

ORANGE COUNTY FIRE AUTHORITY

2013/14 ADOPTED BUDGET

Orange County, CA



www.ocfa.org





2013/14 Budget

Board of Directors

May 2013

Trish Kelley, Chair
City of Mission Viejo

Steven Weinberg, Vice Chair
City of Dana Point

Phillip Tsunoda
City of Aliso Viejo

Kathryn McCullough
City of Lake Forest

David Sloan
City of Seal Beach

Elizabeth Swift
City of Buena Park

Warren Kusumoto
City of Los Alamitos

David John Shawver
City of Stanton

Rob Johnson
City of Cypress

Joe Aguirre
City of Placentia

Al Murray
City of Tustin

Jeffrey Lalloway
City of Irvine

Carol Gamble
City of Rancho Santa Margarita

Rick Barnett
City of Villa Park

Gerard Goedhart
City of La Palma

Bob Baker
City of San Clemente

Tri Ta
City of Westminster

Randal Bressette
City of Laguna Hills

Sam Allevato
City of San Juan Capistrano

Eugene Hernandez
City of Yorba Linda

Jerry McCloskey
City of Laguna Niguel

Sal Tinajero
City of Santa Ana

Patricia Bates
County of Orange

Noel Hatch
City of Laguna Woods

Todd Spitzer
County of Orange

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.

Table of Contents

Orange County Fire Authority at a Glance	v
Reader’s Guide to Budget.....	ix
Budget Policies, Guidelines, and Objectives	xxi
Organization Chart.....	xxxiv
Budget Awards.....	xxxv
Board Minutes Adopting the Budget	xxxvii

Chief’s Message

Fire Chief’s Budget Message.....	1
----------------------------------	---

Budget Summary

Funding Sources and Uses – All Funds	13
Ending Fund Balances	14
Combined Budget Summary	16
Reservations and Designations of Fund Balance	18
Budget Summary – All Funds by Fund Type	20
Budget Summary – All Funds by Category	22
Five-Year Financial Forecast.....	24
Chart of Authorized Positions.....	30
Summary of Regular Positions by Department	34

General Fund

Funding Sources and Uses	37
Revenue and Expenditure Summary.....	38
Fund Description.....	39
Revenue Assumptions.....	41
Revenue Summary	45
Revenue Detail.....	46
Summary of Salaries and Employee Benefits Changes	49
Summary of Services and Supplies Changes	51

Table of Contents (con't)

Department Budgets

Executive Management

Organization Chart.....	53
Department Goals	54
Department Budget by Section	56
Accomplishments and Objectives.....	57

Operations

Organization Chart.....	69
Department Goals	70
Department Budget by Section	72
Accomplishments and Objectives.....	74

Fire Prevention

Organization Chart.....	101
Department Goals	102
Department Budget by Section	104
Accomplishments and Objectives.....	105

Business Services

Organization Chart.....	123
Department Goals	124
Department Budget by Section	125
Accomplishments and Objectives.....	126

Support Services

Organization Chart.....	135
Department Goals	136
Department Budget by Section	138
Accomplishments and Objectives.....	139

Capital Improvement Program

Overview.....	151
Five-Year Plan Summary.....	159
Five-Year Plan Project Listing by Fund	160

Fund 122 – Facilities Maintenance and Improvement

Fund Description.....	165
Revenue and Expenditure Summary.....	166
List of Fire Stations.....	167
Station Locations	168
Project Descriptions	169

Table of Contents (con't)

<i>Fund 123 – Facilities Replacement</i>	
Fund Description.....	173
Revenue and Expenditure Summary.....	174
Project Descriptions.....	175
<i>Fund 124 – Communications and Information Systems Replacement</i>	
Fund Description.....	177
Revenue and Expenditure Summary.....	178
Project Descriptions.....	179
<i>Fund 133 – Vehicle Replacement</i>	
Fund Description.....	203
Revenue and Expenditure Summary.....	204
Project Descriptions.....	205
Other Funds	
<i>Fund 171 – Structural Fire Fund Entitlement Fund</i>	
Fund Description.....	229
Revenue and Expenditure Summary.....	230
<i>Fund 190 – Self-Insurance</i>	
Fund Description.....	231
Revenue and Expenditure Summary.....	233
Appendix	
Battalion Boundaries and Station Locations.....	235
List of Stations by Member Agency.....	236
Miscellaneous Statistical Information.....	238
Debt Obligations.....	247
Strategic Plan Objectives.....	249
Glossary.....	251
Acronyms.....	263



Orange County Fire Authority Safety Message

SMOKE ALARMS SAFE LIVES!

✓ **INSTALL** ⇒ **INSPECT** ⇒ **PROTECT**

Orange County Fire Authority at a Glance



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

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



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

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

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

Orange County Fire Authority at a Glance

As of June 30, 2013

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

Population Served: 1,694,010

Number of Stations: 71 (including two specialty stations)



Equipment: Engine Companies 112

Type 1 – 64 engines
 Paramedic Engine Units – 25
 Paramedic Assessment Units – 26
 Basic Life Support Units – 13
 Type 3 – 13 engines
 Relief Engines – 25
 Surge - 10
 Paramedic Assessment Units – 2
 Basic Life Support Units – 8

Truck Companies 21

Paramedic Truck Units – 3
 Paramedic Assessment Units – 3
 Basic Life Support Units – 9
 Relief – 6

Patrols	12
Air Support Vehicles	4
Aircraft Rescue Units	5
Bull Dozers	3
Command Vehicles	3
Haz Mat Response	2
Helicopters	3
Squad Vehicles	2
Water Tenders	5
Paramedic Vans	15
Swift Water Rescue	4
Mass Casualty/Decon	2
US&R Units	6

Organizational Structure

The Orange County Fire Authority (OCFA) was formed in March 1995 as a Joint Powers Authority with nineteen member agencies. Since formation, five additional cities have become members. Member agencies are identified as Structural Fire Fund (SFF) members, with property tax designated for fire protection coming to the OCFA, or as Cash Contract Cities (CCC), that are billed quarterly for services. There are currently eight cash contract cities, fifteen SFF cities and the county unincorporated area, which is represented by the County of Orange. Each member city, regardless of type, has one voting member on our Board of Directors, while the County has two members. Each OCFA Director must be a current elected member of their agency's governing body.

The Board of Directors meets bimonthly (or more often if needed). The Board currently has the following standing committees: an Executive Committee, a Budget and Finance Committee, and a Claims Settlement Committee which meet monthly. The Chair of the Board makes appointments to the Committees on an as needed basis. The following is a description of each committee.

The **Executive Committee** conducts all business of the OCFA, with the exception of policy issues, including labor relations, budget issues and other matters specifically retained by the Board of Directors. 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. In addition, the Chair appoints five at-large members, who shall serve subject to ratification by majority vote of the Directors present at a subsequent meeting. At least one member of the Board of Supervisors will serve on this committee. 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 total member agencies. The Chair of the City Managers' Technical Advisory Committee serves as an ex officio non-voting member of the Executive 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 was 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, shall appoint one

2013/14 OCFA ADOPTED BUDGET

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

The **Claims Settlement Committee** has the authority to settle workers' compensation claims and non-workers' compensation claims for amounts above \$50,000, but not exceeding \$250,000, and advise and recommend 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.

In addition to the three standing committees listed above, a Capital Improvement Program Ad Hoc Committee, composed 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 composed 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

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 six 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 2013/14 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 2013/14. This section provides highlights of the General Fund, an overview of the assumptions used to develop the 2013/14 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 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
- Fire Prevention 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 2013/14.

OTHER FUNDS SECTION

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

APPENDIX SECTION

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

BUDGET PROCESS

BUDGET DEVELOPMENT

The Orange County Fire Authority 2010-2015 Strategic Plan was officially adopted by the OCFA Board of Directors in June 2010 and serves as 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 2012, 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 2012/13 level, which already included reductions from prior years. This base budget excluded any one-time projects and grant funding included in the 2012/13 fiscal year. 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 2013/14 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 Treasury section 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 reductions and approved supplemental budget requests into the General Fund base budget. Also, a draft five-year CIP plan was compiled incorporating the approved CIP projects. The

CIP Ad Hoc Committee, comprised of members of the Board of Directors, further reviewed the CIP plan.

A draft proposed budget was presented to the City Managers' Budget and Finance Committee for review and recommendation to the OCFA's Budget and Finance Committee. This Committee then recommended the draft budget for approval at the Board of Directors' Budget Workshop in May. A public hearing was held in May 2013 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 AMENDMENTS

Total expenditures cannot exceed the final appropriations once the budget is adopted. A budget amendment is an adjustment to the total appropriated amount within a fund which was not included in the original budget. Increases and decreases in revenue and 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. OCFA Management may authorize changes within funds. All budget changes are documented and tracked in the automated financial system. The OCFA's practice is to review the budget mid-year and, if necessary, recommend adjustments to the Board of Directors.

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

**ORANGE COUNTY FIRE AUTHORITY
2013/14 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2012

- Executive Management reviews draft budget policies and priorities

MARCH 2013

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

DECEMBER 2012

- 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 2013

- RSG provides final report updating the 5-year property tax projections
- CIP Ad Hoc Committee reviews draft CIP budget
- City Managers' Budget & Finance Committee reviews draft budget

JANUARY 2013

- CIP Managers submit CIP update to Budget staff
- Budget staff evaluates and compiles the CIP
- Division Chiefs and Section Managers submit completed General Fund budget packages to Executive Managers for approval

MAY 2013

- Budget & Finance Committee reviews draft budget
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors
- Board of Directors adopt 2013/14 Proposed Budget

FEBRUARY 2013

- Executive Management reviews draft CIP
- RSG provides preliminary report updating the 5-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

MARCH 2014

- Any necessary updates to the 2013/14 budget are submitted for Board approval

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 64% 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 2013/14 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.

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 and helicopters.

Debt Service Fund

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

Debt Service Fund – Fund 201. This fund was used to track and fund biannual debt service payments and to maintain the required 10% debt service reserve. This fund was established after issuance of the 2001 Revenue Bonds for construction of the Regional Fire Operations and Training Center. In order to achieve savings in interest expense the revenue bonds were paid off early in 2009/10. Although this fund is no longer in use, this description is being provided due to the continued appearance of the fund in schedules having prior year history.

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 2013/14 Budget since there are no appropriations.

FUND RESPONSIBILITY

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

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 Division Field Divisions
Fund 190 – Self Insurance Fund	Business Services Executive 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.

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 the 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)

2013/14 OCFA ADOPTED BUDGET

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 2013/14 budget differs from the GAAP calculation for major funds as presented in the CAFR. Budgetary major fund determination is based on revenues and expenditures of the appropriated budget. Major fund 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 2010/11, the OCFA elected to present all of its funds as major in the CAFR.
- The Structural Fire Fund Entitlement Fund (Fund 171) and the Self-Insurance Fund (Fund 190) are presented as separate funds in the budget, but are consolidated with the General Fund for financial statement presentation.

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

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

INTERNAL CONTROLS

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

APPROPRIATIONS LIMIT

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

The OCFA is not required to independently calculate a Gann Limit as required under Article XIII B of the California State Constitution. 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.

2013/14 OCFA ADOPTED BUDGET

The OCFA also periodically issues short-term debt in the form of Tax and Revenue Anticipation Notes (TRANs) to cover cash flow needs due to significant timing differences between cash inflows and outflows. The OCFA also uses lease-purchase financing agreements to finance certain vehicle and equipment replacements. Approval of the use of these types of short-term debt requires 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.

During the 2013/14 budget cycle, the OCFA does not intend to issue any additional short or long-term debt.

Budget Policies, Guidelines, and Objectives

OVERVIEW

The Orange County Fire Authority (OCFA) was formed in March 1995 shortly after the Orange County bankruptcy which occurred in late 1994. Since the OCFA's formation, strong fiscal policies have been set, and strategies implemented that have helped rebuild the OCFA's fiscal health. Given the fiscal challenges that have faced the OCFA in the past, it is critical that the plan be regularly reviewed and updated in order to maintain long-range fiscal health.

One of the OCFA's major 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 simply informal. These are based on long-standing principles of accounting and internal control.

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

- **Financial Stability Budget Policy**
This policy is to guide the OCFA budget actions toward maintaining long-term financial stability and to establish target fund balance levels and annual funding goals for the OCFA's General Fund and Capital Improvement Program (CIP) funds. It requires the OCFA to submit an operating budget that is balanced for the budget cycle. In addition, OCFA will strive to balance the operating budget for all years included in the Five-Year Financial Forecast. This policy was first adopted on May 23, 2002, and was last updated on May 22, 2008, to require the OCFA to annually review the feasibility of accelerating payment of the unfunded pension liability.
- **Fiscal Health Contingency Plan**
The purpose of this plan is to establish a framework and general process to assure timely and appropriate response to adverse fiscal circumstances. This includes the requirement for various periodic reports comparing budget to actual performance.

In addition, there is a required 10% contingency fund balance, which is the first line of defense in adverse circumstances. These funds allow the OCFA to continue operations and projects while responding to short-term fiscal problems and provide “breathing” room in addressing longer-term problems while comprehensive plans are developed and implemented. The plan also defines a balanced budget as “ongoing operating expenditures shall be funded with ongoing revenues”. This policy was adopted on May 23, 2002, and was last updated on March 24, 2005.

- **Investment Policy**

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 last update was adopted on November 15, 2012, to be effective January 1, 2013.

- **Internal Control Review Plan**

This plan formally assigned the Budget and Finance Committee to also act as the Audit Committee with responsibility to oversee the annual financial audit and internal control audits. The internal control audit process is an ongoing cyclical approach whereby the external auditor meets with the Audit Committee annually to determine the 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. This plan was adopted by the Board on January 26, 2006.

- **Roles/Responsibilities/Authorities for the OCFA**

All authority rests with the Board of Directors unless it is delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. The Board of Directors has the authority to change these delegations within the parameters of legal and contractual restrictions. This was last updated on November 17, 2011.

- **Accounts Receivable Write-off Policy for Uncollectible Accounts**

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 written off during the preceding fiscal year. This policy was adopted by the Board on May 23, 2002.

- **Short-Term Debt Policy**

The purpose of the Short Term Debt Policy is to enhance the Board's ability to manage cash flow in a fiscally conservative and prudent manner and to establish guidelines for the issuance and management of its debt. Property taxes represent about 64% of the OCFA's General Fund revenues and, due to the timing of the receipts, negative cash balances are created. Interim financing allows the OCFA to operate without an interruption in service. This policy was adopted on March 22, 2007.
- **Emergency Appropriations Policy**

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. This policy was adopted on September 18, 2008.
- **Workers' Compensation Funding Policy**

This policy sets the funding level for workers' compensation self-insurance at 50% for outstanding losses and 60% for projected losses. This policy was adopted on May 27, 2010.
- **Assigned Fund Balance Policy**

This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54 and establishes the authority by which the OCFA may set aside cumulative resources in fund balance for an intended future use. The policy was adopted on April 28, 2011.
- **Fund Balance Flow Assumption Policy**

This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54 and establishes the order of spending the five governmental fund balance categories. The policy was adopted on April 28, 2011.
- **Grant Management Policy**

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

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

- **Budget Development Manual**

This manual is prepared as the OCFA initiates each budget cycle. It is updated to reflect changes in policies and priorities as related to the current financial forecast. It establishes the financial objectives, key budget policies, and the key budget priorities.

- **Budget Detail / Policy and Guidelines**

The 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 2013/14 Budget reflects that our financial policies provide the framework for responding to changing circumstances, that our efforts toward building a strong financial future for the OCFA have helped position us to weather the continuing economic downturn, and that proactive measures taken so far have helped us balance all years of our Five-Year Financial Forecast.

BUDGET PURPOSE and ORGANIZATION

(2013/14 Budget Development Manual, Fiscal Health Contingency Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in November 2012 to guide the 2013/14 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2013.
- Balance General Fund revenues and expenditures for the adopted budget year and strive to balance the budget for all years forecasted.
- Continue cost containment and/or cost reduction measures.

- Recommend use of \$5.24 million 2011/12 available fund balance:
 - ✓ Any fund balance available is recommended to be used in its entirety to supplement the current workers' compensation reserve fund to assist in restoring it to the 50% confidence level
- 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 Policies

Key budget policies established in November 2012 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 2012/13 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.
- Services & Supplies 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 freeze.

Key Budget Priorities

First priority is to be given to the following:

- Minimize impacts to the communities we serve.
- Attempt to avoid layoffs, if possible.

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, cancelled academies, promotional testing, etc.)
- Implementation of objectives resulting from the 2010-2015 Strategic Plan and the after-action reviews for the Santiago Fire and Freeway Fire.

Parameters for Recommending Use of Fund Balance

If all objectives and policies outlined above cannot be achieved, use of fund balance may be recommended when there is a shortfall between revenues and expenditures only with the following parameters:

- 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 2.5% of budgeted General Fund expenditures (or 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 will maintain fund balances as a first line of defense in adverse circumstances. This means that:

General Fund

- The OCFA shall maintain a Board-mandated fund balance of 10% of operating expenditures, excluding grant-funded 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.
- In 2009 the Board approved setting aside fund balance in the General Fund for cash flow needs. This mitigates the need for a TRAN and facilitates our ability to prepay annual retirement contributions for which we receive a discount.

- 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 with the goal of fully funding the five-year CIP. GASB 54 requires that funding not exceed planned projects.

FINANCIAL REPORTING

(Fiscal Health Contingency Plan)

Annual Reporting

The OCFA prepares annual financial statements as follows:

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

Interim Reporting

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

FISCAL HEALTH MONITORING

(Fiscal Health Contingency Plan, Financial Stability Budget Policy)

Financial Indicators

To assist with the ongoing evaluation of the OCFA's fiscal health, staff will monitor pre-selected financial indicators measuring revenues, expenditures, debt, and fund balance. These measurement aspects will be trended against historical data in each category to provide indicators of fiscal stability, strength, or weakness. The selected financial indicators will be refined and adjusted periodically as appropriate. The outcome of these indicators and any resulting recommended action will be reported to the Fire Chief and the Board of Directors annually with the mid-year budget review process.

Some of the financial indicators to be monitored include:

- Operating expenditures per capita
- Number of employees per capita
- % Expenditure increase/decrease
- % Revenue increase/decrease
- % Increase/decrease in property tax revenue
- Total operating expenditures as a % of total operating revenues
- Labor costs as a % of General Fund and total budget (all funds)
- Unreserved fund balance as a % of operating revenues
- Debt service (including lease purchase financing) as a % of operating revenues and General Fund operating transfer out

Long-Term Liability Study

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The OCFA's Long-Term Liability Study was presented to the Board of Directors on January 24, 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, OCFA must continue to strategically balance present-day needs with future commitments. Among the actions that 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 OCFA's budget, over the long-term, to be able to support all of its long-term liabilities. Some of the components of this management include taking steps to

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

Five-Year Forecast

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

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

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

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

The Budget and Finance Committee provides oversight for 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 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 anticipation 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 first, and currently 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 10- 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 & Leasing Corp. The OCFA purchased two

helicopters and the related equipment for a total amount of \$21.5 million. Under the terms of the agreement, SunTrust leased the equipment to the OCFA at an annual rate of 3.7609%. Lease payments, which are payable quarterly, commenced in March 2009, and will terminate in December 2018. In November 2011, the terms of the Agreement were amended to reflect a reduced annual interest rate of 2.58% on a principal balance of \$16.8 million. This is currently OCFA's only lease-purchase agreement.

STATUS UPDATE

As mentioned throughout this budget document, the above objectives and key budget policies were revised as necessary in response to changing economic conditions that continued during the budget development process. The following adjustments were made:

- We are currently balanced in all five years of the General Fund, with funds available for transfer to the CIP Funds for the first time in several years.
- We have returned to a one-year budget cycle due to continued economic uncertainty.
- The hiring freeze remains in place for positions that do not provide front-line service to the public.
- The goal of keeping sufficient cash balances was again achieved and a TRAN was not issued and retirement costs were prepaid to achieve a discount for 2013/14.

LONG -TERM GOALS – STRATEGIC PLANNING

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.

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 new Fire Chief 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.

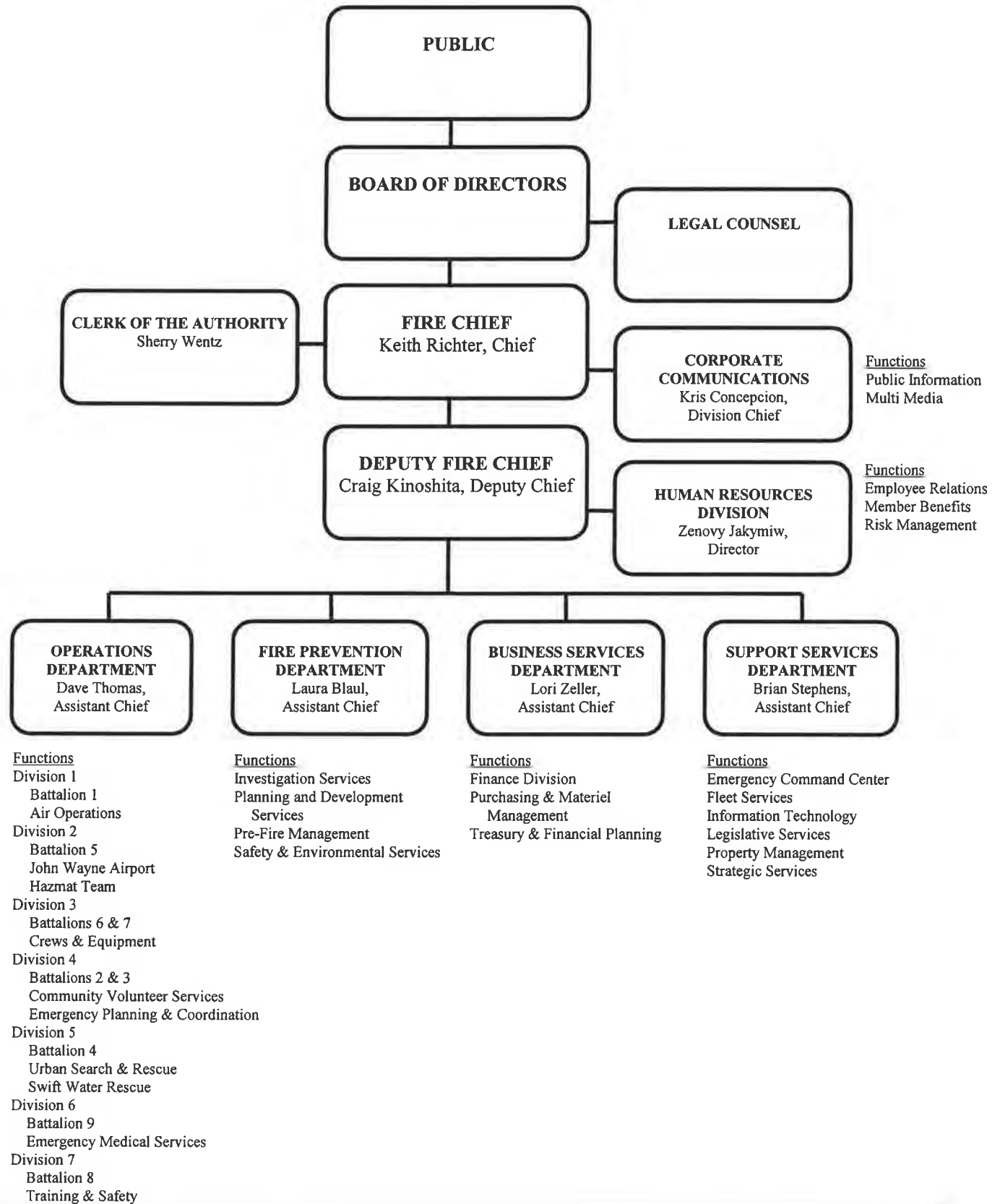
Vision: OCFA is a premier public safety agency providing superior services that result in no lives or property lost. We reach this through exceptional teamwork and strong partnerships in our community.

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.

**ORANGE COUNTY FIRE AUTHORITY
ORGANIZATION CHART**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Biennium Beginning

July 1, 2011

Linda C. Danton Jeffrey P. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to Orange County Fire Authority, California for its biennial budget for the period beginning July 1, 2011.

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

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



The California Society of Municipal Finance Officers (CSMFO) presented an Excellence in Operational Budgeting Award to the Orange County Fire Authority, California for its biennial budget for the period beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets the criteria for excellence established by 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 still submit it to CSMFO for review and evaluation.

MINUTES
ORANGE COUNTY FIRE AUTHORITY

Board of Directors Regular Meeting

May 23, 2013
6:30 P.M.

7. **Adoption of the 2013/14 Proposed Budget** (F: 15.04 FY 2013/14)

Assistant Chief Lori Zeller provided an overview of the 2013/14 Proposed Budget and introduced Treasurer Tricia Jakubiak who provided a comprehensive PowerPoint presentation.

Chair Kelley opened the Public Hearing for comments.

Stephen Wontrobski, Mission Viejo resident, provided public comments in opposition to the adoption of the 2013/14 Proposed Budget.

Chair Kelley closed the Public Hearing.

A lengthy discussion ensued.

On motion of Vice Chair Weinberg and second by Director Murray, the Board, by roll call vote, voted to:

1. Adopt the submitted 2013/14 Proposed Budget.
2. Approve and authorize the temporary transfer from the following funds totaling \$41.0 million to Fund 121 (General Fund) to cover a projected cash flow timing deficit for 2013/14:
 - a) \$2.5 million from Fund 122 (Facilities Maintenance and Improvement Fund)
 - b) \$8.5 million from Fund 123 (Facilities Replacement Fund)
 - c) \$8.0 million from Fund 124 (Communications/Information Systems Replacement Fund)
 - d) \$22.0 million from Fund 133 (Vehicle Replacement Fund)
3. Approve and authorize the repayment of \$41.0 million in borrowed funds from Fund 121 to Funds 122, 123, 124 and 133 along with interest, when General Fund revenues become available.
4. Authorize an additional 2012/13 mid-year budget adjustment to decrease appropriations in Fund 124 by \$5,231,152.
5. Direct staff to delete the non-safety position of WEFIT Program Coordinator.



Orange County Fire Authority Safety Message

INSTALL WORKING SMOKE ALARMS

INSTALL IN APPROPRIATE LOCATIONS:

- ✓ Wall or ceiling locations are both acceptable
- ✓ Avoid the 4" 'dead space' where the wall meets the ceiling

Ceiling Location:

- ✓ At least 4 to 8 inches away from the nearest wall
- ✓ At the highest point for pitched or vaulted ceilings

Wall Location:

- ✓ At least 4 inches but no more than 12 inches below the ceiling
DO NOT install near windows, doors, air ducts, or above ceiling fans.



CHIEF'S MESSAGE

*January 24, 2013
Board of Directors Meeting*

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 2013/14. This budget continues to reflect the progress made towards building OCFA's strong financial future. Most notably the continued positive impacts of labor contract concessions as noted below. While budget development continues to be a challenge in the current uncertain economic climate, we have a balanced General Fund for all five years of our Five-Year Financial Forecast and projections are showing a steady growth in property tax revenues over the forecast period as well. Property taxes are the OCFA's largest source of revenue and represent 64% of our General Fund revenue budget. In addition, for the first time in several years, the budget includes a transfer to the CIP funds totaling \$4.5 million in 2013/14 and increasing over the forecast period.

Overall, this budget reflects tremendous success from our prior years' efforts toward long-term financial stability as well as extensive current budget cycle planning.

Fiscal Measures Implemented During Budget Development

Our budget development process continues to include aggressive cost containment measures as part of our commitment to long-term financial stability while continuing to provide outstanding service to our member agencies and customers. These include:

- ***Continuing Impact of Labor Group Concessions*** – In late 2010 and early 2011 all labor groups agreed to reopen their labor contracts and negotiate with OCFA management to help reduce labor costs and stabilize OCFA's budget. These negotiations were successful in obtaining phased-in increases in employee contributions to retirement costs from all groups (ultimately reaching 9%), including OCFA's unrepresented managers, as well as a reduction in medical insurance costs from the Firefighter Unit. In addition, the labor groups and unrepresented managers agreed to a new trigger formula for determining the timing and amounts for future pay raises, based on OCFA's financial health. There are no cost of living adjustments (COLAs) in this budget for any employees.
- ***Retirement Costs*** – OCFA employer retirement rates for safety members were scheduled to decrease by about 2.3%, however, in order to help pay down OCFA's Unfunded Actuarially Accrued Liability (UAAL) the budget includes a carryover of the higher safety member employer rates from 2012/13. This is a small first step to help address OCFA's intent to reduce long term liabilities as identified in the recent Long Term Liability Study presented to the Board of Directors in January 2013.

- ***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 reassign and/or reduce workload, enabling us to absorb the vacancy, or whether it will be necessary to fill the position. This budget includes 103 frozen regular positions with one position being deleted.
- ***Services and Supplies*** – All sections were requested to hold their services and supplies (S&S) budget flat from 2012/13, excluding any grant funding or one-time projects. Any requests for increases to the base budget were reviewed on a case-by-case basis considering the criticality of the need and the risks/consequences of not approving the request.
- ***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 were deferred until funding becomes available. A list of these deferred projects has been provided.

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:

- ***City of Santa Ana Joins OCFA As 23rd Member City*** – In April 2012, the City of Santa Ana officially became the newest member of OCFA. The transition took over two months and was seamless. With the addition of Santa Ana, OCFA added 192 firefighters and 11 non-sworn personnel, 10 additional fire stations and we now serve a total population of 1.7 million residents. This is OCFA’s first new contract city since 1995.
- ***Expansion of Volunteer Roles at OCFA*** – With the downsizing of the Reserve Firefighter program, OCFA intended to provide other ways for our citizens to volunteer. To meet this need, the OCFA Fire Corps was established. This program aimed to meet the strategic objective that called for “implementing a community based volunteer program to assist the OCFA in meeting its mission.” Numerous fire education programs and events have been supplemented with Fire Corps members volunteering 164 hours.

- ***Contract Renewal with John Wayne Airport (JWA)*** – A new five-year service agreement with John Wayne Airport was finalized in November 2012. Under this agreement, OCFA provides Aircraft Rescue and Firefighting (ARFF) services from OCFA Fire Station 33. The Crash 1 unit was replaced with a new Rapid Intervention Vehicle (RIV) that has firefighting agents including water, firefighting foam, and dry chemical. While the five year contract has been established with OCFA, JWA is still reviewing other options for service through a request for proposal process. OCFA is currently participating in this process.
- ***Continued Focus on Financial Health and Sustainability*** – While there have been slow and small improvements in the overall economy, we remain focused on the pursuit of fiscal health, seeking to ensure that the services we deliver are sustainable into the future. Specific actions taken to improve fiscal health were:
 - ✓ Prepared a Long Term Liability Study for the OCFA Board summarizing OCFA liabilities such as pension, workers' compensation, compensated absences, and debt financing. While all of this information previously existed in various financial documents, this was the first time all of the data was assembled in one comprehensive document and tabulated collectively. The intent is to keep the organization and Board focused on creating solid plans for funding liabilities.
 - ✓ Completed a comprehensive Fire Prevention Fee Study to ensure that OCFA pursues accurate cost recovery for services provided by user fees.
- ***Formation of All-Hazard Incident Management Teams*** – OCFA has established three All-Hazard Incident Management Teams (IMTs). These 10-person teams were created to manage operations for incidents that go beyond the scope of initial responders and in order to safely and efficiently manage longer term incidents.
- ***Firefighter Academies*** – After a two-year hiatus in running firefighter academies necessitated by the financial challenges facing the OCFA, two firefighter academies for replacement of retiring personnel have been held. Career Firefighter Academy 37 was completed in Fall 2011 and Career Firefighter Academy 38 was completed in Spring 2013.
- ***Design New Fire Safety Programs*** – Fire incident data indicates multifamily residential properties are the hardest hit by fire of any occupancy type in Orange County. The 2012 Multifamily Risk Reduction Program (MRRP) pilot focused on partnerships with the Apartment Association of Orange County and the South Coast Apartment Association, which resulted in a successful website delivery method inviting owners and managers of apartment communities to work toward reducing the fire risk for their residents. Over 80 apartment managers and owners

were trained in fire and life safety precautions and multifamily living risks through the OC Safe Apartments website.

- ***Fire Station Construction/Replacement*** – Progress has been made on the following significant projects:
 - ✓ After a delay due to the economic downturn, actions have been taken to move towards the design/construction of developer-funded Station 56 (Ortega Valley) including acquisition of a one acre parcel and initial planning. There is \$5.25 million included in the 2013/14 budget for this project.
 - ✓ On June 28, 2013 the purchase of Phase 2 of the replacement Air Operations and Maintenance Facility – Station 41 (Fullerton) was completed. Phase 2 is the purchase, in the amount of \$2.2 million, of the balance of the 46,700 square foot facility.

- ***Public Safety Systems Project*** – This major, multi-year project is 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 vendor selection and negotiations process has been completed for the CAD portion of the project resulting in a signed contract with Tri-Tech Software Systems and system implementation began in November 2012. The records management system (RSM) portion of the project, which includes both OCFIRS and IFP, is currently in the contract negotiation phase with FDM Software, with contract award anticipated in the first quarter of 2013/14.

- ***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 are eligible for a refund of hazardous materials disclosure fees for inspections that were billed, but performance could not be verified. The audit identified a maximum of \$1.7 million in total refunds to the businesses that are eligible and notifications are being provided via press release, letters mailed to the last known address of the business, and listings posted on OCFA’s website. Eligible businesses can send in a claim form to receive the refund.

- ***Continued Implementation of OCFA’s Strategic Plan*** – Efforts continue to move forward with the implementation of OCFA’s strategic plan. The plan is divided into three major goals (Service Delivery, Performance and Accountability, and Technology), with many objectives being addressed within these goals. Multi-disciplinary project teams continue to be assembled for each objective. Objectives that have been completed or are more than 95% complete include Fire Corp (Obj. 1-F), Grant Program (Obj. 1-K), and Financial Forecasting (Obj. 1-L).

Priorities Established for the 2013/14 Budget Cycle

The following priorities have been established for the 2013/14 budget cycle:

- ***Complete a Comprehensive Update of the Standards of Cover and Deployment Plan*** – Relative to requests from cash contract member cities for financial relief, staff was directed by the Board to expedite, from March of 2015 to December of 2013, strategic plan objective 1-I, which is a complete and comprehensive review and update of the Standards of Cover and Deployment Plan. The purpose of this plan, in short, is to assess community risk, define baseline emergency response performance standards, plan future station locations, determine fire apparatus and staffing patterns, evaluate workload and ideal unit utilization, measure service delivery system performance, and assist in the strategic planning and policy development process.
- ***Complete Labor Negotiations for Expiring Contracts*** – The Memorandum of Understanding (MOU) for the Orange County Professional Firefighter's Association (OCPFA) expires June 2014 and the MOU for Orange County Employees Association (OCEA – general members) expires December 2014. Background and education sessions for the Board have already started. Official negotiation sessions will begin later in the fiscal year.
- ***Foster a Positive Labor/Management Relationship Within 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.
- ***Complete Equity Working Group Discussions*** – In response to concerns from OCFA member agencies about the relationship of financial contributions to level of service received, an Equity Working Group was established to identify methods for mitigating these equity concerns. This group was established by, and is to report back to, the Board of Directors with potential solutions.
- ***Long Term Liabilities*** – Subsequent to providing the long term liability study to the Board of Directors in January 2013, staff will work with the Board to identify strategies for addressing and reducing the cost of pensions, workers' compensation, compensated absences, and debt financing.
- ***Continue to Pursue Grant Funding*** – With the establishment of the grant management function, 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.

- ***Initiate New Build/Design Process for Station Construction*** – In the past, OCFA has used separate contractors for design and construction of fire stations. The construction of Fire Station 56 (Ortega Valley) will be the first station using the design/build concept. This allows a single contractor to bid for all aspects of design and construction and provides a single source of accountability, better budget management and communication between design and construction personnel, faster completion and better quality control.
- ***Continue to Hold Firefighter Recruit Academies*** – In order to keep pace with anticipated retirements of front line safety personnel, 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.
- ***Continue Progress on the Public Safety Systems Project*** – As noted above, 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 vendor selection and negotiations process has been completed for the CAD portion of the project resulting in a signed contract with Tri-Tech Software Systems with system implementation beginning in November 2012. The go-live milestone is projected for June of 2014. The records management system (RMS) portion of the project, which includes both OCFIRS and IFP, is currently in the contract negotiation phase with FDM Software, with contract award anticipated in the first quarter of 2013/14. Total project completion will occur when the new CAD system is integrated with the new RMS systems.
- ***Continue Work on Strategic Plan*** – 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. 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.

Total Budget Overview

The total revenue budget for 2013/14 is \$314,261,500 and total expenditures are \$323,773,264. 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. Since operating transfers from the General Fund are a significant revenue source for CIP projects, funds have been accumulated in the CIP funds based on previous five-year CIP plans. In most years, new revenue sources are not adequate to fund the budget year's CIP projects and use of CIP fund balance is necessary. At the beginning of this budget year, CIP fund balances are \$55.6 million, which only funds between three and four years of the \$73.7 million in projects for the Five-Year CIP plan. However, for the first time in many years, an operating transfer to the CIP funds is included in the budget in the amount of \$4.5 million. This, in addition to the beginning CIP fund balance, provides funding for almost the entire first four years of the CIP five-year plan. In addition to the five-year plan we currently have \$21.8 million in identified CIP projects which have been deferred due to the economic downturn.

General Fund Budget Overview

General Fund revenue for 2013/14 is budgeted at \$293.8 million and expenditures are budgeted at \$289.0 million. The General Fund budget is balanced and provides a \$4.5 million operating transfer to the CIP funds to help meet capital needs. The significant revenue increase shown below for 2012/13 is due primarily to an increase in contract revenue from the addition of the City of Santa Ana as well as one-time revenues related to the dissolution of redevelopment agencies and audits of housing and non-housing funds, grants, and extraordinary reimbursements from state and federal agencies for emergency fire activity. The decrease going into 2013/14 is due to the lack of the grant, one-time and extraordinary reimbursements.

Revenue

	2011/12 Actual	2012/13 Budget	2013/14 Budget
Budget	\$257,684,088	\$307,696,468	\$293,821,217
Dollar Change		\$50,012,380	(\$13,875,251)
Percentage Change		19.41%	(4.51%)

Property tax revenue represents approximately 64% of the General Fund's total revenue and is beginning to show a steady increase for the first time in many years. Revenue estimates are based on an annual property tax study prepared by Rosenow, Spevacek Group, Inc. (RSG). RSG is projecting a 2.99% increase for secured property in 2013/14. RSG does not provide estimates for supplemental property tax so we are projecting this revenue for 2013/14 based on the 2012/13 budget of \$1.8 million and will adjust at mid-year if necessary. Total property tax revenue is projected to increase by 3.20% in 2013/14.

2013/14 OCFA ADOPTED BUDGET

Charges for Current Services, which represent approximately 32% of the General Fund's revenue, are estimated at \$94.3 million or a 1.61% increase in 2013/14. The projected increase is based mainly on existing contract provisions but also includes the impact of an updated fee study, increased inspection activity and offset by a decrease related to the transfer of the Hazardous Materials Disclosure Program to the County.

Intergovernmental revenues decreased in 2013/14 compared to 2012/13 primarily due to as noted above, one-time revenues related to the dissolution of redevelopment agencies and audits of housing and non-housing funds, grants, and extraordinary reimbursements from state and federal agencies for emergency fire activity. Extraordinary reimbursements and one-time revenues are added to the budget at mid-year after they have been received. This category of revenue also includes our contract with CAL FIRE to protect state responsibility area, which is estimated at the 2012/13 budget level.

Interest revenue (Use of Money and Property) is based on estimated cash flows and a projected interest rate of 0.50%.

Expenditures

	2011/12 Actual	2012/13 Budget	2013/14 Budget
Budget	\$257,349,148	\$292,552,358	\$288,959,860
Dollar Change		\$35,203,210	(\$3,592,498)
Percentage Change		13.68%	(1.23%)

Salaries and Employee Benefits (S&EB) totals \$266.5 million in 2013/14 or a 0.53% decrease compared to 2012/13. Increases are due primarily to growth in medical insurance and workers' compensation costs. These increases are offset by the deletion of overtime related to emergency assistance-by-hire activities and grant funded projects.

Services & Supplies total \$22.4 million in 2013/14 or an 8.5% decrease. The decrease reflects the deletion of one-time expenditures, which include federal grants in 2012/13.

Staffing Changes

The change to the authorized positions reflected on the Chart of Authorized Positions is the result of the deletion of one non-safety position (Wellness/Fitness Coordinator) due to the expiration of the agreement with labor groups that created the position. The Summary of Regular Positions by Department also reflects positions not funded due to cost containment measures.

- A total of 106 positions are reflected as not funded in 2013/14 and include 18 Firefighters, 24 Fire Apparatus Engineers, 27 Fire Captains, 1 Heavy Fire Equipment Operator, 3 Battalion Chiefs and 33 non-safety positions. Thirty of the Firefighter Unit positions are backfilled with overtime, so there is no reduction in service levels. Of the 106 positions, 103 are frozen and three are pending grant funding.

CIP Funds Overview

The budget for 2013/14 is \$24.9 million, including rebudgets of \$6.3 million for projects that were not completed in 2012/13. This budget reflects cost containment measures taken in response to lower property tax revenue since a major funding source for CIP projects is operating transfers from the General Fund.

Revenue for the CIP funds during this budget cycle includes state funding, interest, developer contributions, and contributions from member 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 includes \$1.2 million each in 2013/14 for various fire station repairs and alterations and improvement projects.

Facilities Replacement (Fund 123)

- Station 56 (Ortega Valley) – This is a new fire station with costs funded by contributions from developers. The 2013/14 budget includes \$5.3 million for design and construction.

Communications and Information Systems Replacement Fund (Fund 124)

- The most significant project in this fund is the replacement of the Incident Reporting and Integrated Fire Prevention systems with \$5.5 million included in the 2013/14 budget. These two systems, along with the Computer Aided Dispatch (CAD) system, are collectively known as the Public Safety System. The CAD system contract was issued in the 2012/13 budget year.

Vehicle Replacement Fund (Fund 133)

- A total of \$7.8 million has been included in the 2013/14 budget for the replacement of emergency and support vehicles as well as lease-purchase debt service payments for two existing helicopters. One Type

1 Fire Engine is funded by developers for Station 56 (Ortega Valley) in the amount of \$643,000.

Financial Forecasts

Five-year financial forecasts are provided throughout the budget development process to assist management and the Board of Directors in assessing 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 change in the early years of the forecast causing a multimillion-dollar impact to the bottom-line in the last year of the forecast.

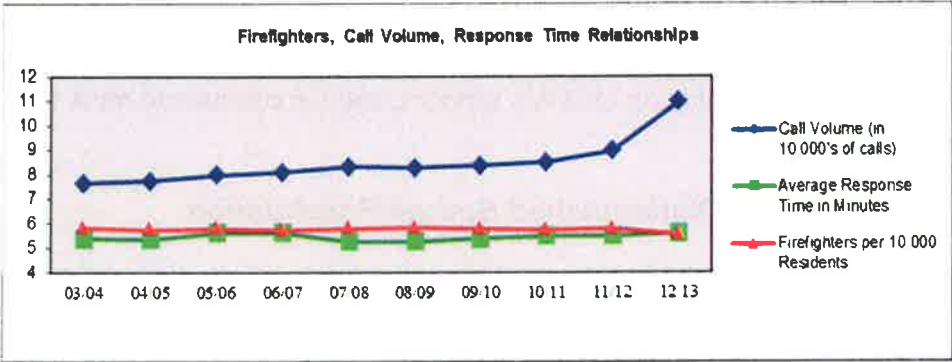
There has been a significant improvement in this forecast as compared to the forecast completed for the last budget cycle due primarily to salary and benefit concessions negotiated with all labor groups as well as continuing other cost containment measures. In order to maintain this status, staff continues to aggressively pursue the following measures:

- 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 Fire Prevention Fees and Ambulance reimbursement rates
- Continue to pursue dialogue with labor regarding collaborative solutions

Service Delivery

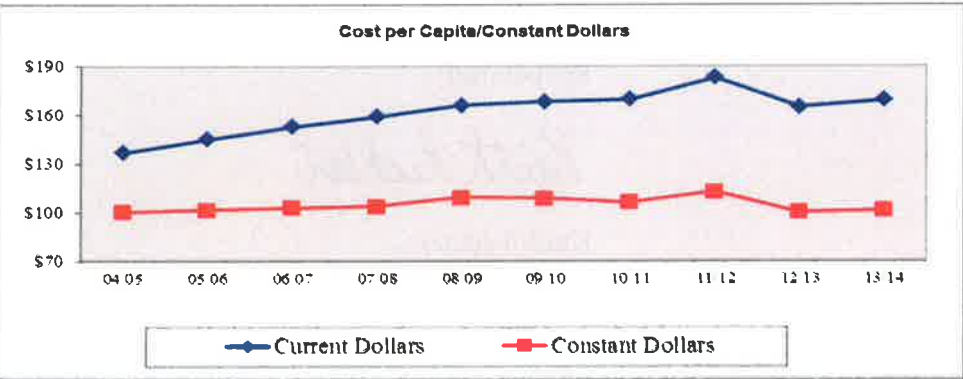
The following graph shows that our ratio of firefighters per 10,000 residents has decreased slightly during the past ten years (on average 0.6% per year) while at the same time our emergency call load has increased by 43%. The significant jump in call volume is due to the City of Santa Ana joining the OCFA. During this ten-year period, the average response time for emergency calls has remained relatively constant at less than five and a half minutes per call. Response time at the 80th percentile is 6.97 minutes

and 8.15 minutes at the 90th percentile. Our front line resources are continuing to provide more service to more residences and businesses without a significant 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 this period. The 2013/14 budget reflects our cost containment efforts towards achieving long-term financial stability, particularly the ongoing benefits of successful contract negotiations with the labor groups, despite rising retirement, workers' compensation and medical rates. The increase in the 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 2012/13 is due mainly to the increase in service population with the addition of Santa Ana, which added more than 300,000 residents.



Customer Satisfaction

During 2012/13, more than 38,000 customer satisfaction surveys were distributed with approximately 24% being returned. Overall satisfaction ratings have continued to be between 97% and 98% for the last ten years. These continued high ratings demonstrate that our communities place high value on OCFA's services, and we continue to meet service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the seventh time to the Orange County Fire Authority for its 2011 - 2013 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 2013/14 budget for award consideration.

Acknowledgements

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

Respectfully,



Keith Richter
Fire Chief

Budget Adoption – Board of Directors Meeting of May 23, 2013

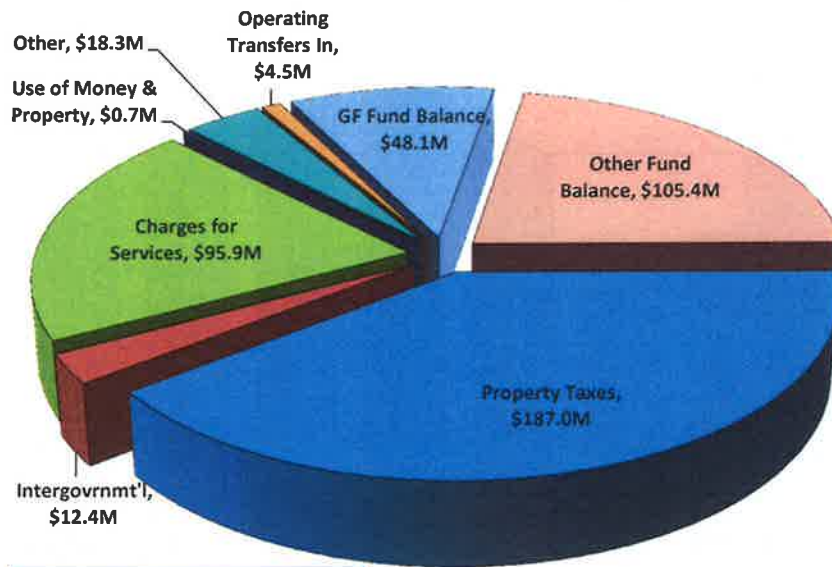


OCFA Honor Guard

BUDGET SUMMARY

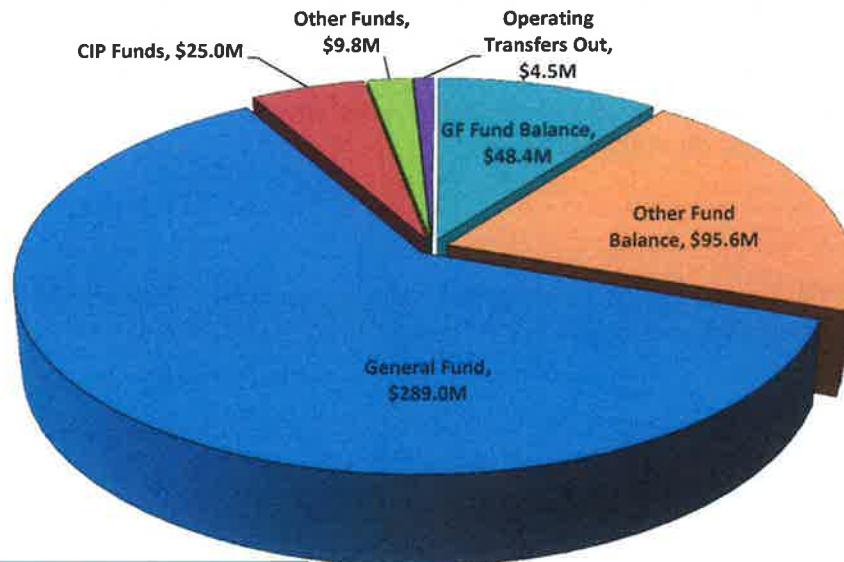
**2013/14 Funding Sources and Uses
All Funds**

Where the Money Originates



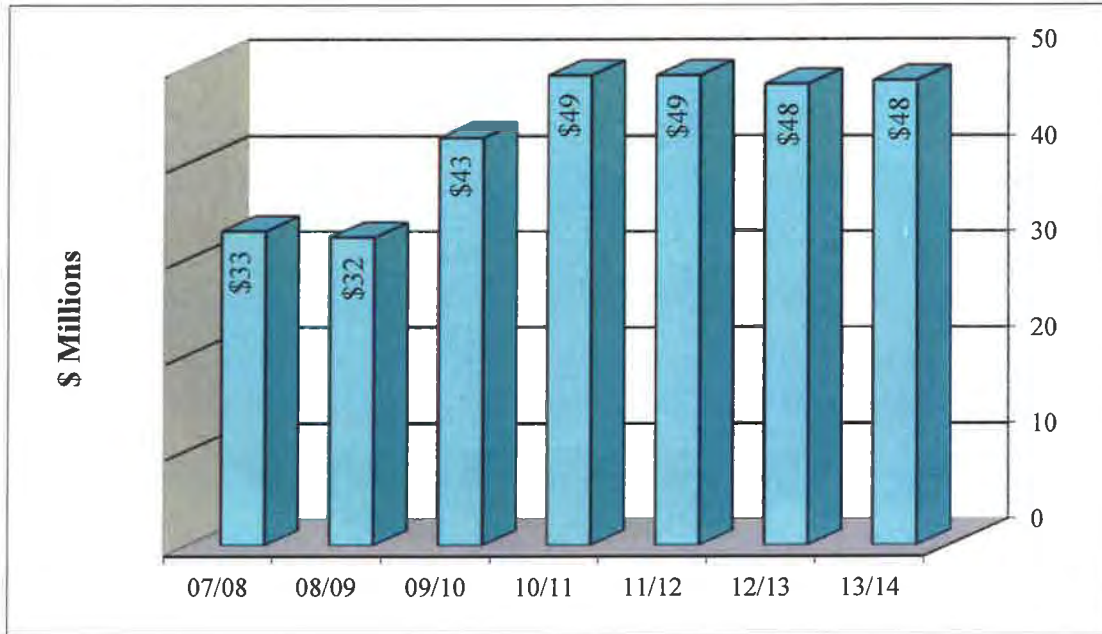
Total = \$472,317,767

Where the Money Goes



Total = \$472,317,767

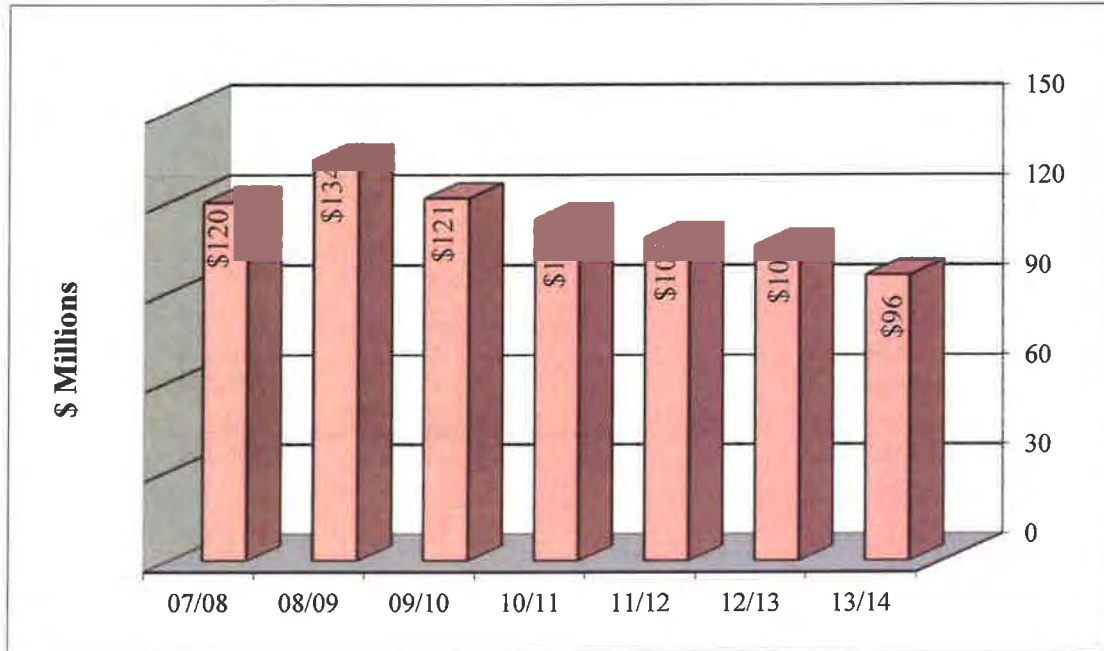
Ending Fund Balances General Fund



The changes in fund balance primarily reflect the changes in the General Fund budget and, therefore, the Board's contingency policy of 10% of operating expenditures. The significant increase in FY 2009/10 and FY 2010/11 is the result of the Board's action to set aside the excess fund balance from the prior year for General Fund Cashflow needs in light of the protracted recession and economic down-turn. The cashflow funds enable us to avoid issuing a TRAN and to prepay half of our retirement costs in order to achieve a 7.75% discount, saving approximately \$2 million per year.

Note: 2007/08 through 2011/12 are based on actuals, and 2012/13 and 2013/14 are budget figures. Assumes \$3M contingency is not spent in 2012/13 or 2013/14.

Ending Fund Balances CIP/Other Funds



The 2008/09 balance increased due to the use of lease purchase financing to acquire two new helicopters rather than drawing down fund balance. As the economy began to decline, a significant number of capital projects were postponed and as the recession continued and the decision was made to retain excess funds in the General Fund to prepay retirement. As shown by the steady decline above, CIP fund balances have been used for necessary projects that should not be deferred. The decrease in 2013/14 reflects a significant use of fund balance for a \$25.0M CIP budget. The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds each year in order to replenish the use of fund balance in the prior years.

Note: 2007/08 through 2011/12 are based on actuals, and 2012/13 and 2013/14 are budget figures.

2013/14 OCFA ADOPTED BUDGET

**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY**

2013/14

	121 General Fund	122 Facilities Maintenance & Improvement	123 Facilities Replacement
FUNDING SOURCES			
Property Taxes	\$186,998,721		
Intergovernmental	11,443,286		
Charges for Current Services	94,325,831	216,178	
Use of Money & Property	221,379	10,238	50,111
Other	832,000		4,056,050
Total Revenue & Other Financing Sources	293,821,217	226,416	4,106,161
Operating Transfer In	-	1,078,745	-
Beginning Fund Balance	48,092,190	2,292,417	14,021,716
TOTAL AVAILABLE RESOURCES	\$341,913,407	\$3,597,578	\$18,127,877
EXPENDITURES			
Salaries & Employee Benefits	\$266,528,679		
Services & Supplies	22,431,181	1,247,614	
Capital Outlay			5,250,000
Debt Service			
Total Expenditures & Other Uses	288,959,860	1,247,614	5,250,000
Appropriation for Contingencies	3,000,000	-	-
Operating Transfer Out	4,497,847	-	-
Ending Fund Balance	45,455,700	2,349,964	12,877,877
TOTAL FUND COMMITMENTS & FUND BALANCE	\$341,913,407	\$3,597,578	\$18,127,877
Change to Fund Balance	(\$2,636,490)	\$57,547	(\$1,143,839)

BUDGET SUMMARY

124 Comm & Info Systems Replacement	133 Vehicle Replacement	171 SFF Entitlement	190 Self- Insurance	Total
				\$186,998,721
920,000				12,363,286
	1,355,244			95,897,253
50,445	119,439	296	255,764	707,672
	643,106		12,763,412	18,294,568
970,445	2,117,789	296	13,019,176	314,261,500
2,234,129	1,184,973	-	-	4,497,847
14,296,426	24,942,643	69,938	49,843,090	153,558,420
\$17,501,000	\$28,245,405	\$70,234	\$62,862,266	\$472,317,767
				\$266,528,679
1,539,065	86,958		9,856,181	35,160,999
9,143,152	5,158,711			19,551,863
	2,531,723			2,531,723
10,682,217	7,777,392	-	9,856,181	323,773,264
-	-	-	-	3,000,000
-	-	-	-	4,497,847
6,818,783	20,468,013	70,234	53,006,085	141,046,656
\$17,501,000	\$28,245,405	\$70,234	\$62,862,266	\$472,317,767
(\$7,477,643)	(\$4,474,630)	\$296	\$3,162,995	(\$12,511,764)

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY SCHEDULE OF FUND BALANCE 2013/14

	General Operating Fund 121	Facilities Maint & Improv Fund 122	Facilities Replacement Fund 123
Projected Fund Balance 6/30/14	\$45,455,700	\$2,349,964	\$12,877,877
Stn 18 CDF Contribution			533,232
SFF - Irvine			
SFF - Laguna Niguel			
SFF - Villa Park			
SFF Fund GASB 31 Interest (b)			
Capital Improvement Programs		2,349,964	12,344,645
Fire Prevention Fee Funded Capital Needs			
Workers Comp			
General Fund Operating (a)	25,893,736		
Cash Flow Needs	18,626,094		
Fire Prevention (HMD)	935,870		
Total	\$45,455,700	\$2,349,964	\$12,877,877

(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
\$6,818,783	\$20,468,013	\$70,234	\$53,006,085	\$141,046,656
				533,232
		59,799		59,799
		17		17
		85		85
		10,333		10,333
6,818,783	19,581,938			41,095,330
	886,075			886,075
			53,006,085	53,006,085
				25,893,736
				18,626,094
				935,870
\$6,818,783	\$20,468,013	\$70,234	\$53,006,085	\$141,046,656

2013/14 OCFA ADOPTED BUDGET

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
2007 - 2014**

Fund No.	Fund Type	Fund Description	2007/08 Actual	2008/09 Actual	2009/10 Actual
Available Fund Balances - July 1			\$135,705,911	\$152,457,022	\$165,803,198
REVENUES					
121	General	General Fund	258,332,094	260,033,766	247,946,529
122	Capital Projects	Facilities Maintenance & Improv	1,812,671	264,246	189,547
123	Capital Projects	Facilities Replacement	2,169,669	664,049	425,647
124	Capital Projects	Communications & Info Systems	3,112,776	1,081,038	1,482,764
133	Capital Projects	Vehicle Replacement	2,855,344	23,027,492	1,713,801
171	Other	SFF Entitlement	107,714	39,062	5,405
190	Other	Self Insurance	7,072,550	5,751,909	5,190,743
201	Debt Service	Debt Service	557,147	235,583	694
TOTAL REVENUES - ALL FUNDS			\$276,019,965	\$291,097,145	\$256,955,130
EXPENDITURES					
121	General	General Fund Departments:			
		Executive Management	\$12,015,525	\$11,954,899	\$11,724,915
		Operations	174,511,401	181,994,337	185,890,402
		Fire Prevention	9,022,326	9,067,382	8,806,448
		Business Services	19,351,727	18,099,005	16,243,853
		Support Services	10,090,614	9,949,670	8,919,807
		Sub-total General Fund	224,991,593	231,065,293	231,585,425
122	Capital Projects	Facilities Maintenance & Improv	1,234,111	1,061,153	793,599
123	Capital Projects	Facilities Replacement	703,186	4,339,925	559,559
124	Capital Projects	Communications & Info Systems	4,822,215	3,013,277	3,762,587
133	Capital Projects	Vehicle Replacement	6,152,442	36,120,976	12,441,969
171	Other	SFF Entitlement	352,447	1,383,004	25,463
190	Other	Self Insurance	5,248,193	3,462,933	5,062,159
201	Debt Service	Debt Service	3,662,263	3,664,663	7,179,075
TOTAL EXPENDITURES - ALL FUNDS			\$247,166,450	\$284,111,224	\$261,409,836
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			(12,102,404)	6,360,255	2,294,671
Available Fund Balances - June 30			\$152,457,022	\$165,803,198	\$163,643,163
% Fund Balance increase (decrease) from prior yr (b)				8.75%	-1.30%

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

2010/11 Actual	2011/12 Actual	2012/13 Budget	2013/14 Budget
\$163,643,163	\$162,885,946	\$157,498,177	\$153,558,420
245,187,306	257,684,088	307,696,468	293,821,217
140,957	256,676	287,913	226,416
270,054	211,142	166,787	4,106,161
616,063	309,934	213,114	970,445
1,093,779	17,993,980	2,475,116	2,117,789
3,787	3,908	4,197	296
3,716,645	5,255,273	10,021,263	13,019,176
-	-	-	-
\$251,028,591	\$281,715,001	\$320,864,858	\$314,261,500
\$10,710,784	\$9,608,337	\$10,170,727	\$10,289,026
188,958,209	202,901,082	235,675,402	231,721,627
9,750,346	10,384,303	11,869,813	12,068,505
10,314,194	13,592,774	11,860,351	11,289,340
15,004,853	20,862,652	22,976,065	23,591,362
234,738,386	257,349,148	292,552,358	288,959,860
804,041	1,103,620	1,246,449	1,247,614
4,264,166	169,688	2,270,763	5,250,000
2,992,646	1,784,796	8,293,313	10,682,217
4,461,605	20,399,582	9,565,449	7,777,392
66,966	51,160	1,307,048	-
5,482,248	6,243,356	9,569,235	9,856,181
-	-	-	-
\$252,810,058	\$287,101,350	\$324,804,615	323,773,264
-	-	-	-
1,024,250	(1,420)	-	-
\$162,885,946	\$157,498,177	\$153,558,420	\$144,046,656
-0.46%	-3.31%	-2.50%	-6.19%

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
2007 - 2014

	2007/08 Actual	2008/09 Actual	2009/10 Actual
REVENUES			
Property Taxes	\$182,536,717	\$184,696,756	\$179,001,919
Intergovernmental	24,168,955	18,898,459	14,202,209
Charges for Current Services	59,156,944	59,144,856	60,290,499
Use of Money and Property	7,336,665	4,148,889	1,341,990
Other	2,820,684	2,692,947	2,118,513
Issuance of Capital Lease			
Proceeds from Long-term Debt	-	21,515,238	
TOTAL REVENUES	\$276,019,965	\$291,097,145	\$256,955,130
EXPENDITURES			
Salaries & Employee Benefits	\$201,127,696	\$208,809,143	\$211,907,536
Services & Supplies	31,782,885	32,982,355	28,636,910
Capital Outlay	7,902,739	39,128,722	6,924,581
Debt Service	6,353,130	3,191,004	13,940,809
Refinanced Debt			
TOTAL EXPENDITURES	\$247,166,450	\$284,111,224	\$261,409,836

REVENUES AND EXPENDITURES BY MAJOR AND NONMAJOR FUNDS
2007 - 2014

	2007/08 Actual	2008/09 Actual	2009/10 Actual
REVENUES			
General Fund	\$258,332,094	\$260,033,766	\$247,946,529
Other Governmental Funds	17,687,871	31,063,379	9,008,601
TOTAL REVENUES	\$276,019,965	\$291,097,145	\$256,955,130
EXPENDITURES			
General Fund	\$224,991,593	\$231,065,293	\$231,585,425
Other Governmental Funds	22,174,857	16,924,955	29,824,411
TOTAL EXPENDITURES	\$247,166,450	\$247,990,248	\$261,409,836

Note:
Only the General Fund qualifies as a major fund.

BUDGET SUMMARY

2010/11 Actual	2011/12 Actual	2012/13 Budget	2013/14 Budget
\$177,181,087	\$177,728,289	\$181,751,309	\$186,998,721
11,080,620	12,894,881	29,261,891	12,363,286
60,137,504	70,676,158	94,442,623	95,897,253
822,005	660,620	525,937	707,672
1,807,375	2,998,975	14,883,098	18,294,568
	16,756,078		
-	-	-	-
\$251,028,591	\$281,715,001	\$320,864,858	\$314,261,500

\$215,356,527	\$233,571,264	\$267,958,050	\$266,528,679
28,274,817	32,836,970	40,292,680	35,160,999
6,587,329	1,676,999	14,022,162	19,551,863
2,591,385	2,639,026	2,531,723	2,531,723
	16,377,091		
\$252,810,058	\$287,101,350	\$324,804,615	\$323,773,264

2010/11 Actual	2011/12 Actual	2012/13 Budget	2012/13 Budget
\$245,187,306	\$257,684,088	\$307,696,468	\$293,821,217
5,841,285	24,030,913	13,168,390	20,440,283
\$251,028,591	\$281,715,001	\$320,864,858	\$314,261,500

\$234,738,386	\$257,349,148	\$292,552,358	\$288,959,860
18,071,672	29,752,202	32,252,257	34,813,404
\$252,810,058	\$287,101,350	\$324,804,615	\$323,773,264

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 2013-2014 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 2013/14 would result in a \$9.4 million increase to ending fund balance available in 2017/18.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in 2013/14 would result in a \$14.5 million increase to ending fund balance available in 2017/18.
 - ✓ If the cost of workers' compensation self-insurance in the General Fund could be contained at the 2014/15 level (the Board adopted 60% confidence level) rather than increasing annually it would result in a \$1.3 million increase to the General Fund Surplus in 2017/18.

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 Fire Prevention Fees and Ambulance reimbursement rates
- Continue to pursue dialogue with labor regarding collaborative solutions.

BUDGET SUMMARY

2013/14 Adopted Budget

	ADOPTED 2012/13	ADOPTED 2013/14	PROJECTED 2014/15	PROJECTED 2015/16	PROJECTED 2016/17	PROJECTED 2017/18
A. BEGINNING FUND BALANCE	157,498,177	153,558,420	144,046,656	143,339,848	146,154,380	150,734,070
GENERAL FUND REVENUES						
Secured Property Tax	169,249,914	174,852,059	180,134,515	187,663,597	195,859,054	203,987,792
Public Utility Tax	1,880,323	1,880,715	1,880,715	1,880,715	1,880,715	1,880,715
Unsecured Property Tax	6,527,253	6,740,215	6,740,215	6,740,215	6,740,215	6,740,215
Homeowners Property Tax Relief	1,432,458	1,410,971	1,410,971	1,410,971	1,410,971	1,410,971
Supplemental/Delinquencies	<u>2,114,761</u>	<u>2,114,761</u>	<u>2,114,761</u>	<u>2,114,761</u>	<u>2,114,761</u>	<u>2,114,761</u>
Property Taxes	181,204,709	186,998,721	192,281,177	199,810,259	208,005,716	216,134,454
State Reimbursements	4,193,788	4,193,788	4,193,788	4,193,788	4,193,788	4,193,788
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	22,286,058					
Community Redevelopment Agency Pass-thru	5,889,217	7,149,498	7,326,880	7,511,172	7,706,470	8,248,676
Cash Contracts	82,751,043	83,980,236	87,823,469	90,256,811	92,693,341	94,731,917
Haz Mat Services	243,466					
Fire Prevention Fee	5,099,552	5,608,437	5,776,690	5,949,991	6,128,491	6,312,345
Advanced Life Support Supplies & Transport Reimbursement	4,570,574	4,570,574	4,570,574	4,570,574	4,570,574	4,570,574
Interest Earnings	188,658	221,379	578,218	761,481	765,738	765,738
Other Revenue	<u>1,169,403</u>	<u>998,584</u>	<u>829,499</u>	<u>829,499</u>	<u>829,499</u>	<u>829,499</u>
TOTAL REVENUES	307,696,468	293,821,217	303,480,295	313,983,574	324,993,617	335,886,991
GENERAL FUND EXPENDITURES						
New Positions for New Stations/Enhancements			1,091,834	2,201,862	2,231,538	4,489,004
Employee Salaries	166,978,601	167,037,200	166,158,581	166,158,581	166,158,581	166,158,581
Retirement	62,936,480	62,484,495	70,090,758	73,211,606	74,016,834	73,679,933
Workers' Comp Transfer out to Self-Ins Fund	9,892,711	12,763,412	13,664,036	13,942,894	14,442,894	14,876,181
Other Insurance	20,495,682	22,040,779	23,643,213	25,802,706	28,170,234	30,761,896
Medicare	2,136,254	<u>2,202,793</u>	<u>2,409,299</u>	<u>2,409,299</u>	<u>2,409,299</u>	<u>2,409,299</u>
One-Time Grant/ABH Expenditures	<u>5,518,322</u>					
Salaries & Employee Benefits	267,958,050	266,528,679	277,057,722	283,726,948	287,429,381	292,374,894
Services & Supplies/Equipment	22,266,244	22,431,181	23,565,686	23,565,686	23,565,686	23,565,686
New Station/Enhancements S&S Impacts			50,653	104,345	107,475	221,399
One-Time Grant Expenditures	2,248,064					
Capital Outlay	80,000	0	0	0	0	0
TOTAL EXPENDITURES	292,552,358	288,959,860	300,674,060	307,396,979	310,995,067	316,161,979
NET GENERAL FUND REVENUE	15,144,110	4,861,357	2,806,234	6,586,595	13,998,550	19,725,012
B. Incremental Increase in GF 10% Contingency	3,086,698	363,510	1,171,420	672,292	359,809	516,691
GENERAL FUND SURPLUS / (DEFICIT)	12,057,412	4,497,847	1,634,814	5,914,303	13,638,741	19,208,321
C. GF Surplus/Deficit = Operating Transfers to/from GF Cashflow	12,057,412					
GF Surplus = Operating Transfers Out to CIP		4,497,847	1,634,814	5,914,303	13,638,741	19,208,321
Capital Improvement Program/Other Fund Revenues						
Interest Earnings	337,279	486,293	956,639	1,448,045	2,014,478	1,824,359
State/Federal Reimbursement	960,000	920,000				
Cash Contracts	1,611,404	1,571,422	1,665,900	1,707,777	1,750,910	1,795,337
Developer Contributions	40,560	4,699,156				
Workers' Comp Transfer in from GF	9,892,711	12,763,412	13,664,036	13,942,894	14,442,894	14,876,181
Miscellaneous	326,436					
Operating Transfers In	0	4,497,847	1,634,814	5,914,303	13,638,741	19,208,321
Total CIP/Workers' Comp Revenues	13,168,390	24,938,130	17,921,389	23,013,019	31,847,023	37,704,198
Capital Improvement Program/Other Fund Expenses						
Fund 122 - Facilities Maintenance & Improvements	1,246,449	1,247,614	1,274,498	1,302,122	1,330,505	1,359,669
Fund 123 - Facilities Replacement	2,270,763	5,250,000	0	0	0	0
Fund 124 - Communications & Info Systems Replace	8,293,313	10,682,217	2,081,964	1,691,819	5,135,936	5,583,434
Fund 133 - Vehicle Replacement	9,565,449	7,777,392	6,120,661	7,109,038	9,851,434	5,914,201
Sub-Total CIP Expenses	21,375,974	24,957,223	9,477,123	10,102,979	16,317,875	12,857,304
Fund 171 - SFF Entitlement	1,307,048	0	70,234	0	0	0
Fund 190 - WC Self-Ins (Cashflow Payments per Actuary)	9,569,235	9,856,181	10,252,260	10,767,801	11,309,266	11,877,959
Total CIP/Other Expenses	32,252,257	34,813,404	19,799,617	20,870,780	27,627,141	24,735,263
D. CIP SURPLUS/(DEFICIT)	(19,083,867)	(9,875,274)	(1,878,228)	2,142,239	4,219,882	12,968,934
ENDING FUND BALANCE (A+B+C+D)	153,558,420	144,046,656	143,339,848	146,154,380	150,734,070	164,219,695
Fund Balances						
Operating Contingency (10% of Expenditures)	28,530,226	28,893,736	30,067,406	30,739,698	31,099,507	31,616,198
General Fund Cashflow (OCERS Pre-Pay)	18,626,094	18,626,094	18,626,094	18,626,094	18,626,094	18,626,094
Fire Prevention - General Fund	935,870	935,870	935,870	935,870	935,870	935,870
Donations & Developer Contributions	1,727,182	533,232	533,232	533,232	533,232	533,232
Fund 171 - Structural Fire Fund Entitlement	69,938	70,234	0	0	0	0
Capital Improvement Program	50,188,405	41,095,330	35,873,310	34,840,457	35,926,711	45,897,423
Fire Prevention Fee-Funded Capital Needs	3,637,615	886,075	886,075	886,075	886,075	886,075
Fund 190 - WC Self-Insurance	49,843,090	53,006,085	56,417,861	59,592,954	62,726,582	65,724,803
Total Fund Balances	153,558,420	144,046,656	143,339,848	146,154,380	150,734,070	164,219,695

Forecast Assumptions – FY 2013/14 Budget

Basic Assumptions:

The first year of the forecast is based on the 2012/13 adopted budget with all approved mid-year adjustments. The second year is based on the 2013/14 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** – RSG’s Final 2013 Report provides the growth factor for the five years in this forecast. The following data show these projections of current secured property tax growth:

2013/14	2.99%
2014/15	3.02%
2015/16	4.18%
2016/17	4.37%
2017/18	4.15%

- **Public Utility, Unsecured, Homeowners Property Tax Relief, Supplemental/Delinquent Taxes** – All of these categories of property taxes are expected to remain constant during the forecast period.
- **State & Federal Reimbursements** – Expected to remain constant through 2017/18.
- **Community Redevelopment Agency Pass-thru Revenue** – RSG recently completed an RDA Excess Revenue analysis of pass-thru, residual, and one-time revenues from the dissolution of the redevelopment agencies. The forecast figures come from that report.
- **Cash Contracts** –The forecast calculations are based on the First Amendment to the Amended Joint Powers Agreement and year-over-year changes vary between 2.0% and 3.8% with a 4.5% cap. In addition, this revenue category includes projected John Wayne Airport contract proceeds with a 4.0% annual increase cap, which is projected to continue through the forecast period. Finally, these forecasts have been adjusted for the staffing changes in Stanton and at the Airport approved by the Board.
- **Fire Prevention and Hazardous Materials Services Fees** – Fire Prevention fees are estimated to grow by 3% per year starting in 2013/14 based on anticipated activity and recently approved fee adjustments. The Haz Mat services fees are eliminated in 2013/14 as the HazMat and CalARP programs will be transferred to the County effective July 1, 2013.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat.

BUDGET SUMMARY

- **Interest Earnings** – Assumes an annual return of 0.50% for 2013/14, 1.00% for 2014/15, 1.50% for 2015/16, and 2.00% for 2016/17 and 2017/18.
- **Other Revenue** – This revenue source includes various reimbursements for training and cost recovery from the Handcrew in 2013/14.

General Fund Expenditures:

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – Fire Station #56 in the Ortega Valley is anticipated to open on 1/1/15 and one of the new Rancho Mission Viejo stations is expected to open on 7/1/17.
 - ✓ **Employee Salaries** – 2013/14 salaries reflect the extended MOUs. The forecast does not contain estimated increases based on the new “Trigger Formula”, which is already effective for OCPFA and OCEA, and which becomes effective for COA and Exec. Mgmt. in 2013/14. In addition, salary increases are not projected for the years that follow expiration of current MOUs (i.e. 2015/16 through 2017/18).
 - ✓ **Retirement** – Retirement costs reflecting the employer retirement rates (shown below) are based on the 11/11/11 Segal report (Scenario #1 for 2014/15), the 2/8/13 Segal report (Scenario #2 – years 2015/16 through 2017/18) and adjusted for changes in employee contributions.

	<u>Safety</u>	<u>Non-Safety</u>	
2012/13	45.46%	27.99%	
2013/14	45.46%	32.61%	
2014/15	53.68%	35.57%	projected
2015/16	56.36%	37.34%	projected
2016/17	57.06%	37.74%	projected
2017/18	56.76%	37.64%	projected

- ✓ **Workers’ Compensation** – 2013/14 continues the “stair-step” up to the 60% confidence level for on-going Workers’ Compensation costs as set by the Board of Directors. The 60% confidence level will be achieved in 2014/15 and maintained thereafter.
- ✓ **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 for the last three years. This category also includes \$40,000 for unemployment insurance.
- ✓ **Medicare** – Annual amounts are based on salaries.
- **Services & Supplies** – S&S is held flat unless a new fire station is built or specific increases have been identified by section managers.

Net General Fund Revenue:

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

2013/14 OCFA ADOPTED BUDGET

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 grant expenditures).

General Fund Surplus/(Deficit):

This figure is equal to the Net General Fund Revenue less the incremental increase in the General Fund 10% Contingency. In years when there is a surplus, the amount is transferred to the 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 an annual return of 0.50% for 2013/14, 1.00% for 2014/15, 1.50% for 2015/16, and 2.00% for 2016/17 and 2017/18.
- ***State/Federal Reimbursement*** – After the \$920,000 ECC 911 telephone system upgrade project reimbursement is received in 2013/14 we anticipate no further reimbursements.
- ***Cash Contracts*** –The forecast calculations are based on the First Amendment to the Amended Joint Powers Agreement.
- ***Developer Contributions*** – In 2013/14 Fire Station #56 construction and apparatus will be funded by the developer.
- ***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 (Fund 171)*** – Remaining funds will be expended through the forecast period.
- ***Self-Insurance Fund (Fund 190)*** – 2013/14 through 2015/16 are based on the Rivelle Consulting Services projected payments. 2016/17 and 2017/18 assume the same average year-over-year increase included in the January 2013 Rivelle study.

Fund Balances:

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

BUDGET SUMMARY

balance once the Cash Flow fund balance is exhausted. The contingency also includes the \$3 million identified as “Appropriation for Contingencies”.

- **Cash Flow** – \$18.6 million identified as General Fund Cash Flow fund balance for 2012/13, reduced by any General Fund deficits.

Assigned Fund Balances

- **Self-Insurance Fund (Fund 190)** – Funding is set aside for Workers’ Compensation claims. The amount is based on the prior year Workers’ Compensation fund balance adjusted annually by the difference between the Workers’ Compensation Transfer and the 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.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY CHART OF AUTHORIZED POSITIONS 2009 - 2014

Class	Positions Authorized 2009/10 Budget	Positions Authorized 2010/11 Budget	Positions Authorized 2011/12 Budget	Positions Authorized 2012/13 Budget	Positions Authorized 2013/14 Budget
FIREFIGHTER UNIT					
Fire Apparatus Engineer	214	214	250	250	250
Fire Captain	230	230	269	269	269
Fire Pilot	3	3	3	3	3
Lead Fire Pilot	0	0	0	1	1
Firefighter	391	391	463	463	463
Hand Crew Firefighter	22	22	22	22	22
Heavy Fire Equipment Operator	3	3	3	3	3
UNIT TOTAL:	863	863	1010	1011	1011
FIRE MANAGEMENT UNIT					
Fire Battalion Chief	34	34	37	37	37
Fire Battalion Chief (Limited Term)	1	1	1	1	1
Fire Division Chief	6	6	7	7	7
UNIT TOTAL:	41	41	45	45	45
GENERAL UNIT					
Accountant	7	7	7	7	7
Administrative Assistant	18	18	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	1
Buyer	0	0	0	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	5	6	6	6
Essential Facilities Inspector (Limited Term)	1	0	0	0	0
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	0	3	3	3
Fire Comm. Relations/Education Specialist	4	4	4	4	4
Fire Equipment Technician	8	8	8	8	8
Fire Helicopter Technician	1	1	1	1	1

BUDGET SUMMARY

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
2009 - 2014**

Class	Positions Authorized 2009/10 Budget	Positions Authorized 2010/11 Budget	Positions Authorized 2011/12 Budget	Positions Authorized 2012/13 Budget	Positions Authorized 2013/14 Budget
Fire Prevention Analyst	11	11	12	12	12
Fire Prevention Services Specialist	3	3	3	3	3
Fire Prevention Specialist	11	11	12	12	12
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	1	0	0
GIS Specialist	3	3	3	3	3
Human Resources Analyst	1	2	2	2	2
Information Technology Analyst	4	4	4	4	4
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	0	1
Office Services Specialist	13	13	14	14	14
Project Specialist, Improvement	1	1	0	0	0
Public Relations Specialist	1	1	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	2	2
Senior Executive Assistant	1	1	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	13	15	15	15
Senior Human Resource Specialist	3	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	0	1	1
WEFIT Coordinator	0	0	0	1	0
UNIT TOTAL:	197	196	203	205	205
SUPERVISORY MANAGEMENT UNIT					
Accounting Support Supervisor	1	1	0	0	0
Assistant Fire Marshal	9	9	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

2013/14 OCFA ADOPTED BUDGET

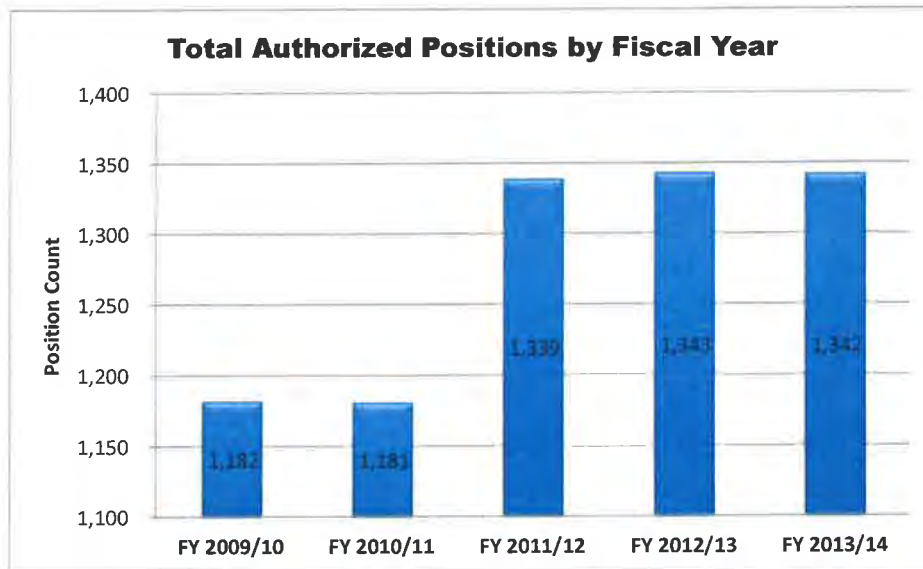
ORANGE COUNTY FIRE AUTHORITY CHART OF AUTHORIZED POSITIONS 2009 - 2014

Class	Positions Authorized 2009/10 Budget	Positions Authorized 2010/11 Budget	Positions Authorized 2011/12 Budget	Positions Authorized 2012/13 Budget	Positions Authorized 2013/14 Budget
Multimedia Supervisor	1	1	1	1	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	28	27
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	1
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
EMS Coordinator	1	1	1	1	1
Employee Relations Manager	0	0	0	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Manager	1	1	1	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	4	4	4	4
Medical Director	1	1	1	1	1

BUDGET SUMMARY

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
2009 - 2014**

Class	Positions Authorized 2009/10 Budget	Positions Authorized 2010/11 Budget	Positions Authorized 2011/12 Budget	Positions Authorized 2012/13 Budget	Positions Authorized 2013/14 Budget
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	6	6	6	6
Senior Human Resources Analyst	3	3	3	3	3
Treasurer	1	1	1	1	1
UNIT TOTAL:	49	49	49	50	50
GRAND TOTAL	1,182	1,181	1,339	1,343	1,342



Note: The increase in position count effective 2011/12 is due to the successful transition of the Santa Ana Fire Services to the OCFA on April 20, 2012.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY

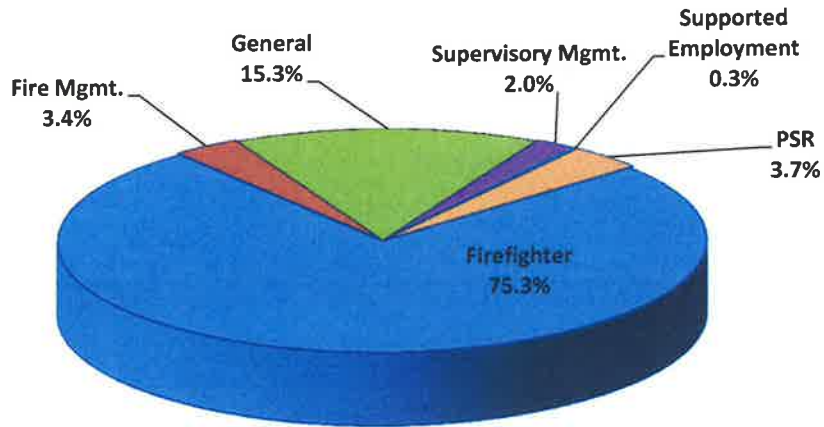
SUMMARY OF REGULAR POSITIONS BY DEPARTMENT

2009 - 2014

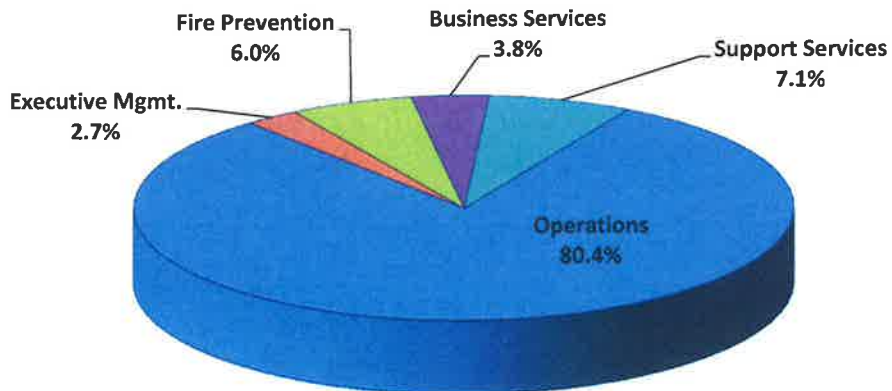
Fund	Department and Division	2009/10	2010/11	2011/12	2012/13	2013/14
121 - General Fund						
	Executive Management					
	Executive Management	10	9	9	9	9
	JPA Board of Directors	-	-	-	-	-
	Clerk of the Authority	5	5	4	4	4
	Corporate Communications	11	6	6	6	6
	Human Resources Division	19	15	14	14	14
	Operations					
	Division 1					
	Division Administration/field	186	186	181	86	86
	Air Operations	-	-	8	8	8
	Division 2					
	Division Administration/field	138	128	132	129	129
	Division 3					
	Division Administration/field	231	231	232	232	232
	Crews and Equipment	-	-	26	26	26
	Division 4					
	Division Administration/field	150	149	151	151	150
	Community Volunteer Services	-	1	1	1	1
	Emergency Planning and Coordination	1	-	-	-	-
	Division 5					
	Division Administration/field	104	101	99	101	101
	Division 6					
	Division Administration/field	-	-	147	147	147
	Emergency Medical Services	10	10	12	12	12
	Division 7					
	Division Administration/field	3	3	3	92	92
	Special Operations	13	32	-	-	-
	Training and Safety	12	10	9	9	10
	Emergency Communications Center	30	30	-	-	-
	Fire Prevention					
	Investigation Services	7	8	11	10	10
	Planning & Development Services	26	23	25	25	25
	Pre-Fire Management	7	12	12	13	13
	Safety & Environmental Services	25	24	28	28	26
	Business Services					
	Finance Division	22	22	22	22	22
	Information Technology Division	23	-	-	-	-
	Materiel Management	17	16	16	15	15
	Purchasing	4	3	3	4	4
	Treasury & Financial Planning	7	7	6	6	6
	Support Services					
	Emergency Communications Center	-	-	32	32	32
	Fleet Services	21	21	21	21	21
	Information Technology Division	-	23	24	24	24
	Legislative Services	1	1	1	1	1
	Property Management	10	8	8	8	8
	Strategic Services	2	2	2	2	2
	Subtotal	1,095	1,086	1,245	1,238	1,236
123 - Capital Projects Fund		1	-	-	-	-
	Total Funded Positions	1,096	1,086	1,245	1,238	1,236
	Unfunded Positions					
	Total Unfunded Positions	86	95	94	105	106
	Total Authorized Positions	1,182	1,181	1,339	1,343	1,342

**ORANGE COUNTY FIRE AUTHORITY
2013/14 POSITIONS**

**Authorized Positions by Bargaining Unit
1,342 Total Positions**



**Funded Positions by Department
1,236 Total Positions**



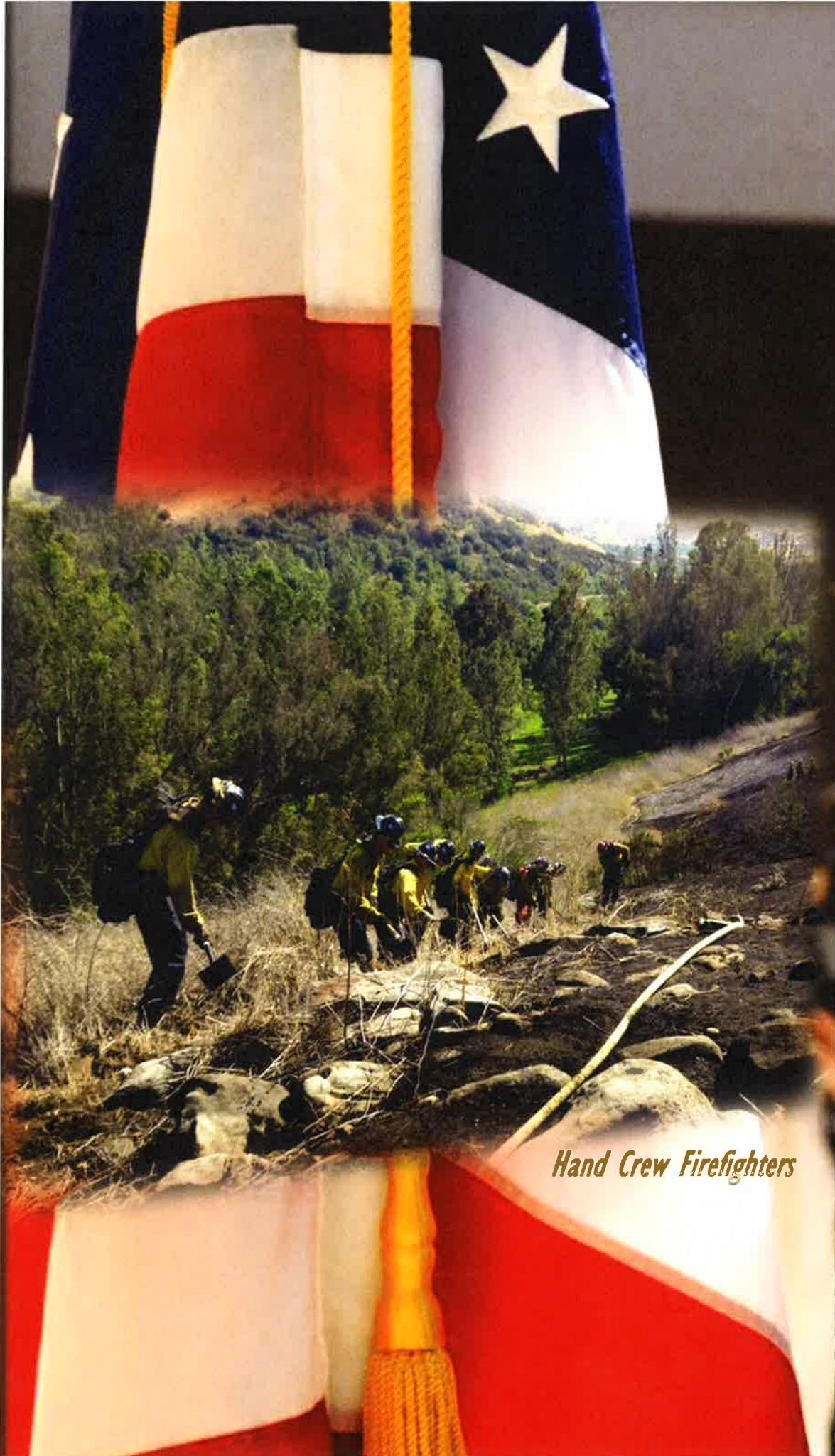


Orange County Fire Authority Safety Message

INSTALL WORKING SMOKE ALARMS

- ✓ **INSTALL**
 - On every level of a home
 - Outside each sleeping area
 - In every hallway leading to sleeping area
 - In every bedroom

- ✓ Follow the installation instructions
- ✓ Working smoke alarms increase your chance of surviving a fire by 50%.
- ✓ Smoke Alarms give you and your family extra time to escape during a fire.

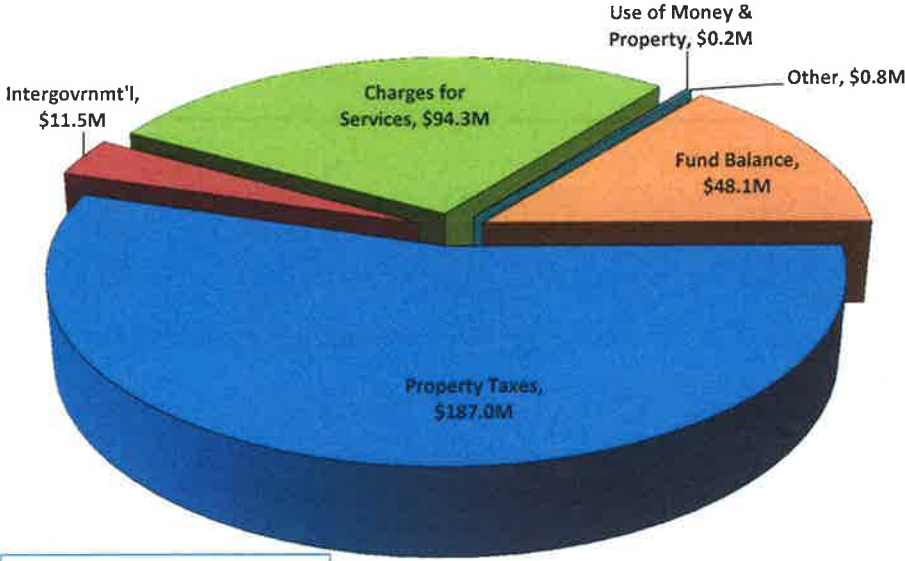


GENERAL FUND

Hand Crew Firefighters

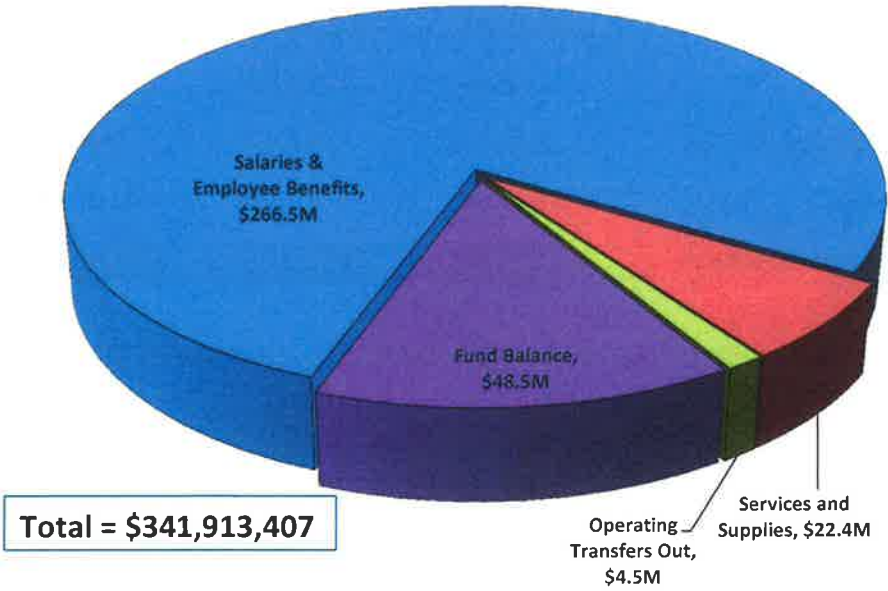
**2013/14 Funding Sources and Uses
General Fund**

Where the Money Originates



Total = \$341,913,407

Where the Money Goes



Total = \$341,913,407

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
2013/14 BUDGET

	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
FUNDING SOURCES				
Property Taxes	\$177,247,357	\$181,204,709	\$186,998,721	3.20%
Intergovernmental	13,687,589	28,848,491	11,443,286	-60.33%
Charges for Current Services	64,404,255	92,831,219	94,325,831	1.61%
Use of Money & Property	199,488	188,658	221,379	17.34%
Other	2,281,207	4,623,391	832,000	-82.00%
Total Revenues & Other Financing Sources	257,819,896	307,696,468	293,821,217	-4.51%
Operating Transfer In	-	-	-	-
Beginning Fund Balance (1)	48,865,031	48,574,096	48,092,190	-0.99%
TOTAL AVAILABLE RESOURCES	\$306,684,927	\$356,270,564	\$341,913,407	-4.03%
EXPENDITURES				
Salaries & Employee Benefits	\$237,416,752	\$267,958,050	\$266,528,679	-0.53%
Services & Supplies	24,155,681	24,514,308	22,431,181	-8.50%
Capital Outlay	173,501	80,000	-	-100.00%
Total Expenditures & Other Uses	261,745,934	292,552,358	288,959,860	-1.23%
Operating Transfer Out	622,106	15,626,016	4,497,847	-71.22%
Appropriation for Contingencies (2)	3,000,000	3,000,000	3,000,000	0.00%
Ending Fund Balance	41,316,887	45,092,190	45,455,700	0.81%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$306,684,927	\$356,270,564	\$341,913,407	-4.03%

(1) 2012/13 reflects the restatement of beginning fund balance subsequent to issuance of 2011/12 financial statements

(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.

2013/14 BUDGET

BUDGET

The total 2013/14 expenditure budget is \$288,959,860.

HIGHLIGHTS

Salary Increases

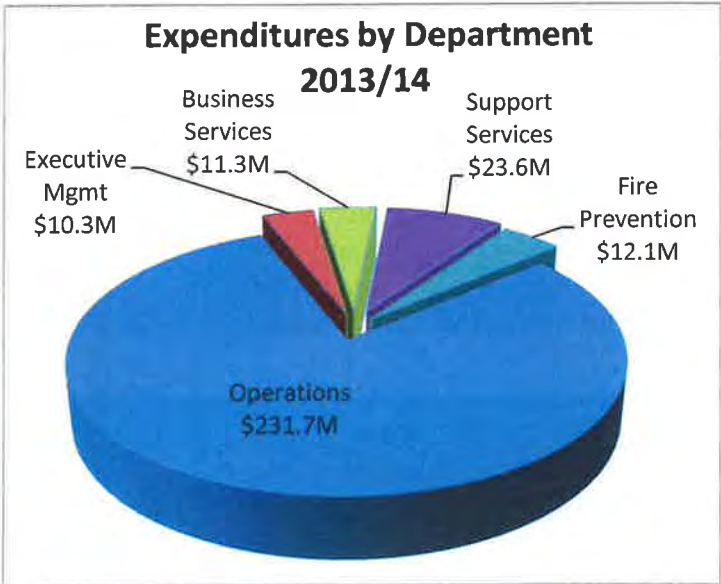
No cost-of-living adjustment is included in the budget for all bargaining units in 2013/14 due to the implementation of the “trigger formula” which ties future pay raises to the OCFA’s financial health. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

A hiring freeze remains in place for positions that do not provide frontline service to the public. The budget reflects 106 positions that are not funded, with one position being deleted. Included in the frozen position count are six positions related to staffing configuration changes at the John Wayne Airport and in the City of Stanton.

Retirement

The retirement budget for 2013/14 is based on OCERS’ final adopted rates with modifications to safety employer rates. The final 2013/14 safety retirement rates from OCERS reflected a decrease compared to 2012/13, due to the allocation of the OCFA’s prior UAAL across a larger payroll base (due to the increased personnel from Santa Ana). However, staff recommended continued use of the 2012/13 safety retirement rate for 2013/14 to help reduce the OCFA’s pension liability. 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 \$1.9 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 2013/14 workers' compensation self-insurance program at \$12.8 million is based on the 50% confidence level provided by the actuarial study completed in January 2013. The intent is to stair-step charges to the General Fund to the 60% confidence level in 2014/15 as per Board policy.

Services & Supplies/Equipment

Overall, the budgets for Services and Supplies (S&S) and Equipment were held flat from 2012/13 and excluded one-time projects. Many of the one-time projects were grant-funded and have not been included in 2013/14. 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.

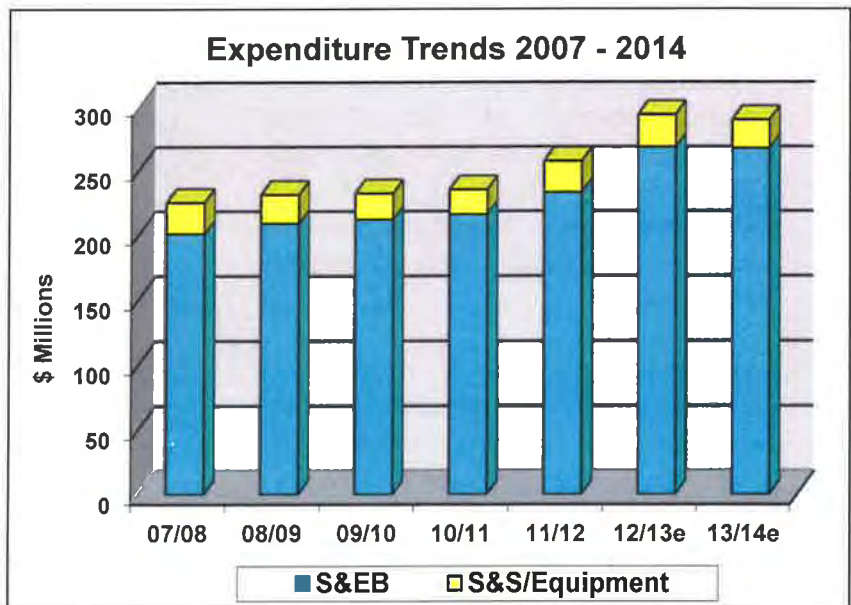
Operating Transfer

The 2013/14 budget includes an operating transfer out of \$4.5 million to the CIP funds.

Expenditure Trends

The chart reflects expenditure trends for seven years through 2013/14. Increases in both the S&EB and S&S reflect the addition of the Santa Ana Fire Department effective April 20, 2012.

While S&S expenditures have primarily remained flat, S&EB reflects increases due to higher retirement, medical and worker's compensation rates.

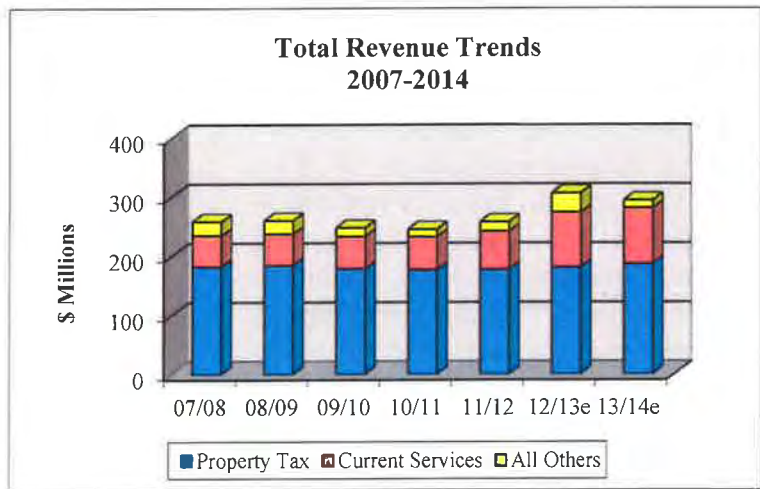


Although expenditures have increased during this seven-year period, the most recent years reflect our efforts toward building a strong financial future through successful negotiations with all labor groups on affordable salary increases, phased-in employee contributions to retirement costs as well as determining the timing and amounts of future pay raises based on the OCFA's financial health. Aggressive cost containment measures in all areas of spending continue to be a priority for the OCFA in response to uncertain financial conditions.

General Fund Revenue Assumptions

The total General Fund revenue budget for 2013/14 is \$293,821,217 which is a 4.51% reduction over the prior year's budget. The following categories are the top five sources of revenue for the OCFA and represent 98.1% of the OCFA's General Fund revenue and 91.7% our total revenue for 2013/14.

Revenue projections for 2013/14 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

Since the most significant economic factor affecting the OCFA is the real estate market, the impact is reflected primarily in property tax revenues. Housing prices are recovering in Orange County and California with forecasted increases of 8.8% and 7.8% respectively in 2014 according to the California Association of Realtors; our secured property tax revenue projections reflect an increase of over 3% from 2012/13. Residential permits are also climbing; this increase will be reflected in our Fire Prevention fees.

PROPERTY TAXES

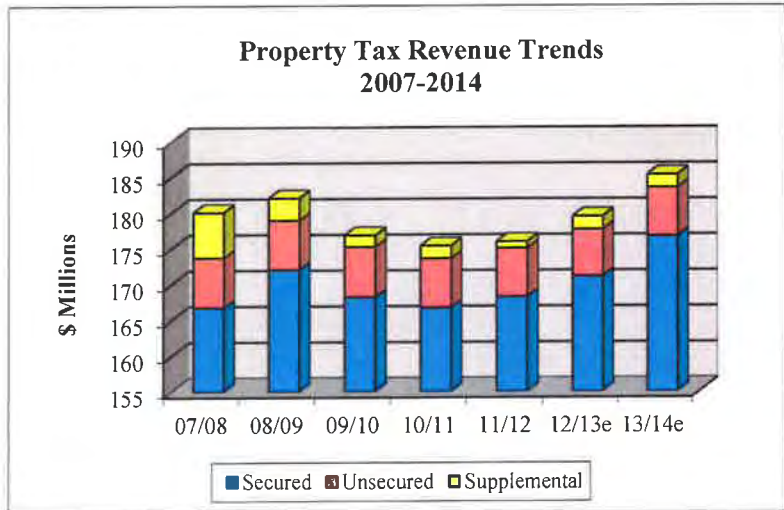
Property taxes are the major revenue source of the OCFA representing approximately 64% of General Fund revenues. Property taxes are received by the OCFA from the Structural Fire Fund (SFF) maintained by the County of Orange. Fifteen member cities and the unincorporated areas of Orange County are part of the SFF. State law provides for a maximum 1% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the County from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.6% of the one percent basic levy for all SFF areas. 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 \$187.0 million for 2013/14, representing a 3.2% increase from 2012/13. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property, i.e. real property and attached improvements comprises 95% of total property taxes and approximately 60% of total General Fund revenue. RSG has projected an increase of 2.99% for secured property in 2013/14. This growth factor is applied to the 2012/13 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 2012/13 level (\$1.9 million) based on the history of public utility assessed valuation from year to year. Secured property tax is estimated at \$176.7 million.



Unsecured Property Tax

The unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 3.6% of total property taxes and 2.3% of total OCFA General Fund revenue. The 2013/14 unsecured property tax estimates are based on the 2012/13 tax ledger with no growth projected. A 7.8% 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

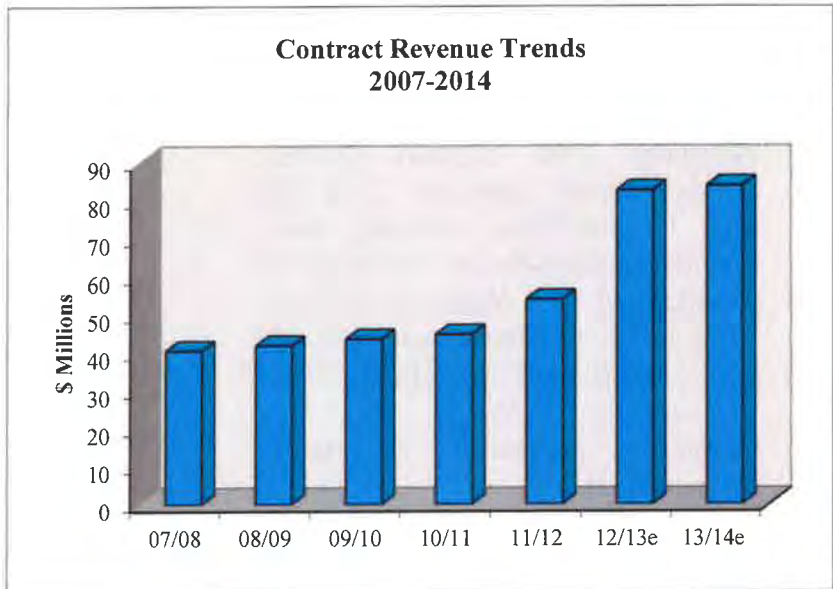
Supplemental property tax is generated when property changes ownership after the Assessor’s annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 1% of total property taxes and approximately 0.6% 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 2005/06 at \$9.4 million in actual receipts and declined to \$0.9M in 2011/12; we are projecting \$1.8 million in 2012/13. Since RSG does not provide estimates for supplemental growth, we projected this revenue for 2013/14 based on the 2012/13 budget of \$1.8 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 28.6% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$84.0 million which represents a 1.5% increase over 2012/13. As reflected in the

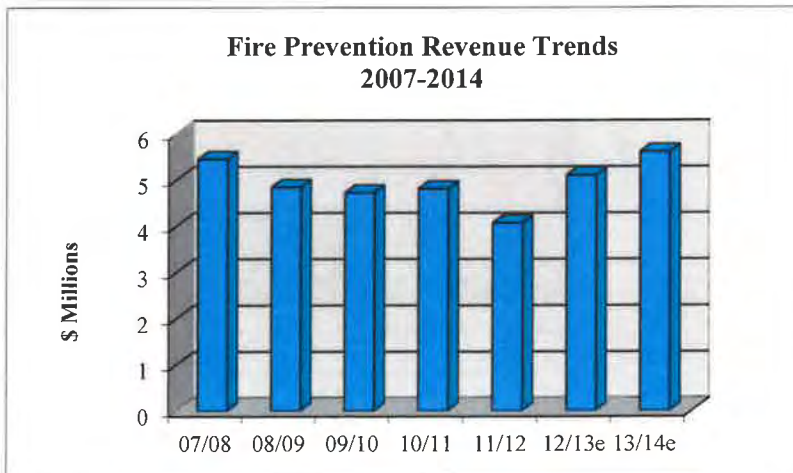
graph, the trend reflects a significant increase in this category due to the addition of the city of Santa Ana, effective April 2012.

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



Total John Wayne Airport (JWA) contract revenue is \$4.2 million reflecting an 8.4% decrease from 2012/13. A five-year contract, effective November 2012, includes daily staffing of six personnel down from seven personnel. These charges are based on salary and benefit costs for staff assigned to Station 33. The total charge includes a 6.97% overhead cost rate and a cap of 4% on annual cost increases as provided in the agreement. While JWA is currently evaluating other fire service options, early termination of the contract requires six months’ written notice. A full year of contract revenue is included in this budget.

FIRE PREVENTION FEES



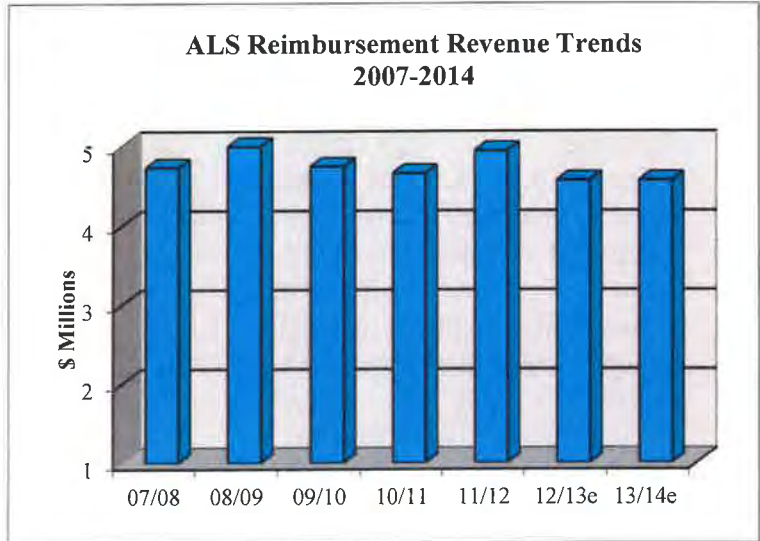
Fire Prevention Fees represent 1.9% of total General Fund revenues and include permits, inspections, and plan checks. Fire Prevention Fees are estimated at \$5.6 million. An update to the fee study was approved by the Board in February 2013.

In addition to the new fees, historical activity trends are

reviewed and any projected changes in the business environment are factored into the projected revenue. The revenue trend above reflects the increase in P&D revenue as new construction activity accelerates. Inspection Services revenue is also expected to increase since activity in 2012/13 was slowed due to program changes.

ADVANCED LIFE SUPPORT (ALS) REIMBURSEMENTS

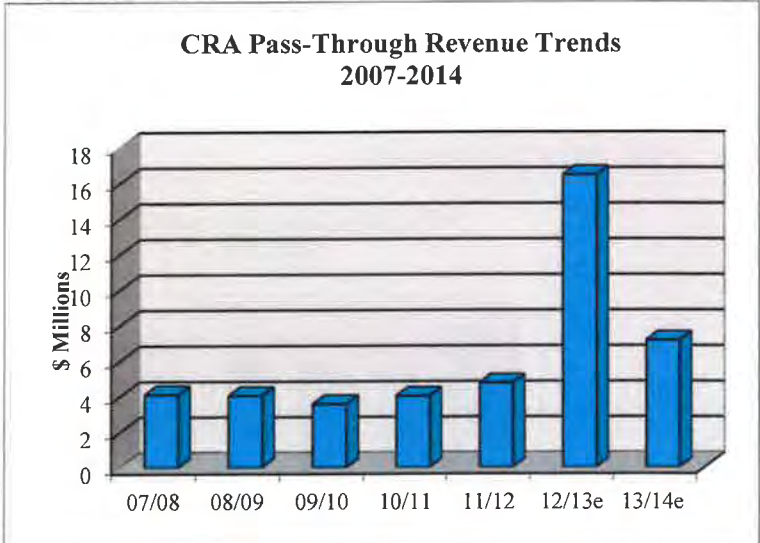
Advanced Life Support (ALS) reimbursements represent 1.6% of total General Fund revenues and include reimbursements for medical supplies and ALS paramedic service costs. ALS reimbursement revenue is estimated at \$4.6 million. This revenue is collected by the ambulance companies for pass-through to OCFA.



The 9-1-1 Emergency Ambulance Contracts administered by OCFA 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 budget cycle.

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THRU

The CRA revenues, which comprise 2.4% of total General Fund revenues, are also projected by RSG.



The 2013/14 budget reflects an additional \$3.0 million in revenue due to the dissolution of the Redevelopment Agencies. The 2012/13 revenue is high due to the projection of \$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 includes OCFA.

GENERAL FUND

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
2013/14

DESCRIPTION	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
PROPERTY TAXES	\$177,247,357	\$181,204,709	\$186,998,721	3.20%
INTERGOVERNMENTAL	13,687,589	28,848,491	11,443,286	-60.33%
CHARGES FOR CURRENT SVCS	64,404,255	92,831,219	94,325,831	1.61%
USE OF MONEY AND PROPERTY	199,488	188,658	221,379	17.34%
OTHER	2,281,207	4,623,391	832,000	-82.00%
TOTAL REVENUE	\$257,819,896	\$307,696,468	\$293,821,217	-4.51%

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND REVENUE DETAIL 2013/14

DESCRIPTION	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
TAXES				
Property Taxes, Current Secured	\$168,021,107	\$171,130,237	\$176,732,774	3.27%
Property Taxes, Current Unsecured	6,538,926	6,527,253	6,740,215	3.26%
Property Taxes, Prior Unsecured	112,894	112,894	112,894	0.00%
Property Taxes, Supplemental	908,958	1,800,000	1,800,000	0.00%
Delinquent Supplemental	201,867	201,867	201,867	0.00%
Home-owner Property Tax	1,463,605	1,432,458	1,410,971	-1.50%
TOTAL PROPERTY TAXES	177,247,357	181,204,709	186,998,721	3.20%
INTERGOVERNMENTAL				
State				
State-Civil Defense SONGS/NPP	12,000	-	-	n/a
SRA-Wild lands (CAL FIRE Contract)	3,900,852	3,983,788	3,983,788	0.00%
Assistance by Hire (State)	2,210,155	3,683,088	200,000	-94.57%
Helicopters' Billing - CAL FIRE	127,034	144,099	10,000	-93.06%
Misc. State Revenue	100,000	-	-	n/a
SUB-TOTAL	6,350,041	7,810,975	4,193,788	-46.31%
Federal				
Disaster Relief-Federal	7,230	55,018	-	-100.00%
USAR Reimbursements	1,165,849	1,320,298	-	-100.00%
Assistance by Hire (Federal)	143,567	489,364	100,000	-79.57%
Misc Federal Revenue	2,049,941	2,720,558	-	-100.00%
SUB-TOTAL	3,366,587	4,585,238	100,000	-97.82%
CRA Pass-Through				
Cypress-CRA Pass thru	343,899	522,792	591,899	13.22%
Irvine - CRA Pass thru	179,755	457,487	633,766	38.53%
La Palma - CRA Pass thru	100,076	145,976	262,948	80.13%
Lake Forest - CRA Pass thru	-	8,153	373,755	4484.26%
Mission Viejo Pass thru	847,694	887,596	889,407	0.20%
San Juan Caps - CRA Pass thru	915,286	921,128	751,837	-18.38%
County of Orange Pass-Through	-	1,130,457	1,521,239	34.57%
Yorba Linda - CRA Pass thru	1,584,251	1,815,436	2,124,647	17.03%
Buena Park - CRA Pass Thru	-	192	-	-100.00%
Misc. One-Time RDA revenue	-	10,563,061	-	-100.00%
SUB-TOTAL	3,970,961	16,452,278	7,149,498	-56.54%
TOTAL INTERGOVERNMENTAL	13,687,589	28,848,491	11,443,286	-60.33%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
2013/14

DESCRIPTION	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
San Clemente-Ambulance S&EB	477,361	477,361	477,361	0.00%
San Clemente-Ambulance S&S	15,000	15,000	15,000	0.00%
Tustin	5,729,989	5,901,371	6,080,404	3.03%
Placentia	4,831,589	4,976,100	5,127,063	3.03%
Santa Ana	6,580,877	34,131,040	34,617,975	1.43%
Santa Ana S&EB Reimbursement	-	809,383	810,000	0.08%
Seal Beach	3,988,873	4,108,179	4,232,812	3.03%
Stanton	3,887,125	3,431,389	3,438,886	0.22%
JWA Contract	4,745,564	4,579,662	4,194,160	-8.42%
Buena Park	8,299,860	8,531,785	8,774,652	2.85%
San Clemente	6,584,521	6,743,836	6,911,619	2.49%
Westminster	8,803,148	9,045,937	9,300,304	2.81%
SUB-TOTAL	53,943,907	82,751,043	83,980,236	1.49%
Hazardous Materials Section				
HMS Disclosure Fee	942,530	-	-	n/a
HMS CalARP Fee	130,347	243,466	-	-100.00%
SUB-TOTAL	1,072,877	243,466	-	-100.00%
Fire Prevention Fees				
AR Late Payment Penalty	11,230	8,400	8,400	0.00%
Inspection Services Revenue	1,448,490	1,831,693	2,063,646	12.66%
P&D Fees	2,951,677	3,009,459	3,286,391	9.20%
False Alarm	2,000	250,000	250,000	0.00%
SUB-TOTAL	4,413,397	5,099,552	5,608,437	9.98%
Other Charges for Services				
Charge for Hand Crew Services	400,000	166,584	166,584	0.00%
SUB-TOTAL	400,000	166,584	166,584	0.00%
Ambulance Reimbursements				
Ambulance Non-Compliance Fee	3,500	-	-	n/a
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	4,574,074	4,570,574	4,570,574	0.00%
TOTAL CHGS FOR CURRENT SVCS	64,404,255	92,831,219	94,325,831	1.61%

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
2013/14

DESCRIPTION	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
USE OF MONEY AND PROPERTY				
Interest				
Interest	199,488	188,658	221,379	17.34%
TOTAL USE OF MONEY/PROPERTY	199,488	188,658	221,379	17.34%
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	7,567	5,000	5,000	0.00%
Miscellaneous Revenue	1,620,931	3,770,412	46,500	-98.77%
Restitution	10,321	12,296	1,000	-91.87%
RFOTC Cell Tower Lease Agreement	-	14,375	50,000	247.83%
Witness Fees	4,500	4,500	4,500	0.00%
Misc Revenue - Donations	4,238	-	-	n/a
Haz-Mat JPA Revenue	10,000	-	-	n/a
Joint Apprenticeship Comm (CFFJAC)	150,000	150,000	150,000	0.00%
Misc Revenue - Training & EMS	225,000	500,000	500,000	0.00%
Bankruptcy Loss Recovery	99,371	91,032	25,000	-72.54%
Insurance Settlements	23,179	25,776	-	-100.00%
Sales of Surplus	126,100	50,000	50,000	0.00%
TOTAL OTHER REVENUE	2,281,207	4,623,391	832,000	-82.00%
TOTAL	\$257,819,896	\$307,696,468	\$293,821,217	-4.51%

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
2013/14 BUDGET**

Account Description and Explanation of Significant Changes	2012/13 Approved Budget	2013/14 Approved Budget	\$ Change fr 2012/13 Budget	% Change fr 2012/13 Budget
EMPLOYEE SALARIES				
Regular Salaries	\$112,057,692	\$111,157,461	(\$900,231)	-0.80%
<ul style="list-style-type: none"> - No cost-of-living adjustment included for all groups - Includes potential merit increases for eligible employees - Includes adjustments related to staffing changes for the City of Stanton and John Wayne Airport. - 2013/14 reflects reduction related to the transfer of the Haz Mat Disclosure and CalARP programs to the County Health Care Agency effective 7/1/2013 - Reflects 106 positions not funded 				
Backfill/Overtime/FLSA	41,275,505	37,207,578	(4,067,927)	-9.86%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - 2012/13 includes rebudgeted items from 2011/12, and one-time costs for various grants accepted during the fiscal year, and one-times increases for out-of county emergencies 				
Extra Help	158,643	32,500	(126,143)	-79.51%
<ul style="list-style-type: none"> - Concerted effort to reduce extra help at the authority level 				
Reserves	375,000	375,000	-	0.00%
Other Pay	15,131,727	15,207,442	75,715	0.50%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - Reflects 106 positions not funded 				
Sick/Vacation Payoff	3,321,351	3,057,219	(264,132)	-7.95%
<ul style="list-style-type: none"> - Based on historical usage and anticipated decrease in retirement in 2013/14 				
TOTAL SALARIES	172,319,918	167,037,200	(5,282,718)	-3.07%
RETIREMENT	63,042,813	62,484,495	(558,318)	-0.89%
<ul style="list-style-type: none"> - Reflects OCERS' final adopted rates and PEPRA rates for vacant positions - Reflects carry-forward of higher 2012/13 rates for safety members to help pay down pension liability - Reflects cost-offset from ongoing employee retirement contributions - Net of savings related to the prepayment to OCERS - Reflects 106 positions not funded 				

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES 2013/14 BUDGET

Account Description and Explanation of Significant Changes	2012/13 Approved Budget	2013/14 Approved Budget	\$ Change fr 2012/13 Budget	% Change fr 2012/13 Budget
INSURANCE				
Health Insurance	20,447,168	22,000,779	1,553,611	7.60%
<ul style="list-style-type: none"> - Includes estimated 10% increase in group medical insurance rates for non-fighter unit staff, and estimated 9% increase for the FF group based on the FF Unit Health Plan Agreement - Management dental and vision insurance reflects an increase of 5% 				
Workers' Compensation	9,892,711	12,763,412	2,870,701	29.02%
<ul style="list-style-type: none"> - Workers' Comp for 2013/14 budgeted based on the 50% confidence level provided by the actuarial study, which is about \$2.8M higher than 2012/13 				
Unemployment Insurance	100,000	40,000	(60,000)	-60.00%
TOTAL INSURANCE	30,439,879	34,804,191	4,364,312	14.34%
MEDICARE				
	2,155,440	2,202,793	47,353	2.20%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not - Reflects 106 positions not funded 				
TOTAL S&EB	\$267,958,050	\$266,528,679	(\$1,429,371)	-0.53%

GENERAL FUND

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
2013/14 BUDGET

Account Description and Explanation of Significant Changes	2012/13 Approved Budget	2013/14 Approved Budget	\$ Change fr 2012/13 Budget	% Change fr 2012/13 Budget
Clothing - 2012/13 includes increase for one-time purchase of ballistic vests and uniforms	\$1,157,954	\$1,041,036	(\$116,918)	-10.10%
Communications - 2012/13 reflects one-time costs for a grant accepted during the fiscal year	919,722	898,922	(20,800)	-2.26%
Food - A decrease in the 2013/14 budget more appropriately reflects historical usage trends for the last 3 fiscal years	94,939	60,326	(34,613)	-36.46%
Household Expenses	229,500	229,500	-	0.00%
Insurance - 2013/14 reflects increases with the addition of Santa Ana Fire Department, and projected 10% increase in liability property insurance costs	1,336,849	1,511,755	174,906	13.08%
Maintenance of Equipment - 2013/14 reflects significant increases from the S&S appropriations related to the addition of Santa Ana Fire Department, previously budgeted under Special Department expense in 2012/13	3,558,649	3,941,679	383,030	10.76%
Maintenance of Building/Improvement - 2013/14 reflects increases with the addition of Santa Ana Fire Department	724,748	771,057	46,309	6.39%
Medical Supplies - 2012/13 reflects one-time costs for various grants accepted during the fiscal year	1,186,517	949,949	(236,568)	-19.94%
Memberships	41,482	39,691	(1,791)	-4.32%
Miscellaneous Expense	116,250	116,250	-	0.00%
Office Expense - 2012/13 reflects one-time costs for a grant accepted during the fiscal year; In 2013/14, the net reduction is due to an allocation of some office expense to other accounts to better reflect actual expenditures based on historical usage	689,436	622,813	(66,623)	-9.66%
Professional and Specialized Services - 2012/13 include one-time cost increase for internal control audits and payroll tax reviews, and one-time costs for a grant accepted during the fiscal year	5,948,526	5,868,564	(79,962)	-1.34%
Publications	8,368	8,506	138	1.65%
Rent/Leases - Equipment - 2013/14 reflects increase in copier and other office equipment rental costs	142,584	153,000	10,416	7.31%
Rent/Leases - Buildings and Improvements	105,195	112,195	7,000	6.65%

2013/14 OCFA ADOPTED BUDGET

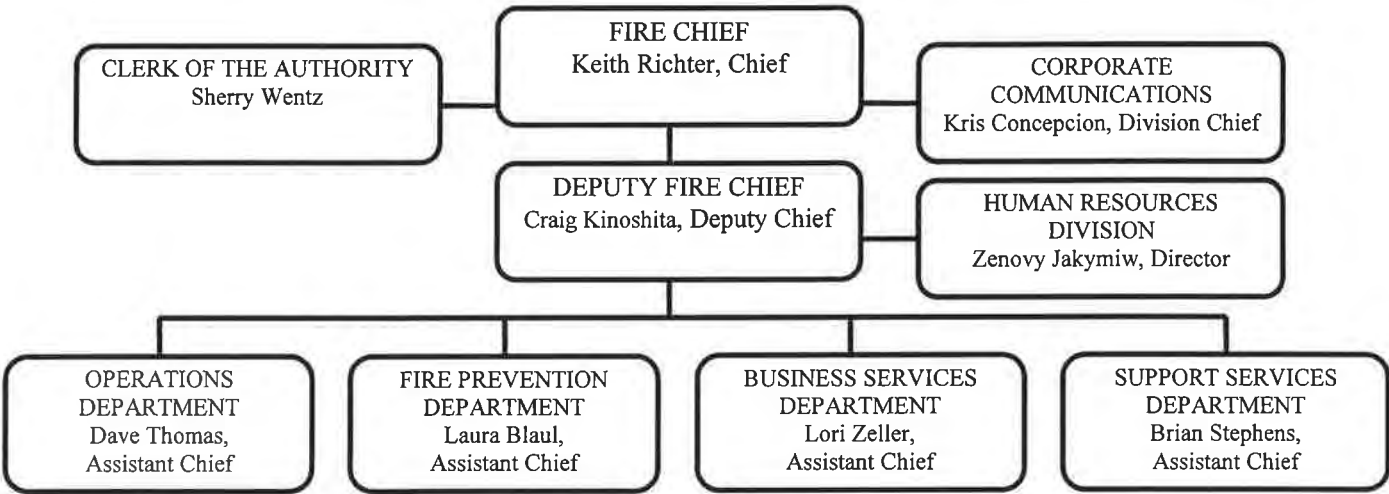
SUMMARY OF SERVICES AND SUPPLIES CHANGES 2013/14 BUDGET

Account Description and Explanation of Significant Changes	2012/13 Approved Budget	2013/14 Approved Budget	\$ Change fr 2012/13 Budget	% Change fr 2012/13 Budget
Small Tools, Instruments - 2012/13 reflects one-time costs for various grants accepted during the fiscal year	209,364	143,369	(65,995)	-31.52%
Special Department Expense - Initial S&S appropriations related to the addition of the Santa Ana Fire Department for 2012/13 were consolidated in this account. In 2013/14, they were allocated to various accounts. - 2012/13 includes rebudgeted items from 2011/12, and one-time costs for various grants accepted during the fiscal year	3,675,264	1,542,906	(2,132,358)	-58.02%
Transportation - 2013/14 reflects an increase in use and costs of jet fuel, and an increase in the reimbursement to employees for private mileage	1,777,583	1,812,721	35,138	1.98%
Travel - 2012/13 reflects one-time costs for various grants	543,596	410,659	(132,937)	-24.46%
Utilities 2013/14 reflects increased costs associated with the addition of the Santa Ana fire stations and rising utility costs	2,025,801	2,162,380	136,579	6.74%
Taxes and Assessments - 2013/14 reflects increases due to higher assessment costs and addition of the Santa Ana fire stations	21,981	33,903	11,922	54.24%
TOTAL SERVICES & SUPPLIES	\$24,514,308	\$22,431,181	(\$2,083,127)	-8.50%

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, Fire Prevention, 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 2013/14 budget for Executive Management, the Board of Directors, the Clerk of the Authority, Corporate Communications, and the Human Resources Division is \$10.29 million or a 1.16% increase over 2012/13. This increase is primarily driven by increases in retirement, workers' compensation and insurance costs. Funding for 33 positions is included in the 2013/14 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 Fire Prevention, EMS, and Records Management Systems.
- Utilize technology to improve and enhance productivity.
- Implement strategic objectives relating to technology needs.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY **EXECUTIVE MANAGEMENT SUMMARY** 2013/14 BUDGET

Account Description	Executive Management	Board of Directors	Clerk of Authority	Corporate Communications	Human Resources	Department Total
EMPLOYEE SALARIES						
Regular Salaries	\$1,563,327	-	\$370,871	\$505,380	\$1,388,749	\$3,828,327
Backfill/Overtime	4,609	-	-	56,771	9,385	70,765
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	29,322	-	3,491	49,748	9,521	92,082
Sick/Vacation Payoff	140,210	-	3,025	23,955	98,256	265,446
TOTAL SALARIES	1,737,468	-	377,387	635,854	1,505,911	4,256,620
RETIREMENT	662,810	-	128,879	222,859	471,213	1,485,761
INSURANCE						
Employee Insurance	239,893	-	75,556	81,499	278,174	675,122
Workers' Comp	114,763	-	11,109	37,211	54,953	218,036
TOTAL INSURANCE	354,656	-	86,665	118,710	333,127	893,158
MEDICARE	18,866	-	5,469	9,114	18,642	52,091
TOTAL S&EB	2,773,800	-	598,400	986,537	2,328,893	6,687,630
SERVICES AND SUPPLIES	490,432	46,915	32,089	70,953	2,961,007	3,601,396
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$3,264,232	\$46,915	\$630,489	\$1,057,490	\$5,289,900	\$10,289,026
Funded Positions	9	-	4	6	14	33

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.

2012/13 Accomplishments:

- Completed Strategic Plan objectives 1-F (Fire Corps), 1-K (Grant Program), and 1-L (Financial Forecasting), and initiated project team work for several additional objectives.
- Provided oversight for the selection of a consultant to perform the Standards of Cover review, scheduled for completion in December 2013 (Strategic Plan 1-I).
- Improved compensation cost transparency by posting compensation details on the OCFA's website and by modifying employee paycheck stubs to reflect employer contributions towards benefits.
- Led the organization through a comprehensive review of the OCFA's inspection program, including re-inspection of all businesses with hazardous materials.
- Pursued design and development of new fire safety programs, including Safe Apartments, Safe Cooking, Electrical Safety, and Safe Smoking.
- Introduced several new Board members to the OCFA, orienting them to the organization, and educating them on the variety of services provided.
- Conducted outreach to all new Board members to facilitate an understanding of the ongoing financial equity issues that are being discussed by the Equity Ad Hoc Committee.
- Completed an unprecedented number of Chief Officer promotions, following numerous retirements in March 2013, covering the ranks of Deputy Chief, Assistant Chief, Division Chief, and Battalion Chief.
- Provided oversight for promotional tests, recruitments, and academies for all safety ranks and several administrative positions.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$2,766,927	\$2,855,854	\$2,773,800
Services and Supplies	623,485	513,943	490,432
Equipment	-	-	-
Total Executive Management	\$3,390,412	\$3,369,797	\$3,264,232
Funded Positions	9	9	9

2013/14 OCFA ADOPTED BUDGET

2013/14 Objectives:

- Implement Strategic Plan initiatives.
- Implement and support new risk mitigation programs that target our fire problem.
- Improve preparedness for catastrophic events.
- Improve incident outcome through implementation of Decision Support Center.
- Continue to identify strategies to strengthen the OCFA's long-term fiscal health.
- Develop and communicate consistent core expectations.
- Create new staff/career development processes that are simple, clear, transparent, mission-focused and meet member needs.
- Seek creative solutions to increase staff capacity without increasing staff headcount.
- Develop succession plans to fill critical leadership roles.
- Implement internal control enhancements to improve accountability for the OCFA's fee-funded programs.
- Pursue technology to maximize operational efficiency and firefighter safety.
- Establish quality assurance processes that engage front-line supervisors/managers.
- Implement Public Safety Systems to improve service efficiency and quality, and to incorporate major program needs.
- Implement a business continuity plan.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Chiefs' video newsletters	12	12	12
New Board member orientations	1	1	1
Open new or replacement fire stations	1	0	0
Submission of Fire Service Proposals to non-OCFA cities	1	0	0
Completion of Strategic Plan Objectives	0	3	5

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.

2012/13 Accomplishments:

- City of Santa Ana joined Joint Powers Authority.
- Establishment of the OCFA Fire Corp Program. (Strategic Plan 1-F)
- Responded to three Grand Jury Reports: “Emergency Medical Response in Orange County,” “Compensation Cost Transparency,” and “Can the Consumer Price Index-Urban Keep Up with OCFA Wages?”
- Initiated audit of Hazardous Materials Inspection Program.
- Approved Site License Agreement to Orange County Fire Authority Foundation for an on-grounds September 11th Memorial.
- Reviewed and filed the OCFA Long-Term Liability Study.
- Renewed Fire Service Agreement with John Wayne Airport and subsequently approved participation in the John Wayne Airport Request for Proposal Process.
- Approved the City of Stanton’s request to review/implement Service Reconfiguration for financial relief.
- Implemented use of automated Roll Call/Voting System.
- Determined the number of businesses eligible for refunds of hazardous materials disclosure inspection fees.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$ -	\$ -	\$ -
Services and Supplies	28,233	46,915	46,915
Equipment	<u>18,848</u>	<u>-</u>	<u>-</u>
Total Corporate Communications	\$47,081	\$46,915	\$46,915
Funded Positions	0	0	0

2013/14 Objectives:

- Adopt an updated Standards of Cover document.
- Work with staff in identifying plans to address long-term liabilities.
- Continue the Equity Working Group to identify methods for mitigating equity concerns.
- Complete labor negotiations for expiring MOUs.

2013/14 OCFA ADOPTED BUDGET

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Board of Directors meetings	7	7	6
Executive Committee meetings	10	9	8
Budget and Finance Committee meetings	11	11	11
Special meetings and workshops	2	7	6

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, provides 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, manage 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 filing Official/Officer for the OCFA. This office is responsible for processing all subpoenas for business records and witnesses.

2012/13 Accomplishments:

- Created and implemented the new Central File Index/Labeling System. (Strategic Plan 2-A, 2-B, 3-C)
- Created and implemented the automated Subpoena Processing System. (Strategic Plan 2-A, 2-B, 3-C)
- Created and implemented the Agreements Archives. (Strategic Plan 3-C)
- Created the electronic JPA Archives (Strategic Plan. 3-C)
- Initiated use of the OCFA’s website for the new FPPC compliance requirements. (Strategic Plan 3-C)
- Revised/Board Approved OCFA Records Retention Schedule.
- Created the new automated Standard Operating Procedures (SOP) review/distribution system. (Strategic Plan 3-C)
- Created and implemented the Speakers Data Base. (Strategic Plan 3-C)
- Implemented the Clerk’s Office Shared Drive.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$553,201	\$574,124	\$598,400
Services and Supplies	22,443	32,089	32,089
Equipment	-	-	-
Total Clerk of the Authority	\$575,644	\$606,213	\$630,489
Funded Positions	4	4	4

2013/14 Objectives:

- Implement the automated Standard Operating Procedures (SOP) review/distribution system. (Strategic Plan 3-C)
- Expand Posting of FPPC documents online i.e. Statements of Conflict of Interests and Ethics Training Certificates online.
- Develop New Employee Training Materials for the Clerk’s section.
- Explore the creation and implementation of Board Member Online Document Center.

2013/14 OCFA ADOPTED BUDGET

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Agenda items processed	245	250	250
Minutes prepared	30	30	25
Resolutions prepared	7	12	10
Customer Satisfaction Survey			
Forms sent	32,539	35,000	30,000
Forms received & processed	7,672	9,000	8,000
Subpoenas processed	215	375	300
Public records requests completed	2,167	2,000	2,000
<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	100%	100%	100%
% of requests for public records responded to within the regulations of the Public Records Act	100%	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%

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.

2012/13 Accomplishments:

- Continued to inform members of the OCFA through the “OCFA Monthly Briefing” video newsletter.
- Continued to inform the public of current OCFA events and safety topics through the monthly “On the Frontline” newsletter.
- Continued marketing and branding of the OCFA through the OCFA website and through the effective use of social media.
- Continued to keep our partner cities and agencies informed through timely Board Advisories and personal contact.
- Continued to inform the public through effective communications.
- Maintained strong relationships with the media.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,060,329	\$1,063,184	\$986,537
Services and Supplies	62,027	139,753	70,953
Equipment	-	-	-
Total Corporate Communications	\$1,122,356	\$1,202,937	\$1,057,490
Funded Positions	6	6	6

2013/14 Objectives:

- Continue to inform the public through effective communications and maintaining strong relationships with the media.
- Continue to keep our partner cities and agencies informed through timely Board Advisories and personal contact.
- Continue to keep the community informed through the monthly publication of the “On the Frontline” newsletter.
- Continue to keep the OCFA employees informed through the monthly production of the “OCFA Monthly Briefing” video newsletter.

2013/14 OCFA ADOPTED BUDGET

- Continue marketing and branding of the OCFA through an improved and redesigned OCFA website and with the effective use of social media.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Board advisories	12	12	12
News releases sent out	45	45	52
<i>Community Programs</i>			
Emergency preparedness	24	24	24
Community event programs	24	24	24
Video news releases & PSAs	24	24	24
Community safety bulletins sent	10	10	12

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. The 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.

2012/13 Accomplishments:

- Revised employee handbook which serves as a general information source for all OCFA employees. It provides information relative to employment, benefits, leaves and payroll. Due to changes in the law and provisions established through collective bargaining, sections of the handbook required revision. The revisions ensure that the information provided to employees is current and accurate.
- Implemented Functional Movement Screening (FMS) as part of WEFIT exam to assess movement capacity with fitness recommendations. As part of the WEFIT exam, firefighter recruits will be assessed as to their capacity to meet the physical demands of the job while minimizing their potential of incurring injuries. The test is comprised of seven fundamental movement patterns that require a balance of mobility and stability. These fundamental movement patterns are designed to provide observable performance of basic loco motor, manipulative and stabilizing movements. In many cases the traditional medical and performance evaluations may overlook deficits in muscle flexibility and strength imbalances. This program will be used to pinpoint these functional deficits in firefighter recruits, followed by a prescribed individualized training program. By identifying these risk factors and addressing them utilizing the FMS, it is anticipated that injuries will be decreased and improved performance will follow.
- Maintained a 90% voluntary employee participation rate for the WEFIT program
- Completed the following insurance renewals on time and within budget.
 - FAIRA General Liability
 - Aviation Insurance
 - Pollution Insurance
 - Workers Comp Excess Insurance
 - Public Official Bonds and Vehicle Verifier Bonds
- Designed, developed and launched a new injury and illness reporting system which identifies the three work activities with the greatest frequency and severity of injury/illness.

2013/14 OCFA ADOPTED BUDGET

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,931,874	\$2,062,111	\$2,328,893
Services and Supplies	2,540,969	2,882,754	2,961,007
Equipment	-	-	-
Total Human Resources Division	\$4,472,843	\$4,944,865	\$5,289,900
Funded Positions	14	14	14

2013/14 Objectives:

- **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 will be conducted. The review methodology is 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*.
- **Workers Compensation Program Assessment:** It has been approximately ten years since the Authority established its Self-Insured Workers Compensation Program. Although the program has been successful, the length of time since its inception provides sufficient data to conduct a comprehensive assessment of its components in an effort to determine if efficiency and effectiveness can be improved. With the coming expiration of the current TPA contract, the Authority has submitted a Request for Proposal for a successor agreement with a Third-Party Administrator (TPA) to handle claims administration. This provides a timely opportunity to assess the manner in which we currently conduct our claims management business and incorporate any changes relative to TPA requirements. The following areas are scheduled to be reviewed:
 - Evaluate Program Cost – Administration/Utilization and Bill review for best possible pricing and reduction in program cost by 5%.
 - Provide training to appropriate fire station employees on proper workers’ compensation reporting requirements.
 - Evaluate/utilize and maximize CSAC-EIA our excess insurance carrier’s loss control programs for ISO – indexing to reduce pricing in our Workers’ Compensation Program.
- **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. In an effort to meet the goal of accurate and timely updates, the Human Resources Division will establish an electronic reference library accessible to supervisors/managers. The library will be indexed by topic and the subject matter will be maintained on a “real-time” basis.

GENERAL FUND

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Reopen labor agreements	0	0	2
Recruitments completed	20	25	20
Recruitment applications processed	2,596	3,257	2,000
Liability claims	24	21	20
Workers' comp claims	400	436	465
<i>Effectiveness</i>			
Change in workers' comp funding requirements (excludes offsetting interest adjustment)	\$8,784,054	\$12,763,412	\$13,013,368
Workers' comp savings from Medical Bill Review	\$4,652,323	\$4,000,000	\$4,600,000



Orange County Fire Authority Safety Message

INSPECT WORKING SMOKE ALARMS

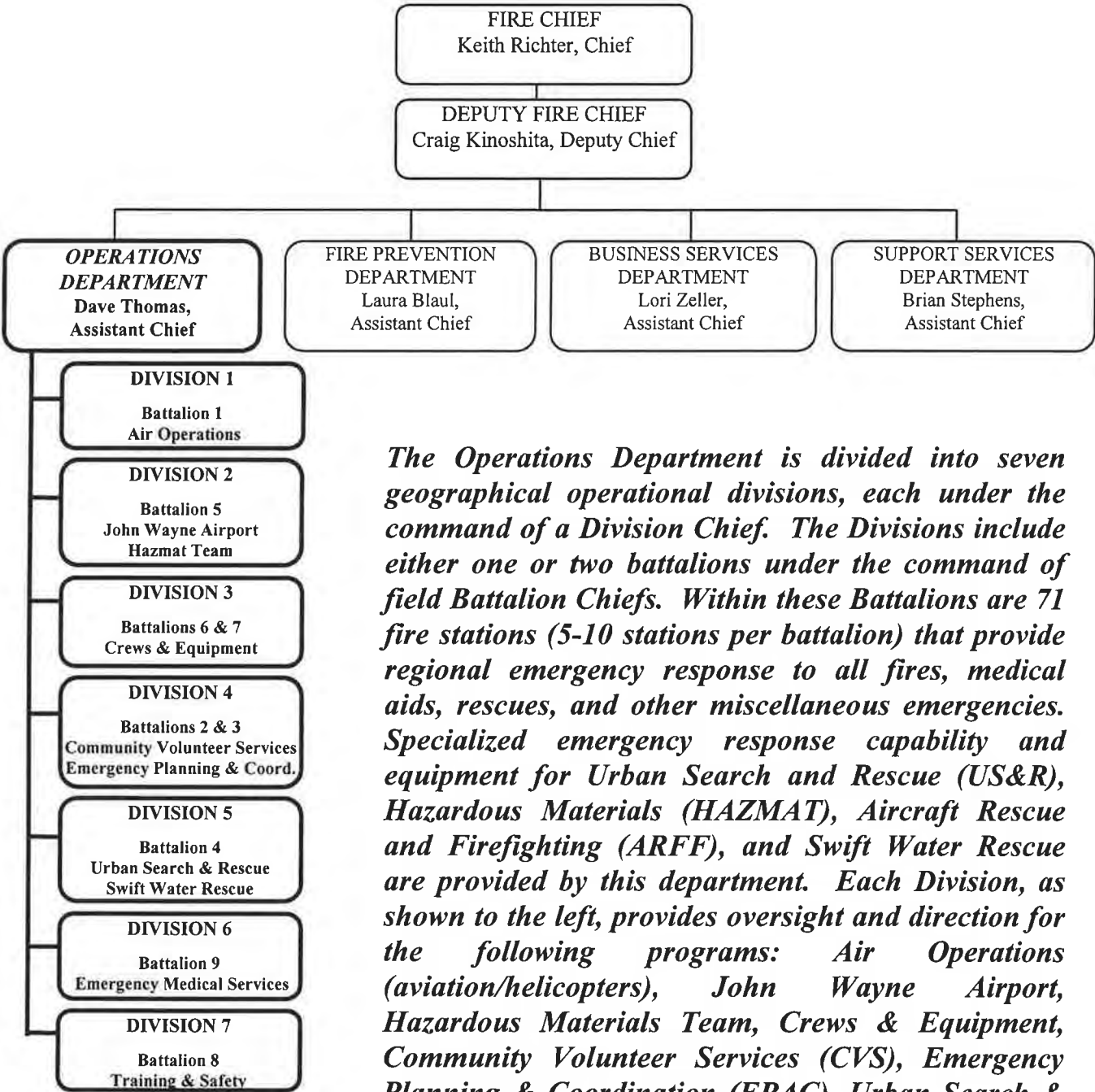
✓ **INSPECT**

- Test smoke alarms every month and when you change your clocks
- Clean smoke alarms every year
- Check the manufacture date
 - Smoke alarms 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.



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 71 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, Crews & Equipment, Community Volunteer Services (CVS), Emergency Planning & Coordination (EPAC), Urban Search & Rescue, Swift Water Rescue, Emergency Medical Services, and Training & Safety.

Operations Department

Budget Summary:

The 2013/14 budget for the Operations Department is \$231.72 million, a decrease of \$3.95 million compared to 2012/13. Much of this decrease is attributable to grants and other one-time appropriations (over \$5.5 million) included in the 2012/13 budget but not included in 2013/14 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 2013/14, the budget reflects increases in retirement, workers' compensation and insurance costs. The increase in retirement is somewhat offset due to a slight increase in safety employees' contribution towards retirement, and the lower benefit retirement tiers for the new hires.

During the course of 2012/13, the Operations Department established a seventh field division and redistributed the support sections among the field divisions for a more focused engagement of these important functions and improved program management, to better serve our partner cities and to improve the support and communications for our line personnel. Funding for 994 positions is included in the 2013/14 budget.

Strategic and Department Goals:

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

- Evaluate resource response to emergencies for optimum effectiveness and efficiency.
- Assess dispatcher information, call taking, and Tiered 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 at all emergencies.
- Prepare for implementation of 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.

- Improve the use, efficiency, and effectiveness of our helicopters, dozers, and hand crews.
- Improve our aviation staffing, night operations readiness, and training.
- Develop a staffing plan which improves dozer staffing during emergencies.
- 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 GIS Enterprise System.
- Further improve our use and reliance on teleconferencing and videoconferencing.
- Improve our recordkeeping for mandatory training.
- Integrate Next Generation Incident Command System software into the OCFA Operations.
- Improve our digital mapping capabilities for field commander and planning needs.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY OPERATIONS DEPARTMENT SUMMARY 2013/14 BUDGET

Account Description	Division 1 Field/Admin	Division 1 Air Ops	Division 2 Field/Admin	Division 3 Field/Admin	Division 3 Crews and Equipment	Division 4 Field/Admin
EMPLOYEE SALARIES						
Regular Salaries	\$7,886,792	\$833,602	\$11,667,766	\$20,910,548	\$1,250,477	\$13,973,070
Backfill/Overtime	2,861,912	433,943	3,957,235	7,142,549	378,524	5,434,635
FLSA Adjustment/Holiday Pay	568,556	-	839,850	1,518,336	-	1,018,931
Extra Help	-	-	-	-	-	-
Reserves	-	41,025	70,238	207,824	-	55,913
Other Pay	1,274,168	66,086	1,932,920	3,262,038	38,205	2,115,147
Sick/Vacation Payoff	329,246	21,175	379,874	539,836	29,715	357,334
TOTAL SALARIES	12,920,674	1,395,831	18,847,883	33,581,131	1,696,921	22,955,030
RETIREMENT	4,819,814	385,251	7,198,072	12,597,500	662,115	8,603,418
INSURANCE						
Employee Insurance	1,588,513	141,339	2,393,885	4,284,463	481,416	2,782,472
Workers' Compensation	1,056,340	100,398	1,535,948	2,711,448	130,475	1,876,018
Unemployment Insurance	-	-	-	-	40,000	-
TOTAL INSURANCE	2,644,853	241,737	3,929,833	6,995,911	651,891	4,658,490
MEDICARE	173,675	17,806	230,633	424,633	20,794	307,924
TOTAL S&EB	20,559,016	2,040,625	30,206,421	53,599,175	3,031,721	36,524,862
SERVICES & SUPPLIES	12,537	404,280	201,371	12,569	23,203	37,148
TOTAL BUDGET	\$20,571,553	\$2,444,905	\$30,407,792	\$53,611,744	\$3,054,924	\$36,562,010
Funded Positions	86	8	129	232	26	150

Note: The 2013/14 budget does not include funding any of the 3 USAR Grant-funded positions in Division 5: namely 1 USAR Battalion Chief, 1 USAR Fire Equipment Technician, and 1 Senior Fire Equipment Technician.

GENERAL FUND

Division 4 Community Volunteer Services	Division 4 Emergency Planning & Coordination	Division 5 Field/Admin	Division 6 Field/Admin	Division 6 Emergency Medical Services	Division 7 Field/Admin	Division 7 Training and Safety	Department Total
\$150,088	-	\$9,045,593	\$13,358,774	\$1,175,713	\$8,515,110	\$945,963	\$89,713,496
-	-	3,128,390	2,976,453	43,770	2,889,004	73,829	29,320,244
-	-	655,079	965,141	-	610,688	-	6,176,581
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	375,000
11,257	-	1,581,378	2,500,152	89,824	1,323,704	139,789	14,334,668
6,717	-	241,175	120,583	42,723	243,654	57,157	2,369,189
168,062	-	14,651,615	19,921,103	1,352,030	13,582,160	1,216,738	142,289,178
75,814	-	5,578,029	8,414,216	475,719	5,237,013	448,588	54,495,549
19,000	-	1,866,272	2,718,209	193,676	1,705,755	172,368	18,347,368
14,415	-	1,171,211	1,644,133	69,827	1,139,068	65,512	11,514,793
-	-	-	-	-	-	-	40,000
33,415	-	3,037,483	4,362,342	263,503	2,844,823	237,880	29,902,161
2,428	-	196,561	277,321	16,066	184,366	17,454	1,869,661
279,719	-	23,463,688	32,974,982	2,107,318	21,848,362	1,920,660	228,556,549
27,820	8,401	100,607	9,309	1,861,079	29,442	437,312	3,165,078
\$307,539	\$8,401	\$23,564,295	\$32,984,291	\$3,968,397	\$21,877,804	\$2,357,972	\$231,721,627
1	-	101	147	12	92	10	994

Operations

Section: Division 1

Section Description:

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

2012/13 Accomplishments:

- Provided emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Conducted fire safety inspections of businesses, schools and public assemblies. (Strategic Plan 1-C)
- 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.
- Continued to train civilians enrolled in Community Emergency Response Teams (CERT).
- Maintained a high state of operational readiness through ongoing training, drills and pre-emergency planning. (Strategic Plan 1-J)

Section Costs (Field/Admin; does not include Air Ops)	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$21,148,891	\$22,263,811	\$20,559,016
Services and Supplies	9,710	12,537	12,537
Equipment	-	-	-
Total Division 1	\$21,158,601	\$22,276,348	\$20,571,553
Funded Positions	86	86	86

2013/14 Objectives:

- Provide emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Conduct fire safety inspections of businesses, schools, and public assemblies. (Strategic Plan 1-C)
- Address the top 5 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.
- Participate in city-sponsored events, community activities, and public education such Install, Inspect, Protect Smoke Alarm awareness and Drowning Prevention.
- Continue to train civilians enrolled in Community Emergency Response Teams (CERT).

GENERAL FUND

- Maintain a high state of operational readiness through ongoing training, drills, pre-emergency planning, and operational readiness reviews. (Strategic Plan I-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.

Performance Indicators	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Services			
Emergency incidents	11,850	12,656	13,500
Fire safety inspections—operations	907	491	491
Community events—operations	120	130	300
Efficiency			
% change in # of incidents	3%	7%	7%
% change in # of inspections	(46%)	(46%)	0%
% change in community participation	(26%)	8%	131%
Customer satisfaction survey rating	96%	96%	98%

Notes:

The figures reflect changes in the Fire Safety Inspection and Community Education programs

- *The drop in Fire Safety Inspections between FY 2011/12 and FY 2012/13 is due to the Haz Mat Disclosure transition. Inspections were completed from 7/1/2012 to 9/26/2012, then pulled back to focus on the Haz Mat Disclosure inspections*
- *Education specialists are currently focused on developing programs*

Operations

Section: Air Operations (Division 1)

Section Description:

The OCFA Air Operations Aviation Program is responsible for coordination of the OCFA's helicopters. The OCFA currently maintains four firefighting/rescue helicopters used for emergency responses throughout the year. These responses include wildland and wildland-urban interface fires, specialized technical rescues such as swift and still water rescues, medical rescue support, large animal rescues and disaster mitigation. The OCFA helicopters are also used for fire and disaster preparedness and pre-planning.

2012/13 Accomplishments:

- Completed the equipping of the new Air Operations hanger facility.
- Conducted the first large-scale multi-agency helibase exercise.
- Finalized official guidelines for night vision goggles use for night firefighting operations.
- Established Memorandum of Understanding with CAL FIRE and United States Forest Service (USFS) for night firefighting operations.
- Conducted lead pilot recruitment.
- Continued to provide helicopter rescue training to 48 OCFA Technical Truck Company members.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,706,235	\$1,747,408	\$2,040,625
Services and Supplies	398,110	409,280	404,280
Equipment	(1,049)	-	-
Total Special Operations	\$2,103,296	\$2,156,688	\$2,444,905
Funded Positions	8	8	8

2013/14 Objectives:

- Complete the Air Operations Program needs assessment.
- Complete Safety Management System for Aviation Program.
- Continue to improve our aviation night operations readiness and training.
- Pursue potential lease agreements for hanger space with other public agencies.
- Evaluate possibilities for a Helitack crew utilizing the current OCFA Hand Crew Firefighters.
- Evaluate helicopter coverage and staffing needs.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Helicopter responses/flights (Suppression)	394	280	300
<i>Efficiency</i> % change in helicopter responses	12%	(29%)	7%

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 provides emergency services to the University of California Irvine (UCI), 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), Fire and Law Enforcement Joint Hazard Assessment Team, and the John Wayne Airport Rescue Fire Fighting (ARFF) Services Contract. Division 2 also has the responsibility for administration and oversight of the OCFA Explorer Program.

2012/13 Accomplishments:

- Provided emergency services within the OCFA target response times. (Strategic Plan 1-I)
- Maintained a high state of readiness through ongoing training, drills, and pre-emergency planning. (Strategic Plan 1-J)
- Conducted required fire safety inspections of businesses, schools and public assemblies. (Strategic Plan 1-C)
- Successfully partnered with the City of Irvine to identify and resolve mutual public safety concerns and issues.
- Participated in Irvine community events, city-sponsored events and public education programs.
- Successfully discussed Station 11's lease agreement and completed contract for services.
- Collaborated with John Wayne Airport (JWA) to enhance fire and rescue capabilities by implementing a new Rapid Intervention Vehicle, reduced staffing from seven to six and renewed the ARFF Services Contract through June 30, 2016.
- Implemented Hazmat 79 into the Orange County Fire Authority Hazardous Materials Program.
- Successfully withdrew from Orange County Cities Hazardous Materials Emergency Response Authority.
- Completed Statement of Qualifications request for John Wayne Airport.
- Completed Request for Proposal and oral presentation for John Wayne Airport.
- Enhanced relationships and collaboration with the Irvine Business Complex (IBC) and the Orange County Great Park developments in the City of Irvine.
- Successfully transferred the Orange County Fire Explorers financial assets under the non-profit Orange County Foundation Board.

Section Costs (Field/Admin)	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$29,724,254	\$30,924,680	\$30,206,421
Services and Supplies	274,199	309,748	201,371
Equipment	<u>(4,875)</u>	<u>-</u>	<u>-</u>
Total Division 2	\$29,993,578	\$31,234,428	\$30,407,792
Funded Positions	132	129	129

2013/14 OCFA ADOPTED BUDGET

2013/14 Objectives:

- Meet all the OCFA target emergency response times at new 90% criteria. (Strategic Plan 1-I)
- Provide a high state of readiness through ongoing training, drills, and pre-emergency planning. (Strategic Plan 1-J)
- Implement Hazardous Materials Response Restitution and Subscription programs for Orange County. (Strategic Plan 1-D)
- Conduct required fire safety inspections of businesses, schools and public assemblies.
- Interact with partner cities and cooperating agencies to identify, address and resolve mutual public safety concerns and issues.
- Participate in community events, city-sponsored events and public education programs. (Strategic Plan 1-B)
- Provide administrative support and necessary equipment to maintain ten (10) OCFA Explorer Posts, one (1) annual Explorer Academy and add one (1) explorer post in the new city partner of Santa Ana.
- Implement new Explorer Foundation funding program with the Orange County Foundation.
- Enhance existing relationships with the University of California at Irvine (UCI) to enhance fire safety, hazardous materials response, and Emergency Medical Services (EMS) service on the campus.
- Exercise new UCI MOU agreement improving GIS Mapping and response models. (Strategic Plan 3-B)
- Work with key OCFA staff and City of Irvine staff to start build a new Fire Station 20.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Emergency incidents	11,775	12,363	13,630
Fire safety inspections	3,547	3,597	601
Community events	272	123	300
HMRT responses	70	94	150
ARFF incident responses	420	466	502
<i>Efficiency</i>			
% Change in # of incidents	5%	5%	10%
% Change in community participation	5%	(55%)	144%
Customer satisfaction survey rating	97%	97%	98%

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. In addition, the Crews and Equipment Section (Hand Crew and Bull Dozers) is also assigned to Division 3. The Division Office is also responsible for the ongoing oversight and management of the Staffing Program, Staffing Committee, and the Operations employee transfer process.

2012/13 Accomplishments:

- Supported community needs through education, prevention and emergency response.
- Maintained an average 98% 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 Hwy/I-5 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.
- Management and oversight of the OCFA Hand Crew Program (Crew-1 and Reserve Crew 18).
- Management and oversight of the OCFA Dozer Program.
- Management and oversight of the Fire Apparatus Engineer promotional testing and academy.
- Management and oversight of the Firefighter recruitment and hiring process.
- Coordination with the City of San Clemente on feasibility of adding a 2nd OCFA-staffed Emergency Transport Unit.
- Evaluation of fueling of 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.
- Participated in the development and implementation of the Pendleton, Riverside County, Orange County, San Diego County (PROS) Plan for emergency response and communications.
- OCFA Representative for the San Onofre Nuclear Generating Station (SONGS) Inter-jurisdictional Planning Committee.
- Participated in the annual SONGS response and evacuation drills.

2013/14 OCFA ADOPTED BUDGET

Section Costs (Field/Admin; does not include Crews & Equipment)	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$52,105,687	\$53,749,103	\$53,599,175
Services and Supplies	8,702	17,404	12,569
Equipment	-	-	-
Total Division 3	\$52,114,389	\$53,766,507	\$53,611,744
Funded Positions	232	232	232

2013/14 Objectives:

- Meet or exceed all stated emergency response targets. (Strategic Plan 1-I)
- 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)
- Meet or exceed current average customer satisfaction rating of 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 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.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Services			
Emergency incidents	19,493	20,462	21,200
Fire safety inspections	883	780	2,833
Community events	312	284	350
Efficiency			
% change in # of incidents	1%	5%	4%
% change in # of inspection	71%	12%	263%
% change in community participation	(11%)	(9%)	23%
Customer satisfaction survey rating	98%	98%	98%

Notes:

The figures reflect changes in the Fire Safety Inspection and Community Education programs

- *The drop in Fire Safety Inspections between FY 2011/12 and FY 2012/13 is due to the Haz Mat Disclosure transition. Inspections were completed from 7/1/2012 to 9/26/2012, then pulled back to focus on the Haz Mat Disclosure inspections*
- *Increase in Division Inspections for FY 2013/14 is primarily due to increased focus on new multi-family residential (apartment) inspections.*
- *Education specialists are currently focused on developing programs*

Operations

Section: Crews and Equipment (Division 3)

Section Description:

Under the administration oversight of Division 3, this section is responsible for coordination of the OCFA's specialty resources which include fire crews and heavy fire equipment. The Crews and Equipment unit is responsible for coordinating firefighting hand crews, heavy fire equipment emergency responses, fire road maintenance, and various construction and maintenance projects within the organization.

2012/13 Accomplishments:

- Generated approximately \$190,000 of revenue responding to emergency incidents.
- Generated approximately \$125,000 of project work (roads/brushing).
- Provided approximately \$80,000 of non-billable work to the OCFA and other agencies.
- Hosted five National Wildfire Coordinating Groups Wildland Firefighting classes for the OCFA and partner agencies.
- Provided staff for Firing Operations during the 2012 USFS and local government fire schools.
- Provided staff for the wildland training of Fire Academy 38.
- Participated in numerous vegetation management projects including brushing fire roads and prescribed fires.
- Completed Federal Excess Personal Property (FEPP) audit/inventory and disposal of excess equipment through Federal GSA.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$2,708,794	\$3,120,658	\$3,031,721
Services and Supplies	29,241	26,203	23,203
Equipment	-	-	-
Total Crews and Equipment	\$2,738,035	\$3,146,861	\$3,054,924
Funded Positions	26	26	26

2013/14 Objectives:

- Evaluate feasibility of establishing a Helitack Program using Hand Crew Members and Air Operations.
- Increase the amount of Assistance-By-Hire contract revenue.
- Increase the amount of vegetation management project work and revenue.
- Increase the amount of contract road work with outside agencies.
- Continue audit/disposal of excess FEPP equipment.

2013/14 OCFA ADOPTED BUDGET

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Crews & equipment responses	207	86	190

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 Emergency Planning and Coordination Section (EPAC). Division 4 also administers and coordinates the OCFA Chaplain Program.

2012/13 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 assigned company/battalion training.
- Conducted required fire safety inspections.
- Interacted with partner cities and cooperating agencies to identify, address, and resolve mutual public safety concerns and issues.
- Participated in community events, city-sponsored events, and public education programs.
- Provided emergency preparedness training classes to community volunteers that comprise the Community Emergency Response Teams (CERT) for the cities of Placentia, Villa Park, and Yorba Linda.
- Was the coordinating agency responsible for development and implementation of the mutual threat response drill for the area of San Bernardino County, Orange County, Los Angeles County, and Riverside County.
- Attended city council meetings and staff meetings.
- Worked with the City of Yorba Linda in developing an evacuation plan for the city.

Section Costs (Field/Admin; does not include CVS and EPAC)	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$35,234,926	\$36,543,519	\$36,524,862
Services and Supplies	5,261	37,148	37,148
Equipment	-	-	-
Total Division 4	\$35,240,187	\$36,580,667	\$36,562,010
Funded Positions	151	151	150

2013/14 Objectives:

- Continue to provide emergency services within the OCFA target response criteria. (Strategic Plan 1-I)
- Conduct all required fire safety inspections.

2013/14 OCFA ADOPTED BUDGET

- Continue to interact with partner cities 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 as requested. (Strategic Plan 1-B)
- Continue to ensure a high state of readiness for all personnel through ongoing training, drills, and pre-emergency planning. (Strategic Plan 1-J)
- Continue to participate in the Ready, Set, Go! Program within the division.
- Participate in the Cowan Heights Evacuation Drill.
- Continue to participate in the annual San Bernardino County, Orange County, Los Angeles County, and Riverside County mutual threat drill.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Emergency incidents	13,410	14,378	14,500
Fire safety inspections	918	653	1,560
Community events	225	199	225
<i>Efficiency</i>			
% change in # of incidents	2%	7%	0.1%
% change in # of inspections	(41%)	(29%)	139%
% change in community participation	(7%)	(12%)	13%
Customer satisfaction survey rating	97%	97%	98%

Notes:

The figures reflect changes in the Fire Safety Inspection and Community Education programs

- *The drop in Fire Safety Inspections between FY 2011/12 and FY 2012/13 is due to the Haz Mat Disclosure transition. Inspections were completed from 7/1/2012 to 9/26/2012, then pulled back to focus on the Haz Mat Disclosure inspections*
- *Increase in Division Inspections for FY 2013/14 is primarily due to increased focus on new multi-family residential (apartment) inspections.*
- *Education specialists are currently focused on developing programs*

Operations

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

Section Description:

This section is responsible for the coordination of potentially 212 Reserve Firefighters (RFF), 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. This section also coordinates the 23 member OCFA Fire Corps and the OCFA Chaplain Program.

2012/13 Accomplishments:

- Developed mechanisms to evaluate RFF program responsiveness and effectiveness.
- Continued robust marketing and recruitments efforts at low-roster RFF stations.
- Provided initial academy training and graduated 36 new reserve firefighters.
- Ensured that residency, response and drill expectations are currently being met by all RFF.
- Continued to improve compliance with Emergency Medical Technician certification by all RFF.
- Updated the RFF Handbook.
- Administered and coordinated the OCFA Chaplain Program.
- Administered the startup of the OCFA Fire Corps Program with initial training of 23 volunteers.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$279,774	\$292,477	\$279,719
Services and Supplies	9,572	27,820	27,820
Equipment	-	-	-
Total Community Volunteer Services	\$289,346	\$320,297	\$307,539
Funded Positions	1	1	1

2013/14 Objectives:

- Continue to develop the OCFA Fire Corps program. (Strategic Plan 1-F)
- Continue to refine reporting criteria on the RFF program.
- Prepare and present the comprehensive Reserve Report to the OCFA Board of Directors in September 2013 and March 2014.
- Seek new recruiting methodology to bolster membership.
- Provide an initial recruit academy for up to 60 recruits.
- Deliver Patrol and Water Tender training.
- Continue to ensure response, residency and training requirements are being met by all RFF.
- Administer and coordinate the OCFA Chaplain Program.

2013/14 OCFA ADOPTED BUDGET

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
RFFs recruited/selected/trained	36	35	55
RFFs leaving program	58	50	50
RFFs provided EMT continuing education	169	180	200

Operations

Section: Emergency Planning and Coordination (EPAC) (Division 4)

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 (CAL FIRE) 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 Supplement Response Guidebook.

2012/13 Accomplishments:

- Actively participated in various local, county, state and federal working groups/committees dealing with terrorism and weapons of mass destruction, both at the domestic and international level.
- Managed the OCFA’s participation in Orange County Intelligence Assessment Center (OCIAAC) Terrorism Liaison Officer program.
- Served as the point of contact for specialized local, county, state and federal law enforcement teams.
- Supervised the administration of several Homeland Security Grant programs with other Orange County agencies.
- Attended meetings with both private and governmental entities that are actively involved in emergency management.
- Participated in the formation of Orange County All-Hazard Type 3 Incident Management Teams.
- Participated in annual SONGS response and evacuation drills.

Section Costs	2011/12 Actual	2012/13 Budget*	2013/14 Budget
Salaries and Employee Benefits	\$98,111	\$516,707	\$ -
Services and Supplies	14,271	661,045	8,401
Equipment	-	-	-
Total Emergency Planning & Coordination	\$112,382	\$1,177,752	\$8,401
Funded Positions	0	0	0

*Includes one-time grant funding

2013/14 OCFA ADOPTED BUDGET

2013/14 Objectives:

- Actively participate in various local, county, state and federal working groups and committees dealing with national and international terrorism.
- Continue to coordinate the OCFA's participation in the Orange County Intelligence Assessment Center.
- Continue to represent the OCFA at the Orange County Urban Area Working Group.
- Continue to manage the Urban Area Security Initiative (UASI) and the State Homeland Security Grant (SHSG) programs received through other Orange County Agencies.
- Continue coordinating the Orange County Fire Services Annex.
- Continue to develop the Orange County All-Hazard Type 3 Incident Management Teams with our partner agencies.
- Continue to participate in the annual SONGS response and evacuation drills.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
SONGS Drills	2	2	2
SOPs/agreements/maps updated and distributed	5	3	5
<i>Effectiveness</i>			
# of Homeland Security grants awarded	3	3	2

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 the oversight, administration and training of the Department of Homeland Security (DHS)/ Federal Emergency Management Agency (FEMA) National Urban Search and Rescue Program (US&R, California Task Force 5), and the OCFA Technical Rescue Program, which includes the Swift Water/Flood Rescue Program.

2012/13 Accomplishments:

Division 5

- Partnership with Farmers Insurance for Cooking Fire outreach to the community of Laguna Hills. (Strategic Plan 1-B)
- Developed joint wildland deployment plan with Camp Pendleton, CAL FIRE, North County Fire and United States Forest Service (USFS).
- In partnership with Information Technology division, developed a mechanism for notification, and incident information of emergency incidents. (Strategic Plan 3-C)
- Attended city council, city staff, and city public safety committee meetings.
- Joined forces with our partner cities to identify, evaluate, and resolve mutual concerns and issues. (Strategic Plan 1-B)
- Developed response plan for remote rescues in the mutual threat zones of Laguna and Newport Beach.
- 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)
- Participated in UCI study using ultra sound on cardiac arrest calls. (Strategic Plan 3-C)

DHS/FEMA US&R

- Completed hazardous materials/Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) cache upgrade as required by Congressional directives.
- Trained all 220 members of California Task Force 5 in hazardous materials CBRNE enhanced operations. (Strategic Plan 2-C)
- Completed acquisition of FEMA water rescue cache.
- Sponsored specialized training of 30 members in technical search, communications, medical and logistics. (Strategic Plan 2-C)
- Conducted joint training operations with the 452 Military Airlift Command. (Strategic Plan 2-C)
- In cooperation with CAL EMA, provided an evaluation team for a deployment exercise conducted by Menlo Park (CA-TF3) and Oakland (CA-TF4) US&R Teams.
- Completed a full review of California Task Force 5 mobilization plan.
- Participated in national US&R working groups and Incident Support Team (IST) program.

2013/14 OCFA ADOPTED BUDGET

OCFA Technical Rescue Program

- Recertified 60 team members in Helo-aquatic operations. (Strategic Plan 2-C)
- Conducted inflatable rubber boat rescue training exercises as part of the CAL EMA operational training requirements. (Strategic Plan 2-C)
- Completed a mobilization plan for “CAL EMA Swift Water/Flood Search and Rescue Team 5”.
- Began initial planning for response criteria for the OCFA US&R Regional Task Force 10.
- Conducted ongoing monthly training in helicopter night rescue operations. (Strategic Plan 2-C)
- Completed CAL EMA typing for all the OCFA swift water units.
- Upgraded vehicle extrication rescue equipment on all of the technical rescue companies.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$22,990,238	\$24,338,670	\$23,463,688
Services and Supplies	450,701	578,036	100,607
Equipment	<u>188,313</u>	<u>80,000</u>	<u>-</u>
Total Division 5	\$23,629,252	\$24,996,706	\$23,564,295
Funded Positions	99	101	101

2013/14 Objectives:

- Maintain a high state of readiness through ongoing training, drills, and pre-emergency planning. (Strategic Plan 1-J)
- 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. (Strategic Plan 1-B)
- Maintain strong relationship with DHS/FEMA US&R Branch Chief and US&R program office.
- Continue to pursue equitable and sustained funding through legislation. (Strategic Plan 1-L)
- Continue efforts to secure warehouse for California Task Force 5 equipment cache and vehicles.
- Complete response criteria for the OCFA US&R Regional Task Force 10.
- Conduct 2013/14 review of the Federal US&R Team Strategic Plan. (CA-TF5)
- Implement the 2013/14 Federal US&R Grant. (Strategic Plan 1-K)
- Conduct joint technical training with Metro Net technical rescue companies. (Strategic Plan 1-H)

GENERAL FUND

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Emergency incidents	17,275	18,146	18,872
Fire safety inspections	902	626	922
Community events	449	259	365
Technical Rescue Responses	53	40	42
<i>Efficiency</i>			
% change in # of incidents	1%	5%	4%
% change in # of inspections	(45%)	(31%)	47%
% change in community participation	(26%)	(42%)	41%
Customer satisfaction survey rating	97%	97%	98%

Notes:

The figures reflect changes in the Fire Safety Inspection and Community Education programs

- *The drop in Fire Safety Inspections between FY 2011/12 and FY 2012/13 is due to the Haz Mat Disclosure transition. Inspections were completed from 7/1/2012 to 9/26/2012, then pulled back to focus on the Haz Mat Disclosure inspections*
- *Education specialists are currently focused on developing programs*

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.

2012/13 Accomplishments:

- Successfully transitioned Santa Ana Fire Services to the OCFA on April 20, 2012.
- 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.
- Delivered first Annual State of the Fire Services Report to city council-year in review of the OCFA’s performance. (Strategic Plan 1-A)
- Continued to enhance police and fire coordination with event planning and emergency response. (Strategic Plan 1-B)
- Identified opportunity to improve communications and the OCFA’s presence in the community. (Strategic Plan 1-B)
- Established a city-specific portal on the city’s website to introduce the city to their fire department. (Strategic Plan 3-C)
- Developed a communication process to notify city council and city leadership of fire emergency incident-related activities. (Strategic Plan 1-B)
- Re-established the hazmat unit at fire station 79. (Strategic Plan 1-A and 1-D)

Section Costs (Field/Admin; does not include EMS)	2011/12 Actual*	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$5,908,277	\$32,180,020	\$32,974,982
Services and Supplies	2,356	9,309	9,309
Equipment	-	-	-
Total Division 6	\$5,910,633	\$32,189,329	\$32,984,291
Funded Positions	147	147	147

*2011/12 reflects actual expenditures for Division 6 which was established when the Santa Ana Fire Department joined the OCFA on 4/20/2012.

2013/14 Objectives:

- Continue to enhance fire and emergency medical services in the City of Santa Ana consistent with the OCFA target response criteria. (Strategic Plan 1-A)

- Conduct all fire life safety inspections of businesses, schools, and public assemblies.
 - Implement city-wide OC Safe Apartments initiative
- Continue to foster a collaborative environment with city staff and the community. (Strategic Plan 1-B)
- Improve customer service.
- Participate in community events and city-sponsored activities.
 - Develop a City of Santa Ana Fire Services Safety Day
- Fully integrate Battalion 9 operations consistent with the OCFA’s standard operational procedures. (Strategic Plan 1-A)
- Provide leadership in the implementation of Strategic Plan 3-C.
- Participate in the development and integration of the Fire Safe Council activities department-wide. (Strategic Plan 1-B)
- Maintain a high state of operational readiness.

Performance Indicators:	2011/12	2012/13	2013/14
	Actual	Projected	Estimated
<i>Services</i>			
Emergency incidents	3,708	19,148	19,500
Fire safety inspections	13	332	2,174
Community events	20	31	50
<i>Efficiency</i>			
% change in # of incidents	N/A	N/A	2%
% change in # of inspections	N/A	N/A	555%
% change in community participation	N/A	N/A	61%
Customer satisfaction survey rating	97%	96%	98%

Notes:

Division 6 figures include Santa Ana activity beginning 4/20/2012. As such, the 2011/12 data represents only 10 weeks of activity when compared to 2012/13 which represent 12 months of activity.

The figures reflect changes in the Fire Safety Inspection and Community Education programs

- *Increase in Division Inspections for FY 2013/14 is primarily due to increased focus on new multi-family residential (apartment) inspections.*
- *Education specialists are currently focused on developing programs*

Operations

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

Section Description:

The Emergency Medical Services section provides management, oversight and direction for the delivery of emergency medical services by the OCFA first responders and paramedics. This includes the implementation of the continuing education and quality assurance programs as well as Emergency Medical Technician (EMT-1) basic training for Reserve personnel. Other regulatory functions include the monitoring and tracking of all the OCFA Paramedic Licensure and EMT-1 certifications. The section is also responsible for EMS related supply and equipment procurement, evaluation, including the issuance and evaluation of the ambulance request for proposal (RFP) process in cooperation with the Finance Division. A physician serves as the Medical Director for the OCFA emergency medical services, providing medical oversight on a wide variety of EMS operations as well as Employee Health and Fitness. The Wellness and Fitness (WEFIT) program also reports to the EMS section effective February 1, 2013 as part of the Joint Labor/ Management Health and Wellness initiative.

2012/13 Accomplishments:

- Nurse Educators taught 565 scheduled, station based EMS TAG classes, plus numerous make-up classes over the first 3 quarters of the fiscal year, taught 12 Emergency Medical Dispatch classes to dispatch, and participated in Sidewalk CPR.
- Nurse Educators and OC-MEDS Core Team members taught 26 centralized EMS TAG classes and the EMS portion of Academy 38 and Reserve Academy 15.
- Issued 629 EMT certificates to 515 career and 114 reserves and processed 279 California Paramedic License renewals.
- Tested and selected 9 students for the August 2012 Saddleback Community College paramedic training class, all 9 graduated, tested 15 students for the April 2013 paramedic training class, all 15 in school doing well to date, trained 4 “lateral” paramedics from Santa Ana for the paramedic accreditation process, all 4 are currently accredited, and trained 10 “lateral” paramedics primarily from Santa Ana and Academy 37 for the paramedic accreditation process, all 10 are currently accredited.
- Provided flu vaccinations to all willing field personnel (639) as well as held a flu vaccination clinic at the RFOTC and vaccinated 93.
- Provided annual TB testing or symptom review to all field personnel.
- Revised the controlled medication storage process on ET units to increase security.
- Conducted 2 Ambulance RFP’s for the Cities of Santa Ana and Westminster. (Strategic Plan 1-G)
- Initiated the Criteria-Based EMS Dispatch implementation (the largest in both time and cost). (Strategic Plan 1-G)
- Reorganized the WEFIT Oversight Committee under the EMS section.
- Conducted the Controlled Drugs Electronic Daily Inventory pilot study. (Strategic Plan 3-C)
- Reorganized the Critical Incident Stress Management joint program management between the EMS section & the Strategic Services section.
- Purchased and replaced department-wide expiring Duodote autoinjectors.

GENERAL FUND

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,936,081	\$2,084,066	\$2,107,318
Services and Supplies	1,395,891	1,801,078	1,861,079
Equipment	<u>137,640</u>	<u> </u>	<u> </u>
Total Emergency Medical Services	\$3,469,612	\$3,885,144	\$3,968,397
Funded Positions	12	12	12

2013/14 Objectives:

- Participate in the development of Strategic Plan 1-G; Enhance awareness of EMS Mission through increased participation by field personnel on EMS-related activities.
- Conduct review of EMS Section services; review existing Business model to include; staff deployment, identify efficiencies; establish best business practices for Section; enhance the EMS Services sections ability to provide the necessary support to Operations Mission; review and improve systems, look for opportunities to enhance the workplace environment for our staff.
- Complete comprehensive needs assessment/paramedics for 2013/2014.
- Prepare for 2013/2014 Ambulance RFP process; updated all related laws, ordinances and authorities related to this process – prepare for the OCFA Countywide Ambulance RFP process (2nd quarter 2013); monitor all EMS specific legislation; enhance professional relationships with Orange County Ambulance Association, Ambulance/ Provider Complaint process. (Strategic Plan 1-G)
- Provide project oversight for the Orange County Medical Emergency Data System (OCMEDS) project; coordinate department wide implementation; budget and logistical support in support of Electronic Patient Care Report (EPCR). (Strategic Plan 3-C)
- Complete review of the OCFA Helicopter EMS-based operations; establish best operational practices for the request, use and application as an alternative air medical transport for patients; establish standards for the use of and storage of ALS equipment on the OCFA helicopters. (Strategic Plan 1-D)
- Develop standardized quality assurance methodology for paramedic/EMS case reviews at Nurse Educator/ Paramedic Level.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Ambulance transports	52,432	57,188	63,639
ALS fees collected	3,833,001	3,539,654	3,539,654
Medical supply fees collected	1,105,961	1,030,920	1,030,920
Live instructor training hours delivered (student contact hours)	12,879	13,944	14,000
Employee participation in voluntary WEFIT program	94%	90%	92%

Operations

Section: Division 7

Section Description:

Division 7 is comprised of one Battalion, Battalion 8, which serves the cities of Buena Park, Cypress, La Palma and Stanton. The Operations Training and Safety section remains assigned to Division 7.

As a result of the Operations Department restructure, the Emergency Medical Services section, Air Operations Aviation Program, Crews and Equipment, Community Volunteer Services section, and Emergency Planning and Coordination section, which were under Operations Support Division at the start of FY 2012/13, were reassigned to other divisions during for the year. The division was renamed Division 7 and a field battalion, Battalion 8, was added.

2012/13 Accomplishments:

- Provided direction and oversight to the Operations Training and Safety, Emergency Medical Services, Air Operations Aviation program, Crews and Equipment, Emergency Planning and Coordination, and the Community Volunteer Services sections during this period of transition between the respective field divisions.
- Coordinated all Incident Command Training for the OCFA.
- Completed Automatic Aid Agreement with the Camp Pendleton Marine Corp Fire Department and the Riverside County Fire Department.
- Coordinated the development of the Operations Department budget for 2013/14.

Section Costs (Field/Admin; does not include Training/Safety)	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$23,997,336	\$21,237,332	\$21,848,362
Services and Supplies	34,212	24,442	29,442
Equipment	-	-	-
Total Operations Support Division	\$24,031,548	\$21,261,774	\$21,877,804
Funded Positions	98	92	92

2013/14 Objectives:

- Develop an Operations Manual for the OCFA Incident Management Teams.
- Join forces with our partner cities to identify, evaluate and resolve mutual issues.
- Continue our participation in community events, city-sponsored activities, and public education programs.
- Continue to identify and facilitate Incident Command System (ICS) training needs for the OCFA.
- Review and provide direction and oversight to the Equipment Project Team.
- Assist the Orange County Emergency Management Division with the development of a countywide All-Hazards Incident Management team.
- Continue to facilitate Resource Ordering and Status System (ROSS), Incident Qualifications System (IQS) and ICS Roster programs.

GENERAL FUND

Performance Indicators:	2011/12	2012/13	2013/14
	Actual	Projected	Estimated
<i>Services</i>			
Emergency incidents	11,374	11,719	12,773
Fire safety inspections	1,089	831	850
Community events	157	110	137
<i>Efficiency</i>			
% change in # of incidents	3%	3%	9%
% change in community participation	380%	(30%)	25%
Customer satisfaction survey rating	98%	99%	99%

Notes:

The figures reflect changes in the Fire Safety Inspection and Community Education programs

- *The drop in Fire Safety Inspections between FY 2011/12 and FY 2012/13 is due to the Haz Mat Disclosure transition. Inspections were completed from 7/1/2012 to 9/26/2012, then pulled back to focus on the Haz Mat Disclosure inspections*
- *Education specialists are currently focused on developing programs*

Operations

Section: Training and Safety (Division 7)

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, lateral paramedics, engineers, and officer academies. This section maintains a strong working relationship with Santa Ana College and the California Firefighter Joint Apprenticeship Committee (CFFJAC). The OCFA Training Section is 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.

2012/13 Accomplishments:

- Conducted two Reserve Firefighter Academies.
- Conducted one Reserve Officer Academy.
- Conducted one Reserve Driver Operator/Water Tender Academy.
- Conducted CAFS (Compressed Air Foam System) training for Reserve Firefighters.
- Conducted three centralized training activities for Operations Department (Firefighter Survival, BK Radio and Rope Rescue).
- Conducted Truck Company Academy for all truck company personnel.
- Conducted 10 Incident Command System (ICS) Classes.
- Completed California State Fire Marshal certification process for the RFOTC Training Grounds to be a certified site for Confined Space Training.
- Coordinated training with Haz-Mat, Urban Search and Rescue (US&R), and Special Operations program managers to maximize training opportunities and to minimize scheduling conflicts with Training Activities Group (TAG) and Emergency Medical Services (EMS) training.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,851,350	\$2,225,589	\$1,920,660
Services and Supplies	243,902	457,312	437,312
Equipment	14,971	-	-
Total Training and Safety	\$2,110,223	\$2,682,901	\$2,357,972
Funded Positions	9	9	10

2013/14 Objectives:

- Conduct three Reserve Firefighter Academies.
- Conduct three centralized training activities for Operations Department (Rescue Systems/two modules and Terrorism Consequence Management).
- Conduct Truck Company Academy for all truck company personnel.
- Complete California State Fire Marshal certification process for the RFOTC Training Grounds to be a certified site for Rescue Systems 1.
- Coordinate training with Haz-Mat, Urban Search and Rescue (US&R), and Special Operations program managers to maximize training opportunities and to minimize scheduling conflicts with Training Activities Group (TAG) and Emergency Medical Services (EMS) training.
- Coordinate Career Fire Apparatus Engineer, Fire Captain, and Battalion Chief promotional academies, as needed.
- Coordinate Reserve Officer and Driver Operator/Water Tender academies, as needed.

Performance Indicators:	2011/12	2012/13	2013/14
	Actual	Projected	Estimated
Number of career Firefighter academies	2	1	1
Number of new career Firefighters trained	43	34	0
Number of Operations career personnel trained	809	1,000	1,000
Number of career Engineer academies	3	2	0
Number of new career Engineers trained	29	30	0
Number of Reserve Firefighter academies	2	1	1
Number of new Reserve Firefighters trained	60	100	150
Number of Operations Reserve personnel trained	340	340	400
Specialized career development classes/academies	12	16	16
Number of Operations personnel participating in California Firefighter Joint Apprenticeship Program	243	220	240
Number of Training and Safety Bulletins distributed	10	12	12



Orange County Fire Authority Safety Message

PROTECT YOUR FAMILY

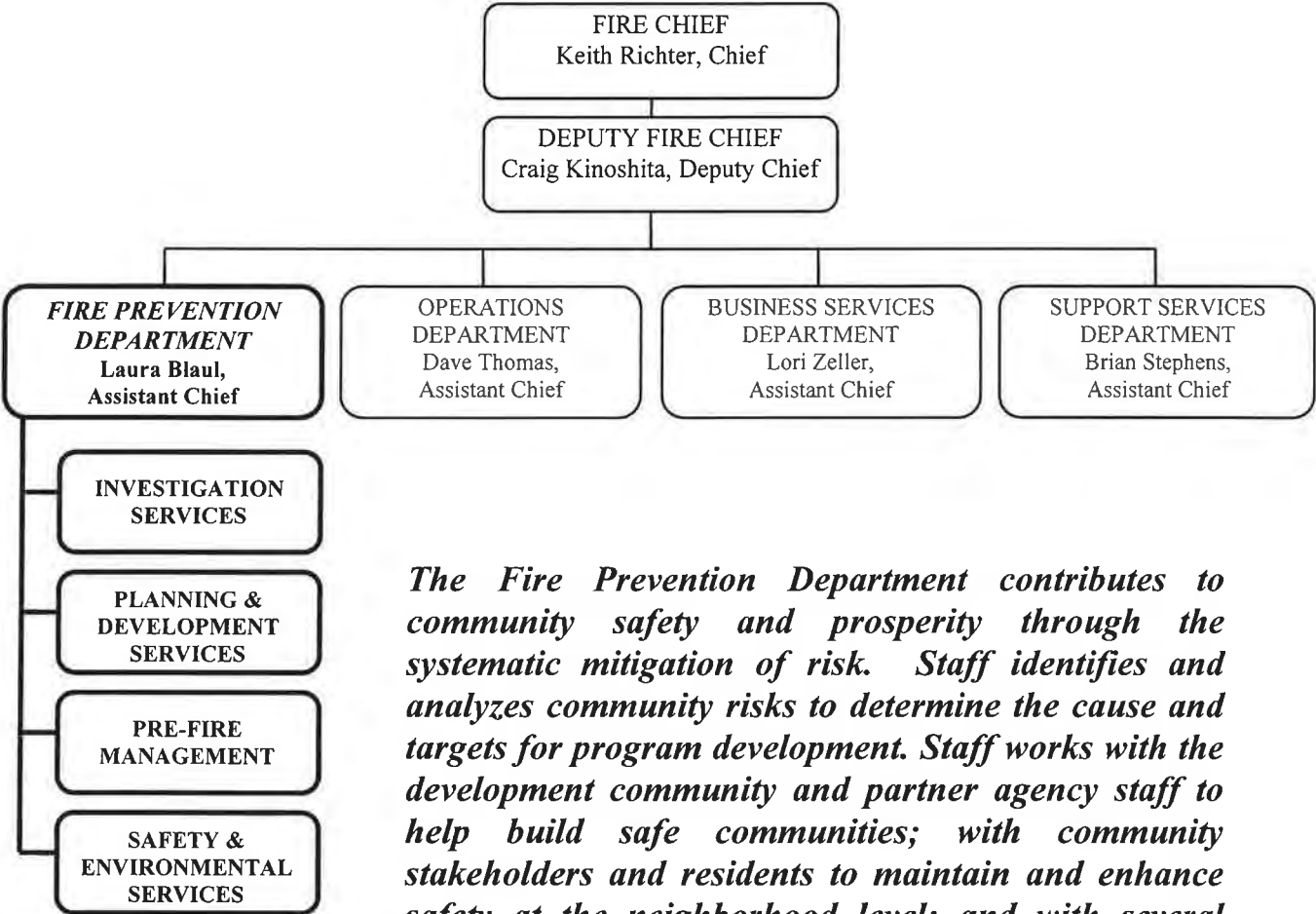
✓ PROTECT

- Discuss and Practice family fire drills
- Plan a Home Escape Plan
- Draw a floor plan of your home
- 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>



Fire Prevention

FIRE PREVENTION DEPARTMENT



The Fire Prevention Department contributes to community safety and prosperity through the systematic mitigation of risk. Staff identifies and analyzes community risks to determine the cause and targets for program development. 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.

Fire Prevention Department

Budget Summary:

The 2013/14 budget is \$12.07 million, a 1.7% increase from 2012/13. This increase is driven primarily by increases in retirement, workers' compensation and insurance costs. The 2013/14 budget also reflects the transfer of the Hazardous Materials Disclosure and the California Accidental Release Programs (CalARP) to the Orange County Health Care Agency (HCA) effective July 1, 2013, resulting in the reduction of two positions. Seventy-four positions are funded in 2013/14.

Strategic and Department Goals:

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

- New risk mitigation programs that target our fire problem are implemented and supported:
 - Ready, Set, Go! Wildfire Mitigation – 3rd pilot underway
 - Safe Apartments – second pilot underway
 - Safe Cooking – second pilot underway
 - Electrical Safety – project team to start in 2013
 - Safe Smoking – project team to start in 2013
- Implement the OCFA Strategic Plan: Strategic Plan objectives that will be coordinated by the Fire Prevention Department during 2013/14 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 OCFA.

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

- Fire Prevention staff are actively engaged in leading and supporting the above efforts and demonstrate their understanding of department priorities in their daily work.
- Resources are expanded: Budget is increased by **20% (\$2.0M) through sponsors** to our programs; Program partners increase **workforce by 30% (20 people)**.
 - All partner cities, the County, and law enforcement agencies are also active participants in Fire Prevention programs.
 - Community members touched by Fire Prevention programs understand and own their risks as identified by participation and program results.

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

- All risks and mitigation strategies are tracked and displayed in real time to support overall Community Risk Reduction efforts.
- The Public Safety System Project incorporates major programmatic needs and our quality assurance processes ensure quality service.
 - Collection and storage of data for identifying and targeting risk;
 - Integration of incident and mitigation information in a location-centric manner that can be shared with the public;
 - A paperless development and inspection process that is integrated with partner agency processes.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY FIRE PREVENTION DEPARTMENT SUMMARY 2013/14 BUDGET

Account Description	Investigation Services	Planning & Development	Pre-Fire Management	Safety & Environmental Services	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$1,054,822	\$2,233,971	\$1,099,906	\$2,256,138	\$6,644,837
Backfill/Overtime	129,585	13,192	20,170	43,237	206,184
FLSA Adjustment/Holiday Pay	47,714	-	-	-	47,714
Extra Help	-	22,500	10,000	-	32,500
Reserves	-	-	-	-	-
Other Pay	105,542	92,446	48,951	74,728	321,667
Sick/Vacation Payoff	24,951	34,914	55,143	25,967	140,975
TOTAL SALARIES	1,362,614	2,397,023	1,234,170	2,400,070	7,393,877
RETIREMENT	583,282	794,054	414,991	795,693	2,588,020
INSURANCE					
Employee Insurance	173,385	322,919	180,194	335,305	1,011,803
Workers' Comp	109,468	88,689	52,637	85,840	336,634
TOTAL INSURANCE	282,853	411,608	232,831	421,145	1,348,437
MEDICARE	19,556	32,702	17,797	33,870	103,925
TOTAL S&EB	2,248,305	3,635,387	1,899,789	3,650,778	11,434,259
SERVICES & SUPPLIES	245,387	126,566	220,959	41,334	634,246
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$2,493,692	\$3,761,953	\$2,120,748	\$3,692,112	\$12,068,505
Funded Positions	10	25	13	26	74

Fire Prevention

Section: Investigations

Section Description:

This Investigations section is responsible for administering the following programs: Investigation Services and the Post-Incident Inspection Program (PIIP).

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,897,532	\$2,326,961	\$2,248,305
Services and Supplies	226,177	261,194	245,387
Equipment	-	-	-
Total Investigations	\$2,123,709	\$2,588,155	\$2,493,692
Funded Positions	11	10	10

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 followed-up by filing 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 and technical experts, with the intended result to reduce the reoccurrence of fires by accurately determining the root cause of all fires.

2012/13 Accomplishments:

- Completed the development of a fire investigation “system” that provides detailed fire data for development of risk profiles and subsequent intervention programs. (Strategic Plan 1-B)
- Expanded the Arson Abatement Program by educating juveniles and working with schools in an effort to reduce our juvenile fire-setting problem. (Strategic Plan 1-J)
- 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)
- Enhanced the Fire Friends diversion program that is aimed at reducing the incidence of juvenile arson and fire setting behavior. (Strategic Plan 1-J)
- Designed “Preliminary Fire Investigation Reports” and distribute to all staff for awareness and training in fire scene documentation and report writing. (Strategic Plan 2-C)
- Published a “Criminal Fire” report that reviewed our criminal fire problem and our efforts to reduce the crime of arson.

2013/14 OCFA ADOPTED BUDGET

2013/14 Objectives:

- Improve effectiveness and efficiency of operations through partnerships with both law enforcement and technical experts. (Strategic Plan 2-C)
- Work with local school districts to reduce juvenile fire setting. (Strategic Plan 1-J)
- Improve automation to increase efficiency. (Strategic Plan 3-A and 3-C)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Gather 100% of identified data on 80% of targeted fires	25%	20%	33%
Average # of investigations completed per investigator	42	33	35
<i>Effectiveness</i>			
% of cases resolved with law enforcement partnership	68%	73%	80%
% of fires identified with a definitive cause	87%	82%	85%
% of criminal cases resolved	17%	28%	30%
# of juveniles sent to diversion program	24	26	25

Fire Prevention

Section: Investigations

Program: Post-Incident Inspection Program (PIIP)

Program Description: PIIP staff responds to fire scenes to evaluate the effectiveness of construction and fire and life safety features. This information is used for risk identification and program evaluation. The data is evaluated for potential changes to existing code provisions, development of local amendments, inspection and educational programs, and general resource utilization. In addition, the information is provided to other governmental or private entities when the scope of the issue is not appropriate for OCFA to pursue.

2012/13 Accomplishments:

- Completed and distributed Post Incident Findings/Lessons learned reports. (Strategic Plan 2-C)
- Gathered assessment data on 54 incidents. (Strategic Plan 1-J)

2013/14 Objectives:

- Improve training and tracking automated system and record keeping. (Strategic Plan 3-C)
- Expand hot works education to plumbers/welders throughout Orange County. (Strategic Plan 1-J)
- Gather data necessary for development of electrical and smoking fire profiles. (Strategic Plan 1-B)
- Create partnerships for technical expertise necessary to determine definitive causes of electrical fires. (Strategic Plan 1-J)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Effectiveness</i>			
# of targeted fire types	19	12	10
Incident Deterrent tool's admin cost less than restitution claim receipts	Yes	Yes	Yes
% of invoice reduction granted for behavior change	33%	0%	25%

Fire Prevention

Section: Planning and Development

Section Description:

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

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$3,103,376	\$3,465,489	\$3,635,387
Services and Supplies	45,091	77,566	126,566
Equipment	—	—	—
Total Planning and Development	\$3,148,467	\$3,543,055	\$3,761,953
Funded Positions	25	25	25

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.

2012/13 Accomplishments:

- Twelve Plan Review Programs were evaluated for Reach, Efficiency, Meeting Desired Results, Impact/Change and Resources/Effort. Based on this evaluation, the programs were either maintained, rebuilt or decommissioned. (Strategic Plan 1-A)
- Completed RFP and contracting process with plan review firms to handle anticipated increase in workload, minimizing negative impact to service.
- A SharePoint site for archiving calculation programs, maps, hydrant locations, and program procedures was created by the Water Agency Liaison position. (Strategic Plan 3-C)

2013/14 Objectives:

- Six designated plan review programs have established data streams and are meeting the intended program results. (Strategic Plan 1-A)
- Front counter staffing is fully crossed-trained in front counter operations and construction scheduling, improving efficiency. (Strategic Plan 2-C)

GENERAL FUND

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Number of plans reviewed (includes re-submittals)	6,627	6,500	7,500
<i>Effort & Efficiency</i>			
% of staff time spent on plan review (Target 60%)	43%	52%	60%
% of plan reviews completed within turn-around goals	89%	90%	90%
% of plan reviews completed at a rate meeting section standards	75%	75%	75%
<i>Effectiveness</i>			
% of Partner agencies (16) adopting and implementing wildland hazard and risk maps	95%	95%	100%
# of quality control reviews	285	300	300

Fire Prevention

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.

2012/13 Accomplishments:

- Inspection programs were modified or discontinued based on their overall impact and success in meeting specific performance Strategic Plans. (Strategic Plan 1-B)
- Staff training has been guided by prioritizing skills that support department goals. (Strategic Plan 2-C)

2013/14 Objectives:

- Facilitate adoption of 2013 Fire Code in all partner agencies.
- Hire, equip and train additional staffing to support anticipated increase in construction. (Strategic Plan 2-C)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
# of inspections completed	6,775	7,000	8,000
<i>Effort and Efficiency</i>			
# of inspections completed per week per inspector (Target is 34 inspections per week)	40	45	50
% of inspections completed within turn-around goals (Target is 100% within 2 days of request)	92%	95%	95%
<i>Effectiveness</i>			
% of new buildings protected with fire sprinklers			
• Residential Buildings	100%	100%	N/A
• Commercial Buildings > 5,000 sq ft	100%	100%	N/A
# of quality control reviews	105	110	110

Fire Prevention

Section: Planning and Development

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.

2012/13 Accomplishments:

- Implemented changes to the inspection process ensuring landowners understood the importance of maintaining the fuel modification zone. (Strategic Plan 1-B)
- Developed partnerships with property management companies and trained landscape maintenance companies, resulting in fewer fuel modification zones out of compliance with approved plans. (Strategic Plan 1-J)
- Initiated a student intern program to automate plans and records. (Strategic Plan 3-C)

2013/14 Objectives:

- Establish 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.
- Conduct analyses after a wildfire to determine the effectiveness of engineered fuel mod zones. (Strategic Plan 1-B)
- Contribute 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-J)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Number of plans reviewed (includes re-submittals)	58	75	90
Number of inspections completed	32	75	75
<i>Effort and Efficiency</i>			
% of inspections completed within turn-around goals (Target is 100% within 2 days of request)	89%	95%	95%
% of plan reviews completed at a rate meeting section standards	100%	100%	100%
<i>Effectiveness</i>			
% of new completed Fuel Modification installations in which owner understands and accepts maintenance responsibility	100%	100%	100%

Fire Prevention

Section: Pre-Fire Management

Section Description:

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

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,613,174	\$1,690,179	\$1,899,789
Services and Supplies	179,211	236,959	220,959
Equipment	-	-	-
Total Pre-Fire Management	\$1,792,385	\$1,927,138	\$2,120,748
Funded Positions	12	13	13

Program: Risk Analysis & Mitigation Evaluation (RAME)

Program Description: The Risk Analysis & Mitigation Evaluation Program spotlights areas of risk-enabling mitigation strategies that will 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 much safer environment to work, play, and live.

2012/13 Accomplishments:

- Developed performance indicators for all of Fire Prevention’s programs. (Strategic Plan 1-A)
- Completed Risk Profiles for high-risk fire types and targeted occupancies. (Strategic Plan 1-B)
- Evaluated two Community Education Programs to identify areas requiring structuring or decommissioning based on program activities and risk mitigation performance. (Strategic Plan 1-A)
- Identified demographic and psychographic profiles of residents with elevated fire risk. (Strategic Plan 1-B)

2013/14 Objectives:

- Create continuous evaluation cycles for Fire Prevention Program evaluations and automate the process. (Strategic Plan 1-B)
- Establish and display progress of Fire Prevention Performance Indicators. (Strategic Plan 1-B)
- Expand understanding of fire risk across OCFA and in the community. (Strategic Plan 1-B)
- Support project teams in execution of their marketing plans. (Strategic Plan 1-B)

GENERAL FUND

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Effectiveness</i>			
% of OCFA that knows their fire risk types, what causes the risk and who is most at risk	10%	20%	50%
% of programs evaluated for risk alignment	70%	85%	100%
% of programs with established performance indicators	50%	85%	100%

Fire Prevention

Section: Pre-Fire Management

Program: Automation Support

Program Description: The Automation Support Program assists the Fire Prevention 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 Fire Prevention in creating systems and processes that are mission-driven, efficient, and sensible and that empower OCFA, its partners and the public.

2012/13 Accomplishments:

- Improved data quality in data streams, including but not limited to business information and incident reporting.
- Completed the needs assessment for the Public Safety Systems Records Management system.
- Performed data cleanup for the realignment of the Inspection Program.

2013/14 Objectives:

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

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<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%

Fire Prevention

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.

2012/13 Accomplishments:

- Implemented pilot of the Ready, Set, Go! Program in Cowan Heights. (Strategic Plan 1-C)
- Partner agency adoption of wildfire risk maps. (Strategic Plan 1-C)
- Established a local Fire Safe Council in North Tustin (unincorporated) and assisted two communities with achieving national recognition as “FireWise”, the first in Orange County. (Strategic Plan 1-C)
- Established partnerships with landscape companies, maintenance companies, architects, contractors, and manufacturers to reduce hazardous vegetation. (Strategic Plan 1-C)

2013/14 Strategic Plans:

- Complete and evaluate the Cowan Heights Ready, Set, Go! Pilot. (Strategic Plan 1-C)
- Pilot and affirm effective strategies that empower communities to mitigate their wildfire risks. (Strategic Plan 1-C)
- Establish an active Countywide Fire Safe Council. (Strategic Plan 1-C)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Effectiveness</i>			
Cowan Heights residents make changes to mitigate their wildfire risk	45%	50%	75%
Laguna Niguel residents make changes to mitigate their wildfire risk	40%	60%	75%
Wildfire risk maps are adopted by partner agencies	50%	80%	100%
A Fire Safe Council is established and leads RSG efforts	50%	100%	100%
A County-wide Fire Safe Council is established and leads RSG efforts	N/a	75%	100%

Fire Prevention

Section: Pre-Fire Management

Program: Community Education

Program Description: The Community Education Program develops and delivers fire and life safety presentations targeting the OCFA’s identified risks. Presentations include residential and workplace fire safety, disaster preparedness, and drowning prevention. Presentations are specifically tailored to address risks based on the demographic, socio-economic and ethnicity of the target audience. The Community Education Specialists facilitate delivery of fire and life safety presentations at city events, career and health fairs, community centers, schools, churches, homeowner’s associations, college campuses, and to a wide variety of other venues.

2012/13 Accomplishments:

- Education materials were developed for Fire Safety Programs including the OC Safe Apartments Pilot, Cook with Fire, and the Annual Inspection Program. (Strategic Plan 1-J)
- Candidates in the Fire Captains Academy and the Firefighter Academy were trained in effective education techniques. (Strategic Plan 2-C)
- Fire and life safety talking points for firefighters were created and distributed for use during public interaction. (Strategic Plan 2-C)

2013/14 Objectives:

- Evaluate two remaining education programs for alignment with community risk. (Strategic Plan 1-A)
- Establish results and goals for all Community Education Programs. (Strategic Plan 1-A)
- Modify Community Education Programs to increase effectiveness, targeting, and efficiency relative to OCFA’s top-5 risks. (Strategic Plan 1-B)
- Ensure that all Community Education Programs have established performance indicators. (Strategic Plan 1-A)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Effectiveness</i>			
All Community Education Programs are risk-based	50%	60%	100%
All Community Education Programs have established results and goals	25%	75%	100%
All Community Education Programs have established curriculum/lesson plans	20%	25%	100%

Fire Prevention

Section: Pre-Fire Management

Program: Training

Program Description: The Fire Prevention Goal Based Training (GBT) Program is based on, and for use with, the Staff Evaluation Strategy to ensure that staff training is focused on skills that meet department, section, and individual goals.

2012/13 Accomplishments:

- Published a training guideline for each position that clearly outlines required skills in business, behavioral, and technical areas. (Strategic Plan 2-C)
- Trained Fire Prevention in communication, leadership, and planning. (Strategic Plan 2-C)

2013/14 Objectives:

- Training guidelines are communicated and understood by all staff. (Strategic Plan 2-C)
- Individual training needs are assessed and identified routinely based on the training plan. (Strategic Plan 2-C)
- There is consistent practice of authorizing training, conferences, and other employee development activities when they support department, section and/or employee development plan goals. (Strategic Plan 2-C)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Effectiveness</i>			
% of training development opportunities are in support of department goals	70%	100%	100%
% of targeted training based on identified developmental needs	10%	10%	90%

Fire Prevention

Section: Safety & Environmental Services (S&ES)

Section Description:

This Safety & Environmental Services section is responsible for administering the following programs: Inspections Services, Multifamily Risk Reduction, Cooking Fires and Smoke Alarm.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$3,166,433	\$3,714,973	\$3,650,778
Services and Supplies	153,309	96,492	41,334
Equipment	—	—	—
Total Safety & Environmental Services	\$3,319,742	\$3,811,465	\$3,692,112
Funded Positions	28	28	26

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.

2012/13 Accomplishments:

- Successfully transitioned the Santa Ana businesses into the Inspection Program.
- Restructured and implemented the new business Inspection program. (Strategic Plan 1-B)
- Completed training for all firefighters. (Strategic Plan 2-C)

2013/14 Objectives:

- Transition the Hazardous Materials Program to OC Health Care Agency.
- Develop a successful Fire Prevention to Operations Liaison Program. (Strategic Plan 2-C)
- Focus on Staff Development and Goal Based Training Program implementation. (Strategic Plan 2-C)

GENERAL FUND

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
# of annual inspections by Fire Prevention	1,970	4,053	2,583
# of annual inspections per Inspector	179	270	258
<i>Effectiveness</i>			
% of time spent on annual inspections	70	70	70
% of permitted inspections completed	82	100	100

Fire Prevention

Section: Safety & Environmental Services (S&ES)

Program: Multifamily Risk Reduction

Program Description: The Multifamily Risk Reduction program is a joint effort between OCFA and the apartment managers and owners in Orange County to eliminate fire risks related to the loss of life, injury and property damage in apartments. Fires in apartments account for a higher proportion of structure fires than any other occupancy classification. The previous inspection program produced no measurable results in mitigating this risk. The S&ES Section is primarily administering this program.

2012/13 Accomplishments:

- Completed the OC Safe Apartment pilot in Buena Park, Rancho Santa Margarita and San Juan Capistrano reaching 49 apartment communities along with a special outreach to Tustin apartments reaching 17 apartment communities. (Strategic Plan 1-J)

2013/14 Objectives:

- Create a membership based website for apartment owners and managers to engage them in creating safe apartment communities. (Strategic Plan 3-C)
- Provide Operations with the tools needed to complete the 2013 multifamily residential inspection program successfully and market the OC Safe Apartment membership program. (Strategic Plan 2-C)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Effectiveness</i>			
# of apartment units were touched by program	6,125	6,125	34,790
% reduction in apartment fires and losses	10%	40%	50%
% of occupants that respond appropriately during safety-related incidents	10%	50%	n/a

Fire Prevention

Section: Safety & Environmental Services (S&ES)

Program: Cooking Fires

Program Description: The Residential Cooking Fire Program is a collaboration of OCFA, government agencies, community service providers, volunteer organizations, business partners, media and the residents to prevent and mitigate residential cooking fires through education and engineered solutions. It incorporates multiple integrated strategies to address residential cooking fire risks as identified in the OCFA Cooking Risk Profile. The S&ES Section is primarily administering this program.

2012/13 Accomplishments:

- Completed Phase II of Pilot which expanded program to include education, engineering and marketing strategies. (Strategic Plan 1-J)
- Partnered with fire protection vendors to offer added protection to the elderly while cooking. (Strategic Plan 3-C)
- Partnered with Farmers Insurance to canvas all 15,000+ homes in Laguna Hills and educated residents on the dangers of residential cooking fires. (Strategic Plan 1-J)

2013/14 Objectives:

- Sustain the Farmers Insurance partnership and enhance the residential cooking fire program through a supporting role. (Strategic Plan 1-J)
- Develop partnerships with senior care facilities to educate their residents about the dangers of residential cooking fires. (Strategic Plan 1-J)
- Insure that outreach events are focused utilizing marketing concepts. (Strategic Plan 1-J)

Performance Indicators:	2011/12 Actual	2012/13* Projected	2013/14 Estimated
<i>Effectiveness</i>			
#of incidents resulting from residential cooking fires	162	175	176
#of injuries resulting from residential cooking fires	18	12	0
# of fatalities resulting from residential fires	0	1	0
\$ value of property content loss resulting from residential cooking fires	5,716,932	4,370,932	n/a

*Includes City of Santa Ana

Fire Prevention

Section: Safety & Environmental Services (S&ES)

Program: Smoke Alarm

Program Description: The Smoke Alarm Program is an educational vehicle to deliver the message that working smoke alarms saves 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 S&ES Section is primarily administering this program.

2011/12 Accomplishments

- Awarded a \$415,000 FEMA grant with \$240,000 dedicated to the purchase and distribution of smoke alarms and kitchen safety devices. (Strategic Plan 1-L)
- Received a donation of 5,000 smoke alarms for Kidde. (Strategic Plan 1-L)
- Developed a partnership with OneOC to recruit and utilize community volunteers. (Strategic Plan 1-J)
- Developed a partnership with the American Red Cross – Youth Volunteers and canvassed two mobile home parks in San Juan Capistrano to provide and install residential smoke alarms. (Strategic Plan 1-J)
- Developed a partnership with the City of Laguna Woods to develop a smoke alarm management program that is sustained by the City with our support. (Strategic Plan 1-J)

2013/14 Objectives:

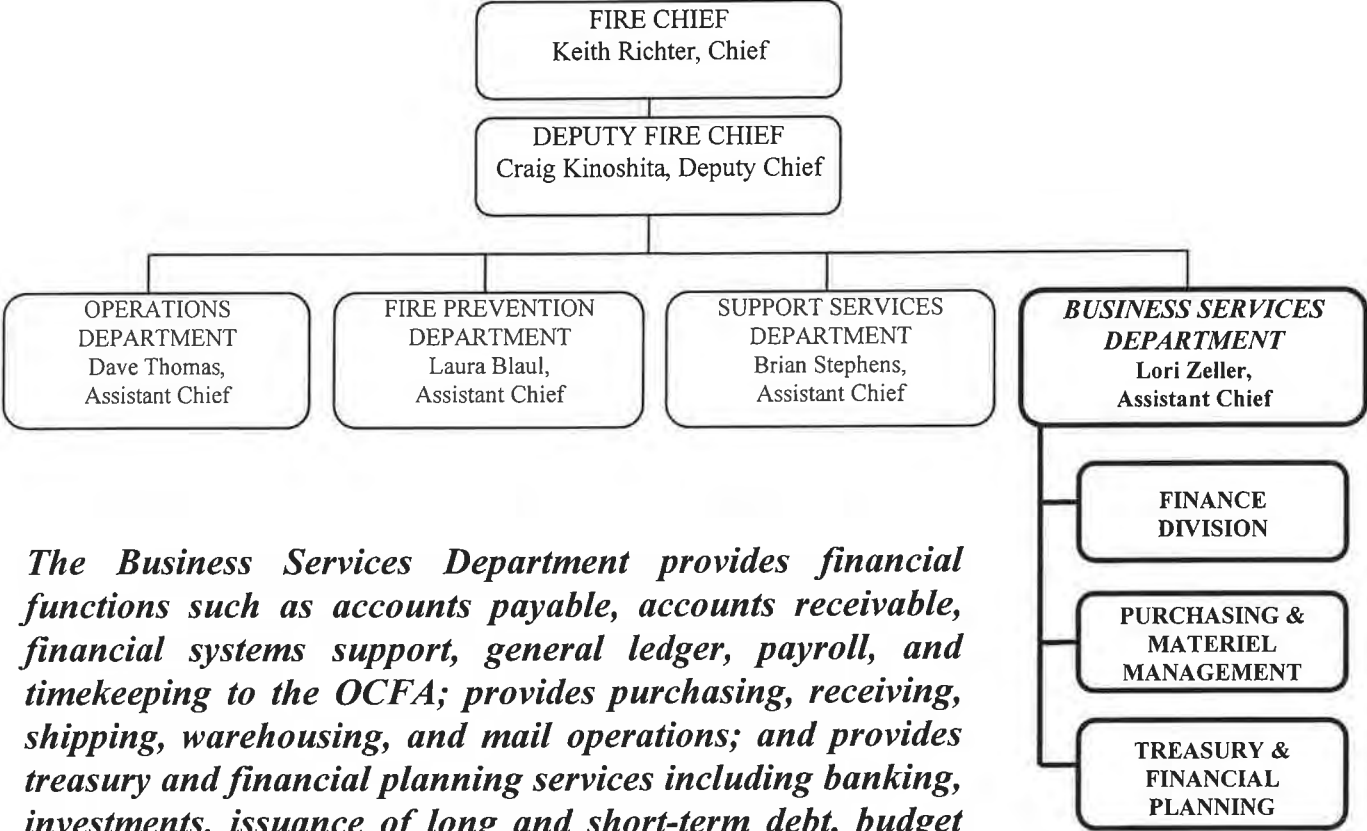
- Establish Operations as a resource for delivering the Smoke Alarm Program in our residential communities. (Strategic Plan 2-C)
- Expand the Smoke Alarm Program into the high risk cities of Buena Park, Los Alamitos, Santa Ana, and Westminster. (Strategic Plan 1-J)
- Maintain our partnership with ABC7/Kidde and their annual donations of smoke alarms and promotion of the program. (Strategic Plan 1-L)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Effectiveness</i> # of smoke alarms installed in homes	N/a	919	1,000



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 2013/14 budget for the Business Services Department is \$11.29 million, which is a decrease of 4.81% compared to 2012/13. The decrease is attributable to grants and one-time appropriations included in the 2012/13 budget but not included in 2013/14. Grants and other one-time funding are be added during the course of the fiscal year as the Board of Directors provides approval. The 2013/14 budget reflects increases in retirement, workers' compensation and insurance costs. The budget includes funding for 47 positions in 2013/14.

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 the 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 the 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
2013/14 BUDGET

Account Description	Finance Division	Materiel Management	Purchasing	Treasury & Financial Planning	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$1,837,588	\$736,307	\$367,095	\$766,922	\$3,707,912
Backfill/Overtime	2,788	35,834	-	155	38,777
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	44,017	47,810	5,154	-	96,981
Sick/Vacation Payoff	39,785	5,420	4,796	56,407	106,408
TOTAL SALARIES	1,924,178	825,371	377,045	823,484	3,950,078
RETIREMENT	644,602	268,190	123,078	265,539	1,301,409
INSURANCE					
Employee Insurance	338,057	183,917	62,951	152,924	737,849
Workers' Comp	77,288	92,837	10,130	32,893	213,148
TOTAL INSURANCE	415,345	276,754	73,081	185,817	950,997
MEDICARE	26,911	11,861	5,460	10,190	54,422
TOTAL S&EB	3,011,036	1,382,176	578,664	1,285,030	6,256,906
SERVICES AND SUPPLIES	2,588,650	2,201,423	34,468	207,893	5,032,434
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$5,599,686	\$3,583,599	\$613,132	\$1,492,923	\$11,289,340
Funded Positions	22	15	4	6	47

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 citizens the OCFA serves. The Division oversees the accounting, reporting, planning, and auditing of all the 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.

2012/13 Accomplishments:

- Continued to maintain a high level of internal and external customer service.
- Coordinated various financial audits and agreed-upon procedures performed by external auditors and State/Federal agencies.
- Completed the Fire Prevention Fee Study.
- Updated the Paramedic reimbursement rates.
- Maintained a 501(c) (3) nonprofit foundation for acceptance of donations and supporting the OCFA's mission.
- Provided operational, financial, and logistical support to the OCFA Foundation Board.
- Continued to maintain a high level of internal and external customer service.
- Continued to submit timely requests to Federal and State agencies for reimbursable incidents.
- Conducted a spot check inventory of the OCFA's capital and controlled assets.
- Enhanced Overtime/Backfill reporting capability to provide greater detail to include the reason.
- Provided employer benefit cost information on paycheck and direct deposit statements.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$2,718,088	\$2,852,262	\$3,011,036
Services and Supplies	4,259,343	2,700,845	2,588,650
Equipment	37,906	-	-
Total Finance Division	\$7,015,337	\$5,553,107	\$5,599,686
Funded Positions	22	22	22

2013/14 Objectives:

- Continue to maintain a high level of internal and external customer service.
- 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 an automated timekeeping for non-safety personnel.
- In conjunction with the Operations Department and the ECC section, oversee ongoing modifications to existing Assistance-By-Hire (ABH)/Out-of-County claims process, including enhanced documentation requirements and written instructions.
- Coordinate various financial audits and agreed-upon procedures performed by external auditors and State/Federal agencies.
- Update the Paramedic reimbursement rates.
- Conduct a spot check inventory of approximately 25% of OCFA's capital and controlled assets.
- Implement additional automation for the Cal-Card, travel, and mileage processes.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
CAFR produced	1	1	1
Payroll checks issued	2,118	1,815	1,000
Number of direct deposit checks	38,859	40,981	42,000
Total direct deposit/Payroll checks issued	40,977	42,796	43,000
Percentage of direct deposit to all FTE paychecks	95%	96%	98%
Accounts Payable (AP) checks issued	7,144	7,078	7,200
Accounts Receivable (AR) invoices issued	10,563	13,549	15,000
Cost recovery claims submitted	45	47	60
Value of cost recovery claims	\$2,908,867	\$2,956,541	\$3,500,000
<i>Efficiency</i>			
Number of payroll checks/direct deposit issued per Payroll staff	8,195	8,559	8,600
Number of AP payments issued per AP staff (4)	1,786	1,745	1,800
Number of invoices billed per AR staff (3.5)	3,018	3,871	4,286
<i>Effectiveness</i>			
Awards received for outstanding financial reporting	1	1	1
Percentage of receivables written off	Less than 1%	Less than 1%	Less than 1%
Percentage of receivables over 60 days old	Less than 1%	Less than 1%	Less than 1%
Percentage of cost recovery claims reimbursed	100%	98.5%	99%

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; manages the acquisition and distribution of bulk supplies and equipment; and provides logistical support for both minor and major emergencies.

2012/13 Accomplishments:

- Service Center staff provided response and support services for over 180 emergency incidents last year.
- Received, prepared and distributed 457 new Scott SCBAs to 37 front-line engines.
- Implemented a reduced delivery schedule for mail and supplies to fire stations, while adding ten (10) additional Santa Ana stations resulting in reduced staff time committed to these tasks by one full-time equivalent.
- Performed annual fit testing on all reserve firefighters and outsourced annual career firefighter fit testing at a lower cost and increased efficiency.
- Completed new OCFA decaling on over twenty (20) engines and trucks.
- Outfitted and decaled three (3) new Type 1 interface engines and two (2) new truck companies.
- Issued new SCBA masks to all career firefighters.
- Completed installation of new cost-effective janitorial chemical dilution systems at all fire stations.
- Provided full support and outfitting of Career Academy 38 and Reserve Academy 15.
- Prepared and listed over 72 surplus items for sale through the online auction site, generating revenue of over \$50,000 for the General Fund.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,342,105	\$1,511,200	\$1,382,176
Services and Supplies	3,408,822	2,862,048	2,201,423
Equipment	<u>9,264</u>	<u>-</u>	<u>-</u>
Total Materiel Management	\$4,760,191	\$4,373,248	\$3,583,599
Funded Positions	16	15	15

2013/14 Objectives:

- Complete updated decal scheme on all remaining engines, trucks, and medic vans (This includes applying the respective City Seal to each of these vehicles).
- Create a streamlined inventory tracking system of the SCBAs through SharePoint that will provide up-to-date information on the location and status of the equipment.
- Create a streamlined system in SharePoint to track uniform requests to become more efficient through better tracking of data.
- Continue to research various options for an inventory system for the service center including the implementation of a bar-coding system and use of handheld scanners in an effort to attain greater efficiency and to assist with overall inventory control.
- Provide full support of outfitting the upcoming career and reserve firefighter academies with needed supplies and gear.
- Continue to keep the Service Center inventory well-stocked and “response ready” in anticipation of major incidents.
- Continue to strive for greater efficiency in all areas of the Service Center through cost containment measures and conserving resources.
- Continue to cross-train staff in all areas of the Service Center to allow greater flexibility.
- Encourage and support professional development opportunities for staff.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
SCBA air pack flow tests	400	500	500
Service Support 1 & V91 responses	185	180	195
Outfit and decal new fire apparatus	18	5	20
Re-number & re-decal equipment	45	40	80
Revenue from sale of surplus property	\$220,000	\$54,000	\$100,000
<i>Workload Indicators</i>			
Loan Reports	68	91	150
Material requisitions	892	1,182	1,300
Service requests	482	638	725
Office Depot orders	N/A	775	825
*Supply orders	404	536	*N/A
Doorstep orders	1,363	1,717	1,800
Uniform replacement requests	912	815	1,000

**Supply order forms are being replaced with Office Depot order forms*

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.

2012/13 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:

- Established a new automated blanket order renewal system through SharePoint eliminating the need for sending renewals through the interoffice mail.
- Adopted a new standard for reporting contract awards that provides more details on the solicitation process and award recommendation for the Executive Committee.
- Issued 32 formal solicitations including the following: Insurance Broker Service, Standard of Cover, State and Federal Lobbyist, Website Design, Fire Station Alarm, and Third Party Workers' Compensation Administration. (Previously the Purchasing Section had no involvement in the solicitation of these contracts)
- Through the competitive bid process for 385 Self Contained Breathing Apparatus (SCBAs), sufficient savings (\$240,605) were achieved allowing the OCFA to purchase an additional 62 units above the requested number for a total of 447 SCBA units.
- Expanded the list of commodity codes utilized in the online vendor registration and bid management in order to reach vendors offering needed commodities and services.
- Utilized an enhanced functionality in the e-procurement system to reach additional vendors that may not be registered to do business with the OCFA, resulting in more competition and opportunity for better pricing.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$443,115	\$468,724	\$578,664
Services and Supplies	24,276	30,957	34,468
Equipment	—	—	—
Total Purchasing	\$467,391	\$499,681	\$613,132
Funded Positions	3	4	4

2013/14 Objectives:

- Increase Purchasing staff capacity by filling a recently approved Buyer position.
- Finalize negotiations and selection process for the Records Management System (part of the Public Safety System RFP).
- Facilitate review of available copier technology, conduct a trial and make a recommendation on replacement equipment for improved efficiencies and cost savings.
- Continue to submit an application for the Achievement of Excellence in Procurement (AEP) award annually.
- 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 has 130 points, with the goal to increase to 145 points for 2013/14.)
- Provide department-wide training on Purchasing guidelines and requirements.
- Provide training opportunities to suppliers to increase the number of vendors registered, resulting in additional competition in the bidding process.
- Issue an RFP for Design Build (alternative construction method) of Fire Station 56.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
AEP procurement award received	1	1	1
Points received for procurement award	135	130	145
Vendors registered online with OCFA	1,877	2,306	2,600
% of Bids Posted Electronic Bids Posted	75%	94%	100%
Savings as a result of bidding or negotiations	\$442,000	\$290,000	\$300,000
<i>Workload Indicators</i>			
Number of purchase requisitions	1,084	1,018	1,300
Number of direct payment requisitions	1,685	1,487	1,000
*Number of formal solicitations	6	6	10
Number of blanket orders issued	344	417	475
Electronic bids issued	33	43	65

**Required Executive Committee Approval*

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.

2012/13 Accomplishments:

- Developed the 2012 OCFA Liability Study which was presented to the Board of Directors.
- Prepared a balanced budget and maintained a long-term financial management plan to ensure resources met our needs continuously into the future.
- Coordinated the 2012/13 Actuarial Study of the OCFA's Retiree Medical program which included supplemental information that may be required to support future labor negotiations. Met with all labor groups to review data.
- Presented the Mid-year Financial Review to the Board of Directors.
- Effectively communicated and coordinated financial reporting, budgeting, and forecasting within the OCFA.
- Provided financial analyses for the Equity Working Group.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$1,128,595	\$1,226,422	\$1,285,030
Services and Supplies	221,260	207,893	207,893
Equipment	-	-	-
Total Treasury and Financial Planning	\$1,349,855	\$1,434,315	\$1,492,923
Funded Positions	6	6	6

2013/14 Objectives:

- Update the OCFA Liability Study for 2013 and present it to the Board of Directors.
- Provide analyses for upcoming labor negotiations.
- Continue to provide technical support for the Equity Working Group.

GENERAL FUND

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Size of portfolio (average daily balance)	\$122M	\$122M	\$122M
Size of annual TRAN issuance	n/a	n/a	n/a
Number of investments purchased	24	23	20
Number of LAIF transactions processed	15	10	10
<i>Effectiveness</i>			
% above/(below) LAIF	0%	0%	0%
% variance in General Fund revenues compared to budget	.01%	<0.5%	<2%
% of investments made in compliance with the Investment Policy	100%	100%	100%
# of Budget awards received since 1999 *	14	14	16
# of principal budget documents and reports completed on time**	3	3	3

* The OCFA typically adopts a biennial budget; however, due to the continuously changing economic environment, the OCFA has instead prepared a single year budget for 2013/14. For 2010/11 a formal budget document was not published

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



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.

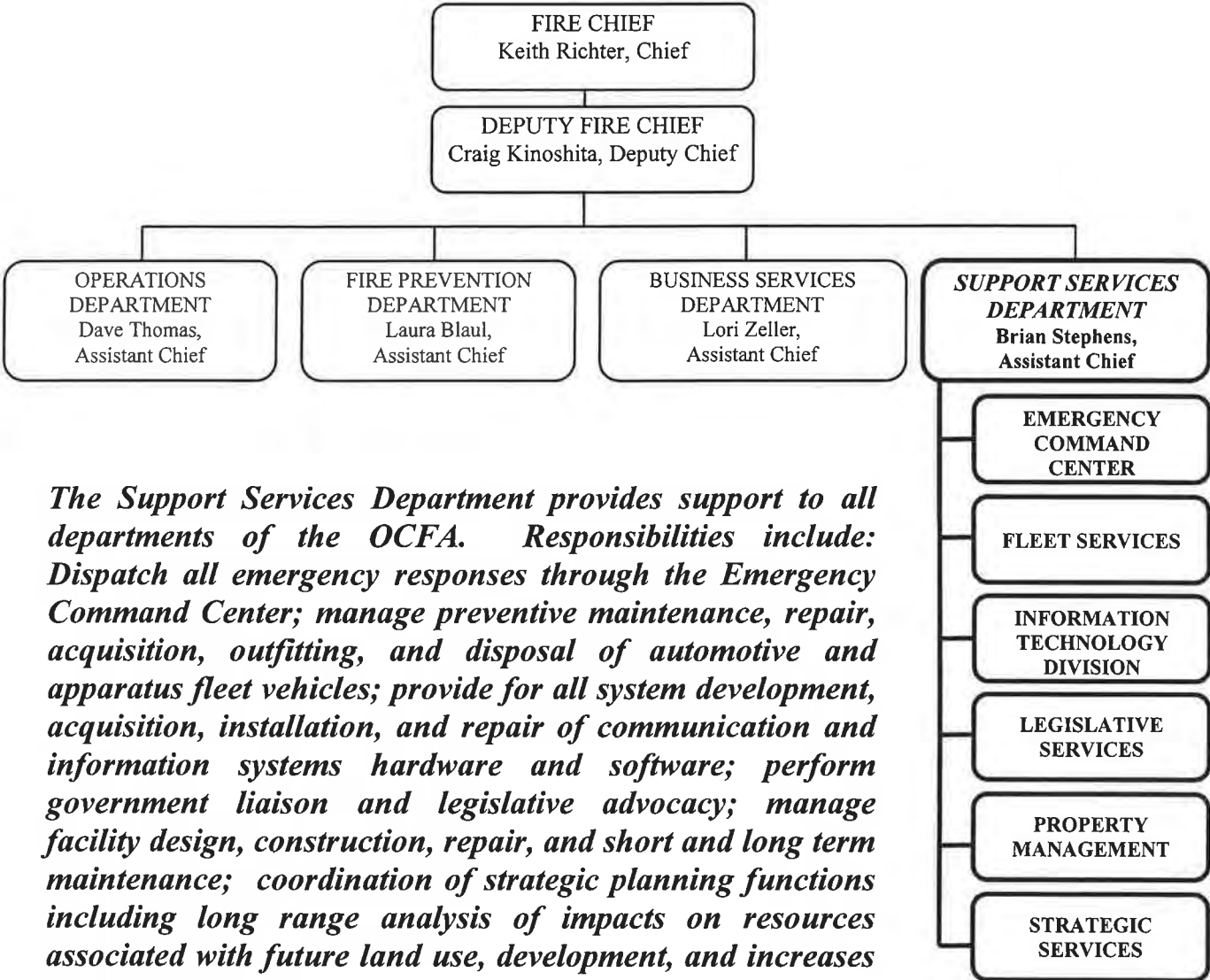
- ✓ **Have the lid or fire extinguisher nearby when cooking.**
Fires can happen at any time! Be prepared!

- ✓ **When in doubt, just get out.**



Support Services

SUPPORT SERVICES DEPARTMENT



The Support Services Department provides support to all departments of the OCFA. Responsibilities include: Dispatch all emergency responses through the Emergency Command Center; manage preventive maintenance, repair, acquisition, outfitting, and disposal of automotive and apparatus fleet vehicles; provide for all system development, acquisition, installation, and repair of communication and information systems hardware and software; perform government liaison and legislative advocacy; manage facility design, construction, repair, and short and long term maintenance; 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 \$23.59 million for 2013/14, which is an increase of 2.7%. The increase is driven by increases in retirement, workers' compensation and insurance 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.

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.

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.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY SUPPORT SERVICES DEPARTMENT SUMMARY 2013/14 BUDGET

Account Description	ECC	Fleet Services	Information Technology	Legislative Services	Property Management	Strategic Services	Department Total
EMPLOYEE SALARIES							
Regular Salaries	\$2,332,951	\$1,518,099	\$2,418,703	\$108,242	\$626,233	\$258,661	\$7,262,889
Backfill/Overtime	1,222,045	44,624	74,809	-	4,822	1,013	1,347,313
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	219,679	69,509	57,815	-	-	15,041	362,044
Sick/Vacation Payoff	17,032	22,371	108,809	-	19,487	7,502	175,201
TOTAL SALARIES	3,791,707	1,654,603	2,660,136	108,242	650,542	282,217	9,147,447
RETIREMENT	869,034	536,014	840,075	37,474	215,881	115,278	2,613,756
INSURANCE							
Employee Insurance	384,403	273,373	364,263	25,138	137,318	44,142	1,228,637
Workers' Comp	152,260	164,652	96,066	4,348	44,070	19,405	480,801
TOTAL INSURANCE	536,663	438,025	460,329	29,486	181,388	63,547	1,709,438
MEDICARE	50,754	23,841	34,617	1,570	9,401	2,511	122,694
TOTAL S&EB	5,248,158	2,652,483	3,995,157	176,772	1,057,212	463,553	13,593,335
SERVICES AND SUPPLIES	68,979	2,883,511	3,670,042	167,547	3,186,908	21,040	9,998,027
EQUIPMENT							
TOTAL BUDGET	\$5,317,137	\$5,535,994	\$7,665,199	\$344,319	\$4,244,120	\$484,593	\$23,591,362
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 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 also maintains the Fire Station Order files essential for Computer-Aided Dispatch (CAD) operation along with associated mini CAD back-up program files.

2012/13 Accomplishments:

- Provided input for the OCFA’s Public Safety Systems, which resulted in the successful awarding of a contract to two vendors to provide CAD and Records Management System (RMS) replacements.
- Maintained average 9-1-1 emergency call processing times under 60 seconds.
- Assisted EMS with the evaluation of several Emergency Medical Dispatch programs leading to the selection of a new Criteria Based Dispatching System.
- Completed CBD training for all ECC personnel.
- Successfully transitioned the Santa Ana Fire Department (SAFD) Dispatch center functions to the OCFA, increasing annual call volume by 20,000 calls per year.
- Completed Dispatcher Academy for transitioning former Santa Ana Fire Department dispatchers.
- Developed and delivered training for OCFA dispatchers to utilize former SAFD CAD system.
- Successfully reprogrammed all OCFA and partner agency radios with updated frequencies.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$4,660,152	\$4,898,699	\$5,248,158
Services and Supplies	32,169	79,402	68,979
Equipment	-	-	-
Total Emergency Command Center	\$4,692,321	\$4,978,101	\$5,317,137
Funded Positions	32	32	32

2013/14 Objectives:

- Finalize the implementation and complete training for the new CAD System portion of the Public Safety System Project. (Strategic Plan 3-A)
- Monitor the Criteria Based Dispatch System performance and provide quality assurance. (Strategic Plan 1-A)
- Maintain the average of 9-1-1 emergency call processing times under 60 seconds. (Strategic Plan 1-A)
- Implement “Critical Thinking” training program for ECC personnel. (Strategic Plan 2-C)

2013/14 OCFA ADOPTED BUDGET

- Increase job related knowledge in EMT skills, Terrorism Liaison functions, Resource Ordering and Status System (ROSS), and ICS position qualification training. (Strategic Plan 2-C)
- Continue to prepare for next generation of 9-1-1 systems including receiving calls via SMS text. (Strategic Plan 3-A)
- Increase use of technology to enhance situational awareness and decision support functions. (Strategic Plan 3-A)

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Telephone call volume			
Incoming and outgoing calls	168,224	199,212	205,188
Incident volume			
Incidents dispatched	92,963	110,900	115,900
<i>Efficiency</i>			
% change in total calls	9%	18%	3%
% change in incidents dispatched	5%	19%	4%

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 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.

2012/13 Accomplishments:

- Developed specifications and began the purchasing process for 17 vehicles and fire apparatus.
- Prepared and processed 13 vehicles to be surveyed.
- Continued staff training on new engine diagnostics and emissions systems.
- Continued to bring 18 vehicles and apparatus into the OCFA preventative maintenance standard.
- Accepted and put 17 vehicles and apparatus into service and the subsequent rotations that followed.
- Tested and implemented upgrade to AssetWorks fleet management system.
- Developed an ongoing report to monitor Voyager fuel card usage vehicle specific.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$2,325,409	\$2,572,256	\$2,652,483
Services and Supplies	2,830,464	2,883,511	2,883,511
Equipment	<u>6,680</u>	<u>-</u>	<u>-</u>
Total Fleet Services	\$5,162,553	\$5,455,767	\$5,535,994
Funded Positions	21	21	21

2013/14 Objectives

- Develop specifications and begin the purchasing process for 17 vehicles and fire apparatus.
- Prepare and process 17 vehicles to be surveyed.
- Continue to evaluate alternative fuel systems that are viable in fire apparatus.
- Complete and put a third field service truck into operation.
- Continue to develop and implement the AssetWorks fuel delivery and accounting system.
- Study the feasibility of the addition of a driver position in fleet services.

2013/14 OCFA ADOPTED BUDGET

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Work orders processed	2,302	2,247	2,359
Annual pump tests completed	130	144	150
U/L aerial certifications	27	28	28
Smog test completed	104	120	120
Vehicles surveyed	20	13	17
<i>Effectiveness</i>			
% change in work orders	-8%	-2%	5%

**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, and one frozen senior fire apparatus technician 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.

2012/13 Accomplishments:

- Completed Public Safety System (PSS) Computer Aided Dispatch (CAD) vendor selection, contract negotiations, and awarded contract to TriTech Software Systems.
- Designed, developed, and implemented Cloud-based smart phone notification program.
- Vendor selection and contract negotiations completed for Content Management System and Website Design for www.ocfa.org redesign.
- Created a GIS routable road network of 162,886 road segment features for the new CAD system.
- Initiated migration of GIS enterprise environment to OCFA cloud virtual server environment.
- Completed Fleet System upgrade.
- Completed Criteria-Based Dispatch data integration with the Orange County Medical Emergency Data System (OCMEDS) and CAD.
- Upgraded IT asset tracking system and migrated to virtual environment.
- Completed extension of wireless network to all 71 fire stations in preparation to support new CAD system data and connectivity requirements.
- Completed build of private cloud infrastructure to support new PSS.
- Continued expansion of business systems server and storage virtualization capabilities.
- Upgraded computers and printers at all stations including Windows 7 and Office 2010.
- Completed testing and configuration of electronic tablet computers for OCMEDS Implementation.
- Completed testing and selection of 4G mobile modems in preparation for PSS Implementation.

2013/14 OCFA ADOPTED BUDGET

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$3,610,018	\$3,809,843	\$3,995,157
Services and Supplies	3,036,862	3,519,133	3,670,042
Equipment	-	-	-
Total IT Division	\$6,646,880	\$7,328,976	\$7,665,199
Funded Positions	24	24	24

2013/14 Objectives:

- Complete Public Safety Systems (PSS) CAD replacement project.
- Finalize Contract Negotiations for the Records Management System (RMS) portion of Public Safety Systems and begin implementation.
- Upgrade to SharePoint 2013.
- Design and Implement new www.ocfa.org website.
- Create needed geospatial data for Response Areas, Exclusive Operating Areas, City Codes, and Wildlands for new CAD.
- Acquire new 2013 digital orthophotography for Public Safety Systems CAD Project.
- Plan and perform Banner HRMS/Payroll system upgrade.
- Complete implementation of OCMEDS project including deploying 141 computer tablets to operations.
- Design and develop online Procurement Card authorization process.
- Choose private/public cloud computing technology solutions for existing and future implementations.
- Continue to integrate mobile technologies to improve incident support capabilities.
- Develop and implement calendaring and daily activity reporting system for operations.
- Implement increased bandwidth to fire stations to support audio/video streaming capabilities.
- Complete transition from Mobile Data Computer radio data network to high-speed broadband 4G.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Computer applications & databases supported	100	115	130
Estimated users	1,460	1,343	1,343
Servers Supported	110	120	125
Network Connectivity (Switches, routers, hubs, wireless access points, data circuits)	298	398	408
Repeaters/Base Stations/Radio Controllers/Dispatch Consoles	92	92	50
PC's, laptops & printers supported	1,750	1,925	2,050
Remote users supported	1,100	1,100	1,200
Estimated monthly help desk & service calls	550	635	735
MDC's & radios supported	2,950	3,721	3,721
Fax, pagers & telephones/cell supported	3,200	3,350	3,350
GIS-Map requests completed	330	340	350
GIS-Run maps/district maps produced	3,184	200	220
Estimated application development requests	750	1,175	1,300
Estimated monthly Intranet Site Page Hits	196,391	432,027	550,000

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 coordination was also assigned to Legislative Services. The Grant Coordinator applies and tracks grants along with developing overall policies and procedures in line with Strategic Plan Objective 1-K.

2012/13 Accomplishments:

- Request for Proposals (RFPs) completed for Federal and State legislative lobbying services resulting in cost savings of approximately \$15,000 annually.
- Completed 2011 Assistance to Firefighter Grant award of \$1.7 million provided to replace self-contained breathing apparatus (SCBAs).
- Completed implementation of Grant Audit recommendations and worked towards Strategic Plan Objective 1-K reviewing OCFA’s grants program.
- Completed annual Washington DC Lobby Trip and submission of Urban Search and Rescue (US&R) Program funding requests.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$161,671	\$168,754	\$176,772
Services and Supplies	143,610	167,547	167,547
Equipment	-	-	-
Total Legislative Services	\$305,281	\$336,301	\$344,319
Funded Positions	1	1	1

2013/14 Objectives:

- Evaluate effectiveness of OCFA’s new federal lobbying firm selected as a result of RFP. Consider impacts to US&R Program Funding and other strategies for implementing OCFA’s legislative goals.
- Monitor and report to Board impacts of State Budget and changes to State Responsibility Area fee or CAL FIRE funding for impact to OCFA’s budget and mission priorities. Consider opportunities to advocate for increased State support.
- Revised US&R educational information and analysis of local costs as requested by Congressional staff.
- Consider additional grant opportunities for vehicles, equipment and training as prioritized under existing Board-approved grant process.

2013/14 OCFA ADOPTED BUDGET

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
Grants applications	7	6	6
Grant Awards	3	3	2
Legislative positions by BOD	32	30	30

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.

2012/13 Accomplishments:

- Completed all scheduled preventive maintenance and services.
- Improved the safety, readiness and comfort of OCFA facilities.
- Acquired and began the upgrade process to OCFA standards for 10 new fire stations as a result of the City of Santa Ana joining OCFA.
- Obtained authorization and completed statutory requirements to undertake design build project delivery.
- Teamed with the City of Tustin for the design planning and began construction of Fire Station 37.
- Initiated the (continuing) upgrade of all fire station fire alarm systems.
- Managed utilities within budget.
- Maintained all regulatory compliance.

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$974,438	\$1,020,010	\$1,057,212
Services and Supplies	2,607,649	3,093,901	3,186,908
Equipment	-	-	-
Total Property Management	\$3,582,087	\$4,113,911	\$4,244,120
Funded Positions	8	8	8

2013/14 Objectives:

- Award the Design-Build contract and begin construction of Fire Station 56, Ortega Valley.
- Collaborate with the City of Tustin to complete construction of Fire Station 37, Tustin.
- Complete design planning for the extension of emergency power circuits for the RFOTC.
- Complete Santa Ana fire station privacy upgrades.
- Continuously improve OCFA facilities safety, readiness and comfort.
- Continuously improve customer service.
- Continuously improve utilities conservation.
- Evaluate alternative energy usage and generation.

2013/14 OCFA ADOPTED BUDGET

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Repairs processes	1,575	1,497	1,650
New construction	2	0	2
Alteration & Improvements	30	47	50
Projects completed	5	34	50
<i>Efficiency</i>			
% of Fire stations inspected	100%	100%	100%

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.

2012/13 Accomplishments:

- Initiated the Standards of Cover (SOC) Project.
- Responded to Grand Jury inquiry (Where Did All the Fires Go?).
- Completed Secured Fire Protection Agreements for Baker Ranch and Heritage Fields.
- Secured payment equal to an additional acre at the Great Park from Five Points.
- Secured land site for Fire Station 56 (Ladera Ranch) and agreed to design/build in 2013/14.
- Responded to the John Wayne Airport Statement of Qualifications (SOQ) and the subsequent Request for Proposal (RFP).

Section Costs	2011/12 Actual	2012/13 Budget	2013/14 Budget
Salaries and Employee Benefits	\$424,872	\$452,965	\$463,553
Services and Supplies	48,658	310,044	21,040
Equipment	-	-	-
Total Strategic Services	\$473,530	\$763,009	\$484,593
Funded Positions	2	2	2

2013/14 Objectives:

- Complete implementation plan for the SOC 2013 recommendations.
- Move from 80th to 90th percentile in response time for compliance adjustment and provide awareness and training.
- Prepare Commission on Fire Accreditation International (CFAI) accreditation compliance and work plans for Executive Staff.
- Monitor the Great Park, Heritage Fields, and Project Area 40 as land develops further and ensure permanent Fire Station 20 is included in development plans.
- Work with Support Services' staff in the development timeline for equipment purchase and staffing of Fire Station 56.

2013/14 OCFA ADOPTED BUDGET

- Continue working with the Rancho Mission Viejo Company as land develops in Ranch Project Area 2 and 3 for Fire Station 67 placement.
- Continue monitoring the 2010- 2015 Strategic Plan Objectives.

Performance Indicators:	2011/12 Actual	2012/13 Projected	2013/14 Estimated
<i>Services</i>			
Complete CEQA process	0	1	0
Complete CEQA reviews	20	30	45
LAFCO reviews	2	4	6
Complete Secured Fire Protection Agreement (SFPA) process	2	5	6
Update modeling and database structure	4	4	4
Complete deployment analysis & follow-up studies	3	2	8
<i>Efficiency</i>			
Provided review/response within CEQA timeframes	98%	97%	100%
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%



*Day of Remembrance
September 11, 2012*

**CAPITAL IMPROVEMENT
PROGRAM**

Capital Improvement Program Overview

INTRODUCTION

In 1997, a comprehensive five-year Capital Improvement Program was developed in order to identify and prioritize the projects and the amount of funds required for adequately developing and maintaining the OCFA's infrastructure. Additionally, Capital Improvement Program (CIP) funding sources were identified and the first CIP was approved in 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.

- **Fund 122 – Facilities Maintenance and Improvement**
This fund accounts for those costs associated with significant maintenance 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 and helicopters.

CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS

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

- Annual assessment of station readiness – this is completed by the Property Management section to determine alterations and improvement projects
- Ten-year projection of new stations – this projection is completed by the Strategic Planning section based on development activity and changes in service area requirements
- Information Technology Master Plan – this plan, completed in 2005/06, provided the guidelines for Information Technology (IT) projects
- 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 Contingency Plan, the Budget Unit staff meets with the CIP managers to compile a quarterly project status report, which is presented to the Fire Chief and 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 0.50%, applied to projected cash balances.
- 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

CAPITAL IMPROVEMENT PROGRAM

station per year. The facilities maintenance charge is estimated at \$216,000 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 2012/13. Cash contract cities’ participation in the vehicle depreciation program will generate about \$1.4 million to Fund 133 – Vehicle Replacement Fund in 2013/14. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total cash contract city charges.

- Estimates for developer contributions in Fund 123 – Facilities Replacement Fund are based on secured fire protection agreements. In 2013/14 contributions from developers are \$4.1 million for construction of new Station 56 (Ortega Valley). Developer contributions from prior years in the amount of \$1.1 million are included in fund balance.
- Vehicle purchases which are reimbursed by developers are monitored in Fund 133 – Vehicle Replacement Fund. The contributions from developers are about \$643,000 in 2013/14 based on a vehicle to be purchased for new Station 56 (Ortega Valley). The OCFA will request reimbursement from the developer after the vehicle is outfitted with the necessary equipment and ready to be put into service.
- Reimbursement through cost sharing projects is another source of CIP funding in Fund 124 – Communications and Information Systems Replacement Fund. The Emergency Command Center 911/Telephone System Upgrade project will be funded through an annual funding allocation from the State of California Emergency Telephone Number Program currently totaling \$920,000.

Below is a matrix reflecting project funding for 2013/14:

2013/14		Operating Transfer from GF	Use of Fund Balance	TOTAL	
Fund	Revenue				
Fund 122 - Fac. Maintenance & Improv.	\$226,416	\$1,078,745	-	\$1,305,161	(A)
Fund 123 - Facilities Replacement	4,106,161	-	1,143,839	5,250,000	(B)
Fund 124 - Comm. & Info. Systems Replc.	970,445	2,234,129	7,477,643	10,682,217	
Fund 133 - Vehicle Replacement	2,117,789	1,184,973	4,474,630	7,777,392	

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

(B) The use of fund balance in Fund 123 reflects a developer contribution received in a prior period.

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

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

PERFORMANCE UPDATE

COMPLETED PROJECTS: During 2012/13 budget cycle, the following budgeted projects were completed:

FUND 122 – FACILITIES MAINTENANCE AND IMPROVEMENTS

RFOTC

- Replaced fascia stone - Building C
- Repaired refueling site/system
- Restroom upgrades

CAPITAL IMPROVEMENT PROGRAM

- Replaced HVAC controls system Building A West
- Upgraded/repared fire alarm system
- Upgraded/repared building fire alarm panels
- Upgraded HVAC Metasys control system Fire Stations
- Repaired cold water chiller – Building B
- Repaired multiple overhead roll-up door systems – Building C
- Repaired Liebert cooling systems – Building B (Computer Room)
- Replaced range and dishwasher – Building B (ECC)
- Repainted portions of Building A West
- 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 8 offices
- Sealed/slurry coated the asphalt surfaces in the training ground
- Upgraded system furniture in the Building D Training Office
- Installed card reader security lock system in the Investigation Office

Fire Stations

- Apparatus door repairs – 24
- HVAC repairs – 51
- Plumbing repairs – 22
- Air compressor repair – 8
- Tree service/removal – 5
- Exterior/Interior painting – 9
- Fire sprinkler/alarm service – 31
- Furniture and appliance repair/replacement – 9
- Replace hot water heater – 3
- Plymovent system repair – 7
- Repair powered gates - 2
- Electrical/lighting repair and replacement – 8
- HVAC preventive maintenance – 75
- Roof systems preventive maintenance - All
- Underground plumbing - 2
- UPS system maintenance Building B (ECC) – 1
- Kitchen and bathroom upgrades – 7
- HAZMAT liquid disposal/pumping – 4
- Minor construction/repair water damage – 2
- Dormitory privacy upgrade – 1

FUND 123 – FACILITIES REPLACEMENT

- Completed Phase 2 purchase for the second half of Fire Station 41, Fullerton Airport Air Operations and Maintenance Hanger Facility

2013/14 OCFA ADOPTED BUDGET

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.
- Completed build of private cloud infrastructure to support new safety Systems environment currently supporting 43 virtual machines and 7TB of storage.
- Completed extension of wireless network to all 72 fire stations in preparation to support new CAD system data and connectivity requirements.
- Completed MDC replacements in 100% of the operations fleet.
- Completed migration of GIS enterprise environment to OCFA cloud virtual server environment.
- Completed planning phase to migrate SharePoint 2007 to SharePoint 2013.
- Completed Public Safety System Computer Aided Dispatch (CAD) vendor selection, contract negotiations, board approval, and began implementation.
- Completed replacement/upgrade of all computers and printers at all Fire Stations to Windows 7 and Office 2010.
- Completed selection of Records Management System (RMS) vendor selection. Began contract negotiations process.
- Completed testing and configuration of tablets for OCMEDS Implementation, and set up and configuration of the Field Bridge application for use by OCFA.
- Completed testing and selection of 4G mobile modems and began upgrades in preparation for PSS Implementation.
- Completed upgrade to OCFA datacenter network infrastructure for implementation of new Public Safety Systems CAD.
- Completed VHF radio deployment to Division 6 apparatus (formerly Santa Ana FD).
- Continued expansion of business systems server and storage virtualization capabilities now at 48 virtualized servers and 14TB of storage.
- Developed pilot SharePoint-based calendaring application for Operations dept.
- Negotiated new Microsoft Enterprise Agreement for all OCFA Microsoft technology.
- Vendor selection and contract negotiations completed for Content Management System and Website Design for www.ocfa.org redesign completed.

FUND 133 – VEHICLE REPLACEMENT

- 17 vehicles/apparatus were placed into service

REBUDGETS: The following projects budgeted in 2012/13 have been delayed and have been rebudgeted to 2013/14.

FUND 124 – COMMUNICATIONS AND INFORMATION SYSTEMS REPLACEMENT

Emergency Command Center – 911 System	\$920,000
Incident Reporting Application Replacement	2,465,801
Integrated Fire Prevention (IFP) Replacement	2,765,351

FUND 133 – VEHICLE REPLACEMENT

Vehicles	\$159,463
----------	-----------

CAPITAL IMPROVEMENT PROGRAM

2013/14 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The 2013/14 CIP budget is \$25.0 million. The following projects are highlighted for this budget cycle:

Facilities Maintenance and Improvement Fund (Fund 122)

The 2013/14 budget for the Facilities Maintenance and Improvement Fund is \$1.2 million. The improvements and replacements in this fund are considered routine and/or not significant.

Facilities Replacement Fund (Fund 123)

The 2013/14 budget for the Facilities Replacement Fund is \$5.3 million. The only project in this fund is for the design and construction of Station 56 (Orgega Valley), a new station that is considered a significant, non-recurring capital expenditure. Costs for this station are offset by contributions from developers.

Communications and Information Systems Replacement Fund (Fund 124)

The budget for 2013/14 in the Communications and Information Systems Replacement Fund is \$10.7 million. The continuation of the Public Safety System project is included at \$5.9 million for the replacement of the Computer Aided Dispatch (CAD), Incident Reporting, and Integrated Fire Prevention (IFP) systems. Another project continuing from 2012/13 is the 911 Telephone System Replacement funded through an annual funding allocation from the State of California Emergency Telephone Number Program in the amount of \$920,000. The MDC and Mobile Data Network Infrastructure Upgrade project is also included at \$2.0 million. 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 \$7.8 million has been included for the emergency and support vehicle replacement program. Three Type 1 engines, one Type 3 engine, one 100' Quint, and one developer-funded engine are among those vehicles scheduled to be purchased in 2013/14. Only the developer-funded engine is considered to be a significant, non-recurring purchase since it represents an addition to the fleet. 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 2013/14 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. The new fire station will require additional staffing and services and supplies costs. Any impacts on the General Fund are included in the budget. General Fund impact, when identifiable, can be found on the project description for the particular project.

Significant projects impacting the General Fund are:

- Station 56 (Ortega Valley) is a new station with a new vehicle and is scheduled to be completed in 2014/15. The impact on the operating budget for staffing, equipment and maintenance is estimated at \$2.3 million per fiscal year beginning January 2015 and is reflected in our Five-Year Financial Forecast.
- The Public Safety Systems Project will impact the General Fund beginning in 2014/15. The application maintenance and license costs are expected to be 20% to 25% of the system purchase price.

CAPITAL IMPROVEMENT PROGRAM

ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY 2013/14 - 2017/18

Fund	2013/14	2014/15	2015/16	2016/17	2017/18	5-Year TOTAL
<i>Fund 122</i> Facilities Maintenance & Improvement	\$1,247,614	\$1,274,498	\$1,302,122	\$1,330,505	\$1,359,669	\$6,514,408
<i>Fund 123</i> Facilities Replacement	5,250,000	-	-	-	-	5,250,000
<i>Fund 124</i> Communications & Info. Systems Replacement	10,682,217	2,081,964	1,691,819	5,135,936	5,583,434	25,175,370
<i>Fund 133</i> Vehicle Replacement	7,777,392	6,120,661	7,109,038	9,851,434	5,914,201	36,772,726
GRAND TOTAL	\$24,957,223	\$9,477,123	\$10,102,979	\$16,317,875	\$12,857,304	\$73,712,504
Less: Non-discretionary lease installment payments	2,531,723	2,531,723	2,531,723	2,531,723	2,531,723	12,658,615
TOTAL CIP PROJECTS	\$22,425,500	\$6,945,400	\$7,571,256	\$13,786,152	\$10,325,581	\$61,053,889

2013/14 OCFA ADOPTED BUDGET

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

Item No.	Project Priority	Project
----------	------------------	---------

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 56 (Ortega Valley) - New Station (Developer-funded)
2	C	Station 20 (Great Park)
3	C	Station 67 (Rancho Mission Viejo)
		<i>Total - Fund 123</i>

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

CAPITAL IMPROVEMENT PROGRAM

Item No.	2013/14	2014/15	2015/16	2016/17	2017/18	5-Year TOTAL
----------	---------	---------	---------	---------	---------	--------------

1	\$281,787	\$289,536	\$297,498	\$305,679	\$314,085	\$1,488,585
2	497,824	511,514	525,581	540,034	554,885	2,629,838
3	198,003	203,448	209,043	214,792	220,699	1,045,985
4	270,000	270,000	270,000	270,000	270,000	1,350,000
	\$1,247,614	\$1,274,498	\$1,302,122	\$1,330,505	\$1,359,669	\$6,514,408

1	\$5,250,000					\$5,250,000
2		Developer Build				-
3				Developer Build		-
	\$5,250,000	-	-	-	-	\$5,250,000

2013/14 OCFA ADOPTED BUDGET

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

Item No.	Project Priority	Project
----------	------------------	---------

COMMUNICATIONS & INFO. SYSTEMS REPLACEMENT - FUND 124

1	A	800 MHz Radios
2	A	900 MHz Pagers, Fax Machines, 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	Wireless Network to Apparatus from Stations
11	A	CAD System Planning/Design & Replacement
12	A	Incident Reporting Application Replacement
13	A	Planning & Development Automation-IFP Replacement - FP Fee-funded
14	A	Microsoft Software Enterprise Agreement
15	A	MDC and Mobile Data Network Infrastructure Upgrade
16	B	Digital Ortho Photography
17	B	PC, Laptop, Printer Replacements
18	B	Intranet/Internet/Organizational Calendaring Development
19	B	GIS Equipment Replacement
20	B	Audio Video Digital Media Archive
21	B	911 Telephone System Replacement (cost recovered by 911 funds)
22	B	800 MHz Countywide Coordinated Communications System Replacement
23	B	Base Station Radio Replacement
		Total - Fund 124

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
		Total - Fund 133

		GRAND TOTAL - ALL CIP FUNDS
--	--	------------------------------------

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

CAPITAL IMPROVEMENT PROGRAM

Item No.	2013/14	2014/15	2015/16	2016/17	2017/18	5-Year TOTAL
----------	---------	---------	---------	---------	---------	--------------

1	\$62,500	\$100,775	\$76,450	\$48,650	\$34,750	\$323,125
2	52,000	52,000	52,000	52,000	52,000	260,000
3	217,165	196,589	158,769	143,814	114,612	830,949
4	90,000	90,000	90,000	90,000	90,000	450,000
5	156,000	126,000	75,000	75,000	460,000	892,000
6	26,400	50,600	39,600	26,400	22,000	165,000
7	200,000	75,000	60,000	60,000	75,000	470,000
8	60,000	20,000	20,000	20,000	60,000	180,000
9	50,000	226,000	250,000	50,000	200,000	776,000
10	327,000					327,000
11	365,000	365,000				730,000
12	2,615,801	150,000	150,000			2,915,801
13	2,915,351	150,000	150,000			3,215,351
14	230,000	230,000	260,000	260,000	260,000	1,240,000
15	2,000,000					2,000,000
16	70,000			70,000		140,000
17	200,000	200,000	200,000	315,000	315,000	1,230,000
18	50,000	50,000	50,000	50,000	50,000	250,000
19	25,000			25,000		50,000
20	50,000					50,000
21	920,000					920,000
22				3,850,072	3,850,072	7,700,144
23			60,000			60,000
	\$10,682,217	\$2,081,964	\$1,691,819	\$5,135,936	\$5,583,434	\$25,175,370

1	\$2,531,723	\$2,531,723	\$2,531,723	\$2,531,723	\$2,531,723	\$12,658,615
2	3,812,619	2,770,259	4,243,792	3,311,627	3,065,924	17,204,221
3	643,106					643,106
4	358,986	579,783	152,372	66,084	66,554	1,223,779
5	86,958	83,896	57,151			228,005
6				3,835,000		3,835,000
7	344,000	155,000	124,000	107,000	250,000	980,000
	\$7,777,392	\$6,120,661	\$7,109,038	\$9,851,434	\$5,914,201	\$36,772,726

	\$24,957,223	\$9,477,123	\$10,102,979	\$16,317,875	\$12,857,304	\$73,712,504
--	---------------------	--------------------	---------------------	---------------------	---------------------	---------------------

2013/14 OCFA ADOPTED BUDGET

**ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
PROJECTS DEFERRED**

Project	2013/14	2014/15	2015/16	2016/17	2017/18	5-Year TOTAL
---------	---------	---------	---------	---------	---------	--------------

FACILITIES REPLACEMENT - FUND 123

FS18 (Trabuco Canyon) - Replc FS					\$5,250,000	\$5,250,000
FS9 (Mission Viejo) - Replc FS					5,250,000	5,250,000
FS25 (Midway City) - Replc FS					5,250,000	5,250,000
Total - Fund 123	-	-	-	-	\$15,750,000	\$15,750,000

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
Total - Fund 124	-	\$1,402,500	\$125,000	-	-	\$1,527,500

VEHICLE REPLACEMENT - FUND 133

Emergency Vehicles		\$1,637,674	\$42,460	\$751,454		\$2,431,588
Developer Funded Vehicles		1,322,673				1,322,673
Support Vehicles		686,525		86,218		772,743
Total - Fund 133	-	\$3,646,872	\$42,460	\$837,672	-	\$4,527,004
GRAND TOTAL	-	\$5,049,372	\$167,460	\$837,672	\$15,750,000	\$21,804,504

Fund 122
Facilities Maintenance
and Improvement



Fund 122: Facilities Maintenance & Improvement

DESCRIPTION

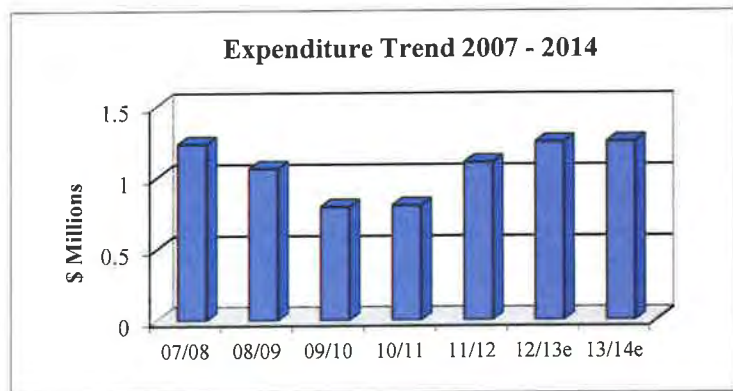
This fund is a capital projects fund used to account for financial activity associated with significant facilities maintenance and improvement expenditures. Fund 122 was established in 1998 to address the numerous maintenance projects delayed due to the County bankruptcy and economic downturn of the 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 2013/14 budget is \$1,247,614.

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.

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.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY
FUND 122 - FACILITIES MAINTENANCE AND IMPROVEMENT
REVENUE AND EXPENDITURE SUMMARY
2013/14

	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
FUNDING SOURCES				
Charges for Current Services	\$237,328	\$278,656	\$216,178	-22.42%
Use of Money and Property	11,323	9,257	10,238	10.60%
Other	3,332	-	-	n/a
Total Revenues & Other Financing Sources	251,983	287,913	226,416	-21.36%
Operating Transfer In	-	-	1,078,745	n/a
Total Beginning Fund Balance	4,097,897	3,250,953	2,292,417	-29.48%
TOTAL AVAILABLE RESOURCES	\$4,349,880	\$3,538,866	\$3,597,578	1.66%
EXPENDITURES				
Services & Supplies	\$1,185,984	\$1,221,449	\$1,247,614	2.14%
Capital Outlay	-	25,000	-	-100.00%
Total Expenditures & Other Uses	1,185,984	1,246,449	1,247,614	0.09%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	3,163,896	2,292,417	2,349,964	2.51%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$4,349,880	\$3,538,866	\$3,597,578	1.66%

CAPITAL IMPROVEMENT PROGRAM

List of Fire Stations

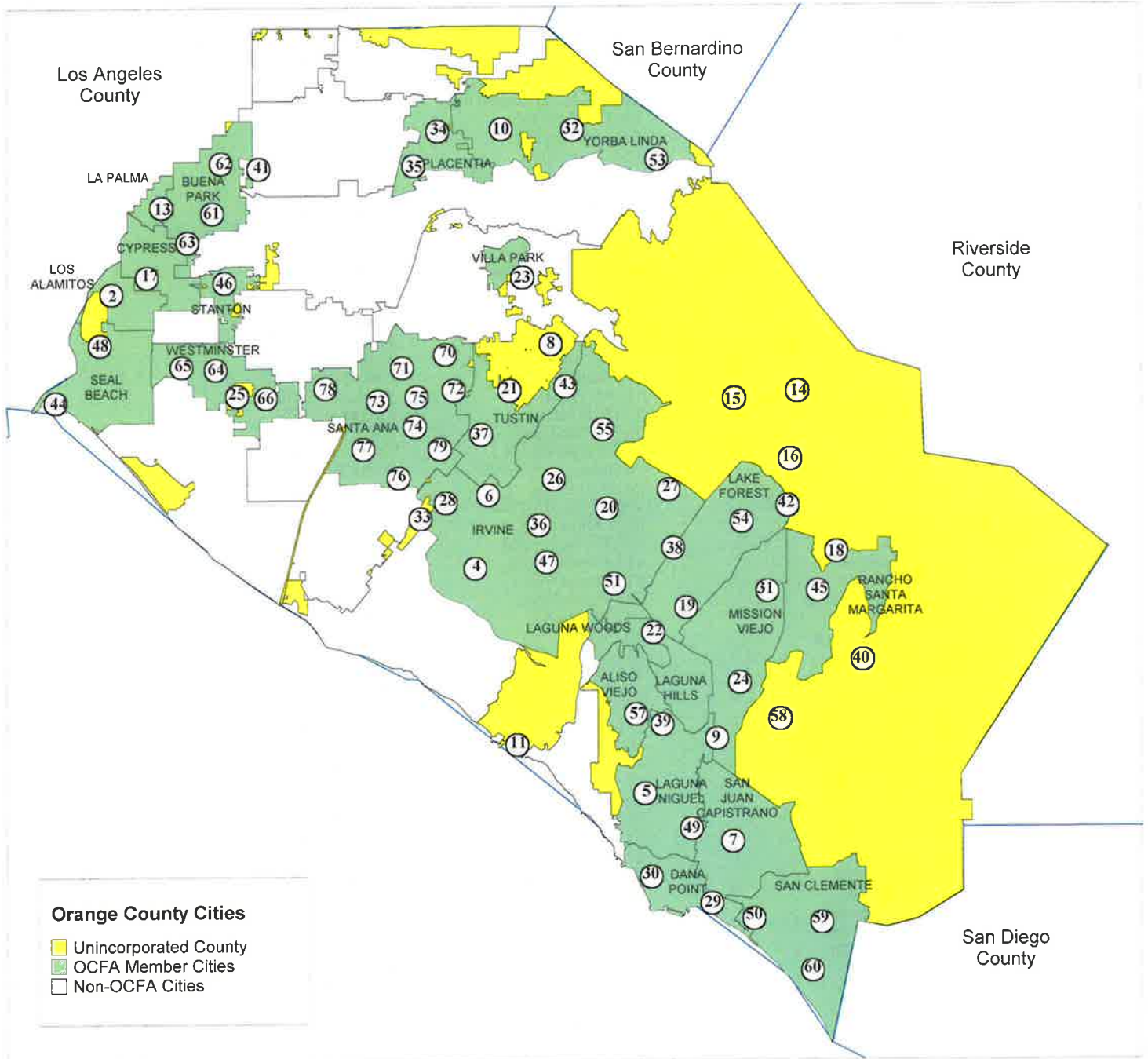
Station #	Station Name	Address	Location
#2	Los Alamitos	3642 Green Ave.	Los Alamitos, 90720
#4	University	2 California Ave.	Irvine, 92612
#5	Laguna Niguel	23600 Pacific Island Dr.	Laguna Niguel, 92677
#6	Irvine	3180 Barranca Pkwy.	Irvine, 92606
#7	San Juan Capistrano	31865 Del Obispo	San Juan Capistrano, 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
#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

ORANGE COUNTY FIRE AUTHORITY STATION LOCATIONS



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 amount includes an increase based on an average regional Consumer Price Index (CPI) projection of 2.75%.

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	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i> Maintenance – Buildings & Improvements	\$281,787	\$289,536	\$297,498	\$305,679	\$314,085	\$1,488,585
Total	\$281,787	\$289,536	\$297,498	\$305,679	\$314,085	\$1,488,585

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

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

Major system replacements/renovations include:

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

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$497,824	\$511,514	\$525,581	\$540,034	\$554,885	\$2,629,838
Total	\$497,824	\$511,514	\$525,581	\$540,034	\$554,885	\$2,629,838

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. Projects normally include:

- Structure replacement
- Surface replacement/addition
- Structure addition
- Machinery replacement
- Furniture replacement
- Space renovation/remodel
- Unique projects

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

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Maintenance – Buildings & Improvements	\$198,003	\$203,448	\$209,043	\$214,792	\$220,699	\$1,045,985
Total	\$198,003	\$203,448	\$209,043	\$214,792	\$220,699	\$1,045,985

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

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	2013/14	2014/15	2015/16	2016/17	2017/18	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

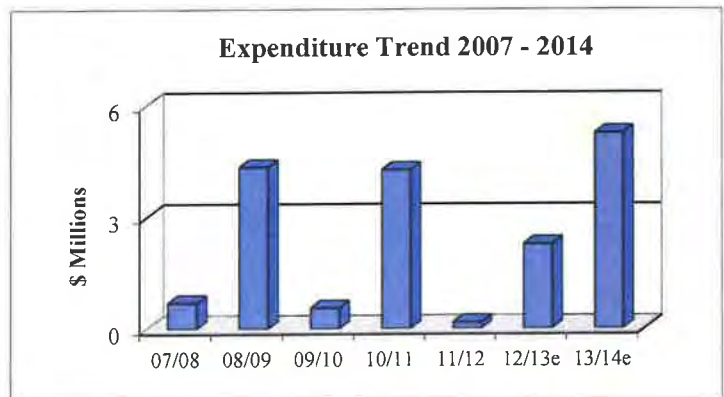
This fund is a capital projects fund for significant, non-routine, capital expenditure requirements such as replacing sub-standard fire stations and constructing new fire stations. New station construction is based on Secured Fire Protection Agreements, triggered by the pulling of building permits for 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 2013/14 budget is \$5,250,000.

HIGHLIGHTS

The 2013/14 budget includes funding for the design and construction of new Station 56 (Ortega Valley), a developer-funded station. Due to lack of funding the following replacement projects have been deferred and are outside the current 5-year CIP plan: Station 18 design and construction (Trabuco Canyon - replacement); Station 9 design and construction (Mission Viejo - replacement); Station 25 design (Midway City - replacement).



SIGNIFICANT CHANGES

- The increase in 2008/09 primarily reflects construction costs associated with replacement Station 17 (Cypress).
- The increase in 2010/11 reflects the purchase of phase I of the replacement helicopter hangar at Station 41 (Fullerton Airport).
- The 2012/13 budget reflects the funding for the purchase of phase II of the replacement helicopter hangar at Station 41 (Fullerton Airport).

IMPACT ON OPERATING BUDGET

Staffing and operating costs for new Station 56 (Ortega Valley) will begin in January 2015 and have been included in our Five-Year Financial Forecast at \$2.3 million per fiscal year.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FACILITIES REPLACEMENT
REVENUE AND EXPENDITURE SUMMARY
2013/14

	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
FUNDING SOURCES				
Intergovernmental	\$37,929	-	-	n/a
Use of Money and Property	50,545	38,641	50,111	29.68%
Other	101,953	128,146	4,056,050	3065.18%
Total Revenues & Other Financing Sources	190,427	166,787	4,106,161	2361.92%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	16,084,235	16,125,692	14,021,716	-13.05%
TOTAL AVAILABLE RESOURCES	\$16,274,662	\$16,292,479	\$18,127,877	11.27%
EXPENDITURES				
Services & Supplies	-	\$63,863	-	-100.00%
Capital Outlay	1,169,909	2,206,900	5,250,000	137.89%
Total Expenditures & Other Uses	1,169,909	2,270,763	5,250,000	131.20%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	15,104,753	14,021,716	12,877,877	-8.16%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$16,274,662	\$16,292,479	\$18,127,877	11.27%

CAPITAL IMPROVEMENT PROGRAM

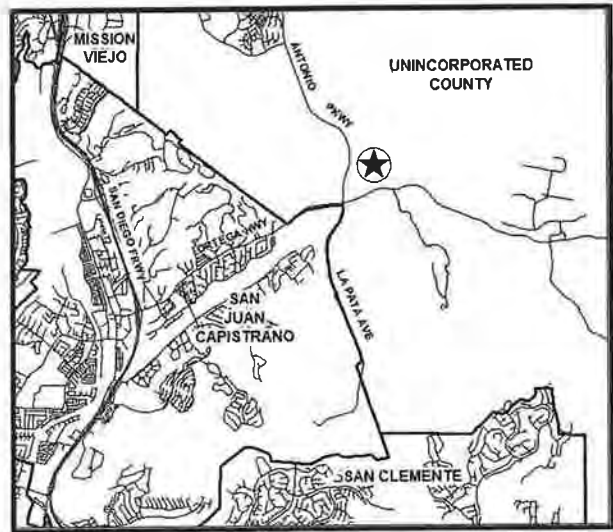
Fire Station 56, Ortega Valley (Developer-Funded)

Project Priority: A

Project Type: New Fire Station Construction

Project Management: Property Management

Project Description: This project provides for the design and construction of new Fire Station 56 located in the Ortega Valley. The approximately 10,000 square foot station will have three apparatus bays and house up to two companies. This is the first time OCFA will employ the design-build public works project delivery method. The project combines previously separate design and construction functions and includes other associated costs including CEQA, geotechnical investigation and administrative fees.



Project Status: Planning and design are scheduled to begin in 2013/14.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Planning, Design & Construction	\$5,250,000					\$5,250,000
Total	\$5,250,000	-	-	-	-	\$5,250,000

Impact on Operating Budget: This project is new construction and will impact the operating budget for staffing, equipment, normal operations and maintenance costs at an estimated \$2.3 million per fiscal year beginning in January 2015.



Orange County Fire Authority Safety Message

CARBON MONOXIDE ALARM REQUIREMENT

CALIFORNIA SENATE BILL 183:

- ✓ Carbon Monoxide (CO) Alarms are now required by law in California.

DID YOU KNOW:

- ✓ Carbon monoxide is a tasteless, odorless, and invisible gas.
- ✓ Low levels of CO poisoning can cause shortness of breath, mild headaches, nausea, and fainting
- ✓ Carbon monoxide poisoning is the leading cause of accidental poisoning deaths in the United States according to the American Medical Association.

LIST OF APPROVED CO ALARMS:

- ✓ For a list of CO alarms currently approved by the Office of the State Fire Marshal, visit the California Department of Forestry and Fire Protection website at:

http://osfm.fire.ca.gov/licensinglistings/licenselisting_bml_searchcotest.php.

DOUBLE PROTECTION:

- ✓ Install Smoke alarms and Carbon Monoxide alarms

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 2013/14 budget is \$10,682,217.

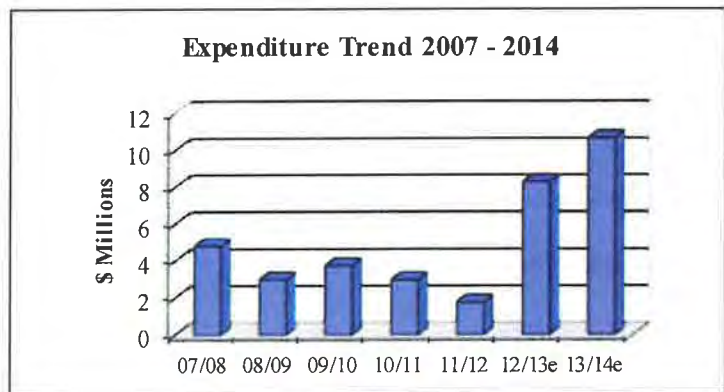
HIGHLIGHTS

Communications Systems Replacement

Significant funding is included in the amount of \$2.0 million for the replacement of Mobile Data Computers (MDC) and the Mobile Data Network Infrastructure upgrade project.

Information Systems Replacement

The 2013/14 budget includes \$5.9 million for the remainder of the funding for the Public Safety Systems project which includes the CAD system, the Incident Reporting Application Management (OCFIRS) system and the Integrated Fire Prevention application.



SIGNIFICANT CHANGES

The 2012/13 budget includes funding of \$4.7 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.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS REPLACEMENT
REVENUE AND EXPENDITURE SUMMARY
2013/14

	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
FUNDING SOURCES				
Intergovernmental	-	-	\$920,000	n/a
Use of Money and Property	66,632	65,103	50,445	-22.52%
Other	216,949	148,011	-	-100.00%
Total Revenues & Other Financing Sources	283,581	213,114	970,445	355.36%
Operating Transfer In	-	343,435	2,234,129	550.52%
Total Beginning Fund Balance	23,507,096	22,033,190	14,296,426	-35.11%
TOTAL AVAILABLE RESOURCES	\$23,790,677	\$22,589,739	\$17,501,000	-22.53%
EXPENDITURES				
Services & Supplies	\$3,143,542	\$3,529,819	\$1,539,065	-56.40%
Capital Outlay	1,293,397	4,763,494	9,143,152	91.94%
Total Expenditures & Other Uses	4,436,939	8,293,313	10,682,217	28.81%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	19,353,738	14,296,426	6,818,783	-52.30%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$23,790,677	\$22,589,739	\$17,501,000	-22.53%

CAPITAL IMPROVEMENT PROGRAM

800 MHz Radios

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: 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. Budgeted amounts may need to be adjusted in later years as the economy improves and replacement of apparatus increases.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$62,500	\$100,775	\$76,450	\$48,650	\$34,750	\$323,125
Total	\$62,500	\$100,775	\$76,450	\$48,650	\$34,750	\$323,125

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

900 MHz Pagers, Fax Machines, Audiovisual & Small Equipment Replacement

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: The OCFA utilizes about 1,335 pagers, 80 FAX machines, 200 personal communication devices, vehicle intercom components, and several other related small equipment items. Replacement is required approximately every 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 pagers, FAX machines, and other small equipment at a cost of about \$200 each.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$217,165	\$196,589	\$158,769	\$143,814	\$114,612	\$830,949
Total	\$217,165	\$196,589	\$158,769	\$143,814	\$114,612	\$830,949

Impact on Operating Budget: Repair costs are already included in the operating budget.

Fire Station Telephone/Alarm/Sound System Upgrades

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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 obtainable. 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.

The scope and approach to this ongoing project may change following finalization of the Public Safety System design, depending on needs and functionality of the new system.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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 which will reach end of life in 2014 and 2015, and 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 ones age and repair and trade out of devices is required. It also allows for the first year of a three-year phased replacement of existing MDCs as they reach end of life starting in 2017/18.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$156,000	\$126,000	\$75,000	\$75,000	\$460,000	\$892,000
Total	\$156,000	\$126,000	\$75,000	\$75,000	\$460,000	\$892,000

Impact on Operating Budget: Replacement of the MDCs may help control maintenance costs included in the operating 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 (CDF) 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	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$26,400	\$50,600	\$39,600	\$26,400	\$22,000	\$165,000
Total	\$26,400	\$50,600	\$39,600	\$26,400	\$22,000	\$165,000

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 computer servers, which run the business systems. 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	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$200,000	\$75,000	\$60,000	\$60,000	\$75,000	\$470,000
Total	\$200,000	\$75,000	\$60,000	\$60,000	\$75,000	\$470,000

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

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	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$60,000	\$20,000	\$20,000	\$20,000	\$60,000	\$180,000
Total	\$60,000	\$20,000	\$20,000	\$20,000	\$60,000	\$180,000

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

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 sets to support management and audits 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	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$50,000	\$226,000	\$250,000	\$50,000	\$200,000	\$776,000
Total	\$50,000	\$226,000	\$250,000	\$50,000	\$200,000	\$776,000

Impact on Operating Budget: Up to \$20,000 in 2014/15 growing to \$40,000 for hardware/software maintenance costs in 2017/18

Wireless Network to Apparatus from Stations

Project Priority: A

Project Type: New Technology

Project Management: IT – IT/Communication Infrastructure

Project Description: The wireless network project would create “hot spot” networks at each fire station and the Regional Fire and Operations Training Center (RFOTC). This technology would allow the update of portable and mobile devices such as Mobile Data Computers (MDCs) and tablet PCs electronically and automatically whenever the devices are in range of a “hot spot.” This environment allows the OCFA to take advantage of state of the art technology in Geographic Information System (GIS) mapping, patient care data collection, incident reporting, and fire prevention inspection activities. As new applications are implemented and interfaces to the network are built, data can be managed automatically via the network saving significant costs through replacement of manual processes such as printing of paper data-gathering forms for inspections, data entry of incident reports, and updating of district and special area maps. The system infrastructure will also be used for automated fuel tracking at the fire station fuel pumps. The technology can also be used for data sharing at major incidents linking command vehicles and apparatus at the scene improving the OCFA’s command and control functionality.

Project Status: This reflects the final year of a three-year project tied to MDC and CAD replacement, and the automated fuel station implementation for the fleet replacement project.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$327,000					\$327,000
Total	\$327,000	-	-	-	-	\$327,000

Impact on Operating Budget: Fiscal impact cannot be determined at this time.

CAPITAL IMPROVEMENT PROGRAM

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 system as part of the overall Public Safety Systems Replacement project was expected to occur in the first quarter of 2012/13. Timeline for installation is anticipated to take 18 – 24 months. ‘Surge’ expense is expected to be approximately 20% of system purchase price spread across the implementation period.

The current system has been in place since 1987 and is limited in its ability to meet the OCFA’s requirements in the future. Replacement of the system will allow 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. These three projects are referred to as the Public Safety System.

Project Status: RFP completed and released in January 2011. Contract awarded to TriTech Software Systems in September 2012. Implementation began in November 2012. Go-live milestone projected for 18-months after start of implementation (June 2014). Total project completion will occur when new CAD is integrated with new RMS systems (Incident Reporting, IFP Replacement). The five-year project was initiated in 2008/09.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$365,000	\$365,000				\$730,000
Total	\$365,000	\$365,000	-	-	-	\$730,000

Impact on Operating Budget: Application Maintenance/License Costs expected at 20% – 25% of system purchase price and will have an impact on the operating budget in 2014/15 after complete implementation of the project.

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 Planning & Development Automation (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 either 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 completed and released in January 2011. RFP review, onsite demos, and vendor finalist selection are completed and negotiations were started with FDM Software in December 2012. The contract award is anticipated in the first quarter of 2013/14. The five-year project was initiated in 2008/09.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$2,615,801	\$150,000	\$150,000			\$2,915,801
Total	\$2,615,801	\$150,000	\$150,000	-	-	\$2,915,801

Impact on Operating Budget: Application Maintenance/License Costs expected at 20% - 25% of system purchase price and will have an impact on the operating budget in 2015/16 after complete implementation of the project.

CAPITAL IMPROVEMENT PROGRAM

Planning & Development 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 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.

Fire Prevention fees include funding for this project.

Project Status: RFP completed and released in January 2011. RFP review, onsite demos, and vendor finalist selection are completed and negotiations were started with FDM Software in December 2012. The contract award is anticipated in the first quarter of 2013/14. The five-year project was initiated in 2008/09.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Professional Services	\$2,915,351	\$150,000	\$150,000			\$3,215,351
Total	\$2,915,351	\$150,000	\$150,000	-	-	\$3,215,351

Impact on Operating Budget: Application Maintenance/License Costs expected at 20% – 25% of system purchase price and will have an impact on the operating budget in 2015/16 after complete implementation of the project.

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 and for maintenance and support through a Microsoft Enterprise Agreement.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Office Equipment	\$230,000	\$230,000	\$260,000	\$260,000	\$260,000	\$1,240,000
Total	\$230,000	\$230,000	\$260,000	\$260,000	\$260,000	\$1,240,000

Impact on Operating Budget: None

CAPITAL IMPROVEMENT PROGRAM

MDC and Mobile Data Network Infrastructure Upgrade

Project Priority: A

Project Type: Equipment Replacement

Project Management: IT – IT/Communications Infrastructure

Project Description: The OCFA and the MetroNet jointly own, and the OCFA administers the Countywide Fire Mobile Data Computer Network Infrastructure. This infrastructure consists of redundant network controllers located at the OCFA, mobile data radio repeaters located on mountaintops, and radio communication facilities throughout the County. At year-end of 2012, the current infrastructure reached its end of life and will no longer be supported by Motorola. This project will determine and implement the best Mobile Data Computer Network Infrastructure technology to replace the existing environment.

Combined with this project is the closely related and approved project to replace the Mobile Data Network Management system. The ability to manage the mobile data computer network infrastructure which will likely be comprised of multiple low and high-bandwidth wireless networks, both public and private, for MDC's, Data tablets, Smart Phones, and other mobile computing technologies as units move in and out of range is critical to first responders and will be addressed by this project. It will also give staff the ability to remotely manage and update mobile computing devices which improves efficiency and better utilizes limited technical resources.

It is anticipated that OCFA and MetroNet will separately transition to Commercial Broadband 4G Wireless Network technologies to replace the jointly owned MDC and Mobile Data Network Infrastructure ending the current cost-sharing arrangement in 2014/15. This is because Motorola's next generation Mobile Data Computer Network technology does not meet the future bandwidth and data-transmission requirements for OCFA nor MetroNet, and is cost prohibitive.

Project Status: Staff implemented a pilot project with Verizon in 2012.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$2,000,000					\$2,000,000
Total	\$2,000,000	-	-	-	-	\$2,000,000

Impact on Operating Budget: Annual broadband expense increase is estimated at \$140,000 starting in 2014. Annual support increases undetermined as yet, but costs will be offset by elimination of MDC infrastructure costs to OCFA of \$41K annually starting in 2014/15.

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: Purchase in 2013/14, and every third year afterwards

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$70,000			\$70,000		\$140,000
Total	\$70,000	-	-	\$70,000	-	\$140,000

Impact on Operating Budget: No Impact.

CAPITAL IMPROVEMENT PROGRAM

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 inventory by Gartner Inc. during the Information Technology Strategic Plan study indicated that desktop computers were not being replaced as frequently as they should, thereby resulting in increased repair and maintenance costs, varied and incompatible operating systems and software versions, and an inconsistent replacement policy. Gartner recommended that PCs be replaced on a four-year rotation plan. Due to current fiscal constraints, computers that do not support emergency response have been moved back to a five to six-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 2012/13, portable computer tablets are being added to the fleet for regional on-scene patient care record entry. Most of the initial devices are grant-funded; however, starting in 2016/17, funding has been added for ongoing replacement at a rate of 25-30% of the tablets each year. Semi-rugged tablets cost about \$2,500 per unit.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$200,000	\$200,000	\$200,000	\$315,000	\$315,000	\$1,230,000
Total	\$200,000	\$200,000	\$200,000	\$315,000	\$315,000	\$1,230,000

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

Intranet/Internet/Organizational Calendaring Development

Project Priority: B

Project Type: New Application/Replacement

Project Management: IT – Systems Development & Support

Project Description: This is a multi-year, ongoing project to upgrade both the Internet and Intranet applications. The Intranet upgrade will incorporate additional functionality including document management and collaboration capabilities. The Internet upgrade will include integration and data exchange with in-house applications to provide public access to real-time information. This project also includes the enhancement of the recently implemented SharePoint Intranet. SharePoint provides the infrastructure for the new 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.

GIS Intranet/Internet integration is a multi-year project to integrate centralized Geographic Information System (GIS) data and standardized mapping functions with both the Internet and Intranet applications. The Intranet upgrade will include mapping functionality that will provide immediate mapping and analysis capabilities to the OCFA staff. The Internet upgrade will include integration with in-house GIS applications to provide public access to real-time information.

Project Status: Multi-year project, plus ongoing enhancements

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

CAPITAL IMPROVEMENT PROGRAM

GIS Equipment Replacement

Project Priority: B

Project Type: Equipment Replacement

Project Management: IT – GIS

Project Description: 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. This line item is for the replacement of these items on an ongoing basis.

Project Status: Ongoing

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$25,000			\$25,000		\$50,000
Total	\$25,000	-	-	\$25,000	-	\$50,000

Impact on Operating Budget: No impact.

Audio Video Digital Media Archive

Project Priority: B

Project Type: Equipment

Project Management: IT – IT/Communication Infrastructure

Project Description: This project will install a high-capacity digital video archive for the OCFA Audio/Visual (A/V) section in the OCFA Datacenter. The A/V staff currently store over 16TB of video locally on their departmental computers without backup, and their data needs are growing quickly. With this project, the A/V staff will double their total storage capacity with a high-speed, redundant, onsite data-archive to approximately 36TB total capacity. The useful life of the high-capacity network storage devices is approximately five to seven years.

Project Status: Replacement to occur every five to seven years

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$50,000					\$50,000
Total	\$50,000	-	-	-	-	\$50,000

Impact on Operating Budget: Annual increase of \$2,000 for hardware/software maintenance to be added to operating budget starting 2016/17.

CAPITAL IMPROVEMENT PROGRAM

911 Telephone System Replacement (cost recovered by 911 funds)

Project Priority: A

Project Type: Equipment Replacement

Project Management: ECC & IT – IT/Communications Infrastructure

Project Description: The OCFA's ECC 911/telephone system was placed in service in 2004. The system designs available at the time were limited and designed to support a call center or Automatic Call Distribution (ACD) model as opposed to a dispatch model. A new system will support the dispatch model. Because it utilizes Voice over IP (VOIP), it can support decentralized dispatching in a large scale emergency, next generation 911 requirements, and other features that will create efficiencies in the operation of the ECC.

The OCFA receives an annual funding allocation of \$92,000 for equipment supporting the 911 telephone system through the State of California Emergency Telephone Number Program that accrues year-to-year. In FY 2012/13, the total accrued amount was \$828,000. As a result, the OCFA will be reimbursed for the cost of this project.

Project Status: The 911/Telephone System Replacement is a one-time purchase originally scheduled to be completed in 2010/11, but due to delays with the vendor this project has now been moved to 2013/14.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$920,000	-	-	-	-	\$920,000
Total	\$920,000	-	-	-	-	\$920,000

Impact on Operating Budget: Annual maintenance costs for the existing system are in the current operating budget. It is unknown at this time if supplemental funding will be required for the new system.

800 MHz CCCS – Countywide Coordinated Communications System Replacement

Project Priority: B

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 4 – 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. Costs will be shared proportionately among all participating agencies in the CCCS and the replacement project is scheduled to begin in 2016/17.

The Orange County Fire Authority cost share for Phases – 2, 3, 4 is calculated at \$19,250,362 and is based on quantity of dispatch consoles, radios, and backbone cost share.

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

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Special Department Expense				\$3,850,072	\$3,850,072	\$7,700,144
Total	-	-	-	\$3,850,072	\$3,850,072	\$7,700,144

Impact on Operating Budget: Annual subscriber costs for new CCCS 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

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. Thirty-eight base station radios were purchased in 2001. The current cost for these radios is \$5,000 each. The twelve purchased in 2004 will need to be replaced starting 2015/16.

Project Status: Replacement to occur every nine to twelve years

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Equipment			\$60,000			\$60,000
Total	-	-	\$60,000	-	-	\$60,000

Impact on Operating Budget: None



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.

Fund 133

Vehicle Replacement



Fund 133: Vehicle Replacement

DESCRIPTION

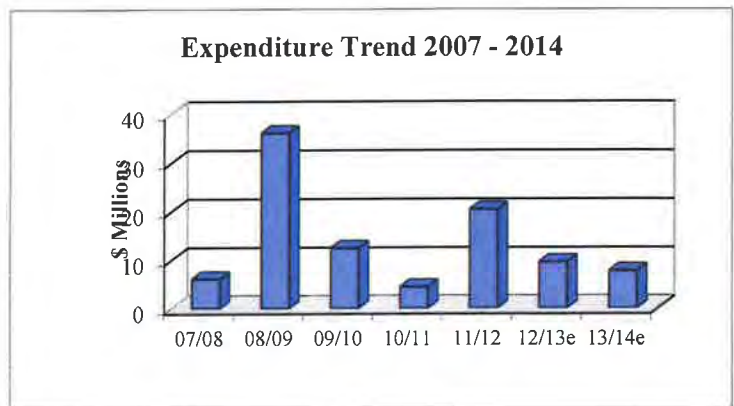
This fund is a capital projects fund used for the planned replacement of fire apparatus, vehicles and helicopters. Funding sources typically include interest earnings, operating transfers from the General Fund, cash contract city contributions, developer contributions, lease-purchase financing and use of fund balance.

BUDGET

The total 2013/14 budget is \$7,777,392.

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 \$4.5 million in vehicle replacements have been deferred and are outside the current 5-year CIP plan.



SIGNIFICANT CHANGES

The 2008/09 budget includes \$22.0 million for the lease-purchase of two new helicopters. 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 2013/14 are considered routine, capital expenditures with the exception of the developer-funded Type I engine in 2013/14 for Station 56 (Ortega Valley), which is an addition to the fleet. The 5-year forecast includes operating costs for new Station 56, which includes vehicle maintenance, starting in 2014/15.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY FUND 133 - VEHICLE REPLACEMENT REVENUE AND EXPENDITURE SUMMARY 2013/14

	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
FUNDING SOURCES				
Intergovernmental	-	\$960,000	-	-100.00%
Charges for Current Services	987,525	1,332,748	1,355,244	1.69%
Use of Money and Property	106,374	91,529	119,439	30.49%
Other	104,507	90,839	643,106	607.96%
Total Revenues & Other Financing Sources	1,198,406	2,475,116	2,117,789	-14.44%
Operating Transfer In	-	37,787	1,184,973	3035.93%
Total Beginning Fund Balance	34,399,401	31,995,189	24,942,643	-22.04%
TOTAL AVAILABLE RESOURCES	\$35,597,807	\$34,508,092	\$28,245,405	-18.15%
EXPENDITURES				
Services & Supplies	-	\$86,958	\$86,958	0.00%
Capital Outlay	2,438,985	6,946,768	5,158,711	64.89%
Debt Service	2,546,637	2,531,723	2,531,723	-0.59%
Total Expenditures & Other Uses	4,985,622	9,565,449	7,777,392	46.97%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	30,612,185	24,942,643	20,468,013	-22.73%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$35,597,807	\$34,508,092	\$28,245,405	-3.41%

CAPITAL IMPROVEMENT PROGRAM

Ambulances

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 two ambulances with one new ambulance in 2013/14 and one new ambulance in 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 2013/14 and 2017/18

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$135,912				\$152,970	\$288,882
Total	\$135,912	-	-	-	\$152,970	\$288,882

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

Battalion Chief (BC) Command Vehicles

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: Each of the nine battalions is assigned a command vehicle. This vehicle is equipped with cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of nine command vehicles with six new BC command vehicles in 2013/14 and three new BC command vehicles in 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 2013/14 and 2016/17

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$510,000			\$278,646		\$788,646
Total	\$510,000	-	-	\$278,646	-	\$788,646

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

CAPITAL IMPROVEMENT PROGRAM

Pickup Utility – ¾ Ton Vehicles

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



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 2017/18

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)					\$137,040	\$137,040
Total	-	-	-	-	\$137,040	\$137,040

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

Dozer Transport Tractor

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The dozer transport tractor is designed for hauling heavy equipment, specifically bull dozers. This project is for the replacement of one dozer transport tractor with one new dozer transport tractor.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in 2017/18; deferred from 2011/12 due to low mileage

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)					\$201,188	\$201,188
Total	-	-	-	-	\$201,188	\$201,188

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

CAPITAL IMPROVEMENT PROGRAM

Leased Vehicles Agreements

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 2014/15; deferred from 2013/14. New lease would be projected to start again in 2017/18.

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)		\$66,642	\$66,642	\$66,642	\$72,642	\$272,568
Total	-	\$66,642	\$66,642	\$66,642	\$72,642	\$272,568

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.

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 that need 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 2014/15 and four in 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 2014/15 and 2015/16

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

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 eleven full-size 4-door vehicles with eleven new full-size 4-door vehicles as follows: five vehicles in 2013/14, five vehicles scheduled in 2014/15 and one in 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 2013/14, 2014/15 and 2017/18

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$253,240	\$260,835			\$57,004	\$571,079
Total	\$253,240	\$260,835	-	-	\$57,004	\$571,079

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

Paramedic Vans

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The paramedic van is an ambulance-type vehicle staffed with two certified paramedics. This unit carries a full complement of paramedic equipment. This project is for the replacement of fifteen paramedic vans with five new paramedic vans in 2014/15, 2015/16 and 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 vans 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: Purchases to occur in 2014/15, 2015/16 and 2016/17

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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

Type 1 Engines

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 eighteen Type 1 engines as follows: three in 2013/14, three in 2014/15, four in 2015/16, four in 2016/17 and four in 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 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	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
Project Cost						
Vehicles (Emergency)	\$1,629,318	\$1,678,197	\$2,304,724	\$2,373,864	2,445,080	\$10,431,183
Total	\$1,629,318	\$1,678,197	\$2,304,724	\$2,373,864	2,445,080	\$10,431,183

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

Trucks – 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 with one new 75’ quint.



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 to occur in 2015/16

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)			\$1,127,366			\$1,127,366
Total	-	-	\$1,127,366	-	-	\$1,127,366

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

CAPITAL IMPROVEMENT PROGRAM

Tractor-Drawn Aerial (TDA) Quint-100'

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The TDA apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, overhaul operations and carry all the applicable tools needed for these tasks. This apparatus also has a 100' aerial ladder, 300-gallon water tank, and a fire pump similar to a fire engine. This project is for the replacement of one TDA in 2013/14.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in 2013/14

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$1,284,149					\$1,284,149
Total	\$1,284,149	-	-	-	-	\$1,284,149

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

Type 1 Engine – Developer Funded

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 apparatus is the same as our replacement Type I engines; however, this apparatus is funded by a local developer and includes hose and other equipment. This funding is for a new vehicle which requires a full complement while a replacement engine does not. This project is for the purchase of one new Type 1 engine for station 56 (Ortega Valley).



Project Status: Purchase to occur in 2013/14

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$643,106					\$643,106
Total	\$643,106	-	-	-	-	\$643,106

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. Funds are included in the Five-Year Financial Forecast starting in 2014/15 for this engine.

CAPITAL IMPROVEMENT PROGRAM

Full-Size Cargo Vans

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are used in a number of OCFA's sections such as Information Systems. Depending on the vehicle's application, it can be used for transportation and storage of components specific to each section's needs (i.e., computer components, miscellaneous tools to facilitate repairs or haul specific equipment). This project is for the replacement of four full-size cargo vans with four new full-size cargo vans.



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 2014/15

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

Mid-Size Cargo Van

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These vehicles are primarily used by Planning and Development to transport plans and materials. This project is for the replacement of one mid-size cargo vans with one new mid-size cargo van.



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

Project Status: Purchases to occur in 2013/14

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$30,900					\$30,900
Total	\$30,900	-	-	-	-	\$30,900

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces 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 with one new minivan-passenger vehicle.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 2015/16

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

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 with one new service truck - light vehicle.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 2015/16

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
Project Cost						
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.

CAPITAL IMPROVEMENT PROGRAM

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 with one new service truck – heavy vehicle.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for 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 2017/18

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

Step Vans

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 four step vans with four new step vans: two in 2013/14 and two in 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 2013/14 and 2014/15

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$110,688	\$114,008				\$224,696
Total	\$110,688	\$114,008	-	-	-	\$224,696

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and 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 with two new mid-size 4-door vehicles.



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 2014/15; rebudgeted from 2012/13

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

Mid-Size Pickup-1/2 Ton Vehicles

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

Project Description: These vehicles are primarily used by the Fire Prevention Department to conduct off-site inspections. This project is for the replacement of thirteen mid-size pickup-1/2 ton vehicles with three new mid-size pickup-1/2 ton vehicles in 2013/14, six in 2014/15, two in 2015/16, and two in 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 from 2013/14 to 2016/17

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
Project Cost						
Vehicles (Support)	\$90,717	\$186,876	\$64,160	\$66,084		\$407,837
Total	\$90,717	\$186,876	\$64,160	\$66,084	-	\$407,837

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 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 with one new pickup general – 1/2 ton vehicle.

Vehicle replacement evaluation is based on the following criteria:

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



The age and mileage targets for 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 2014/15; deferred from 2011/12

Description	2013/14	2014/15	2015/16	2016/17	2017/18	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.

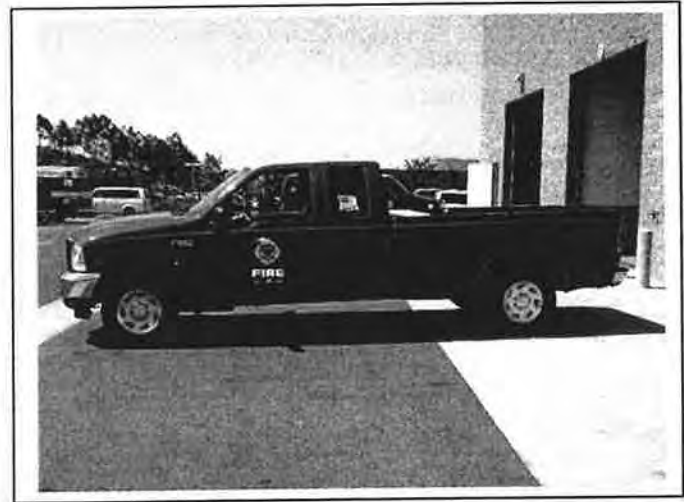
Pickup General – 3/4 Ton Vehicles

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: These units are utilized by sections that need adequate cargo space. This project is for the replacement of three pickup general – 3/4 ton vehicles with three new pickup general – 3/4 ton vehicles.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in 2013/14

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
Project Cost						
Vehicles (Support)	\$126,681					\$126,681
Total	\$126,681	-	-	-	-	\$126,681

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

CAPITAL IMPROVEMENT PROGRAM

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 2016/17

Description	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)				\$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.

Helicopter Components

Project Priority: B

Project Type: Helicopter Component Replacement

Project Management: Special Operations



Project Description: This project will serve two purposes. First, it will purchase aircraft enhancements for our aircraft in the form of FastFins and Flight Directors. The FastFin system will improve the performance of our helicopters when working in hover operations, particularly at higher temperatures. This system will improve the margin of safety as well as the aircraft's performance in these situations during hoist operations where the aircraft are at a hover. The FastFin System compliments the Strakes that were already purchased and are on our aircraft when we purchased them. The OCFA desired to purchase the FastFin System when we originally acquired our 412s but they were not yet approved for the aircraft. The FastFin system now comes on all new Bell 412 aircraft as standard equipment. The FastFin System also improves crosswind performance capabilities and reduces fuel consumption during hoist operations. The system also improves payload (the amount of weight the aircraft carries) and reduces airframe fatigue which can result in lower maintenance costs. The second enhancement will be the purchase 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. Also included is the final part of this project for the second five-year inspection and rescue hoist overhaul for Helicopter 1.

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	2013/14	2014/15	2015/16	2016/17	2017/18	5-Yr. Total
<i>Project Cost</i>						
Helicopter Components	\$344,000	\$155,000	\$124,000	\$107,000	\$250,000	\$980,000
Total	\$344,000	\$155,000	\$124,000	\$107,000	\$250,000	\$980,000

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.



Fire Explorers

OTHER FUNDS

Fund 171
Structural Fire Fund
Entitlement Fund



Fund 171: Structural Fire Fund

Entitlement

DESCRIPTION

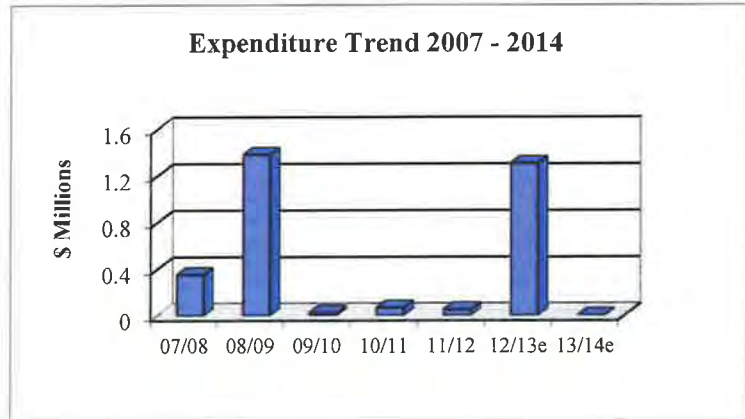
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding sources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

BUDGET

The total 2013/14 budget is \$0 so that all funds would be available to the cities through the end of 2012/13. Any remaining funds will be rebudgeted to 2013/14 after the close of the fiscal year.

HIGHLIGHTS

The 2012/13 budget includes projects for the cities of Aliso Viejo, Dana Point, Irvine, Laguna Niguel, Rancho Santa Margarita, San Juan Capistrano, Villa Park and the unincorporated areas in Orange County. Projects include Community Emergency Response Team (CERT) training, tree-trimming, the purchase of a fire alarm system, and other various fire-service related projects. In July 1999, the Board of Directors authorized that \$4,405,086 be set aside to fund OCFA-related service or resource



enhancement projects in the structural fire fund cities. The First Amendment to the Amended JPA Agreement effective July 1, 2010 provides an allocation of 50% of any unencumbered funds in the General Fund as determined by the annual audited financial statements. This is to occur every ten years beginning with 2010/11 unless the Board of Directors determines the transfer would result in fiscal hardship for OCFA. In January 2012, the Board of Directors authorized an additional \$622,106 to be set aside for the same purpose.

SIGNIFICANT CHANGES

The expenditure trend graph reflects the amount expended for the Irvine signal preemption devices in 2008/09. The 2012/13 budget includes the appropriations for the additional funding received in January 2012. Any remaining funds at the close of 2012/13 will be rebudgeted to 2013/14.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT FUND
REVENUE AND EXPENDITURE SUMMARY
2013/14

	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
FUNDING SOURCES				
Use of Money and Property	\$2,541	\$4,197	\$296	-92.95%
Total Revenues & Other	2,541	4,197	296	-92.95%
Financing Sources				
Operating Transfer In	622,106	-	-	n/a
Total Beginning Fund Balance	797,935	1,372,789	69,938	-94.91%
TOTAL AVAILABLE	\$1,422,582	\$1,376,986	\$70,234	-94.90%
RESOURCES				
EXPENDITURES				
Aliso Viejo	-	\$28,863	-	-100.00%
Dana Point	-	67,097	-	-100.00%
Irvine	520,000	1,006,796	-	-100.00%
Laguna Niguel	11,165	52,198	-	-100.00%
Rancho Santa Margarita	-	17,493	-	-100.00%
San Juan Capistrano	-	8,933	-	-100.00%
Villa Park	61,724	49,762	-	-100.00%
County of Orange	-	75,906	-	-100.00%
Total Expenditures & Other Uses	592,889	1,307,048	-	-100.00%
Operating Transfer Out	-	-	-	n/a
Ending Fund Balance	829,693	69,938	70,234	0.42%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$1,422,582	\$1,376,986	\$70,234	-94.90%



Fund 190
Self-Insurance

Fund 190: Self-Insurance

DESCRIPTION

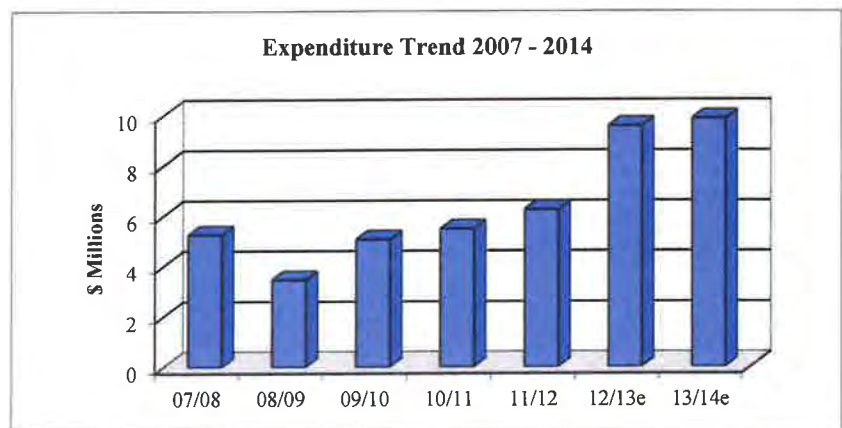
This fund was established in May 2003 to track funding and expenditures for workers' compensation claims liability. Funding sources include transfers from the General Fund and interest earnings.

BUDGET

The total 2013/14 budget is \$9,856,181.

HIGHLIGHTS

In March 2002, the OCFA implemented a workers' compensation self-insurance program with funding and expenditures being 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 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 an independent actuarial study, is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue in this self-insurance fund. The estimated claim payments provided in the actuarial study are appropriated in Fund 190.

Current Board policy dictates the use of a 50% confidence level for estimated outstanding liabilities (past claims) and a 60% confidence level for estimated losses projected to occur in the upcoming fiscal year. Over the past few years, due mainly to the negative economic environment, these confidence levels were not maintained however there has been a steady effort to stair-step to these levels. It is currently projected that we will meet the 50% confidence level for past claims by June 30, 2013 and the 60% confidence level for estimated future claims by 2014/15. This assumption is included in our five-year financial forecast.

SIGNIFICANT CHANGES

Workers' compensation expenditures continue to rise due to workers' compensation reform that increased the statute of limitations for cancer from 5 to 10 years; additional injury presumptions for safety personnel; an aging workforce which contributes to longer recovery time and higher permanent disability benefits; increased medical costs; and an increase in the workforce with the

addition of the City of Santa Ana as a member of OCFA. Costs for fiscal years 2012/13 and 2013/14 reflect actuarial estimates, continuing this trend.

In regards to the cost increases associated with the increased workforce from the City of Santa Ana, it's important to note that the OCFA's Fire Services Agreement with the City includes provisions requiring the City to reimburse OCFA for workers' compensation costs associated with cumulative trauma injuries for these transferring employees.

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.

ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
2013/14

	2011/12 Budget	2012/13 Budget	2013/14 Budget	% Change fr 2012/13 Budget
FUNDING SOURCES				
Other	\$5,119,252	\$9,892,711	\$12,763,412	29.02%
Use of Money and Property	132,779	128,552	255,764	98.96%
Total Revenues & Other Financing Sources	5,252,031	10,021,263	13,019,176	29.92%
Operating Transfer In	-	15,244,794	-	-100.00%
Total Beginning Fund Balance	35,134,351	34,146,268	49,843,090	45.97%
TOTAL AVAILABLE RESOURCES	\$40,386,382	\$59,412,325	\$62,862,266	5.81%
EXPENDITURES				
Services & Supplies	\$7,791,812	\$9,569,235	\$9,856,181	3.00%
Total Expenditures & Other Uses	7,791,812	9,569,235	9,856,181	3.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	32,594,570	49,843,090	53,006,085	6.35%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$40,386,382	\$59,412,325	\$62,862,266	5.81%



Orange County Fire Authority Safety Message

ARE YOU WILDFIRE READY?

- ✓ **READY - Take responsibility to protect yourself, your home and your community.**
 - Home Hardening:
 - Utilize non-combustible roofing and/or siding materials.
 - Cover attic and garage vents with 1/8" metal mesh.
 - Ensure that decks and porches are made of non-combustible materials.
 - 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.
- ✓ **SET - Make sure evacuation plans are in place.**
 - Have a family plan. Account for a meeting place and know school policies.
 - Plan your evacuation with two different ways out and don't forget your pets.
 - Assemble an emergency kit (Pet kits too!) with supplies for at least 7 days.
 - Prepare your Go! Bag – Consider personal documents, supplies and medications.
 - Dress in natural fibers. Know what to do if trapped by fire.
- ✓ **GO! - Leave early, before evacuation is ordered if necessary.**
 - Take your emergency kit, pets, GO-bag, and other valuables.
 - Go to your predetermined location (relatives, friends, or evacuation center).

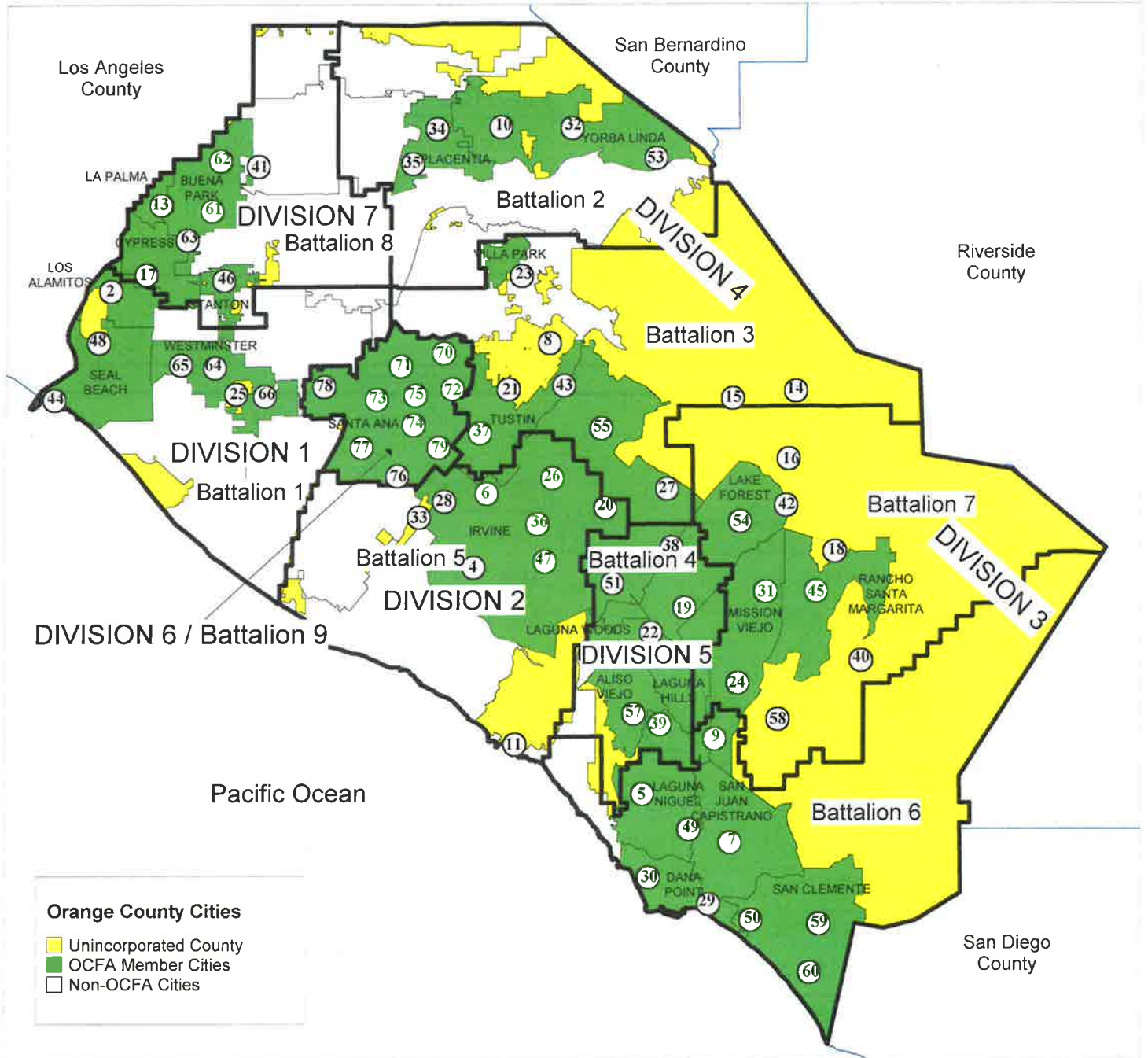
For more detailed information, visit www.ReadySetGoOC.org



*Reserve Academy Graduation #15
December 8, 2012*

APPENDIX

DIVISION/BATTALION BOUNDARIES AND STATION LOCATIONS



2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY List of Stations by Member Agency June 30, 2013

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 East Yale Loop 92604

Station 38, 26 Parker 92618

Station 47, 47 Fossil 92603

Station 51, 18 Cushing 92618

Station 55, 4955 Portola Pkwy. 92620

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia, Laguna Hills 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., Mission Viejo 92691

Station 24, 25862 Marguerite Pkwy. 92692

Station 31, 22426 Olympiad Rd. 92692

City of Placentia

Station 34, 1530 North Valencia 92870

Station 35, 110 South Bradford 92870

City of Rancho Santa Margarita

Station 45, 30131 Aventura 92688

City of San Clemente

Station 50, 670 Camino de Los Mares 92673

Station 59, 48 Avenida La Pata 92673

Station 60, 121 Avenida Victoria 92672

**ORANGE COUNTY FIRE AUTHORITY
List of Stations by Member Agency
(Continued)**

City of San Juan Capistrano

Station 7, 31865 Del Obispo 92675

City of Tustin

Station 37, 14901 Red Hill Ave. 92780

Station 43, 11490 Pioneer Way 92782

City of Santa Ana

Station 70, 2301 North Old Grand 92701

Station 71, 1029 West 17th St. 92706

Station 72, 1688 East 4th St. 92701

Station 73, 419 South Franklin 92703

Station 74, 1427 South Broadway 92707

Station 75, 120 West Walnut 92701

Station 76, 950 West MacArthur 92707

Station 77, 2317 South Greenville 92704

Station 78, 501 North Newhope 92703

Station 79, 1320 East Warner 92705

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 East Lemon Dr. 92886

Station 32, 20990 Yorba Linda Blvd. 92887

Station 53, 25415 East La Palma Ave. 92887

City of Seal Beach

Station 44, 718 Central Ave. 90740

Station 48, 3131 North Gate Rd. 90740

Specialty Stations

Station 41, 3900 Artesia Ave., Fullerton 92833

(Helicopter Operations)

Station 33, 374 Paularino, Costa Mesa 92626

(Aircraft Rescue & Firefighting)

City of Stanton

Station 46, 7871 Pacific St. 90680

County of Orange, Unincorporated

Station 8, 10631 Skyline Dr., Santa Ana 92705

Station 11, 259 Emerald Bay, Laguna Beach 92651

Station 14, 29402 Silverado Cyn Rd., Silverado 92676

Station 15, 27172 Silverado Canyon Rd., Silverado 92676

Station 16, 28891 Modjeska Canyon Rd., Silverado 92676

Station 18, 30942 Trabuco Cyn Rd., Trabuco Cyn 92678

Station 21, 1241 Irvine Blvd., Tustin 92780

Station 25, 8171 Bolsa Ave., Midway City 92655

Station 40, 25082 Vista del Verde, Coto de Caza 92679

Station 58, 58 Station Way, Ladera Ranch 92694

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

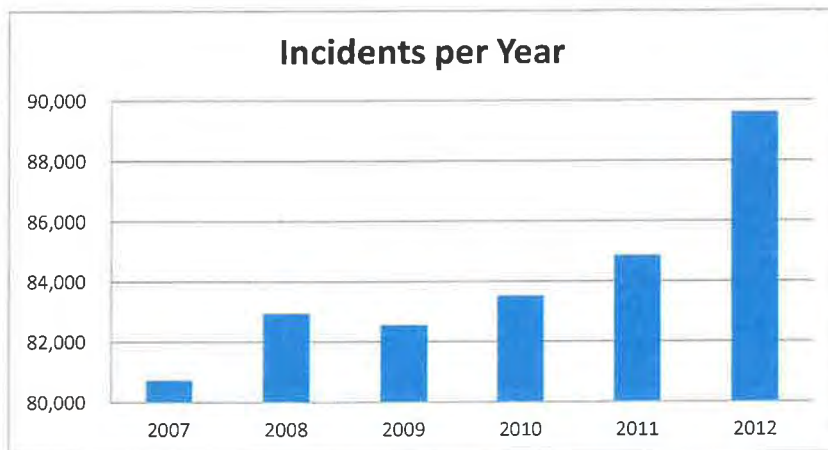
For the Year Ended June 30	2007	2008	2009	2010	2011	2012
(1) TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
Aliso Viejo	1,939	2,060	1,998	2,005	2,094	2,076
Buena Park	5,431	5,528	5,668	5,676	5,652	5,848
Cypress	2,518	2,552	2,504	2,600	2,490	2,560
Dana Point	2,660	2,700	2,650	2,787	2,870	2,784
Irvine	11,216	11,631	11,385	11,886	12,214	11,989
Laguna Hills	2,494	2,434	2,421	2,558	2,614	2,550
Laguna Niguel	3,017	3,101	3,079	3,094	3,255	3,367
Laguna Woods	4,275	4,349	4,350	4,399	4,560	4,728
Lake Forest	4,289	4,170	4,272	4,320	4,334	4,246
La Palma	798	760	760	754	778	752
Los Alamitos	1,041	1,032	1,083	1,079	1,060	1,109
Mission Viejo	5,794	6,139	6,424	6,363	6,379	6,372
Placentia	2,678	2,829	2,699	2,696	2,837	2,721
Rancho Santa Margarita	1,879	2,002	1,965	2,008	2,015	2,111
San Clemente	3,684	3,863	3,678	3,961	3,813	4,008
San Juan Capistrano	2,554	2,569	2,526	2,429	2,580	2,625
Santa Ana (2)						3,708
Seal Beach	3,283	3,453	3,388	3,492	3,375	3,625
Stanton	2,343	2,438	2,420	2,401	2,597	2,674
Tustin	3,845	3,865	3,761	3,744	4,055	4,214
Villa Park	319	324	329	336	388	365
Westminster	5,684	5,795	5,835	5,724	5,882	6,023
Yorba Linda	2,991	3,103	3,134	2,937	2,928	3,136
Unincorporated	5,997	6,235	6,220	6,267	6,087	6,016
TOTAL	80,729	82,932	82,549	83,516	84,857	89,607

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.

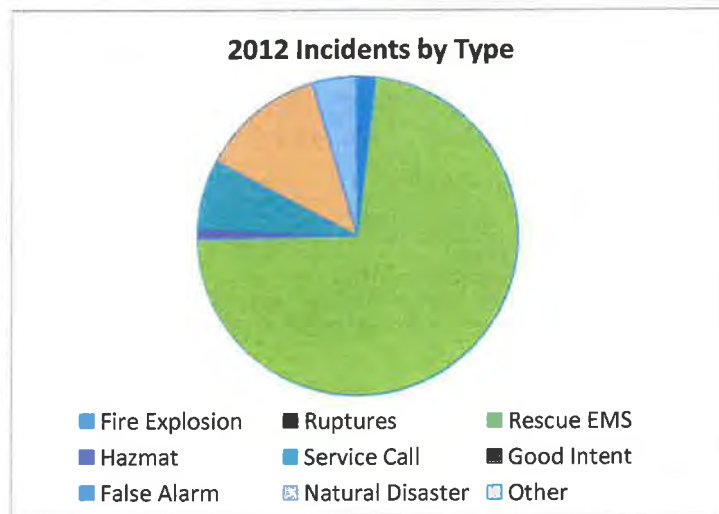


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	2007	2008	2009	2010	2011	2012
Fire Explosion	2,155	1,949	1,795	1,466	1,413	1,490
Ruptures	179	178	169	164	152	152
Rescue EMS	55,867	58,076	58,358	59,448	60,529	65,280
Hazmat	1,466	1,355	1,080	1,044	968	933
Service Call	5,474	5,321	5,508	5,706	6,070	6,355
Good Intent	10,640	10,969	10,839	10,959	11,292	11,237
False Alarm	4,734	4,847	4,503	4,290	4,245	4,029
Natural Disaster	5	10	3	25	49	4
Other	209	227	294	414	139	127
Total	80,729	82,932	82,549	83,516	84,857	89,607

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.



2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1)	(2)	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
	SFF	Cash					
Aliso Viejo	x		7,792,144,397	7,553,177,363	7,459,561,585	7,511,408,344	7,605,524,301
Buena Park		x	7,611,792,526	7,438,786,626	7,478,553,299	7,484,717,414	7,602,927,022
Cypress	x		5,604,677,297	5,529,005,071	5,514,794,397	5,560,190,082	5,666,354,152
Dana Point	x		8,879,909,164	8,763,401,954	8,687,748,036	8,735,352,174	8,844,363,956
Irvine	x		47,257,608,206	47,212,001,153	46,538,576,173	47,136,231,043	48,646,093,255
Laguna Hills	x		5,692,646,381	5,589,417,297	5,460,469,629	5,463,649,450	5,513,065,887
Laguna Niguel	x		12,227,116,871	11,883,055,728	11,892,950,905	11,991,938,935	12,116,601,329
Laguna Woods	x		2,295,254,103	2,273,716,556	2,214,362,811	2,186,989,720	2,193,624,367
Lake Forest	x		11,189,196,810	10,915,562,030	10,744,518,458	10,721,083,140	10,885,724,192
La Palma	x		1,685,811,686	1,695,126,085	1,698,468,994	1,698,168,526	1,718,006,977
Los Alamitos	x		1,582,738,256	1,589,308,514	1,616,119,763	1,603,255,484	1,638,192,752
Mission Viejo	x		13,357,565,673	13,104,698,129	13,157,979,198	13,226,115,127	13,320,574,029
Placentia		x	5,070,122,916	4,967,650,829	4,969,022,865	5,007,558,219	5,080,848,867
Rancho Santa Margarita	x		6,921,865,176	6,617,902,891	6,605,397,292	6,623,819,450	6,679,191,088
San Clemente		x	12,855,038,349	12,631,336,846	12,431,717,267	12,356,018,520	12,506,117,671
San Juan Capistrano	x		5,961,050,041	5,835,956,940	5,817,501,434	5,799,444,394	5,833,268,798
Santa Ana		x				20,100,864,489	20,339,779,135
Seal Beach	x		4,256,884,223	4,241,221,369	4,282,031,841	4,434,344,626	4,480,556,641
Stanton	x		2,195,787,669	2,070,815,355	2,042,111,872	2,063,292,635	2,073,751,661
Tustin	x		9,958,561,486	9,501,068,800	9,419,294,337	9,378,898,773	9,502,172,504
Villa Park	x		1,355,557,204	1,359,734,195	1,353,409,168	1,372,687,483	1,398,666,415
Westminster		x	6,775,451,176	6,698,153,303	6,779,971,901	6,935,761,541	7,023,383,445
Yorba Linda	x		11,165,576,152	10,897,980,691	10,936,312,406	11,262,427,223	11,484,958,133
Unincorporated (3)	x		22,212,379,425	21,447,510,553	21,485,306,973	21,509,470,987	21,332,071,633
Total SFF Cities			165,181,096,842	162,267,555,150	161,183,477,222	182,503,096,051	185,216,060,399
Percentage Change			3.21%	-1.76%	-0.67%	13.23%	1.49%
Total Cash Cities			48,723,638,345	47,549,033,128	47,402,703,382	47,660,591,728	48,269,757,811
Total Assessed Valuation			213,904,735,187	209,816,588,278	208,586,180,604	230,163,687,779	233,485,818,210
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.10%	0.09%

SOURCE: County of Orange, Auditor-Controller website

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

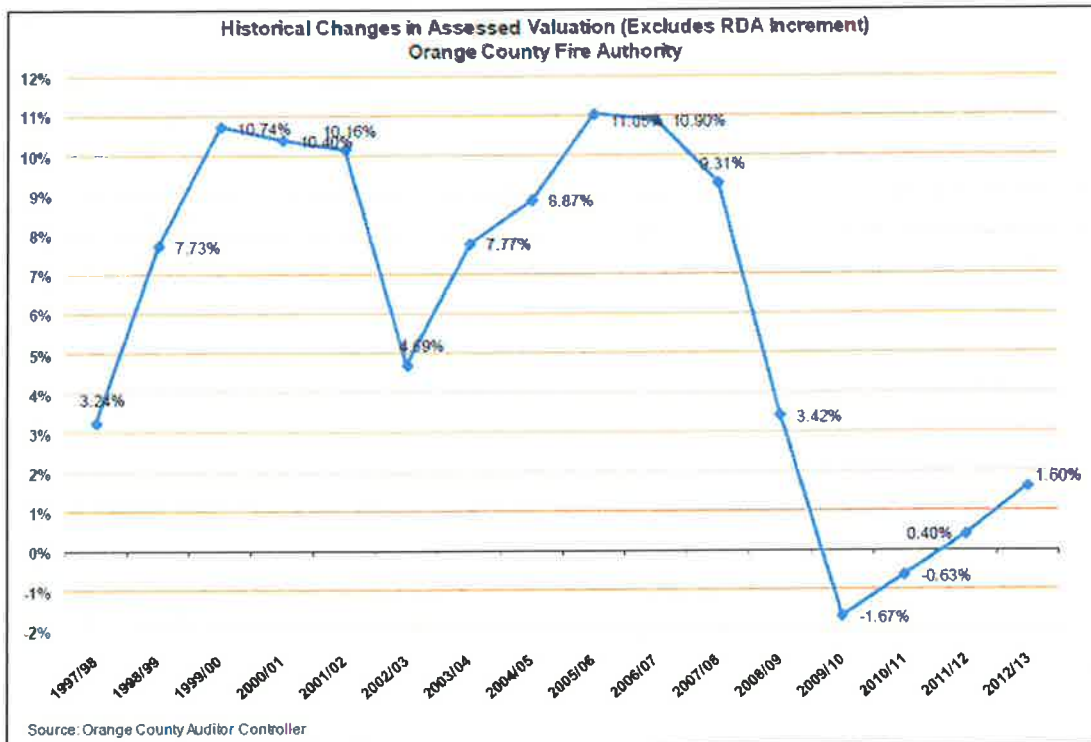
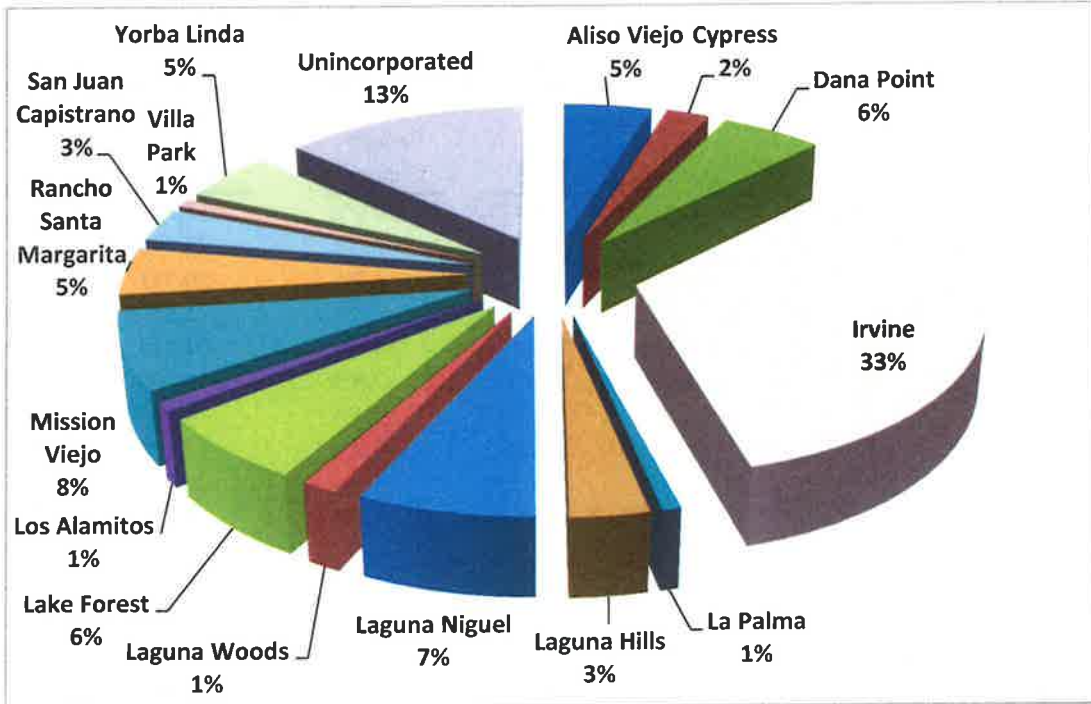
(2) These cities pay for services on a cash contract basis. Assessed Value is shown for comparison only.

(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 2012/13



2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	Population by City, 2004 and 2013			Housing Units by City, 2004 and 2013		
	(1) 2004	(2) 2013	Percent Change	(1) 2004	(2) 2013	Percent Change
Aliso Viejo	44,833	49,477	10.4%	17,968	19,251	7.1%
Buena Park	80,634	81,953	1.6%	23,848	24,714	3.6%
Cypress	48,450	48,547	0.2%	16,381	16,094	-1.8%
Dana Point	36,532	33,863	-7.3%	15,880	15,960	0.5%
Irvine	171,828	231,117	34.5%	63,014	86,376	37.1%
Laguna Hills	33,010	30,703	-7.0%	11,108	10,993	-1.0%
Laguna Niguel	65,669	64,065	-2.4%	24,664	25,392	3.0%
Laguna Woods	18,287	16,500	-9.8%	13,629	13,079	-4.0%
Lake Forest	77,666	78,501	1.1%	26,385	27,142	2.9%
La Palma	16,040	15,818	-1.4%	5,131	5,234	2.0%
Los Alamitos	11,933	11,626	-2.6%	4,362	4,362	0.0%
Mission Viejo	97,752	94,824	-3.0%	33,714	34,307	1.8%
Placentia	49,891	51,776	3.8%	16,010	17,049	6.5%
Rancho Santa Margarita	49,023	48,550	-1.0%	16,684	17,268	3.5%
San Clemente	63,079	64,542	2.3%	25,414	26,018	2.4%
San Juan Capistrano	35,834	35,321	-1.4%	11,676	12,022	3.0%
Santa Ana	(3)	329,915	--		76,968	--
Seal Beach	24,964	24,487	-1.9%	14,347	14,546	1.4%
Stanton	38,614	38,764	0.4%	11,065	11,296	2.1%
Tustin	70,339	77,983	10.9%	25,850	26,958	4.3%
Villa Park	6,202	5,900	-4.9%	2,020	2,018	-0.1%
Westminster	91,464	91,169	-0.3%	27,185	27,715	1.9%
Yorba Linda	63,991	66,437	3.8%	20,681	22,751	10.0%
Unincorporated	112,778	120,396	6.8%	37,957	39,346	3.7%
Total:						
Orange County Fire Authority	1,263,980	1,712,234	35.5%	464,973	576,859	24.1%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2004
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2013
- (3) The City of Santa Ana joined the OCFA on April 20, 2012.

**ORANGE COUNTY FIRE AUTHORITY
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)**

<u>For the Year Ended June 30</u>	<u>(A) Population Estimates (In Thousand)</u>	<u>(B) Total Personal Income (In Thousand)</u>	<u>Per Capita Income</u>	<u>(C) Unemployment Rate</u>
2003	2,979	116,977,800	39,267	4.8
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	150,467,300	49,989	9.5
2011	3,029	158,455,200	52,313	8.8
2012	3,058	166,665,500	54,501	7.6

SOURCES:

(A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.

(B) Center for Economic Research, Chapman University (estimates).

(C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at June of each year.

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY

PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)

Property Tax Payer	Fiscal Year 2002/03			Fiscal Year 2011/12		
	Actual	Percent of		Actual	Percent of	
	Taxes	Total Taxes		Taxes	Total Taxes	
	Levied	Rank	Levied	Levied	Rank	Levied
The Irvine Company (2)	\$ 60,511	1	2.13%	\$ 99,471	1	2.06%
Walt Disney World Co.	\$ 35,146	2	1.24%	\$ 48,343	2	1.00%
So Cal Edison Co.	\$ 11,991	4	0.42%	\$ 28,028	3	0.58%
Irvine Apartment Communities				\$ 9,744	4	0.20%
Pacific Bell Telephone Co.	\$ 12,147	3	0.43%	\$ 9,001	5	0.19%
Heritage Fields El Toro LLC				\$ 7,012	6	0.14%
Irvine Community Development				\$ 6,856	7	0.14%
United Laguna Hills	\$ 5,069	6	0.18%	\$ 6,706	8	0.14%
Bella Terra Associates LLC				\$ 4,590	9	0.09%
Kaiser Foundation				\$ 4,567	10	0.09%
Rockwell Semiconductor Systems	\$ 6,098	5	0.22%			
Irvine Company of W VA	\$ 4,902	7	0.17%			
McDonnell Douglas Corp.	\$ 4,360	8	0.15%			
United Airlines	\$ 3,792	9	0.13%			
Boeing	\$ 3,394	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.
- (2) The Irvine Company totals include data for Irvine Co., Irvine Company LLC, The Irvine Company LLC, Irvine Company, and Irvine Land Company LLC.

**ORANGE COUNTY FIRE AUTHORITY
PRINCIPAL EMPLOYERS (COUNTY OF ORANGE)**

Employer	Fiscal Year 2002/03			Fiscal Year 2011/12		
	(A)	(B)		(C)	(D)	
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	21,275	1	1.52%	22,000	1	1.61%
University of California, Irvine	14,981	3	1.07%	21,291	2	1.55%
County of Orange	17,741	2	1.26%	17,321	3	1.26%
St. Joseph Health System	9,435	6	0.67%	12,048	4	0.88%
Boeing Co.	11,179	4	0.80%	7,700	5	0.56%
Bank of America Corp.	4,813	10	0.34%	6,300	6	0.46%
Yum Brands Inc.				6,300	6	0.46%
Kaiser Permanente				5,968	8	0.44%
Target Corp.	4,878	9	0.35%	5,527	9	0.40%
Cedar Fair LP				5,200	10	0.38%
Albertsons, Inc.	9,500	5	0.68%			
Tenet Healthcare Corp.	8,389	7	0.60%			
SBC Communications, Inc.	7,100	8	0.51%			

SOURCES:

- (A) County of Orange, 2002 Facts & Figures Booklet
O.C. Business Journal, Book of Lists (2002)
- (B) Chapman University Economic & Business Review, Annual History and Forecasts,
June 2003 Book, Based on total payroll employment as of December 31, 2002
- (C) County of Orange, 2012 Facts & Figures Booklet
O.C. Business Journal, Book of Lists (2012)
- (D) Chapman University Economic & Business Review, Annual History and Forecasts,
June 2012 Book, Based on total payroll employment as of December 31, 2011

NOTE:

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

**ORANGE COUNTY FIRE AUTHORITY
CONSTRUCTION AND HOUSING ACTIVITY**

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	6,118	108,149	2,956	221.8

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

2013/14 OCFA ADOPTED BUDGET

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
2010 - 2015 STRATEGIC PLAN**

Goal/Objective	Responsibility	Status	Start Date Due Date
----------------	----------------	--------	------------------------

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	In-Progress 5% Completed	11/18/2010 09/30/2013
Objective 1-B: Improve the awareness and utilization of OCFA services and programs provided to internal and external customers.	Assistant Chief - Support Services	In-Progress 5% Completed	07/01/2012 01/30/2014
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 - Fire Prevention	In-Progress 30% Completed	08/24/2011 12/31/2013
Objective 1-D: Determine the scope, level, and method of specialty programs that should be delivered by the OCFA.	Assistant Chief - Business Services	In-Progress 10% Completed	12/03/2010 06/30/2014
Objective 1-E: Determine the scope, level, and method of Reserve Firefighter programs that should be delivered by the OCFA.	Assistant Chief - Operations	In-Progress 95% Completed	07/01/2010 12/31/2013
Objective 1-F: Implement a community-based volunteer program to assist the OCFA in achieving its mission.	Assistant Chief - Support Services	In-Progress 98% Completed	12/06/2010 12/31/2013
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	In-Progress 10% Completed	01/18/2011 12/01/2013
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	In-Progress 25% Completed	05/01/2012 07/01/2014
Objective 1-I: Complete a comprehensive review and update of the Standards of Coverage and Deployment Plan.	Assistant Chief - Support Services	In-Progress 66% Completed	12/01/2012 12/01/2013
Objective 1-J: Improve the public's preparedness for catastrophic or unforeseen events.	Assistant Chief - Operations	In-Progress 5% Completed	09/19/2011 04/01/2014
Objective 1-K: Develop and implement a new and enhanced grant writing/management program.	Assistant Chief - Fire Prevention	In-Progress 95% Completed	11/08/2010 12/31/2013
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	Completed	09/01/2010 04/08/2013
Objective 1-M: Develop and implement a health and safety management system.	Assistant Chief - Business Services	In-Progress 2% Completed	03/01/2013 03/01/2014

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 - Fire Prevention	In-Progress 75% Completed	04/01/2011 12/31/2013
Objective 2-B: Create and implement a quality improvement program to conduct ongoing service efficiency and effectiveness review for all services.	Assistant Chief - Fire Prevention	In-Progress 5% Completed	01/01/2012 12/30/2014
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	In-Progress 5% Completed	10/01/2011 06/01/2014
Objective 2-D: Develop leadership training and mentoring programs to prepare staff for future leadership positions.	Assistant Chief - Support Services	In-Progress 25% Completed	08/10/2010 01/31/2014
Objective 2-E: Improve the understanding of all personnel's mutual contributions and roles for fulfilling OCFA's mission.	Assistant Chief - Support Services	In-Progress 5% Completed	05/01/2013 05/31/2015

2013/14 OCFA ADOPTED BUDGET

ORANGE COUNTY FIRE AUTHORITY 2010 - 2015 STRATEGIC PLAN

Goal/Objective	Responsibility	Status	Start Date Due Date
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	In-Progress 5% Completed	05/01/2012 05/31/2014

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

Objective 3-A: Implement the Public Safety Systems project.	Deputy Chief	In-Progress 25% Completed	07/18/2010 07/30/2015
Objective 3-B: Provide the organization with geographic information system tools and training.	Assistant Chief - Business Services	In-Progress 5% Completed	09/01/2013 12/30/2014
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	In-Progress 5% Completed	01/01/2012 01/01/2014
Objective 3-D: Improve the quality, timeliness, and accessibility of health, safety, and welfare data and information.	Assistant Chief - Support Services	Deferred 5% Completed	03/01/2013 03/31/2014

**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. OCFA also requires on-going revenues to cover any incremental increase in the Board mandated General Fund 10% contingency fund balance.
Biennial Budget	A budget applicable to a two-year cycle.
Biennium	A two-year period.

Budget	A financial plan that identifies revenues, specific types and levels of services to be provided, and establishes the amount of money which can be spent.
Budget Document	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
CAL FIRE	The State fire protection and suppression agency that contracts with the OCFA for protection of state responsibility areas (SRA), formerly known as the California Department of Forestry (CDF).
California Accidental Release Prevention Program (CalARP)	The purpose of the CalARP program is to reduce the frequency of releases of hazardous substances and reduce the consequences in the event a release occurs. The statutory basis for the program is the California Health and Safety Code Division 20, Chapter 6.95, Article 2.
California Environmental Quality Act (CEQA)	The CEQA objectives are to disclose the significant environmental effects of proposed activities; to identify ways to avoid or reduce environmental damage; to prevent environmental damage through feasible alternatives or mitigations; to disclose to the public reasons for agency approval of projects with significant environmental effects; to foster interagency coordination; and to enhance public participation in the planning process.
California Occupational Safety and Health Agency (CalOSHA)	The State agency that protects workers and the public from safety hazards by enforcing California's occupational and public safety laws, and that provides information and consultative assistance to employers, workers, and the public about workplace and public safety matters.
California Public Employees Retirement System (CalPERS)	CalPERS provides a variety of retirement and health benefit programs and services, and administers other programs dedicated to protecting the financial security of public employees and public agencies. CalPERS provides health benefit programs for non-firefighter unit employees only.
California Society of Municipal Finance Officers (CSMFO)	The California Society of Municipal Finance Officers is an association of local government finance officers that

promotes excellence in financial management through innovation, continuing education, and the professional development of members.

**California Task Force 5
(CATF5)**

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 CATF5.

**Capital Improvement Program
(CIP)**

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

Cash Contract City

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

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

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

**Community Emergency
Response Teams (CERT)**

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

**Community Redevelopment
Agency (CRA)**

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

**Comprehensive Annual
Financial Report (CAFR)**

The CAFR sets forth fairly the financial position and the results of the OCFA's operations as measured by the financial activity of the various funds. All necessary

disclosures are included to allow full understanding of the financial activities and operations of the OCFA.

Computer Aided Dispatch (CAD)

The Emergency 911 Computer Aided Dispatch system manages 911 calls, recommends and dispatches appropriate units and personnel for specific types of incidents, and interfaces with other systems for records management requirements.

Confidence Level

A statistical measure of certainty regarding a given outcome. When applied to Workers' Compensation, it relates to the sufficiency of funding to cover future expenditures (often over the following ten years). For example, a confidence level of 80% indicates that funding is actuarially projected to meet or exceed expenditures for eight out of the next ten years. A higher confidence level equates to higher appropriations.

Consumer Price Index (CPI)

A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.

Debt Service

The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.

Deficit

A condition in which revenues are insufficient to cover expenditures.

Deployment Study

The study of 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).
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. OCFA participates in a pooled public entity liability coverage program through FAIRA.
Fire/Explosion Call	These are fire responses, even if the fire has been extinguished upon arrival. The category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires, and vehicle fires.
Fire F.R.I.E.N.D.S.	The Firesetter Regional Intervention Education Network and Delivery System is an intervention program for children and families affected by fireplay and firesetting.
Fiscal Year	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.
Five-Year Capital Improvement Plan	The Capital Improvement Program (CIP) has a Five-Year Plan that coincides with the OCFA's five-year Financial Forecasts. It reflects the budget developed for each CIP fund for five years.

Fleet Management System	This system provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
Fuel Modification Plan	A plan for structures located next to vegetation to create a “defensible space” around the structure by removing dead plants, thinning existing foliage, using fire-resistive plants, and clearing space around the structure.
Fund	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.
Fund Accounting	System used by nonprofit organizations, particularly governments. Since there is no profit motive, accountability is measured instead of profitability. The main purpose is stewardship of financial resources received and expended in compliance with legal requirements.
Fund Balance	The difference between the assets and liabilities for a particular accounting entity.
General Fund	The primary operating fund of the Authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards for financial accounting reporting. They govern the form and content of the basic financial statements of the Authority.
Geographic Information System (GIS)	A computerized data collection, analysis, and presentation system that handles both tabular and geographic information.
Good Intent Call	Includes incidents that are cleared prior to arrival, such as a medical aid where the injured party has left the scene, or the initial information indicated that there were injuries and upon arrival no persons were injured. This category may also include calls where the informant has mistaken steam for smoke.
Governmental Accounting Standards Board (GASB)	The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial

reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

Governmental Accounting Standards Board Statement #54 (GASB 54)

In March 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intent of Statement No. 54 is to enhance the usefulness of fund balance information, clarify governmental fund type definitions, and promote greater comparability and consistency among municipal financial statements. Statement No. 54 eliminates the three existing fund balance categories (Reserved; Unreserved, designated; and Unreserved, undesignated), and replaces them with five new categories (Nonspendable, Restricted, Committed, Assigned, and Unassigned). The OCFA was required to implement GASB 54 during FY 2010/11.

Government Finance Officers Association (GFOA)

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

Governmental Funds

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

Hazardous Materials (Hazmat) Call

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

Hazardous Material Response Team (HMRT)

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

Insurance Services Office (ISO)

ISO is an independent organization that collects information about municipal fire-protection efforts in communities throughout the nation. In each of those communities, ISO analyzes the relevant data and assigns a rating. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.

Integrated Fire Prevention System (IFP)	The Integrated Fire Prevention system provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.
Intranet	The Intranet is a web-based system similar in nature to the Internet only for 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.
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.
Lease-Purchase Agreement	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
Local Agency Investment Fund (LAIF)	LAIF is operated by the State of California to manage the pooled investments of the state's local government agencies.
Major Funds	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.
Memorandum of Understanding (MOU)	An MOU sets forth the terms of employment reached between the OCFA and the employee bargaining units.
Mobile Data Computers (MDC)	The MDCs are used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.

Modified Accrual Basis	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
Natural Disaster Call	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
Objective	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.
Optimal Outcome Deployment	An agency-wide major initiative begun in 2011 focusing attention on achieving optimal outcomes in everything 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.

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, Fire Prevention, 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 Program (WEFIT)	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.

**ORANGE COUNTY FIRE AUTHORITY
ACRONYMS**

ABH	Assistance-by-Hire
ACD	Automatic Call Distribution
AEP	Achievement of Excellence in Procurement
AFG	Assistance to Firefighters Grant
ALS	Advance Life Support
ARFF	Aircraft Rescue & Firefighting
AVL	Automatic Vehicle Location
BDU	Battle Dress Uniform
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAFS	Compressed Air Foam System
CalARP	California Accidental Release Prevention Program
CAL EMA	California Emergency Management Agency
CalOSHA	California Occupational Safety and Health Agency
CalPERS	California Public Employees Retirement System
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
EPAC	Emergency Planning and Coordination
FAIRA	Fire Agencies Insurance Risk Authority
FEPP	Federal Excess Personal Property
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act

F.R.I.E.N.D.S.	Firesetter Regional Intervention Education Network and Delivery System
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
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
IBC	Irvine Business Complex
ICS	Incident Command System
IFP	Integrated Fire Prevention (System)
IQS	Incident Qualifications System
ISO	Insurance Services Office
IST	Incident Response Team
IT	Information Technology
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

2013/14 OCFA ADOPTED BUDGET

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
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
PIIS	Post-Incident Inspection Program
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSS	Public Safety System
RAME	Risk Analysis and Mitigation Evaluation
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.
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
SRA	State Responsibility Area
TAG	Training Activities Group
TEMD	Tiered Emergency Medical Dispatch
TEWG	Terrorism Early Warning Group
TRAN	Tax and Revenue Anticipation Notes
TRS	Training Records System
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

ABC'S OF POOL SAFETY

A – ADULT SUPERVISION

- ✓ Assign an adult “water watcher”, who can swim, to specifically watch the water, not supervise the swimmers.
- ✓ Designate another adult to supervise the children in and around the water.

B – BARRIERS

- ✓ Install and maintain fencing around the pool and spa to separate it from the home and rest of the yard.
- ✓ Use and maintain multiple layers of protection such as pool covers, gate alarms, and locks.

C – CLASSES

- ✓ Learn CPR, first aid, and rescue techniques.
- ✓ Learn and practice swimming skills.