to prepare, manage and respond to catastrophic and unforeseen events
3. **Financial** - Provide a healthy and sustainable financial basis for all organizational efforts through prudent and proven business practices
4. **Technology** - Provide the technology that maximizes the effectiveness and efficiency of people, systems and services in support of the business needs of the organization
5. **Craftsmanship** - Promote craftsmanship, accountability and innovation throughout the organization
6. **OCFA Culture** - Develop and enhance a workforce that honors, respects and maximizes our diverse talents, abilities and differences in uniting us in our common mission
7. **Health, Safety and Welfare** - Create an environment that establishes, promotes, and enhances the health, safety and welfare of the workforce throughout the OCFA, both personally and professionally.

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Cross sectional work groups were established to identify objectives, critical tasks, performance measures and outcomes. During this phase, the Fire Chief announced his intention to retire in July 2009. The project and executive teams both agreed that the process should be “paused” pending the selection of the new Fire Chief and his opportunity to be briefed on the current status so his vision for the future of the organization could be incorporated into the plan.

In late 2009 the then new Fire Chief, Keith Richter, was briefed on the status of the strategic planning process and provided his input to the plan. In June 2010, after additional review by the Board of Directors, the plan was adopted with the following updated mission and vision and strategic goals:

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

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

Strategic Goals

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.
2. Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.
3. Implement and utilize emerging technologies that support the needs of the organization by:
 - a. Maximizing operational efficiency
 - b. Improving quality of service

In July 2013, a complete and comprehensive review of the 2010-2015 Strategic Plan and Objectives was conducted by the OCFA Executive Management and the Strategic Services Section. Over the next fiscal year, we intend to perform a review and update of the Strategic Plan including: 1) Agree on changes; 2) Prepare a modified and updated Strategic Plan identifying priorities and new time lines, and; 3) Present to the Board of Directors for approval.

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ORANGE COUNTY FIRE AUTHORITY 2010 - 2015 STRATEGIC PLAN

The Strategic Plan is a living document, with goals and objectives that will extend well beyond 2015. Due to economic pressures, shifts in workload, and personnel retirements, the timeline for completion of objectives are continuously being adjusted. Objectives that remain outstanding at the end of the current five-year strategic planning period will be carried over and incorporated into to the next planning period of 2015-2020. Work continues on active objectives and progress is reported quarterly to the Executive Management team.

Goal/Objective	Responsibility	Is Objective on Schedule?	Circumstances Impeding Progress	Results and/or Improvement Noted To Date	Estimated Completion
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.					
Objective 1-A: Develop a comprehensive set of performance measures and targets for all internal and external services and programs delivered by the OCFA.	Deputy Chief	No	Lead for the objective was reassigned in August, 2013. Comprehensive review of all services and programs requiring more time than expected	Listing of all services and programs is complete. Committee is in process of identifying customers of each service and program delivered by the OCFA	FY 2014/15
Objective 1-B: Improve the awareness and utilization of OCFA services and programs provided to internal and external customers.	Deputy Chief	Objective 1-B has been combined with objective 1-A, for simultaneous completion.			
Objective 1-C: Determine the scope, level and method of wildland firefighting and related prevention and education services that should be delivered by the OCFA.	Assistant Chief - Community Risk Reduction	No	A new Assistant Chief for the Community Risk Reduction Department was appointed in June 2014.	Objective includes some dependencies on 1-D. The work underway for 1-D will facilitate completion of 1-C.	FY 2014/15
Objective 1-D: Determine the scope, level, and method of specialty programs that should be delivered by the OCFA.	Assistant Chief - Business Services	Yes	Multiple specialty programs are each being reviewed individually, requiring much more time than originally anticipated.	Review of Heavy Equipment Program is complete; review of Hand Crew Program is underway.	FY 2014/15
Objective 1-E: Determine the scope, level, and method of Reserve Firefighter programs that should be delivered by the OCFA.	Assistant Chief - Operations	Yes	Completed pending approval of oversight committee.	OCFA has 166 active Level 1 and 2 Reserve Firefighters, and conducts one academy each year for 40 new RFF's	FY 2013/14
Objective 1-F: Implement a community-based volunteer program to assist the OCFA in achieving its mission.	Assistant Chief - Support Services	Yes	None - Objective is complete	OCFA Fire Corps has 23 active members supported by the Corporate Communications Section	FY 2013/14

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ORANGE COUNTY FIRE AUTHORITY 2010 - 2015 STRATEGIC PLAN

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Goal/Objective	Responsibility	Is Objective on Schedule?	Circumstances Impeding Progress	Results and/or Improvement Noted To Date	Estimated Completion
Objective 1-G: Complete a comprehensive evaluation of the EMS delivery system, including the ambulance RFP process, dispatch methods, and response resource configuration, and make system modifications as warranted.	Deputy Chief	Yes	Working through State and Local EMS agencies for approvals.	Grant funded electronic tablet reporting system in place along with 1st phase of Criteria Based Dispatch system. Ambulance RFP being conducted by County EMSA.	FY 2014/15
Objective 1-H: Identify, evaluate, and implement as appropriate cooperative efforts for the delivery of emergency and supportive services with neighboring agencies.	Assistant Chief - Operations	Yes	Legal review of multiple agreements.	BOD approved Cal Fire Contract and Annual Operating Plan in place. Draft Automatic Aid Agreements pending review.	FY 2014/15
Objective 1-I: Complete a comprehensive review and update of the Standards of Coverage and Deployment Plan.	Assistant Chief - Support Services	Yes	Draft plan pending additional review at future study session and additional input from labor groups.	Draft report presented to the OCFA Board of Directors	FY 2014/15
Objective 1-J: Improve the public's preparedness for catastrophic or unforeseen events.	Assistant Chief - Operations	No	The Corporate Communications Section BC will serve a lead role in completing this work. Rotations and staff changes have delayed the kick-off for this objective.	Review of programs and effectiveness being evaluated.	FY 2015/16
Objective 1-K: Develop and implement a new and enhanced grant writing/management program.	Assistant Chief - Community Risk Reduction	Yes	None - Objective is complete	Board adopted Grant Policy manual, administrator, and annual priority list in place.	FY 2013/14
Objective 1-L: Review financial forecasting tools so that the short, mid, and long-term cost of maintaining and/or improving programs, services, and service levels are accurately and clearly incorporated in the analysis.	Assistant Chief - Business Services	Yes	None - Objective is complete	Fiscal Health Plan was revised and approved by the Board to incorporate performance measures associated with this objective.	FY 2012/13

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ORANGE COUNTY FIRE AUTHORITY 2010 - 2015 STRATEGIC PLAN

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Goal/Objective	Responsibility	Is Objective on Schedule?	Circumstances Impeding Progress	Results and/or Improvement Noted To Date	Estimated Completion
Objective 1-M: Develop and implement a health and safety management system.	Assistant Chief - Business Services	No	Retirements and staffing changes impacted the project team's progress. Team's work is anticipated to restart in FY 2014/15.	H&S management system models were identified, and draft policy documents were started.	FY 2014/15
Goal 2. Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.					
Objective 2-A: Develop and implement processes and practices that support personal accountability of OCFA staff regarding performance expectations.	Assistant Chief - Community Risk Reduction	No	A new Assistant Chief for the Community Risk Reduction Department was appointed in June 2014.		FY 2014/15
Objective 2-B: Create and implement a quality improvement program to conduct ongoing service efficiency and effectiveness review for all services.	Assistant Chief - Community Risk Reduction	No	A new Assistant Chief for the Community Risk Reduction Department was appointed in June 2014.		FY 2014/15
Objective 2-C: Review and revise all training programs to ensure employees are provided the knowledge and skill needed to be successful.	Assistant Chief - Operations	No	Changes to team members resulted in delay.	Position task books undergoing peer review. Evaluation of BC and FC Academy completed.	FY 2014/15
Objective 2-D: Develop leadership training and mentoring programs to prepare staff for future leadership positions.	Assistant Chief - Support Services	No	Lack of capacity and funds causing delay.	Fox Hole Leadership program for 50 students underway.	FY 2015/16
Objective 2-E: Improve the understanding of all personnel's mutual contributions and roles for fulfilling OCFA's mission.	Assistant Chief - Support Services	No	This objective has been assigned lower priority, due to other competing projects.		FY 2015/16
Objective 2-F: Develop and promote programs that help members manage the issues that could adversely impact their professional and personal lives.	Assistant Chief - Support Services	No	This objective has been assigned lower priority, due to other competing projects.	Employee Assistance Program in place administered by the HR Department.	FY 2015/16

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ORANGE COUNTY FIRE AUTHORITY 2010 - 2015 STRATEGIC PLAN

The Strategic Plan is a living document, with goals and objectives that will extend well beyond 2015. Due to economic pressures, shifts in workload, and personnel retirements, the timeline for completion of objectives are continuously being adjusted. Objectives that remain outstanding at the end of the current five-year strategic planning period will be carried over and incorporated into to the next planning period of 2015-2020. Work continues on active objectives and progress is reported quarterly to the Executive Management team.

Goal/Objective	Responsibility	Is Objective on Schedule?	Circumstances Impeding Progress	Results and/or Improvement Noted To Date	Estimated Completion
Goal 3. Implement and utilize emerging technologies that support the needs of the organization by maximizing					
Objective 3-A: Implement the Public Safety Systems project.	Deputy Chief	No	Stalled contract negotiations with preferred RMS vendor.	New CAD System undergoing testing in preparation for planned summer implementation. RMS system vendor requirements under going further review.	FY 2015/16
Objective 3-B: Provide the organization with geographic information system tools and training.	Assistant Chief - Business Services	No	This objective has been assigned lower priority, due to other competing projects.	OCFA's GIS capabilities are continuously increasing as the IT Section moves closer to implementation of the new CAD system.	FY 2015/16
Objective 3-C: Provide technology tools that enhance training and communication, improving OCFA members' ability to conduct business in a cost effective and efficient manner.	Assistant Chief - Operations	No	Limited availability of IT staff time due to higher priority projects	Draft hardware requirements for new command vehicles specs completed. Electronic activity planner and dashboard in development.	FY 2015/16
Objective 3-D: Improve the quality, timeliness, and accessibility of health, safety, and welfare data and information.	Assistant Chief - Support Services	Objective 3-D has been combined with objective 1-M, for simultaneous completion.			



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, reading "Jeffrey R. Enos".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Orange County Fire Authority, California for its annual year budget for the fiscal year beginning July 1, 2013. 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.

FY 2014/15 OCFA Adopted Budget



*California Society of
Municipal Finance Officers*

Certificate of Award

***Operating Budget Excellence Award
Fiscal Year 2014***

Presented to the

Orange County Fire Authority

For meeting the criteria established to achieve the Operating Budget Excellence Award.

February 11, 2014



Pauline Marx
CSMFO President

Ken Brown, Chair
Professional Standards and
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

The California Society of Municipal Finance Officers (CSMFO) presented an Excellence in Operational Budgeting Award to the Orange County Fire Authority, California for its annual budget for the fiscal year 2013/14 beginning July 1, 2013. 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.



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Learn the ABC'S of Pool Safety

A – ADULT SUPERVISION

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

B – BARRIERS

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

C – CLASSES

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

Chief's Message



Fire Chief's Budget Message

Honorable Members of the Board of Directors:

We are pleased to present our General Fund and Capital Improvement Program (CIP) budget for Fiscal Year (FY) 2014/15. This budget continues the progress made towards building OCFA's strong financial future. While budget development continues to be a challenge, the OCFA has a balanced General Fund budget for all five years of our Five-Year Financial Forecast and projections are showing steady growth in property tax revenues over the forecast period as well. Property taxes are the OCFA's largest source of revenue and represent 63% of our General Fund revenue budget. In addition, the budget and forecast include transfers to the CIP funds totaling over \$6 million over the forecast period. Overall, this budget reflects tremendous success from our efforts toward long-term financial stability.

Fiscal Measures Implemented During Budget Development

Our budget development process continues to include aggressive cost containment measures while continuing to provide outstanding service to our member agencies and customers. These include:

- **Salaries** – The proposed budget holds salaries flat for all employee groups, with no cost of living adjustments provided in FY 2014/15, pending any changes which may be introduced as labor negotiations are concluded. All current labor contracts include a “trigger formula” that requires specific parameters of fiscal health to be achieved before cost-of-living adjustments can be provided. Although the FY 2014/15 budget is balanced and is providing funding for policy reserve requirements, the flow of funding for capital needs has not yet reached the fiscal health threshold required for the trigger formula.
- **Hiring Freeze** – A hiring freeze remains in place for positions that do not provide front line service to the public. Each position that becomes vacant is reviewed by Executive Management to determine our ability to absorb the vacancy, or whether it will be necessary to fill the position. This budget includes 103 frozen positions.
- **Services and Supplies** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2013/14 level. Requested increases were reviewed and approved on a case-by-case basis, taking into consideration the criticality of the request and other legal, risk, or technical ramifications which may arise if the request was not approved.
- **Prioritization of Five-Year Capital Improvement Plan** – The five-year CIP was updated and reviewed by Executive Management and the Board's CIP Ad Hoc Committee. All proposed projects were scrutinized to ensure they contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens. Many projects were found to be essential; however the timing is relatively flexible, therefore they

FY 2014/15 OCFA Adopted Budget

were deferred until funding becomes available. A list of these deferred projects is included in this document.

Accomplishment of Goals Established in the Prior Budget Cycle

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

- ***Pay-down of OCFA's Unfunded Pension Liability with the Orange County Employees Retirement System*** – The Board previously directed staff to address the sizable Unfunded Actuarial Accrued Liability (UAAL) with the Orange County Employees Retirement System (OCERS), which as of the end of 2012 amounted to approximately \$474 million. OCFA's annual retirement rates charged by OCERS include a portion for pay-down of the UAAL, however using this approach alone would require approximately 29 years to pay-down the UAAL.

Staff determined that it was in OCFA's best interests to accelerate the funding of the UAAL and studied several options. In September 2013, staff presented our recommendations for pay-down of the UAAL to the Board. Strategies include:

- ✓ Use unencumbered fund balance available from the close of each fiscal year to make an annual lump sum payment
- ✓ Include savings from reduced retirement rates resulting from the implementation of the Public Employees' Pension Reform Act in the annual budget to make bi-weekly additional payments
- ✓ Beginning in FY 2016/17, budget an additional \$1 million for each of the next five years for additional UAAL payments

The recommendations were approved, and may accelerate the pay-down to 16 years rather than 29 years, while still retaining flexibility for the OCFA should our financial environment change.

- ***Determination of Businesses Eligible for Refunds of Hazardous Materials Disclosure Fees***
As the result of an audit initiated by a fraud hotline report, many businesses in Orange County were determined to be eligible for a refund of hazardous materials disclosure fees for inspections that had been billed, but could not be verified as completed. The audit identified approximately \$1.7 million in total potential refunds to eligible businesses.

At the end of FY 2013/14 after several rounds of outreach to potentially eligible businesses, more than \$1.3 million had been refunded to business owners demonstrating entitlement or ownership. All remaining funds were transferred to the County of Orange Health Care

Agency for use in the existing Hazardous Materials Disclosure program. Additionally, with appropriate verifications, the OCFA will continue to honor and refund any claim submitted.

- ***Standard and Poor's SP1+ Rating*** – On May 22, 2014, the Board of Directors authorized the issuance of FY 2014-15 Tax and Revenue Anticipation Notes (TRAN), which is short-term debt. The purpose of the TRAN is to provide cash liquidity in anticipation of property tax and cash contract revenues to be received later in the year. The TRAN covers temporary cashflow deficits in the General Fund that result from timing differences between the receipt of revenues and disbursements. After a comprehensive analysis, the rating agency, Standard and Poor's Rating Services, assigned the obligations the highest short-term rating of SP1+. An SP1+ rating indicates that an issue is determined to possess a very strong capacity to pay debt service.
- ***Continued Focus on Financial Health and Sustainability*** – While there have been improvements in the Orange County economy, we remain focused on the pursuit of fiscal health, seeking to ensure that the services we deliver are sustainable into the future.

Priorities Established for the FY 2014/15 Budget Cycle

The following priorities have been established for the FY 2014/15 budget cycle:

- ***Recruit and appoint a new Fire Chief*** – On June 3, 2014 I announced my intention to retire from the Fire Service after 37 years of service. I believe it is the right time to turn over the leadership of the OCFA to a Fire Chief chosen by our current Board. A process to recruit a new Fire Chief has been initiated and I am confident the Board will select a Chief worthy to lead this outstanding organization.
- ***Review Legal Options for 2nd Amendment to the JPA*** – In response to concerns from OCFA member agencies about the relationship of financial contributions to level of service received, the Board of Directors empowered an Ad Hoc Committee to identify methods for mitigating equity concerns. The Committee, which became known as the Equity Working Group, developed and discussed numerous options to mitigate these concerns and presented a solution to the Board for approval in September of 2013. The Board approved the solution, which was a requirement to issue equity payments to qualifying Structural Fire Fund agencies, based on a calculation of average Structural Fire Fund Tax Rate. The equity solution requires that equity payments be made from unrestricted revenue sources (non-property tax revenues) in the OCFA budget. This solution required that the City of Irvine, the largest SFF member in terms of property tax revenue, remain a member of the JPA until

FY 2014/15 OCFA Adopted Budget

2030 and triggered the need to amend the Joint Powers Agreement (JPA). Staff began the process of amending the JPA and seeking approval from member agencies.

On November 18, 2013, the 16th member agency approved the 2nd Amendment to the JPA and concurrently the Board of Directors approved requesting a judicial review of the 2nd Amendment to seek court validation. On April 7, 2014 the County of Orange filed a motion with the court seeking a ruling that the 2nd Amendment to the JPA is invalid. On August 7, 2014, the judge ruled in favor of the County of Orange, rendering the 2nd Amendment invalid. As of the publishing of this document, the Board is reviewing its legal options, including the option of pursuing an appeal. The 2nd Amendment is very important to the long-term stability of OCFA and all member agencies.

- ***Completion of a Comprehensive Update of the Standards of Cover and Deployment Plan*** – Staff was directed by the Board to expedite Strategic Plan Objective 1-I to December of 2013 from March of 2015. Strategic Plan Objective 1-I is a complete and comprehensive review and update of the Standards of Cover and Deployment Plan. The plan assesses community risk, defines baseline emergency response performance standards, plans future station locations, determines fire apparatus and staffing patterns, evaluates workload and ideal unit utilization, measures service delivery system performance, and assists in the strategic planning and policy development process.

On February 27, 2014, the OCFA Board of Directors received a Standards of Cover and Deployment Plan (SOC) report from the OCFA's consultant, Emergency Services Consulting, Inc. (ESCi). The SOC outlined ESCi's recommendations for target response times and deployment of resources to provide optimal regional emergency services. During the February Board of Directors meeting, the OCFA's labor groups and several Board members raised concerns with the report, and the Board requested more input prior to taking action. Further action relating to the SOC is on hold pending a Board Workshop to be scheduled for a focused discussion on this important topic.

- ***Complete and Implement the Alternative Dispute Resolution Process*** – Management and labor collaborated in developing a Workers' Compensation Alternative Dispute Resolution Program (ADR), which was approved by the Board on June 26, 2014. As required by Labor Code 3201.7, the OCFA is now seeking approval from the State of California Division of Industrial Relations. Once approved, the ADR Program will (1) streamline the time it takes for industrially injured workers to receive appropriate medical evaluations and treatment, (2) provide an opportunity for early involvement of a nurse case manager to assist the injured workers to navigate more quickly through the workers' compensation process, and (3) institute a mediation process to reduce court appearances and to resolve certain disputed matters in an expedited fashion. These improvements are anticipated to result in reduced workers' compensation costs over the long-term.

- ***Long-Term Liabilities and \$18.3 Million Payment to OCERS*** – Staff will continue to work with the Board to identify strategies for addressing and reducing the cost of pensions, workers' compensation, compensated absences, and debt financing. As part of our overall strategy to reduce long-term liabilities, the OCFA previously negotiated with the Orange County Professional Firefighters Association and the Orange County Employees Association to use the OCFA's Cash-Flow Reserve for pension liability. The provision requires "As of June 30, 2014, any remaining funds in the General Fund Cash-Flow Reserve shall be used to pay down OCFA's unfunded retirement liability with the Orange County Employees Retirement System." The Reserve is budgeted at approximately \$18.3 million and will greatly assist in paying down the UAAL. This payment is in addition to the annual additional payments made from unencumbered fund balance described earlier in this message.
- ***Continue Implementation of Recommended Action Plan from Management Partners Report*** – In November 2013 the Executive Committee approved a contract with Management Partners to conduct a comprehensive, impartial, management analysis for the OCFA to use as a roadmap to further improve one of the country's best fire agencies. The analysis was conducted over the course of several months and resulted in an initial report detailing 29 recommendations for improvement. This initial Action Plan was presented to the Board in May, where staff was directed to continue meeting with the various labor groups to develop consensus towards the Action Plan.

Over the course of several months, staff and our labor groups worked collaboratively to review and improve the initial Action Plan. Our labor groups provided detailed recommendations and action plan steps which they would support. At the conclusion of the meetings a consensus was achieved culminating in a revised plan. The revised Recommended Action Plan will be considered by the Board for approval in August. Although several actions have already been started, complete implementation of the Recommended Action plan will continue throughout the fiscal year as a priority for the organization.

- ***Update OCFA's Strategic Plan*** – The current version of the Strategic Plan was first adopted by the Board in June of 2010, covering a five-year period. In July of 2013, a complete and comprehensive review of the 2010-2015 Strategic Plan and Objectives was conducted by the OCFA Executive Management and the Strategic Services Section.

Strategic planning is a systematic and continuous process where our stakeholders make decisions about intended future outcomes, how those outcomes are to be accomplished, and how successes will be measured and evaluated. At each five-year interval, it is appropriate to perform a review and update of the Strategic Plan including: 1) Agree on changes; 2) Prepare a modified and updated Strategic Plan identifying priorities and new time lines, and; 3) Present to the Board of Directors for approval.

FY 2014/15 OCFA Adopted Budget

- ***Continue to Hold Firefighter Recruit Academies*** – In order to keep pace with anticipated retirements of front line safety personnel, the OCFA is planning to have at least one firefighter academy each fiscal year. Carrying too many vacancies can put undue strain on the existing work force by requiring extensive overtime to provide the necessary 24/7 coverage for emergency response.

- ***Foster a Positive Labor/Management Relationship Within the OCFA*** – In an effort to maintain a good working relationship between labor and management, periodic meetings will continue to be held in order to promote open communications and transparency relating to various issues that may arise during the course of daily operations of the organization. This priority is also reflected in the Recommended Action Plan which calls for routine and frequent joint labor-management meetings and the establishment of internal advisory committees who will provide input to management on a variety of policy and operational topics.

- ***Continue to Pursue Grant Funding*** – The OCFA will continue to pursue state and federal grants to assist in obtaining critical resources such as emergency vehicles, protective equipment, and materials required to implement or enhance fire safety programs.

- ***Complete Construction of Fire Station 56 (FS56)*** – Currently under construction, FS56 in the Village of Sendero represents the first time the OCFA has employed the Design-Build project delivery method. Previously, the OCFA relied on a process that separated the design process from the construction process. Design-Build selects a single entity to design and build the fire station. In addition to streamlining the public works delivery process, design-build allows award of a construction contract based primarily on “best value” rather than solely on lowest cost. Historically, other agencies have reported that design-build offers a superior result, in less time, at a competitive cost. As the first time the OCFA has employed the delivery method, design-build will be evaluated to determine the long-term benefit.

- ***Complete Labor Negotiations for Expiring Contracts*** – The Memorandum of Understanding (MOU) for the Orange County Professional Firefighter’s Association (OCPFA) expired June 2014 and the MOU for the Orange County Employees Association (OCEA – general members) expires December 2014. The MOU with OCPFA has been extended through October 2014 to allow additional time for negotiations. Negotiation sessions will occur in this fiscal year for both of these labor groups.

- ***Continue Progress on the Public Safety Systems Project*** – This is a major, multi-year project for replacement of the Public Safety System, which is comprised of the Computer Aided Dispatch (CAD) system application, Orange County Fire Incident Reporting System (OCFIRS), and the Integrated Fire Prevention (IFP) application that have been in use since the 1980s. The CAD portion of the project began in November 2012, with a go-live milestone projected for early September 2014. The records management system (RMS) portion of the project, which includes both OCFIRS and IFP, is being re-evaluated and a contract has not yet been awarded. We expect to complete our evaluation and award a contract in 2015 for the RMS portion of the project. Total project completion will occur when the new CAD system is integrated with the new RMS systems.

Total Budget Overview

The total revenue budget for FY 2014/15 is \$324,250,717 and total expenditures are \$346,804,586. The OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures and any increases to the Board-required 10% General Fund contingency fund balance. The budget includes a one-time payment of approximately \$18.3 million to OCERS to pay-down the UAAL.

In FY 2014/15 an operating transfer from the General Fund to the CIP funds of \$584,592 is budgeted, however, as in most years, the transfer is not adequate to fund the entire budget year's CIP projects; therefore, use of CIP fund balance is necessary. In past fiscal years, operating transfers from the General Fund have been accumulated in the CIP funds to establish a funding source for future CIP budgets. At the beginning of FY 2014/15, CIP fund balances are approximately \$40.9 million, which will fund between two and three years of the \$77.6 million in projects for the Five-Year CIP plan. In addition the Five-Year CIP plan has identified approximately \$29.8 million in CIP projects which have been deferred.

General Fund Budget Overview

General Fund revenue for FY 2014/15 is budgeted at \$308.5 million and expenditures are budgeted at \$324.6 million. The expenditure budget includes the approximately \$18.3 million one-time payment to OCERS to pay-down the UAAL, as discussed earlier in this document. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing operating expenditures.

The table below depicts the General Fund revenues over three fiscal periods. The decrease shown below for FY 2013/14 as compared to FY 2012/13 is due primarily to a one-time disbursement of Redevelopment pass-through revenue which occurred in FY 2012/13.

FY 2014/15 OCFA Adopted Budget

Revenue

	2012/13 Actual	2013/14 Adjusted Budget	2014/15 Adopted Budget
Budget	\$308,982,925	\$306,018,321	\$308,513,459
Dollar Change		(\$2,964,604)	\$2,495,138
Percentage Change		(.96%)	.82%

Property tax represents the largest revenue category at approximately 63% of the General Fund's total revenue, or \$195.5 million. As a category, it is projected to increase by approximately 2.8% in FY 2014/15. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 3.79% based on an annual property tax study prepared by Rosenow, Spevacek Group, Inc.

The next largest revenue category, Charges for Current Services, represents 33% of the General Fund's revenues at approximately \$100.0 million. The category is estimated to increase by 3.87%. The projected increase is based primarily on a 4.5% increase in the Cash Contract City Charge.

The Intergovernmental revenues category is budgeted at approximately \$11.1 million, a decrease from the FY 2013/14 adjusted budget. This is primarily due to one-time revenues such as grants, and extraordinary reimbursements from state and federal agencies for emergency fire activity, which are only budgeted when received or awarded. This category of revenue also includes our contract with CAL FIRE to protect state responsibility areas within Orange County, which is budgeted at the FY 2013/14 levels pending updated information from CAL FIRE.

Interest revenue (Use of Money and Property) of approximately \$887,000 is based on estimated cash flows and a projected interest rate of 0.25%. In FY 2014/15, interest revenues include interest earned on the Tax and Revenue Anticipation Notes.

Chief's Message

Expenditures

	2012/13 Actual	2013/14 Adjusted Budget	2014/15 Adopted Budget
Budget	\$282,537,246	\$306,032,304	\$324,636,804
Dollar Change		\$23,495,058	\$18,604,500
Percentage Change		8.32%	6.08%

Salaries and Employee Benefits (S&EB) totals approximately \$298.2 million in FY 2014/15 or a 9% increase compared to the adjusted FY 2013/14 budget. The increase is due primarily to the one-time payment to OCERS of \$18.3 million to pay-down the UAAL.

Services & Supplies totals approximately \$25.6 million in FY 2014/15, a decrease of \$6.6 million or 20% from the adjusted FY 2013/14 budget. The decrease is due to the exclusion of one-time grants and the partial accrual of the Jurisdictional Equity Adjustment Payment(s) in the adopted FY 2014/15 budget.

Staffing Changes

The change to the number of approved positions reflected on the Chart of Authorized Positions is the result of the addition of three post positions (9 full-time employees) to staff Fire Station 56 (Village of Sendero), scheduled to open during the fiscal year, and the addition of a new Director of Communications position. The Summary of Regular Positions by Department includes positions not funded due to ongoing cost containment measures.

A total of 103 positions are not funded in FY 2014/15 and include: 18 Firefighters, 24 Fire Apparatus Engineers, 27 Fire Captains, 1 Heavy Fire Equipment Operator, 1 Fire Pilot, 2 Battalion Chiefs and 27 non-safety positions. Also included are 3 US&R grant-funded positions, namely 1 Battalion Chief, 1 Senior Fire Equipment Technician and 1 Fire Equipment Technician. These three positions will be funded with regular annual US&R Grant funds during the fiscal year. Thirty of the unfunded Firefighter Unit positions are backfilled with overtime; there is no reduction to service levels.

FY 2014/15 OCFA Adopted Budget

CIP Funds Overview

The Capital Improvement Program budget for FY 2014/15 is \$11.3 million. Revenues for the CIP funds during this budget cycle include interest, and contributions from Cash Contract cities. Use of fund balance is also necessary in each of the CIP funds.

Significant projects in the CIP funds include the following:

Facilities Maintenance and Improvement (Fund 122)

- The budget of \$1.27 million will provide for scheduled maintenance, repairs and replacements, and alterations to various fire stations.

Facilities Replacement (Fund 123)

- There is no budget for Fund 123 in FY 2014/15 as no new station construction is anticipated to begin this fiscal year. However, work will continue on construction of Fire Station 56 (Village of Sendero), which began the design phase during FY 2013/14.

Communications and Information Systems Replacement Fund (Fund 124)

- The budget of approximately \$2.71 million will fund projects related to communications, such as installation of equipment on vehicles. The budget also supports information technology infrastructure improvements such as the first year of a five-year \$17.0 million project for the 800 MHz Countywide Coordinated Communications System Replacement.

Vehicle Replacement Fund (Fund 133)

- Approximately \$7.31 million has been included in the FY 2014/15 budget for the replacement of 31 emergency and support vehicles as well as lease-purchase debt service payments for two existing helicopters.

Financial Forecasts

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

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

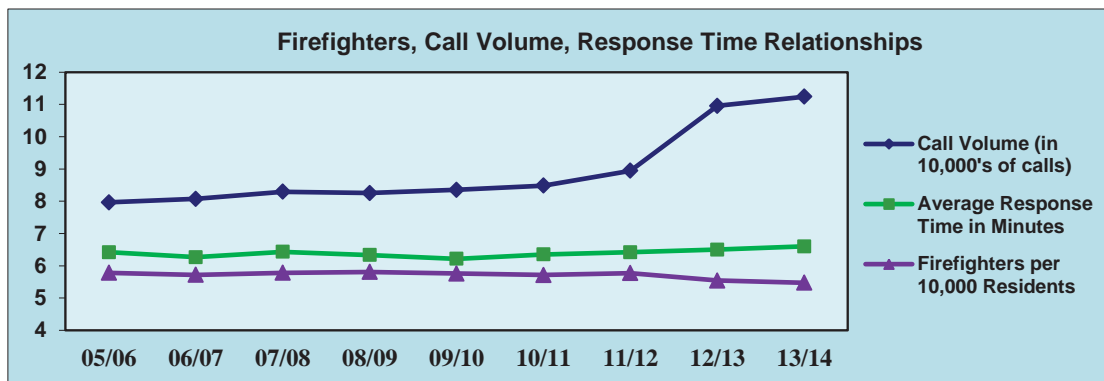
Chief's Message

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

Service Delivery

The following graph shows that our ratio of firefighters per 10,000 residents has decreased slightly during the past nine years (on average 0.6% per year) while at the same time our emergency call load has increased by 45%. The significant jump in call volume is due to the City of Santa Ana joining the OCFA.

During this period, the average response time for emergency calls has remained relatively constant at less than six and a half minutes per call. Response time at the 80th percentile is 7.49 minutes and 8.55 minutes at the 90th percentile. Our front line resources are continuing to provide more service to more residences and businesses causing a slight increase in the average response times.

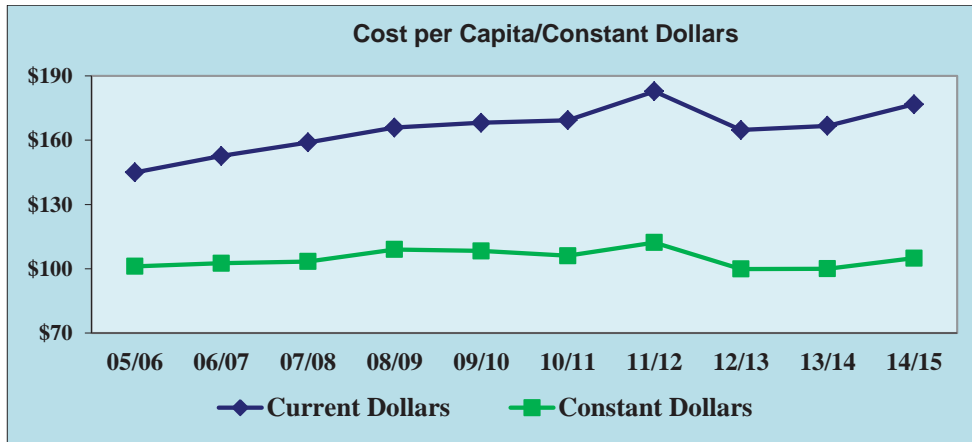


Cost per Capita

The following graph reflects the impact of rising salary and employee benefits costs as well as staffing for new stations and service enhancements that have occurred during the ten-year period. The increase in the FY 2011/12 cost per capita is due to a net decrease of 3.4% in the OCFA service population due to population adjustments resulting from the 2010 census. The drop in FY

FY 2014/15 OCFA Adopted Budget

2012/13 is due mainly to the increase in service population with the addition of Santa Ana, which added more than 300,000 residents. In FY 2014/15 costs have risen as new retirement rates reflecting a downward revised assumed rate of return for the retirement portfolio earnings, resulting in an increased contribution rate for OCFA, were incorporated into the budget.



Comparison to other Fire Service Districts

The Orange County Fire Authority is truly unique, 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 640,000 and similar to the OCFA is funded primarily with property taxes. In Metro Fire's case, 72% of their revenue is derived from property tax, while in OCFA's case the number is approximately 63%. The OCFA serves a population of approximately 1.7 million.

Metro Fire's General Fund expenditure budget for FY 2013/14 was approximately \$154 million, while OCFA's was \$306 million. This results in a spending ratio of approximately \$241 per capita for Metro Fire and \$179 for OCFA.

Customer Satisfaction

During FY 2013/14, more than 47,000 customer satisfaction surveys were distributed with an approximately 21% return response rate. Overall satisfaction was rated approximately 97%; ratings have continued to be between 97% and 98% for the last ten years. These repeated high ratings demonstrate that our communities place high value on the quality of the OCFA's services, and we continue to meet or exceed service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the eighth time to the Orange County Fire Authority for its FY 2013/14 budget. In addition, we received the Award of Excellence in Operational Budgeting from the California Society of Municipal Finance Officers (CSMFO). We believe our new budget continues to conform to the program requirements; therefore, we will submit the FY 2014/15 budget for award consideration.

Acknowledgements

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

As I conclude my final Budget message before retiring, I would like to express my feeling of honor and gratitude to be able to work with such dedicated people that form this exceptional organization. I will continue to be an ardent supporter of the OCFA and wish the best for your continued success. The services provided to the community bring value and meaning to our lives. I will leave the fire service with extreme pride and gratitude for having been able to be a part of it.

Respectfully,



Keith Richter
Fire Chief

Budget Adoption – Board of Directors Meeting of May 22, 2014



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Fire Extinguishers – Your Small Fire Defense

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

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

Remember the PASS method:

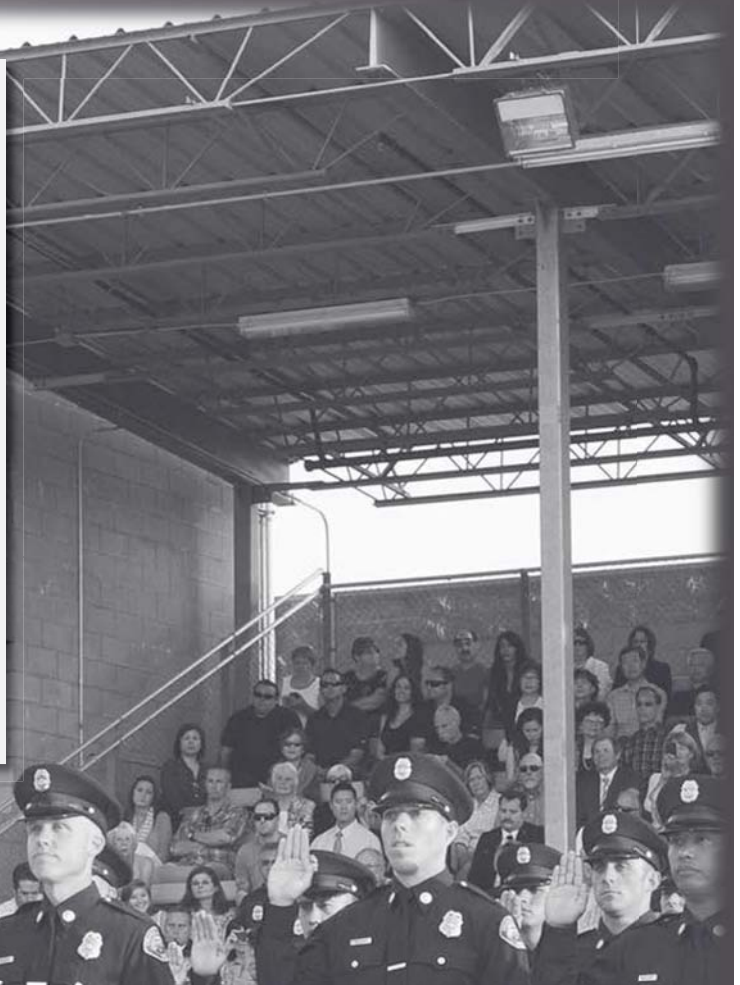
Pull the pin

Aim the extinguisher or nozzle at the base of the fire

Squeeze the handle and release the extinguishing agent

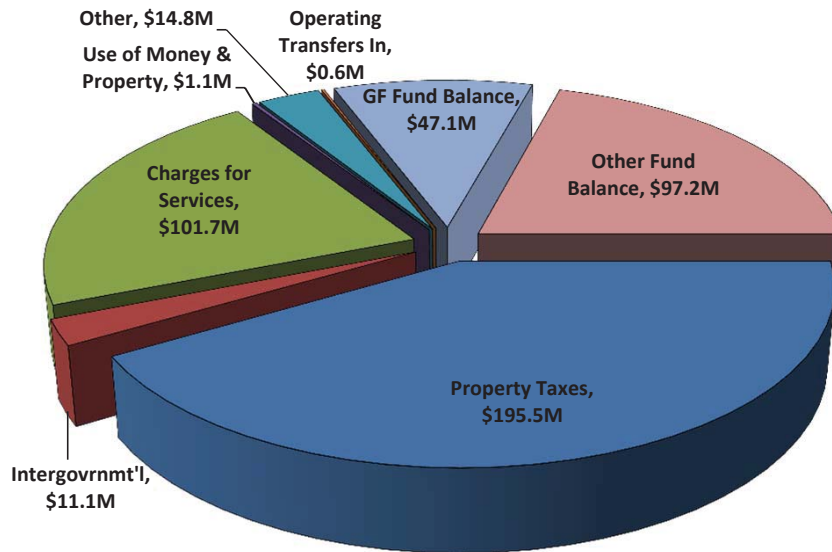
Sweep the extinguisher from side to side across the base of the fire until it appears to be out

Budget Summary



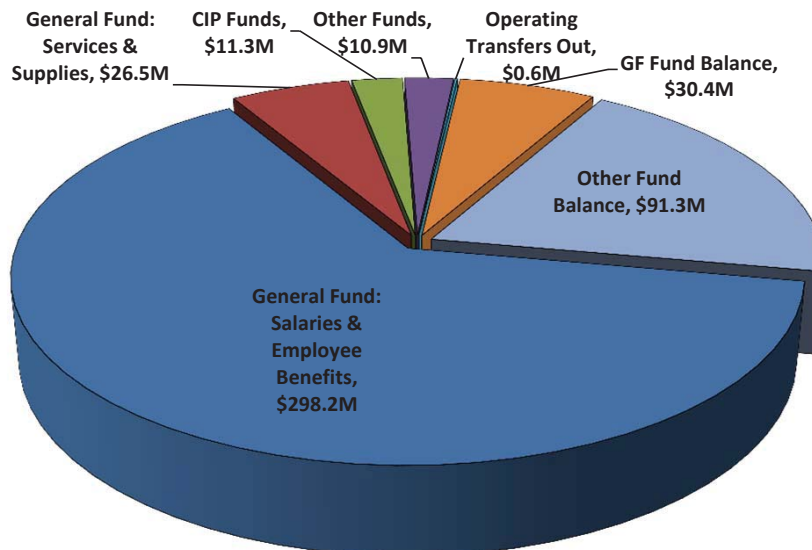
FY 2014/15 Funding Sources and Uses All Funds

Where the Money Originates



Total = \$469,130,602

Where the Money Goes*



Total = \$469,130,602

* Sum of pie chart components total \$469.2 due to rounding.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY COMBINED BUDGET SUMMARY FY 2014/15

	121 General Fund	122 Facilities Maintenance & Improvement	123 Facilities Replacement
FUNDING SOURCES			
Property Taxes	\$195,471,965		
Intergovernmental	11,137,559		
Charges for Current Services	100,016,486	298,296	
Use of Money & Property	886,749	5,552	22,618
Other	1,000,700		
Total Revenue & Other Financing Sources	308,513,459	303,848	22,618
Operating Transfer In	-	-	-
Beginning Fund Balance	47,141,481	2,559,171	9,106,741
TOTAL AVAILABLE RESOURCES	\$355,654,940	\$2,863,019	\$9,129,359
EXPENDITURES			
Salaries & Employee Benefits	\$298,156,224		
Services & Supplies	25,585,580	1,274,498	
Capital Outlay			
Debt Service	895,000		
Total Expenditures & Other Uses	324,636,804	1,274,498	-
Appropriation for Contingencies	3,000,000	-	-
Operating Transfer Out	584,592	-	-
Ending Fund Balance	27,433,544	1,588,521	9,129,359
TOTAL FUND COMMITMENTS & FUND BALANCE	\$355,654,940	\$2,863,019	\$9,129,359

Budget Summary

124 Comm & Info Systems Replacement	133 Vehicle Replacement	171 SFF Entitlement	190 Self- Insurance	Total
				\$195,471,965
				11,137,559
	1,381,161			101,695,943
23,109	49,958	1,496	143,401	1,132,883
			13,811,667	14,812,367
23,109	1,431,119	1,496	13,955,068	324,250,717
584,592	-	-	-	584,592
8,159,075	21,033,985	571,891	55,722,949	144,295,293
\$8,766,776	\$22,465,104	\$573,387	\$69,678,017	\$469,130,602
				\$298,156,224
2,712,089	83,896		10,872,378	40,528,441
	4,693,198			4,693,198
	2,531,723			3,426,723
2,712,089	7,308,817	-	10,872,378	346,804,586
-	-	-	-	3,000,000
-	-	-	-	584,592
6,054,687	15,156,287	573,387	58,805,639	118,741,424
\$8,766,776	\$22,465,104	\$573,387	\$69,678,017	\$469,130,602

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SCHEDULE OF FUND BALANCE
FY 2014/15

	General Fund 121	Facilities Maint & Improv Fund 122	Facilities Replacement Fund 123
Projected Fund Balance 6/30/15	\$30,433,544	\$1,588,521	\$9,129,359
 <i>Restricted</i>			
Stn 18 CDF Contribution			533,232
 <i>Committed</i>			
SFF - Irvine			
SFF - Laguna Niguel			
SFF - Villa Park			
SFF - Aliso Viejo			
SFF - Dana Point			
SFF - Rancho Santa Margarita			
SFF - San Juan Capistrano			
SFF - County Unincorporated			
SFF Fund GASB 31 Interest (b)			
 <i>Assigned</i>			
Capital Improvement Programs		1,588,521	8,596,127
Community Risk Reduction Fee Funded Capital Needs			
Workers Comp			
General Fund Operating (a)	30,433,544		
 Total	\$30,433,544	\$1,588,521	\$9,129,359

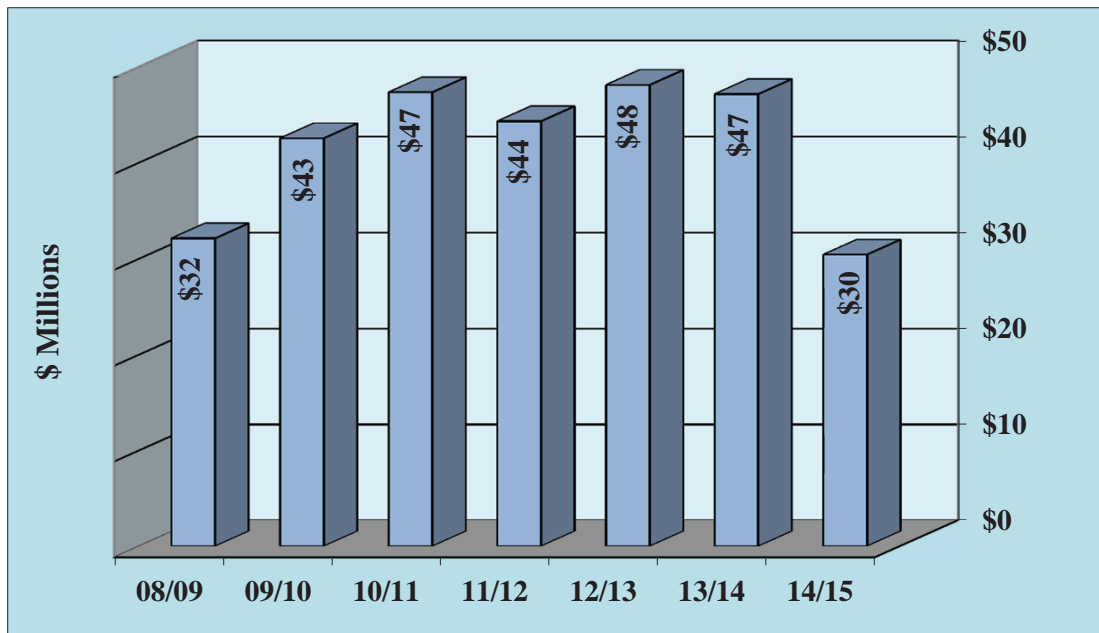
- (a) Reflects \$3 million reduction for Appropriation for Contingencies
(b) GASB 31 interest is a paper transaction only that is not available for use

Budget Summary

Comm & Info Sys Repl Fund 124	Vehicle Replacement Fund 133	SFF Entitlement Fund 171	Self Insurance Fund 190	Total
\$6,054,687	\$15,156,287	\$573,387	\$58,805,639	\$121,741,424
				533,232
		571,242		571,242
		144		144
		23		23
		79		79
		133		133
		47		47
		15		15
		207		207
		1,497		1,497
6,054,687	14,270,212			30,509,547
	886,075			886,075
			58,805,639	58,805,639
				30,433,544
\$6,054,687	\$15,156,287	\$573,387	\$58,805,639	\$121,741,424

FY 2014/15 OCFA Adopted Budget

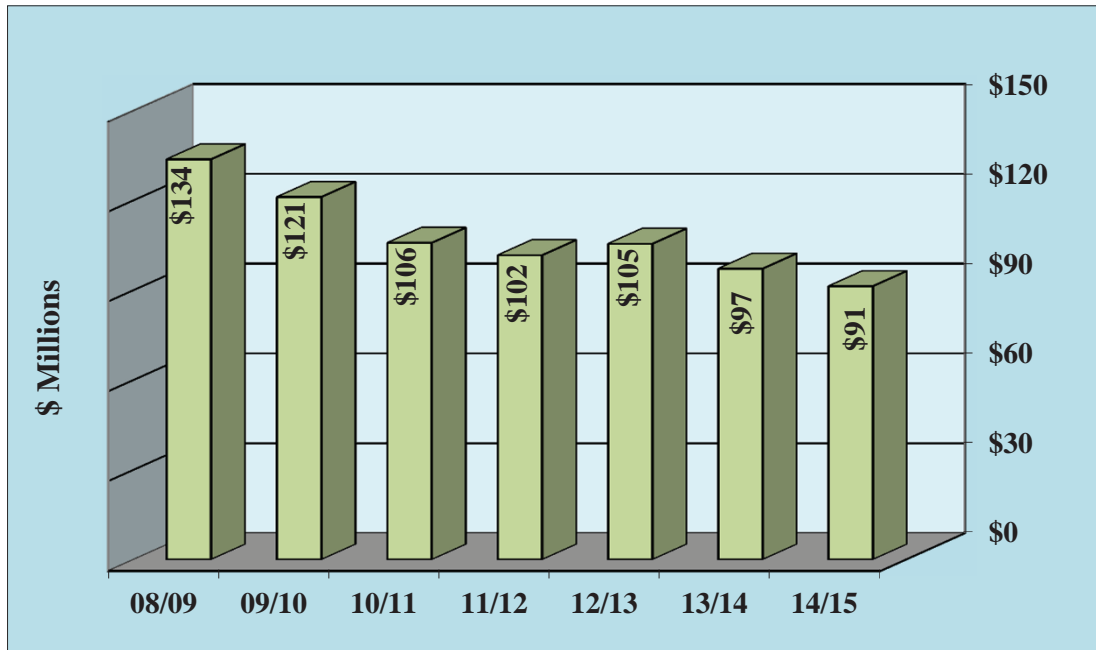
Ending Fund Balances General Fund



The increasing fund balance reflects the increasing General Fund budget and the Board's contingency policy of 10% of operating expenditures. The significant increase in FY 2009/10 is the result of the Board's action to set aside the excess fund balance from FY 2008/09 for General Fund Cashflow needs in light of the protracted recession and economic down-turn. The decrease in FY 2014/15 reflects a transfer of the remaining General Fund Cashflow fund balance to OCERS to paydown OCFA's unfunded pension liability pursuant to a side letter agreement to the Memorandum of Understanding between OCFA and the Orange County Professional Firefighters Association.

Note: FY 2008/09 through FY 2012/13 are based on actuals, and FY 2013/14 through FY 2014/15 are budget figures.

Ending Fund Balances CIP/Other Funds



As the economy began to decline, a significant number of capital projects were postponed and as the recession continued, the decision was made to retain excess funds in the General Fund to prepay retirement. As shown by the general overall decline above, CIP fund balances have been used to fund necessary projects. Significant projects in recent years include replacement of the Computer Aided Dispatch, Incident Reporting, and Integrated Fire Prevention systems; replacement of emergency and support vehicles; and construction of Fire Station 56 (Village of Sendero). The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year except FY 2017/18.

Note: FY 2008/09 through FY 2012/13 are based on actuals, and FY 2013/14 through FY 2014/15 are budget figures.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2008/09 - FY 2014/15

Fund No.	Fund Type	Fund Description	FY 2008/09 Actual	FY 2009/10 Actual	FY 2010/11 Actual
Available Fund Balances - July 1			\$152,457,022	\$165,803,198	\$163,643,163
REVENUES					
121	General	General Fund	\$260,033,766	\$247,946,529	\$245,187,306
122	Capital Projects	Facilities Maintenance & Improv	264,246	189,547	140,957
123	Capital Projects	Facilities Replacement	664,049	425,647	270,054
124	Capital Projects	Communications & Info Systems	1,081,038	1,482,764	616,063
133	Capital Projects	Vehicle Replacement	23,027,492	1,713,801	1,093,779
171	Other	SFF Entitlement	39,062	5,405	3,787
190	Other	Self Insurance	5,751,909	5,190,743	3,716,645
201	Debt Service	Debt Service	235,583	694	-
TOTAL REVENUES - ALL FUNDS			\$291,097,145	\$256,955,130	\$251,028,591
EXPENDITURES					
121	General	General Fund Departments:			
		Executive Management	\$11,954,899	\$11,724,915	\$10,710,784
		Operations	181,994,337	185,890,402	188,958,209
		Fire Prevention	9,067,382	8,806,448	9,750,346
		Business Services	18,099,005	16,243,853	10,314,194
		Support Services	9,949,670	8,919,807	15,004,853
		Sub-total General Fund	231,065,293	231,585,425	234,738,386
122	Capital Projects	Facilities Maintenance & Improv	1,061,153	793,599	804,041
123	Capital Projects	Facilities Replacement	4,339,925	559,559	4,264,166
124	Capital Projects	Communications & Info Systems	3,013,277	3,762,587	2,992,646
133	Capital Projects	Vehicle Replacement	36,120,976	12,441,969	4,461,605
171	Other	SFF Entitlement	1,383,004	25,463	66,966
190	Other	Self Insurance	3,462,933	5,062,159	5,482,248
201	Debt Service	Debt Service	3,664,663	7,179,075	-
TOTAL EXPENDITURES - ALL FUNDS			\$284,111,224	\$261,409,836	\$252,810,058
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			6,360,255	2,294,671	1,024,250
Available Fund Balances - June 30			\$165,803,198	\$163,643,163	\$162,885,946
% Fund Balance increase (decrease) from prior yr (b)			8.75%	-1.30%	-0.46%

Notes:

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

Budget Summary

FY 2011/12 Actual	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
\$162,885,946	\$157,498,177	\$172,407,421	\$144,295,293
\$257,684,088	\$308,982,925	\$306,018,321	\$308,513,459
256,676	276,705	1,190,626	303,848
211,142	612,571	5,380,110	22,618
309,934	136,020	1,112,982	23,109
17,993,980	2,284,009	2,197,593	1,431,119
3,908	(907)	3,489	1,496
5,255,273	9,850,534	12,996,389	13,955,068
-	-	-	-
\$281,715,001	\$322,141,857	\$328,899,510	\$324,250,717
\$9,608,337	\$9,756,556	\$11,435,493	\$11,440,542
202,901,082	232,599,505	233,095,792	240,674,797
10,384,303	11,450,914	15,065,519	14,748,201
13,592,774	11,417,414	22,046,835	33,055,672
20,862,652	22,484,807	24,388,665	24,717,592
257,349,148	287,709,196	306,032,304	324,636,804
1,103,620	957,441	2,287,614	1,274,498
169,688	63,863	12,956,900	-
1,784,796	5,215,470	12,708,617	2,712,089
20,399,582	5,566,811	11,822,621	7,308,817
51,160	103,722	699,758	-
6,243,356	6,011,212	10,503,824	10,872,378
-	-	-	-
\$287,101,350	\$305,627,715	\$357,011,638	\$346,804,586
-	-	-	-
(1,420)	(1,604,898)	-	-
\$157,498,177	\$172,407,421	\$144,295,293	\$121,741,424
-3.31%	9.47%	-16.31%	-15.63%

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY BUDGET SUMMARY - ALL FUNDS

FY 2008/09 - FY 2014/15

REVENUES AND EXPENDITURES BY CATEGORY

	FY 2008/09 Actual	FY 2009/10 Actual	FY 2010/11 Actual
REVENUES			
Property Taxes	\$184,696,756	\$179,001,919	\$177,181,087
Intergovernmental	18,898,459	14,202,209	11,080,620
Charges for Current Services	59,144,856	60,290,499	60,137,504
Use of Money and Property	4,148,889	1,341,990	822,005
Other	2,692,947	2,118,513	1,807,375
Issuance of Capital Lease			
TOTAL REVENUES	\$291,097,145	\$256,955,130	\$251,028,591
EXPENDITURES			
Salaries & Employee Benefits	\$208,809,143	\$211,907,536	\$215,356,527
Services & Supplies	32,982,355	28,636,910	28,274,817
Capital Outlay	39,128,722	6,924,581	6,587,329
Debt Service	3,191,004	13,940,809	2,591,385
Refinanced Debt			
TOTAL EXPENDITURES	\$284,111,224	\$261,409,836	\$252,810,058

REVENUES AND EXPENDITURES BY MAJOR AND NONMAJOR FUNDS

	FY 2008/09 Actual	FY 2009/10 Actual	FY 2010/11 Actual
REVENUES			
General Fund	\$260,033,766	\$247,946,529	\$245,187,306
Other Governmental Funds	31,063,379	9,008,601	5,841,285
TOTAL REVENUES	\$291,097,145	\$256,955,130	\$251,028,591
EXPENDITURES			
General Fund	\$231,065,293	\$231,585,425	\$234,738,386
Other Governmental Funds	16,924,955	29,824,411	18,071,672
TOTAL EXPENDITURES	\$247,990,248	\$261,409,836	\$252,810,058

Note:

Only the General Fund qualifies as a major fund.

Budget Summary

FY 2011/12 Actual	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
\$177,728,289	\$181,720,252	\$190,156,251	\$195,471,965
12,894,881	28,883,650	19,682,333	11,137,559
70,676,158	105,796,763	110,714,870	101,695,943
660,620	(20,556)	540,692	1,132,883
2,998,975	5,761,748	7,805,364	14,812,367
16,756,078	-		
\$281,715,001	\$322,141,857	\$328,899,510	\$324,250,717

\$233,571,264	\$265,194,627	\$273,532,282	\$298,156,224
32,836,970	31,305,907	46,447,041	40,528,441
1,676,999	6,595,458	34,500,592	4,693,198
2,639,026	2,531,723	2,531,723	3,426,723
16,377,091			
\$287,101,350	\$305,627,715	\$357,011,638	\$346,804,586

FY 2011/12 Actual	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
\$257,684,088	\$308,982,925	\$306,018,321	\$308,513,459
24,030,913	13,158,932	22,881,189	15,737,258
\$281,715,001	\$322,141,857	\$328,899,510	\$324,250,717

\$257,349,148	\$287,709,196	\$306,032,304	\$324,636,804
29,752,202	17,918,519	50,979,334	22,167,782
\$287,101,350	\$305,627,715	\$357,011,638	\$346,804,586

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 2014/15 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 2014/15 would result in a \$9.5 million increase to ending fund balance available in FY 2018/19.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2014/15 would result in a \$14.6 million increase to ending fund balance available in FY 2018/19.
 - ✓ If the cost of workers' compensation self-insurance in the General Fund could be contained at the FY 2014/15 level (the Board adopted 60% confidence level) rather than increasing annually it would result in a \$1.5 million increase to the General Fund Surplus in FY 2018/19.

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

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

Budget Summary

	ADJUSTED FY 2013/14	ADOPTED FY 2014/15	PROJECTED FY 2015/16	PROJECTED FY 2016/17	PROJECTED FY 2017/18	PROJECTED FY 2018/19
A. BEGINNING FUND BALANCE	172,407,421	144,295,298	121,741,428	120,367,902	113,691,338	108,105,401
GENERAL FUND REVENUES						
Property Taxes	190,156,251	195,471,965	202,308,413	208,824,995	215,959,249	223,307,224
State Reimbursements	4,429,534	4,429,534	4,429,534	4,429,534	4,429,534	4,429,534
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	6,078,532	-	-	-	-	-
Community Redevelopment Agency Pass-thru	7,264,266	6,608,025	6,769,574	7,063,054	7,225,940	7,393,311
Cash Contracts	83,643,150	87,934,667	90,834,487	93,368,036	95,225,065	97,795,040
Community Risk Reduction Fees	7,903,810	7,340,160	7,340,160	7,340,160	7,340,160	7,340,160
ALS Supplies & Transport Reimbursement	4,570,574	4,570,574	4,570,574	4,570,574	4,570,574	4,570,574
Interest Earnings	128,487	886,749	222,939	330,204	441,928	451,475
Other Revenue	1,743,716	1,171,785	1,171,785	1,171,785	1,171,785	1,171,785
Transfers from Comm. Risk Reduction Surplus Rev. Fund	935,870	-	-	-	-	-
Transfers from General Fund Cashflow Fund (OCERS Pre-Pay)	-	18,290,238	-	-	-	-
TOTAL REVENUES	306,954,190	326,803,697	317,747,466	327,198,343	336,464,235	346,559,103
GENERAL FUND EXPENDITURES						
New Positions for New Stations	-	-	1,101,670	1,124,170	6,297,352	10,078,650
Employee Salaries [a]	167,199,754	171,035,923	171,035,923	171,035,923	171,035,923	171,035,923
Retirement - Regular Annual Payments	59,973,920	69,456,192	70,350,768	69,962,240	69,723,120	68,504,644
Retirement - Paydown of UAAL (Rate Savings)	2,500,000	-	1,969,526	2,340,082	2,579,202	5,966,748
Retirement - Paydown of UAAL (Unencumbered Funds)	3,000,000	18,290,238	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year)	-	-	-	1,000,000	2,000,000	3,000,000
Workers' Comp Transfer out to Self-Ins. Fund	12,825,908	13,811,667	14,056,139	14,343,854	14,774,169	15,217,395
Other Insurance	22,034,649	23,255,962	25,388,783	27,671,422	30,209,528	32,980,832
Medicare	2,202,881	2,306,242	2,480,021	2,480,021	2,480,021	2,480,021
One-Time Grant/ABH Expenditures	3,745,167	-	-	-	-	-
Salaries & Employee Benefits	273,482,279	298,156,224	286,382,830	289,957,712	299,099,316	309,264,212
Equity Payments	5,976,162	2,011,103	4,173,160	8,133,320	8,949,160	9,273,656
Equity Payments - Accrued Pmt to Irvine from 14/15 & 15/16	-	-	-	4,633,572	3,204,980	-
Services & Supplies/Equipment	25,211,215	23,574,477	24,087,779	24,147,549	24,195,749	24,170,359
New Station/Enhancements S&S Impacts	-	-	45,977	45,977	260,534	413,789
One-Time Grant Expenditures	1,362,645	-	-	-	-	-
Debt Service: Interest on TRAN	-	895,000	-	-	-	-
TOTAL EXPENDITURES	306,032,301	324,636,804	314,689,746	326,918,129	335,709,738	343,122,016
NET GENERAL FUND REVENUE	921,890	2,166,893	3,057,720	280,213	754,497	3,437,087
B. Incremental Increase in GF 10% Contingency	68,395	1,582,301	421,160	226,410	816,524	652,548
GENERAL FUND SURPLUS / (DEFICIT)	853,495	584,592	2,636,561	53,804	(62,027)	2,784,539
C. Operating Transfers to/(from) GF Cashflow (OCERS Pre-Pay)	853,495	-	-	-	-	-
D. Operating Transfers (from) Operating Contingency	-	-	-	-	(62,027)	-
Transfers to CIP Funds						
Transfers to CIP from General Fund Surplus	-	584,592	2,636,561	53,804	-	2,784,539
Transfers to CIP from Cash Flow Fund/Unencumb. Funds from 12/13	4,497,847	-	-	-	-	-
Transfers to CIP from Cash Flow Fund (Comm. Risk Reduction Fees)	251,180	-	-	-	-	-
Transfers to CIP from Cash Flow Fund (Vehicle Repl. - ALS Fees)	621,348	-	-	-	-	-
Total Operating Transfers to CIP	5,370,375	584,592	2,636,561	53,804	-	2,784,539
Capital Improvement Program/Other Fund Revenues						
Interest Earnings	412,205	246,134	967,176	1,395,612	1,738,605	1,661,899
State/Federal Reimbursement	1,810,000	-	-	-	-	-
Cash Contracts	1,600,343	1,679,457	1,692,596	1,735,275	1,779,233	1,824,510
Developer Contributions	5,896,156	-	1,465,353	-	2,360,970	0
Workers' Comp Transfer in from GF	12,825,908	13,811,667	14,056,139	14,343,854	14,774,169	15,217,395
Miscellaneous	336,577	-	-	-	-	-
Lease Purchase Proceeds	-	-	-	9,838,662	11,536,042	3,799,053
Operating Transfers In	-	584,592	2,636,561	53,804	-	2,784,539
Total CIP, W/C, Other Revenues	22,881,189	16,321,850	20,817,825	27,367,206	32,189,020	25,287,395
Capital Improvement Program/Other Fund Expenses						
Fund 122 - Facilities Maintenance & Improvements	2,287,614	1,274,498	1,302,122	1,330,505	1,359,669	1,389,634
Fund 123 - Facilities Replacement	12,956,900	-	-	-	-	-
Fund 124 - Communications & Info Systems Replace.	12,708,617	2,712,089	2,856,449	7,986,730	13,913,195	5,319,500
Fund 133 - Vehicle Replacement	11,822,619	7,308,817	7,112,716	11,957,241	7,996,290	3,776,467
Sub-Total CIP Expenses	39,775,750	11,295,404	11,271,287	21,274,476	23,269,154	10,485,601
Fund 171 - SFF Entitlement	699,758	-	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	10,503,824	10,872,378	11,341,223	11,830,286	12,340,438	12,872,590
Lease Purchase Payments	-	-	-	1,165,419	2,919,861	3,827,006
Total CIP, W/C, Other Expenses	50,979,332	22,167,782	22,612,510	34,270,181	38,529,453	27,185,197
E. CIP SURPLUS/(DEFICIT)	(28,098,143)	(5,845,932)	(1,794,685)	(6,902,974)	(6,340,434)	(1,897,803)
ENDING FUND BALANCE (A+B+C+D+E) [b]	144,295,298	121,741,428	120,367,902	113,691,338	108,105,401	106,860,147
Fund Balances						
Operating Contingency (10% of Expenditures)	28,851,246	30,433,546	30,854,706	31,081,115	31,835,613	32,488,161
General Fund Cashflow (OCERS Pre-Pay)	18,290,238	-	-	-	-	-
Donations & Developer Contributions	4,923	4,923	4,923	4,923	4,923	4,923
Fund 171 - Structural Fire Fund Entitlement	571,865	573,932	582,056	593,779	608,384	622,344
Capital Improvement Program	39,968,284	31,079,367	26,162,294	16,157,780	6,651,141	1,708,376
Community Risk Reduction Fee-Funded Capital Needs	886,075	886,075	886,075	886,075	886,075	886,075
Fund 190 - WC Self-Insurance	55,722,667	58,763,585	61,877,848	64,967,664	68,119,265	71,150,268
Total Fund Balances	144,295,298	121,741,428	120,367,902	113,691,338	108,105,401	106,860,147

[a] Salary projections assume no cost of living increases through FY 2018/19 based on current trigger formula. Actual amounts will depend on future labor negotiations.

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

FY 2014/15 OCFA Adopted Budget

Forecast Assumptions – FY 2014/15 Budget

Basic Assumptions:

The first year of the forecast is based on the FY 2013/14 adjusted budget. The second year is based on the FY 2014/15 adopted budget. CIP expenditures for the final four years are based on the CIP Five-Year Plan included in the adopted budget.

General Fund Revenues:

- **Secured Property Taxes** – Rosenow Spevacek Group’s (RSG) Final 2014 Report provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2014/15	3.38%
FY 2015/16	3.75%
FY 2016/17	3.45%
FY 2017/18	3.65%
FY 2018/19	3.63%

- **Public Utility, Unsecured, Homeowners Property Tax Relief, and Supplemental Delinquent Taxes** – All of these categories of property taxes are projected to remain constant during the forecast period.
- **State Reimbursements** – State reimbursements are expected to remain constant, pending more details from CAL FIRE.
- **Federal Reimbursements** – This revenue is projected to remain constant.
- **One-Time Grant/ABH/RDA Proceeds** – These are one-time only revenues that vary significantly from year to year and therefore are not forecasted.
- **Community Redevelopment Agency Pass-thru Revenue** – RSG completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated 4/2/2014. The forecast figures come from this report.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments and year-over-year changes are estimated between 2.0% and 4.5% per year, with a 4.5% cap. In addition, this revenue category includes estimated John Wayne Airport contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community risk reduction fees were increased in FY 2013/14 based on increased development activity and these fees are projected to remain constant through the forecast period, pending any changes approved by the Board.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board.

Budget Summary

- **Interest Earnings** – Assumes an annual return of 0.25% for FY 2014/15, 1.00% for FY 2015/16, 1.50% for FY 2016/17 and 2.00% for FY 2017/18 and FY 2018/19. Interest earnings in FY 2014/15 include earnings from the reinvestment of TRAN proceeds.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – Fire Station #56 (Village of Sendero) is anticipated to be operational on 1/1/2015 and a new Rancho Mission Viejo station is expected to open on 7/1/2017. Fifty percent of the annual cost to staff Station #56 is already included in the FY 2014/15 budget. The forecast also assumes that four positions for a Station 20 Truck will be unfrozen 7/1/2017.
 - ✓ **Employee Salaries** – Salaries reflect the extended MOUs. The forecast does not contain estimated increases based on the “trigger” formula. In addition, salary increases are not projected for the years that follow expiration of the current MOUs.
 - ✓ **Retirement** – Retirement costs reflecting the projected employer retirement rates are based on the initial December 31, 2013 Actuarial Valuation Report prepared by Segal Consulting and provided by OCERS on 5/10/2014. FY 2015/16 rates in the 12/31/2013 valuation are 1.03% lower for non-safety and 2.06% lower for safety compared to the projected rates for FY 2015/16 presented in the Segal Study dated 8/30/2013. The retirement rates are adjusted for changes in employee contributions.

FY	Safety	General	Source
2014/15	49.66%	36.35%	12/31/2013 Actuarial Valuation Report
2015/16	49.84%	37.07%	
2016/17	49.54%	36.87%	Segal Report Dated 8/30/2013, adjusted by savings factor from 12/31/2013 Actuarial Valuation Report
2017/18	49.34%	36.77%	
2018/19	48.34%	36.17%	

The forecast assumes an \$18.3 million paydown of the UAAL in FY 2014/15. Any available fund balance in the General Fund Cash Flow Fund at the end of FY 2013/14 is transmitted to OCERS to paydown OCFA’s unfunded pension liability pursuant to a side letter agreement to the MOU between OCFA and the Orange County Professional Firefighters Association.

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

- ✓ **Workers’ Compensation** – FY 2014/15 continues the “stair-step” up to the 60% confidence level for ongoing Workers’ Compensation costs as set by the Board of Directors. The 60% confidence level will be maintained going forward.

FY 2014/15 OCFA Adopted Budget

- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to grow annually by 9%. For staff members, it is projected to grow by 10% annually. This category also includes \$30,000 for unemployment insurance in FY 2014/15.
- ✓ **Medicare** – Annual amounts are calculated at 1.45% of projected salaries.
- **One-Time Grant/ABH Expenditures** – These are one-time only expenditures that vary significantly from year to year and therefore are not forecasted beyond FY 2013/14.
- **Services and Supplies (S&S)** – S&S is held flat unless a new fire station is built, specific increases have been identified by section managers, or one-time grant proceeds have been received.

Net General Fund Revenue

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

Incremental Increase in General Fund 10% Contingency:

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

Equity Payments

Equity Payments for FY 2014/15 are estimated based on property tax growth forecasts in RSG's Final 2014 Report and procedures set forth in the Second Amendment to the Joint Powers Agreement, which references various reports produced by the County Auditor Controller's office. Pursuant to the Second Amendment to the Joint Power Agreement, if there are insufficient funds to make Irvine Equity Payments in FYs 2014/15 and/or 2015/16, a portion of the payment may be deferred and the forecast reflects this deferral. As the Second Amendment was ruled invalid after judicial review, the Board is reviewing its legal options, including the option of pursuing an appeal. This will impact the requirement to convey these payments.

General Fund Surplus/(Deficit):

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

Capital Improvement Program/Other Funds Revenue:

- **Interest Earnings** – Assumes same return as General Fund.
- **State/Federal Reimbursement** – The forecast assumes no state/federal reimbursement revenue for the forecast period.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.

Budget Summary

- **Developer Contributions** – In 2014/15, Fire Station #56 (Village of Sendero) construction and apparatus will be funded by developer contributions. The forecast also assumes developer contributions will be used to fund a truck for Station 20 in FY 2016/17 and various vehicles for Rancho Mission Viejo Station #67 in FY 2017/18.
- **Workers' Compensation Transfer** – These amounts equal the General Fund Workers' Compensation budget.
- **Operating Transfer In** – This figure equals the Operating Transfer Out from the General Fund.

Capital Improvement Program/Other Funds Expenditures:

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

- **Structural Fire Fund Entitlement (Fund 171)** – Remaining funds will be expended through the forecast period.
- **Self-Insurance Fund (Fund 190)** – FY 2014/15 through FY 2015/16 are based on projected payments in the Rivelle Consulting Services July 2013 Study less \$100,000 in savings in FY 2015/16 and \$150,000 in savings in FY 2016/17 and thereafter due to implementation of Alternative Dispute Resolution. FY 2016/17 and FY 2017/18 assume the same average year-over-year increase included in the Rivelle study.

Fund Balances:

- **Operating Contingency** – Reflects policy of 10% of the General Fund expenditures each year (less one-time expenditures and equity payments). General Fund deficits (if applicable) are deducted from this category of fund balance once the Cash Flow fund balance is exhausted.
- **Cash Flow** – The fund balance for the previous year, reduced by any General Fund deficits (if applicable). Any available fund balance at the end of FY 2013/14 is transmitted to OCERs to paydown OCFA's unfunded pension liability pursuant to a side letter agreement to the MOU between OCFA and the Orange County Professional Firefighters Association.

Assigned Fund Balances

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

FY 2014/15 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2010/11 - FY 2014/15**

Class	Positions Authorized FY 2010/11 Budget	Positions Authorized FY 2011/12 Budget	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget
FIREFIGHTER UNIT					
Fire Apparatus Engineer	214	250	250	250	253
Fire Captain	230	269	269	269	272
Fire Pilot	3	3	3	3	3
Lead Fire Pilot	0	0	1	1	1
Firefighter	391	463	463	463	466
Hand Crew Firefighter	22	22	22	22	22
Heavy Fire Equipment Operator	3	3	3	3	3
UNIT TOTAL:	863	1010	1011	1011	1020
FIRE MANAGEMENT UNIT					
Fire Battalion Chief	34	37	37	37	37
Fire Battalion Chief (Limited Term)	1	1	1	1	1
Fire Division Chief	6	7	7	7	7
UNIT TOTAL:	41	45	45	45	45
GENERAL UNIT					
Accountant	7	7	7	7	7
Administrative Assistant	18	19	19	19	19
Assistant Fire Apparatus Technician	2	2	2	2	2
Assistant Purchasing Agent	1	1	1	1	1
Business Analyst	1	1	1	1	2
Buyer	0	0	1	1	1
Communications Installer	1	1	1	1	1
Communications Technician	1	1	1	1	1
Emergency Transportation Technician	6	6	6	6	6
EMS Nurse Educator	5	6	6	6	6
Executive Assistant	2	2	2	2	2
Facilities Maintenance Coordinator	2	2	2	2	2
Fire Apparatus Parts Specialist	1	1	1	1	1
Fire Apparatus Technician	4	4	4	4	4
Fire Communications Dispatcher	22	22	22	22	22
Fire Communications Dispatcher (Part-time)	0	3	3	3	3
Fire Comm. Relations/Education Specialist	4	4	4	4	4
Fire Delivery Driver	0	0	0	1	1
Fire Equipment Technician	8	8	8	7	7
Fire Helicopter Technician	1	1	1	1	1
Fire Prevention Analyst	11	12	12	12	12
Fire Prevention Services Specialist	3	3	3	3	3
Fire Prevention Specialist	11	12	12	12	12
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	0	0	0
GIS Specialist	3	3	3	3	3

Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2010/11 - FY 2014/15**

Class	Positions Authorized FY 2010/11 Budget	Positions Authorized FY 2011/12 Budget	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget
Human Resources Analyst	2	2	2	2	3
Information Technology Analyst	4	4	4	5	5
Information Tech. Help Desk Tech	1	1	1	1	1
Information Technology Specialist	1	1	1	1	1
Management Assistant	9	9	9	9	9
Multimedia Specialist	1	1	1	1	1
Multimedia Specialist (part-time)	0	0	0	1	1
Office Services Specialist	13	14	14	14	14
Project Specialist, Improvement	1	0	0	0	0
Public Relations Specialist	1	0	0	0	0
Risk Management Specialist	1	1	1	1	1
Senior Accounting Support Specialist	11	11	11	11	11
Senior Communications Technician	2	2	2	1	1
Senior Executive Assistant	1	0	0	0	0
Senior Fire Apparatus Technician	8	8	8	8	8
Senior Fire Equipment Technician	4	4	4	4	4
Senior Fire Prevention Specialist	13	15	15	15	15
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	3	3	3	3	3
Service Center Lead	1	1	1	1	1
Training Program Specialist	0	0	1	1	1
WEFIT Coordinator	0	0	1	0	0
UNIT TOTAL:	196	203	205	205	207
SUPERVISORY MANAGEMENT UNIT					
Accounting Support Supervisor	1	0	0	0	0
Assistant Fire Marshal	9	10	10	10	10
Fire Communications Supervisor	4	4	4	4	4
Fire Comm. Relations/Education Supervisor	1	1	1	1	1
Fleet Services Coordinator	1	1	1	1	1
Fleet Services Supervisor	2	2	2	2	2
Information Tech Supervisor	2	2	2	2	2
Multimedia Supervisor	1	1	1	0	0
Senior Fire Apparatus/Parts Specialist	1	1	1	1	1
Senior Fire Communications Supervisor	2	2	2	2	2
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
UNIT TOTAL:	28	28	28	27	27

FY 2014/15 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2010/11 - FY 2014/15**

Class	Positions Authorized FY 2010/11 Budget	Positions Authorized FY 2011/12 Budget	Positions Authorized FY 2012/13 Budget	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget
SUPPORTED EMPLOYMENT UNIT					
Services Aide	4	4	4	4	4
UNIT TOTAL:	4	4	4	4	4
PERSONNEL & SALARY RESOLUTION (PSR)					
Accounting Manager	2	2	2	2	2
Assistant Chief	4	4	4	4	4
Assistant Clerk of Authority	1	1	1	1	1
Assistant IT Manager-Customer Relations & Consulting	1	1	1	1	1
Assistant IT Manager-GIS & Data Mgmt.	1	1	1	1	1
Assistant IT Manager-Infrastructure & Workplace Supp.	1	1	1	1	1
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	1	1	1
Assistant Treasurer	1	1	1	1	1
Benefit Services Manager	1	1	1	1	0
Clerk of the Authority	1	1	1	1	1
Construction Manager	1	1	1	1	1
Deputy Fire Chief	1	1	1	1	1
Deputy Fire Marshal	2	2	2	2	2
Director of Communications	0	0	0	0	1
EMS Coordinator	1	1	1	1	1
Employee Relations Manager	0	0	1	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Manager	1	1	1	1	1
Finance Manager - Limited-term	0	0	0	1	1
Fire Chief	1	1	1	1	1
Fleet Services Manager	1	1	1	1	1
Human Resources Director	1	1	1	1	1
Information Technology Manager	1	1	1	1	1
Legislative Analyst	1	1	1	1	1
Management Analyst	4	3	3	3	3
Medical Director	1	1	1	1	1
Org & Dev Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	1	1
Purchasing & Materials Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	2	2
Risk Management Safety Officer	1	1	1	1	1
Risk Manager	1	1	1	1	1
Senior Accountant	6	7	7	7	7
Senior Human Resources Analyst	3	3	3	3	2
Treasurer	1	1	1	1	1
UNIT TOTAL:	49	49	50	51	50
GRAND TOTAL	1,181	1,339	1,343	1,343	1,353

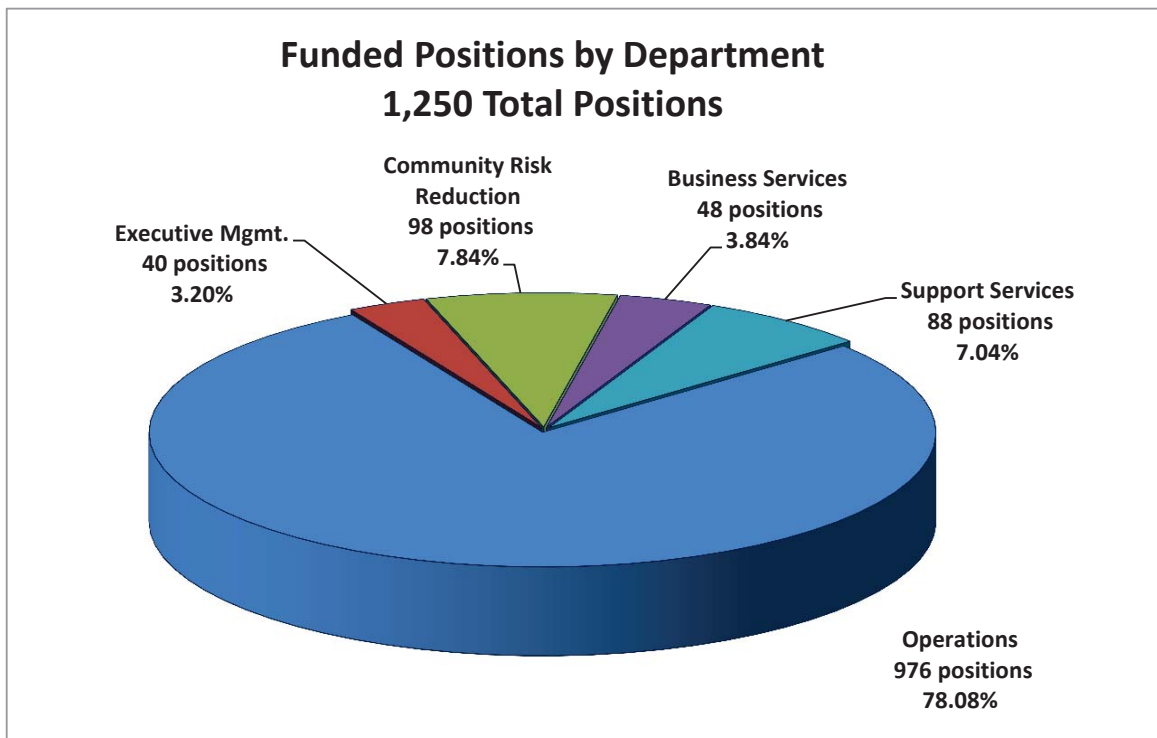
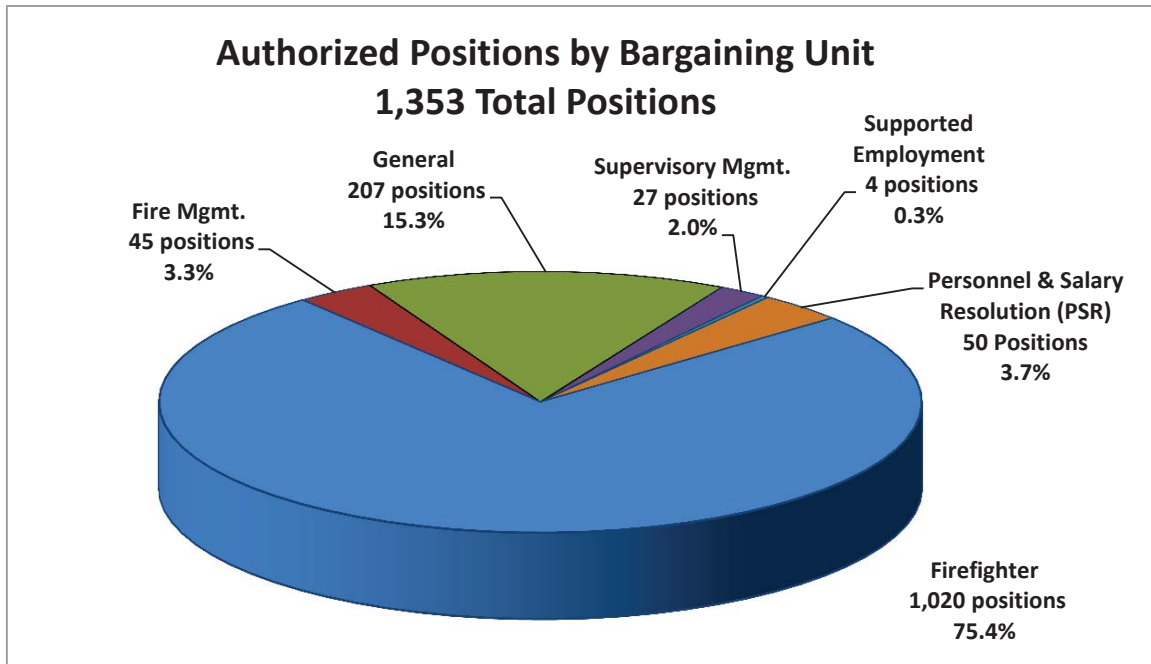
Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF REGULAR POSITIONS BY DEPARTMENT
FY 2010/11 - FY 2014/15**

Fund	Department and Division	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15
121 - General Fund						
	<u>Executive Management</u>					
	Executive Management	9	9	9	10	9
	JPA Board of Directors	-	-	-	-	-
	Clerk of the Authority	5	4	4	5	5
	Corporate Communications	6	6	6	10	11
	Human Resources Division	15	14	14	15	15
	<u>Operations</u>					
	Division 1					
	Division Administration/field	186	181	86	86	87
	Air Operations	-	8	8	8	6
	Division 2					
	Division Administration/field	128	132	129	129	132
	Division 3					
	Division Administration/field	231	232	232	232	236
	Crews and Equipment	-	26	26	-	-
	Division 4					
	Division Administration/field	149	151	151	150	151
	Community Volunteer Services	1	1	1	-	-
	Training and Safety	-	-	-	-	10
	Division 5					
	Division Administration/field	101	99	101	101	102
	Division 6					
	Division Administration/field	-	147	147	147	145
	Emergency Medical Services	10	12	12	12	12
	Division 7					
	Division Administration/field	3	3	92	92	94
	Special Operations	32	-	-	-	-
	Training and Safety	10	9	9	10	-
	Emergency Planning and Coordination	-	-	-	1	1
	Emergency Communications Center	30	-	-	-	-
	<u>Community Risk Reduction</u>					
	Investigation Services	8	11	10	10	9
	Planning & Development Services	23	25	25	25	28
	Pre-Fire Management	12	12	13	35	33
	Safety & Environmental Services	24	28	28	26	28
	<u>Business Services</u>					
	Finance Division	22	22	22	22	22
	Materiel Management	16	16	15	15	15
	Purchasing	3	3	4	5	5
	Treasury & Financial Planning	7	6	6	6	6
	<u>Support Services</u>					
	Emergency Command Center	-	32	32	32	32
	Fleet Services	21	21	21	21	21
	Information Technology Division	23	24	24	24	24
	Legislative Services	1	1	1	1	1
	Property Management	8	8	8	8	8
	Strategic Services	2	2	2	2	2
	Subtotal	1,086	1,245	1,238	1,240	1,250
	Unfunded Positions					
	Total Unfunded Positions	95	94	105	103	103
	Total Authorized Positions	1,181	1,339	1,343	1,343	1,353

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FY 2014/15 POSITIONS



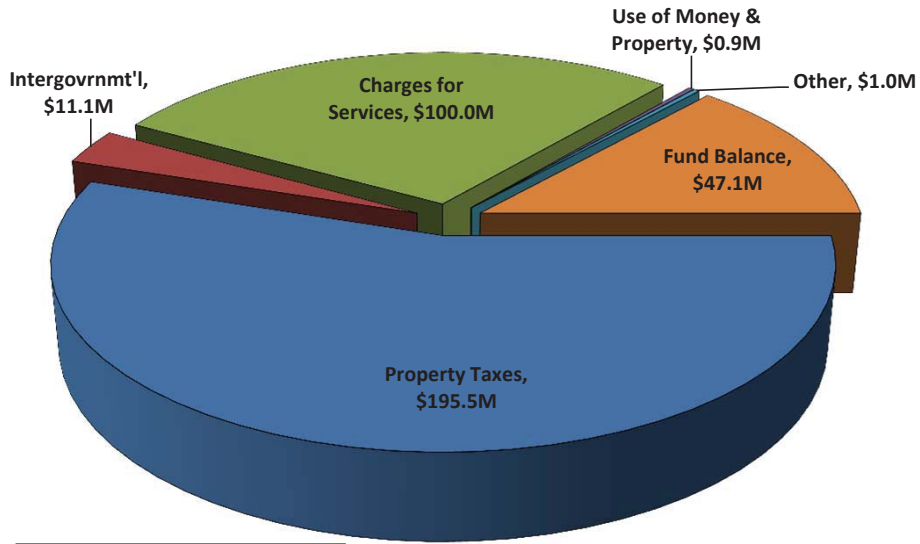
Note: The funded positions chart reflects 103 unfunded positions in FY 2014/15

General Fund



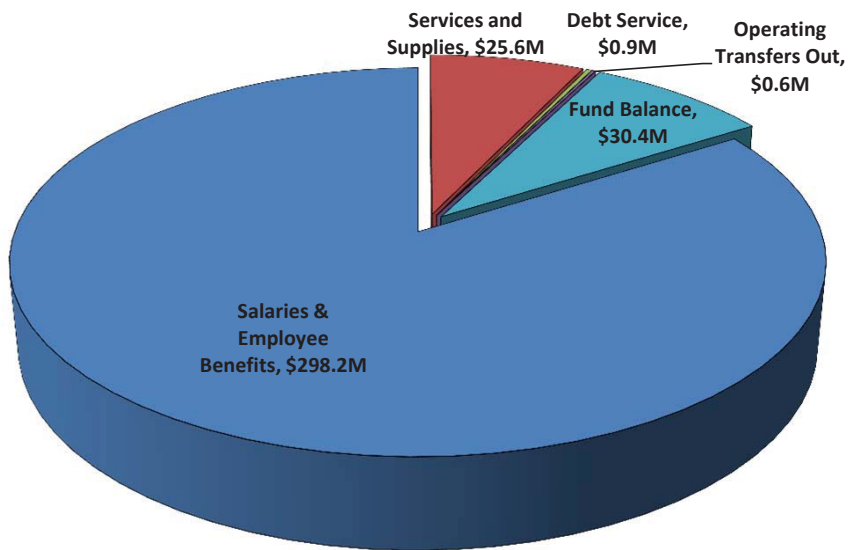
FY 2014/15 Funding Sources and Uses
General Fund

Where the Money Originates*



Total = \$355,654,940

Where the Money Goes



Total = \$355,654,940

* Sum of pie chart components total \$355.6 due to rounding.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2014/15 BUDGET

	2013/14 Adopted Budget	2013/14 Budget Projection	2014/15 Adopted Budget (1)	\$ Change fr 2013/14 Projection	% Change fr 2013/14 Projection
FUNDING SOURCES					
Property Taxes	\$186,998,721	\$190,156,251	\$195,471,965	\$5,315,714	2.80%
Intergovernmental	11,443,286	17,872,333	11,137,559	(6,734,774)	-37.68%
Charges for Current Services	94,325,831	96,288,619	100,016,486	3,727,867	3.87%
Use of Money & Property	221,379	128,487	886,749	758,262	590.15%
Other	832,000	1,572,631	1,000,700	(571,931)	-36.37%
Total Revenues & Other Financing Sources	293,821,217	306,018,321	308,513,459	2,495,138	0.82%
Operating Transfer In	-	-	-	-	-
Beginning Fund Balance	48,092,190	52,525,839	47,141,481	(5,384,358)	-10.25%
TOTAL AVAILABLE RESOURCES	\$341,913,407	\$358,544,160	\$355,654,940	(\$2,889,220)	-0.81%
EXPENDITURES					
Salaries & Employee Benefits	\$266,528,679	\$273,532,282	\$298,156,224	\$24,623,942	9.00%
Services & Supplies	22,431,181	32,164,422	25,585,580	(6,578,842)	-20.45%
Capital Outlay	-	335,600	-	(335,600)	-100.00%
Debt Service: TRAN Interest Expense	-	-	895,000	895,000	NA
Total Expenditures & Other Uses	288,959,860	306,032,304	324,636,804	18,604,500	6.08%
Operating Transfer Out	4,497,847	5,370,375	584,592	(4,785,783)	-89.11%
Appropriation for Contingencies (2)	3,000,000	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	45,455,700	44,141,481	27,433,544	(16,707,937)	-37.85%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$341,913,407	\$358,544,160	\$355,654,940	(\$2,889,220)	-0.81%

(1) Salaries and Benefits include the UAAL paydown of \$18,290,238 as per FF MOU

(2) 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 2014/15 BUDGET

BUDGET

The total FY 2014/15 expenditure budget is \$324,636,804.

HIGHLIGHTS

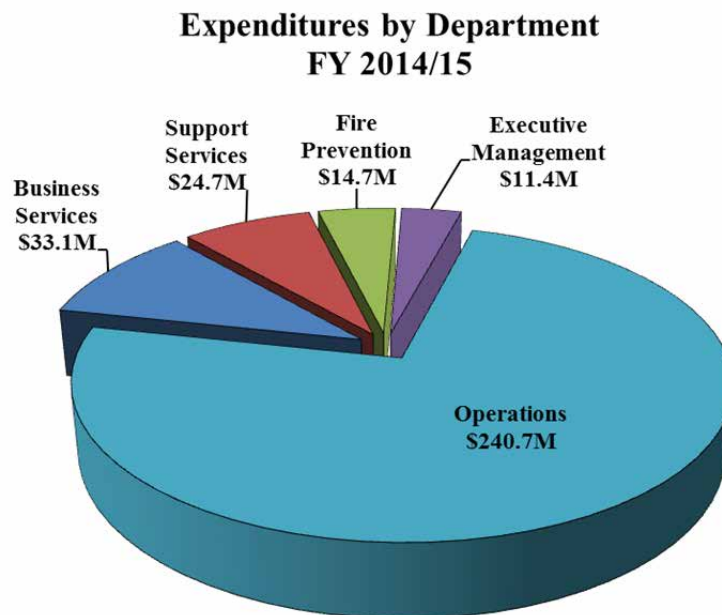
Salary Increases

No cost-of-living adjustment is included in the budget for all bargaining units in FY 2014/15 due to the implementation of the “trigger formula” which ties future pay raises to the OCFA’s financial health. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

A hiring freeze remains in place for positions that do not provide frontline service to the public. The budget reflects

103 unfunded positions, a net change of 2 positions since the budget was adopted. This is due to an approved reclassification of the frozen Benefits Services Manager position to a Business Analyst position. Additionally, three US&R positions are included in anticipation of receiving the regular annual US&R grant during the fiscal year. In FY 2013/14, the Board unfroze two Senior Fire Prevention Specialists, one Assistant Purchasing Agent, and one Management Assistant in the Clerk's office. The FY 2014/15 budget also reflects the addition of a Communications Director position approved by the Board.



FY 2014/15 OCFA Adopted Budget

Retirement

The retirement budget for FY 2014/15 is based on OCERS' final adopted rates. The final FY 2014/15 rates from OCERS reflected an increase compared to FY 2013/14, due to the impact of OCERS' 0.50% decrease in the assumed rate of return from 7.75% to 7.25%. Retirement also reflects ongoing employee retirement contributions. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions. Retirement costs also reflect \$2.1 million in savings related to the prepayment of estimated retirement costs to OCERS six months before the start of the fiscal year.

Workers' Compensation

Funding for the FY 2013/14 workers' compensation self-insurance program at \$13.8 million is based on the 60% confidence level provided by the actuarial study completed in July 2013. The 60% confidence level is consistent with Board policy.

Services & Supplies/Equipment

Overall, the budgets for Services and Supplies (S&S) and Equipment were held flat from FY 2013/14 and excluded one-time projects. Many of the one-time projects were grant-funded and have not been included in FY 2014/15. 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 Strategic Plan objectives, as well as availability of funding, and the risks/consequences of not approving the request.

Operating Transfer

The FY 2014/15 budget includes an operating transfer out of \$585K to the CIP funds.

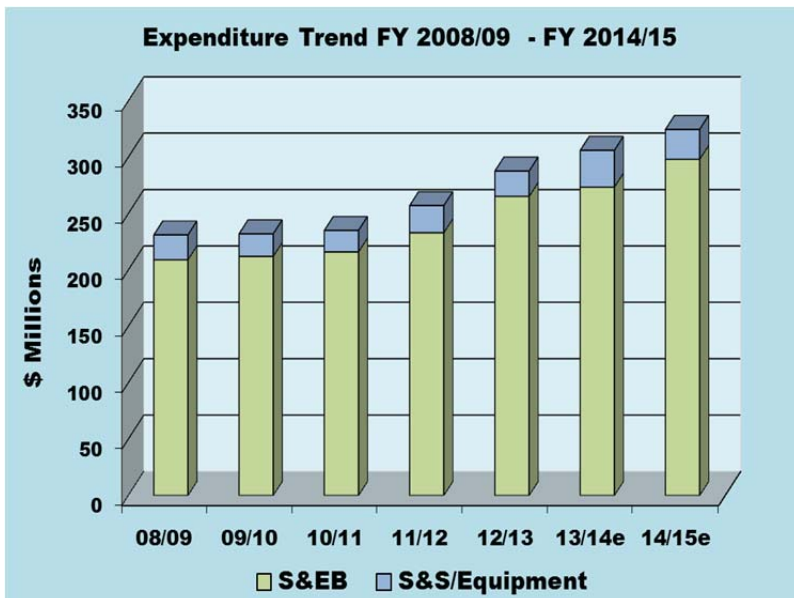
Expenditure Trends

The chart reflects expenditure trends for seven years through FY 2014/15. Increases in both the S&EB and S&S reflect the addition of the Santa Ana Fire Department effective April 20, 2012.

S&S expenditures increased due to Jurisdictional Equity Adjustment Payments beginning in FY 2013/14 and S&EB reflects increases due to higher retirement, medical and worker's compensation rates.

Expenditures have increased

during this seven-year period primarily due to the addition of the City of Santa Ana to the OCFA. Aggressive cost containment measures in all areas of spending continue to be a priority

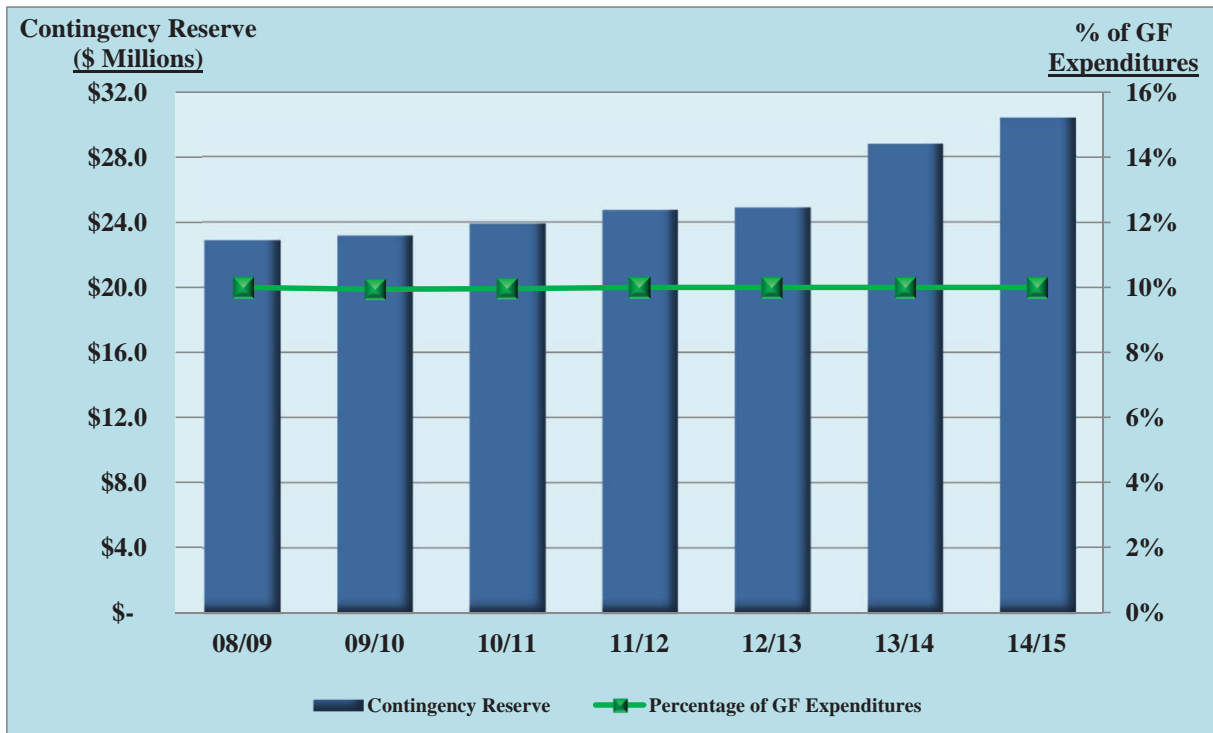


for the OCFA to maintain long-term financial sustainability. The adopted FY 2014/15 budget holds salaries flat across all employee groups, with no cost-of-living adjustments. All current labor contracts include a “trigger formula” that requires specific parameters of fiscal health to be achieved before cost-of-living adjustments are provided. Although the FY 2014/15 budget is balanced and is providing funding for policy reserve requirements, the flow of funding for capital needs has not yet reached the fiscal health threshold required for the trigger formula.

FY 2014/15 OCFA Adopted Budget

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

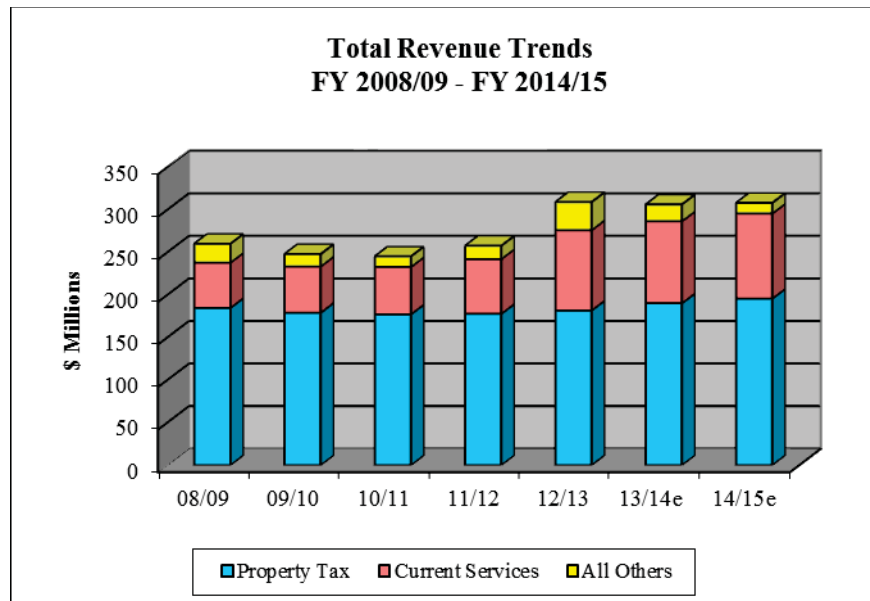
General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2014/15 is \$308,513,459 which is an increase of 0.82% over the prior year's budget. Property Taxes, Contracts, Community Risk Reduction Fees, Advanced Life Support Reimbursements and Community Redevelopment Agency Pass-Throughs are the top five sources of revenue for the OCFA and represent 97.9% of the OCFA's General Fund revenue and 93.1% our total revenue for FY 2014/15.

Revenue projections for FY 2014/15 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement.

ECONOMIC OUTLOOK

The most significant economic factor affecting the OCFA is the real estate market; that impact is reflected primarily in property tax revenues and Community Risk Reduction fees. The Chapman Economic and Business Review dated June 2014 reported that the number of new dwelling units permitted in Orange County peaked in 2013 at 10,453, but are expected to decline by 7.8% and 4.2% in 2014 and 2015. Please refer to the



Construction and Housing Activity data in the Appendix, page number 278. These changes are reflected in our Community Risk Reduction fees. The higher projected inventory of new and resale homes and lower affordability will result in a reduced rate of home price appreciation in FY 2014/15. The California Association of Realtors (CAR) forecasts price increases of 10.0% and 3.5% respectively in 2014 and 2015 in California. Orange County housing prices are projected to increase by 6.9% in 2014 and 4.1% in 2015; our secured property tax revenue projections reflect an increase of 3.38% from FY 2013/14.

PROPERTY TAXES

Property taxes are the major revenue source of the OCFA representing approximately 63% of General Fund revenues. Property taxes are received by the OCFA from the Structural Fire Fund (SFF) maintained by the County of Orange. Fifteen member cities and the unincorporated areas of Orange County are part of the SFF. State law provides for a maximum 1% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the

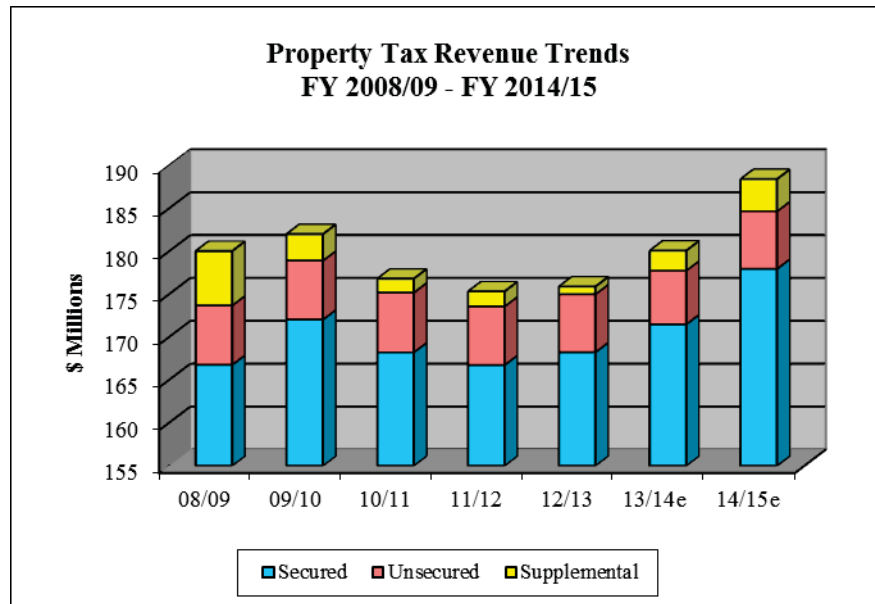
FY 2014/15 OCFA Adopted Budget

County from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.6% of the one percent basic levy for all SFF areas. This rate is set by law and has not changed significantly since it was established in 1978; therefore, property tax revenue fluctuates based on the changes in assessed value of the areas served by OCFA. It should be noted that Proposition 13 limits growth in assessed value to 2% per year unless the property is reassessed. Due to the importance of this revenue source, the OCFA has been contracting for property tax growth projections since 1997. The Rosenow Spevacek Group, Inc. (RSG) was retained again this year to provide these estimates.

Total property tax is estimated at \$195.5 million for FY 2014/15, representing a 2.8% increase from FY 2013/14. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property, i.e. real property and attached improvements comprises 94% of total property taxes and approximately 60% of total General Fund revenue. RSG has projected an increase of 3.38% for secured property taxes in FY 2014/15. This growth factor is applied to the FY 2013/14 actual tax charge, and then reduced by a 1% refund/net roll factor. The Secured property tax also includes public utility taxes, which are projected to remain



at the FY 2013/14 level (\$2.0 million) based on the history of public utility assessed valuation from year to year. FY 2014/15 Secured property tax is estimated at \$184.1 million.

Unsecured Property Tax

The unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 3.4% of total property taxes and 2.2% of total OCFA General Fund revenue. The FY 2014/15 unsecured property tax estimates are based on the FY 2013/14 tax ledger with no growth projected. An 8.2% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated revenue to be received.

Supplemental Property Tax

Supplemental property tax is generated when property changes ownership after the Assessor's annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 1.5% of total property taxes

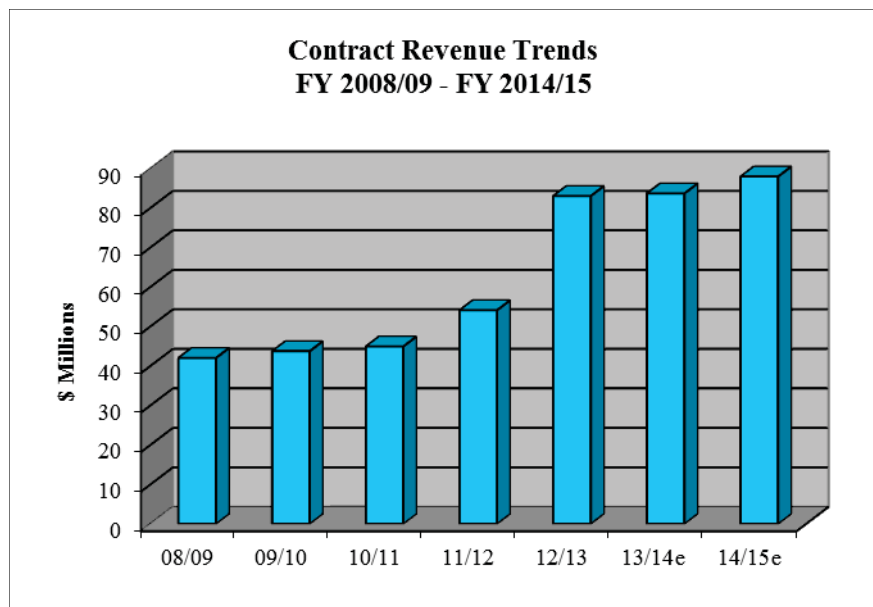
General Fund

and approximately 1.0% of total General Fund revenue. This category of property tax has been quite volatile, but is now trending upwards. Supplemental property tax revenue peaked in FY 2005/06 at \$9.4 million in actual receipts and declined to \$0.9 million in FY 2011/12; we are projecting \$3.7 million in FY 2013/14. Since RSG does not provide estimates for supplemental growth, we conservatively projected this revenue in FY 2014/15 at \$3.0 million.

CONTRACTS

The cities of Buena Park, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. This source of revenue represents approximately 28.5% of OCFA's total General Fund revenue. Cash contract revenue is estimated at \$88.0 million which represents a 5.1% increase over FY 2013/14. As reflected in the graph, the trend reflects a significant increase in this category due to the addition of the city of Santa Ana in April 2012.

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



4.5% cap, is amortized over a ten-year period beginning July 2010. The First Amendment to the Amended JPA Agreement also provides for the cash contract cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.5% cap. FY 2014/15 is the first fiscal year since FY 2009/10 that the budget for operational services provided increased in excess of the cap at 4.54%. The additional 0.04% will be banked and paid in a subsequent year in which the Service Charge cost adjustment is less than 4.5%. If only a portion of this excess amount can be paid in one year while remaining under 4.5% for that year, the remainder will be carried over from year to year until it is paid in full.

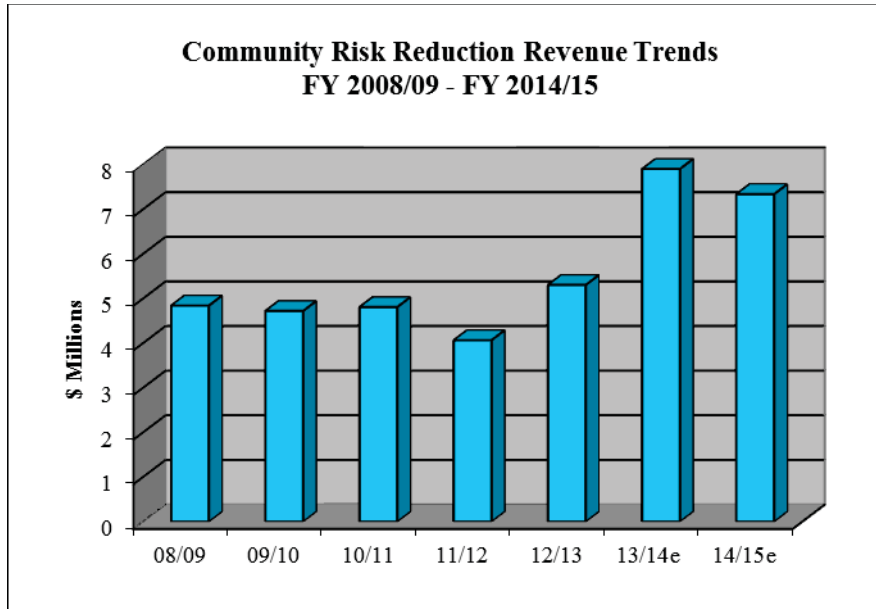
Total John Wayne Airport (JWA) contract revenue is \$4.3 million reflecting a 2.6% increase from FY 2013/14. A five-year contract, effective November 2012, includes daily staffing of six personnel down from seven personnel. These charges are based on salary and benefit costs for staff assigned

FY 2014/15 OCFA Adopted Budget

to Station 33. The total charge includes a 6.97% overhead cost rate and a cap of 4% on annual cost increases as provided in the agreement.

COMMUNITY RISK REDUCTION (CRR) FEES

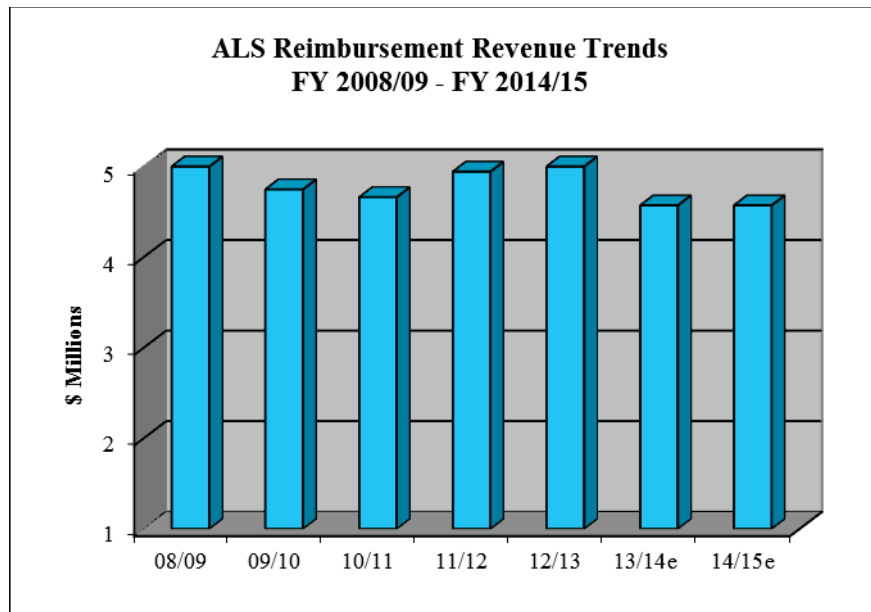
CRR Fees represent 2.4% of total General Fund revenues and include permits, inspections, and plan checks. CRR Fees are estimated at \$7.3 million. The budgeted amounts reflect increased activity in FY 2013/14 revenue for Inspection Services and Planning & Development fees. Inspection Services is expected to decline in FY 2014/15 due to changes to the timing of the work to coincide with a fiscal year calendar. A mid-year adjustment will be necessary



in FY 2014/15 since a fee study was approved by the Board in July 2014 reducing the revenue for the CRR Program by nearly \$700,000.

ADVANCED LIFE SUPPORT (ALS) REIMBURSEMENTS

Advanced Life Support (ALS) reimbursements represent 1.5% of total General Fund revenues and include reimbursements for medical supplies and ALS paramedic service costs. ALS reimbursement revenue is estimated at \$4.6 million. In February 2014, the Orange County Health Care Agency (OCHCA) was ordered by the State of California to take over the ambulance selection process from the OCFA. This revenue will continue to be collected by the ambulance companies for pass-through to OCFA.



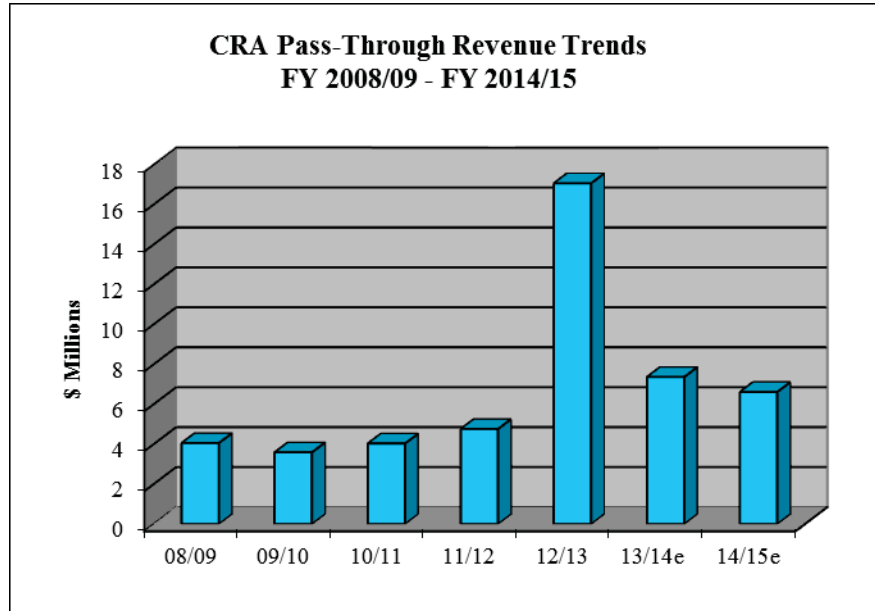
General Fund

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

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

The CRA revenues, which comprise 2.1% of total General Fund revenues, are also projected by RSG.

The FY 2012/13 budget reflects \$10.6 million in one-time revenue related to the state audit of Low-to-Moderate Income Housing Funds and Non-Housing Funds. Unobligated funds were forwarded to the taxing entities, which include the OCFA. The budget for FY 2014/15 is \$6.6 million, reflecting a decrease from FY 2013/14 of \$749,000. FY 2013/14 includes one-time revenue of \$208,000.



FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2014/15 BUDGET

DESCRIPTION	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
PROPERTY TAXES	\$181,204,709	\$190,156,251	\$195,471,965	2.80%
INTERGOVERNMENTAL	28,848,491	17,872,333	11,137,559	-37.68%
CHARGES FOR CURRENT SVCS	92,831,219	96,288,619	100,016,486	3.87%
USE OF MONEY AND PROPERTY	188,658	128,487	886,749	590.15%
OTHER	4,623,391	1,572,631	1,000,700	-36.37%
TOTAL REVENUE	\$307,696,468	\$306,018,321	\$308,513,459	0.82%

General Fund

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2014/15 BUDGET

DESCRIPTION	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
TAXES				
Property Taxes, Current Secured	\$171,130,237	\$177,981,650	\$184,136,204	3.46%
Property Taxes, Current Unsecured	6,527,253	6,725,590	6,651,000	-1.11%
Property Taxes, Prior Unsecured	112,894	112,894	112,894	0.00%
Property Taxes, Supplemental	1,800,000	3,743,750	3,000,000	-19.87%
Delinquent Supplemental	201,867	201,867	201,867	0.00%
Home-owner Property Tax	1,432,458	1,390,500	1,370,000	-1.47%
TOTAL PROPERTY TAXES	181,204,709	190,156,251	195,471,965	2.80%
INTERGOVERNMENTAL				
State				
State-Civil Defense SONGS/NPP	-	9,113	-	-100.00%
SRA Wildlands (CAL FIRE Contract)	3,983,788	4,219,534	4,219,534	0.00%
Assistance by Hire (State)	3,683,088	2,924,209	200,000	-93.16%
Helicopters' Billing - CAL FIRE	144,099	47,068	10,000	-78.75%
Misc. State Revenue	-	26,142	-	-100.00%
SUB-TOTAL	7,810,975	7,226,066	4,429,534	-38.70%
Federal				
Disaster Relief-Federal	55,018	33,412	-	-100.00%
USAR Reimbursements	1,320,298	1,546,174	-	-100.00%
Assistance by Hire (Federal)	489,364	595,110	100,000	-83.20%
Misc Federal Revenue	2,720,558	1,114,310	-	-100.00%
SUB-TOTAL	4,585,238	3,289,006	100,000	-96.96%
CRA Pass-Through				
Cypress-CRA Pass thru	522,792	591,899	631,253	6.65%
Irvine - CRA Pass thru	457,487	633,766	151,856	-76.04%
La Palma - CRA Pass thru	145,976	262,948	262,367	-0.22%
Lake Forest - CRA Pass thru	8,153	373,755	242,072	-35.23%
Mission Viejo Pass thru	887,596	889,407	508,428	-42.84%
San Juan Caps - CRA Pass thru	921,128	751,837	990,120	31.69%
County of Orange Pass-Through	1,130,457	1,521,239	1,655,955	8.86%
Yorba Linda - CRA Pass thru	1,815,436	2,124,647	2,165,974	1.95%
Misc. One-Time RDA revenue	10,563,061	207,763	-	-100.00%
SUB-TOTAL	16,452,278	7,357,261	6,608,025	-10.18%
TOTAL INTERGOVERNMENTAL	28,848,491	17,872,333	11,137,559	-37.68%

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY

FUND 121 - GENERAL FUND

REVENUE DETAIL

FY 2014/15 BUDGET

DESCRIPTION	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
San Clemente-Ambulance S&EB	477,361	533,806	498,938	-6.53%
San Clemente-Ambulance S&S	15,000	26,469	28,360	7.14%
Tustin	5,901,371	6,080,404	6,462,533	6.28%
Placentia	4,976,100	5,127,063	5,449,278	6.28%
Santa Ana	34,131,040	34,617,975	36,161,560	4.46%
Santa Ana S&EB Reimbursement	809,383	405,000	405,000	0.00%
Seal Beach	4,108,179	4,232,812	4,498,827	6.28%
Stanton	3,431,389	3,438,886	3,654,206	6.26%
JWA Contract	4,579,662	4,194,160	4,301,824	2.57%
Buena Park	8,531,785	8,774,652	9,307,967	6.08%
San Clemente	6,743,836	6,911,619	7,304,176	5.68%
Westminster	9,045,937	9,300,304	9,861,998	6.04%
SUB-TOTAL	82,751,043	83,643,150	87,934,667	5.13%
Hazardous Materials Section				
HMS CalARP Fee	243,466	-	-	n/a
SUB-TOTAL	243,466	-	-	n/a
Community Risk Reduction Fees				
AR Late Payment Penalty	8,400	13,450	8,400	-37.55%
Inspection Services Revenue	1,831,693	2,622,300	2,063,700	-21.30%
P&D Fees	3,009,459	5,118,060	5,118,060	0.00%
False Alarm	250,000	150,000	150,000	0.00%
SUB-TOTAL	5,099,552	7,903,810	7,340,160	-7.13%
Other Charges for Services				
Hazmat Response Subscription Prog	-	4,501	4,501	0.00%
Charge for Hand Crew Services	166,584	166,584	166,584	0.00%
SUB-TOTAL	166,584	171,085	171,085	0.00%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,030,920	1,030,920	1,030,920	0.00%
ALS Transport Reimbursement	3,539,654	3,539,654	3,539,654	0.00%
SUB-TOTAL	4,570,574	4,570,574	4,570,574	0.00%
TOTAL CHGS FOR CURRENT SVCS	92,831,219	96,288,619	100,016,486	3.87%
USE OF MONEY AND PROPERTY				
Interest				
Interest	188,658	128,487	886,749	590.15%
TOTAL USE OF MONEY/PROPERTY	188,658	128,487	886,749	590.15%

General Fund

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2014/15 BUDGET

DESCRIPTION	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	5,000	5,000	5,000	0.00%
Miscellaneous Revenue	3,770,412	156,600	55,000	-64.88%
Restitution	12,296	1,000	1,000	0.00%
RFOTC Cell Tower Lease Agreement	14,375	40,000	50,000	25.00%
Fullerton Airport Hangar Lease	-	123,658	60,200	-51.32%
Witness Fees	4,500	4,500	4,500	0.00%
Donations	-	100,000	-	-100.00%
Joint Apprenticeship Comm (CFFJAC)	150,000	150,000	150,000	0.00%
Santa Ana College Agreement	500,000	500,000	600,000	20.00%
Bankruptcy Loss Recovery	91,032	79,745	25,000	-68.65%
Insurance Settlements	25,776	362,128	-	-100.00%
Sales of Surplus	50,000	50,000	50,000	0.00%
TOTAL OTHER REVENUE	4,623,391	1,572,631	1,000,700	-36.37%
TOTAL	\$307,696,468	\$306,018,321	\$308,513,459	0.82%

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES FY 2014/15 BUDGET

Account Description and Explanation of Significant Changes	FY 2013/14 Adjusted Budget [A]	FY 2014/15 Approved Budget	\$ Change fr FY 2013/14 Budget	% Change fr FY 2013/14 Budget
<u>EMPLOYEE SALARIES</u>				
Regular Salaries	\$111,671,070	\$110,767,207	(\$903,863)	-0.81%
<ul style="list-style-type: none"> - FY 2013/14 base includes rebudgeted items from FY 2012/13, and one-time costs for various grants accepted during the fiscal year - No cost-of-living adjustment included for all groups - Includes potential merit increases for eligible employees - New FS56 Staffing is included - Reflects 103 unfunded positions 				
Backfill/Overtime/FLSA	40,307,236	41,037,834	730,598	1.81%
<ul style="list-style-type: none"> - FY 2013/14 includes rebudgeted items from FY 2012/13, one-time costs for various grants accepted during the fiscal year, and one-time increases for out-of county emergencies - Based on historical trends for the last two fiscal years - Includes potential merit increases for eligible employees 				
Extra Help	82,500	162,498	79,998	96.97%
<ul style="list-style-type: none"> - Includes seasonal ETT for 6 months for San Clemente 				
Reserves	409,287	375,000	(34,287)	-8.38%
<ul style="list-style-type: none"> - FY 2013/14 includes costs related to a one-time grant accepted during the fiscal year 				
Other Pay	15,235,248	15,193,384	(41,864)	-0.27%
<ul style="list-style-type: none"> - FY 2013/14 base includes rebudgeted items from FY 2012/13, and one-time costs for various grants accepted during the fiscal year - Includes potential merit increases for eligible employees - Reflects 103 unfunded positions 				
Sick/Vacation Payoff	3,057,219	3,500,000	442,781	14.48%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	170,762,560	171,035,923	273,363	0.16%
<u>RETIREMENT</u>	65,615,971	87,746,430	22,130,459	33.73%
<ul style="list-style-type: none"> - Reflects OCERS' final adopted rates and PEPRA rates for vacant positions - Reflects cost-offset from ongoing employee retirement contributions - Includes \$2.1M savings related to the prepayment to OCERS - Includes \$18.3M UAAL buy-down, as per the FF MOU agreement - Reflects 103 unfunded positions 				

General Fund

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2014/15 BUDGET

Account Description and Explanation of Significant Changes	FY 2013/14 Adjusted Budget [A]	FY 2014/15 Approved Budget	\$ Change fr FY 2013/14 Budget	% Change fr FY 2013/14 Budget
<u>INSURANCE</u>				
Health Insurance	22,079,834	23,225,962	1,146,128	5.19%
- Includes estimated 9% increase for the FF group based on the FF Unit Health Plan Agreement, offset by a decrease in the non-firefighter group				
- Management dental and vision insurance reflects an increase of 5%				
Workers' Compensation	12,825,908	13,811,667	985,759	7.69%
- Workers' Comp for FY 2014/15 budgeted based on the 60% confidence level provided by the actuarial study, which is about \$1M higher than FY 2013/14				
Unemployment Insurance	40,000	30,000	(10,000)	-25.00%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	34,945,742	37,067,629	2,121,887	6.07%
<u>MEDICARE</u>	2,208,009	2,306,242	98,233	4.45%
- Includes potential merit increases for eligible employees				
- Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not				
- Reflects 103 unfunded positions				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$273,532,282	\$298,156,224	\$24,623,942	9.00%

Footnotes:

[A] FY 2013/14 amounts include ongoing internal budget transfers. One-time internal budget transfers that occurred during FY 2013/14 have been reversed.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2014/15 GENERAL FUND BUDGET

Account Description and Explanation of Significant Changes	FY 2013/14 Adjusted Budget [A]	FY 2014/15 Approved Budget	\$ Change fr FY 2013/14 Budget	% Change fr FY 2013/14 Budget
Clothing	\$1,066,536	\$1,065,036	(\$1,500)	-0.14%
Communications - FY 2014/15 reflects increased costs primarily due to utility service for phone lines/data circuit in Communications & IT Infrastructure.	910,366	939,640	29,274	3.22%
Food - FY 2013/14 reflects one-time increases for out-of-county incident activity related to the 2013 Baker Fire.	139,822	65,013	(74,809)	-53.50%
Household Expenses - FY 2014/15 reflects increased appliances and furniture replacement costs in the Property Management section.	229,500	254,500	25,000	10.89%
Insurance - FY 2014/15 reflects a net decrease in insurance costs due to lower aircraft liability insurance costs.	1,511,755	1,436,705	(75,050)	-4.96%
Maintenance/Repair - Equipment - FY 2013/14 reflects a one-time increase of \$76K for Santa Ana CAD maintenance and \$125K for helicopter maintenance expenditures. - FY 2014/15 reflects decreases primarily due to retirement of 800 MHz Mobile Data Computer (MDC) network, retirement of existing CAD software, and reduced costs in the Fleet Services section.	4,235,388	3,646,322	(589,066)	-13.91%
Maintenance/Repair - Buildings - FY 2014/15 reflects decreased RFOTC maintenance & custodial services, grounds maintenance, and roof system maintenance.	772,557	702,132	(70,425)	-9.12%
Medical Supplies and Equipment - FY 2013/14 reflects one-time costs for grants rebudgets.	1,243,886	968,260	(275,626)	-22.16%
Memberships - FY 2014/15 reflects increases primarily due to higher membership costs in the Employee Relations section.	39,421	46,425	7,004	17.77%
Miscellaneous Expenses - Budget for category is primarily costs for Jurisdictional Equity Adjustment Payments (JEAP). FY 2013/14 reflects a higher JEAP, as a portion of the FY 2014/15 payment is deferred to FY 2016/17.	6,092,412	2,011,103	(4,081,309)	-66.99%
Office Expense - FY 2013/14 reflects a higher amount primarily due to reclassification of network & equipment room parts & supplies from Office Expense to Special Department Expense.	632,872	573,745	(59,127)	-9.34%
Professional and Specialized Services - FY 2013/14 includes one-time cost increase for a labor negotiator, communications consultant, management consultant, and temporary human - FY 2014/15 reflects a \$737K increase for information technology contractors and an \$85K increase for professional services related to the TRAN issuance.	7,200,727	7,125,565	(75,162)	-1.04%
Publications and Legal Notices - FY 2014/15 reflects lower recruitment advertising costs.	8,506	7,006	(1,500)	-17.63%
Rents and Leases - Equipment - FY 2014/15 reflects reclassification of MDC base station license fee from Rents/Leases - Buildings and Improvements to Rents/Leases -Equipment. This fee is not necessary after the retirement of the 800 MHz MDC network.	153,000	158,000	5,000	3.27%
Rents and Leases - Facilities	112,195	103,031	(9,164)	-8.17%

General Fund

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2014/15 GENERAL FUND BUDGET

Account Description and Explanation of Significant Changes	FY 2013/14 Adjusted Budget [A]	FY 2014/15 Approved Budget	\$ Change fr FY 2013/14 Budget	% Change fr FY 2013/14 Budget
- FY 2014/15 reflects reclassification of MDC base station license fee from Rents/Leases - Buildings and Improvements to Rents/Leases -Equipment.				
Small Tools and Instruments	169,005	148,369	(20,636)	-12.21%
- FY 2013/14 reflects one-time costs for various grants accepted during the fiscal year.				
Special Department Expense	2,754,881	1,393,101	(1,361,780)	-49.43%
- FY 2013/14 includes rebudgeted items from 2012/13, one-time costs for various grants accepted during the fiscal year, out-of-county incidents, and an increase in appropriations to refund surplus revenue for the HMD program to the OC Healthcare Agency.				
- FY 2014/15 reflects increased costs in the Human Relations section for an electronic performance appraisal system.				
Transportation	1,812,721	1,838,621	25,900	1.43%
- FY 2014/15 reflects increased jet fuel costs.				
Travel, Training and Meetings	880,447	900,714	20,267	2.30%
- FY 2014/15 reflects increased board member reimbursements for monthly meetings and higher training costs in the Information Technology, Fleet Services, and Human Resources sections.				
Utilities	2,164,522	2,162,380	(2,142)	-0.10%
Taxes and Assessments	33,903	39,912	6,009	17.72%
- FY 2014/15 reflects increases due to higher assessment costs				
TOTAL SERVICES & SUPPLIES	\$32,164,422	\$25,585,580	(\$6,578,842)	-20.45%

Footnotes:

[A] FY 2013/14 amounts include ongoing internal budget transfers. One-time internal budget transfers that occurred during FY 2013/14 have been reversed.



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS SAFE LIVES!

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

✓ **INSTALL**

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

✓ **INSPECT**

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

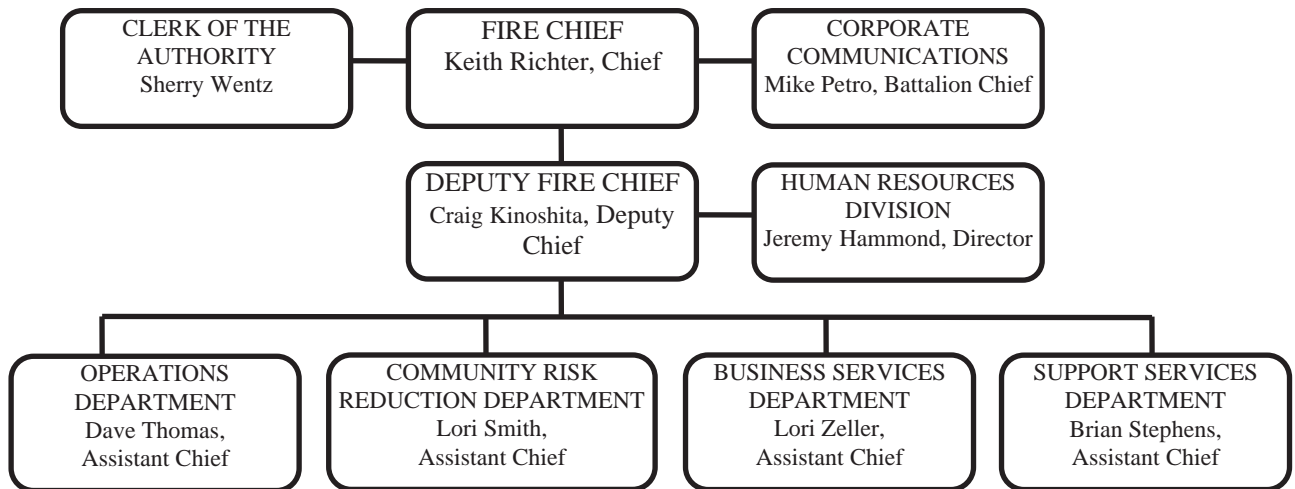
✓ **PROTECT**

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

Executive Management



EXECUTIVE MANAGEMENT



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

Executive Management

Budget Summary:

The FY 2014/15 budget for Executive Management, the Board of Directors, the Clerk of the Authority, Corporate Communications, and the Human Resources Division is \$11.44 million or a 0.4% increase over FY 2013/14. This increase is primarily driven the addition of a Director of Communications position and by increases in retirement and workers' compensation costs. Funding for 40 positions is included in the FY 2014/15 budget.

Strategic and Department Goals:

Our service delivery model is centered on continuous improvement. All services are sustainable and focused on our mission.

- Maintain organizational stability, manage internal and external perceptions, and strive to move the organization forward through implementation of the Strategic Plan.
- Work to ensure that our responses to all-risk emergencies, small and large, meet our adopted performance standards and exceed community expectations.
- Seek opportunities to sustain and improve emergency response times.
- Pursue public education and fire prevention efforts which are risk/consequence based, valued by the community, and contribute to the quality of life within Orange County.
- Implement cost containment measures with primary goals of sustaining emergency response services and minimizing cost impacts to our members.
- Continue community outreach programs to educate the public about the OCFA, how we are governed, and how the OCFA utilizes tax dollars to provide a broad range of sustainable services.

Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.

- Foster a healthy workforce which is motivated to create and sustain a safe environment for our community and our members.
- Foster a positive management/labor relationship within the OCFA.
- Encourage our members to value our proud traditions, take excellent care of one another, and collectively work to create our dynamic future through the principles described within The OCFA Way.
- Identify programs to promote continuous employee development and assist the OCFA in growing a highly qualified, skilled, and diverse workforce.
- Uphold expectations for all sections that promote craftsmanship, transparency, and accountability.

Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.

- Modernize and integrate our Information Technology systems in a way that will provide the organization and the communities we serve with user-friendly access to useful and meaningful information that contributes to our decision-making processes, and our delivery of services.
- Proceed with the Public Safety Systems Project, building on the enterprise Geographic Information System and Automatic Vehicle Location System, and integrating with Community Risk Reduction, EMS, and Records Management Systems.
- Utilize technology to improve and enhance productivity.
- Implement strategic objectives relating to technology needs.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT SUMMARY
FY 2014/15 BUDGET

Account Description	Executive Management	Board of Directors	Clerk of Authority	Corporate Communications	Human Resources	Department Total
EMPLOYEE SALARIES						
Regular Salaries	\$1,563,369	-	\$425,154	\$949,293	\$1,332,665	\$4,270,481
Backfill/Overtime	8,406	-	-	80,084	15,312	103,802
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-
Extra Help	-	-	-	-	85,629	85,629
Reserves	-	-	-	-	-	-
Other Pay	32,630	-	5,120	52,286	9,519	99,555
Sick/Vacation Payoff	141,674	-	2,926	24,043	85,211	253,854
TOTAL SALARIES	1,746,079	-	433,200	1,105,706	1,528,336	4,813,321
RETIREMENT	763,117	-	165,288	433,221	515,393	1,877,019
INSURANCE						
Employee Insurance	227,408	-	82,038	146,940	264,654	721,040
Workers' Comp	146,807	-	12,515	49,537	58,305	267,164
TOTAL INSURANCE	374,215	-	94,553	196,477	322,959	988,204
MEDICARE	22,160	-	6,279	15,929	21,135	65,503
TOTAL S&EB	2,905,571	-	699,320	1,751,333	2,387,823	7,744,047
SERVICES AND SUPPLIES	490,432	107,740	32,089	135,407	2,930,827	3,696,495
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$3,396,003	\$107,740	\$731,409	\$1,886,740	\$5,318,650	\$11,440,542
Funded Positions	9	-	5	11	15	40

Executive Management

Section: Executive Management

Section Description:

Executive Management is responsible for planning, organizing, evaluating fire and emergency services, and providing direction to all departments within the organization. Executive Management also ensures that the types and levels of services provided are consistent with the Board of Directors' policy and the adopted budget.

FY 2013/14 Accomplishments:

- Continued work to implement Strategic Plan initiatives.
- Continued to identify strategies to strengthen the OCFA's long-term fiscal health.
- Obtained approval and began implementation for an accelerated payment plan to fund OCFA's pension liability.
- Provided oversight to implement internal control enhancements and improve accountability for the OCFA's fee-funded programs.
- Pursued technology enhancements to maximize operational efficiency and firefighter safety.
- Completed numerous recruitments and promotional processes across all levels of safety ranks, from entry-level firefighters to Assistant Chief.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$2,819,315	\$2,877,012	\$2,905,571
Services and Supplies	413,319	865,532	490,432
Equipment	—	—	—
Total Executive Management	\$3,232,634	\$3,742,544	\$3,396,003
Funded Positions	9	10	9

FY 2014/15 Objectives:

- Complete implementation of the new Computer-Aided-Dispatch system and continue development of the remaining components of the Public Safety Systems Project. (Strategic Plan 3-A)
- Complete the Standards of Cover Deployment Study, and gain agreement on implementation steps and timelines for the future. (Strategic Plan 1-I)
- Complete the judicial validation process for the Second Amendment to the Amended JPA.
- Implement the steps outlined in the Action Plan addressing the recommendations in the Management Partners final report.
- Implement new Communication Plan objectives, as outlined by SAE Communications and Communications LAB.
- Pursue improvements in labor-management relations and collaborative efforts.

FY 2014/15 OCFA Adopted Budget

- Complete negotiations with the Orange County Professional Firefighters Association and the Orange County Employees Association for MOUs expiring during FY 2014/15.
- Review legal options for 2nd Amendment to the JPA. On April 7, 2014 the County of Orange filed a motion with the court seeking a ruling that the 2nd Amendment to the JPA is invalid. On August 7, 2014, the judge ruled in favor of the County of Orange, rendering the 2nd Amendment invalid. As of the publishing of this document, the Board is reviewing its legal options, including the option of pursuing an appeal.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY2014/15 Projected
Chiefs' video newsletters	12	12	12
New Board member orientations	1	1	10
Conduct Joint Labor-Management Meetings	4	6	36
Open new or replacement fire stations	-	1	1
Completion of Management Study Recommendations	n/a	n/a	15
Completion of Strategic Plan Objectives	1	3	10

Executive Management

Section: JPA Board of Directors

Section Description:

The Board of Directors establishes policy direction for the OCFA, adopts and oversees the annual operating and capital improvement budgets, and serves as the audit oversight official.

FY 2013/14 Accomplishments:

- Approved Second Amendment to the JPA Agreement to implement a revised equity model.
- Approved an accelerated paydown plan for OCFA’s unfunded pension liability.
- Formed the Human Resources Committee.
- Authorized a management study.
- Authorized appointment of a professional labor negotiator.
- Implemented use of a professional public relations firm.
- Approved a new Communications Director position.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	-	-	-
Services and Supplies	38,579	46,915	107,410
Equipment	-	-	-
Total Corporate Communications	\$38,579	\$46,915	\$107,740
Funded Positions	-	-	-

FY 2014/2015 Objectives:

- Resolve equity validation litigation.
- Negotiate new labor contracts.
- Oversee implementation of management study recommendations.
- Adoption of revised standards of cover. (Strategic Plan 1-I)
- Recruitment of new Fire Chief.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
Board of Directors meetings	7	11	11
Executive Committee meetings	10	11	11
Budget and Finance Committee meetings	10	11	11
Claims Settlement Committee meetings	5	11	11
Human Resources Committee meetings	n/a	n/a	4
Special meetings and workshops	4	6	6

FY 2014/15 OCFA Adopted Budget

Executive Management

Section: Clerk of the Authority

Section Description:

This section facilitates the Board's policymaking process, records and validates the proceedings of the Board of Directors and Committees, providing timely and thorough access to public records. The Clerk's Office ensures the legislative process is open and public by publishing and posting notices as required by law. It administers the activities pertaining to Board legislation, processes Board/Committee approved agenda items, manages public records requests, and researches and disseminates information concerning Board/Committee actions to both the OCFA staff and the public. The Clerk of the Authority is the Fair Political Practices Commission's (FPPC) filing Official/Officer for the OCFA. This office is responsible for processing all subpoenas for business records and witnesses.

FY 2013/14 Accomplishments:

- Submitted Public Records Act Claim for Payment to State in excess of \$400,000
- Increased staff capacity with Board approval of new Management Assistant position
- Conducted Stipend Survey of Surrounding Regional Agencies
- Created and implemented Clerk's Office Outlook Contact Directory (Strategic Plan 3-C)
- Created and implemented Confidential Board Member Directory
- Created and implemented Fair Political Practices Commission SharePoint Log (Strategic Plan 1-B)
- Created and implemented Board Advisory Notices Library (Strategic Plan 1-B)
- Created and implemented Board/Fire Chief Updates Library (Strategic Plan 1-B)
- Created and implemented Incident Fact Sheet (Strategic Plan 1-B)
- Developed New Employee Training Reference Materials for the Clerk's Office. (Strategic Plan 2-A, 2-C, 2-E)
- Explored Creation/Implementation of Board Member On-line Document Center. (Strategic Plan 1-B)

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$574,429	\$622,839	\$699,320
Services and Supplies	34,492	32,089	32,089
Equipment	-	-	-
Total Clerk of the Authority	\$608,741	\$654,928	\$731,409
Funded Positions	4	5	5

2014/15 Objectives:

- Implement the automated Standard Operating Procedures (SOP) review/distribution system. (Strategic Plan 3-C)
- Expand posting of FPPC documents on-line (i.e. Statements of Conflict of Interests and Ethics Training Certificates).
- Conduct Inventory of Records Storage Facility.

General Fund

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY2014/15 Projected
<i>Services</i>			
Agenda items processed	241	235	235
Minutes prepared	36	30	25
Resolutions prepared	18	10	10
Customer Satisfaction Survey			
Forms sent	38,237	35,000	35,000
Forms received & processed	8,969	8,000	8,000
Subpoenas processed	362	300	300
Public records requests completed	2,204	2,700	2,500
<i>Effectiveness</i>			
% agendas completed and ready for delivery 72 hours prior to meeting	100%	100%	100%
% minutes completed/approved by next regularly-scheduled meeting	100%	100%	100%
% of Board Resolutions meeting legal requirements	100%	100%	100%
% of Board Ordinances meeting legal requirements	NA	100%	100%
% of requests for public records responded to within the regulations of the Public Records Act	99.5%	100%	100%
% of requests for records subpoenas responded to within court requirements	100%	100%	100%
% of requests for deposition subpoenas responded to within court requirements	100%	100%	100%

FY 2014/15 OCFA Adopted Budget

Executive Management

Section: Corporate Communications

Section Description:

This section is responsible for a wide variety of programs including liaison to member cities, media relations, community relations, public education, and multi-media services. In addition, Corporate Communications provides support to the Fire Chief and Executive Management team in special projects designed to keep the general public and other governmental agencies informed about the programs and services offered by the OCFA. The section is organized into three groups: the Public Information Office (PIO), Community Relations, and Multi-Media Services.

FY 2013/14 Accomplishments:

- Continued to inform the public through effective communications and maintaining strong relationships with the media. (Strategic Plan 1-B)
- Continued to keep our partner cities and agencies informed through timely Board Advisories and personal contact. (Strategic Plan 1-B)
- Continued to keep the OCFA employees informed through the monthly production of the “OCFA Monthly Briefing” video newsletter. (Strategic Plan 1-B)
- Continued marketing and branding of the OCFA through the effective use of social media. (Strategic Plan 1-B)

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$901,642	\$1,495,191	\$1,751,333
Services and Supplies	121,903	143,006	135,407
Equipment	4,278	-	-
Total Corporate Communications	\$1,027,823	\$1,638,197	\$1,886,740
Funded Positions	6	10	11

FY 2014/15 Objectives:

- Re-organize the Corporate Communications section reflecting the addition of the Director of Communications to more effectively communicate with internal and external customers. (Strategic Plan 1-B)
- Continue to keep our partner cities, agencies, and the Board of Directors informed through timely Board Advisories and personal contact. (Strategic Plan 1-B)
- Continue to inform the public through effective communications and maintaining strong relationships with the media. (Strategic Plan 1-B)
- Continue to keep the OCFA employees informed through the monthly production of the “OCFA Monthly Briefing” video newsletter. (Strategic Plan 1-B)
- Continue marketing and branding of the OCFA through the effective use of social media. (Strategic Plan 1-B)

General Fund

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
Board advisories	20	66	75
News releases sent out	45	52	35
<i>Community Programs*</i>			
Emergency preparedness			
Community event programs	1086	1200	1300
Video news releases & PSAs	24	20	20
Community safety bulletins sent	10	12	12

Notes:

*Combined total for all educational outreach programs and community events i.e. career fairs, CERT/CEPA Programs, disaster prep, station tours, Team Fire Force Programs.

FY 2014/15 OCFA Adopted Budget

Executive Management

Section: Human Resources Division

Section Description:

The Human Resources Division includes the following functions: Employee Relations, Risk Management, and Benefits and Employee Services. The Human Resources Division provides several programs and services designed to support the OCFA and its employees in the achievement of its mission and objectives. Human Resources administers the employee relations program involving classification and compensation, recruitment and selection, labor negotiations and Memorandum of Understanding (MOU) administration, the risk management program including general liability insurance and the workers' compensation self-insurance program, employee benefits including employee insurance, and other areas essential to the management of the OCFA's human resources. Human Resources was also responsible for the WEFIT program through January 31, 2013, after which the program was realigned to the Operations Department under Emergency Medical Services (EMS) as part of the internal review and restructuring of the Human Resources Division.

FY 2013/14 Accomplishments:

- Revision and Update of Promotional Testing Process for Fire Captain and Fire Battalion Chief: Periodically the Human Resources Division reviews the testing process to ensure test content validity and reliability. This year a review of the Fire Captain and Fire Battalion Chief testing process was conducted. The review methodology was designed to comply with all prevailing technical and professional guidelines including the Standards for Educational and Psychological Testing, Uniform Guidelines on Employees Selection Procedures, the Principles for the Validation and Use of Personnel Selection Procedures and Guidelines and Ethical Considerations for Assessment Center Operations. (Strategic Plan 2-C)
- Workers' Compensation Program Assessment: After a lengthy and competitive RFP process, the workers' compensation program has a new Third Party Administrator (TPA). Effective June 1, 2014, CorVel Corporation took over the workers' compensation claims handling. With the new administration comes improved and enhanced program development in addition to saving 6.9% in annual administration costs. The OCFA anticipates an additional savings in the managed care portion of our program as well. With the implementation of the new TPA, we are able to utilize the California State Association of Counties Excess Insurance Authority indexing system as part of our insurance package at no additional cost. By using this system, we will save an additional \$3,000 to \$4,000 a year in our workers' compensation program.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$2,093,140	\$2,328,893	\$2,387,823
Services and Supplies	2,755,639	2,986,007	2,930,827
Equipment	—	—	—
Total Human Resources Division	\$4,848,779	\$5,314,900	\$5,318,650
Funded Positions	14	15	15

General Fund

FY 2014/15 Objectives:

- **Implement an Automated Performance Evaluation System:** The Orange County Fire Authority currently uses a manual process to administer and track employee performance evaluations. (Strategic Plan 2-A)
- **Develop Supervisory Guidelines Library on SharePoint Site:** The Human Resources Division has over the years developed numerous documents for supervisors/managers that serve as guidelines and aid in establishing consistent practices within the Authority, relative to HR related actions. These guidelines include subjects involving progressive discipline, conducting performance evaluations, grievance administration and other matters that are at the core of the supervisor and manager essential functions and responsibilities. As the law evolves in these areas, it becomes critical that supervisors and managers have access to the latest developments in a timely manner. (Strategic Plan 2-A, 2-C)
- **Complete Labor Negotiations with All Bargaining Units:** The existing Memoranda of Understanding with Local 3631, the Chief Officers Association and Orange County Employees' Association expire in the fiscal year and will be renegotiated.
- **Implement an Alternative Dispute Resolution Carve-Out Program:** The Alternative Dispute Resolution program is designed to 1) streamline the time it takes for industrially injured workers to receive appropriate evaluations and medical treatment; 2) provide an opportunity for early involvement of a nurse case manager to assist the injured worker through the workers' compensation process and help to facilitate the return to work process; and 3) Implement a mediation process to reduce the cost and time associated with court appearances and to resolve certain disputed workers' compensation matters in an expedited fashion.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Reopen labor agreements	None	None	2
Recruitments completed	34	45	39
Recruitment applications processed	4330	3438	3884
Liability claims	19	15	18
Workers' compensation claims	320	329	320
<i>Effectiveness</i>			
Change in workers' compensation funding requirements (excludes offsetting interest adjustment)	12,763,412	13,013,368	13,278,947
Workers' compensation savings from Medical Bill Review	4,271,694	4,485,279	4,485,279



ORANGE COUNTY FIRE AUTHORITY

Safety Message

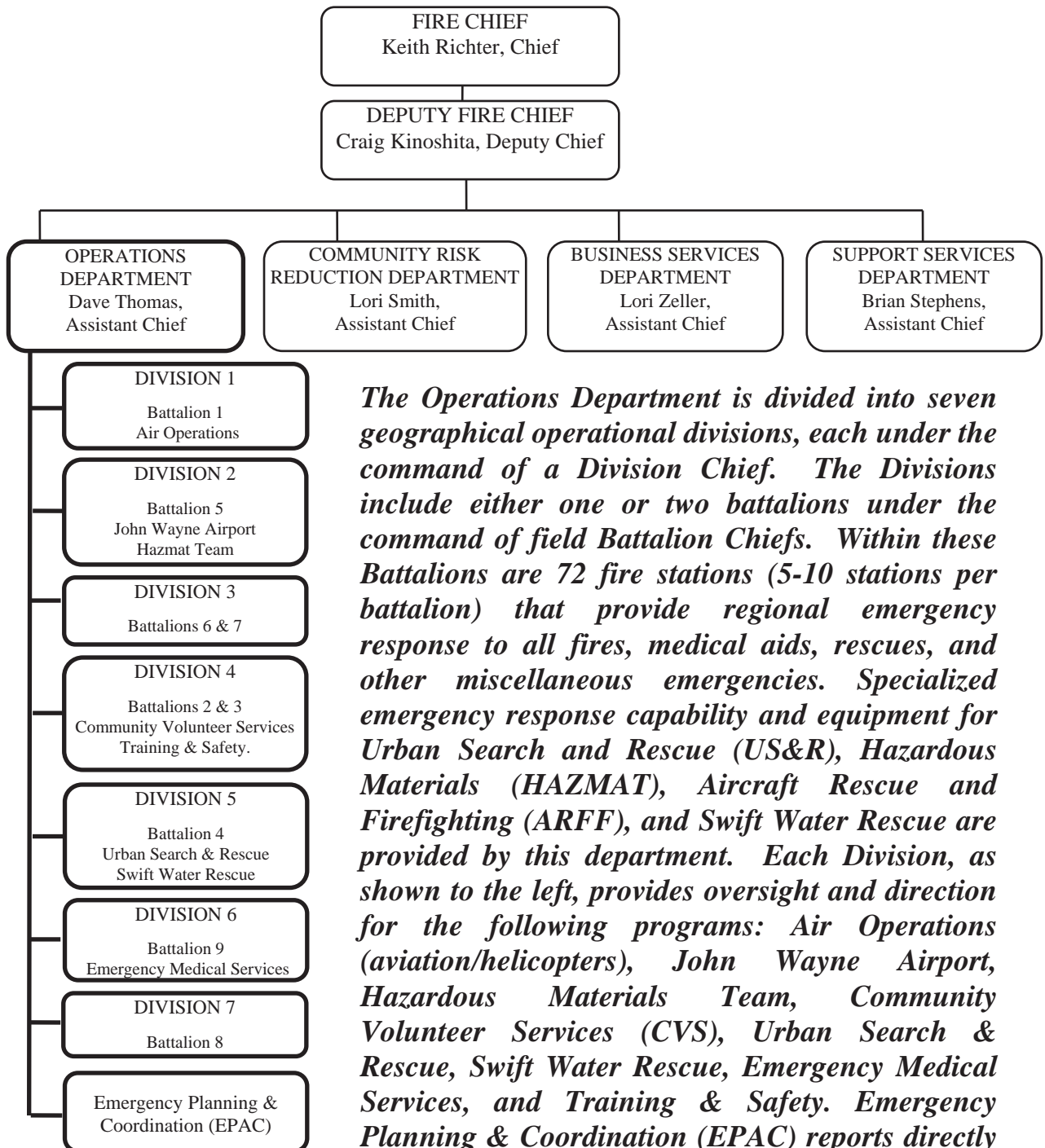
COOKING FIRES ARE PREVENTABLE

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



Operations

OPERATIONS DEPARTMENT



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

Operations Department

Budget Summary:

The FY 2014/15 budget for the Operations Department is \$240.67 million, an increase of \$7.54 million compared to FY 2013/14. Some of this increase is offset by grants and other one-time appropriations (over \$1.4 million) included in the FY 2013/14 budget but not included in FY 2014/15 since most grants, and other one-time funding, will be added during the course of the fiscal year as the Board of Directors provides approval. In FY 2014/15, the budget reflects the addition personnel costs associated with the opening of new Fire Station 56 (Village of Sendero) in January 2015, and increases in retirement, workers' compensation and insurance costs. The increase in retirement is somewhat offset by the lower benefit retirement tiers for the new hires.

During the course of FY 2013/14, the Crews and Equipment section was moved from the Operations Department to Community Risk Reduction Department for improved program management. Funding for 976 positions is included in the FY 2014/15 budget.

Strategic and Department Goals:

Our service delivery model is centered on continuous improvement. All services are sustainable and focused on our mission.

- Continue to evaluate resource response to emergencies for optimum effectiveness and efficiency.
- Evaluate and refine Criteria Based Dispatching procedures to effectively deploy appropriate resources to emergencies.
- Evaluate resource allocation matrix to specific call types for optimum efficiency in resource assignments.
- Commit to improved resource response and commitment to all emergencies.
- Continue implementation of Automatic Vehicle Location (AVL) "Closest Unit" response model.
- Improve our routine activity scheduling and calendaring to ensure appropriate community coverage and response.

Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.

- Continue to improve the use, efficiency, and effectiveness of our specialty programs.
- Continue to provide training to ensure employees are provided the knowledge and skills needed to be successful; Optimize Emergency Medical Services Training Activities Group (EMS TAG), Target Solutions, and other methodologies.

- Develop and implement processes that support personal accountability via enhanced continuous quality improvement methods.
- Focus on the effective use of community volunteers in the OCFA.
- Evaluate our current training, improvement, and mentorship practices for better efficiency and value.

Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.

- Create integrations between selected data systems and the Geographic Information System (GIS) Enterprise System.
- Continue to utilize teleconferencing and videoconferencing to provide for unit status availability.
- Improve our record keeping for mandatory training through the use records management system.
- Integrate Next Generation Incident Command System software into the OCFA Operations.
- Improve our digital mapping capabilities for field commander and planning needs.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT SUMMARY
FY 2014/15 BUDGET

Account Description	Division 1 Field/Admin	Division 1 Air Ops	Division 2 Field/Admin	Division 3 Field/Admin	Division 4 Field/Admin	Division 4 Community Volunteer Services
EMPLOYEE SALARIES						
Regular Salaries	\$7,898,949	\$589,312	\$11,907,285	\$20,487,455	\$13,934,918	-
Backfill/Overtime	3,350,329	409,596	4,332,480	7,956,722	5,930,437	-
FLSA Adjustment/Holiday Pay	565,115	-	850,066	1,476,909	1,008,717	-
Extra Help	-	-	-	46,869	-	-
Reserves	-	43,388	91,875	196,649	43,088	-
Other Pay	1,271,208	43,963	1,971,957	3,241,285	2,155,520	-
Sick/Vacation Payoff	357,818	23,511	460,813	716,761	492,149	-
TOTAL SALARIES	13,443,419	1,109,770	19,614,476	34,122,650	23,564,829	-
RETIREMENT	5,396,247	306,305	8,194,866	13,899,747	9,509,003	-
INSURANCE						
Employee Insurance	1,734,142	107,454	2,654,916	4,610,907	3,023,333	-
Workers' Compensation	1,138,008	83,689	1,636,013	2,967,732	2,020,575	-
Unemployment Insurance	4,000	-	2,000	4,000	4,000	-
TOTAL INSURANCE	2,876,150	191,143	4,292,929	7,582,639	5,047,908	-
MEDICARE	186,308	13,818	249,039	443,501	325,447	-
TOTAL S&EB	21,902,124	1,621,036	32,351,310	56,048,537	38,447,187	-
SERVICES & SUPPLIES	12,537	437,280	192,884	12,569	37,148	27,820
TOTAL BUDGET	\$21,914,661	\$2,058,316	\$32,544,194	\$56,061,106	\$38,484,335	\$27,820
Funded Positions	87	6	132	236	151	-

Note: The FY 2014/15 budget does not include funding any of the 3 US&R Grant-funded positions in Division 5: namely 1 US&R Battalion Chief, 1 Fire Equipment Technician, and 1 Senior Fire Equipment Technician.

General Fund

Division 4 Training and Safety	Division 5 Field/Admin	Division 6 Field/Admin	Division 6 Emergency Medical Services	Division 7 Field/Admin	Emergency Planning & Coordination	Department Total
\$921,625	\$9,073,030	\$13,200,094	\$1,178,259	\$8,589,933	\$141,549	\$87,922,409
94,176	3,458,910	3,819,534	44,367	3,326,157	4,813	32,727,521
-	650,162	943,439	-	610,927	-	6,105,335
-	-	-	-	-	-	46,869
-	-	-	-	-	-	375,000
156,228	1,568,408	2,390,320	99,701	1,361,686	21,232	14,281,508
44,527	275,489	111,103	39,065	245,221	-	2,766,457
1,216,556	15,025,999	20,464,490	1,361,392	14,133,924	167,594	144,225,099
522,726	6,233,037	9,067,125	555,243	5,921,059	91,121	59,696,479
179,261	2,037,607	2,905,504	181,664	1,885,731	17,081	19,337,600
78,119	1,265,052	1,826,617	76,735	1,220,089	14,337	12,326,966
-	2,000	2,000	-	2,000	-	20,000
257,380	3,304,659	4,734,121	258,399	3,107,820	31,418	31,684,566
17,483	203,287	281,806	18,735	193,002	2,425	1,934,851
2,014,145	24,766,982	34,547,542	2,193,769	23,355,805	292,558	237,540,995
477,312	78,107	9,309	1,810,993	29,442	8,401	3,133,802
\$2,491,457	\$24,845,089	\$34,556,851	\$4,004,762	\$23,385,247	\$300,959	\$240,674,797
10	102	145	12	94	1	976

FY 2014/15 OCFA Adopted Budget

Operations

Section: Division 1

Section Description:

Division 1 is comprised of one Battalion (Battalion 1) which serves the cities of Los Alamitos, Seal Beach, Westminster, and the unincorporated communities of Midway City, and Rossmoor. In addition, Division 1 assists with the provision of emergency services to Seal Beach Naval Weapons Station and the Joint Forces Training Base in Los Alamitos. The Air Operations section is also assigned to Division 1.

FY 2013/14 Accomplishments:

- Provided emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Conducted fire safety inspections of businesses, schools and public assemblies.
- Maintained cooperative environment with internal and external stakeholders to identify, address, and resolve issues of mutual concern, such as emergency access issues in Seal Beach and cross-training with allied agencies.
- Participated in community and city-sponsored events, and public education programs.
- Installed and inspected smoke alarms, and created a greater awareness of community risks. (Strategic Plan 1-B)
- Administered campaigns for Drowning Prevention. (Strategic Plan 1-B)
- Trained civilians enrolled in Community Emergency Response Teams (CERT). (Strategic Plan 1-F)
- Maintained a high state of operational readiness through ongoing training, drills and pre-emergency planning. (Strategic Plan 1-J)

Section Costs (does not include Air Operations)	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$20,800,941	\$20,651,814	\$21,902,124
Services and Supplies	4,836	12,537	12,537
Equipment	—	—	—
Total Division 1	\$20,805,777	\$20,664,351	\$21,914,661
Funded Positions	86	86	87

FY 2014/15 Objectives:

- Provide emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Conduct fire safety inspections of businesses, schools, and public assemblies.
- Address the top five fire risks within the community with a focus on Cooking Fires.
- Maintain cooperative environment with internal and external stakeholders to identify, address, and resolve issues of mutual concern.

General Fund

- Continue to participate in city-sponsored events, community activities, and public education such as “Install, Inspect, Protect - Smoke Alarm Save Lives” campaign to increase greater awareness of community risks, and conduct other campaigns for Drowning Prevention. (Strategic Plan 1-B)
- Continue to train civilians enrolled in Community Emergency Response Teams (CERT). (Strategic Plan 1-F)
- Maintain a high state of operational readiness through ongoing training, drills, pre-emergency planning, and operational readiness reviews. (Strategic Plan 1-J)
- Focus on priority projects as identified in the OCFA Strategic Plan to improve overall customer service.
- Enhance accountability through automated record-keeping programs, such as the Community Outreach Program.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Emergency incidents	12,487	11,723	12,723
Fire safety inspections *	295	2,234	1,316
Community events *	156	107	160
<i>Efficiency</i>			
% change in # of incidents	5%	-6%	8%
% change in # of inspections	-68%	657%	-41%
% change in community participation	30%	-31%	49%
Customer satisfaction survey rating	96%	96%	97%

Notes:

* The figures reflect changes in the fire safety inspection and community education programs.

- Fire Safety inspections in FY 2012/13 and FY 2013/14 are not representative of a typical year due to a pull back in inspections in the first half of the calendar year 2013, combined with a shift in the inspection program from a calendar year to a fiscal year cycle effective FY 2013/14.
- Projected FY 2014/15 figures for fire safety inspections will be the norm going forward as they reflect the new fiscal year cycle/rotation.
- The OCFA Education specialists are currently focused on developing programs for community outreach. Local engine and truck companies continue to meet the communities education needs focusing education on known risks, such as child and adult drowning, cooking fires, and smoke alarm awareness.

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Operations

Section: Air Operations (under Division 1)

Section Description:

This section is responsible for coordination of the OCFA's specialty resources which include helicopters. The OCFA currently maintains firefighting helicopters used for emergency responses throughout the year for wildland and wildland-urban interface fires and special rescues such as swift and still water rescues, medical rescue support, and disaster mitigation.

FY 2013/14 Accomplishments:

- Hosted inter-agency recurrent pilot training in Super Huey aircraft. (Strategic Plan 1-B)
- Hosted annual Night Vision Goggles exercise training event. (Strategic Plan 2-C)
- Conducted Swift Water Rescue training with each Urban Search and Rescue truck. (Strategic Plan 2-C)
- Implemented computerized tracking of helicopter maintenance. (Strategic Plan 3-A)
- Participated in large scale mass casualty exercise (John Wayne airport). (Strategic Plan 2-E)
- Participated in the development of National Standard for Aerial Firefighting. (Strategic Plan 2-C)

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$1,547,124	\$1,870,439	\$1,621,036
Services and Supplies	438,919	530,100	437,280
Equipment	8,177	-	-
Total Air Operations	\$1,994,220	\$2,400,539	\$2,058,316
Funded Positions	8	8	6

FY 2014/15 Objectives:

- Complete the purchase and implementation of a Safety Management System to increase program safety. (Strategic Plan 3-C and 3-D)
- Integrate use of iPad into initial attack responses in coordination with Battalion Chiefs. (Strategic Plan 3-C)
- Research and develop Overwater/Offshore rescue operations. (Strategic Plan 1-A)
- Develop and refine coordinated emergency medical transport procedures with Mercy Air. (Strategic Plan 1-A and 3-A)
- Continue career development by advancing Air Operations Incident Command System position qualifications. (Strategic Plan 2-C and 2-D)
- Evaluate helicopter coverage and staffing needs. (Strategic Plan 1-C and 1-D)
- Refine and finalize cost reimbursement contract agreements with United States Forest Services and Cal Fire. (Strategic Plan 1-H)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Helicopter responses/flights (Suppression)	336	376	390

Operations

Section: Division 2

Section Description:

Division 2 is comprised of one Battalion (Battalion 5), which serves the city of Irvine, and the unincorporated community of Emerald Bay. In addition, Division 2 also provides emergency services to the University of California Irvine (UCI) and the John Wayne Airport (JWA) and the Orange County Great Park. Division 2 provides administration, oversight and training for the OCFA'S Hazardous Material Response Team (HMRT) including (HazMat 4 and 79). Fire and Law Enforcement Joint Hazard Assessment Team (JHAT), and the John Wayne Airport Rescue Fire Fighting (ARFF) Services Contract. Division 2 also assumes responsibility for administration and oversight of the OCFA Explorer Program.

FY 2013/14 Accomplishments:

- Provided emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Conducted fire safety inspections of businesses, schools and public assemblies.
- Trained over 250 new Irvine Community Emergency Response Team (C.E.R.T.) Members.
- Completed contract for John Wayne Airport.
- Managed new OCFA Hazardous Material Program and implemented HazMat Restitution Plan.
- Graduated one HazMat Technician Academy.
- 7% reduction in false alarms at UCI Campus through communications and training.
- Participated in Community events including Irvine Global Festival, Korean Festival, and Veteran's Day.
- Maintained a high state of operational readiness through ongoing training, drills and pre-emergency planning. (Strategic Plan 1-J)
- Completed John Wayne Airport Tri-Annual major drill.
- Completed three full scale Active Shooter Incident Drills with John Wayne Airport.
- Continued to support Irvine non-profit foundations – Team Kids, Irvine Public Schools Foundation, and Irvine Public Security Partnership.
- Conducted one Fire Explorer Academy.
- Administered one Fire Captain's Recruitment.
- Conducted Confined Space Awareness Training for HazMat Team.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$30,037,487	\$30,513,652	\$32,351,310
Services and Supplies	133,687	397,127	192,884
Equipment	-	-	-
Total Division 2	\$30,171,174	\$30,910,779	\$32,544,194
Funded Positions	129	129	132

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FY 2014/15 Objectives:

- Meet emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Maintain a high state of operational readiness through ongoing training, drills and pre-planning. (Strategic Plan 1-J)
- Conduct required fire safety inspections of businesses, schools and public assemblies.
- Prepare for multi-agency high rise drill with Air Operations Component.
- Prepare for Mutual Threat Zone electronic table top training with Newport Beach and Laguna Beach.
- Conduct Active Shooter Incident Training with the University of California, Irvine (UCI) Police Department.
- Complete Active Shooter Incident Training with the City of Irvine Police Department.
- Conduct Training for seven new personnel for the John Wayne Airport Aircraft Rescue and Firefighting (ARFF) relief crew staffing.
- Conduct one HazMat Technician Academy – 160 hours.
- Conduct one HazMat Specialist Academy – 80 hours.
- Conduct one Fire Captain’s Recruitment.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Emergency incidents	13,460	13,785	14,474
Fire safety inspections *	311	1,158	745
Community events	194	230	245
HMRT responses	97	108	103
ARFF incident responses	511	482	497
<i>Efficiency</i>			
% change in # of incidents	5%	2%	5%
% change in # of inspections	-76%	272%	-36%
% change in community participation	-28%	19%	7%
Customer satisfaction survey rating	97%	98%	98%

Notes:

* The figures reflect changes in the fire safety inspection and community education programs.

- Fire Safety inspections in FY 2012/13 and FY 2013/14 are not representative of a typical year due to a pull back in inspections in the first half of the calendar year 2013, combined with a shift in the inspection program from a calendar year to a fiscal year cycle effective FY 2013/14.
- Projected FY 2014/15 figures for fire safety inspections will be the norm going forward as they reflect the new fiscal year cycle/rotation.

Operations

Section: Division 3

Section Description:

Division 3 is located in the southern-most portion of Orange County and is comprised of two Battalions, Battalion 6 and Battalion 7. Battalion 6 serves the cities of Dana Point, San Clemente, San Juan Capistrano, and the unincorporated areas of South County. Battalion 7 serves the cities of Mission Viejo, Rancho Santa Margarita, the unincorporated communities of Coto de Caza, Trabuco Canyon, Modjeska Canyon, Ladera Ranch, and the unincorporated areas of South County. The Division Office is also responsible for the ongoing oversight and management of the Staffing Program, Staffing Committee, and the Operations employee transfer process.

FY 2013/14 Accomplishments:

- Supported community needs through education, prevention and emergency response.
- Maintained an average 97% customer satisfaction rating.
- Conducted multi-company and multi-jurisdictional training exercises.
- Pre-planning of Wildland Urban Interface (WUI) areas.
- Contingency planning for emergency response during reconstruction of the Ortega Highway/Interstate-5 Highway bridge.
- Coordination of emergency planning and disaster response with contract cities.
- Coordination of Community Smoke Alarm Project inspections and installations.
- Training and mentorship of new employees, promoted employees, and transitioning Santa Ana Fire Department members. (Strategic Plan 2-C)
- Management and oversight of the Fire Apparatus Engineer promotional testing and academy.
- Management and oversight of the Firefighter recruitment and hiring process.
- Planning and implementation of a Seasonal Emergency Transport Unit (ET50) within the City of San Clemente.
- Evaluation of fueling of the OCFA vehicles at city facilities improved efficiencies and reduced costs.
- Management and oversight of Operations Employee Transfer process, including Sharepoint Transfer Request System and Master Post Position Rosters.
- Management, oversight and coordination of Staffing Committee meetings and upgrades to the OCFA Staffing Program.
- Participation in development and implementation of the Pendleton, Riverside County, Orange County, San Diego County (PROS) Plan for emergency response and communications.
- OCFA Representation for the San Onofre Nuclear Generating Station (SONGS) Inter-jurisdictional Planning Committee.
- Coordination of vegetation management with cities in WUI areas with city code enforcement staff.
- Reinforcement of “Ready, Set, Go!” for wildland safety and home hardening in WUI areas.

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Section Costs	FY 2012/13 Actual*	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$56,842,981	\$54,355,494	\$56,048,537
Services and Supplies	34,399	17,140	12,569
Equipment	-	-	-
Total Division 3	\$56,877,380	\$54,372,634	\$56,061,106
Funded Positions	258	232	236

*FY 2012/13 includes the Crews and Equipment section under Division 3. Crews and Equipment section was re-assigned to the Community Risk Reduction Department under Pre-Fire Management effective FY 2013/14.

FY 2014/15 Objectives:

- Meet or exceed all stated emergency response targets. (Strategic Plan 1-I)
- Improve unit response get-out and response times.
- Meet all incident reporting guidelines and expectations.
- Maintain a high state of readiness through ongoing training, drills, and pre-emergency planning. (Strategic Plan 1-J)
- Improve average customer satisfaction rating of from 97% to 98%.
- Expand community participation in the OCFA Smoke Alarm Program.
- Increase participation in community events by field crews.
- Increase participation and coordination in City emergency planning and evaluations
- Increase participation in the OCFA's "Ready, Set, Go!" Program.
- Evaluate and pre-plan all WUI vegetation areas and adjacent communities.
- Evaluate existing pre-plans and contingency plans for relevance and currency.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
Services			
Emergency incidents	20,287	20,657	21,000
Fire safety inspections *	478	4,325	2,381
Community events	214	268	300
Efficiency			
% change in # of incidents	4%	2%	2%
% change in # of inspection	-46%	805%	-45%
% change in community participation	-31%	25%	12%
Customer satisfaction survey rating	98%	97%	98%

Notes:

* The figures reflect changes in the fire safety inspection program:

Fire Safety inspections in FY 2012/13 and FY 2013/14 are not representative of a typical year due to a pull back in inspections in the first half of the calendar year 2013, combined with a shift in the inspection program from a calendar year to a fiscal year cycle effective FY 2013/14. Typical annual inspections are approximately 2,381 for Division 3. Projected FY 2014/15 figures for fire safety inspections will be the norm going forward as they reflect the new fiscal year cycle/rotation.

Operations

Section: Division 4

Section Description:

Division 4 is comprised of two Battalions. Battalion 2 provides services to the cities of Placentia, Yorba Linda, unincorporated areas of Tonner and Carbon Canyons, and Chino Hills State Park. Battalion 3 provides services to the cities of Villa Park, Tustin, a portion of Northern Irvine, and unincorporated areas of Cowan Heights, Lemon Heights, Orange Park Acres, Irvine Lake, and Silverado Canyon. Specialized resources assigned to the Division include wildland engines, swift water rescue, technical rescue, and urban search and rescue units. Other Sections assigned to Division 4 are Community Volunteer Services Section (CVS) and Operations Training and Safety.

FY 2013/14 Accomplishments:

- Provided emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Ensured all suppression personnel maintain a high state of readiness through ongoing training, operational readiness reviews, drills, and pre-emergency planning. (Strategic Plan 1-J)
- Completed all required company/battalion training. (Strategic Plan 2-C)
- Conducted required fire safety inspections.
- Interacted with partner cities and cooperating agencies to identify, address, and resolve mutual public safety concerns and issues. (Strategic Plan 1-B)
- Participated in community events, city-sponsored events, and public education programs. (Strategic Plan 1-B)
- Participated in City of Tustin's Neighborhood Improvement Task Force. (Strategic Plan 1-B)
- Provided emergency preparedness training classes to community volunteers that comprise the Community Emergency Response Teams (CERT) for the cities of Placentia, Yorba Linda, & Villa Park. (Strategic Plan 1-C)
- Attended city council meetings and staff meetings. (Strategic Plan 1-H)
- Helped to coordinate the San Bernardino, Orange, Los Angeles, and Riverside (SOLAR) drill – a large, annual interagency drill designed to prepare fire agencies for significant mutual threat wildland incidents. (Strategic Plan 2-C)
- Continued to work with the city of Yorba Linda to develop an evacuation plan for the city. (Strategic Plan 1-J)
- Coordinated with Yorba Linda emergency planners in the area of Geographic Information System (GIS) needs.
- Continued to participate in the Ready, Set, Go! Program for the area of Cowan Heights. (Strategic Plan 1-J)
- Participated in the Cowan Heights community evacuation drill. (Strategic Plan 1-J)
- Continued to participate in the various fire safe councils within the division. (Strategic Plan 1-J)

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Section Costs (does not include CVS and Training/Safety)	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$37,003,643	\$36,828,998	\$38,447,187
Services and Supplies	35,814	37,148	37,148
Equipment	-	-	-
Total Division 4	\$37,039,457	\$36,866,146	\$38,484,335
Funded Positions	151	150	151

FY 2014/15 Objectives:

- Continue to provide emergency services within the OCFA target response criteria. (Strategic Plan 1-I)
- To conduct all required fire safety inspections within the specified timeframe.
- To complete all assigned company/battalion training within the specified timeframe. (Strategic Plan 2-C)
- Continue to interact with partner cities and agencies to identify, address, and resolve mutual concerns and issues.
- Continue to participate in community events, city-sponsored activities, public education programs, city staff meetings, and council meetings.
- Continue to work with Cowan Heights and the city of Yorba Linda on wildfire preparedness.
- Continue to participate in the SOLAR mutual threat zone drill.
- Continue to participate in Tustin's Neighborhood Improvement Task Force.
- Continue to participate in the various fire safe councils within the division.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Emergency incidents	14,168	14,027	14,200
Fire safety inspections *	409	1,798	1,089
Community events	198	189	225
<i>Efficiency</i>			
% change in # of incidents	6%	-1%	1%
% change in # of inspections	-55%	340%	-39%
% change in community participation	-12%	-5%	2%
Customer satisfaction survey rating	98%	97%	98%

Notes:

* The figures reflect changes in the fire safety inspection and community education programs.

- Fire Safety inspections in FY 2012/13 and FY 2013/14 are not representative of a typical year due to a pull back in inspections in the first half of the calendar year 2013, combined with a shift in the inspection program from a calendar year to a fiscal year cycle effective FY 2013/14.
- Projected FY 2014/15 figures for fire safety inspections will be the norm going forward as they reflect the new fiscal year cycle/rotation.

Operations

Section: Community Volunteer Services (CVS) (under Division 4)

Section Description:

This section is responsible for the coordination of potentially 260 Reserve Firefighters (RFFs), who provide emergency medical aid, fire suppression and support services responding out of three stand-alone fire stations, five combination fire stations (both RFF and career personnel assigned), one RFF Fire Crew, and one RFF Helicopter Crew location. Community Volunteer Services Section also administers and coordinates the OCFA Chaplain program.

Currently the Battalion Chief assigned to a field position is also in charge the Community Volunteer Services section. The personnel costs associated with the Battalion Chief are reflected in the Operations field budget.

FY 2013/14 Accomplishments:

- Completed the development of the OCFA Fire Corps Program. (Strategic Plan 1-F)
- Continued to refine reporting criteria on the RFF program. (Strategic Plan 1-F)
- Prepared and presented comprehensive reports on the RFF program to the OCFA Board of Directors in September 2013 and March 2014. (Strategic Plan 1-F)
- Continued to see new recruiting methodology to bolster RFF membership. (Strategic Plan 1-F)
- Conducted a RFF academy. (Strategic Plan 2-C)
- Delivered patrol and water tender training. (Strategic Plan 2-C)
- Ensured that response, residency, and training requirements were being met by all RFFs. (Strategic Plan 1-F)
- Administered and coordinated the OCFA Chaplain Program. (Strategic Plan 2-F)

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$204,276	\$ -	\$ -
Services and Supplies	9,635	27,820	27,820
Equipment	-	-	-
Total Community Volunteer Services	\$213,911	\$27,820	\$27,820
Funded Positions	1	-	-

FY 2014/15 Objectives:

- Continue to refine reporting criteria on the RFF program.
- Prepare and present comprehensive reports on the RFF program to the OCFA Board of Directors on a semi-annual basis.

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- Continue to seek new recruiting methodology to bolster membership.
- Conduct one RFF academy for up to 50 recruits.
- Deliver patrol and water tender training to RFFs.
- Continue to ensure response, residency, and training requirements are being met by all RFFs.
- Continue to administer and coordinate the OCFA Chaplain Program.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
RFFs recruited/selected/trained	31	30	36
RFFs leaving the RFF program	60	42	50
RFFs provided with Emergency Medical Technician continuing education	186	175	241

Operations

Section: Training and Safety (Under Division 4)

Section Description:

This section delivers and facilitates training activities to all Operations personnel. This includes research, development, and implementation of a variety of training courses, including basic and advanced firefighter techniques, administrative and supervisory training. The Training Section coordinates and administers recruit and promotional training academies including reserve firefighters, firefighters, engineers, fire captain and chief officer academies. This section maintains a strong working relationship with Santa Ana College and the California Fire Fighter Joint Apprenticeship Commission (CFFJAC). The OCFA Training and Safety Section has been a leader in training research and development on the Orange County Training Officers board locally, and the Training Resources and Data Exchange nationally. This section also serves in a lead capacity on issues of employee and incident safety, with training officers doubling as incident Safety Officers.

FY 2013/14 Accomplishments:

- Conducted 19 Incident Command System (ICS) Classes. (Strategic Plan 2-C)
- Conducted one truck academy for Operations personnel. (Strategic Plan 2-C)
- Conducted three centralized training activities for Operations members (Auto Extrication Updates, Active Shooter Incidents & Strip Mall Ops, Tri Tech Computer Aided Dispatch Introduction). (Strategic Plan 2-C)
- Conducted one Reserve Firefighter Academy. (Strategic Plan 2-C)
- Conducted one Career Firefighter Academy. (Strategic Plan 2-C)
- Conducted one Fire Apparatus Engineer Exam and Academy. (Strategic Plan 2-C)
- Assisted with a Battalion Chief Exam. (Strategic Plan 2-D)
- Assisted with a Division Chief Exam. (Strategic Plan 2-D)
- Participated in Mobilization Exercise (MOBEX) Drill in support of Federal Emergency Management Agency (FEMA) Urban Search and Rescue (US&R) California Task Force-5 (CATF-5). (Strategic Plan 2-C)
- Successfully proposed a transition to Target Solutions as a potential Records Management System for training records and information. (Strategic Plan 2-C)
- Hosted several state-wide events, including State Fire Marshal Curriculum Review and Incident Qualification System class. (Strategic Plan 2-C)
- Coordinated all training with HazMat, US&R, and other program managers to maximize training opportunities and to minimize scheduling conflicts with quarterly operations training and Emergency Medical Services training. (Strategic Plan 2-C)

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Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$1,428,132	\$1,936,779	\$2,014,145
Services and Supplies	333,982	\$437,312	477,312
Equipment	-	-	-
Total Training and Safety	\$1,762,114	\$2,374,091	\$2,491,457
Funded Positions	9	10	10

FY 2014/15 Objectives:

- Conduct one Reserve Firefighter Academy.
- Conduct one Reserve Driver Operator Academy.
- Conduct one Reserve Officer Academy.
- Conduct at least one Truck Academy.
- Conduct three centralized training activities for Operations members. (Wildland, Operational Updates/National Institute of Standards and Technology Information, Rank Specific Updates).
- Coordinate promotional exams as needed.
- Develop battalion-level training to be delivered by local BC and companies.
- Increase Operational safety awareness through Department Safety Officer Program.
- Support increased number of “Safety After the Fact Evaluation” Reports following incident by making templates available on SharePoint.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
# of career firefighter academies	1	1	1
# of new career firefighters trained	33	35	35
# of Operations career personnel trained	1010	1010	1010
# of career engineer academies	1	2	1
# of new career engineer trained	13	30	1
# of reserve firefighter academies	1	1	1
# of new reserve firefighters trained	31	30	36
# of Operations reserve personnel trained	340	340	400
Specialized career development classes/academies	13	21	15
# of Operations personnel participating in CFFJAC	155	260	300
# of Training and Safety Bulletins distributed	10	15	15

Operations

Section: Division 5

Section Description:

Division 5 is comprised of one Battalion (Battalion 4) which serves the cities of Aliso Viejo, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, and parts of Irvine. Division 5 is also responsible for oversight, administration and training of the Department of Homeland Security (DHS)/ Federal Emergency Management Agency (FEMA) National Urban Search and Rescue (US&R) Response Program California Task Force 5 (CATF-5), the OCFA Technical Rescue Program, which includes the Swift Water/Flood Rescue Program, and the Mass Casualty Unit.

FY 2013/14 Accomplishments:

Division 5

- Initiated drowning prevention program in Laguna Hills. (Strategic Plan 1-J)
- Partnership with Laguna Beach and Newport Beach for mutual threat zone responses. (Strategic Plan 1-H)
- Partnership with OC Parks for responses into the County wilderness parks. (Strategic Plan 1-H)
- Developed information technology tools for performance monitoring. (Strategic Plan 3-C)
- Joined forces with our partner cities to identify, evaluate, and resolve mutual concerns and issues. (Strategic Plan 1-B)
- Completed Community Emergency Preparedness Academy (CEPA), Community Emergency Response Teams (CERT) and fire watch programs in Aliso Viejo, Lake Forest, and Laguna Woods. (Strategic Plan 1-J)
- Collaboration with Orange County Sheriff's Department for active shooter training drills.

DHS/FEMA US&R

- Completed acquisition of FEMA water rescue cache.
- Participated in national Urban Search and Rescue (US&R) working groups and Incident Support Team (IST).
- In cooperation with California Governor's Office of Emergency Services (Cal OES), conducted a deployment exercise with Los Angeles City (CATF-1) and Sacramento City (CATF -7) US&R Teams.
- Conducted joint training operations with Air National Guard. (Strategic Plan 2-C)
- Sponsored specialized training for members in technical search, communications, medical and logistics. (Strategic Plan 2-C)
- Deployed resources to national disasters, for example, Arkansas tornados, Colorado flooding, Washington mudslide.
- Certified personnel in canine search and rescue for deployment with CATF-5.

OCFA Technical Rescue Program

- Conducted inflatable rubber boat rescue training exercises. (Strategic Plan 2-C)
- Conducted ongoing monthly training in helicopter night rescue operations. (Strategic Plan 2-C)
- Recertified team members in Helo-aquatic operations. (Strategic Plan 2-C)
- Recruited water rescue members to improve the depth of the program.

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Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$23,526,305	\$24,475,372	\$24,766,982
Services and Supplies	460,048	637,702	78,107
Equipment	<u>136,791</u>	<u>163,200</u>	<u>-</u>
Total Division 5	\$24,123,144	\$25,276,274	\$24,845,089
Funded Positions	101	101	102

FY 2014/15 Objectives:

- Maintain a high state of readiness through on-going training, drills, and pre-emergency planning. (Strategic Plan 2-C)
- Conduct all required fire safety inspections of business, schools, and public assemblies.
- Maintain cooperative environment with internal and external stakeholders to identify, address and resolve issues of mutual concern.
- Participate in community events, city sponsored activities, and public education programs.
- Maintain strong relationship with DHS/FEMA US&R Branch Chief and US&R program office.
- Continue to pursue equitable and sustained funding for Urban Search and Rescue team CATF-5 through legislation. (Strategic Plan 1-L)
- Continue efforts to secure warehouse for CATF-5 equipment cache and vehicles.
- Implement the FY 2014/15 Federal US&R Grant. (Strategic Plan 1-K)
- Conduct joint technical training with Metro Net technical rescue companies. (Strategic Plan 1-H)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Emergency incidents	17,833	17,440	17,700
Fire safety inspections *	329	1,002	633
Community events	200	305	365
Technical Rescue Responses	43	55	55
<i>Efficiency</i>			
% change in # of incidents	3%	-2%	1%
% change in # of inspections	-64%	205%	-37%
% change in community participation	-56%	53%	20%
Customer satisfaction survey rating	98%	98%	98%

Notes:

* The figures reflect changes in the fire safety inspection program.

- Fire Safety inspections in FY 2012/13 and FY 2013/14 are not representative of a typical year due to a pull back in inspections in the first half of the calendar year 2013, combined with a shift in the inspection program from a calendar year to a fiscal year cycle effective FY 2013/14.
- Projected FY 2014/15 figures for fire safety inspections will be the norm going forward as they reflect the new fiscal year cycle/rotation.

Operations

Section: Division 6

Section Description:

Division 6 is comprised of one Battalion (Battalion 9) with ten fire stations providing primary response for fire suppression and emergency medical services to the City of Santa Ana. As part of the OCFA’s Hazardous Material Response Team, Battalion 9 maintains a fully operational HazMat Unit at Fire Station 79. Emergency Medical Services section (EMS) is also assigned to Division 6.

FY 2013/14 Accomplishments:

- Worked closely with city leadership to identify and evaluate areas of concern and issues as it relates to emergency response. (Strategic Plan 1-B).
- Attended city council meetings, city staff meetings and related community meetings as identified.
- Continued to enhance police and fire coordination with event planning and emergency response. (Strategic Plan 1-B)
- Developed a monthly fire service report and distributed city-wide as well as on the city’s web portal.
- Full operational implementation of the area command post for Division 6.
- Expanded community awareness and public safety programs that focused on risk reduction:
 - Community Event at Fire Station 75
 - Installation of smoke alarms
 - Completion of fire life safety inspections for the Orange County Safe Apartment program

Section Costs (does not include EMS)	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$33,040,930	\$33,138,,114	\$34,547,542
Services and Supplies	8,431	9,309	9,309
Equipment	-	-	-
Total Division 6	\$33,049,361	\$33,147,423	\$34,556,851
Funded Positions	147	147	145

FY 2014/15 Objectives:

- Collaborate with the Community Risk Reduction Task Force and the Red Cross to implement public safety programs.
- Implement the Fire Explorer’s Post at Fire Station 75.
- Implement the Flashover container at Centennial Park.

FY 2014/15 OCFA Adopted Budget

- Implement the fire station improvement project in the following phases:
 - Phase 1: Kitchen renovations for two (2) Fire Stations 72 and 74
Seven (7) bathroom upgrades, Fire Stations 72, 73, 74, 75, 76, 78, and 79
 - Phase 2: Replacement of four (4) roof systems for Fire Stations 72, 73, 77, and 78
 - Phase 3: Replacement of HVAC control systems for Fire Station 71
Privacy Upgrade of Fire Stations 74, 75, 76, and 78
Flooring replacement Fire Station 77
- Monitor and report key performance goals such as: response times and location of apparatus to ensure agreed upon service levels are met.
- Develop a Fire Corps Program to support Fire & Emergency Medical Service through community involvement and volunteering.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Emergency incidents	18,962	19,270	19,500
Fire safety inspections *	399	3,479	1,954
Community events	103	105	110
<i>Efficiency</i>			
% change in # of incidents	n/a**	2%	1%
% change in # of inspections	n/a**	772%	-44%
% change in community participation	n/a**	2%	5%
Customer satisfaction survey rating	96%	96%	97.0%

Notes:

- * The figures reflect changes in the fire safety inspection program.
 - Fire Safety inspections in FY 2012/13 and FY 2013/14 are not representative of a typical year due to a pull back in inspections in the first half of the calendar year 2013, combined with a shift in the inspection program from a calendar year to a fiscal year cycle effective FY 2013/14.
 - Projected FY 2014/15 figures for fire safety inspections will be the norm going forward as they reflect the new fiscal year cycle/rotation.

** Division 6 Efficiency figures are not compared to FY 2011/12 since Santa Ana joined the OCFA in April 2012.

Operations

Section: Emergency Medical Services (EMS) (under Division 6)

Section Description:

The Emergency Medical Services Section manages the delivery of medical services by the OCFA emergency medical technicians and paramedics. Essential to quality care is our continuous quality improvement (CQI) program, guided by our physician medical director and implemented by our nurse educators; “CQI” begins with providing education at both the emergency medical technician and paramedic levels for both career and reserve personnel. In addition to ongoing training, the EMS Section is a quality assurance resource through our ongoing review of patient care provided. The Section is also responsible for EMS supply and equipment evaluation and purchasing; monitoring and tracking of paramedic licensure and Emergency Medical Technician (EMT) certifications; ambulance contract administration oversight, including management of the Advance Life Support (ALS) and medical supply pass-through fees program. Additionally, the EMS Section serves as a liaison to County and State regulatory agencies, hospitals, ambulance providers and other EMS groups, such as the State Firescope EMS Committee. The Section is responsible for meeting paramedic staffing needs through recruitment, selection, support and evaluation, and accreditation of prospective paramedics. The Section participates in the review of local, state and national legislation, regulations, and policies that affect EMS. Members of the Section participate in EMS workgroups, committees and advisory boards at the County, State, and Federal levels. The Section is also responsible for our immunization and communicable disease prevention and surveillance program.

Moreover, The Wellness and Fitness (WEFIT) Program also reports to the EMS Section. The WEFIT Coordinator schedules wellness exams, coordinates the peer fitness trainers, provides employee health education and fitness programs, as well as the physical training of recruits in academies.

The Critical Incident Stress Management Program is also a component of the Emergency Medical Services Section. This program provides, proactively, professional and peer level support to our members who have been exposed to incidents that have the potential to have short and long term impact to one’s mental well-being.

FY 2013/14 Accomplishments:

- Nurse educators taught 531 scheduled, station-based EMS Training Activities Group (TAG) classes, plus numerous make-up classes over the first three quarters of the fiscal year. (Strategic Plan 2-C)
- Nurse educators taught the EMS portion of Academy 39. (Strategic Plan 2-C)
- Nurse educators taught the EMS portion of Reserve Academy 16. (Strategic Plan 2-C)
- Supported on line training through Target Solutions. (Strategic Plan 2-C and 3-C)
- The Section issued 40 EMT certificates to reserve and career personnel. (Strategic Plan 2-A)
- The Section processed 180 California paramedic license renewals. (Strategic Plan 2-A)
- Tested and selected 16 students for the January 2014 paramedic training class. (Strategic Plan 1-G and 2-C)
- Tested, selected and trained ten paramedics as part of the accreditation process. (Strategic Plan 1-G and 2-C)
- Assisted personnel with each of our 911 ambulance contractors as ambulance billing representatives in OC-MEDS to facilitate sharing of records and billing. (Strategic Plan 3-A and 3-D)
- Provided flu, tuberculosis, hepatitis, measles, mumps, rubella, tetanus, diphtheria and pertussis (Tdap), and other communicable disease immunization and surveillance. (Strategic Plan 1-M and 2-F)
- Participated in an audit process to ensure optimal control and management of our controlled medication program. (Strategic Plan 2-A and 2-B)

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- Coordinated an enhanced preventative maintenance program for the Zoll cardiac monitors. (Strategic Plan 3-C)
- Continued the evolution of Criteria Based Dispatch to optimize the efficiency of resource response. (Strategic Plan 1-G and 1-I)
- Created triage kits using Metropolitan Medical Response System (MMRS) Program grant funds, and provided training in their use for the management of multi-casualty incidents. (Strategic Plan 1-G and 2-C)
- Implemented the Electronic Controlled Medication Daily Report. (Strategic Plan 2-A, 3-A, and 3-C)
- Participating in the development of the Community Para-medicine Pilot. (Strategic Plan 1-G)
- Providing monthly cardiopulmonary resuscitation (CPR) and automated external defibrillators (AED) classes to professional staff. (Strategic Plan 2-C and 2-F)
- Provided medical education to Command Center Personnel as part of ongoing Criteria Based Dispatch Training as well as the management of active shooter incidents. (Strategic Plan 1-G and 2-C)

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$2,048,072	\$2,111,586	\$2,193,769
Services and Supplies	1,655,471	1,861,079	1,810,993
Equipment	-	-	-
Total Emergency Medical Services	\$3,703,543	\$3,972,665	\$4,004,762
Funded Positions	12	12	12

FY 2014/15 Objectives:

- Continue to evaluate and refine, in concert with Strategic Services, the deployment and delivery of EMS services. (Strategic Plan 1-G and 1-L).
- Continue to evaluate/refine Criteria Based Dispatch to optimize resource utilization. (Strategic Plan 1-G).
- Reduce work force illness and injury via our WEFIT, Immunization, and Critical Incident Stress Management (CISM) programs. (Strategic Plan 1-M and 2-F)
- Develop and implement processes that support personal accountability via enhanced continuous quality improvement methods. (Strategic Plan 2-A and 2-B)
- Continue to provide training to ensure employees are provided the knowledge and skills needed to be successful. Optimize EMS TAG, Target Solutions, and other methodologies. (Strategic Plan 2-C).
- Via OC-MEDS, I-Notify, the Public Safety System, and other emerging technology, improve information exchange between EMS and other related entities. (Strategic Plan 3-A).
- Continue to enhance the utilization of Orange County Medical Emergency Data System, and research and implement improvements in hardware & software as they become available. (Strategic Plan 3-C, 3-D).
- Continue to provide the equipment and supplies necessary to provide EMS care in the most cost effective manner. (Strategic Plan 3-C)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
Ambulance transports	63,659	61,614	61,614
ALS fees collected	3,908,936	3,539,654	3,539,654
Medical supply fees collected	1,208,599	1,030,920	1,030,920
Live instructor training hours delivered (student contact hours)	13,944	14,000	14,000
Employee participation in voluntary WEFIT program	90%	92%	92%

Operations

Section: Division 7

Section Description:

Division 7 is comprised of one Battalion, Battalion 8. Division 7 serves the cities of Cypress, La Palma, Stanton and Buena Park. Division 7 also provides oversight to the OCFA Equipment Committee.

FY 2013/14 Accomplishments:

- Coordinated development of the Operations Department budget for FY 2014/15.
- Continued to foster a collaborative environment with city staffs and the communities.
- Developed and distributed “Monthly OCFA Reports” to partner cities.
- Continued participation in community events, city sponsored activities, and public education programs.
- Coordinated Incident Command Training for the OCFA. (Strategic Plan 2-C)
- Completed large scale active shooter training with Law Partners. (Strategic Plan 2-C)
- Provided direction and oversight to the OCFA Equipment Project Team.
- Assisted with the Orange County Emergency Management Division with the development of a countywide All-Hazards Incident Management Team.
- Increased fire inspection workload by 517%. These inspections included businesses, schools, public assemblies, and multi-family dwellings.
- Provided coordination and oversight of the Battalion Chiefs promotional process.
- Assisted with Fire Captain and Division Chief promotional processes.
- Maintained a 97% customer satisfaction rating.
- Conducted multi-company and multi-jurisdictional training exercises.
- Conducted community smoke alarm inspection and installations.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$22,395,708	\$21,985,191	\$23,355,805
Services and Supplies	13,252	29,442	29,442
Equipment	_____ -	_____ -	_____ -
Total Division 7	\$22,408,960	\$22,014,633	\$23,385,247
Funded Positions	92	92	94

FY 2014/15 Objectives:

- Provide emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Conduct identified fire safety inspections.
- Coordinate Budget for FY 2015/16.

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- Maintain cooperative environment with internal and external stakeholders to identify, address, and resolve issues of mutual concern.
- Continue participation in community events, city sponsored activities, and public education programs.
- Review and provide direction and oversight to the OCFA Equipment Committee.
- Provide leadership and coordinate the development of Strategic Plan 1-H.
- Coordinate future promotional processes.
- Assist and participate in a County of Orange Point of Dispensing Drill with the City of Buena Park.
- Improve external and internal communications.
- Meet or exceed current customer satisfaction rating of 97%.
- Meet all incident reporting guidelines and expectations.
- Maintain high state of operational readiness through ongoing training, drills, and pre-emergency planning.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Emergency incidents	12,782	13,011	13,200
Fire safety inspections *	424	2,616	1,325
Community events	87	120	135
<i>Efficiency</i>			
% change in # of incidents	4%	2%	1%
% change in # of inspections	-61%	517%	-49%
% change in community participation	-42%	38%	13%
Customer satisfaction survey rating	97%	97%	98%

Notes:

- * The figures reflect changes in the fire safety inspection program.
 - Fire Safety inspections in FY 2012/13 and FY 2013/14 are not representative of a typical year due to a pull back in inspections in the first half of the calendar year 2013, combined with a shift in the inspection program from a calendar year to a fiscal year cycle effective FY 2013/14.
 - Projected FY 2014/15 figures for fire safety inspections will be the norm going forward as they reflect the new fiscal year cycle/rotation.

Operations

Section: Emergency Planning and Coordination (EPAC)

Section Description:

This program coordinates the OCFA’s emergency planning with federal, state, and local jurisdictions and agencies, manages the Department Operations Center (DOC) during major emergencies, serves as the OCFA liaison to any agency requiring information on emergency response or planning, and represents the OCFA on working task forces such as the State and Federal Terrorism Task Force, Orange County Intelligence Assessment Center, Nuclear Power Authority, and Marine Disaster. This section coordinates all United States Forest Service (USFS), California Department of Forestry (CDF) and Fire Protection contract issues, contract counties review, and automatic aid issues. This section also maintains and updates all City and County Emergency Plans, the multi-agency Mutual Aid Plan, California Emergency Management Agency (CAL EMA) Mutual Aid Plan, Orange County Fire Service Operations Area Annex and Mutual Aid Plan, and the OCFA Major Event Operations Guidebook.

FY 2013/14 Accomplishments:

- Coordination of agreements; the OCFA to other Fire Agencies. (Strategic Plan 1-H)
- Orange County Fire Service Operations Area Annex update coordination. (Strategic Plan 1-H)
- The OCFA liaison to other agencies requiring information on emergency response or planning. (Strategic Plan 1-B)
- The OCFA liaison to the Orange County Sheriff’s Department Emergency Management Division. (Strategic Plan 1-B and 1-J)
- Secured grant funding for Fire Captain assigned to the Orange County Intelligence Assessment Center (OCIAC).

Section Costs	FY 2012/13 Actual*	FY 2013/14 Budget*	FY 2014/15 Budget
Salaries and Employee Benefits	\$210,069	\$800,577	\$292,558
Services and Supplies	237,866	305,869	8,401
Equipment	<u>2,529</u>	-	-
Total Emergency Planning & Coordination	\$450,464	\$1,106,446	\$300,959
Funded Positions	-	1	1
* Includes one-time grant funding			

FY 2014/15 OCFA Adopted Budget

FY 2014/15 Objectives:

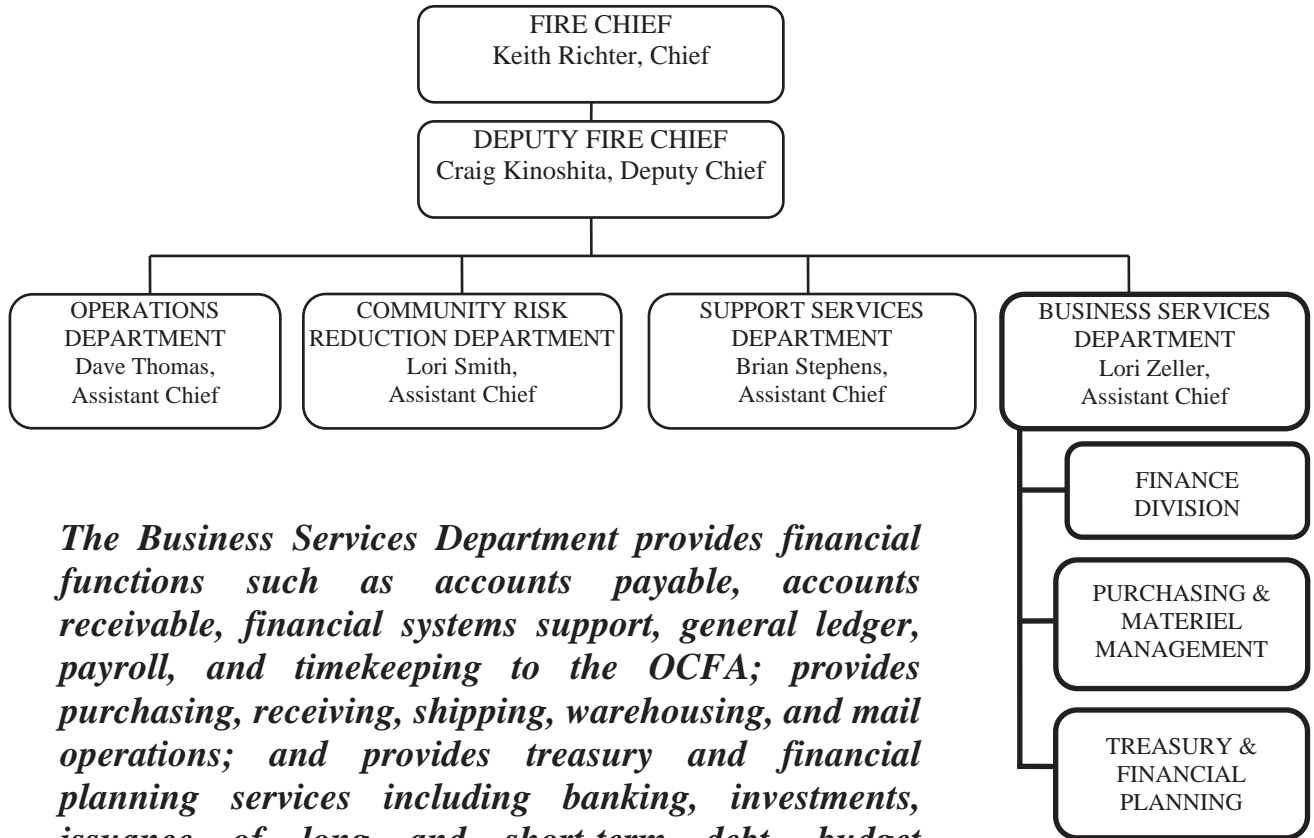
- Update Rapid Attack and Mobilization Plan.
- Update Orange County Fire Services Annex Plans and Procedures. (Strategic Plan 1-H)
- Coordinate updating of Fire Plans with Federal, State, and Local agencies. (Strategic Plan 1-H)
- Exercise Command and Control functions in simulated major disasters. (Strategic Plan 1-H and 1-J)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
SONGS Drills	1	1	1
SOPs/agreements/maps updated and distributed	6	6	6
<i>Effectiveness</i>			
# of Homeland Security grants awarded	3	3	3



Business Services

BUSINESS SERVICES DEPARTMENT



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

Business Services Department

Budget Summary:

The FY 2014/15 budget for the Business Services Department is \$33.06 million, which is an increase of 49.93% compared to FY 2013/14. The increase is primarily attributable to a one-time payment of \$18.3 million in FY 2014/15 transmitted to OCERs to paydown OCFA's unfunded pension liability. Any available fund balance in the General Fund Cash Flow Fund at the end of 2013/14 is transmitted to OCERs pursuant to a side letter agreement to the MOU between OCFA and the Orange County Professional Firefighters Association. The FY 2014/15 budget does not include grants which are added during the course of the fiscal year as the Board of Directors provides approval. The budget includes funding for 48 positions in FY 2014/15.

Strategic and Department Goals:

Our service delivery model is centered on continuous improvement. All services are sustainable and focused on our mission.

- Provide quality service to partner agencies and internal customers.
- Provide professional, effective and efficient business support services to all areas of the organization.
- Influence change throughout the organization towards conservative fiscal actions to improve future sustainability of services.
- Prepare a balanced budget and maintain a long-term financial management plan to ensure resources will meet our needs continuously into the future.
- Implement cost containment measures with primary goals of sustaining emergency response services and minimizing cost impacts to our members.

Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.

- Encourage continuous employee growth and development, using opportunities to cross-train and assist other areas of OCFA.
- Uphold expectations for all sections that promote craftsmanship, transparency, and accountability.
- Effectively communicate and coordinate financial, budgeting, forecasting, and accounting programs with all sections and members of OCFA.

Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.

- Utilize technology to improve and enhance productivity.

General Fund

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2014/15 BUDGET

Account Description	Finance Division	Materiel Management	Purchasing	Treasury & Financial Planning	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$1,840,095	\$719,355	\$456,863	\$738,761	\$3,755,074
Backfill/Overtime	3,000	41,333	-	-	44,333
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	43,690	55,310	8,381	-	107,381
Sick/Vacation Payoff	52,066	8,216	447	43,428	104,157
TOTAL SALARIES	1,938,851	824,214	465,691	782,189	4,010,945
RETIREMENT	734,359	294,206	176,334	18,573,262	19,778,161
INSURANCE					
Employee Insurance	305,213	155,117	67,606	151,995	679,931
Workers' Comp	85,979	87,011	14,497	28,594	216,081
TOTAL INSURANCE	391,192	242,128	82,103	180,589	896,012
MEDICARE	27,124	11,857	6,751	11,298	57,030
TOTAL S&EB	3,091,526	1,372,405	730,879	19,547,338	24,742,148
SERVICES AND SUPPLIES	2,959,527	2,214,783	34,468	2,209,746	7,418,524
EQUIPMENT	-	-	-	-	-
DEBT SERVICE	-	-	-	895,000	895,000
TOTAL BUDGET	\$6,051,053	\$3,587,188	\$765,347	\$22,652,084	\$33,055,672
Funded Positions	22	15	5	6	48

FY 2014/15 OCFA Adopted Budget

Business Services

Section: Finance Division

Section Description:

The Finance Division is dedicated to providing quality financial and treasury support services to other OCFA departments, employees, Board of Directors, and the citizens OCFA serves. The Division oversees the accounting, reporting, planning, and auditing of all OCFA financial records. The Division is also responsible for developing policies and procedures designed to protect and safeguard the financial assets of the OCFA. Specific responsibilities include Accounts Receivable; General Accounting (including monitoring and inventorying OCFA's fixed and controlled assets); Cost Accounting (including grants and incident restitutions); Accounts Payable (including Procurement Cards and Travel); and Payroll (including Staffing and Timekeeping). These services are intended to be provided in a timely, accurate and cost efficient manner.

FY 2013/14 Accomplishments:

- Continued to maintain a high level of internal and external customer service. (Strategic Plan 1-B)
- Continued to submit timely reimbursement requests to Federal and State agencies for incidents.
- Continued to provide operational, financial, and logistical support to the OCFA Foundation Board.
- In conjunction with Operations and ECC, oversaw ongoing modifications to existing assistance-by-hire/out-of-county claims process, including enhanced documentation requirements and written instructions.
- Coordinated various financial audits and agreed-upon procedures performed by external auditors and State/Federal agencies.
- Updated the Paramedic reimbursement rates.
- Conducted a spot check inventory of approximately 25% of OCFA's capital and controlled assets.
- Implemented additional automation into the Cal-Card, Travel, and Mileage Processes.
- Processed 1,500 Hazardous Materials Disclosure Refunds.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$2,820,407	\$3,061,036	\$3,091,526
Services and Supplies	2,955,455	3,928,083	\$2,959,527
Equipment	<u>6,152</u>	<u>-</u>	<u>-</u>
Total Finance Division	\$5,782,014	\$6,989,119	\$6,051,053
Funded Positions	22	22	22

FY 2014/15 Objectives:

- Continue to maintain a high level of internal and external customer service. (Strategic Plan 1-B)
- Continue to submit timely reimbursement requests to Federal and State agencies for incidents.
- Continue to provide operational, financial, and logistical support to the OCFA Foundation Board.
- Implement automated timekeeping for non-safety personnel.

General Fund

- Coordinate various financial audits and agreed-upon procedures performed by external auditors and State/Federal agencies.
- Update the Paramedic and Assistance-by-Hire reimbursement rates.
- Complete Community Risk Reduction fee study.
- Conduct a spot check inventory of approximately 25% of OCFA's capital and controlled assets.
- Promote continuous employee growth and development through cross training and offering opportunities to work on multidiscipline teams/projects. (Strategic Plan 2-C)
- Continue to utilize technology to improve and enhance productivity. (Strategic Plan 3-C)
- Effectively communicate and coordinate Financial and Accounting programs with all sections and members of OCFA. (Strategic Plan 1-B)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
CAFR produced	1	1	1
Payroll checks issued	1,638	1,344	1,000
Number of direct deposit checks	33,436	33,566	33,000
Total direct deposit/Payroll checks issued	35,074	34,910	34,000
Percentage of direct deposit to all paychecks	95%	96%	97%
Accounts Payable (AP) checks issued	3,816	3,166	3,100
Accounts Payable (AP) direct deposit checks issued	0	50	200
Accounts Receivable (AR) invoices issued	11,820	17,730	18,000
Cost recovery claims submitted	62	34	40
Value of cost recovery claims	\$3.9M	\$3.6M	\$3.5M
<i>Efficiency</i>			
Number of payroll checks/direct deposit issued per Payroll staff (5)	7,014	6,982	6,800
Number of AP payments issued per AP staff (4)	954	804	825
Number of invoices billed per AR staff (3.5)	2,955	4,432.5	4,500
<i>Effectiveness</i>			
Awards received for outstanding financial reporting	1	1	1
Percentage of receivables written off	61%	61%	61%
Percentage of receivables over 60 days old	13.5%	10.5%	10%
Percentage of cost recovery claims reimbursed	100	100	100

FY 2014/15 OCFA Adopted Budget

Business Services

Section: Materiel Management

Section Description:

This section (also known as the Service Center) provides shipping, receiving, and warehousing services for the OCFA; performs mail processing and delivery services; certifies and maintains self-contained breathing apparatus (SCBAs); provides repair and fabrication services on equipment, woodworking, safety garments, and tools; decals all fleet vehicles; manages the acquisition and distribution of bulk supplies and equipment; and provides logistical support for both minor and major emergencies.

FY 2013/14 Accomplishments:

- Recommended a cost efficient inventory solution including the use of a barcoding system and handheld scanners. (Strategic Plan 2-A)
- Completed 95% of vehicle decaling project (applying city seals to the cab doors on all engines, trucks, and medic vans in addition to outfitting and decaling four new Type 1 engines. (Strategic Plan 1-B)
- Provided logistical and rehab support on 250 emergency incidents.
- Provided full support of outfitting for career firefighter academy 39 and reserve firefighter academy 16 with needed supplies and gear.
- Purchased and distributed 500 new ballistic vests for suppression personnel.
- Purchased and distributed 22 new thermal imaging cameras for 15 truck companies and seven Battalion 9 engines.
- Performed annual SCBA mask fit testing for all reserve firefighters and coordinated the fit testing for career personnel with an outside vendor.
- Graduated two employees from Scott SCBA Repair Technician class. (Strategic Plan 2-C)
- Prepared and listed over 68 surplus items for sale through the online auction site, generating revenue of \$70,533 for the General Fund.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$1,337,524	\$1,402,107	\$1,372,405
Services and Supplies	2,325,566	2,367,835	2,214,783
Equipment	<u>8,620</u>	<u>172,400</u>	<u>-</u>
Total Materiel Management	\$3,671,710	\$3,942,342	\$3,587,188
Funded Positions	15	15	15

FY 2014/15 Objectives:

- Implement new FileMaker inventory and asset tracking system to allow for reliable real time inventory reporting. This will include initiating a complete barcoding system within the Service Center to help streamline the workflow and minimize redundancies. (Strategic Plan 2-A, 2-B, 3-C)

General Fund

- Create a database within FileMaker to include real time tracking of SCBA's within the OCFA.
- Create a database capturing detailed information (manufacturer, manufacture date, size, serial numbers, and maintenance records) for all turnout gear in an effort to be compliant with National Fire Protection Association (NFPA) 1851.
- Continue to support and outfit explorers with personal protective equipment throughout the year.
- Participate in the evaluation and selection process for new firefighting turnout gear.
- Outfit with personal protective equipment and provide full logistical support for career firefighter academy 40 and reserve firefighter academy 17.
- Inspect and perform thorough ladder testing on all 645 ground ladders in accordance with NFPA 1932.
- Coordinate the sale of 500 + outdated Scott SCBA's through Public Surplus.
- Outfit and decal five new type 1 fire engines, four new Tractor Drawn Ariel's (TDA's), and fourteen staff/command vehicles.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
SCBA air pack flow tests	470	500	500
Service Support 1 & V91 responses	237	250	270
Outfit and decal new fire apparatus	5	7	9
Re-number & re-decal equipment	45	55	65
Revenue from sale of surplus property	\$153,147	\$70,533	\$120,000
<i>Workload Indicators</i>			
Loan Reports	247	310	330
Material requisitions	2,159	2,200	2,300
Service requests	1,611	1,650	1,700
Office Depot orders	646	700	710
*Supply orders	457	460	300
Doorstep orders	1,410	1,600	1,700
Uniform replacement requests	720	750	800

FY 2014/15 OCFA Adopted Budget

Business Services

Section: Purchasing

Section Description:

This section administers the centralized procurement of all supplies, services, equipment, and construction services through competitive solicitations. Through centralization of procurement, the OCFA achieves standardized bidding and evaluation procedures; economies of scale on agency purchases; and ensures an open, fair and competitive procurement process. The purchasing section is also responsible for developing and administering procurement policies and procedures, the procurement card program and surplus disposition.

FY 2013/14 Accomplishments:

Purchasing has been actively involved in cost containment measures through best practices and best value procurement techniques as demonstrated in the accomplishments listed below:

- Received the Achievement of Excellence in Procurement (AEP) award for 2013 marking the fifth year OCFA has received this award. (Strategic Plan 1-A)
- Increased Purchasing staff capacity by filling approved Buyer position. (Strategic Plan 1-A)
- Issued all solicitations through Planet Bids achieving 100% of bids posted online. (Strategic Plan 3-C)
- Performed competitive solicitations, negotiations and awarded contracts for Fire Station Alarming, SharePoint Upgrade, Janitorial Services, IT Contract Staffing Services, Bond, Tax & Disclosure Counsel, Third Party Workers Compensation Administration, HVAC, Public Relations, and Design Build Contract for Fire Station 56 (Village of Sendero).
- Issued a joint RFP with the City of Anaheim for turnout clothing in an effort to aggregate purchases for better contract pricing.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$473,108	\$611,821	\$730,879
Services and Supplies	25,210	34,468	34,468
Equipment	—	—	—
Total Purchasing	\$498,310	\$646,289	\$765,347
Funded Positions	4	5	5

FY 2014/15 Objectives:

- Increase Purchasing staff capacity by filling the Assistant Purchasing Agent position (previously frozen). (Strategic Plan 1-A)
- Write and adopt a new Purchasing Ordinance based on the Model Procurement Code as recommended in the Purchasing audit report. (Strategic Plan 1-A, 2-A)
- Provide department-wide training on Purchasing guidelines and requirements. (Strategic Plan 2-C)

General Fund

- Implement a new RFP Evaluation process through utilization of the Planet Bids RFP Evaluation Module. (Strategic Plan 1-A,1-B)
- Create a Purchasing Policies and Procedures manual based on the new ordinance. (Strategic Plan 1-A, 2-C)
- Utilize the criteria in the AEP award as a benchmark for best practices in the procurement process by continually increasing the number of points received on the award annually (There are 200 points possible, with 100 points required to receive the purchasing award. Currently the OCFA submitted an application with 155 points, with the goal to increase to 160 points for 2014/15). (Strategic Plan 1-A)
- Continue professional development training for professional buying staff. (Strategic Plan 2-C, 2-D)
Reduce number of direct payments by issuing more blanket order contracts for efficiencies and cost savings. (Strategic Plan 1-B)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
AEP procurement award received	Yes	Yes	Yes
Points received for procurement award	130	155	160
Vendors registered online with OCFA	2,414	3,032	3,300
% of bids posted online	100%	100%	100%
Savings as a result of bidding or negotiations	\$380,306	\$321,460	\$385,000
<i>Workload Indicators</i>			
Number of purchase requisitions*	441	462	475
Number of direct payment requisitions	1598	1770	1350
Electronic bids issued	50	65	70
Number of formal solicitations**	7	7	20
Number of blanket orders issued	336	272	300

Notes:

* Doesn't included blanket order renewals or direct pay requests

** Required Executive Committee/Board approval

FY 2014/15 OCFA Adopted Budget

Business Services

Section: Treasury & Financial Planning

Section Description:

The Treasury and Financial Planning section is responsible for providing a variety of services including: cash management, budget, and administrative support for the OCFA. Treasury services include monitoring cash balances, making investments in compliance with the OCFA's Investment Policy, issuing and administering long and short-term debt, oversight of the Deferred Compensation program, and analytical support to the Employee Benefits Section. Financial Planning services include preparation of the budget, quarterly analysis and reporting of revenue and expenditure activities, annual reviews of the OCFA's fiscal health, financial forecasting, and special financial studies. Additional responsibilities include maintenance of lease-purchase agreements and various administrative support functions.

FY 2013/14 Accomplishments:

- Issued \$45 Million Tax and Revenue Anticipation Notes. The obligations received an SP1+ rating from Standard & Poor's Ratings Services which is their highest short term rating.
- Updated the OCFA's Long Term Liability Study for 2013 and presented it to the Board of Directors.
- Provided various analyses for current labor negotiations.
- Prepared a balanced budget and maintained a long-term financial management plan to ensure resources met our needs continuously into the future. (Strategic Plan 1-L)
- Presented the Mid-year Financial Review to the Board of Directors.
- Effectively communicated and coordinated financial reporting, budgeting, and forecasting within the OCFA.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$1,251,036	\$4,285,030	\$19,547,338
Services and Supplies	214,336	6,184,055	2,209,746
Equipment	-	-	-
Debt Service	-	-	895,000
Total Treasury and Financial Planning	\$1,456,372	\$10,469,085	\$22,652,084
Funded Positions	6	6	6

FY 2014/15 Objectives:

- Coordinate the 2014 GASB required Actuarial Study for the OCFA's Retiree Medical Plan.
- Prepare the 2014 Liability Study for the Board of Directors.
- Provide analysis for ongoing labor negotiations.
- Prepare quarterly reports for FY 2014/15 budget, monitor budget variances, and present the Mid-year Financial Review to the Board of Directors. (Strategic Plan 1-L)

General Fund

- Prepare a balanced budget for FY 2015/16.
- Maintain a long-term financial management plan and update and analyze 5-year cash flow forecast to ensure resources meet our needs continuously into the future. (Strategic Plan 1-L)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Size of portfolio (average daily balance)	\$128M	\$128M	\$120M
Size of annual TRAN issuance	n/a	n/a	\$45M
Number of investments purchased	21	18	15
Number of LAIF transactions processed	8	12	10
<i>Effectiveness</i>			
% above/(below) LAIF	0%	0%	0%
% variance in General Fund revenues compared to budget	<0.5%	<0.5%	<2.0%
% of investments made in compliance with the Investment Policy	100%	100%	100%
# of Budget awards received since 1999	14	16	18
# of principal budget documents and reports completed on time*	3	3	3

* Budget documents include the Mid-Year Financial Report, the Mid-Year Budget Adjustment, and the Adopted Budget.



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Are You Prepared?

✓ **READY**

⇒ **SET**

⇒ **GO!**

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

Take steps now to safeguard your property.

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

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

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

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

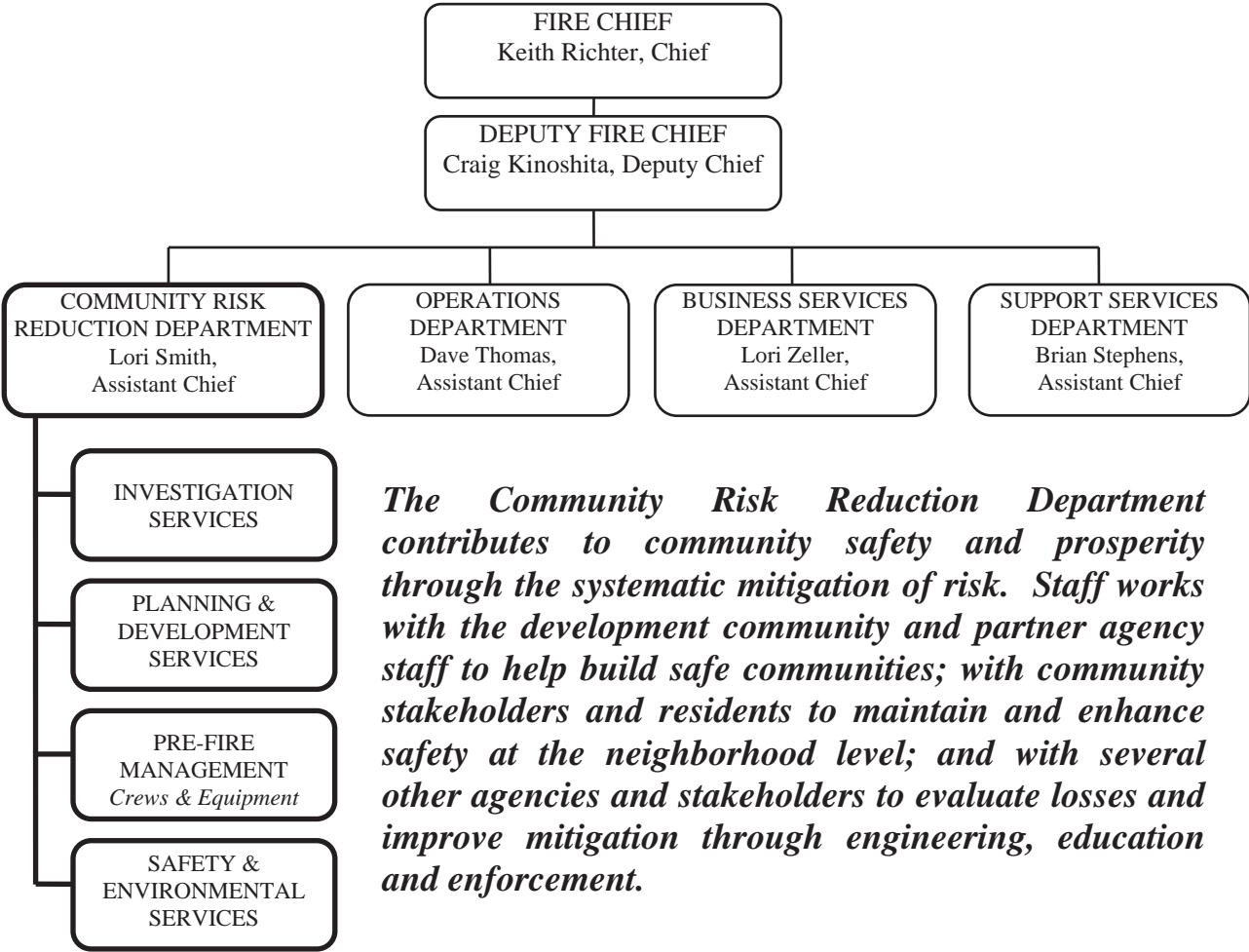
- Avoiding road congestion will give your family the best chance of surviving.
- Take your emergency kit, pets, cash, water, clothes, medicines, and other valuables.
- Go to your predetermined location (relatives, friends, or evacuation center).

For more detailed information, visit www.ReadySetGoOC.org

Community Risk Reduction



COMMUNITY RISK REDUCTION DEPARTMENT



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

Community Risk Reduction Department

Budget Summary:

The FY 2014/15 budget is \$14.7 million, a 2.1% decrease from FY 2013/14. This decrease is due to the filling of higher level positions with trainee positions and lower overtime costs, offset by higher retirement costs. The budgets also reflect the FY 2013/14 transfer of the Crews and Equipment Program from the Operations Department to the Pre-Fire Section of the Community Risk Reduction Department increasing the number of positions funded in FY 2014/15 by 26 to 98.

Strategic and Department Goals:

Reduce injuries, loss of life and loss of property.

- Identify community risk by accurate determination of fire origin and cause.
- Maintain Fire F.R.I.E.N.D.S. program until hand off to other willing agency.
- Expand the Arson Abatement Officer program to additional cities.
- Adopt and maintain code updates and training.
- Adopt a back to basics approach to inspection mandates.
- Implement the OCFA Strategic Plan: Strategic Plan objectives that will be coordinated by the Community Risk Reduction Department during FY 2014/15 include (1) Creating a Culture of Accountability; and (2) Determining the scope, level and method of wildland firefighting, prevention and education services that should be delivered by the OCFA.

Provide effective, efficient and quality service.

- Provide continuous Orange County Fire Incident Reporting System (OCFIRS) Quality Assurance and accurate reporting.
- Continue to participate in the OCFIRS conversion to the new Records Management System.
- Implement an electronic plan review system.
- Attend partner cities Development Review Committee meetings based on newly developed policies and procedures.
- Continue participation in the Records Management System development.
- Automate the Vegetation Management data collection and inspection program.

Create and maintain collaborative working relationships with internal and external customers.

- Maintain collaborative relationship with CAL FIRE and the development and implementation of the STEPP program (severity, treatment, education, planning and prevention).
- Create an effective communication network with fire, law enforcement, and related agencies (building officials, private investigators, insurance companies).
- Ensure criminal follow-up on incidents as appropriate.
- Develop and maintain prevention training tools for Operations.
- Schedule and keep quarterly meetings with Building Industry Association representatives.
- Attend regional Orange County Empire Chapter of Building Official's meetings.

Create a Community Risk Reduction team that models and is dedicated to excellence.

- Dedicate funding for an approved training matrix that is tied to section goals.
- Encourage team focus on continuous improvement through education, open dialogue and feedback.
- Seek International Code Conference certifications for Inspection and supervisor staff.
- Seek out leadership training opportunities for supervisor staff thereby encouraging succession planning.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY

COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY

FY 2014/15 BUDGET

Account Description	Investigation Services	Planning & Development	Pre-Fire Management	Safety & Environmental Services	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$956,806	\$2,434,001	\$1,892,356	\$2,251,058	\$7,534,221
Backfill/Overtime	142,031	33,206	399,550	40,217	615,004
FLSA Adjustment/Holiday Pay	47,684	-	4,815	-	52,499
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	103,648	101,161	70,423	81,453	356,685
Sick/Vacation Payoff	36,562	51,819	70,419	33,842	192,642
TOTAL SALARIES	1,286,731	2,620,187	2,437,563	2,406,570	8,751,051
RETIREMENT	603,208	966,644	961,379	859,576	3,390,807
INSURANCE					
Employee Insurance	168,938	308,166	619,232	307,806	1,404,142
Workers' Comp	100,605	98,740	198,209	79,658	477,212
Unemployment Insurance			10,000		10,000
TOTAL INSURANCE	269,543	406,906	827,441	387,464	1,891,354
MEDICARE	18,478	37,938	31,600	33,978	121,994
TOTAL S&EB	2,177,960	4,031,675	4,257,983	3,687,588	14,155,206
SERVICES & SUPPLIES	262,387	130,916	170,258	29,434	592,995
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$2,440,347	\$4,162,591	\$4,428,241	\$3,717,022	\$14,748,201
Funded Positions	9	28	33	28	98

Community Risk Reduction

Section: Investigations

Section Description:

This Investigations section is responsible for administering the following programs: Investigation Services.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$2,274,714	\$2,258,082	\$2,177,960
Services and Supplies	231,030	247,962	262,387
Equipment	-	-	-
Total Investigations	\$2,505,744	\$2,506,044	\$2,440,347
Funded Positions	10	10	9

Program: Investigation Services

Program Description: Program staff is responsible for investigating or reviewing fires and determining definitive causes for use in developing intervention strategies. After the initial origin and cause investigation is complete, follow-up investigations on criminal fires are conducted in cooperation with local, state, and federal law enforcement agencies. Criminal cases are filed with the District Attorney's Office, while juvenile-related fires may be handled through the Fire F.R.I.E.N.D.S. diversion programs. The follow-up of non-criminal fires is conducted with the cooperation of local building officials, technical experts and Community Risk Reduction staff with the intended result to reduce the reoccurrence of fires by accurately determining the root cause of all fires.

FY 2013/14 Accomplishments:

- Improved effectiveness and efficiency of operations through partnerships with both law enforcement and technical experts. (Strategic Plan 2-C)
- Worked with local school districts to reduce juvenile fire setting. (Strategic Plan 1-J)
- Improved training and tracking automated system and record keeping. (Strategic Plan 3-C)
- Continued development of law enforcement partnerships to support criminal follow up and reduction of arson incidents through patrol briefings and face-to-face contact. (Strategic Plan 2-C)
- Improved automation to increase efficiency. (Strategic Plan 3-A and 3-C)

FY 2014/15 Objectives:

- Establish standard certification levels for OCFA fire investigators. (Strategic Plan 2-C)
- Improve case filing system to enhance tracking and reporting of targeted fires. (Strategic Plan 3-C)

FY 2014/15 OCFA Adopted Budget

- Improve communication efficiencies with law enforcement partners to enhance relationship and message. (Strategic Plan 2-B)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Gather 100% of identified data on 80% of targeted fires	60%	58%	61%
Average # of investigations completed per investigator	59	53	60
<i>Effectiveness</i>			
% of cases resolved with law enforcement partnership	25%	20%	50%
% of fires identified with a definitive cause	83%	58%	80%
% of criminal cases resolved	39%	28%	30%
# of juveniles sent to diversion program	25	17	25

Community Risk Reduction

Section: Planning and Development

Section Description:

This Planning and Development section is responsible for administering the following programs: Plan Review, New Construction Inspections and Smoke Alarms.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$3,465,704	\$3,703,806	\$4,031,675
Services and Supplies	64,444	126,566	130,916
Equipment	-	-	-
	<u>\$3,530,148</u>	<u>\$3,830,372</u>	<u>\$4,162,591</u>
Total Planning and Development			
Funded Positions	25	25	28

Program: Plan Review

Program Description: This program serves as the entry point into OCFA’s planning and development process. Front counter and plan review staff work closely with the development community, as well as partner agency planning and building staff, to facilitate development and construction consistent with accepted safety practices and adopted standards. Staff reviews conceptual community design proposals, building fire protection systems, as well as specific hazardous processes to ensure that appropriate design features have been integrated into each project. Staff also facilitates the adoption and implementation of the latest fire code every three years and develops local amendments to address risks unique to Orange County. This program is closely coordinated with all partner agencies.

FY 2013/14 Accomplishments:

- Completed a modified reorganization of staff responsibilities. (Strategic Plan 1-A)
- Developed outreach documents that were distributed to contractors and architects. (Strategic Plan 1-B)
- Modified OCFA Guidelines and Information Bulletins to reflect new codes, which helps contractors, architects and owners better understand building and fire protection requirements. (Strategic Plan 1-B)
- Completed the adoption of new codes with all partner agencies. (Strategic Plan 1-A)

FY 2014/15 Objectives:

- Implement International Code Council professional certification program for plan reviewers. (Strategic Plan 2-C)
- Streamline internal processes to facilitate quicker turnaround times for plan submittals. (Strategic Plan 1-A)

FY 2014/15 OCFA Adopted Budget

- Cross train administrative staff to assist at the front counter during peak hours of operation. (Strategic Plan 2-C)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Number of plans reviewed (includes re-submittals)	6,658	7,510	8,450
<i>Effort & Efficiency</i>			
% of staff time spent on plan review (Target 60%)	43%	41%	60%
% of plan reviews completed within turn-around goals (Target 90%)	88%	83%	85%
<i>Effectiveness</i>			
# of quality control reviews	170	160	200

Community Risk Reduction

Section: Planning and Development

Program: New Construction Inspections

Program Description: This is the second major component of OCFA’s planning and development process. Staff assumes responsibility for each project once actual construction commences and works with contractors to ensure that the project is constructed in a manner consistent with adopted fire and life safety standards.

FY 2013/14 Accomplishments:

- Outreach activities included the distribution of newly developed flyers that identified the most common errors that inspectors were encountering during inspections. (Strategic Plan 1-B)
- Shifted resources from Safety and Environmental Services to Planning and Development to assist with construction inspections. (Strategic Plan 2-C)

FY 2014/15 Objectives:

- Hire, equip and train additional staffing to support anticipated increase in construction. (Strategic Plan 2-C)
- Implement International Code Council professional certification program for inspectors. (Strategic Plan 2-C)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
# of inspections completed	11,289	15,304	20,000
<i>Effort and Efficiency</i>			
# of inspections completed per week per inspector (Target is 34 inspections per week)	36	49	48
% of inspections completed within turn-around goals (Target is 100% within 2 days of request)	93%	88%	88%
<i>Effectiveness</i>			
% of new buildings protected with fire sprinklers			
• Residential Buildings	100%	100%	100%
• Commercial Buildings > 5,000 sq. ft.	100%	100%	100%
# of quality control reviews	95	150	250

FY 2014/15 OCFA Adopted Budget

Community Risk Reduction

Section: Planning & Development (P&D)

Program: Smoke Alarm

Program Description: The Smoke Alarm Program is an educational vehicle to deliver the message that working smoke alarms save lives. The program incorporates the United States Fire Administration’s campaign line of “Install • Inspect • Protect” as the precursor to the overall educational message and uses it to explain, in detail, the process of installing, inspecting, and protecting your home. The P&D Section is primarily administering this program.

FY 2013/14 Accomplishments

- Established Operations as a resource for delivering the Smoke Alarm Program in our residential communities. (Strategic Plan 2-C)
- Expanded the Smoke Alarm Program into Santa Ana. (Strategic Plan 1-J)
- Maintained our partnership with ABC7/Kidde and their annual donations of smoke alarms and promotion of the program. (Strategic Plan 1-L)

FY 2014/15 Objectives:

- Increase participation with Fire Corp. (Strategic Plan 1-F)
- Create Tools for Operations for delivering the Smoke Alarm Program. (Strategic Plan 2-C)
- Maintain our partnership with ABC7/Kidde. (Strategic Plan 1-L)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Effectiveness</i>			
# of smoke alarms installed in homes	939	2,100	3,200

Community Risk Reduction

Section: Pre-Fire Management

Section Description:

The Pre-Fire Management section is responsible for administering the following programs: Risk Analysis & Mitigation Evaluation (RAME), Automation Support, Ready, Set, Go! and Crews & Equipment.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$1,727,115	\$4,819,391	\$4,257,983
Services and Supplies	135,204	217,333	170,258
Equipment	—	—	—
Total Pre-Fire Management	\$1,862,319	\$5,036,724	\$4,428,241
Funded Positions*	13	35	33

*Increase in FY 2013/14 reflects the transfer of Crews and Equipment from Operations

Program: Risk Analysis & Mitigation Evaluation (RAME)

Program Description: The Risk Analysis & Mitigation Evaluation Program spotlights areas of risk-enabling mitigation strategies that make the most significant impact on community fire losses. RAME uses data from emergency incident reports to identify fire and life safety trends within the communities and collaborates internally and externally to develop best practice strategies to effectively minimize or eliminate these recurring issues. Developing better mitigation strategies increases the effectiveness of OCFA intervention efforts by minimizing property loss, human loss, and injuries, making Orange County a safer environment to work, play, and live.

FY 2013/14 Accomplishments:

- Established and displayed progress of Community Risk Reduction Performance Indicators. (Strategic Plan 1-B)
- Introduced demographic and psychographic targeting. (Strategic Plan 1-B)
- Expanded understanding of fire risk across OCFA and in the community. (Strategic Plan 1-B)
- Supported project teams in execution of their marketing plans. (Strategic Plan 1-B)

FY 2014/15 Objectives:

- Establish and display real-time performance measurements utilizing the TriTech CAD system. (Strategic Plan 1-B)
- Refresh demographic and psychographic profiles for risk targeting. (Strategic Plan 1-B)

FY 2014/15 OCFA Adopted Budget

- Streamline data sharing; enable OCFA data users to access necessary data immediately and easily. (Strategic Plan 1-B)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Effectiveness</i>			
% of OCFA that knows their fire risk types, what causes the risk and who is most at risk	20%	50%	65%
% of programs evaluated for risk alignment	70%	70%	100%
% of programs with established performance indicators	50%	60%	100%

Community Risk Reduction

Section: Pre-Fire Management

Program: Automation Support

Program Description: The Automation Support Program assists the Community Risk Reduction Department with automation and information needs. The mission of Automation Support is to promote and enable mission-oriented business practices through: automation and information sharing techniques, strategic business process development, and the fostering of a collaborative team environment. Automation Support assists Community Risk Reduction in creating systems and processes that are mission-driven, efficient, and sensible and that empower OCFA, its partners and the public.

FY 2013/14 Accomplishments:

- Transitioned Community Education Specialists to Corporate Communications.
- Implemented ongoing data quality improvement in IFP data streams.(Strategic Plan 3-A)
- Established business process improvements in alignment with internal audit.
- Transitioned Hazardous Materials data to Orange County Health Care Agency.
- Community Risk Reduction represented on SharePoint upgrade project team.
- Community Risk Reduction represented on 2013 Open House project team. (Strategic Plan 1-B)
- Community Risk Reduction represented on Public Safety Systems (PSS) project team. (Strategic Plan 3-A)
- The Data Quality Steering Committee Chairperson ensured accuracy in processing and reporting in the Community Risk Reduction Department. (Strategic Plan 3-C)

FY 2014/15 Objectives:

- Develop technology tools to enhance and support decision making, communication, and efficient business processes. (Strategic Plan 3-C)
- Coordinate Public Safety Systems (PSS) project to incorporate major programmatic needs and quality assurance processes to ensure quality service. (Strategic Plan 3-A)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Effectiveness</i>			
Maintain customer satisfaction score at or above 95%	90%	90%	95%
Maintain quality control score at 100%	90%	90%	100%
Meet 48 hour time requirement on automation requests	80%	80%	100%

FY 2014/15 OCFA Adopted Budget

Community Risk Reduction

Section: Pre-Fire Management

Program: Ready, Set, Go!

Program Description: Ready, Set, Go! coordinates all efforts within the OCFA specific to wildland fire prevention. The focus is to eliminate the loss of life, reduce the risk of wildfire to the communities and the environment, and reduce loss of property from wildfire.

FY 2013/14 Accomplishments:

- Established a Fire Safe Council of Orange County. (Strategic Plan 1-A)
- Continued and established new partnerships with landscape, maintenance, architect, contractor and manufacturing companies to reduce hazardous vegetation. (Strategic Plan 1-C)
- Conducted the first evacuation drill with community participation in Orange County. (Strategic Plan 1-A)
- Completed a multi-agency hazardous fuel reduction project in Peters Canyon Park through grant funding. (Strategic Plan 1-C)

FY 2014/15 Goals:

- Acquire and implement a dynamic automated tracking tool to support the Pre-Fire Management mission.
- Re-evaluate and incorporate Crews and Equipment, Wildland Fire Defense, Vegetation Management/Home Hardening, and Fuel Modification into separate programs with a common mission of wildland fire prevention under the Pre-Fire Management section. (Strategic Plan 1-C)
- Continue to expand the Fire Safe Council of Orange County. (Strategic Plan 1-A)
- Actively engage stakeholders in the establishment a county-wide Community Wildfire Protection Plan (CWPP). (Strategic Plan 1-C)
- Actively seek mutually beneficial project work to improve wildland fire suppression success. (Strategic Plan 1-C)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Effectiveness</i>			
Community wildfire risk mitigation efforts in Cowan Heights and Lemon Heights area.	50%	75%	100%
County-wide Fire Safe Council is established and takes a leadership Role in local Fire Safe Councils throughout Orange County	75%	100%	100%

Community Risk Reduction

Section: Pre-Fire Management

Program: Fuel Modification

Program Description: This specialized program complements both the Plan Review and New Construction Inspection programs for projects located in areas where vegetation poses a hazard to buildings and occupants. Staff assesses hazards and works with developers to apply special vegetation treatments and building construction features designed to reduce wildfire risk.

FY 2013/14 Accomplishments:

- Established a process to ensure the fuel modification installation meets the requirements of the plan prior to occupancy of the structure and to ensure the landowner is aware of the fuel modification zone and/or is properly educated of the importance of on-going maintenance. (Strategic Plan 1-C)
- Conducted analyses after a wildfire to determine the effectiveness of engineered fuel mod zones. (Strategic Plan 1-C)
- Contributed to community wildfire readiness through participation in Ready, Set, Go! program implementation by educating the landowner of maintenance responsibility and assisting in the creation of inspection processes. (Strategic Plan 1-C)

FY 2014/15 Objectives:

- Integrate the Fuel Modification process into Pre-Fire Management.
- Facilitate discussion on long term maintenance issues that challenge the Homeowners' Association or land owner with the development community. (Strategic Plan 1-C)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Number of plans reviewed (includes re-submittals)	64	95	125
Number of inspections completed	35	38	55
<i>Effort and Efficiency</i>			
% of inspections completed within turn-around goals (Target is 100% within 2 days of request)	95%	95%	95%
% of plan reviews completed at a rate meeting section standards	100%	85%	100%
<i>Effectiveness</i>			
% of new completed Fuel Modification installations in which owner understands and accepts maintenance responsibility	100%	100%	100%

FY 2014/15 OCFA Adopted Budget

Community Risk Reduction

Section: Pre-Fire Management

Program: Crews and Equipment

Section Description: Under the supervision of the Pre-Fire Management Battalion Chief, this section is responsible for coordination of the OCFA Hand Crew and Heavy Equipment programs. In addition to training and emergency response, Crews and Equipment are responsible for preventative mitigation projects such as fire road and fuel break construction and maintenance, as well as a variety of projects at OCFA facilities.

FY 2013/14 Accomplishments:

- Completed mutually beneficial projects with OC Parks, Southern California Edison, and Irvine Ranch Conservancy including prescribed fire, vegetation management, and roads projects. (Strategic Plan 1-C)
- Responded to numerous wildland fires within Orange County and areas within the Region.
- Provided staff and equipment to assist Operations Training and Safety with wildland and all-hazard training. (Strategic Plan 1-C)
- Provided training to OCFA Reserve Crew (Crew 18) program.
- Completed Federal Excess Personal Property (FEPP) audit/inventory and disposal of excess equipment through the General Services Administration (GSA).

FY 2014/15 Objectives:

- Evaluate the feasibility of establishing a fly-crew program using Hand Crew members and Air Operations.
- Increase the amount and scope of fuels mitigation project work and revenue.
- Increase the amount of scope and work of mutually beneficial road work and revenue.
- Further the relationships between open space stakeholders and the OCFA. (Strategic Plan 1-C)
- Evaluate and implement program improvements. (Strategic Plan 1-D)
- Continually audit/dispose of excess FEPP equipment.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Effectiveness</i>			
Evaluate and implement the Hand Crew to assist in the completion of Defensible Space and access inspections. (Strategic Initiative 1C and 1D).	25%	25%	100%
Evaluate and utilize the Crews and Equipment program to increase the success of wildland fire protection (prevention, education, and suppression) in Orange County. (Strategic Initiative 1C and 1D).	75%	75%	100%

Community Risk Reduction

Section: Safety and Environmental Services

Section Description:

This Safety and Environmental Services section is responsible for administering the following program: Inspection Services.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$3,439,219	\$3,650,778	\$3,687,588
Services and Supplies	113,483	41,601	29,434
Equipment	---	---	---
Total Investigations	\$3,552,702	\$3,692,379	\$3,717,022
Funded Positions	28	26	28

Program: Inspection Services

Program Description: Staff and firefighters work with business and building owners and managers to ensure they understand the need and process for maintaining facilities and fire/life safety systems that are safe for occupants. The program consists of annual maintenance inspections based on the occupancy classifications and associated risks. Additionally, program staff issue permits for hazardous processes and special activities.

FY 2013/14 Accomplishments:

- Transitioned the Hazardous Materials Program to the Orange County Health Care Agency.
- Developed a successful Community Risk Reduction to Operations Liaison Program. (Strategic Plan 2-C)
- Focused on staff development and back to basics training. (Strategic Plan 2-C)
- Developed and delivered monthly prevention training to Operations personnel. (Strategic Plan 2-C)
- Developed fiscal internal control and processed quality control program. (Strategic Plan 2-B)

FY 2014/15 Objectives:

- Develop a training academy for Fire Safety Specialist Trainees. (Strategic Plan 2-C)
- Develop and deliver monthly prevention training to Operations personnel. (Strategic Plan 2-C)
- Develop a cross training program for Community Risk Reduction sections. (Strategic Plan 2-C)
- Develop job expectations by classification for Safety and Environmental staff. (Strategic Plan 2-A)

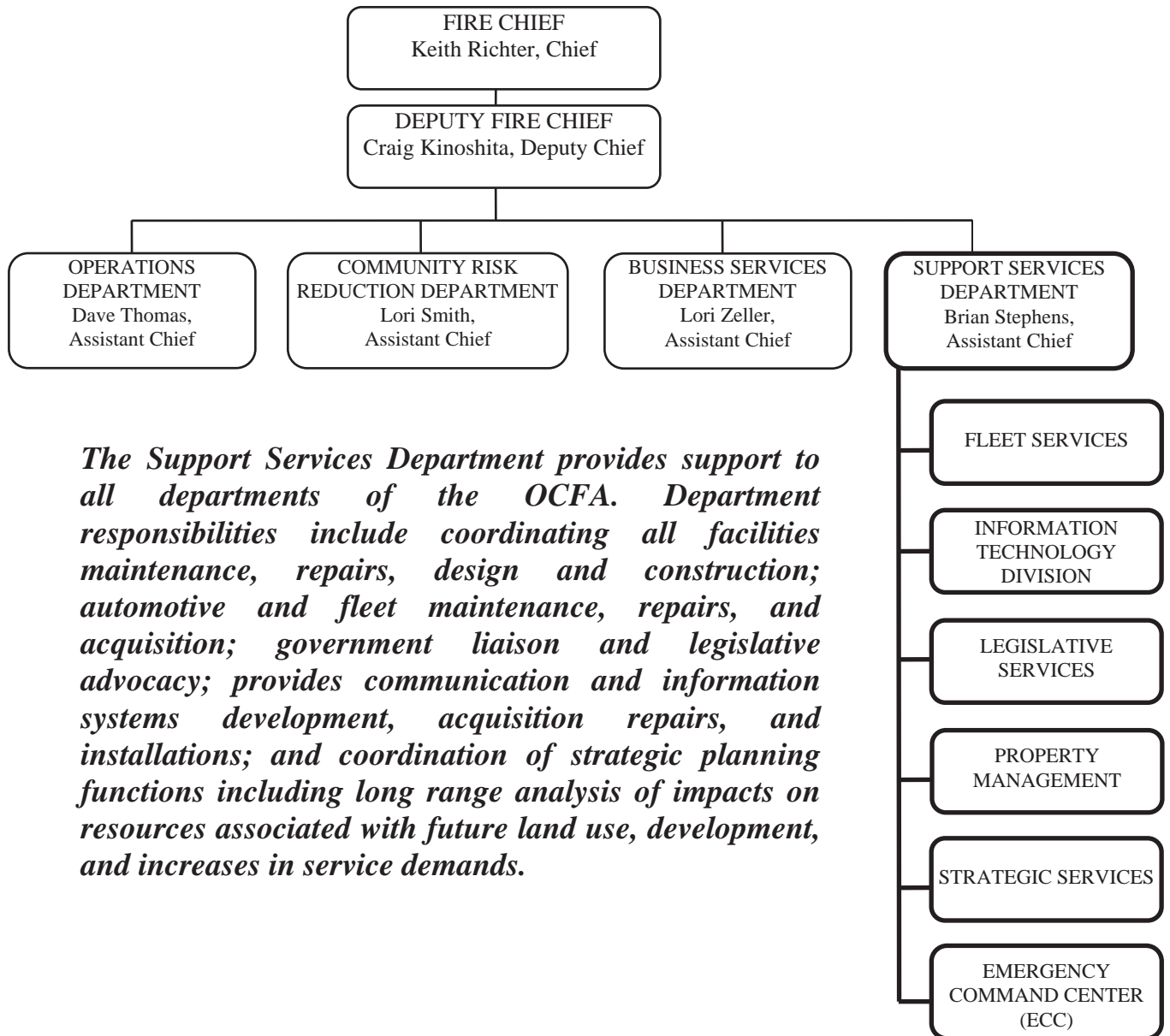
FY 2014/15 OCFA Adopted Budget

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
# of annual inspections by Community Risk Reduction	4,053	3,212	3,400
# of inspections per Inspector	338	268	283
<i>Effectiveness</i>			
% of time spent on annual inspections	80	70	70
% of permitted inspection completed	100	100	100



Support Services

SUPPORT SERVICES DEPARTMENT



The Support Services Department provides support to all departments of the OCFA. Department responsibilities include coordinating all facilities maintenance, repairs, design and construction; automotive and fleet maintenance, repairs, and acquisition; government liaison and legislative advocacy; provides communication and information systems development, acquisition repairs, and installations; and coordination of strategic planning functions including long range analysis of impacts on resources associated with future land use, development, and increases in service demands.

Support Services Department

Budget Summary:

The budget for the Support Services Department is \$24.72 million for FY 2014/15, which is an increase of 1.3%. The increase is driven by increases in retirement, workers' compensation and services and supplies costs. The budget includes funding for 88 positions.

Strategic and Department Goals:

Our service delivery model is centered on continuous improvement. All services are sustainable and focused on our mission.

- Provide support services to all Departments with excellence, efficiency, and economy.
- Continually evaluate and enhance the fire apparatus design and purchasing process.
- Coordinate the research, input, and activities associated with legislative issues affecting the OCFA and its partner communities.
- Develop and maintain a plan for the systematic improvement and replacement of facilities infrastructure.
- Implement the strategic plan and track updates.
- Utilize green measures and environmentally friendly products where appropriate.
- Secure the safety of OCFA data through continuous improvement of computer security, regular intrusion testing and audits, user training, and enforcing secure access to OCFA systems.

Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.

- Create a work plan for all sections that promotes craftsmanship and accountability.
- Effectively communicate and coordinate plans for apparatus replacement and maintenance with members of the OCFA.
- Continue collaborative efforts with Orange County and other local fire agencies to improve service delivery through increased countywide interoperable capabilities.
- Actively monitor and communicate to OCFA personnel and partner communities on legislation and grants impacting the OCFA.
- Provide for continuous preventive maintenance and repair to guaranty safe and operationally ready facilities.
- Create a collaborative team to analyze response demographics, resource deployment, and other factors that can improve service to the community.

- Fully utilize the Computer Based Training opportunities for employees that are part of OCFA enterprise software agreements.
- Work with Section Managers, develop “Super Users” within their sections who can become highly knowledgeable in the applications and workflows their Sections use.

Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.

- Develop energy efficient programs to increase awareness of usage and costs in an effort to reduce consumption of resources.
- Continue to implement and develop the AssetWorks system to evaluate the efficacy of the current Vehicle Replacement Plan and streamline the preventive maintenance process.
- Continue implementation of the Public Safety Systems replacement project.
- Develop and utilize a cross-sectional grants management team to explore all available grants and maintain information on pending or past grants utilizing available technologies.
- Implement the Facilities Repair and Management System.
- Continue building a consolidated Enterprise GIS capability that supports OCFA needs.
- Develop a mobile technology strategy that delivers critical data to employees wherever they may be working.
- Implement a Bring Your Own Device (BYOD) policy that provides employee’s flexibility to use their own devices as well as meets the needs of securing OCFA’s mission critical data.
- Deploy a redesigned website that substantially improves the customer experience and incorporates self-service features.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SUPPORT SERVICES DEPARTMENT SUMMARY
FY 2014/15 BUDGET

Account Description	ECC	Fleet Services	Information Technology	Legislative Services	Property Management	Strategic Services	Department Total
EMPLOYEE SALARIES							
Regular Salaries	\$2,327,735	\$1,523,229	\$2,438,834	\$108,242	\$628,321	\$258,661	\$7,285,022
Backfill/Overtime	1,245,216	53,087	81,584	-	6,209	3,244	1,389,340
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	30,000	-	-	-	-	30,000
Reserves	-	-	-	-	-	-	-
Other Pay	215,215	71,854	46,145	-	-	15,041	348,255
Sick/Vacation Payoff	26,417	42,868	94,477	-	10,056	9,072	182,890
TOTAL SALARIES	3,814,583	1,721,038	2,661,040	108,242	644,586	286,018	9,235,507
RETIREMENT	998,880	624,248	953,187	43,106	248,940	135,603	3,003,964
INSURANCE							
Employee Insurance	325,999	234,901	327,423	25,066	127,554	42,306	1,083,249
Workers' Comp	153,034	190,071	106,196	4,747	48,111	22,085	524,244
TOTAL INSURANCE	479,033	424,972	433,619	29,813	175,665	64,391	1,607,493
MEDICARE	53,887	24,808	34,703	1,570	9,331	2,565	126,864
TOTAL S&EB	5,346,383	2,795,066	4,082,549	182,731	1,078,522	488,577	13,973,828
SERVICES AND SUPPLIES	68,979	2,883,511	4,415,779	167,547	3,186,908	21,040	10,743,764
EQUIPMENT	-	-	-	-	-	-	-
TOTAL BUDGET	\$5,415,362	\$5,678,577	\$8,498,328	\$350,278	\$4,265,430	\$509,617	\$24,717,592
Funded Positions	32	21	24	1	8	2	88

Support Services

Emergency Command Center

Section Description:

The Emergency Command Center (ECC) is responsible for the dispatching function within the OCFA which includes receiving emergency calls via 911, radio, and other telecommunications links; the assignment, management and control of appropriate emergency response resources; the management of unassigned resources to ensure adequate coverage across our jurisdiction; and, the communication link for coordination of non-OCFA resources including ambulances, law enforcement, and other response agencies to assist with emergencies. The ECC continues to maintain the Fire Station Order (FSO) files essential for Computer Aided Dispatch (CAD) operation, and is preparing for the transition to Automatic Vehicle Location-based dispatching with the implementation of the new CAD System.

FY 2013/14 Accomplishments:

- Finalized the implementation and complete training for the new CAD System portion of the Public Safety System Project. (Strategic Plan 3-A)
- Monitored the Criteria Based Dispatch (CBD) System performance and provided quality assurance. (Strategic Plan 1-A)
- Maintained the average of 9-1-1 emergency call processing times under 60 seconds. (Strategic Plan 1-A)
- Increased job related knowledge in EMD skills, Terrorism Liaison Officer functions, Resource Ordering and Status System (ROSS), and ICS position qualification training. (Strategic Plan 2-C)
- Began process to secure state 911 funds for the procurement of the next generation 911 phone system. (Strategic Plan 3-A)
- Increased use of technology to enhance situational awareness and decision support functions. (Strategic Plan 3-A)
- Continued to coordinate VHF frequency assignments with state and federal agencies and provided radio programming services to local partner fire agencies as well as the entire OCFA.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$5,106,849	\$5,382,987	\$5,346,383
Services and Supplies	25,836	68,979	68,979
Equipment	-	-	-
Total Emergency Command Center	\$5,132,685	\$5,451,966	\$5,415,362
Funded Positions	32	32	32

FY 2014/15 Objectives:

- Complete implementation of the new TriTech CAD system and continue to closely work with the Information Technology section to support, maintain and improve the CAD system as the year continues. (Strategic Plan 3-A)
- Procure, install and go-live with a new next-generation 911 phone system.

FY 2014/15 OCFA Adopted Budget

- Continue to monitor the CBD System, closely monitoring in partnership with EMS staff the metrics and quality assurance of not only the data provided by CBD but the proper utilization of the standards of the program by the dispatcher staff to ensure quality customer service and proper service delivery along with ePCR data. (Strategic Plan 3-A)
- Continue to customize the CBD system to meet the needs of our community.
- Continue our extensive Emergency Medical Dispatching continuing education in partnership with EMS. (Strategic Plan 2-C)
- Continue to utilize the digital recording software, VoicePrint, to create digital recordings of phone and radio traffic for the use by OCFA personnel for training purposes, for media requests, and for other requests as received through the Clerk of the Authority.
- Continue to work closely with Orange County Communications to plan for major radio upgrade as early as 2016.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
Telephone call volume			
Incoming and outgoing calls	258,643	279,334	301,680
Incident volume			
Incidents dispatched	112,230	120,952	130,628
<i>Efficiency</i>			
% change in total calls	-9%	8%	8%
% change in incidents dispatched	7%	8%	8%

Support Services

Section: Fleet Services

Section Description:

The Fleet Services Section provides a full line of services to meet the needs of all vehicles and fire apparatus operated by the OCFA. The section has responsibility for all scheduled preventative maintenance, major repairs, and annual certifications on all vehicles and fire apparatus in the fleet, twenty-four hour field repair service and tire repair, renovations and upgrades needed to meet the changing equipment outfitting needs, recommending vehicle apparatus rotations in the attempt to meet mileage and life goals, and testing/certifying specialty equipment. This section also works with users to develop vehicle/apparatus specifications, and oversees the procurement, safety, manufacturing, and quality assurance of all vehicles/apparatus. Fleet Services also has the responsibility for all bulk fuel ordering and the Voyager fuel card accounts. Vehicle replacement purchases are included in the Capital Improvement Program (CIP) Fund 133.

FY 2013/14 Accomplishments:

- Developed specifications and began the purchasing process for 17 vehicles and fire apparatus. (Strategic Plan 1-B)
- Prepared and processed 17 vehicles to be surveyed. (Strategic Plan 1-B)
- Continued to evaluate alternative fuel systems that are viable in fire apparatus.
- Placed three field service trucks into service in the fleet services section. (Strategic Plan 1-B)
- Obtained preliminary costing to migrate into AssetWorks fuel delivery and accounting system in FY15/16. (Strategic Plan 1-B)
- Obtained the approval for a part-time limited term driver position in fleet services. (Strategic Plan 1-B)

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$2,488,799	\$2,625,483	\$2,795,066
Services and Supplies	3,136,070	3,124,625	2,883,511
Equipment	-	-	-
Total Fleet Services	\$5,624,869	\$5,777,108	\$5,678,577
Funded Positions	21	21	21

FY 2014/15 Objectives:

- Develop specifications and begin the procurement process of 20 vehicles and fire apparatus (Strategic Plan 1-B)
- Prepare and process 20 vehicles to be surveyed. (Strategic Plan 1-B)
- Look into and evaluate the feasibility of an additional Sr. Fire Apparatus Technician. (Strategic Plan 1-B)
- Look into right-sizing the OCFA pool vehicle fleet (Strategic Plan 1-B)
- Retrofit 22 fire apparatus with updated Class A foam systems (Strategic Plan 1-B)

FY 2014/15 OCFA Adopted Budget

- Study the effects of the part time, limited term driver position in fleet services (Strategic Plan 1-B)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Work orders processed	2359	2215	2325
Annual pump tests completed	150	110	117
U/L aerial certifications	28	17	26
Smog test completed	120	110	115
Vehicles surveyed	19	20	20
<i>Effectiveness</i>			
% change in work orders*	5%	-6%	5%

Notes:

*The decreased numbers in work orders can be attributed to increasing the preventive maintenance intervals from 5,000 miles to 7,500 miles or once a year, two vacant senior fire apparatus technician positions, and one long-term workers' compensation vacancy with an assistant fire apparatus position.

Support Services

Section: Information Technology (IT) Division

Section Description:

This section is responsible for development, operation, maintenance, and security of the OCFA's computers, network, and overall technical infrastructure; the development and support of information systems applications and databases; maintenance of centralized enterprise GIS (Geographic Information System) and mapping capabilities; and the acquisition and maintenance of emergency communications equipment. Activities include development and monitoring of IT standards and guidelines; internal and external network development and coordination; and evaluation, selection, and deployment for all computers, printers, and automation software and hardware purchases, upgrades, and replacements. Additional activities include the analysis, design, programming, implementation, maintenance and security for existing and future computer systems; oversight for the installation of radios and Mobile Data Computers (MDCs) in emergency apparatus; and oversight for fire station alarm systems. Funding for major communications and information systems replacement projects and equipment is included in Capital Improvement Program (CIP) Fund 124.

FY 2013/14 Accomplishments:

- Continued implementation of Public Safety Systems (PSS) CAD replacement project. (Strategic Plan 3-A)
- Continued contract negotiations for the Records Management System (RMS). (Strategic Plan 3-A)
- Continued SharePoint 2013 upgrade. (Strategic Plan 3-C)
- Continued to design and implement new www.ocfa.org website. (Strategic Plan 3-C)
- Created needed geospatial data for Response Areas, Exclusive Operating Areas (EOAs), City Codes, and Wildlands for new CAD. (Strategic Plan 3-A, 3-B)
- Acquired new 2013 digital orthophotography for Public Safety Systems CAD. (Strategic Plan 3-B)
- Updated 213,000 address points for emergency response vehicle routing for use in OCFA's jurisdiction. (Strategic Plan 3-A, 3-C)
- Provided quality control for digital geospatial data for 9,496 streets, 51,197 addresses in B9. (Strategic Plan 3-A, 3-C)
- Developed 78 MS SQL Server and Python scripts for GIS Workflow automation. (Strategic Plan 3-A, 3-C)
- Continued Banner HRMS/Payroll system upgrade. (Strategic Plan 3-C)
- Completed implementation of OCMEDS project including deploying 141 computer tablets. (Strategic Plan 3-D)
- Designed and developed online Procurement Card authorization process. (Strategic Plan 3-C)
- Researched private/public cloud computing technology solutions. (Strategic Plan 3-C)
- Continued to integrate mobile technologies to improve incident support capabilities. (Strategic Plan 3-C)
- Continued developing and implementing calendaring and daily activity reporting system for operations. (Strategic Plan 3-C)
- Continued transition from Mobile Data Computer data network to broadband 4G. (Strategic Plan 3-A)

FY 2014/15 OCFA Adopted Budget

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$3,681,000	\$4,007,708	\$4,082,549
Services and Supplies	3,136,070	4,071,286	4,415,779
Equipment	-	-	-
Total IT Division	\$6,851,494	\$8,078,994	\$8,498,328
Funded Positions	24	24	24

FY 2014/15 Objectives:

- Complete Public Safety Systems (PSS) CAD replacement project. (Strategic Plan 3-A)
- Finalize contract Negotiations for the Records Management System (RMS) and begin implementation. (Strategic Plan 3-A)
- Complete upgrade to SharePoint 2013. (Strategic Plan 3-C)
- Complete new www.ocfa.org website redesign. (Strategic Plan 3-C)
- Complete Banner Human Resources Management System/Payroll system upgrade. (Strategic Plan 3-C)
- Develop and implement calendaring and daily activity reporting system for operations. (Strategic Plan 3-C)
- Complete the migration of the enterprise GIS to the virtual server environment. (Strategic Plan 3-B)
- Initiate application development for Defensible Space project for Community Risk Reduction. (Strategic Plan 3-B)
- Complete the assimilation of all Santa Ana Street Address Mapping into the OCFA GIS environment. (Strategic Plan 3-B)
- Enhance functionality of the Vegetation Management app for Community Risk Reduction. (Strategic Plan 3-B)
- Complete transition from Mobile Data Computer radio data network to broadband 4G. (Strategic Plan 3-A)
- Upgrade Audio/Video equipment and capabilities in BOD room. (Strategic Plan 3-C)
- Replace ECC 9-1-1 Phone system with new 9-1-1 Voice Over Internet Protocol system. (Strategic Plan 3-C)
- Develop transition plan to Microsoft Cloud-based technology (Office 365, One drive). Strategic Plan 3-C)
- Develop and implement BYOD (Bring Your Own Device) policy. (Strategic Plan 3-C)
- Develop plan for integrating data tablets with digitized maps, plans, etc. for Operations. (Strategic Plan 3-C)

General Fund

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Computer applications & databases supported	110	130	145
Estimated users	1,343	1,341	1,341
Servers Supported	120	170	185
Network Connectivity (Switches, routers, hubs, wireless access points, data circuits)	398	408	410
Repeaters/Base Stations/Radio Controllers/Dispatch Consoles	92	92	77
PC's, laptops & printers supported	2,050	2,280	2,300
Remote users supported	1,100	1,100	1,100
Estimated monthly help desk & service calls	835	975	1,015
MDC's, Mobile modems & radios supported	3,721	3,757	3,757
Fax, pagers & telephones/cell supported	3,350	3,350	3,350
GIS-Map requests completed	321	320	325
GIS-Run maps/district maps produced	333	250	250
Estimated application development requests	1,254	1,500	1,700
Estimated monthly Intranet Site Page Hits	488,000	550,000	660,000

FY 2014/15 OCFA Adopted Budget

Support Services

Section: Legislative Services

Section Description:

The Legislative Services Section monitors legislation and regulations, and advocates the OCFA's position before federal, state, and local governing and regulating agencies. Responsibilities include seeking federal and state appropriations, providing analysis of proposed legislation for consideration by executive staff and the Board of Directors, and serving as liaison between the OCFA and elected officials at all levels. In 2010, grant administration was also assigned to Legislative Services. The Grant Administrator applies and tracks grants along with developing overall policies and procedures in line with Strategic Plan Objective 1-K.

FY 2013/14 Accomplishments:

- Completed Strategic Plan Objective 1-K and implemented new grant writing and management program. As part of the ongoing grant process the section also:
 - Completed the purchase of 16 Thermal Imaging Cameras under the Assistance to Firefighters Grant awarded by FEMA.
 - Worked with OCFA's Pre-Fire Management Section and the OCFA handcrew to coordinate major fuel removal components under California Fire Safe Council Grant for Cowan Heights.
 - Submitted grant applications for Station 41 Emergency Power Systems and truck company extrication tools.
- OCFA's new federal lobbying firm Holland & Knight was successful in obtaining ongoing federal support of OCFA US&R Task Force 5 in the amount of \$1.2 million and supporting authorizing legislation. (Strategic Plan 1-B)
- Funding to the State as a result of the State Responsibility Area fee has allowed CAL FIRE to dedicate increased funding for fuel removal in OCFA's jurisdiction. (Strategic Plan 1-J)
- OCFA's state lobbying firm Nielsen Merksamer was active on behalf of OCFA in 2014 State Budget efforts and legislation to provide funding for fireworks disposal. This included defeating legislation in 2013 that would expand firework sale periods to New Years. (Strategic Plan 1-B, 1-J)

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$156,626	\$176,772	\$182,731
Services and Supplies	151,463	167,547	167,547
Equipment	-	-	-
Total Legislative Services	\$317,089	\$344,319	\$350,278
Funded Positions	1	1	1

General Fund

FY 2014/15 Objectives:

- Continue federal lobbying efforts to support US&R program and renew federal lobbying contract.
- Seek ongoing state recreation area funds for fuel removal and other projects that support OCFA's wildland and state recreation area communities.
- Continue to seek grant funding for Station 41 Emergency Power, truck company extrication tools and other personal protective equipment as identified through the grant process.
- Actively engage in legislative efforts aligned with OCFA's Board adopted policies and communicate to the Board via ongoing board reports, lobby trips and other opportunities.

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
Grants applications	5	4	5
Grant Awards	3	2	3
Legislative positions by BOD	33	35	30

FY 2014/15 OCFA Adopted Budget

Support Services

Section: Property Management

Section Description:

The Property Management Section builds, manages, and maintains the real property and durable infrastructure of the OCFA. The Section is divided into three functions: Construction Management, Facilities Management, and Projects and Analysis. Construction responsibilities include design, planning and construction of stations built by the OCFA and planning assistance and construction consultation for developer and city built fire stations. Facilities Management oversees preventive maintenance, repair, alteration and improvement of the Regional Fire Operations and Training Center (RFOTC) and seventy-one properties throughout Orange County. Projects and Analysis manages regulatory compliance, utilities usage, conservation and special projects.

FY 2013/14 Accomplishments:

- Completed all scheduled preventive maintenance and services.
- Improved the safety, readiness and comfort of OCFA facilities. (Strategic Plan 1-B)
- Continued upgrading Santa Ana fire stations to OCFA standards. (Strategic Plan 1-B)
- Completed statutory requirements and awarded OCFA's first design build public works project for Fire Station 56 (Village of Sendero).
- Completed a cooperative project with the City of Tustin for the construction of Fire Station 37.
- Initiated the (continuing) upgrade of all fire station fire alarm systems. (Strategic Plan 1-B)
- Managed utilities within budget.
- Continued all regulatory compliance.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$1,029,104	\$1,057,212	\$1,078,522
Services and Supplies	2,837,763	3,186,908	3,186,908
Equipment	—	—	—
Total Property Management	\$3,866,867	\$4,244,120	\$4,265,430
Funded Positions	8	8	8

FY 2014/15 Objectives:

- Construct Fire Station 56 (Village of Sendero).
- Complete design planning for the extension of emergency power circuits for the RFOTC. (Strategic Plan 1-B)
- Complete the Community Development Block Grant Santa Ana fire station privacy upgrades. (Strategic Plan 1-B)
- Continuously improve OCFA facilities safety, readiness and comfort. (Strategic Plan 1-B)
- Continuously improve customer service. (Strategic Plan 1-B)
- Continuously improve utilities conservation.
- Initiate alternative energy usage and generation.

General Fund

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Repairs processes	1,497	1,352	1,400
Maintenance processes	910	929	900
New construction	-	2	1
Alteration & Improvements			
Projects completed	34	73	70
<i>Efficiency</i>			
% of Fire stations inspected	100%	100%	100%

FY 2014/15 OCFA Adopted Budget

Support Services

Section: Strategic Services

Section Description:

The Strategic Services Section is responsible for the coordination and management of advance and strategic planning efforts within the OCFA. Areas of responsibility include analyzing and monitoring impacts of development, annexation and incorporations, initiating agreements with developers for acquisition of new facilities, and researching demographic issues in order to determine appropriate service levels and benchmarks. This section also coordinates the OCFA Strategic Plan, responds to requests for parcel, station locations, Insurance Services Office (ISO) ratings and demographic information, and prepares proposals for fire service, accreditation and special reports as required.

FY 2013/14 Accomplishments:

- Completed data research, risk identification, and recommendations for the deployment study. (Strategic Plan 1-I)
- Developed 80th and 90th percentile in response time for compliance adjustment (Strategic Plan 1-I)
- Prepared Commission on Fire Accreditation International (CFAI) accreditation compliance and work plans for executive staff. (Strategic Plan 1-I)
- Monitored Heritage Fields and Planning Area 40 as land develops further and ensured permanent Fire Station 20 (Irvine) is included in development plans. (Strategic Plan 1-B)
- Worked with Support Services Staff in the development timeline for equipment purchase and staffing of Fire Station 56 (Village of Sendero). (Strategic Plan 1-B)
- Continued working with the Rancho Mission Viejo Company as land develops in Ranch Project Area 2 and 3 for Fire Station 67 placement. (Strategic Plan 1-B)
- Continued monitoring the 2010- 2015 Strategic Plan Objectives.

Section Costs	FY 2012/13 Actual	FY 2013/14 Budget	FY 2014/15 Budget
Salaries and Employee Benefits	\$460,407	\$471,118	\$488,577
Services and Supplies	231,395	21,040	21,040
Equipment	-	-	-
Total Strategic Services	\$691,802	\$492,158	\$509,617
Funded Positions	2	2	2

FY 2014/15 Objectives:

- Maintain developer contribution tracking for Heritage Fields District 1 and Baker Ranch continued development. (Strategic Plan 1-B)
- Determine site location for Fire Station 67 (Rancho Mission Viejo) and finalize design and apparatus purchase. (Strategic Plan 1-B)

General Fund

- Complete file system restructure with archiving of past projects. (Strategic Plan 2-A)
- Provide performance measure guidelines for system improvements and annual baseline measures. (Strategic Plan 1-I)
- Complete 4th Accreditation Compliance Report and update Self Assessment Manual for full accreditation process. (Strategic Plan 1-I)
- Automate reporting with new statistics program. (Strategic Plan 2-B, 3-A)
- Continue negotiations and finalize Fire Station20 (Irvine) location, design, and apparatus purchase. (Strategic Plan 1-B)

Measurements:	FY 2012/13 Actual	FY 2013/14 Estimated	FY 2014/15 Projected
<i>Services</i>			
Complete CEQA process	-	-	1
Complete CEQA reviews	43	50	50
LAFCO reviews	5	3	3
Complete Secured Fire Protection Agreement (SFPA) process	6	6	6
Update modeling and database structure	2	2	2
Complete deployment analysis & follow-up studies	9	3	3
<i>Efficiency</i>			
Provided review/response within CEQA timeframes	98%	98%	98%
Update database structure within 90 days of changes or data availability	100%	100%	100%
Provide feedback to customer service inquiries within one week or less	100%	100%	100%



ORANGE COUNTY FIRE AUTHORITY

Safety Message

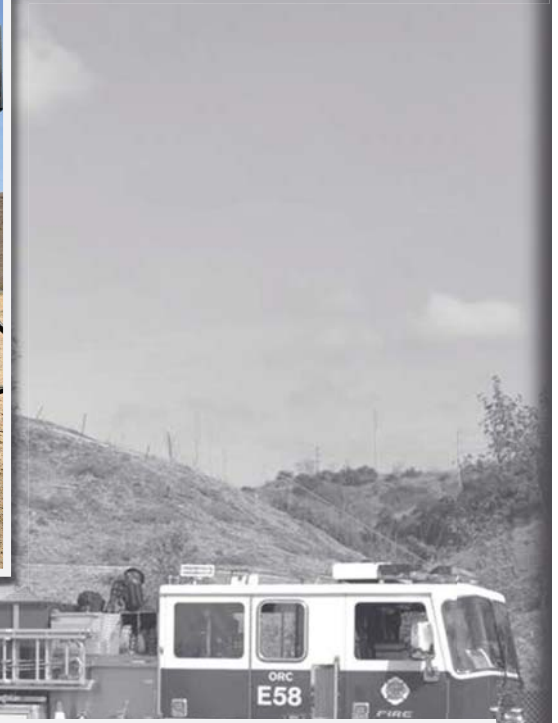
FIREPLACE SAFETY

✓ **SAFETY PRECAUTIONS**

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

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

Capital Improvement Program



Station 56 Groundbreaking Ceremony

Capital Improvement Program Overview

INTRODUCTION

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

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

CAPITAL IMPROVEMENT PROGRAM FUNDS

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

- **Fund 122 – Facilities Maintenance and Improvement**
This fund accounts for those costs associated with significant maintenance, alterations and improvement of facilities.
- **Fund 123 – Facilities Replacement**
This fund accounts for major construction of new and replacement fire stations.
- **Fund 124 – Communications and Information Systems Replacement**
This fund accounts for replacement of communications equipment and information systems equipment and software.
- **Fund 133 – Vehicle Replacement**
This fund accounts for replacement of the OCFA's fleet of vehicles, helicopters and defibrillators.

FY 2014/15 OCFA Adopted Budget

CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS

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

- Annual assessment of station readiness – this is completed by the Operations Department to determine needed repair, alterations and improvements.
- Ten-year projection of new stations – this projection is completed by the Strategic Services section based on development activity and changes in service area requirements
- Information Technology Master Plan – this plan, completed in FY 2005/06, provided the guidelines for Information Technology (IT) projects is reviewed annually
- Vehicle Replacement Plan – this plan is updated annually by the Fleet Services section taking into account age and mileage of vehicles

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

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

CIP FUNDING

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

- Interest projections are based on the same assumptions used for the General Fund, which is an interest rate of 0.25%, applied to projected cash balances. The Five-Year Forecast assumes 0.25% in FY 2014/15, 1.0% for 2015/16, 1.5% for 2016/17 and 2.0% thereafter.
- Cash contract city contributions to the CIP funds are calculated along with the charge for service as provided by the First Amendment to the Amended Joint Powers Agreement and discussed in the General Fund Revenue Assumptions section of this document. The total charge to the cities is subject to a 4.5% cap identified in the JPA Agreement with the exception of the facilities maintenance charge, which is subject to a cap of \$15,000 per station per year. The facilities'

Capital Improvement Program

maintenance charge is estimated at \$298,000 based on 27 cash contract city stations and is reflected in Fund 122 – Facilities Maintenance and Improvement Fund. This charge is similar to a revolving fund and will be adjusted based on actual expenditures following the close of FY 2013/14. Cash contract cities’ participation in the vehicle depreciation program will generate about \$1.4 million to Fund 133 – Vehicle Replacement Fund in FY 2014/15. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total cash contract city charges.

Below is a matrix reflecting project funding for FY 2014/15:

FY 2014/15				
Fund	Revenue	Operating Transfer from GF	Use of Fund Balance	TOTAL
Fund 122 - Fac. Maintenance & Improv.	\$303,848	-	\$970,650	\$1,274,498
Fund 123 - Facilities Replacement	22,618	-	-	22,618 (A)
Fund 124 - Comm. & Info. Systems Replc.	23,109	584,592	2,104,388	2,712,089
Fund 133 - Vehicle Replacement	1,431,119	-	5,877,698	7,308,817

(A) Funding source exceeds expenditures for the fiscal year. Excess funding is reflected in ending balance for future project needs.

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

CAPITAL IMPROVEMENT PROGRAM EXPENDITURES

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

- Capital assets are tangible items that cost \$5,000 or more including installation, freight, sales tax and other related costs. A capital asset item must retain an individual or separate identity throughout its useful life of more than one year. Items that are permanently installed in a building or other structure and not intended to be removed are considered part of the building and are generally added to the overall costs of the building. Examples of capital assets include fire engines and business system servers.
- Controlled assets/equipment refers to items that cost less than \$5,000 and require custodial oversight to ensure safeguarding and proper use. These items have a useful life of more than one year, are portable and include equipment for which control measures enhance the OCFA’s ability to safeguard and manage assets. Examples include desktop computers, laptop computers, thermal-imaging cameras, audio-visual and radio equipment.

FY 2014/15 OCFA Adopted Budget

- Other asset classifications include items other than equipment including land, buildings and improvements and construction work-in-progress.
 - ✓ Land includes purchase price, legal fees, site preparation costs, demolition of unwanted structures on all land parcels purchased or otherwise acquired by the OCFA for building sites, future use, etc.
 - ✓ Buildings and building improvements include all related costs incurred to put the building or structure into its intended state of operation.
 - ✓ Construction “work-in-progress” includes temporary capitalization of labor costs, materials, equipment and overhead costs of a construction project, which upon project completion is transferred to one or more of the above classifications of assets.

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

PERFORMANCE UPDATE

COMPLETED PROJECTS: During FY 2013/14 budget cycle, the following budgeted projects were completed:

FUND 122 – FACILITIES MAINTENANCE AND IMPROVEMENTS

RFOTC

- Electrical repairs
- Restroom upgrades
- Tree trimming and removal
- Above-ground storage tank compliance upgrade
- Re-roof Building E
- Repaired roof – Building A-E and A-W
- Conducted all scheduled maintenance on major building systems
- Conducted all quarterly building fire sprinkler maintenance
- Repaired and upgraded the emergency generator and load tested
- Repaired and replaced exterior parking lot lights
- Upgraded and painted offices

Fire Stations

- Above-ground storage tank compliance upgrade
- Apparatus door repairs
- HVAC repairs
- Plumbing repairs
- Air compressor repair
- Dormitory privacy upgrades
- Replace flooring
- Tree service/removal
- Exterior/Interior painting
- Fire sprinkler/alarm service

Capital Improvement Program

- Electrical/lighting repair and replacement
- HVAC preventive maintenance
- Roof systems preventive maintenance - All
- Kitchen replacement at FS 62 (Buena Park) due to fire

FUND 123 – FACILITIES REPLACEMENT

- Completed Phase Two purchase for the second half of Fire Station 41, Fullerton Airport Air Operations and Maintenance Hanger Facility
- Awarded the design-build construction contract for fire station 56 (Village of Sendero) and began construction

FUND 124 – COMMUNICATIONS AND INFORMATION SYSTEMS REPLACEMENT

- Captured 48,487 address points and quality controlled 307,479 address points and created 162,886 road segment features for the new CAD system.
- Implementation of Public Safety Systems (PSS) CAD replacement project continuing. Go-live scheduled for September 9, 2014
- Completed RFP and selection of vendor to upgrade Fire Station Alerting systems at all 71 OCFA Fire Stations. Contract signed and work started in October 2013. Project completion in first quarter of FY 2014/15, prior to go-live of new TriTech CAD.
- Updated all emergency apparatus MDC's in the fleet with new TriTech CAD image
- Installed new broadband vehicle modems for PSS in all emergency apparatus in OCFA fleet
- Contract negotiations for the Records Management System (RMS) continuing with new RMS vendor
- SharePoint 2013 upgrade continuing. Contract negotiation completed and signed in January 2014 Hardware environment replaced, configuration and new design completed, planning go-live late in the first quarter of FY 2014/15
- Vendor selection and contract negotiations completed for Content Management System and website design for www.ocfa.org redesign completed
- Created needed geospatial data for response areas, exclusive operating areas (EOAs), city codes, and wildlands for new CAD
- Acquired new 2013 digital orthophotography for Public Safety Systems CAD
- Updated 213,000 address points for emergency response vehicle routing for use in OCFA's jurisdiction
- Provided quality control for digital geospatial data for 9,496 streets, 51,197 addresses in B9
- Created comprehensive street range data (160,000 segments) for new TriTech CAD system
- Completed configuration and outfitting of two mobile command trailers
- Completed RFP, negotiations, and selection of new professional services contract staffing vendor
- Developed 78 MS SQL Server and Python scripts for GIS Workflow automation
- Completed implementation of OCMEDS project including the deployment of 141 computer tablets
- Designed and developed online procurement card authorization process

FY 2014/15 OCFA Adopted Budget

- Researched private/public cloud computing technology solutions, began implementing Microsoft Azure cloud for iNotify and other apps
- Continued to integrate mobile technologies to improve incident support capabilities
- Continued developing and implementing calendaring and daily activity reporting system with operations
- Continued transition from Mobile Data Computer 800MHz radio data network to broadband 4G

FUND 133 – VEHICLE REPLACEMENT

- 12 vehicles/apparatus were placed into service

FY 2014/15 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2014/15 CIP budget is \$11.3 million. The following projects are highlighted for this budget cycle:

Facilities Maintenance and Improvement Fund (Fund 122)

The FY 2014/15 budget for the Facilities Maintenance and Improvement Fund is \$1.3 million. The improvements and replacements in this fund are considered routine and/or not significant.

Facilities Replacement Fund (Fund 123)

No new projects are scheduled for FY 2014/15.

Communications and Information Systems Replacement Fund (Fund 124)

The budget for FY 2014/15 in the Communications and Information Systems Replacement Fund is \$2.7 million. The continuation of the Public Safety System project is included at \$440,000 for the replacement of the Computer Aided Dispatch (CAD), Incident Reporting, and Integrated Fire Prevention (IFP) systems. FY 2014/15 is the first year of a five-year, \$17.0 million project to replace 800 MHz Countywide Coordinated Communications System (CCCS). The above projects are considered significant, non-recurring capital expenditures. All other projects in this fund are considered to be routine.

Vehicle Replacement Fund (Fund 133)

A budget of \$7.3 million has been included for the emergency and support vehicle replacement program. Five Type 1 engines, one compact track loader, and five paramedic squads are among those vehicles scheduled to be purchased in FY 2014/15. The replacement and enhancement of helicopter components and lease-purchase payments for two existing helicopters are also included in this budget.

FUTURE OPERATING IMPACT

Implementation of the FY 2014/15 capital improvement plan will impact future operating expenditures in the General Fund. Improvements or replacement of existing buildings or equipment are anticipated to lower operating costs such as repairs and maintenance costs. Any impacts on the General Fund are included in the budget. General Fund impact, when identifiable, can be found on the project description for the particular project.

Capital Improvement Program

Significant projects impacting the General Fund are:

- The Public Safety Systems Project will impact the General Fund beginning in FY 2015/16. The application maintenance and license costs are expected to be \$480,000 in FY 2015/16 for the CAD project and additional costs of \$450,000 are estimated for the Records Management Systems (RSM) component beginning in FY 2016/17.
- Fire station 56 (Village of Sendero) is a new station with a new vehicle and is scheduled to be completed in FY 2014/15. The impact on the operating budget for staffing is estimated at \$1.8 million per year beginning January 2015; the salaries and employee benefit costs are included in our FY 2014/15 budget and our Five-Year Financial forecast.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2014/15 - FY 2018/19

Fund	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Year TOTAL
<i>Fund 122</i> Facilities Maintenance & Improvement	\$1,274,498	\$1,302,122	\$1,330,505	\$1,359,669	\$1,389,634	\$6,656,428
<i>Fund 123</i> Facilities Replacement	-	-	-	-	-	-
<i>Fund 124</i> Communications & Info. Systems Replacement	2,712,089	2,856,449	7,986,730	13,913,195	5,319,500	32,787,963
<i>Fund 133</i> Vehicle Replacement	7,308,817	7,112,716	11,957,241	7,996,290	3,776,467	38,151,531
GRAND TOTAL	\$11,295,404	\$11,271,287	\$21,274,476	\$23,269,154	\$10,485,601	\$77,595,922
Less: Non-discretionary lease installment payments	2,531,723	2,531,723	2,531,723	2,531,723	1,265,862	11,392,754
TOTAL CIP PROJECTS	\$8,763,681	\$8,739,564	\$18,742,753	\$20,737,431	\$9,219,739	\$66,203,168

Capital Improvement Program

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

Item No.	Project Priority	Project
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FACILITIES MAINTENANCE & IMPROVEMENT - FUND 122

1	A	Repair and Replacement
2	A	Scheduled Maintenance, Renovation and Replacement
3	B	Alterations and Improvements - OCFA Fire Stations
4	B	Alterations and Improvements - Cash Contract Fire Stations
		<i>Total - Fund 122</i>

FACILITIES REPLACEMENT - FUND 123

1	A	Station 20 (Irvine)
2	A	Station 67 (Rancho Mission Viejo)
		<i>Total - Fund 123</i>

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

FY 2014/15 OCFA Adopted Budget

Item No.	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Year TOTAL
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1	\$289,536	\$297,498	\$305,679	\$314,085	\$322,722	\$1,529,520
2	511,514	525,581	540,034	554,885	570,144	2,702,158
3	203,448	209,043	214,792	220,699	226,768	1,074,750
4	270,000	270,000	270,000	270,000	270,000	1,350,000
	\$1,274,498	\$1,302,122	\$1,330,505	\$1,359,669	\$1,389,634	\$6,656,428

1			Developer Build			-
2				Developer Build		-
	-	-	-	-	-	-

Capital Improvement Program

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

Item No.	Project Priority	Project
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COMMUNICATIONS & INFO. SYSTEMS REPLACEMENT - FUND 124

1	A	800 MHz Radios
2	A	Audiovisual & Small Equipment Replacement
3	A	Communications Installation/Vehicle Replacement
4	A	Fire Station Telephone/Alarm/Sound System Upgrades
5	A	Mobile Data Computer (MDC) System
6	A	VHF Radios
7	A	Business Systems Server Replacement
8	A	Centralized Data Storage, Backup, and Recovery
9	A	Network Upgrade, Server Consolidation, Security
10	A	CAD System Planning/Design & Replacement
11	A	Incident Reporting Application Replacement
12	A	Community Risk Reduction Automation-IFP Replacement - FP Fee-funded
13	A	Microsoft Software Enterprise Agreement
14	A	HR Management/Payroll/Financial Systems Replacement
15	A	Intranet/Internet/Calendar Development
16	A	800 MHz (CCCS) Countywide Coordinated Communications System Replacement
17	B	Audio Video Equipment Upgrades
18	B	Digital Ortho Photography
19	B	Personal Computer (PC)/Laptop/Printer Replacements
20	B	Geographic Information Systems Equipment Replacement
21	B	Base Station Radio Replacement
22	B	Fleet Services Fuel Management Tracking System
		<i>Total - Fund 124</i>

VEHICLE REPLACEMENT - FUND 133

1	A	Lease Purchase Financing: Principal & Interest
2	A/B	Emergency Vehicles
3	A	Developer Funded Vehicles
4	B	Support Vehicles
5	B	Extended Warranty/Maintenance Contracts for Cardiac Defibrillator/Monitor
6	B	Defibrillator Replacements
7	B	Helicopter Components
		<i>Total - Fund 133</i>

		<i>GRAND TOTAL - ALL CIP FUNDS</i>
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Project Priority: A=Essential; B=Important; C=Could Defer

FY 2014/15 OCFA Adopted Budget

Item No.	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Year TOTAL
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1	\$105,775	\$76,450	\$68,650	\$54,750	\$85,000	\$390,625
2	52,000	52,000	52,000	52,000	52,000	260,000
3	594,700	146,000	110,000	283,000	297,400	1,431,100
4	90,000	90,000	90,000	90,000	90,000	450,000
5	126,000	75,000	75,000	460,000	460,000	1,196,000
6	53,600	39,600	26,400	22,000	19,500	161,100
7	75,000	60,000	60,000	75,000	60,000	330,000
8	65,000	65,000	65,000	60,000	20,000	275,000
9	226,000	250,000	50,000	200,000	50,000	776,000
10	140,000					140,000
11	150,000	150,000				300,000
12	150,000	150,000				300,000
13	260,000	260,000	285,000	285,000	285,000	1,375,000
14				5,000,000	500,000	5,500,000
15	50,000	50,000	50,000	50,000	50,000	250,000
16	261,014	429,005	6,534,080	6,855,845	2,925,000	17,004,944
17	113,000	77,000				190,000
18			70,000			70,000
19	200,000	225,000	425,600	425,600	425,600	1,701,800
20			25,000			25,000
21		60,000				60,000
22		601,394				601,394
	\$2,712,089	\$2,856,449	\$7,986,730	\$13,913,195	\$5,319,500	\$32,787,963

1	\$2,531,723	\$2,531,723	\$2,531,723	\$2,531,723	\$1,265,862	\$11,392,754
2	3,958,415	4,247,470	3,908,120	2,861,763	2,360,605	17,336,373
3			1,509,314	2,406,250		3,915,564
4	579,783	152,372	66,084	66,554		864,793
5	83,896	57,151				141,047
6			3,835,000			3,835,000
7	155,000	124,000	107,000	130,000	150,000	666,000
	\$7,308,817	\$7,112,716	\$11,957,241	\$7,996,290	\$3,776,467	\$38,151,531

	\$11,295,404	\$11,271,287	\$21,274,476	\$23,269,154	\$10,485,601	\$77,595,922
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Capital Improvement Program

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

Project	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Year TOTAL
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FACILITIES REPLACEMENT - FUND 123

FS18 (Trabuco Canyon) - Replc FS			\$6,000,000			\$6,000,000
FS9 (Mission Viejo) - Replc FS				6,000,000		6,000,000
FS10 (Yorba Linda) - Replc FS				6,000,000		6,000,000
FS25 (Midway City) - Replc FS					6,000,000	6,000,000
<i>Total - Fund 123</i>	-	-	\$6,000,000	\$12,000,000	\$6,000,000	\$24,000,000

COMMUNICATIONS & INFO. SYSTEMS REPLACEMENT - FUND 124

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

VEHICLE REPLACEMENT - FUND 133

Emergency Vehicles		\$1,686,805	\$43,734	\$976,169	\$749,916	\$3,456,624
Support Vehicles		707,116		88,805		795,921
<i>Total - Fund 133</i>	-	\$2,393,921	\$43,734	\$1,064,974	\$749,916	\$4,252,545
GRAND TOTAL	-	\$3,796,421	\$6,168,734	\$13,064,974	\$6,749,916	\$29,780,045



ORANGE COUNTY FIRE AUTHORITY

Safety Message

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

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

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

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

Fund 122
Facilities Maintenance
and Improvement



Fund 122: Facilities Maintenance & Improvement

DESCRIPTION

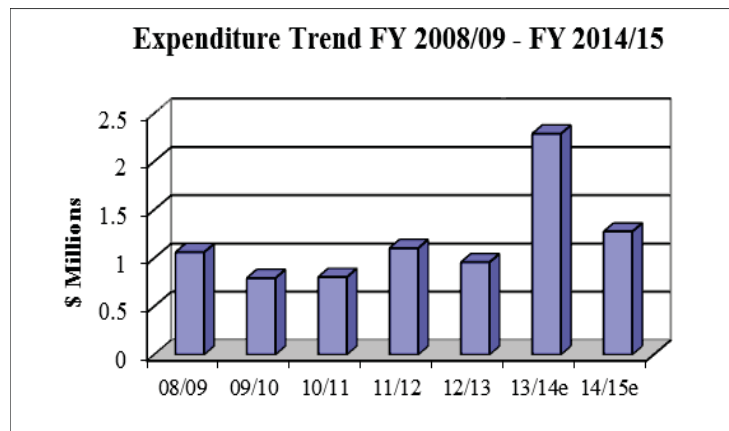
This fund is a capital projects fund used to account for financial activity associated with significant facilities maintenance and improvement expenditures. Fund 122 was established in 1998 to address the numerous maintenance projects delayed due to the County bankruptcy and economic downturn of the early 1990s and to facilitate long-term planning. Funding sources typically include interest earnings, contributions from cash contract member cities, operating transfers from the General Fund and use of fund balance.

BUDGET

The total FY 2014/15 budget is \$1,247,498.

HIGHLIGHTS

Various alterations, improvements and repairs needed at fire stations have been identified for this budget cycle. These improvements and repairs include flooring, roof replacements, painting, heating and ventilation, and other scheduled maintenance. An inflation factor of 2.75% is included for repair and replacement projects for each year of the five-year plan. Cost containment measures remain in place directing that alteration and improvement projects will only be completed if deemed vital to operational readiness.



SIGNIFICANT CHANGES

The expenditure trend reflects an increase of \$110,000 in our facilities maintenance costs for our cash contract member cities due to the addition of \$100,000 for the City of Santa Ana effective April 2012, and \$10,000 for John Wayne Airport effective December 2012. The FY 2013/14 Budget includes \$890,000 for the Community Development Block Grant for the City of Santa Ana.

IMPACT ON OPERATING BUDGET

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

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 122 - FACILITIES MAINTENANCE AND IMPROVEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2014/15 BUDGET

	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
FUNDING SOURCES				
Intergovernmental	-	\$890,000	-	-100.00%
Charges for Current Services	278,656	238,129	298,296	25.27%
Use of Money and Property	9,257	12,497	5,552	-55.57%
Other	-	50,000	-	-100.00%
Total Revenues & Other Financing Sources	287,913	1,190,626	303,848	-74.48%
Operating Transfer In	-	1,078,745	-	-100.00%
Total Beginning Fund Balance	3,250,953	2,577,414	2,559,171	-0.71%
TOTAL AVAILABLE RESOURCES	\$3,538,866	\$4,846,785	\$2,863,019	-40.93%
EXPENDITURES				
Services & Supplies	\$1,221,449	\$1,397,614	\$1,274,498	-8.81%
Capital Outlay	25,000	890,000	-	-100.00%
Total Expenditures & Other Uses	1,246,449	2,287,614	1,274,498	-44.29%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	2,292,417	2,559,171	1,588,521	-37.93%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$3,538,866	\$4,846,785	\$2,863,019	-40.93%

Capital Improvement Program

List of Fire Stations

Station #	Station Name	Address	Location
#2	Los Alamitos	3642 Green Ave.	Los Alamitos, 90720
#4	University	2 California Ave.	Irvine, 92612
#5	Laguna Niguel	23600 Pacific Island Dr.	Laguna Niguel, 92677
#6	Irvine	3180 Barranca Pkwy.	Irvine, 92606
#7	San Juan Capistrano	31865 Del Obispo	San Juan Capistrano, 92675
#8	Skyline	10631 Skyline Dr.	Santa Ana, 92705 (Unincorp.)
#9	So. Mission Viejo	9 Shops Blvd.	Mission Viejo, 92691
#10	Yorba Linda	18422 E. Lemon Dr.	Yorba Linda, 92886
#11	Emerald Bay	259 Emerald Bay	Laguna Beach, 92651 (Unincorp.)
#13 *	La Palma	7822 Walker St.	La Palma, 90623
#14	Silverado	29402 Silverado Canyon Rd. (P.O. Box 12)	Silverado, 92676 (Unincorp.)
#15 **	Silverado (USFS)	27172 Silverado Canyon Rd.	Silverado, 92676 (Unincorp.)
#16	Modjeska	28891 Modjeska Canyon Rd.	Silverado, 92676 (Unincorp.)
#17	Tri-Cities	4991 Cerritos Ave.	Cypress, 90630
#18 ***	Trabuco	30942 Trabuco Canyon Rd.	Trabuco Canyon, 92678 (Unincorp.)
#19	Lake Forest	23022 El Toro Rd.	Lake Forest, 92630
#20	Irvine	6933 Trabuco Rd.	Irvine, 92618
#21	Tustin	1241 Irvine Blvd.	Tustin, 92780
#22	Laguna Hills	24001 Paseo de Valencia	Laguna Hills, 92637
#23	Villa Park	5020 Santiago Canyon Rd.	Orange, 92869
#24	Mission Viejo	25862 Marguerite Pkwy.	Mission Viejo, 92692
#25	Midway City	8171 Bolsa Ave.	Midway City, 92655 (Unincorp.)
#26	Valencia	4691 Walnut Ave.	Irvine, 92604
#27	Portola Springs	12400 Portola Springs Rd.	Irvine, 92618
#28	Irvine Industrial	17862 Gillette Ave.	Irvine, 92614
#29	Doheny	26111 Victoria Blvd.	Dana Point, 92624
#30	Niguel	23831 Stonehill Dr.	Dana Point, 92629
#31	No. Mission Viejo	22426 Olympiad Rd.	Mission Viejo, 92692
#32	East Yorba Linda	20990 Yorba Linda Blvd.	Yorba Linda, 92887
#33 ***	Airport Crash (John Wayne Airport)	374 Paularino	Costa Mesa, 92626
#34 *	Placentia (Valencia)	1530 N. Valencia	Placentia, 92870
#35 *	Placentia (Bradford)	110 S. Bradford	Placentia, 92870
#36	Woodbridge	301 E. Yale Loop	Irvine, 92604
#37 *	Tustin	14901 Red Hill Ave.	Tustin, 92780
#38	Irvine	26 Parker	Irvine, 92618
#39	No. Laguna Niguel	24241 Avila Rd.	Laguna Niguel, 92677
#40	Coto de Caza	25082 Vista del Verde	Coto de Caza, 92679 (Unincorp.)
#41 **	Fullerton Airport	3900 Artesia Ave.	Fullerton, 92833
#42	Portola Hills	19150 Ridgeline Rd.	Lake Forest, 92679
#43 *	Tustin Ranch	11490 Pioneer Way	Tustin, 92782
#44 *	Seal Beach	718 Central Ave.	Seal Beach, 90740
#45	Santa Margarita	30131 Aventura	Rancho Santa Margarita, 92688
#46 *	Stanton	7871 Pacific St.	Stanton, 90680
#47	Shady Canyon	47 Fossil	Irvine, 92603
#48 *	Seal Beach	3131 N. Gate Road	Seal Beach, 90740
#49	Bear Brand	31461 St. of the Golden Lantern	Laguna Niguel, 92677
#50 *	San Clemente	670 Camino de los Mares	San Clemente, 92673
#51	Irvine Spectrum	18 Cushing	Irvine, 92618
#53	Yorba Linda	25415 La Palma Ave.	Yorba Linda, 92887
#54	Foothill Ranch	19811 Pauling Ave.	Lake Forest, 92610
#55	Irvine	4955 Portola Parkway	Irvine, 92620
#56	Village of Sendero	56 Sendero Way	Rancho Mission Viejo, CA
#57	Aliso Viejo	57 Journey	Aliso Viejo, 92656
#58	Ladera Ranch	58 Station Way	Ladera Ranch, 92694
#59 *	San Clemente	48 Avenida La Pata	San Clemente, 92673
#60 *	San Clemente	121 Avenida Victoria	San Clemente, 92672
#61 *	Buena Park	8081 Western Ave.	Buena Park, 90620
#62 *	Buena Park	7780 Artesia Blvd.	Buena Park, 90621
#63 *	Buena Park	9120 Holder St.	Buena Park, 90620
#64 *	Westminster	7351 Westminster Blvd.	Westminster, 92683
#65 *	Westminster	6061 Hefley St.	Westminster, 92683
#66 *	Westminster	15061 Moran St.	Westminster, 92683
#70*	Santa Ana	2301 N. Old Grand St.	Santa Ana, 92701
#71*	Santa Ana	1029 W. 17th St.	Santa Ana, 92706
#72*	Santa Ana	1688 E. 4th St.	Santa Ana, 92701
#73*	Santa Ana	419 Franklin St.	Santa Ana, 92703
#74*	Santa Ana	1427 S. Broadway St.	Santa Ana, 92707
#75*	Santa Ana	120 W. Walnut St.	Santa Ana, 92701
#76*	Santa Ana	950 W. MacArthur Ave.	Santa Ana, 92707
#77*	Santa Ana	2317 S. Greenville St.	Santa Ana, 92707
#78*	Santa Ana	501 N. Newhope St.	Santa Ana, 92703
#79*	Santa Ana	1320 E. Warner Ave.	Santa Ana, 92705

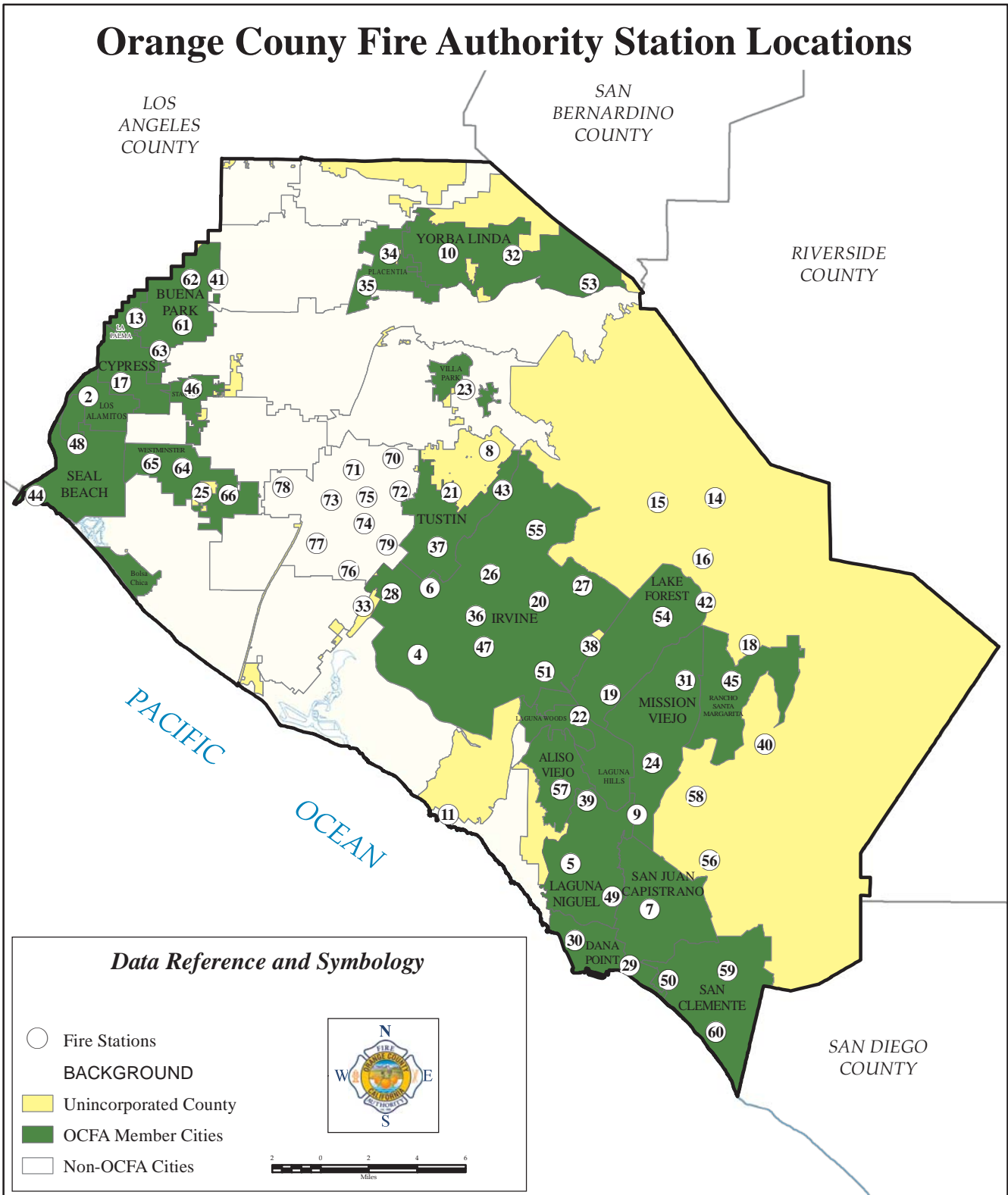
* City-Owned Stations

** Other Leased Stations

*** County-Owned

FY 2014/15 OCFA Adopted Budget

Orange County Fire Authority Station Locations



Data Reference and Symbology

- Fire Stations
- BACKGROUND
- Unincorporated County
- OCFA Member Cities
- Non-OCFA Cities



Capital Improvement Program

REPAIR AND REPLACEMENT

Project Priority: A

Project Type: Facilities Maintenance/Improvements

Project Management: Property Management

Project Description: Repair and replacement includes programmed repair/replacement of facilities systems/components and unanticipated, immediate repairs needed to maintain safe, operational fire stations and facilities. The budget amounts include annual increases of 2.75% on the base FY 2014/15 budget.

Normal requirements include:

- Plumbing
- Apparatus doors
- Station furnishing and appliances
- HVAC/machinery
- Roof replacement and repair
- Structural inspection and repair
- Electrical systems repair
- Concrete and asphalt repair/replacement
- Building exteriors
- Grounds and landscape repair and maintenance
- Fire/life safety systems

Project Status: Programmed repair and replacement is ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$289,536	\$297,498	\$305,679	\$314,085	\$322,722	\$1,529,520
Total	\$289,536	\$297,498	\$305,679	\$314,085	\$322,722	\$1,529,520

Impact on Operating Budget: Planned repair and replacement of systems minimizes facility systems failures and related costs.

FY 2014/15 OCFA Adopted Budget

SCHEDULED MAINTENANCE, RENOVATION AND REPLACEMENT

Project Priority: A

Project Type: Facilities Maintenance/Improvements

Project Management: Property Management

Project Description: Scheduled maintenance provides scheduled, periodic inspection, service, and planned replacement of facilities systems including:

- HVAC/machinery
- Fire/life safety systems
- Roof systems
- Grounds and surfaces
- Plumbing systems
- Apparatus doors
- Structural
- Diesel exhaust extraction

Major system replacements/renovations include:

- Roof replacement
- Replace flooring
- Concrete and asphalt resurfacing
- Plumbing re-pipe
- Replacement of apparatus bay doors
- Major electrical components/controls
- Interior/exterior painting
- Interior renovation/upgrade

The budget amounts include annual increases of 2.75% on the base FY 2014/15 budget.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$511,514	\$525,581	\$540,034	\$554,885	\$570,144	\$2,702,158
Total	\$511,514	\$525,581	\$540,034	\$554,885	\$570,144	\$2,702,158

Impact on Operating Budget: Scheduled maintenance, renovation and replacement extends the service life of major systems, reduces failure and the cost of emergency repair and replacement.

Capital Improvement Program

ALTERATIONS AND IMPROVEMENTS - OCFA FIRE STATIONS

Project Priority: B

Project Type: Facilities Maintenance/Improvements

Project Management: Property Management

Project Description: Maintenance may include service and repairs that were not anticipated or included in scheduled maintenance and repair with costs exceeding \$1,000. Alterations and improvements are permanent upgrades to structures, grounds and building systems, necessary to maintain the readiness and serviceability of the fire stations. The budget amounts include annual increases of 2.75% on the base FY 2014/15 budget. Projects normally include:

- Structure replacement
- Surface replacement/addition
- Structure addition
- Machinery replacement
- Furniture replacement
- Space renovation/remodel
- Unique projects
- Crew bathroom upgrade/gender separation

Project Status: To maximize cost containment efforts, maintenance, alterations and improvements will be limited to projects determined vital for readiness.

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$203,448	\$209,043	\$214,792	\$220,699	\$226,768	\$1,074,750
Total	\$203,448	\$209,043	\$214,792	\$220,699	\$226,768	\$1,074,750

Impact on Operating Budget: Alterations and improvements upgrade facilities to current standards; reduce failures, repairs and operating costs.

FY 2014/15 OCFA Adopted Budget

ALTERATIONS AND IMPROVEMENTS-CASH CONTRACT FIRE STATIONS

Project Priority: B

Project Type: Facilities Maintenance/Improvements

Project Management: Property Management

Project Description: Maintenance and repair requirements over \$1,000 are included in this budget. Alterations and improvements are permanent upgrades to structures, grounds and building systems necessary to maintain the readiness and serviceability of the fire stations. Under the OCFA's Amended Joint Powers Authority Agreement, cash contracts contribute up to \$15,000 per station for alterations and improvements to their stations.

Project Status: To maximize cost containment efforts, maintenance, alterations and improvements are limited to projects determined vital for readiness.

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000	\$1,350,000
Total	\$270,000	\$270,000	\$270,000	\$270,000	\$270,000	\$1,350,000

Impact on Operating Budget: Maintenance, alterations and improvements reduce failure, repairs, and operating costs and insure facilities meet OCFA standards.

Fund 123
Facilities
Replacement



Fund 123: Facilities Replacement

DESCRIPTION

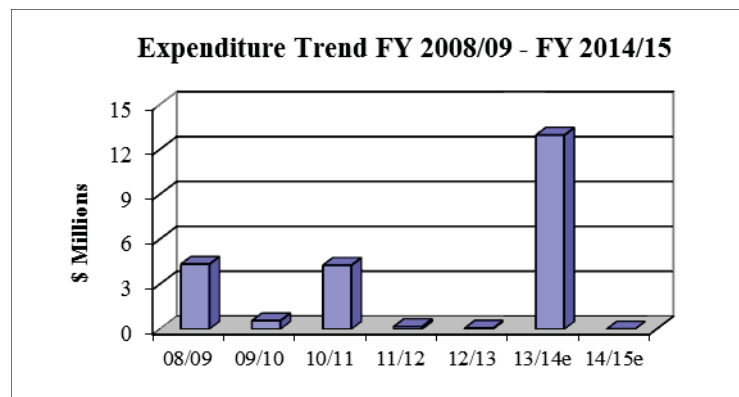
This fund is a capital projects fund for significant, non-routine, capital expenditure requirements such as replacing sub-standard fire stations and constructing new fire stations. New station construction is based on Secured Fire Protection Agreements, triggered by the pulling of building permits for 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 2014/15 budget is \$0.

HIGHLIGHTS

There are no projects scheduled in FY 2014/15. Due to lack of complete funding, the following replacement projects have been deferred and are outside the current 5-year CIP plan: Station 18 design and construction (Trabuco Canyon); Station 9 design and construction (Mission Viejo); Station 10 design and construction (Yorba Linda); Station 25 design and construction (Midway City).



SIGNIFICANT CHANGES

- The increase in FY 2008/09 primarily reflects construction costs associated with replacement Station 17 (Cypress).
- The increase in FY 2010/11 reflects the purchase of phase I of the replacement helicopter hangar at Station 41 (Fullerton Airport).
- The FY 2013/14 budget reflects the funding for the purchase of phase II of the replacement helicopter hangar at Station 41 (Fullerton Airport), a US&R Warehouse and the design and construction for new station 56 (Village of Sendero), which is developer-funded.

IMPACT ON OPERATING BUDGET

Staffing for new Station 56 (Village of Sendero) will begin in January 2015. The salaries and benefit costs for half of the fiscal year of \$921,000 are included in the FY 2014/15 General Fund budget.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FACILITIES REPLACEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2014/15 BUDGET

	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
FUNDING SOURCES				
Use of Money and Property	\$38,641	\$50,111	\$22,618	-54.86%
Other	128,146	5,329,999	-	-100.00%
Total Revenues & Other Financing Sources	166,787	5,380,110	22,618	-99.58%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	16,125,692	16,683,531	9,106,741	-45.41%
TOTAL AVAILABLE RESOURCES	\$16,292,479	\$22,063,641	\$9,129,359	-58.62%
EXPENDITURES				
Services & Supplies	\$63,863	-	-	n/a
Capital Outlay	2,206,900	12,956,900	-	-100.00%
Total Expenditures & Other Uses	2,270,763	12,956,900	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	14,021,716	9,106,741	9,129,359	0.25%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$16,292,479	\$22,063,641	\$9,129,359	-58.62%

Fund 124
Communications and
Information Systems
Replacement



Fund 124: Communications & Information Systems Replacement

DESCRIPTION

This fund is a special revenue fund used for the replacement of specialized fire communications equipment and information systems. Funding sources are interest earnings, operating transfers from the General Fund and proceeds from lease purchase financing agreements.

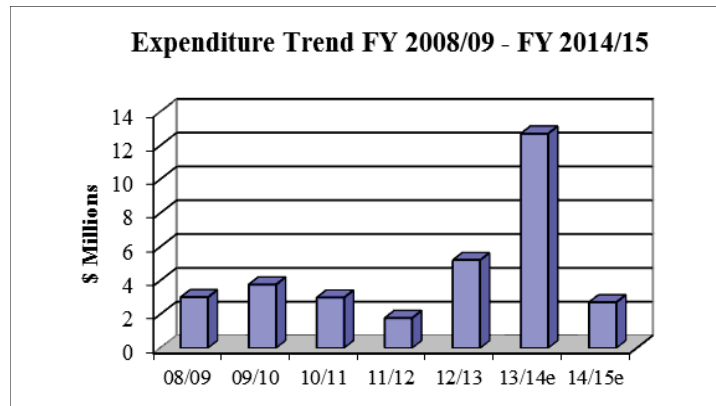
BUDGET

The total FY 2014/15 budget is \$2,712,089.

HIGHLIGHTS

Communications Systems Replacement

The \$17.0 million, 800 MHz Countywide Coordinated Communications System (CCCS) Replacement project begins in FY 2014/15 with appropriations of \$261,000. Other funding includes \$595,000 for the installation of communication equipment in OCFA vehicles.



Information Systems Replacement

The FY 2013/14 budget includes \$7.6 million for the remainder of the funding for the Public Safety Systems project which comprises the CAD system, the Incident Reporting Application Management (OCFIRS) system, the Fire Station Alerting System and the Integrated Fire Prevention application.

SIGNIFICANT CHANGES

Actual expenditures in FY 2012/13 reflect \$3.0 million for the Computer Aided Dispatch (CAD) project, which is part of the Public Safety Systems project as noted above.

IMPACT ON OPERATING BUDGET

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

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS REPLACEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2014/15 BUDGET

	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
FUNDING SOURCES				
Intergovernmental	-	\$920,000	-	-100.00%
Use of Money and Property	65,103	63,073	23,109	-63.36%
Other	148,011	129,909	-	-100.00%
Total Revenues & Other Financing Sources	213,114	1,112,982	23,109	-97.92%
Operating Transfer In	343,435	2,449,115	584,592	-76.00%
Total Beginning Fund Balance	22,033,190	17,305,595	8,159,075	-52.85%
TOTAL AVAILABLE RESOURCES	\$22,589,739	\$20,867,692	\$8,766,776	-57.99%
EXPENDITURES				
Services & Supplies	\$1,659,581	\$2,019,465	\$2,712,089	34.30%
Capital Outlay	6,633,732	10,689,152	-	-100.00%
Total Expenditures & Other Uses	8,293,313	12,708,617	2,712,089	-78.66%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	14,296,426	8,159,075	6,054,687	-25.79%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$22,589,739	\$20,867,692	\$8,766,776	-57.99%

Capital Improvement Program

800 MHZ RADIOS

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: Mobile Radio replacement is required approximately every nine to eleven years due to wear and exposure factors. Generally new radios are installed in new apparatus, and the life of mobile radios corresponds to the life of the apparatus. Therefore, radios purchases coincide with the vehicle replacement plan. Additionally, as older portable radios experience wear, their replacements are added into the long term budget.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$105,775	\$76,450	\$68,650	\$54,750	\$85,000	\$390,625
Total	\$105,775	\$76,450	\$68,650	\$54,750	\$85,000	\$390,625

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

FY 2014/15 OCFA Adopted Budget

AUDIOVISUAL AND SMALL EQUIPMENT REPLACEMENT

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The OCFA utilizes about 1,375 pagers, 90 FAX machines, 250 personal communication devices, vehicle intercom headsets, portable radio lapel microphones, and several other related small equipment items. Replacement is required approximately every three to five years because of wear and exposure factors. The components in pagers break down over time and lose critical sensitivity capability needed for optimal performance. The OCFA reserve firefighter personnel use pagers as their primary alerting system for emergency incidents. Their responsibilities require that the pager be reliable 24 hours a day. The budget allows for the annual purchase of replacement equipment at a cost of about \$200 each.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Office Expense	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$260,000
Total	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$260,000

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

Capital Improvement Program

COMMUNICATIONS INSTALLATION/VEHICLE REPLACEMENT

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This project provides funding for the installation of communication equipment including radios, mobile data computers, vehicle radio modems, cellular telephones, radio battery chargers, communications electrical systems and automatic vehicle location (AVL) devices in OCFA vehicles. The schedule and budget for this project parallels the Automotive Vehicle Replacement Plan, and mobile equipment replacement projects. Due to the number of vehicles scheduled for replacement annually, installation contractors are required to perform this work with direction and oversight by OCFA staff. New complex communications equipment including complex power management systems requires greater technical expertise for a high quality and functional installation.

In addition to new vehicle installations, upgrade of equipment in existing vehicles is required. In FY 2014/15, mobile data computer replacements will be required for thirteen vehicles in Battalion 9. In FY 2017/18, a three-year replacement cycle for mobile data computers begins. Labor to cover these installation expenses is included. Unplanned complex installations for grant-funded command trailers purchased in FY 2013/14 will occur in FY 2014/15; additional funding to cover those installations is included below.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$594,700	\$146,000	\$110,000	\$283,000	\$297,400	\$1,431,100
Total	\$594,700	\$146,000	\$110,000	\$283,000	\$297,400	\$1,431,100

Impact on Operating Budget: None

FY 2014/15 OCFA Adopted Budget

FIRE STATION TELEPHONE/ALARM/SOUND SYSTEM UPGRADES

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

Project Description: Acquisition and installation of new fire station alarm/sound systems and telephone systems are necessary as the equipment becomes old, out-dated, and parts are no longer available. In addition, replacement equipment is more "user-friendly" and more efficient to maintain.

The cost of the systems range from \$10,000 to \$30,000 per station. Cost varies depending upon the station size. The life of these systems is between twelve and fifteen years.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
Total	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000

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

Capital Improvement Program

MOBILE DATA COMPUTER (MDC) SYSTEM

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The MDCs are used for the delivery of emergency messages, including initial dispatch of fire and paramedic services. The service life for the various MDC components is as follows: the central processing unit (CPU), four to six years; screen and keyboard, three to five years; broadband modem, five to seven years. The total system cost including installation is \$8,500. The cost to replace the CPU, screen, keyboard and related software is about \$6,000.

This budget item reflects the cost to replace MDCs in Battalion 9 (Santa Ana) which will reach end-of-life in FY 2014/15, to support the addition of MDCs to be used for rotational stock during installation in new apparatus, and for service and maintenance as the current MDCs age and repair and trade out of devices is required. It also allows for the first year of a three-year phased replacement of other existing MDCs as they reach end-of-life starting in FY 2017/18.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$126,000	\$75,000	\$75,000	\$460,000	\$460,000	\$1,196,000
Total	\$126,000	\$75,000	\$75,000	\$460,000	\$460,000	\$1,196,000

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

FY 2014/15 OCFA Adopted Budget

VHF RADIOS

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT –

Communications & Workplace Support

Project Description: This project is for the purchase and replacement of VHF mobile and portable radios. These radios are used for state and mutual aid communications with agencies not on the County 800 MHz radio system. Approximately 800 mobile and portable radios are installed fleet wide. Use of VHF radios ensures communication and enhances the safety of firefighters on



automatic and mutual aid responses with the California Department of Forestry and Fire Protection (CAL FIRE) and the United States Forest Service (USFS) in state and federal responsibility areas as well as contracts with agencies outside Orange County. These radios have a useful life of nine years. Budgeted replacement costs are based on the useful life of the existing radio inventory.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$53,600	\$39,600	\$26,400	\$22,000	\$19,500	\$161,100
Total	\$53,600	\$39,600	\$26,400	\$22,000	\$19,500	\$161,100

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

Capital Improvement Program

BUSINESS SYSTEMS SERVER REPLACEMENT

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – IT/Communication Infrastructure

Project Description: This item is an annual, ongoing project to upgrade and/or replace old and out-dated business systems computer servers. The OCFA currently has 120 servers that support all of the business systems including: Exchange (E-mail), Orange County Fire Incident Reporting System (OCFIRS), Training Records System (TRS), Integrated Fire Prevention (IFP), Automatic Vehicle Location (AVL), Intranet, etc. The servers also support organizational technology infrastructure such as storage area networks (SAN), security systems, and other essential facility systems. The useful life of servers can range from three to five years.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$75,000	\$60,000	\$60,000	\$75,000	\$60,000	\$330,000
Total	\$75,000	\$60,000	\$60,000	\$75,000	\$60,000	\$330,000

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

FY 2014/15 OCFA Adopted Budget

CENTRALIZED DATA STORAGE, BACKUP AND RECOVERY

Project Priority: A

Project Type: New Technology

Project Management: IT – IT/Communication Infrastructure

Project Description: Expand the existing storage area network (SAN) to accommodate the planned move towards server-based centralized storage and backup of critical department information. Information that is currently created and stored on PCs will be stored on servers attached to the SAN centrally where the data is more easily shared and will be backed up to disk and tape, making recovery more reliable. Estimated storage needs of GIS and other image-based data sets are included in this expansion. The upgrade includes multiple backup devices that can back up large volumes of data across multiple servers.

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

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$65,000	\$65,000	\$65,000	\$60,000	\$20,000	\$275,000
Total	\$65,000	\$65,000	\$65,000	\$60,000	\$20,000	\$275,000

Impact on Operating Budget: \$30,000 is included annually in the operating budget for hardware/software maintenance costs.

Capital Improvement Program

NETWORK UPGRADE, SERVER CONSOLIDATION, SECURITY

Project Priority: A

Project Type: Equipment Replacement/New Technology

Project Management: IT – IT/Communications Infrastructure

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

Implementation of wireless network functionality in key locations on the RFOTC campus such as classrooms and select conference rooms as well as information kiosks for the public are additional components of the RFOTC Network Upgrade. An extension of this project is the implementation of wireless networking technology for Command Post support during major incidents.

Implementation of this software tool will support management, and will audit system access and security.

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

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$226,000	\$250,000	\$50,000	\$200,000	\$50,000	\$776,000
Total	\$226,000	\$250,000	\$50,000	\$200,000	\$50,000	\$776,000

Impact on Operating Budget: Increase of up to \$20,000 in FY 2015/16 growing to \$40,000 annually in FY 2017/18 for hardware/software maintenance costs.

FY 2014/15 OCFA Adopted Budget

CAD SYSTEM PLANNING/DESIGN AND REPLACEMENT

Project Priority: A

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to fund the initial purchase and supplemental or ‘surge’ professional services necessary to replace the existing out-of-date 911 Computer Aided Dispatch (CAD) System. Primary purchase of the CAD system is part of the overall Public Safety Systems Replacement. The contract for the new CAD system was signed in September 2012, and installation and configuration will take approximately 18 months. The go-live is expected in September 2014. After go-live, there will be a twelve-month post go-live period where the system will be frequently adjusted as Dispatcher and Operations staff gain experience on the system. ‘Surge’ expense is expected to be approximately 20% of system purchase price and is spread across the 18-month installation and the 12-month post go-live period.

Replacement of the system allows the OCFA to implement a map-based CAD system, as well as provide the capability for other functionality such as response recommendations based on Automatic Vehicle Location (AVL). The Orange County Fire Incident Reporting (OCFIRS) and Integrated Fire Prevention (IFP) systems are also being replaced and are collectively referred to as the Records Management System (RMS). The RMS systems will be closely integrated with the new CAD system. OCFA is also upgrading the Fire Station Alerting Systems, which requires new control systems be installed at the RFOTC and all of the Fire stations which is necessary to integrate with the new CAD system. These four projects are referred to as the Public Safety System.

Project Status: Contract awarded to TriTech Software Systems in September 2012. Implementation began in November 2012 and is expected to take up to two years to complete the project. Go-live is planned for the second week of September 2014. Total project completion will occur when new CAD system is integrated with new RMS systems (Incident Reporting, IFP Replacement). This project was initiated in FY 2008/09.

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
Project Cost Professional Services	\$140,000					\$140,000
Total	\$140,000	-	-	-	-	\$140,000

Impact on Operating Budget: Application Maintenance/License Costs will have an annual impact on the operating budget starting in FY 2015/16 of approximately \$480,000. These anticipated costs are included in our Five-Year Financial Forecast.

Capital Improvement Program

INCIDENT REPORTING APPLICATION REPLACEMENT

Project Priority: A

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

Project Status: RFP review, onsite demos, and vendor finalist selection are completed and negotiations started with Flexible Data Management Software in December 2012. The contract award is anticipated in the second quarter of FY 2014/15. A rebudget from FY 2013/14 will be required.

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$150,000	\$150,000				\$300,000
Total	\$150,000	\$150,000	-	-	-	\$300,000

Impact on Operating Budget: Application Maintenance/License Costs will have an annual impact on the operating budget starting in FY 2016/17 of approximately \$225,000. These anticipated costs are included in our Five-Year Financial Forecast.

FY 2014/15 OCFA Adopted Budget

COMMUNITY RISK REDUCTION AUTOMATION – IFP REPLACEMENT

Project Priority: A

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

Project Status: In December 2012, staff started negotiations with Flexible Data Management (FDM), the top scoring vendor from the Public Safety Systems (PSS) RFP. The negotiations were not progressing satisfactorily, so FDM was notified on July 1, 2014 that OCFA was terminating contract negotiations. Staff initiated discussions in mid-July 2014 with Emergency Technologies, Inc. (ETI), the second highest scoring vendor on the PSS RFP, and is planning onsite meetings with ETI in October 2014. Staff is anticipating a contract award in the fourth quarter of FY 2014/15. A rebudget from FY 2013/14 will be required.

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$150,000	\$150,000				\$300,000
Total	\$150,000	\$150,000	-	-	-	\$300,000

Impact on Operating Budget: Application Maintenance/License Costs will have an annual impact on the operating budget starting in FY 2016/17 of approximately \$225,000. These anticipated costs are included in our Five-Year Financial Forecast.

Capital Improvement Program

MICROSOFT SOFTWARE ENTERPRISE AGREEMENT

Project Priority: A

Project Type: Software Upgrade

Project Management: IT – Communications & Workplace Support

Project Description: OCFA uses Microsoft software throughout the organization, both at the desktop and to support systems and infrastructure. Software products at the desktop include: Windows, Office Applications (Word, Excel, Access, Outlook, PowerPoint), Visio, and Project. Infrastructure includes operating system software on most OCFA servers and enterprise products such as Outlook and Exchange, and an assortment of infrastructure management and security systems. Enterprise systems such as SharePoint and all Structured Query Language (SQL) Server Databases used by core applications are also Microsoft products. All of these applications are fully covered for upgrades as they become available for maintenance and support through a Microsoft Enterprise Agreement.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Office Equipment	\$260,000	\$260,000	\$285,000	\$285,000	\$285,000	\$1,375,000
Total	\$260,000	\$260,000	\$285,000	\$285,000	\$285,000	\$1,375,000

Impact on Operating Budget: None

FY 2014/15 OCFA Adopted Budget

HR MANAGEMENT/PAYROLL/FINANCIAL SYSTEMS REPLACEMENT

Project Priority: A

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: The OCFA is seeking replacement of the Human Resources Management (HRMS) / Payroll and Finance system with integrated, local government software applications and services including implementation services, ongoing training, and technical support. The current HRMS / Payroll Finance system was installed over 15 years ago. It is central to the widely integrated business, financial, human resources, and safety systems utilized at OCFA. It uses separate program modules for human resources, purchasing, accounts payable, general accounting, and account receivables. It is also used to manage and process the nearly \$300 million annual payroll with numerous different pay and earning codes for all employees, and reserve firefighters.

The OCFA desires a “Turn-Key” solution utilizing Commercial Off The Shelf (COTS) technology as much as possible including Microsoft SQL database and hardware/software virtualization. OCFA has standardized its core business and safety systems on these technologies. A replacement system that is compatible with OCFA’s technology environment will allow in-house support staff to partner with the vendor on many of the support tasks eliminating current reliance on associated costs for third-party database consultants.

Core function requirements of the new system must include: General Ledger; Accounts Payable; Accounts Receivable / Cash Receipts; Budget Preparation and Management; Purchasing; Fixed Assets; Inventory; Payroll; Position Control; Human Resources; Project Management / Accounting.

The budgetary amount is a preliminary estimate and may need revision as requirements are developed. Implementation is expected to take two years starting in FY 2017/18. ‘Surge’ expense is expected to be approximately 20-25% of the system purchase price spread across the implementation period.

Project Status: The contract award is anticipated in the first quarter of FY 2017/18 after the Public Safety Systems project is completed. The project is anticipated to take two years to complete.

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
Project Cost				\$5,000,000	\$500,000	\$5,500,000
Total	-	-	-	\$5,000,000	\$500,000	\$5,500,000

Impact on Operating Budget: Application Maintenance/License Costs will have an annual impact on the operating budget of approximately \$600,000 beginning in FY 2019/20. These costs are included in our Five-Year Financial Forecast.

Capital Improvement Program

INTRANET/INTERNET/CALENDARING DEVELOPMENT

Project Priority: A

Project Type: New Application/Replacement

Project Management: IT – Systems Development & Support

Project Description: This is a multi-year, ongoing project to continually enhance and improve both our public-facing Internet site as well as OCFA Intranet (“insideocfa”) applications. The Intranet upgrade will incorporate additional functionality including improved mobile accessibility, improved maintenance tools, better aggregation to line of business applications, dashboard and reporting, eDiscovery, document management, collaboration and superior search capabilities. SharePoint provides the infrastructure for the Intranet that enables a single point of access to multiple functions including document storage and management, project collaboration and management, business intelligence (reporting) as well as the integration of the Outlook/Exchange E-mail systems into a single collaboration point for the OCFA staff.

The Internet upgrade will include improved design, usability and accessibility to the public as well as integration and data exchange with in-house applications to provide public access to real-time information. The internet upgrade will also include tools to offload many of the day-to-day maintenance tasks to individuals outside of our IT section.

Project Status: Multi-year project, plus ongoing enhancements

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

Impact on Operating Budget: No impact.

FY 2014/15 OCFA Adopted Budget

800 MHZ COUNTYWIDE-COORDINATED COMMUNICATIONS (CCCS) SYSTEM REPLACEMENT

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Infrastructure/ECC

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

Phase – 1 \$2,797,153 – funded by the Public Safety Interoperable Communications (PSIC) grant, was completed by OCSD/Communications staff in 2011 and included updating and replacing obsolete backbone and core equipment that extends the life of the CCCS to 2018.

Phases – 2, 3, 4 includes replacing dispatch consoles, core equipment, control equipment, mobile and portable radios, and reprogramming costs for existing P25 compatible 800MHz radios. Costs will be shared proportionately among all participating agencies in the CCCS. The replacement project is scheduled to begin in FY 2014/15 with backbone costs and equipment purchases each year thru FY 2018/19.

Total cost for OCFA is estimated at \$17,004,944. This includes all partnership costs (\$7,528,294) and OCFA equipment (purchase new radios, upgrading existing compatible radios, and new dispatcher console costs - \$9,476,650).

Project Status: Phase - 1 complete; Phases 2 - 4 in planning stages

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Special Department Expense	\$261,014	\$429,005	\$6,534,080	\$6,855,845	\$2,925,000	\$17,004,944
Total	\$261,014	\$429,005	\$6,534,080	\$6,855,845	\$2,925,000	\$17,004,944

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

Capital Improvement Program

AUDIO VIDEO EQUIPMENT UPGRADES

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – Communications and Workplace Support

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

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



The project will be completed in two phases over a two-year period. The first phase will be in FY 2014/15 for the RFOTC Board Room and Classroom 1. The second phase will be in FY 2015/16 for Classrooms 2 and 3, and the two multi-media training rooms in the training grounds.

Project Status: Project completion scheduled for FY 2015/16

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$113,000	\$77,000	-	-	-	\$190,000
Total	\$113,000	\$77,000	-	-	-	\$190,000

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

FY 2014/15 OCFA Adopted Budget

DIGITAL ORTHO PHOTOGRAPHY

Project Priority: B

Project Type: New Application/Data

Project Management: IT - GIS

Project Description: Digital Ortho Photography (DOP) provides an accurate record of all physical data that exists in the County and area of service at a given point in time. DOP is important to the OCFA as a management tool for the effective and efficient operation of a number of business needs and for spatial data capture and verification. Some of the OCFA business needs supported by DOP are: Special Area Maps and preplans to guide first responders into difficult areas such as apartment complexes and shopping centers, to provide dispatchers a visual record to facilitate response assignments, to establish a default map viewing context for the Automatic Vehicle Location System (AVL), to facilitate vehicle routing to target locations, to assist in reconstructing and investigating crimes, to more effectively manage urban and wildland interfaces, to quality control addresses for run maps, and to verify pre-existing or non-conforming conditions for inspections.

Project Status: Purchased in FY 2013/14, and every third year afterwards

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i> Equipment			\$70,000			\$70,000
Total	-	-	\$70,000	-	-	\$70,000

Impact on Operating Budget: No Impact.

Capital Improvement Program

PERSONAL COMPUTER (PC)/LAPTOP/PRINTER REPLACEMENTS

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: An evaluation and analysis of the OCFA’s Personal Computer (PC) inventory by Gartner Inc. during the Information Technology Strategic Plan study a few years ago recommended that desktop computers be replaced on a four-year rotation plan. Due to current fiscal constraints, computers that do not support emergency response have been moved to a five-year replacement schedule. The PC replacement budget is based on \$1,500 per unit, which includes adequate funding to replace associated printers and peripherals at the same time. It also includes replacement of department-authorized, mission-critical laptop computers on an as-needed basis. Starting in FY 2012/13, portable computer tablets were added to the fleet for regional on-scene patient care record entry. Most of the initial devices were grant-funded; however, starting in FY 2016/17, funding has been added for ongoing replacement at a rate of 59 tablets each year (33.3% of the total). Semi-rugged tablets cost about \$3,400 per unit, and have a three-to-four year life expectancy. In FY 2018/19, replacement of computers and printers for stations added for the City of Santa Ana begin to impact the budget as they reach their life expectancy and require replacement.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$200,000	\$225,000	\$425,600	\$425,600	\$425,600	\$1,701,800
	\$200,000	\$225,000	\$425,600	\$425,600	\$425,600	\$1,701,800

Impact on Operating Budget: Deferral of PC and tablet replacements beyond four years will increase repair and maintenance costs. The one-time three-year warranty cost of \$600 per tablet is included in the General Fund.

FY 2014/15 OCFA Adopted Budget

GEOGRAPHIC INFORMATION SYSTEMS EQUIPMENT REPLACEMENT

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – GIS

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

Project Status: Purchase to occur in FY 2016/17

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Equipment			\$25,000			\$25,000
Total	-	-	\$25,000	-	-	\$25,000

Impact on Operating Budget: No impact.

Capital Improvement Program

BASE STATION RADIO REPLACEMENT

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – IT/Communication Infrastructure

Project Description: OCFA owns fifty base station radios that are used by the dispatchers to communicate with field personnel and other operational agencies during day-to-day and emergency operations. These base station radios have a nine to twelve-year life. The current cost for these radios is \$5,000 each. Twelve radios purchased in 2004 will need to be replaced starting FY 2015/16.

Project Status: Replacement to occur every nine to twelve years

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i> Equipment		\$60,000				\$60,000
Total	-	\$60,000	-	-	-	\$60,000

Impact on Operating Budget: None

FY 2014/15 OCFA Adopted Budget

FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM

Project Priority: B

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

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

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

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

Project Status: Project completion scheduled for FY 2015/16

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	\$601,394	-	-	-	\$601,394
Total	-	\$601,394	-	-	-	\$601,394

Impact on Operating Budget: Application Maintenance/License Costs are expected to be 20% - 25% of the new software costs, or \$60,000 annually which is included in our Five-Year Financial Forecast beginning in FY 2016/17.

Fund 133

Vehicle Replacement



Fund 133: Vehicle Replacement

DESCRIPTION

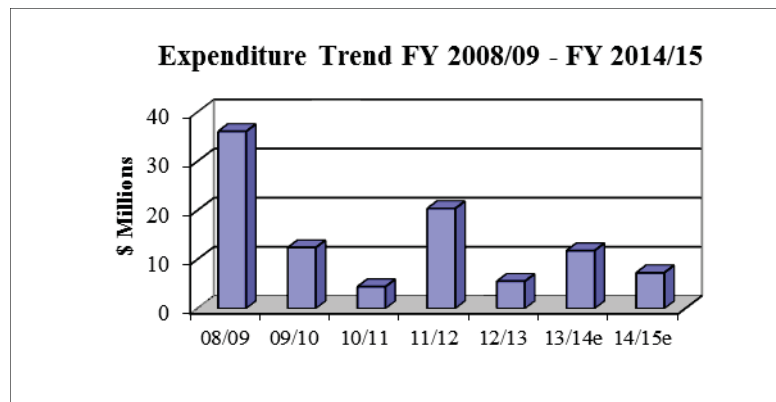
This fund is a capital projects fund used for the planned replacement of fire apparatus, vehicles, defibrillators and helicopters. Funding sources typically include interest earnings, operating transfers from the General Fund, cash contract city contributions, developer contributions, lease-purchase financing and use of fund balance.

BUDGET

The total FY 2014/15 budget is \$7,308,817.

HIGHLIGHTS

The budget includes replacement of emergency and support vehicles based on the Twenty-Year Vehicle Replacement Plan. An inflation factor of 3% has been used to estimate future costs for each budget year. Due to cost containment efforts \$4.3 million in vehicle replacements have been deferred and are outside the current five-year CIP plan.



SIGNIFICANT CHANGES

The FY 2008/09 budget includes \$22.0 million for the lease-purchase of two new helicopters. FY 2011/12 reflects \$16.4 million for the refinancing of the helicopter lease.

IMPACT ON OPERATING BUDGET

Replacement of aging vehicles will help control vehicle maintenance costs included in the General Fund. All budgetary expenditures in FY 2014/15 are considered routine, capital expenditures.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 133 - VEHICLE REPLACEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2014/15 BUDGET

	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
FUNDING SOURCES				
Intergovernmental	\$960,000	-	-	n/a
Charges for Current Services	1,332,748	1,362,214	1,381,161	1.39%
Use of Money and Property	91,529	112,554	49,958	-55.61%
Other	90,839	722,825	-	-100.00%
Total Revenues & Other Financing Sources	2,475,116	2,197,593	1,431,119	-34.88%
Operating Transfer In	37,787	1,842,515	-	-100.00%
Total Beginning Fund Balance	31,995,189	28,816,498	21,033,985	-27.01%
TOTAL AVAILABLE RESOURCES	\$34,508,092	\$32,856,606	\$22,465,104	-31.63%
EXPENDITURES				
Services & Supplies	\$171,958	\$86,958	\$83,896	-3.52%
Capital Outlay	6,861,768	9,203,940	4,693,198	-49.01%
Debt Service	2,531,723	2,531,723	2,531,723	0%
Total Expenditures & Other Uses	9,565,449	11,822,621	7,308,817	-38.18%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	24,942,643	21,033,985	15,156,287	-27.94%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$34,508,092	\$32,856,606	\$22,465,104	-31.63%

Capital Improvement Program

AMBULANCE

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The ambulances are used to transport injured or sick persons to the closest receiving hospital. This project is for the replacement of one ambulance in FY 2017/18.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2017/18

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)				\$152,970		\$152,970
Total	-	-	-	\$152,970	-	\$152,970

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

FY 2014/15 OCFA Adopted Budget

BATTALION CHIEF (BC) COMMAND VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2016/17

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)			\$278,646			\$278,646
Total	-	-	\$278,646	-	-	\$278,646

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

Capital Improvement Program

BRUSH CHIPPER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The brush chipper is used for weed abatement, landscaping, tree care, and wood waste processing. This apparatus is operated by Crews and Equipment or Hand Crews for brush and tree removal. This project is for the replacement of two brush chippers with one brush chipper in FY 2015/16.



Replacement evaluation is based on the following criteria:

- Actual hours of operation of the brush chipper
- 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 hour targets for brush chipper are 20 years and/or 5,000 hours. The projections for the replacement of this vehicle are based on age. However, hours will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2015/16

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)		\$36,000				\$36,000
Total	-	\$36,000	-	-	-	\$36,000

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

FY 2014/15 OCFA Adopted Budget

COMPACT TRACK LOADER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The compact track loader is a small maneuverable piece of equipment that will allow the Pre-Fire Management Section to more effectively meet their mission throughout the county. Examples include fuels maintenance, fire roads, and a variety of miscellaneous projects throughout the organization. This project is for the purchase of one compact track loader and attachments, including a grappling bucket, mulcher, brush cutter, and stump grinder to replace an older and larger track loader and dozer in the current fleet. The goal is to reduce the size of the current heavy equipment fleet and better focus on the changing pre-fire environment. With the variety of attachments, the heavy equipment operators will be able to address projects currently requiring the hand crew, allowing their re-assignment to more suitable projects thereby increasing productivity. The purchase is scheduled for FY 2014/15.



The goal is to reduce the size of the current heavy equipment fleet and better focus on the changing pre-fire environment. With the variety of attachments, the heavy equipment operators will be able to address projects currently requiring the hand crew, allowing their re-assignment to more suitable projects thereby increasing productivity. The purchase is scheduled for FY 2014/15.

Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2014/15

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$136,000					\$136,000
Total	\$136,000	-	-	-	-	\$136,000

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

Capital Improvement Program

CREW CAB DOZER TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2018/19

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)					\$163,772	\$163,772
Total	-	-	-	-	\$163,772	\$163,772

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

FY 2014/15 OCFA Adopted Budget

ENGINE – TYPE 1

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This project is for the replacement of twenty-one Type 1 engines as follows: five in FY 2014/15, four in FY 2015/16, five in FY 2016/17, four in FY 2017/18 and three in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur annually

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$2,796,995	\$2,304,724	\$2,967,330	\$2,445,080	\$1,888,824	\$12,402,953
Total	\$2,796,995	\$2,304,724	\$2,967,330	\$2,445,080	\$1,888,824	\$12,402,593

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

Capital Improvement Program

FULL-SIZE 4-DOOR VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The full-size 4-door vehicle is used by all staff Battalion Chiefs and Division Chiefs. These vehicles are frequently used in Battalion Command situations similar to BC Command Vehicles. This project is for the replacement of six full-size 4-door vehicles with six new full-size 4-door vehicles as follows: five vehicles scheduled in FY 2014/15 and one in FY 2017/18.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2014/15 and FY 2017/18

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5- Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$260,835			\$57,004		\$317,839
Total	\$260,835	-	-	\$57,004	-	\$317,839

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

FY 2014/15 OCFA Adopted Budget

FULL-SIZE LEASED VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The monthly lease payments for six vehicles are based on the following agreements:

- 36 month leases to replace six vehicles, of which four were donated.

Project Status: New leases to begin in FY 2015/16 for three vehicles and FY 2016/17 for three additional vehicles; deferred from FY 2012/13. New lease agreement would be projected to start again in FY 2018/19.

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$34,320	\$69,669	\$69,669	\$72,759	\$246,417
Total	-	\$34,320	\$69,669	\$69,669	\$72,759	\$246,417

Impact on Operating Budget: Because the vehicles are new, many of the repairs would be covered under warranty and therefore may help control maintenance costs in the operating budget.

Capital Improvement Program

MID-SIZE 4X4 4-DOOR VEHICLES

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The mid-size 4x4 4-door vehicles are used by staff in the Operations Department who needs the versatility of a 4x4 to complete their specific assignments (e.g. safety officers). This project is for the replacement of nine mid-size 4x4 4-door vehicles with five in FY 2014/15, and four in FY 2015/16.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur FY 2014/15 and FY 2015/16

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$206,120	\$169,840				\$375,960
Total	\$206,120	\$169,840	-	-	-	\$375,960

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

FY 2014/15 OCFA Adopted Budget

PARAMEDIC SQUAD

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The paramedic van platform will be changing from a van to a pickup truck with a utility body. This platform change will increase storage capability while reducing vehicle cost. This unit carries a full complement of paramedic equipment. This project is for the replacement of fifteen paramedic vans with five new paramedic squads in FY 2014/15, five new paramedic squads in FY 2015/16 and five new paramedic squads FY 2016/17.

Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY's 2014/15, 2015/16 and 2016/17

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$558,465	\$575,220	\$592,475			\$1,726,160
Total	\$558,465	\$575,220	\$592,475	-	-	\$1,726,160

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

Capital Improvement Program

PICKUP UTILITY – ¾ TON VEHICLES

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)				\$137,040	\$235,250	\$372,290
Total	-	-	-	\$137,040	\$235,250	\$372,290

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

FY 2014/15 OCFA Adopted Budget

TRUCK – 75’ QUINT

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

Project Description: The 75’ quint apparatus is more maneuverable than the 90’ quint and is utilized in tighter communities. The 75’ quint is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations, and carry all the applicable tools needed for these tasks. This apparatus also has a 75’ aerial platform, 300-gallon water tank, and a fire pump similar to a fire engine. This project is for the replacement of one 75’ quint in FY 2015/16.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for trucks - 75’ quints are 17 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase deferred from FY 2012/13 to FY 2015/16

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)		\$1,127,366				\$1,127,336
Total	-	\$1,127,366	-	-	-	\$1,127,336

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

Capital Improvement Program

ENGINE-TYPE 1/ DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This apparatus is the same as our replacement Type I engines; however, this apparatus is funded by a local developer including hose and other equipment. This project is for the purchase of one Type 1 engine in FY 2017/18 for station 67 (Rancho Mission Viejo).



Project Status: Purchase to occur in FY 2017/18

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	Project Total
<i>Project Cost</i>						
Vehicles (Emergency)				\$729,608		\$729,608
Total	-	-	-	\$729,608	-	\$729,608

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

FY 2014/15 OCFA Adopted Budget

PARAMEDIC SQUAD - DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The paramedic van platform will be changing from a van to a pickup truck with a utility body. This platform change will increase storage capability while reducing vehicle cost. This unit carries a full complement of paramedic equipment. This project is for the addition of one paramedic squad that will be funded by a local developer including all the advanced life support equipment (ALS) needed for the unit to go into service. Purchase of this one paramedic squad will be made in FY 2017/18 for fire station 67 (Rancho Mission Viejo).

Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2017/18

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)				\$122,049		\$122,049
Total	-	-	-	\$122,049	-	\$122,049

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

Capital Improvement Program

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

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

Project Description: The TDA apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial ladder, 300-gallon water tank, and a fire pump similar to a fire engine. This apparatus, including hose and other equipment is funded by local developers. This project is for the addition of two new 100' tractor drawn aerial quints with one in FY 2015/16 for FS20 (Irvine) and one in FY 2017/18 for station 67 (Rancho Mission Viejo).



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2015/16 and FY 2017/18

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
Project Cost						
Vehicles (Emergency)		\$1,465,353		\$1,509,313		\$2,974,666
Total	-	\$1,465,353	-	\$1,509,313	-	\$2,974,666

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

FY 2014/15 OCFA Adopted Budget

FULL-SIZE CARGO VANS

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

Project Description: These vehicles are used in a number of OCFA’s sections such as Information Systems. Depending on the vehicle’s application, it can be used for transportation and storage of components specific to each section’s needs (i.e., computer components, miscellaneous tools to facilitate repairs or haul specific equipment). This project is for the replacement of four full-size cargo vans in FY 2014/15.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2014/15

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$166,564					\$166,564
Total	\$166,564	-	-	-	-	\$166,564

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

Capital Improvement Program

MID-SIZE 4-DOOR VEHICLES

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The mid-size 4-door vehicles are used by management and supervisory staff in a variety of support staff positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their specific sections. This project is for the replacement of two mid-size 4-door vehicles in FY 2014/15.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2014/15

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$70,808					\$70,808
Total	\$70,808	-	-	-	-	\$70,808

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

FY 2014/15 OCFA Adopted Budget

MID-SIZE PICKUP-1/2 TON VEHICLES

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are primarily used by the Fire Prevention Department to conduct off-site inspections. This project is for the replacement of ten mid-size pickup-1/2 ton vehicles with six new mid-size pickup-1/2 vehicles in FY 2014/15, two in FY 2015/16, and two in FY 2016/17.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for mid-size pickup–1/2 ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY’s 2014/15, 2015/16, and 2016/17

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$186,876	\$64,160	\$66,084			\$317,120
Total	\$186,876	\$64,160	\$66,084	-	-	\$317,120

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

Capital Improvement Program

MINIVAN - PASSENGER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2015/16

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)		\$27,863				\$27,863
Total	-	\$27,863	-	-	-	\$27,863

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

FY 2014/15 OCFA Adopted Budget

PICKUP GENERAL – 1/2 TON VEHICLES

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

Project Description: These units are utilized by sections that need adequate cargo space. This project is for the replacement of one pickup general – 1/2 ton vehicle in FY 2014/15.

Vehicle replacement evaluation is based on the following criteria:

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



The age and mileage targets for pickup general – 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: Purchase to occur in FY 2014/15; deferred from FY 2011/12

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$41,527					\$41,527
Total	\$41,527	-	-	-	-	\$41,527

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

Capital Improvement Program

SERVICE TRUCK - LIGHT VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Service trucks – light vehicles are used for field service throughout the department for both heavy and light apparatus in the fleet for fleet services and communication services. These units are also sent out of county if technicians are requested on large campaign fires. This project is for the replacement of one service truck - light vehicle in FY 2015/16.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 2015/16

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)		\$60,349				\$60,349
Total	-	\$60,349	-	-	-	\$60,349

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

FY 2014/15 OCFA Adopted Budget

SERVICE TRUCK – HEAVY VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for service truck – heavy vehicles are 18 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2017/18

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)				\$66,554		\$66,554
Total	-	-	-	\$66,554	-	\$66,554

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

Capital Improvement Program

STEP VAN

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are used by the Materiel Management section for the interdepartmental mail delivery and pick-up. Project costs include the replacement of two step vans in FY 2014/15.



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

Project Status: Purchases to occur in FY 2014/15

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$114,008					\$114,008
Total	\$114,008	-	-	-	-	\$114,008

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

FY 2014/15 OCFA Adopted Budget

DEFIBRILLATOR REPLACEMENTS

Project Priority: B

Project Type: Defibrillator Replacement

Project Management: Emergency Medical Services

Project Description: This significant, non-routine project is the planned replacement of approximately 100 defibrillators every sixth year. Defibrillators are automated devices that deliver a strong electric shock to patients with abnormal heart rhythm in order to restore a normal heart rhythm. The scheduled replacement of defibrillators will be necessary to maintain compliance with projected changes in Treatment Guideline regulations, as well as provide improved technology.

Project Status: Replacements to begin in FY 2016/17

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Defibrillator Replacement			\$3,835,000			\$3,835,000
Total	-	-	\$3,835,000	-	-	\$3,835,000

Impact on Operating Budget: There is no impact to the operating budget, which already includes \$20K for repairs that are not covered by the warranty.

Capital Improvement Program

HELICOPTER COMPONENTS

Project Priority: B

Project Type: Helicopter Component Replacement

Project Management: Air Operations

Project Description: This project will serve two purposes. First, it will purchase an aircraft enhancement in the form of Flight Directors. The Flight Director Control System will improve helicopter handling and augment stability during rescue and firefighting operations. It also reduces pilot workload in poor visibility conditions.



Included in this funding is the second part of this project which is to develop an inventory of vital helicopter replacement components such as critical instruments required for flight operations, cross and skid tubes and tail rotor blades.

The role of the OCFA helicopters is to provide rescue and firefighting capability within the boundaries of Orange County. Helicopters are essential tools in remote rescue situations, wildland response, and flood emergencies.

Project Status: Ongoing

Description	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	5-Yr. Total
<i>Project Cost</i>						
Helicopter Components	\$155,000	\$124,000	\$107,000	\$130,000	\$150,000	\$666,000
Total	\$155,000	\$124,000	\$107,000	\$130,000	\$150,000	\$666,000

Impact on Operating Budget: The purchase of the enhancements will lower maintenance costs through reduced airframe fatigue, which will also reduce fuel consumption. The scheduled replacement and immediate availability of helicopter components will ensure immediate aircraft readiness and control of the maintenance costs in the operating budget.



ORANGE COUNTY FIRE AUTHORITY

Safety Message

Hands Only CPR

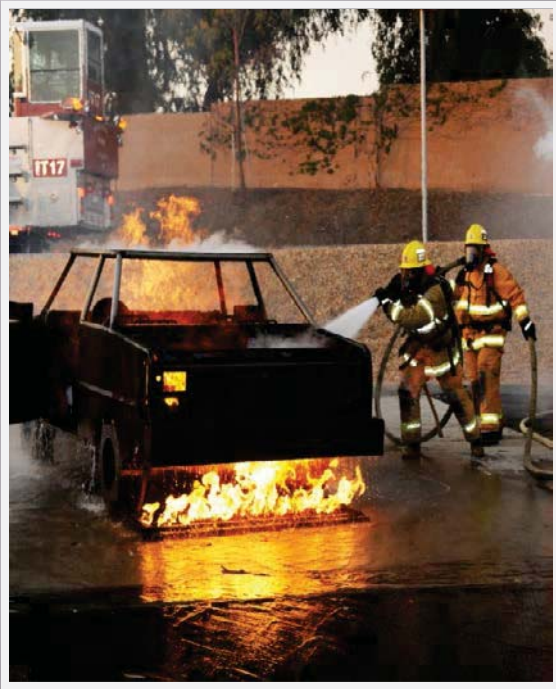
If you see someone suddenly collapse...ACT FAST!

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

Your actions can help save a life!

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

Other Funds



Fund 171
Structural Fire Fund
Entitlement Fund



Fund 171: Structural Fire Fund

Entitlement

DESCRIPTION

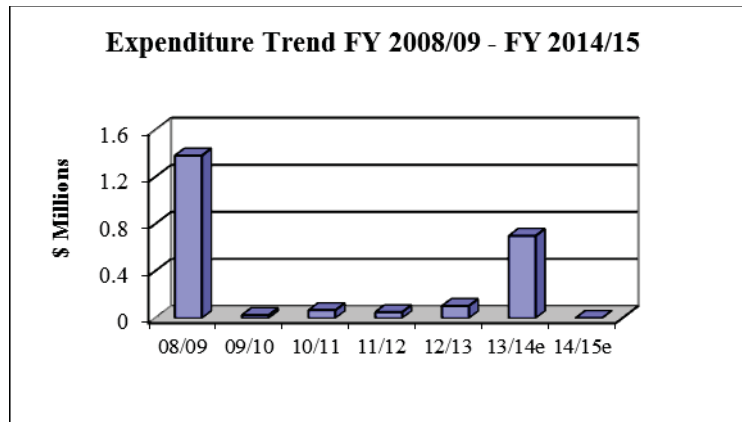
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

BUDGET

The total FY 2014/15 budget is \$0. Any remaining funds from FY 2013/14 will be rebudgeted to FY 2014/15 in September 2014.

HIGHLIGHTS

The FY 2013/14 budget included appropriations for the cities of Dana Point, Irvine, Laguna Niguel, San Juan Capistrano, Villa Park, Aliso Viejo, Rancho Santa Margarita, and the County of Orange (unincorporated areas) for various fire service related projects. Any remaining unspent funds from FY 2013/14 will be rebudgeted to FY 2014/15 in September 2014.



Under prior terms of the OCFA's Joint Powers Agreement (JPA), the Board of Directors would periodically review year-end savings for possible allocation to this fund. However, the ratification of the Second Amendment to the JPA established a new methodology for compensating over-funded SFF members; therefore no additional transfers to this fund were anticipated. As of publication of this document, the future use of this fund is unknown as the Second Amendment was ruled invalid after judicial review.

SIGNIFICANT CHANGES

The expenditure trend graph reflects the amount expended for the Irvine signal preemption devices in FY 2008/09 and additional funds budgeted for the installation of a bi-directional amplifier in FY 2013/14.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2014/15 BUDGET

	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
FUNDING SOURCES				
Use of Money and Property	\$4,197	\$3,489	\$1,496	-57.12%
Total Revenues & Other	4,197	3,489	1,496	-57.12%
Financing Sources				
Operating Transfer In	-	-	-	n/a
Total Beginning Fund Balance	1,372,789	1,268,160	571,891	-54.90%
TOTAL AVAILABLE	\$1,376,986	\$1,271,649	\$573,387	-54.91%
RESOURCES				
EXPENDITURES				
Aliso Viejo	\$28,863	28,804	-	-100.00%
Dana Point	67,097	48,405	-	-100.00%
Irvine	1,006,796	463,000	-	-100.00%
Laguna Niguel	52,198	52,232	-	-100.00%
Rancho Santa Margarita	17,493	17,458	-	-100.00%
San Juan Capistrano	8,933	5,916	-	-100.00%
Villa Park	49,762	8,191	-	-100.00%
County of Orange	75,906	75,752	-	-100.00%
Total Expenditures & Other Uses	1,307,048	699,758	-	-100.00%
Operating Transfer Out	-	-	-	n/a
Ending Fund Balance	69,938	571,891	573,387	0.26%
TOTAL FUND COMMITMENTS	\$1,376,986	\$1,271,649	\$573,387	-54.91%
& FUND BALANCE				

Fund 190
Self-Insurance



Fund 190: Self-Insurance

DESCRIPTION

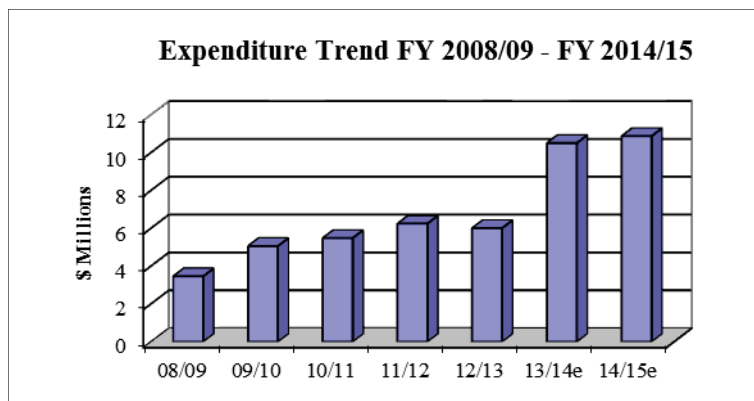
This fund was established in May 2003 to track funding and expenditures for workers' compensation claims liability. Funding sources include revenue from the General Fund and interest earnings.

BUDGET

The total FY 2014/15 budget is \$10,872,378.

HIGHLIGHTS

In March 2002, the OCFA implemented a workers' compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the fund balance set aside for payment of these future claim costs.



This fund was established similar to an internal service fund in that the amount determined as necessary to fund the coming fiscal year, as provided by the annual independent actuarial study, and is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue. The estimated claims payment provided in the actuarial study is appropriated in Fund 190.

SIGNIFICANT CHANGES

Funding for FY 2013/14 and FY 2014/15 reflect actuarial estimates. FY 2013/14 is based on the 50% confidence level, while the confidence level increases to 60% in FY 2014/15 as set by the Board of Directors. The 60% level is expected to continue.

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 2014/15 OCFA Adopted Budget

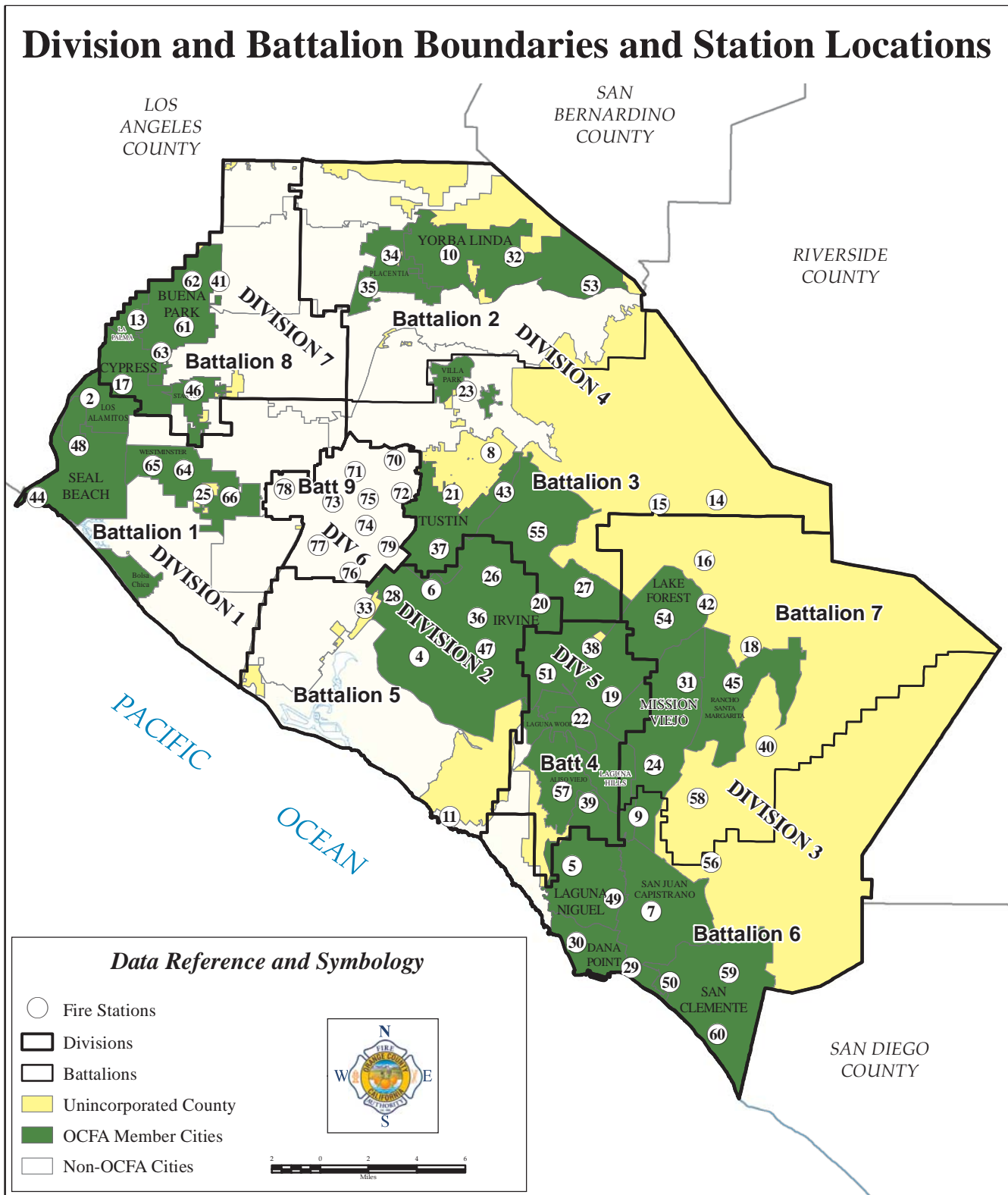
ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2014/15 BUDGET

	FY 2012/13 Budget	FY 2013/14 Budget	FY 2014/15 Budget	% Change fr FY 2013/14 Budget
FUNDING SOURCES				
Other	\$9,892,711	\$12,825,908	\$13,811,667	7.69%
Use of Money and Property	128,552	170,481	143,401	-15.88%
Total Revenues & Other Financing Sources	10,021,263	12,996,389	13,955,068	7.38%
Operating Transfer In	15,244,794	-	-	n/a
Total Beginning Fund Balance	34,146,268	53,230,384	55,722,949	4.68%
TOTAL AVAILABLE RESOURCES	\$59,412,325	\$66,226,773	\$69,678,017	5.21%
EXPENDITURES				
Services & Supplies	\$9,569,235	\$10,503,824	\$10,872,378	3.51%
Total Expenditures & Other Uses	9,569,235	10,503,824	10,872,378	3.51%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	49,843,090	55,722,949	58,805,639	5.53%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$59,412,325	\$66,226,773	\$69,678,017	5.21%

Appendix



Division and Battalion Boundaries and Station Locations



FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY LIST OF STATIONS BY MEMBER AGENCY

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 8081 Western Ave. 90620

Station 62, 7780 Artesia Blvd. 90621

Station 63, 9120 Holder St. 90620

City of Cypress

Station 17, 4991 Cerritos Ave. 90630

City of Dana Point

Station 29, 26111 Victoria Blvd. 92624

Station 30, 23831 Stonehill Dr. 92629

City of Irvine

Station 4, 2 California Ave. 92612

Station 6, 3180 Barranca Pkwy. 92606

Station 20, 6933 Trabuco Rd. 92618

Station 26, 4691 Walnut Ave. 92604

Station 27, 12400 Portola Springs. 92618

Station 28, 17862 Gillette Ave. 92614

Station 36, 301 E. Yale Loop 92604

Station 38, 26 Parker 92618

Station 47, 47 Fossil 92603

Station 51, 18 Cushing 92618

Station 55, 4955 Portola Pkwy. 92614

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr. 92677

Station 39, 24241 Avila Rd. 92677

Station 49, 31461 St. of the Golden Lantern 92677

City of Lake Forest

Station 19, 23022 El Toro Rd. 92630

Station 42, 19150 Ridgeline Rd., 92679

Station 54, 19811 Pauling Ave., 92610

City of La Palma

Station 13, 7822 Walker St. 90623

City of Los Alamitos

Station 2, 3642 Green Ave. 90720

City of Mission Viejo

Station 9, #9 Shops Blvd. 92691

Station 24, 25862 Marguerite Pkwy. 92692

Station 31, 22426 Olympiad Rd. 92692

City of Placentia

Station 34, 1530 N. Valencia 92870

Station 35, 110 S. Bradford 92870

City of Rancho Santa Margarita

Station 45, 30131 Aventura 92688

City of San Clemente

Station 50, 670 Camino de los Mares 92673

Station 59, 59 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo 92675

ORANGE COUNTY FIRE AUTHORITY LIST OF STATIONS BY MEMBER AGENCY

City of Santa Ana

Station 70, 2301 N. Old Grand St. 92705
Station 71, 1029 W. 17th St. 92706
Station 72, 1688 E. 4th St. 92701
Station 73, 419 S. Franklin St. 92703
Station 74 (Admin), 1439 S. Broadway St. 92707
Station 74, 1427 South Broadway St. 92707
Station 75, 120 W. Walnut St. 92701
Station 76, 950 W. MacArthur Ave. 92707
Station 77, 2317 S. Greenville St. 92704
Station 78, 501 N. Newhope St. 92703
Station 79, 1320 E. Warner Ave. 92705

City of Seal Beach

Station 44, 718 Central Ave. 90740
Station 48, 3131 N. Gate Rd. 90740

City of Stanton

Station 46, 7871 Pacific St. 90680

County of Orange, Unincorporated

Station 8, 10631 Skyline Dr., Santa Ana 92705
Station 11, 259 Emerald Bay, Laguna Beach 92651
Station 14, P.O. Box 12, Silverado 92676
Station 15, 27172 Silverado Canyon Rd., Silverado 92676
Station 16, 28891 Modjeska Canyon Rd., Silverado 92676
Station 18, P.O. Box 618, Trabuco Canyon 92678

Specialty Stations

Station 41, 3900 West Artesia Ave, Fullerton 92633

Helicopter Operations

City of Tustin

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

City of Villa Park

Station 23, 5020 Santiago Canyon Rd. 92869

City of Westminster

Station 64, 7351 Westminster Blvd. 92683
Station 65, 6061 Hefley St. 92683
Station 66, 15061 Moran St. 92683

City of Yorba Linda

Station 10, 18422 E. Lemon Dr. 92886
Station 32, 20990 Yorba Linda Blvd. 92887
Station 53, 25415 La Palma Ave. 92887

Station 21, 1241 Irvine Blvd., Tustin 92780
Station 25, 8171 Bolsa Ave., Midway City 92655
Station 33, 366 Paularino, Costa Mesa 92626
Station 40, 25082 Vista del Verde, Coto de Caza 92679
Station 56, 56 Sendero Way, Rancho Mission Viejo
Station 58, 58 Station Way, Ladera Ranch 92694

30942 Trabuco Canyon Rd., Trabuco Canyon, 92678

Crews & Equipment - Camp 18

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

INCIDENTS (1)	FY 2007/08 TOTAL	FY 2008/09 TOTAL	FY 2009/10 TOTAL	FY 2010/11 TOTAL	FY 2011/12 TOTAL	FY 2012/13 TOTAL
Aliso Viejo	2,060	1,998	2,005	2,094	2,076	2,231
Buena Park	5,528	5,668	5,676	5,652	5,848	5,869
Cypress	2,552	2,504	2,600	2,490	2,560	2,708
Dana Point	2,700	2,650	2,787	2,870	2,784	2,958
Irvine	11,631	11,385	11,886	12,214	11,989	12,526
Laguna Hills	2,434	2,421	2,558	2,614	2,550	2,587
Laguna Niguel	3,101	3,079	3,094	3,255	3,367	3,479
Laguna Woods	4,349	4,350	4,399	4,560	4,728	4,759
Lake Forest	4,170	4,272	4,320	4,334	4,246	4,478
La Palma	760	760	754	778	752	810
Los Alamitos	1,032	1,083	1,079	1,060	1,109	1,206
Mission Viejo	6,139	6,424	6,363	6,379	6,372	6,777
Placentia	2,829	2,699	2,696	2,837	2,721	2,853
Rancho Santa Margarita	2,002	1,965	2,008	2,015	2,111	1,989
San Clemente	3,863	3,678	3,961	3,813	4,008	4,198
San Juan Capistrano	2,569	2,526	2,429	2,580	2,625	2,712
Santa Ana (2)					3,708	18,962
Seal Beach	3,453	3,388	3,492	3,375	3,625	3,551
Stanton	2,438	2,420	2,401	2,597	2,674	2,890
Tustin	3,865	3,761	3,744	4,055	4,214	4,594
Villa Park	324	329	336	388	365	392
Westminster	5,795	5,835	5,724	5,882	6,023	6,502
Yorba Linda	3,103	3,134	2,937	2,928	3,136	3,293
Unincorporated	6,235	6,220	6,267	6,087	6,016	5,790
TOTAL	82,932	82,549	83,516	84,857	89,607	108,114 (3)

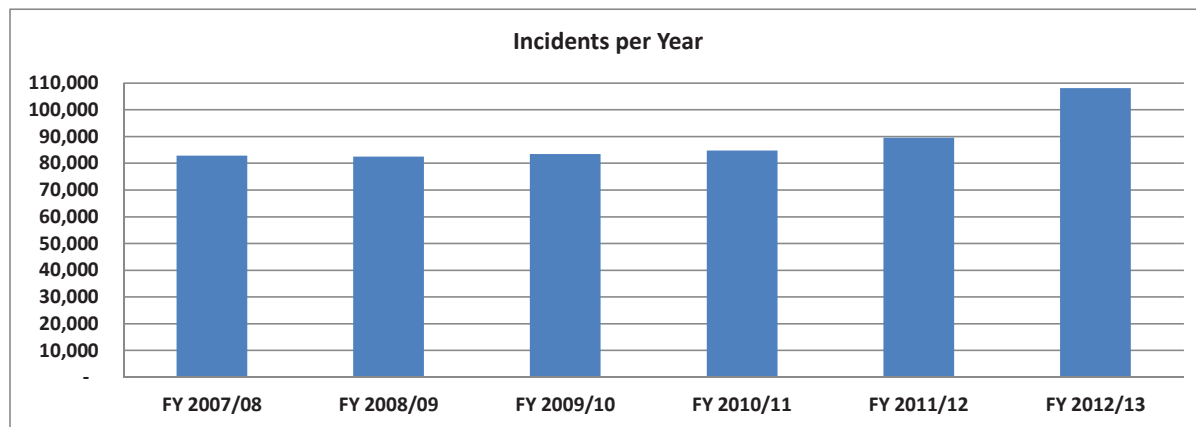
SOURCE: Information Technology Division

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

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

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

(3) Excludes mutual aid.

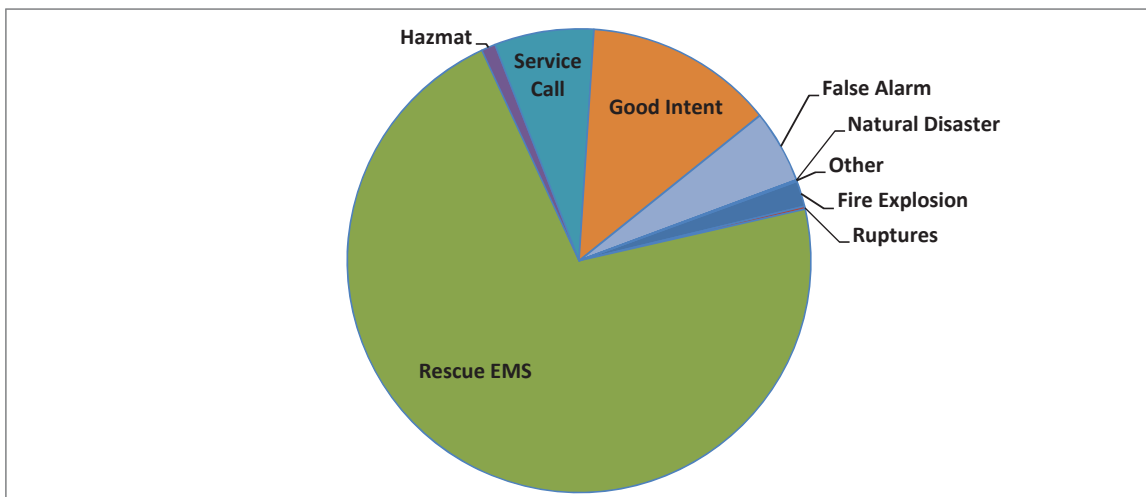


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
Fire Explosion	1,949	1,795	1,466	1,413	1,490	2,009
Ruptures	178	169	164	152	152	221
Rescue EMS	58,076	58,358	59,448	60,529	65,280	80,427
Hazmat	1,355	1,080	1,044	968	933	1,102
Service Call	5,321	5,508	5,706	6,070	6,355	7,774
Good Intent	10,969	10,839	10,959	11,292	11,237	14,844
False Alarm	4,847	4,503	4,290	4,245	4,029	5,728
Natural Disaster	10	3	25	49	4	1
Other	227	294	414	139	127	111
Total	82,932	82,549	83,516	84,857	89,607	112,217

SOURCE: Information Technology 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 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14
Aliso Viejo	x		7,553,177,363	7,459,561,585	7,511,408,344	7,605,524,301	7,877,812,008
Buena Park		x	7,438,786,626	7,478,553,299	7,484,717,414	7,602,927,022	7,886,342,310
Cypress	x		5,529,005,071	5,514,794,397	5,560,190,082	5,666,354,152	5,854,808,819
Dana Point	x		8,763,401,954	8,687,748,036	8,735,352,174	8,844,363,956	9,126,749,851
Irvine	x		47,212,001,153	46,538,576,173	47,136,231,043	48,646,093,255	51,002,248,297
Laguna Hills	x		5,589,417,297	5,460,469,629	5,463,649,450	5,513,065,887	5,643,544,803
Laguna Niguel	x		11,883,055,728	11,892,950,905	11,991,938,935	12,116,601,329	12,402,919,104
Laguna Woods	x		2,273,716,556	2,214,362,811	2,186,989,720	2,193,624,367	2,237,287,579
Lake Forest	x		10,915,562,030	10,744,518,458	10,721,083,140	10,885,724,192	11,238,774,618
La Palma	x		1,695,126,085	1,698,468,994	1,698,168,526	1,718,006,977	1,744,907,431
Los Alamitos	x		1,589,308,514	1,616,119,763	1,603,255,484	1,638,192,752	1,674,933,495
Mission Viejo	x		13,104,698,129	13,157,979,198	13,226,115,127	13,320,574,029	13,639,459,848
Placentia		x	4,967,650,829	4,969,022,865	5,007,558,219	5,080,848,867	5,203,416,631
Rancho Santa Margarita	x		6,617,902,891	6,605,397,292	6,623,819,450	6,679,191,088	6,759,143,929
San Clemente		x	12,631,336,846	12,431,717,267	12,356,018,520	12,506,117,671	12,824,727,057
San Juan Capistrano	x		5,835,956,940	5,817,501,434	5,799,444,394	5,833,268,798	6,039,344,148
Santa Ana		x			20,100,864,489	20,339,779,135	21,119,683,205
Seal Beach		x	4,241,221,369	4,282,031,841	4,434,344,626	4,480,556,641	4,580,472,391
Stanton		x	2,070,815,355	2,042,111,872	2,063,292,635	2,073,751,661	2,144,269,847
Tustin		x	9,501,068,800	9,419,294,337	9,378,898,773	9,502,172,504	9,732,380,911
Villa Park	x		1,359,734,195	1,353,409,168	1,372,687,483	1,398,666,415	1,466,599,155
Westminster		x	6,698,153,303	6,779,971,901	6,935,761,541	7,023,383,445	7,176,140,802
Yorba Linda	x		10,897,980,691	10,936,312,406	11,262,427,223	11,484,958,133	11,857,840,091
Unincorporated (3)	x		21,447,510,553	21,485,306,973	21,509,470,987	21,332,071,633	21,915,863,172
Total SFF Cities			162,267,555,150	161,183,477,222	162,402,231,562	164,876,281,264	170,482,236,348
Percentage Change			-1.76%	-0.67%	0.76%	1.52%	3.40%
Total Cash Cities			47,549,033,128	47,402,703,382	67,761,456,217	68,609,536,946	70,667,433,154
Total Assessed Valuation			209,816,588,278	208,586,180,604	230,163,687,779	233,485,818,210	241,149,669,502
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.11%	0.11%

SOURCE: County of Orange, Auditor-Controller website

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

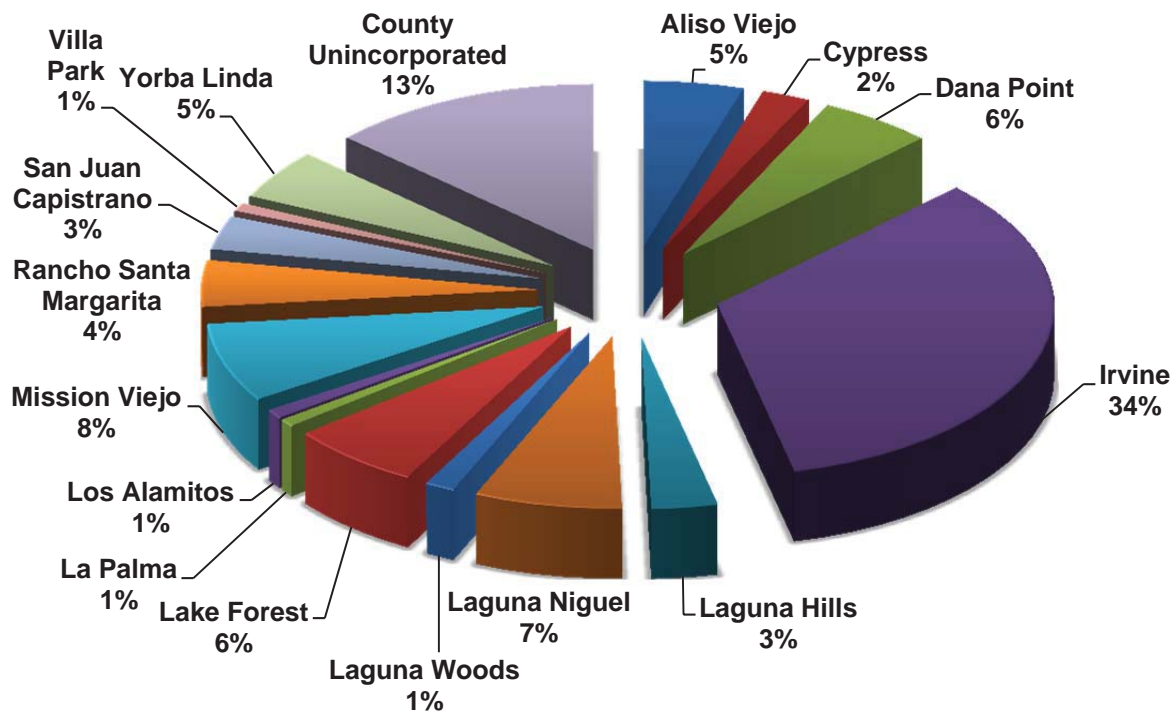
(2) These cities pay for services on a cash contract basis. Assessed Value is shown for comparison only.

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

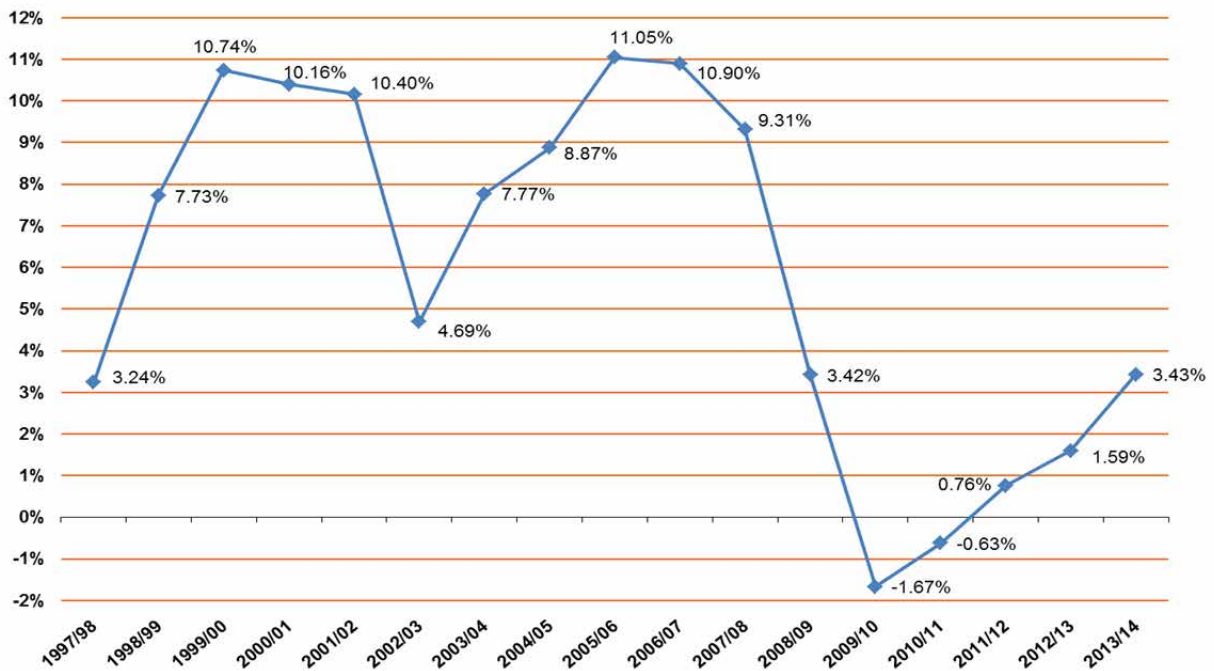
NOTE:

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

OCFA Proportional Revenue by Jurisdiction
FY 2013/14



Historical Changes in Assessed Valuation (Excludes RDA Increment)
Orange County Fire Authority



Source: Orange County Auditor Controller

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	Population by City, 2005 and 2014			Housing Units by City, 2005 and 2014		
	(1) 2005	(2) 2014	Percent Change	(1) 2005	(2) 2014	Percent Change
Aliso Viejo	45,017	49,951	11.0%	17,968	19,342	7.6%
Buena Park	81,066	82,344	1.6%	23,868	24,711	3.5%
Cypress	48,863	48,886	0.0%	16,446	16,128	-1.9%
Dana Point	36,765	34,037	-7.4%	15,909	15,964	0.3%
Irvine	180,803	242,651	34.2%	68,916	90,562	31.4%
Laguna Hills	33,253	30,857	-7.2%	11,139	10,995	-1.3%
Laguna Niguel	66,126	64,460	-2.5%	24,723	25,424	2.8%
Laguna Woods	18,371	16,581	-9.7%	13,629	13,079	-4.0%
Lake Forest	78,020	79,139	1.4%	26,385	27,257	3.3%
La Palma	16,112	15,896	-1.3%	5,131	5,234	2.0%
Los Alamitos	12,003	11,729	-2.3%	4,368	4,380	0.3%
Mission Viejo	98,197	95,334	-2.9%	33,714	34,300	1.7%
Placentia	50,323	52,094	3.5%	16,075	17,066	6.2%
Rancho Santa Margarita	49,249	48,834	-0.8%	16,684	17,284	3.6%
San Clemente	65,338	64,874	-0.7%	26,207	26,025	-0.7%
San Juan Capistrano	36,078	35,900	-0.5%	11,692	12,160	4.0%
Santa Ana (3)		331,953	--	75,222	77,133	--
Seal Beach	25,334	24,591	-2.9%	14,476	14,539	0.4%
Stanton	38,812	38,963	0.4%	11,071	11,299	2.1%
Tustin	70,871	78,360	10.6%	25,927	26,957	4.0%
Villa Park	6,230	5,935	-4.7%	2,020	2,020	0.0%
Westminster	92,270	91,652	-0.7%	27,300	27,727	1.6%
Yorba Linda	65,621	67,069	2.2%	21,111	22,856	8.3%
Unincorporated	118,664	121,473	2.4%	38,100	39,506	3.7%
Total:						
Orange County Fire Authority	1,288,369	1,733,563	34.6%	548,081	581,948	6.2%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2005
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2014
- (3) The City of Santa Ana joined the OCFA on April 20, 2012.

**ORANGE COUNTY FIRE AUTHORITY
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)**

For the Year Ended June 30	(A) Population Estimates (In Thousand)	(B) Total Personal Income (In Thousand)	Per Capita Income	(C) Unemployment Rate
2004	3,017	125,798,400	41,697	4.3
2005	3,057	135,070,500	44,184	3.8
2006	3,072	145,435,600	47,342	3.4
2007	3,098	150,214,300	48,488	3.9
2008	3,121	155,925,200	49,960	5.3
2009	3,139	146,052,500	46,528	8.9
2010	3,010	147,195,100	48,902	9.5
2011	3,029	154,768,500	51,096	8.8
2012	3,058	161,743,800	52,892	7.6
2013	3,114	168,778,500	54,200	5.0

SOURCES:

- (A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.
(B) Center for Economic Research, Chapman University (estimates).
(C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at June of each year.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY

PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)

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

SOURCES:

OCFA Comprehensive Annual Financial Report for Fiscal Year 2002/03

County of Orange, Treasurer-Tax Collector, Tax Collector Top 20 Taxpayer List (<http://egov.ocgov.com>)

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 2003/04			FY 2012/13		
	Number of Employees	Percent of		Number of Employees	Percent of	
		Rank	Total Employment		Rank	Total Employment
Walt Disney Co.	21,000	1	1.33%	25,000	1	1.53%
University of California, Irvine	15,500	3	0.98%	21,800	2	1.34%
County of Orange	17,751	2	1.12%	17,632	3	1.08%
St. Joseph Health System	8,975	5	0.57%	11,679	4	0.72%
Boeing Co.	11,160	4	0.70%	6,873	5	0.42%
Kaiser Permanente				6,300	6	0.39%
Bank of America Corp.				6,000	7	0.37%
Memorial Care Health System				5,545	8	0.34%
Target Corp.	5,436	10	0.34%	5,400	9	0.33%
Cedar Fair LP				5,200	10	0.32%
Albertson's Inc.	8,700	6	0.55%			
Tenet Healthcare Corp.	8,389	7	0.53%			
Yum! Brands Inc.	6,500	8	0.41%			
SBC Communications Inc.	5,658	9	0.36%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2013
O.C. Business Journal, Book of Lists (2013)

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.

FY 2014/15 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY CONSTRUCTION AND HOUSING ACTIVITY

Calendar Year	Total Dwelling Units	Deeds Recorded	Building Permit Valuation (Million \$)	Home Price Index (1990=100)
2003	9,311	202,018	3,083	203.4
2004	9,322	167,773	3,376	259.2
2005	7,206	159,455	3,595	287.1
2006	8,371	130,560	4,718	294.7
2007	7,072	105,570	3,797	307.0
2008	3,159	87,435	2,477	232.2
2009	2,200	103,316	1,808	214.4
2010	3,091	105,379	2,181	230.7
2011	4,807	102,537	2,537	217.6
2012	6,163	130,317	2,826	228.3
2013	10,453	121,803	4,175	274.7

SOURCE:

Chapman University, Economic & Business Review (June editions)

ORANGE COUNTY FIRE AUTHORITY

Debt Obligations

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

**SUNTRUST BANK
Lease-Purchase Payment Schedule**

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

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

FY 2014/15 OCFA Adopted Budget

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

ORANGE COUNTY FIRE AUTHORITY GLOSSARY

Accounting System	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
Accrual Basis Accounting	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
Advanced Life Support (ALS)	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
Aircraft Rescue & Firefighting (ARFF)	ARFF refers generally to the functions and services associated with the control and mitigation of crashes, fire, hazardous conditions, and other incidents related to airport operations. These services are provided at John Wayne Airport.
Appropriation	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
Assessed Valuation	The value assigned to real property (land and buildings) and tangible personal property (moveable property) by the Orange County Assessor's Office for use as a basis in levying property taxes.
Automatic / Mutual Aid	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.
Balanced Budget	A budget in which planned on-going expenditures do not exceed planned on-going revenues. The OCFA also requires on-going revenues to cover any incremental increase in the Board mandated General Fund 10% contingency fund balance.
Biennial Budget	A budget applicable to a two-year cycle.
Biennium	A two-year period.

FY 2014/15 OCFA Adopted Budget

Budget	A financial plan that identifies revenues, specific types and levels of services to be provided, and establishes the amount of money which can be spent.
Budget Document	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
CAL FIRE	The State fire protection and suppression agency that contracts with the OCFA for protection of state responsibility areas (SRA), formerly known as the California Department of Forestry (CDF).
California Accidental Release Prevention Program (CalARP)	The purpose of the CalARP program is to reduce the frequency of releases of hazardous substances and reduce the consequences in the event a release occurs. The statutory basis for the program is the California Health and Safety Code Division 20, Chapter 6.95, Article 2.
California Environmental Quality Act (CEQA)	The CEQA objectives are to disclose the significant environmental effects of proposed activities; to identify ways to avoid or reduce environmental damage; to prevent environmental damage through feasible alternatives or mitigations; to disclose to the public reasons for agency approval of projects with significant environmental effects; to foster interagency coordination; and to enhance public participation in the planning process.
California Occupational Safety and Health Agency (CalOSHA)	The State agency that protects workers and the public from safety hazards by enforcing California's occupational and public safety laws, and that provides information and consultative assistance to employers, workers, and the public about workplace and public safety matters.
California Public Employees Retirement System (CalPERS)	CalPERS provides a variety of retirement and health benefit programs and services, and administers other programs dedicated to protecting the financial security of public employees and public agencies. CalPERS provides health benefit programs for non-firefighter unit employees only.

California Society of Municipal Finance Officers (CSMFO)	The California Society of Municipal Finance Officers is an association of local government finance officers that promotes excellence in financial management through innovation, continuing education, and the professional development of members.
California Task Force 5 (CATF-5)	California Task Force 5 is one of twenty-eight regional urban search and rescue task forces throughout the country that responds as a FEMA or California OES resource during national or regional emergencies such as earthquakes, terrorist attacks, hurricanes, or any other natural or manmade disaster that requires highly skilled search and rescue personnel. The OCFA is the lead agency for CATF-5.
Capital Improvement Program (CIP)	A multi-year financial plan comprised of several funds for construction of physical assets such as fire stations and the replacement of capital assets such as apparatus, communications, and information systems.
Cash Contract City	Cash Contact Cities are those municipalities that formerly had their own fire departments but currently contract with the OCFA for emergency services. These seven cities (Buena Park, Placentia, San Clemente, Seal Beach, Stanton, Tustin, and Westminster) are billed quarterly for the service costs.
Commission on Fire Accreditation International (CFAI) Accreditation	The accreditation process is a comprehensive self-assessment and evaluation that enables fire and emergency service organizations to examine past, current, and future service levels and compare them to industry best practices.
Community Emergency Response Teams (CERT)	Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.
Community Redevelopment Agency (CRA)	Agencies established by a city or a county for the remediation of blight in a community. Within the Structural Fire Fund jurisdictions, the OCFA receives revenues from these agencies either through pass-through agreements or statutory formula.

FY 2014/15 OCFA Adopted Budget

Comprehensive Annual Financial Report (CAFR)	The CAFR sets forth fairly the financial position and the results of the OCFA's operations as measured by the financial activity of the various funds. All necessary disclosures are included to allow full understanding of the financial activities and operations of the OCFA.
Computer Aided Dispatch (CAD)	The Emergency 911 Computer Aided Dispatch system manages 911 calls, recommends and dispatches appropriate units and personnel for specific types of incidents, and interfaces with other systems for records management requirements.
Confidence Level	A statistical measure of certainty regarding a given outcome. When applied to Workers' Compensation, it relates to the sufficiency of funding to cover future expenditures (often over the following ten years). For example, a confidence level of 80% indicates that funding is actuarially projected to meet or exceed expenditures for eight out of the next ten years. A higher confidence level equates to higher appropriations.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.
Debt Service	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
Deficit	A condition in which revenues are insufficient to cover expenditures.
Deployment Study	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
Division or Section Budget	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
Emergency Medical Technician (EMT)	An EMT-I is an individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.

Encumbrance	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
Expenditure	Represents the actual payment for goods and services or the accrual thereof.
Executive Management Team	The Fire Chief, the Deputy Chief, and the four Assistant Chiefs (who oversee the four departments) of the OCFA.
Fair Labor Standards Act (FLSA)	This is a federal wage-hour law, which sets mandates for the compensation of employees.
False Alarm Call	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.
Federal Emergency Management Agency (FEMA)	Provides assistance for activities that must be necessary to do one of the following: eliminate or reduce an immediate threat to life, public health, or safety.
Fees	A general term used for any charge levied for providing a service or permitting an activity.
Fire Agencies Insurance Risk Authority (FAIRA)	A public non-profit agency created by firefighters operated by and for Fire Districts. The OCFA participates in a pooled public entity liability coverage program through FAIRA.
Fire/Explosion Call	These are fire responses, even if the fire has been extinguished upon arrival. The category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires, and vehicle fires.
Fire F.R.I.E.N.D.S.	The Firesetter Regional Intervention Education Network and Delivery System is an intervention program for children and families affected by fireplay and firesetting.
Fiscal Year	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.

FY 2014/15 OCFA Adopted Budget

Five-Year Capital Improvement Plan	The Capital Improvement Program (CIP) has a Five-Year Plan that coincides with the OCFA's five-year Financial Forecasts. It reflects the budget developed for each CIP fund for five years.
Fleet Management System	This system provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
Fuel Modification Plan	A plan for structures located next to vegetation to create a "defensible space" around the structure by removing dead plants, thinning existing foliage, using fire-resistive plants, and clearing space around the structure.
Fund	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.
Fund Accounting	System used by nonprofit organizations, particularly governments. Since there is no profit motive, accountability is measured instead of profitability. The main purpose is stewardship of financial resources received and expended in compliance with legal requirements.
Fund Balance	The difference between the assets and liabilities for a particular accounting entity.
General Fund	The primary operating fund of the Authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards for financial accounting reporting. They govern the form and content of the basic financial statements of the Authority.
Geographic Information System (GIS)	A computerized data collection, analysis, and presentation system that handles both tabular and geographic information.

Good Intent Call	Includes incidents that are cleared prior to arrival, such as a medical aid where the injured party has left the scene, or the initial information indicated that there were injuries and upon arrival no persons were injured. This category may also include calls where the informant has mistaken steam for smoke.
Governmental Accounting Standards Board (GASB)	The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.
Governmental Accounting Standards Board Statement #54 (GASB 54)	In March 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, <i>Fund Balance Reporting and Governmental Fund Type Definitions</i> . The intent of Statement No. 54 is to enhance the usefulness of fund balance information, clarify governmental fund type definitions, and promote greater comparability and consistency among municipal financial statements. Statement No. 54 eliminates the three existing fund balance categories (Reserved; Unreserved, designated; and Unreserved, undesignated), and replaces them with five new categories (Nonspendable, Restricted, Committed, Assigned, and Unassigned). The OCFA was required to implement GASB 54 during FY 2010/11.
Government Finance Officers Association (GFOA)	An organization of government finance officials in the United States and Canada. GFOA annually sponsors a Distinguished Budget Presentation Awards program and makes awards to those governmental budgets that meet program criteria as a policy document, an operations guide, a financial plan, and a communication device.
Governmental Funds	The OCFA's Governmental Funds include the General Fund, the Capital Funds, and the Debt Service Fund after implementation of GASB #54. The OCFA no longer has Special Revenue Funds.
Hazardous Materials (HazMat) Call	Includes Hazardous Material incidents, electrical wire arcing, suspected drug labs, or perceived problems that may prove to be a potential emergency.

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Hazardous Material Response Team (HMRT)	A team of specially trained firefighters assigned to the HazMat units that are dispatched to hazardous material spills throughout the County.
Insurance Services Office (ISO)	ISO is an independent organization that collects information about municipal fire-protection efforts in communities throughout the nation. In each of those communities, ISO analyzes the relevant data and assigns a rating. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.
Integrated Fire Prevention System (IFP)	The Integrated Fire Prevention system provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.
Intranet	The Intranet is a web-based system similar in nature to the Internet only for the OCFA employees. It provides all OCFA employees a centralized focal point to obtain Authority and personal information and data, and gives management the ability to distribute announcements, policy changes, and other information in a timely manner. Currently SharePoint is used to maintain the Intranet.
Jurisdictional Equity Adjustment Payment (JEAP)	Pursuant to the second amendment to the OCFA's Joint Powers Agreement, Structural Fire Fund agencies are to be issued equity payments based on a calculation of the average Structural Fire Fund Tax Rate. These payments are intended to address member agency concerns regarding the relationship of financial contributions to level of service received.
John Wayne Airport (JWA)	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).

Joint Powers Agreement (JPA)	The OCFA was formed as a joint powers authority pursuant to California Government Code section 6500 et seq. The joint powers agreement, which governs the point execution of powers by its members, was initially executed on March 1, 1995, and has subsequently been amended twice. The most recent amendment, the second amendment, was ratified on November 18, 2013.
Lease-Purchase Agreement	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
Local Agency Investment Fund (LAIF)	LAIF is operated by the State of California to manage the pooled investments of the state's local government agencies.
Major Funds	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.
Memorandum of Understanding (MOU)	An MOU sets forth the terms of employment reached between the OCFA and the employee bargaining units.
Mobile Data Computers (MDC)	The MDCs are used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.
Modified Accrual Basis	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
Natural Disaster Call	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
Objective	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.

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Optimal Outcome Deployment	An agency-wide major initiative begun in 2011 focusing attention on achieving optimal outcomes in everything the OCFA does. The goal is to find the best outcomes in the safest and most efficient manner possible.
Orange County Fire Way	A booklet developed by staff and distributed to staff that summarizes the OCFA mission, vision, and values.
Office of Emergency Services (OES)	The Governor's Office of Emergency Services coordinates overall state agency response to major disasters in support of local government. The office is responsible for assuring the state's readiness to respond to and recover from natural, man-made, and war-caused emergencies, and for assisting local governments in their emergency preparedness, response, and recovery efforts. It is also known as CAL EMA.
Operating Budget	Day-to-day costs of delivering Authority services included in the General Fund.
Operating Transfer	Routine or recurring transfers of assets between funds, which must be authorized by the Board of Directors.
Orange County Employees Retirement System (OCERS)	Provides retirement benefits to OCFA employees
Orange County Fire Incident Reporting System (OCFIRS)	This system provides records management for all fire service (Fire, EMS, HazMat, etc.) incidents and investigations as mandated by County, State, and Federal Fire and EMS agencies/bureaus.
Other Calls	Includes citizen complaints and reports of fire code or ordinance violations.
Paramedic Unit	These vehicles are staffed by at least one paramedic and include paramedic vans, paramedic assessment units (PAU), and paramedic engines or trucks.
Public Information Officer (PIO)	The Public Information Office serves as the media liaison for the OCFA.
Public Safety System	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.

Ready, Set, Go! Program	The wildfire action plan for residents in the wildland-urban interface areas designed to help them prepare their homes, prepare their families, and leave the path of an approaching fire in a timely fashion.
Regional Fire Operations and Training Center (RFOTC)	The RFOTC is a twenty-acre facility, located in the City of Irvine, which houses a training center, automotive maintenance facility, warehouse, emergency communications, and administrative offices.
Rescue EMS Call	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
Reserve Firefighter (RFF)	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
Resources	The amounts available for appropriation including estimated revenues and beginning fund balances.
Revenue	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
Rupture Call	Includes vessels or containers that suffer failure or near failure due to extreme pressure from either an outside source, such as direct heating, or internally due to a cooling system failure or over-filling, such as a propane tank. Examples of this category also include explosions from bombs, dynamite, or similar explosives.
Salaries & Employee Benefits (S&EB)	Salaries and benefits paid to the OCFA's employees. Included are items such as retirement and insurance.
Secured Fire Protection Agreement	An agreement between the OCFA and a property developer addressing the provision of fire safety and emergency medical services for the benefit of future residents who will reside within the developed area.

FY 2014/15 OCFA Adopted Budget

Service Call	Includes incidents for persons in distress, such as a lock in or lock out of a vehicle or dwelling creating an emergency situation or critical need, and smoke or odor problems. This category would also include moving units from one station to another to provide area coverage.
Service Charges	Charges for specific services rendered.
Services & Supplies (S&S)	Items categorized as services & supplies in this budget include office supplies and other materials used in the normal operations of Authority's departments. Includes items such as uniforms, books, maintenance materials, and contractual services.
San Onofre Nuclear Generation Station / Nuclear Power Plant (SONGS/NPP)	The OCFA provides radiological monitoring and support teams in the event of emergencies.
Standard Operating Procedures (SOP)	A set of written procedures that document the intent, purpose, criteria, and course of action for specified practices of the OCFA. The SOPs are divided into four categories – Administration, Operations, Community Risk Reduction, and Support Services.
State Responsibility Area (SRA)	State Responsibility Areas are those portions of the County for which the State of California has primary fire suppression jurisdiction. The State contracts with the OCFA to provide these services.
Strategic Plan	The Customer Centered Strategic Plan is composed of goals and objectives designed to guide the Authority into the future.
Structural Fire Fund (SFF)	The Shade Tree Law of 1909 (Government Code § 25620 et seq.) empowered certain county boards of supervisors to levy property taxes designated to pay for county fire suppression/protection services. Within Orange County, this fund is called the Structural Fire Fund and each Tax Rate Area (except those in Cash Contract Cities) has a corresponding SFF rate that is applied to the 1% basic property tax levy.

Structural Fire Fund (SFF) City	Fifteen of the twenty-two member cities of the OCFA are Structural Fire Fund cities. These municipalities, along with the unincorporated portions of the County, pay for their emergency services by a direct allocation of property tax revenue.
Taxes	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
Tax and Revenue Anticipation Notes (TRAN)	Short term financing mechanism that provides monies to cover temporary cash flow deficits within the General Fund, which is repaid during the same fiscal year.
United States Forest Service (USFS)	The Forest Service was established in 1905 and is an agency of the U.S. Department of Agriculture. The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres.
Urban Search and Rescue (US&R)	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
Warehouse Inventory System	This system provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
Wellness and Fitness (WEFIT) Program	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.

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ORANGE COUNTY FIRE AUTHORITY ACRONYMS

ABH	Assistance-by-Hire
ACD	Automatic Call Distribution
AEP	Achievement of Excellence in Procurement
AFG	Assistance to Firefighters Grant
ALS	Advance Life Support
ARFF	Aircraft Rescue & Firefighting
AVL	Automatic Vehicle Location
BDU	Battle Dress Uniform
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAFS	Compressed Air Foam System
CalARP	California Accidental Release Prevention Program
CAL EMA	California Emergency Management Agency
CalOSHA	California Occupational Safety and Health Agency
CalPERS	California Public Employees Retirement System
CBD	Criteria-Based-Dispatch
CCCS	Countywide Coordinated Communication System
CDF	California Department of Forestry (aka CAL FIRE)
CEPA	Community Emergency Preparedness Academy
CEQA	California Environmental Quality Act

CERT	Community Emergency Response Teams
CFAI	Commission on Fire Accreditation International
CFFJAC	California Fire Fighter Joint Apprenticeship Commission
CIP	Capital Improvement Program
CPA	Certified Public Accountant
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DCAP	Dependent Care Assistance Program
DHS	Department of Homeland Security
DOC	Department Operations Center
DOP	Digital Ortho Photography
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Agency
EMT	Emergency Medical Technician
EOA	Exclusive Operating Area
EPAC	Emergency Planning and Coordination
FAIRA	Fire Agencies Insurance Risk Authority

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FEPP	Federal Excess Personal Property
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FPPC	Fair Political Practices Commission
F.R.I.E.N.D.S.	Firesetter Regional Intervention Education Network and Delivery System
FSO	Fire Station Order
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GBT	Goal Based Training
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPS	Global Positioning System
HAZMAT	Hazardous Materials
HMD	Hazardous Materials Disclosure
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
ICS	Incident Command System
IFP	Integrated Fire Prevention (System)
IQS	Incident Qualifications System
ISO	Insurance Services Office
IST	Incident Response Team

IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LAFCO	Local Agency Formation Commission
LAIF	Local Agency Investment Fund
LPDM	Legislative Pre-Disaster Mitigation
MDC	Mobile Data Computers
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
OCERS	Orange County Employees Retirement System
OCFA	Orange County Fire Authority
OCFD	Orange County Fire Department
OCHCA	Orange County Health Care Agency
OCFIRS	Orange County Fire Incident Reporting System
OCMEDS	Orange County Medical Emergency Data System
P&D	Planning and Development
PCR	Pre-hospital Care Report or Patient Care Report
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer
PPE	Personal Protective Equipment

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PSS	Public Safety System
RAME	Risk Analysis and Mitigation Evaluation
RDA	Redevelopment Agency
RFF	Reserve Firefighter
RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROSS	Resource Ordering and Status System
RSG	Rosenow Spevacek Group, Inc.
R,S,G!	Ready, Set, Go! Program
S&EB	Salaries & Employee Benefits
S&ES	Safety and Environmental Services
S&S	Services & Supplies
SAFER	Staffing for Adequate Fire Emergency Response
SAN	Storage Area Network
SCBA	Self-Contained Breathing Apparatus
SFF	Structural Fire Fund
SHSG	State Homeland Security Grant
SONGS/NPP	San Onofre Nuclear Generation Station / Nuclear Power Plant
SOP	Standard Operating Procedures
SQL	Structured Query Language
SRA	State Responsibility Area

STEPP	Severity, Treatment, Education, Planning, & Prevention
TAG	Training Activities Group
TPA	Third Party Administrator
TRAN	Tax and Revenue Anticipation Notes
TRS	Training Records System
UAAL	Unfunded Actuarial Accrued Liability
UASI	Urban Area Security Initiative
UCI	University of California at Irvine
US&R	Urban Search and Rescue
USFS	United States Forest Service
VHF	Very High Frequency
WEFIT	Wellness and Fitness Program
WUI	Wildland Urban Interface



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

✓ **SAFETY PRECAUTIONS**

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

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