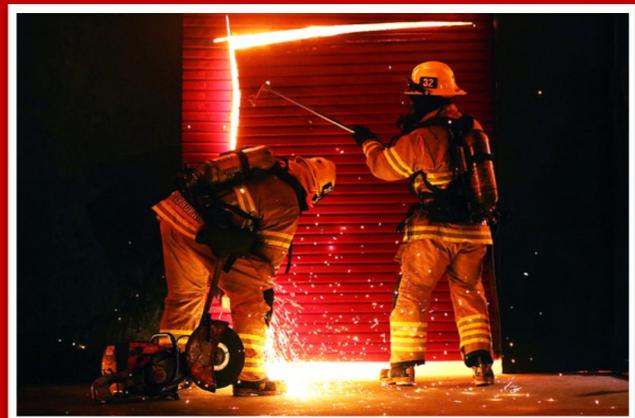
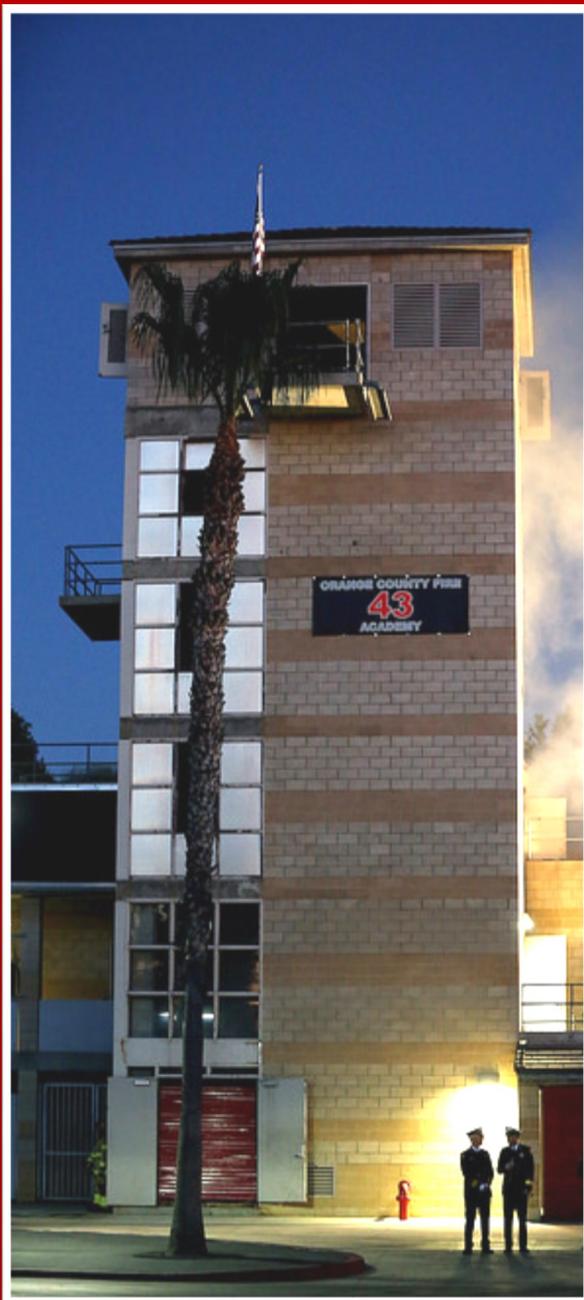




Orange County Fire Authority

FY 2017/18 Adopted Budget





ORANGE COUNTY FIRE AUTHORITY

Safety Message

ABC'S OF WATER SAFETY

A – Active Adult Supervision

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

B – Barriers

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

C – Classes

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



FY 2017/18 Budget

Board of Directors

July, 2017

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City of Buena Park

Ed Sachs, Vice Chair
City of Mission Viejo

David Harrington
City of Aliso Viejo

Leah Basile
City of Lake Forest

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Juan Villegas
City of Santa Ana

Todd Spitzer
County of Orange

Noel Hatch
City of Laguna Woods

Ellery Deaton
City of Seal Beach

Dave Anderson
Acting Fire Chief

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



Our Vision

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

Our Mission

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

Our Customer Service Mindset

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

Table of Contents

Orange County Fire Authority at a Glance	1
Organizational Structure	3
Reader's Guide to Budget	5
Budget Development and Calendar	7
Accounting System and Budgetary Control	10
Budget Policies, Guidelines, and Objectives	17
Organization Chart	29
Budget Awards.....	30
Budget Adoption Resolution.....	32

Chief's Message

Fire Chief's Budget Message.....	34
----------------------------------	----

Budget Summary

Chart of Funding Sources and Uses – All Funds	46
Combined Budget Summary	47
Ending Fund Balance	49
Budget Summary – All Funds by Fund Type	51
Budget Summary – All Funds by Category	53
Five-Year Financial Forecast.....	55
General Fund Summary by Department	61
Chart of Authorized Positions.....	62
Summary of Regular Positions by Department	65

General Fund

Chart of Funding Sources and Uses	67
Revenue and Expenditure Summary.....	68
Fund Description.....	69
Contingency Reserve Policy Target.....	72
Revenue Assumptions.....	73
Revenue Summary	78
Revenue Detail.....	79
Summary of Salaries and Employee Benefits Changes	82
Summary of Services and Supplies Changes	84

Department Budgets

<i>Business Services</i>	86
<i>Community Risk Reduction</i>	94
<i>Executive Management</i>	105
<i>Operations</i>	120
<i>Organizational Planning</i>	130
<i>Support Services</i>	142

Table of Contents

Capital Improvement Program

Overview.....	156
Five-Year Plan Summary.....	162
Five-Year Plan Project Listing by Fund	163
Projects Deferred Until Funding is Available.....	167
<i>Fund 12110 – General Fund CIP</i>	168
<i>Fund 123 – Fire Stations and Facilities</i>	182
<i>Fund 124 – Communications and Information Systems</i>	192
<i>Fund 133 – Fire Apparatus</i>	203

Other Funds

<i>Fund 171 – Structural Fire Fund Entitlement Fund</i>	234
<i>Fund 190 – Self-Insurance</i>	236

Appendix

Battalion Boundaries and Station Locations.....	238
List of Stations by Member Agency	239
Miscellaneous Statistical Information.....	241
Debt Obligations	249
Glossary	251
Acronyms	264

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.

Organizational Structure

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

For FY 2017/18, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has four standing committees which also meet monthly; an Executive Committee, a Budget and Finance Committee, a Claims Settlement Committee, and a Human Resources Committee. The Chair of the Board makes appointments to the Committees on an as needed basis. The following is a description of each committee:

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

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

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

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

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

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

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

Advisory Committees to the Board of Directors

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

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

Reader's Guide to the Budget

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

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

CHIEF'S MESSAGE SECTION

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

BUDGET SUMMARY SECTION

This section provides a comprehensive overview of the FY 2017/18 budget for all funds. It includes graphs showing the breakdown of revenues and expenditures for all of the OCFA's funds and a schedule of fund balance. Five-Year Financial Forecasts and staffing level summaries are also presented.

GENERAL FUND SECTION

The General Fund is used to account for the operations of the OCFA. The revenues and expenditures of the General Fund are represented on pie charts to indicate the major revenue sources and uses for FY 2017/18. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2017/18 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

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

The five departments are:

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

The Fire Chief established a set of domain objectives which serves as the strategic plan for the OCFA. The domain objectives for FY 2016/17 and FY 2017/18 are listed for the respective department in this section of the budget document.

CIP SECTION

The Capital Improvement Program (CIP) section presents the OCFA's five-year plan of CIP needs. Detailed information for each fund is provided, including a fund description, project highlights, significant changes, and impact on the operating budget. Also included are revenue and expenditure summaries and project descriptions for FY 2017/18.

OTHER FUNDS SECTION

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

APPENDIX SECTION

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

BUDGET PROCESS

BUDGET DEVELOPMENT

When Fire Chief Bowman took office in 2014, he established a set of domain objectives which serves as the Strategic Plan for the OCFA. Based on the domain objectives for FY 2016/17 and FY 2017/18, Executive Management established policies and guidelines for developing the budget and strategically leading the organization into the future. Budget instructions were provided to Division and Section Managers who then prepared and compiled their budget requests using the approved budget policies and guidelines.

Each section's services and supplies (S&S) budget was held flat at the FY 2016/17 level, which already included reductions from prior years. This base budget excluded any one-time projects and grant funding included in the FY 2016/17 budget. Supplemental Budget Request forms were submitted for requests that exceeded the base budget. These supplemental requests were submitted to the respective Assistant Chief for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2017/18 budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval during the Executive Management budget workshop.

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

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

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

of Directors' Budget Workshop in May. A public hearing was held in May 2017 for the Board to adopt the budget in accordance with the Authority's First Amendment to the Amended Joint Powers Agreement, which requires the budget to be adopted at or prior to the last meeting of the Board for each fiscal year.

BUDGET ADJUSTMENTS

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

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

**ORANGE COUNTY FIRE AUTHORITY
FY 2017/18 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2016

- Executive Management reviews draft budget policies and priorities

MARCH 2017

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

DECEMBER 2016

- 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 2017

- RSG provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/5/2017
- City Managers' Budget & Finance Committee reviews draft budget on 4/17/2017

JANUARY 2017

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

MAY 2017

- Budget & Finance Committee receives final property tax report from RSG, and reviews General Fund and CIP draft budget on 5/10/2017
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/25/2017
- Board of Directors adopts FY 2017/18 Proposed Budget on 5/25/2017

FEBRUARY 2017

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

MARCH 2018

- Any necessary updates to the FY 2017/18 budget are submitted for Board approval as part of the Mid-Year Budget Review

ACCOUNTING SYSTEM AND BUDGETARY CONTROL

FUND DESCRIPTIONS

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

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

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

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

General Fund

General Fund – Fund 121. This is the primary operating fund of the OCFA. The OCFA’s property tax revenue, which represents about 66% of this fund’s revenue, is specifically identified for fire suppression, protection, prevention, and related services. For budget purposes this is the only OCFA major fund based on FY 2017/18 budgeted revenues and expenditures.

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

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

Capital Projects Funds

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

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

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

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

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

Debt Service Fund

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

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

Fiduciary Funds

The Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. These funds are included in our Comprehensive Annual Financial Report (CAFR), but are excluded from the FY 2017/18 Budget since there are no appropriations.

FUND RESPONSIBILITY

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

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

BASIS OF ACCOUNTING - FINANCIAL STATEMENTS

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

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

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

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

BUDGETARY BASIS OF ACCOUNTING

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

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

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

FY 2017/18 OCFA Adopted Budget

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

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

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

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

INTERNAL CONTROLS

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

APPROPRIATIONS LIMIT

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

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

LEGAL DEBT LIMIT

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

The OCFA also periodically issues short-term debt in the form of Tax and Revenue Anticipation Notes (TRAN) to cover cash flow needs due to significant timing differences between cash inflows and outflows. OCFA does not anticipate issuing a TRAN in FY 2017/18.

The OCFA also uses lease-purchase financing agreements to finance certain vehicle and equipment replacements. Use of these types of short-term debt requires approval from a majority of the Board of Directors. The repayment schedule for the current lease-purchase financing agreement for two of OCFA's helicopters is located in the Appendix.

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

Budget Policies, Guidelines, and Objectives

OVERVIEW

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

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

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

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

- **Financial Stability Budget Policy:** **Last updated March, 2017**
This policy is to guide the OCFA budget actions toward maintaining long-term financial stability and to establish contingency fund levels and annual funding targets for the OCFA's General Fund and Capital Improvement Program (CIP) Funds. Among other things the Policy requires the OCFA to:
 - Maintain and update a Five-Year Financial Forecast whenever a significant financial event occurs or is anticipated to occur to ensure the OCFA's fiscal health is maintained
 - Submit a balanced operating budget and strive to achieve a balanced Five-Year Financial Forecast

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

- **Fiscal Health Plan**

Last updated November, 2013

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

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

- **Investment Policy**

Last updated November, 2016

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

- **Internal Control Review Plan**

Last updated January, 2006

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

to highlight corrective actions implemented or additional action needed. Staff is in the process of preparing a request for proposal for a qualified firm to perform internal control reviews for the next three to five years.

- **Pay-down of Unfunded Liabilities** **Last Updated November, 2016**
Recognizing the potential long-term savings to the OCFA, the Board of Directors directed staff to implement several strategies to pay-down the unfunded pension, and Retiree Medical liabilities accrued to-date. Those strategies include:
 - Contribute additional pension payments towards the unfunded pension liabilities from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year
 - Contribute additional funds from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
 - Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
 - Beginning in FY 2016/17, begin to make an additional \$1 million payment from the overfunded workers' compensation reserve
 - Once the pension liability reaches 85% funding, redirect these expedited payments to the unfunded liability in the Retiree Medical plan

The Board directed staff to obtain an actuarial calculation of interest savings achieved by making these expedited payments. That study is ongoing.

- **Roles/Responsibilities/Authorities** **Last Updated March, 2017**
All authority rests with the Board of Directors unless delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. The Roles/Responsibilities/Authority matrix summarizes the statutory or delegated level of authority to conduct business.
- **Accounts Receivable Write-off Policy** **Last Updated May, 2002**
This policy establishes the authority levels and actions the OCFA will utilize in the collection and writing off of delinquent accounts. The policy also requires staff to submit a report to the Budget and Finance Committee annually listing bad debt accounts over \$15,000 written off during the preceding fiscal year.

- **Short-Term Debt Policy** **Last Updated March, 2007**
The Short-Term Debt Policy established guidelines for the issuance and management of short-term debt, to enhance the Board’s ability to manage cash flow in a fiscally conservative and prudent manner. Property taxes represent about 63% of the OCFA’s General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing known as Tax and Revenue Anticipation Notes, allow the OCFA to operate without an interruption in service.

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

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

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

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

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

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

- **Budget Detail / Policy and Guidelines**
The OCFA Executive Management establishes the levels of responsibilities within the departments and sections to streamline budget implementation while continuing to ensure that appropriate controls are in place. It also provides guidelines regarding issues like budget substitutions, budget transfers, and procurement of goods and services.
- **Internal Policies and Comprehensive Desk Procedures**
The Finance Division maintains comprehensive desk procedures for Accounts Payable, Accounts Receivable, General Ledger, Payroll, Budget Development and Revenue. Staff continues to refine and update the manuals to effectively reflect changes in the organization and to ensure adherence to proper internal controls.

This Fiscal Year 2017/18 Budget reflects how our financial policies provide the framework and flexibility for responding to changing circumstances. Our efforts toward building a strong financial future for the OCFA have helped us weather economic fluctuations; and our proactive measures have helped us balance all years of our Five-Year Financial Forecast.

BUDGET PURPOSE and ORGANIZATION

(FY 2017/18 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in November 2016 to guide FY 2017/18 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2017
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted
- Continue accelerating funding of the UAAL, implementing options as directed by the Board
- Preserve sufficient revenues to support future capital needs, which may not be met by current CIP fund balances, when all 5 years of the Financial Forecast are balanced
- Implement service enhancements, minimizing impact on Cash Contract Cities, as approved by the Board

Key Budget Priorities

First priority is to be given to the following:

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

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

- Enhance services levels for the communities we serve, while minimizing cost impact to Cash Contract Cities
- Consider the phased-in reinstatement of frozen positions as requested
- Address other needs identified, and agreed to, in JLM meetings

Key Budget Policies

Key budget policies established in November 2016 included the following:

- The General Fund will be based on the principle that ongoing operating expenditures shall be funded with ongoing revenues
- One-time only funds shall be used to fund one-time only needs
- Departments are expected to remain within the FY 2016/17 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. The only exceptions to this policy are cost

increases beyond our control such as utilities, fuel costs, leases or contracts for services with built in cost escalators. For those items staff was directed to complete a Supplemental Budget Request for Executive staff review and approval.

- All requests for Capital Improvement-related items must be reviewed for technical merit, feasibility, and workload impact as follows:
 - ✓ Facilities maintenance/replacement – Property Manager
 - ✓ Information technology – Information Technology Manager
 - ✓ Communications and other electrical additions to vehicles – Information Technology Manager
 - ✓ Automotive – Fleet Services Manager

Parameters for Recommending Use of Fund Balance

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

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

Capital Improvement Management

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

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

Fund Balance

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

General Fund

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

CIP Fund Balances and Target Funding Levels

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

FINANCIAL REPORTING

(Fiscal Health Plan)

Annual Reporting

The OCFA prepares annual financial statements as follows:

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

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

Interim Reporting

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

FISCAL HEALTH MONITORING

(Fiscal Health Plan, Financial Stability Budget Policy)

Financial Indicators

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

Long-Term Liability Study

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The latest OCFA Long-Term Liability Study was presented to the Board of Directors in November, 2016. The Study examines the following long-term liabilities:

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

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

to support all of its long-term liabilities. Some of the components of this management include taking steps to reduce long-term costs; fully funding annual pension accruals; exploring ways to save money on healthcare; and pursuing legislative changes for matters such as automatic pension cost-of-living adjustments for retirees, etc.

Five-Year Forecast

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

INVESTMENTS

(Investment Policy, Fiscal Health Plan)

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

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

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

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

CAPITAL FINANCING and DEBT MANAGEMENT

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

Short-Term Debt

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

Long-Term Debt

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

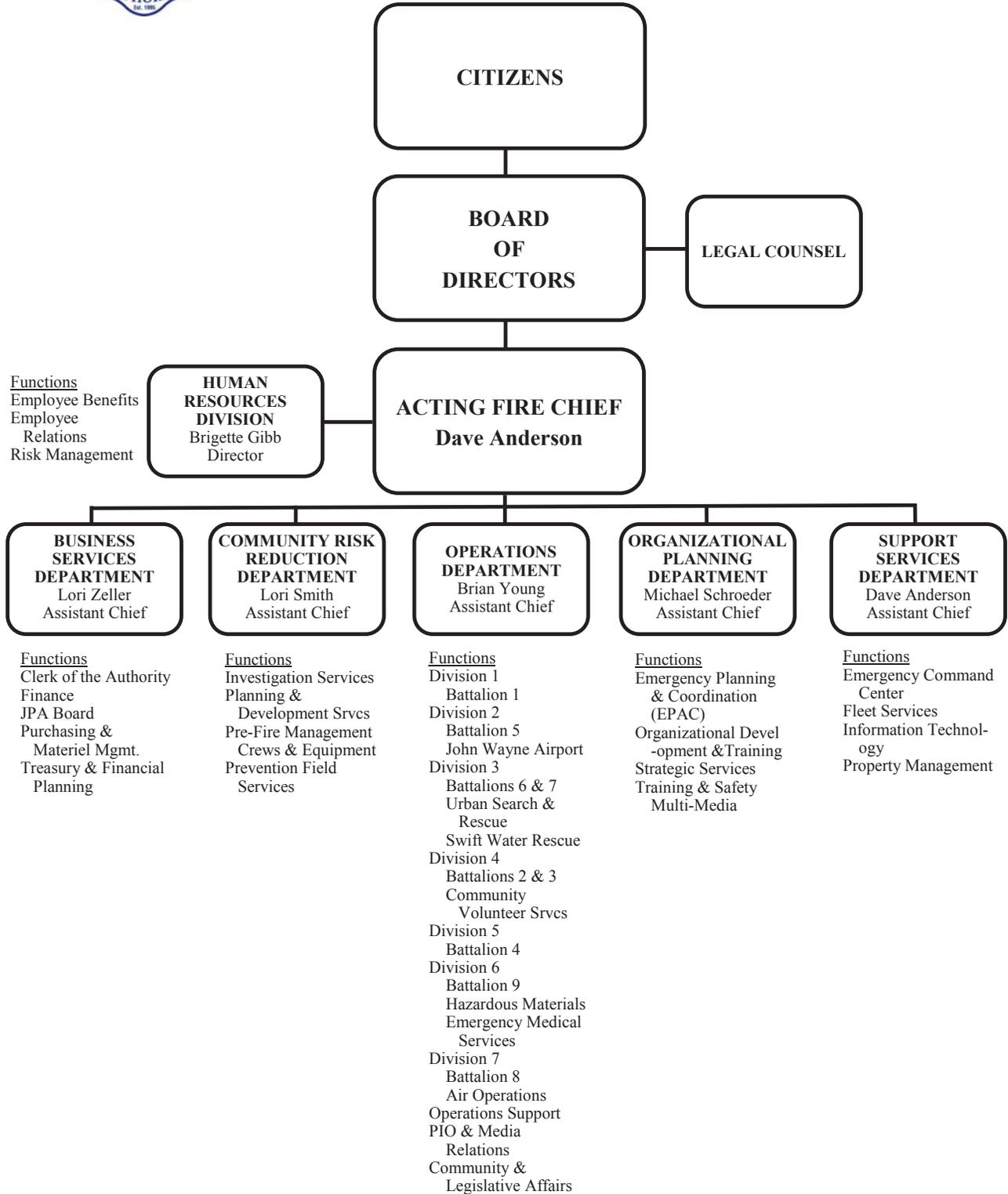
Lease-Purchase Financing

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

In December 2008, the OCFA entered into a Master Aircraft Lease Agreement with SunTrust Equipment Finance and Leasing Corp. The OCFA purchased two helicopters and the related equipment for a total amount of \$21.5 million. Under the terms of the agreement, SunTrust leased the equipment to the OCFA at an annual rate of 3.7609%. Lease payments, which are payable quarterly, commenced in March 2009, and will terminate December 2018. In November 2011, the OCFA refinanced the lease at a lower interest rate of 2.58%. The current outstanding principal balance as of June 30, 2017 is approximately \$3.7 million. This is currently the OCFA's only lease-purchase agreement.



**ORANGE COUNTY FIRE AUTHORITY
ORGANIZATION CHART**





The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Orange County Fire Authority, California for its annual year budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



The California Society of Municipal Finance Officers (CSMFO) presented an Excellence in Operational Budgeting Award to the Orange County Fire Authority, California for its annual budget for the FY 2016/17 beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets the criteria for excellence established by the CSMFO.

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

RESOLUTION NO. 2017-03

**A RESOLUTION OF THE ORANGE COUNTY FIRE AUTHORITY
BOARD OF DIRECTORS ADOPTING AND APPROVING THE
APPROPRIATIONS BUDGET FOR THE ORANGE COUNTY FIRE
AUTHORITY FOR FISCAL YEAR 2017/18**

*THE ORANGE COUNTY FIRE AUTHORITY BOARD OF DIRECTORS DOES HEREBY
RESOLVE AS FOLLOWS:*

The appropriations budget for the Orange County Fire Authority for Fiscal Year 2017/18 is approved and adopted by the Board of Directors as follows:

GENERAL FUND

Operating Appropriations

Salary and Employee Benefits	\$311,832,922
UAAL Pay-down to OCERS	\$5,886,420
Services and Supplies	\$32,393,611
Capital Outlay	<u>\$140,000</u>
Total Operating Appropriations	\$350,252,953

Other Funds

Fund 12110 – General Fund CIP	\$1,155,900
Fund 123 – Fire Stations and Facilities	\$2,000,000
Fund 124 – Communications and Info. Systems	\$3,755,117
Fund 133 – Fire Apparatus	\$10,058,259
Fund 171 – Structural Fire Entitlement Fund	\$0
Fund 190 – Self-Insurance Fund	<u>\$8,066,513</u>
Total Other Funds	\$25,035,789

Reserves

10% Operating Contingency	\$34,436,653
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PASSED, APPROVED and ADOPTED this 25th day of May 2017.


ELIZABETH SWIFT, CHAIR
Board of Directors

ATTEST:


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

Orange County Fire Authority
Resolution No. 2017-03
Page 2

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

I, Sherry A. F. Wentz, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2017-03 was duly passed and adopted at a regular meeting of the Board of Directors of the Orange County Fire Authority held on the day of May 25, 2017, by the following roll call vote, to wit:

AYES:	Lisa Bartlett, County of Orange	Leah Basile, Lake Forest
	Tim Brown, San Clemente	Laurie Davies, Laguna Niguel
	Ellery Deaton, Seal Beach	Sergio Farias, San Juan Capistrano
	Melissa Fox, Irvine	Carol Gamble, Rancho Santa Margarita
	Craig Green, Placentia	Dave Harrington, Aliso Viejo
	Shelley Hasselbrink, Los Alamitos	Gene Hernandez, Yorba Linda
	Robert Johnson, Cypress	Joe Muller, Dana Point
	Al Murray, Tustin	Bill Nelson, Villa Park
	Ed Sachs, Mission Viejo	Don Sedgwick, Laguna Hills
	David Shawver, Stanton	Michele Steggell, La Palma
	Elizabeth Swift, Buena Park	Tri Ta, Westminster
	Juan Villegas, Santa Ana	

NOES: None
ABSTAIN: None
ABSENT Noel Hatch

Todd Spitzer, County of Orange


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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

BEACH SAFETY

Practice Water Safety

- ✓ Keep small children and inexperienced swimmers within reach. Flotation devices are not a substitute for active adult supervision.
- ✓ Learn to swim.
- ✓ Use boogie boards/surfboards with leashes in designated areas.
- ✓ Choose to swim near a lifeguard and never swim alone. If no one is with you, no one can help save you.

Be Aware of Hazards

- ✓ If in doubt, don't go out. Ask the lifeguard about rip currents and other hazards as they are not always easily identifiable.
- ✓ Obey posted warning signs and flags.
- ✓ Check weather, water, and surf conditions; storms can stir up bacteria, rip currents, and other dangers.
- ✓ Shuffle feet when walking into the water to prevent stingray injuries.

Identifying a Rip Current

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

Surviving a Rip Current

- ✓ Remain calm.
- ✓ Don't fight the current.
- ✓ Swim out of the current by swimming to the side.
- ✓ If you can't escape, float or tread water.
- ✓ If you need help, call or wave for assistance.

Chief's Message





ORANGE COUNTY FIRE AUTHORITY

Safety Message

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Fire Chief's Budget Message

Honorable Members of the Board of Directors:

We are pleased to present our General Fund and Capital Improvement Program (CIP) budget for Fiscal Year (FY) 2017/18. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2017/18 and meets our policy reserve requirements.

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

After the approval and implementation of the Phase III Service Delivery Enhancements and as part of the annual budget process, Executive Staff re-examined positions which remained frozen post-recession, and considered the staffing needs in each of our departments. Consistent with our approach for the last two fiscal years, our strategy has been to request restoration of the frozen positions over multiple years in an effort to ensure that new revenues are sustained and sufficient to fund the positions. The phased-in approach to restoring positions also remains sensitive to added costs to our contract member agencies. With this FY 2017/18 budget, we are requesting to unfreeze and reclassify where necessary 22 positions, including:

- Twelve frontline Operations personnel to serve an expanded Fire Station 20 in Irvine, originally scheduled to start March 1, 2018. These positions, which include six Firefighters, three Fire Apparatus Engineers, and three Fire Captains, have been frozen pending completion of the new/expanded fire station. The need for the positions is driven by and funded from substantial development in the area.
- One Division Chief, one Administrative Captain, and one Administrative Assistant to be used for the purpose of lightening and redistributing the substantial workload assigned to each of the existing seven Divisions in the Operations Department.
- One Fire Pilot, to be assigned to Air Operations
- One Assistant Fire Training Officer to assist with Operations Training and Safety duties
- Four Information Technology (IT) positions, including one Communications Services Supervisor, one IT Specialist, and two IT Technicians, with costs offset by contract savings for these positions. The work performed by these positions has been previously performed by external contractors. We are seeking to transition this work to in-house staff to handle greater workload demands, which require full-time employment status.
- One Part-time Accountant to assist with Human Resources benefits reconciliation

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

coupled with the twelve positions which were authorized in FY 2016/17 concurrent with the Phase III Service Delivery Enhancements, will improve and enhance the services we provide to our member agencies and the citizens we serve.

Fiscal Measures Implemented During Budget Development

Our budget development process included the following measures:

- ***Vacant/Frozen Positions*** – Funding for frozen positions must be approved by the Board before filling; 54 positions continue to be frozen and are not funded in this proposed budget. At the highest-point following the recession, OCFA was carrying 103 frozen positions. Our efforts to restore the service levels needed for OCFA are not yet complete, but we are making good progress in returning these frozen positions to active status. As in the past, non-frozen vacant positions are funded.
- ***Services and Supplies*** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2016/17 level. Requested increases were reviewed and approved on a case-by-case basis. Approved requests or changes are listed on each department summary page.
- ***Salaries*** – The proposed budget includes scheduled salary increases as required by approved MOUs. Merit increases are included for qualifying employees.
- ***Workers' Compensation*** – The workers' compensation annual budget is funded at the 50% confidence level per the policy.
- ***Prioritization of Five-Year Capital Improvement Plan*** – The five-year CIP was updated and reviewed by the Executive Management team which scrutinized all projects to ensure they contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens.

Consistent with the recently updated Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be calculated and occur at the Mid-Year Budget Adjustment in FY 2017/18. The Policy calls for fifty percent to be directed to the CIP funds and the balance to be used to pay-down the unfunded pension liability, expanding the sources of pay-down past those contained in the Snowball Plan.

- ***Snowball Plan*** – The budget includes approximately \$5.9M in additional unfunded pension liability payments, in accordance with Board direction to continue to pay-down the unfunded actuarial accrued liability UAAL.

Accomplishment of Goals Established in the Prior Budget Cycle

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

- ***Paydown of OCFA's Unfunded Pension Liability with the Orange County Employees Retirement System*** – The Board previously directed staff to address the sizable UAAL with the Orange County Employees Retirement System (OCERS), which as of the end of 2016 amounted to approximately \$400.4 million. During FY 2016/17, staff continued to accelerate funding of the UAAL in keeping with the Board's adopted "Snowball" Plan and returned to the Board with an update to the Plan. Strategies included in the Plan are:
 - ✓ Use unencumbered fund balances available from the close of each fiscal year to make annual lump sum payments
 - ✓ Include savings from reduced retirement rates resulting from the implementation of the Public Employees' Pension Reform Act in the annual budget to make additional bi-weekly payments
 - ✓ Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
 - ✓ Beginning in FY 2016/17, begin to make an additional \$1 million payment per year for five years from the overfunded workers' compensation reserve
 - ✓ Beginning in FY 2017/18 allocate 50% of the General Fund surplus to the UAAL, with the remaining 50% used to fund the Capital Improvement Program

During FY 2016/17, additional payments of \$13.5 million were made to OCERS from the strategies described above bringing the funding status of OCFA's pension plan to a 76.75% funding level. An updated estimate from OCERS' actuary indicated the UAAL paydown timeline had shortened to 12 years from an original 29 years before the plan was implemented.

- ***Public Safety Technology Systems*** – Throughout FY 2016/17, efforts continued to improve our technology platforms and applications. We have completed, and begun implementation of a countywide communication system designed to allow each Fire dispatch center's Computer Aided Dispatch system to communicate with each other and recommend the closest available unit, and the best units to move up and cover calls when units are unavailable. Additionally, we have reduced our call processing times in the Emergency Communications Center, which now average less than 55 seconds.
- ***EMS Delivery Enhancements*** – Efforts that began in FY 2015/16, were continued in FY 2016/17, to research, define, and develop recommendations that identified the most efficient and effective deployment models to enhance the quality and safety of our employees and the

citizens we serve. We will be regularly evaluating the impact of changes to our deployment model to ensure the safest, most efficient and effective service is provided to our citizens.

- ***Labor Negotiations for Expired and new Contracts*** – During FY 2016/17 a new multi-year MOU was successfully negotiated with the Orange County Professional Firefighters Association for the firefighter bargaining unit.
- ***Implementation of Leadership Initiatives and Succession Planning*** – During FY 2016/17 OCFA began its implementation of leadership training courses and developed the essential functions of the Organizational Training and Development section. These actions will better position OCFA to assess and provide training and development to our employees.
- ***Address the Impact of Post-Traumatic Stress Disorder (PTSD) in OCFA personnel*** – During the past fiscal year, we initiated a workshop with our labor partners through the Joint-Labor-Management working groups. We attended a behavioral health conference in December and have begun to evaluate our programs.

Priorities Established for the FY 2017/18 Budget Cycle

The following priorities have been established for the FY 2017/18 budget cycle:

- ***Improve OCFA Communications at All Levels*** – During this fiscal year, we will be continuing our dissemination of relevant and timely communications to the Board, Executive Committee, and OCFA staff. This will take the form of Board advisories, email or other written updates, video newsletter appearances, all-hands meetings and other opportunities. We will also be striving to maintain and increase positive media coverage during the year.
- ***Establish Consistency in Human Resources functions and improve Labor Relations*** – We will be focusing on reducing the number of times that safety employees are forced to work overtime shifts, with an emphasis on increasing the number of firefighters hired and trained and eliminating vacancies. Included in the hiring efforts will be a program to expand our recruitment outreach and increase workforce diversity in the firefighter academies. Additionally, we will be developing a Master Plan for OCFA succession with a goal of having the plan approved in 2018.
- ***Conduct Analysis of Field Operations and Internal Support Functions*** – This area of focus is a continuation of prior fiscal year efforts in this domain. We will continue to evaluate and assess Emergency Medical Services (EMS) including, education; continuous quality improvement; and administration.
- ***Focus on Fiscal Health*** – This domain objective reflects an effort to incorporate this perspective into all aspects of decision-making at OCFA. Specifically, we will continue to assess the impact of economic or budgetary changes and make recommendations that stress

long-term fiscal health for OCFA and its member agencies. Additionally, during this year, we will be completing a utility usage assessment for all our facilities to determine the possible capacity for savings.

- ***Build a Customer Service Mindset*** – To reinforce our approach to customer service and our motto “We visualize problems and solutions through the eyes of those we serve,” we will be continuing our Joint Labor-Management working group to provide activities and reminders for our employees. We expect to produce and distribute pocket cards with our vision, mission, and guiding principles.
- ***Improve Risk Management Outcomes*** – We will conduct a review of our workers’ compensation injury analysis in an attempt to reduce annual claims, expenses, and backfill costs. Also in the risk management arena, we will be establishing cancer prevention measures for safety personnel.
- ***Implement Performance Improvement/Efficiency Measures*** – Again during this fiscal period, we will be looking for ways to improve organizational performance. We will conduct an analysis to identify gaps and methods for enhancing performance and/or efficiency. Our desire is to develop a culture of process improvements. We envision establishing and institutionalizing evaluation tools and techniques for leadership, including the elements of a 360-degree evaluation. We will also be developing a behavioral health program to address the impact of post-traumatic stress disorder (PTSD) in OCFA personnel.
- ***Improve Public Safety Technology System*** – This domain objective encompasses many elements within the OCFA. Starting with the Records Management System (RMS), which includes the Integrated Fire Prevention (IFP), Investigations Case Management System (ICMS) and Orange County Fire Incident Reporting System (OCFIRS), has proven to be a complicated and challenging project. During this year we will establish timelines and objectives for the replacement of these systems. Additional enhancements will be sought in the CAD2CAD for move-up and cover strategies, and LIVEMUM software to reduce overall call response times. Through technology platforms, we will also be seeking to implement a countywide Community wildfire plan and establish a foundation for remote weather data and fire detection/monitoring system. Lastly, we see value and application for Unmanned Aircraft Systems (UAS), also known as drones, in the fire service and we will begin to implement this program in FY 2017/18.
- ***Develop a Continuity of Operations Plan*** – To ensure OCFA is able to continue functioning in the event of a disaster, and building on the efforts that were conducted last fiscal year, we will be finalizing a Continuity of Operations (COOP) plan during the fiscal year. The plan will involve meeting with stakeholders and identifying needs, followed by generating any required policy changes. We will also be conducting emergency training and drills with the Board and staff during the fiscal year as part of this objective.

FY 2017/18 OCFA Adopted Budget

Total Budget Overview

The total revenue budget for FY 2017/18 is \$366,691,527 and total expenditures are \$350,252,953. The OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures including the Contingency Fund Balance. The Contingency Fund Balance is a set aside of 10% of the General Fund operating expenditures, to be used in unplanned emergency situations, per the Financial Stability Budget policy. The budget also includes a one-time payment of approximately \$5.9 million to OCERS to pay-down the UAAL.

In years past, any annual surplus in the General Fund was transferred to the Capital Improvement Project (CIP) funds at the start of the fiscal year. The surplus, if one existed, was designed to fund the Capital Improvement Projects for that fiscal year, and up to the entire five years of the CIP plan. In March 2017, the Board of Directors approved an update to the Financial Stability Budget Policy, which changed the allocation and timing of the General Fund surplus transfer. Starting in FY 2017/18 the amount of the General Fund surplus will be determined at mid-year after the Mid-Year Budget Adjustment has been finalized. Instead of the full amount of the surplus being transferred to the CIP funds, 50% will be transferred to the CIP and 50% to pay down the unfunded liabilities. In the current fiscal year, sufficient fund balances exist in the CIP funds to accommodate the projects budgeted in FY 2017/18.

General Fund Budget Overview

General Fund revenue for FY 2017/18 is budgeted at \$367 million, and expenditures are budgeted at \$350 million. A one-time adjustment of approximately \$5.9 million to paydown the UAAL, has been removed in the following tables for comparison purposes. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing operating expenditures.

The table below depicts the General Fund revenues over three fiscal periods. For comparison purposes, one-time adjustments have been removed from the adjusted and adopted budget figures.

<i>Revenue</i>		2016/17	2017/18
	2015/16	Adjusted	Adopted
	Actual	Budget	Budget
Budget	\$370,297,260	\$349,676,745	\$366,691,527
Dollar Change		(20,620,515)	\$17,014,782
Percentage Change		(5.90%)	4.64%

Property tax represents the largest revenue category at approximately 66% of the General Fund's total revenue, or \$242.4 million. As a category, it is projected to increase by approximately 5.24% in FY 2017/18. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 5.61% based on an annual property tax study prepared by Rosenow Spevacek Group Inc.

The next largest revenue category, Charges for Current Services, represents 29.2% of the General Fund's revenues at approximately \$107.0 million. The category is estimated to increase by 4.12%. The projected increase is based primarily on a 4.5% increase to the base component of the Cash Contract City charge, combined with an added catch-up provision for most cash contract cities that resulted from the First Amendment to the Amended JPA.

The Intergovernmental revenues category is budgeted at approximately \$15.7 million, a 4.22% increase from the FY 2016/17 adopted budget. This is primarily due to a contract increase from CAL FIRE for State Responsibility Area (SRA) Wildland suppression responsibility.

Interest revenue (Use of Money and Property) of approximately \$665,000 is based on estimated cash flows and a projected interest rate of 1.50%.

Expenditures

	2015/16 Actual	2016/17 Adopted Budget	2017/18 Adopted Budget
Budget	\$330,856,436	\$332,641,218	\$344,366,533
Dollar Change		(\$1,784,782)	\$11,725,315
Percentage Change		(0.54%)	3.40%

Salaries and Employee Benefits (S&EB) total approximately \$311.8 million in FY 2017/18, or a 4.51% increase compared to the adopted FY 2016/17 budget. The increase is due primarily to the addition of 22 new positions and increases from approved MOUs.

Services & Supplies total approximately \$32.4 million in FY 2017/18, a \$503K decrease or -1.53% from the adopted FY 2016/17 budget.

Staffing Changes

The change to the number of approved positions reflected on the Chart of Authorized Positions is the result of the unfreezing and reclassification of 22 positions throughout

the organization, including 16 safety positions. The Summary of Regular Positions by Department includes the remaining frozen positions.

A total of 57 positions are not funded in FY 2017/18 adopted budget and include: 12 Firefighters, 15 Fire Apparatus Engineers, 18 Fire Captains, and nine non-safety positions. The unfunded positions include three Urban Search & Rescue (US&R) positions, namely one Battalion Chief, one Senior Fire Equipment Technician and one Fire Equipment Technician. These three positions will be funded with regular annual US&R Grant funds during the fiscal year. 30 of the unfunded Firefighter Unit positions are backfilled with overtime; there is no reduction in service levels.

CIP Funds Overview

The Capital Improvement Program budget for FY 2017/18 is \$17.0 million. Revenues for the CIP funds during this budget cycle include interest and contributions from Cash Contract cities. Use of fund balance is also necessary for each of the CIP funds, however, we expect to do a transfer of General Fund surplus at the Mid-Year Budget Adjustment.

Significant projects in the CIP funds include the following:

General Fund CIP (Fund 12110)

- The budget of approximately \$1.2 million funds projects including replacement of personal computers and printers; network servers; and fire station alarm upgrades.

Fire Stations and Facilities (Fund 123)

- The approximately \$2.0 million budget funds the stabilization of the site for Fire Station 42 in Lake Forest; initial costs to replace Fire Station 9 in Mission Viejo, infrastructure security enhancements at the RFOTC, and improvements in the US&R warehouse.

Communications and Information Systems (Fund 124)

- The budget of approximately \$3.8 million will fund a RFOTC data center suppression system (\$1.0M), an OCFA disaster recovery colocation facility (\$1.0M), and the next generation CAD2CAD project (\$450K). The budget also includes projects related to systems development and support such as the replacement of the CRR – Integrated Fire Prevention application (\$905K) and the Orange County Fire Incident Reporting System replacement (\$400K). Both are part of the Records Management System (RMS) component of the Public Safety Systems.

Fire Apparatus (Fund 133)

- Approximately \$10.1 million has been included in the FY 2017/18 budget for the replacement of 34 emergency and support vehicles as well as lease-purchase debt service payments for two existing helicopters.

Financial Forecasts

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

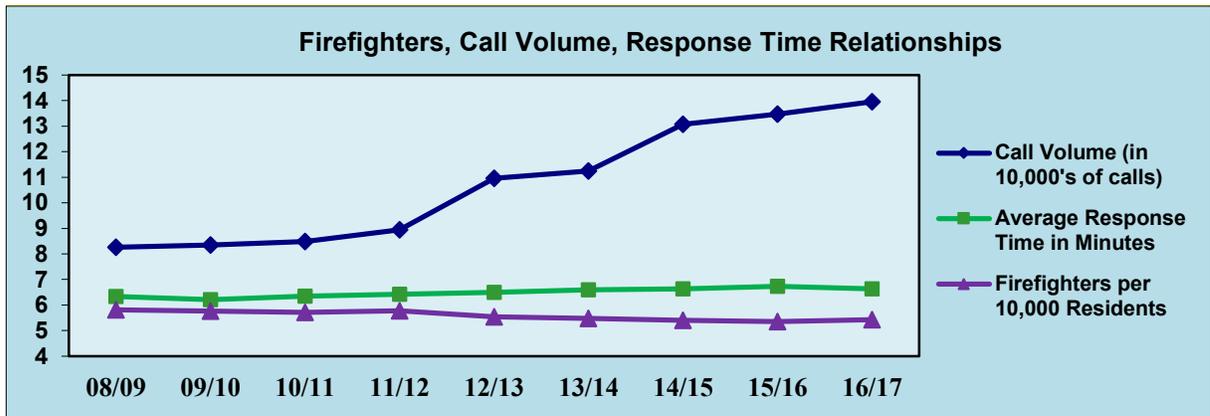
In order to maintain a balanced Five-Year Financial Forecast, staff continues to aggressively pursue the following measures:

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

Service Delivery

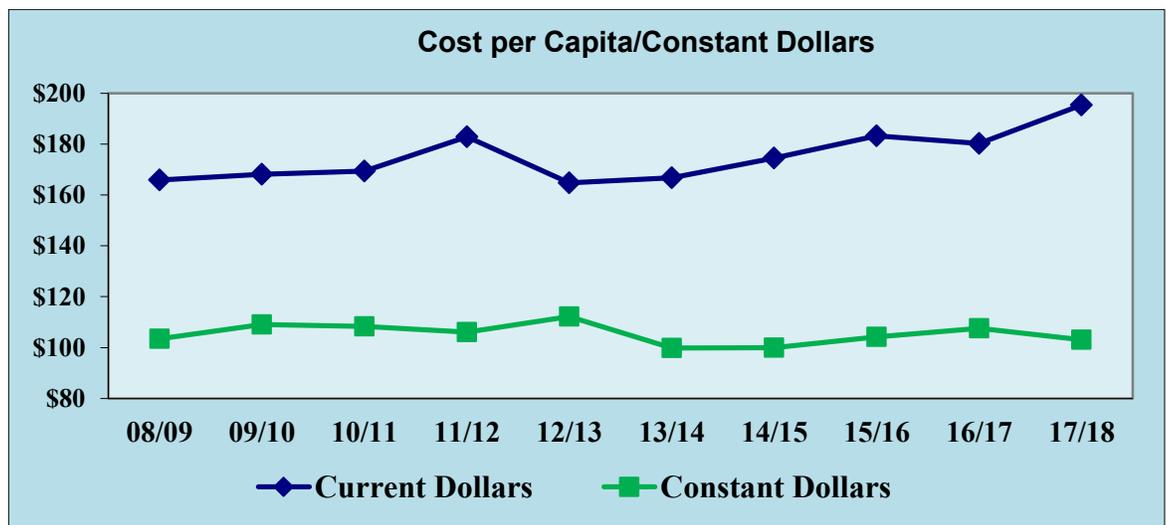
The graph on the following page shows that our ratio of firefighters per 10,000 residents has decreased slightly during the past ten years (on average 0.6% per year) while at the same time our emergency call load has increased by 68%. The significant jump in call volume was in part due to the City of Santa Ana joining the OCFA.

During this period, the average response time for emergency calls has remained relatively constant at less than seven minutes per call. Response times, which measures the elapsed time between 9-1-1 answer and the first fire department unit arrival, is 6:53 (80th percentile) and 9:07 (90th percentile). With the implementation of OCFA's new CAD system in 2014/15, OCFA's response time data now includes response times for all OCFA jurisdictions, including Santa Ana. This new data is more inclusive and accurate than prior fiscal years and establishes a new baseline for OCFA to use in measuring future response time improvements.



Cost per Capita

The following graph reflects the impact of rising salary and employee benefits costs as well as staffing for new stations and service enhancements that have occurred during the ten-year period. The increase in the FY 2011/12 cost per capita is due to a net decrease of 3.4% in the OCFA service population due to population adjustments resulting from the 2010 census. The drop in FY 2012/13 is due mainly to the increase in service population with the addition of Santa Ana, which added more than 300,000 residents. The higher cost per capita in FY 2017/18 is primarily due to higher salary and retirement costs due to staffing restorations and MOU changes.



Comparison to other Fire Service Districts

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

Metro Fire serves a population of approximately 738,000 in a 417-square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire's case, 73% of their revenue is derived from property tax, while in OCFA's case the number is approximately 66%. The OCFA serves a population of approximately 1.8 million stretching over 576 square miles.

Metro Fire's General Fund expenditure budget for FY 2017/18 is approximately \$192 million, while OCFA's is \$350 million. This results in a spending ratio of approximately \$260 per capita for Metro Fire and \$194 per capita for OCFA.

Customer Satisfaction

During FY 2016/17, more than 11,000 customer satisfaction surveys were distributed with an approximately 16% return response rate. Overall satisfaction was rated approximately 97%; ratings have continued to be between 97% and 98% for the last ten years. These repeated high ratings demonstrate that our communities place high value on the quality of the OCFA's services, and we continue to meet or exceed service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the ninth time to the Orange County Fire Authority for its FY 2016/17 budget. In addition, we received the Award of Excellence in Operational Budgeting from the California Society of Municipal Finance Officers (CSMFO). We believe our new budget continues to conform to the program requirements; therefore, we will submit the FY 2017/18 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,

Dave Anderson
Acting Fire Chief

Budget Adoption – Board of Directors Meeting of May 25, 2017

Budget Summary





ORANGE COUNTY FIRE AUTHORITY

Safety Message

CARBON MONOXIDE ALARMS

Install and Maintain

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

Prevent Carbon Monoxide Poisoning

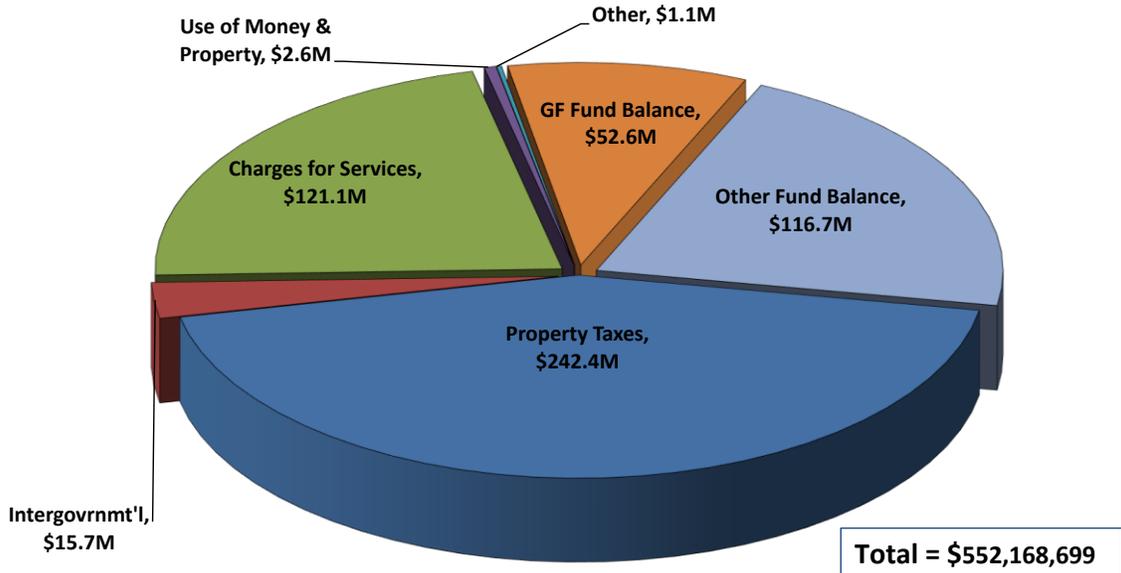
- ✓ Have a professional inspect your chimneys and heating equipment each year.
- ✓ Don't keep your car running inside your garage, even if your garage doors are open.
- ✓ Gas and charcoal grills and generators can produce carbon monoxide. Use them outdoors in well-ventilated areas away from windows,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

If a Carbon Monoxide Alarm Sounds:

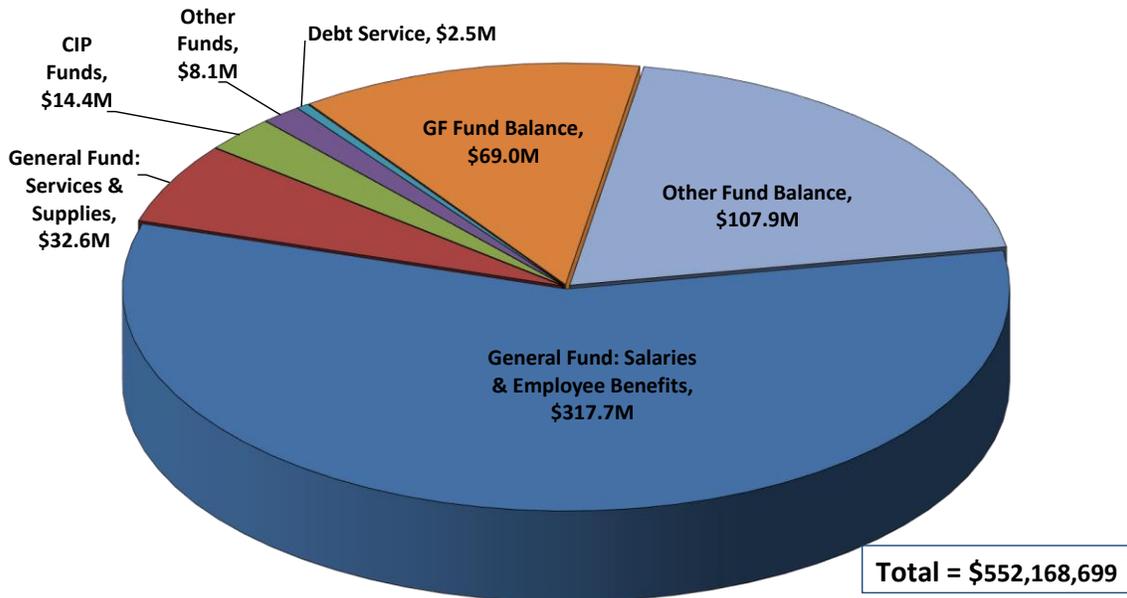
- ✓ Assume that a real danger is present.
- ✓ Move all people and pets out of the structure immediately.
- ✓ Once outside, call 9-1-1. Don't return until the fire department has declared the area safe.

**FY 2017/18 Funding Sources and Uses
All Funds**

Where the Money Originates



Where the Money Goes



FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY COMBINED BUDGET SUMMARY FY 2017/18

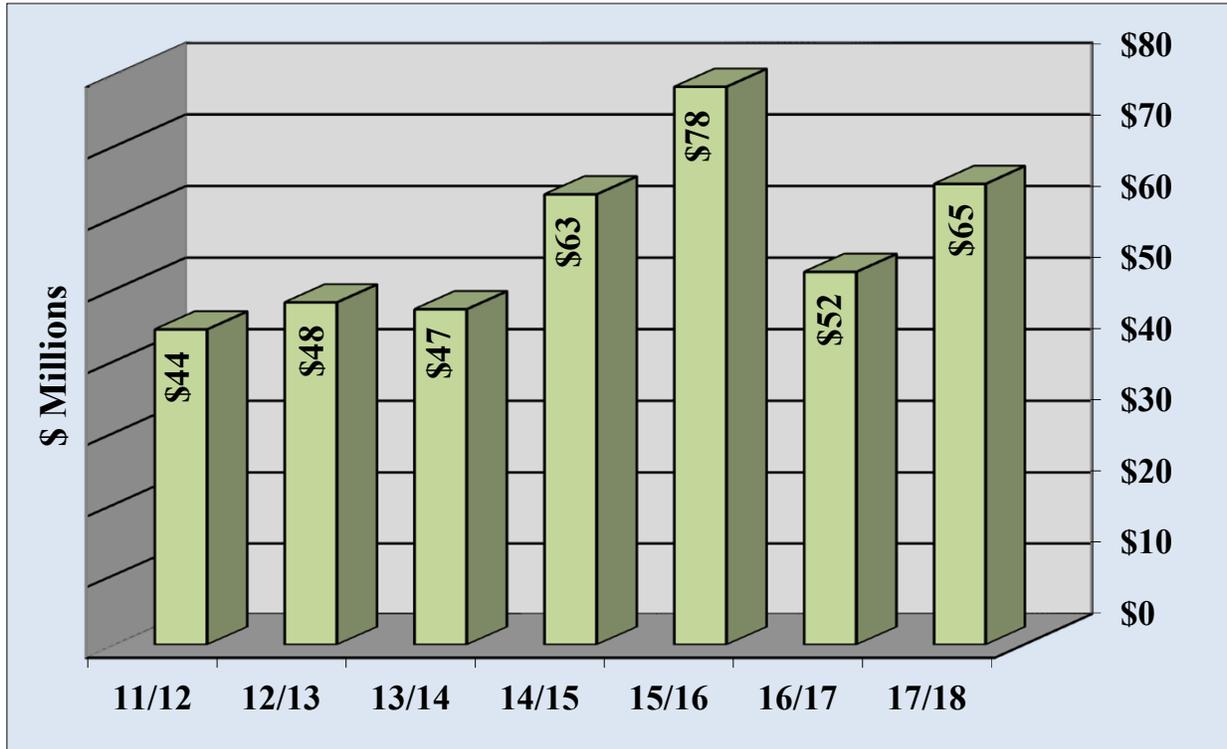
	121 General Fund	12110 (1) General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems
FUNDING SOURCES				
Property Taxes	\$242,371,052	-	-	-
Intergovernmental	15,729,661	-	-	-
Charges for Current Services	107,076,852	-	-	-
Use of Money & Property	664,714	-	251,107	224,898
Other	849,248	-	58,199	98,254
Total Revenue & Other	366,691,527	-	309,306	323,152
Financing Sources				
Operating Transfer In	-	-	-	-
Beginning Fund Balance	52,602,204	(245,872)	15,725,465	14,746,514
TOTAL AVAILABLE RESOURCES	\$419,293,731	(\$245,872)	\$16,034,771	\$15,069,666
EXPENDITURES				
Salaries & Employee Benefits	\$311,832,922	-	-	-
Services & Supplies	32,368,611	699,900	-	-
Capital Outlay	165,000	456,000	2,000,000	3,755,117
Debt Service	0	-	-	-
Subtotal Expenditures	344,366,533	1,155,900	2,000,000	3,755,117
UAAL Paydown	5,886,420			
Total Expenditures & Other Uses	350,252,953	1,155,900	2,000,000	3,755,117
Appropriation for Contingencies	3,000,000	-	-	-
Operating Transfer Out	-	-	-	-
Ending Fund Balance	66,040,778	(1,401,772)	14,034,771	11,314,549
TOTAL FUND COMMITMENTS & FUND BALANCE	\$419,293,731	(\$245,872)	\$16,034,771	\$15,069,666

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

**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY
FY 2017/18**

	133 Fire Apparatus	171 SFF Entitlement	190 Self- Insurance	Total
FUNDING SOURCES				
Property Taxes	-	-	-	\$242,371,052
Intergovernmental	-	-	-	15,729,661
Charges for Current Services	1,346,618	-	12,687,256	121,110,726
Use of Money & Property	270,517	4,303	1,181,767	2,597,306
Other	60,295	-	-	1,065,996
Total Revenue & Other Financing Sources	1,677,430	4,303	13,869,023	382,874,741
Operating Transfer In	-	-	-	-
Beginning Fund Balance	10,056,338	3,895	76,405,414	169,293,958
TOTAL AVAILABLE RESOURCES	\$11,733,768	\$8,198	\$90,274,437	\$552,168,699
EXPENDITURES				
Salaries & Employee Benefits	-	-	-	\$311,832,922
Services & Supplies	-	-	8,066,513	41,135,024
Capital Outlay	7,526,536	-	-	13,902,653
Debt Service	2,531,723	-	-	2,531,723
Subtotal Expenditures	10,058,259	-	8,066,513	369,402,322
UAAL Paydown	-	-	-	5,886,420
Total Expenditures & Other Uses	10,058,259	-	8,066,513	375,288,742
Appropriation for Contingencies	-	-	-	3,000,000
Operating Transfer Out	-	-	-	-
Ending Fund Balance	1,675,509	8,198	82,207,924	173,879,957
TOTAL FUND COMMITMENTS & FUND BALANCE	\$11,733,768	\$8,198	\$90,274,437	\$552,168,699

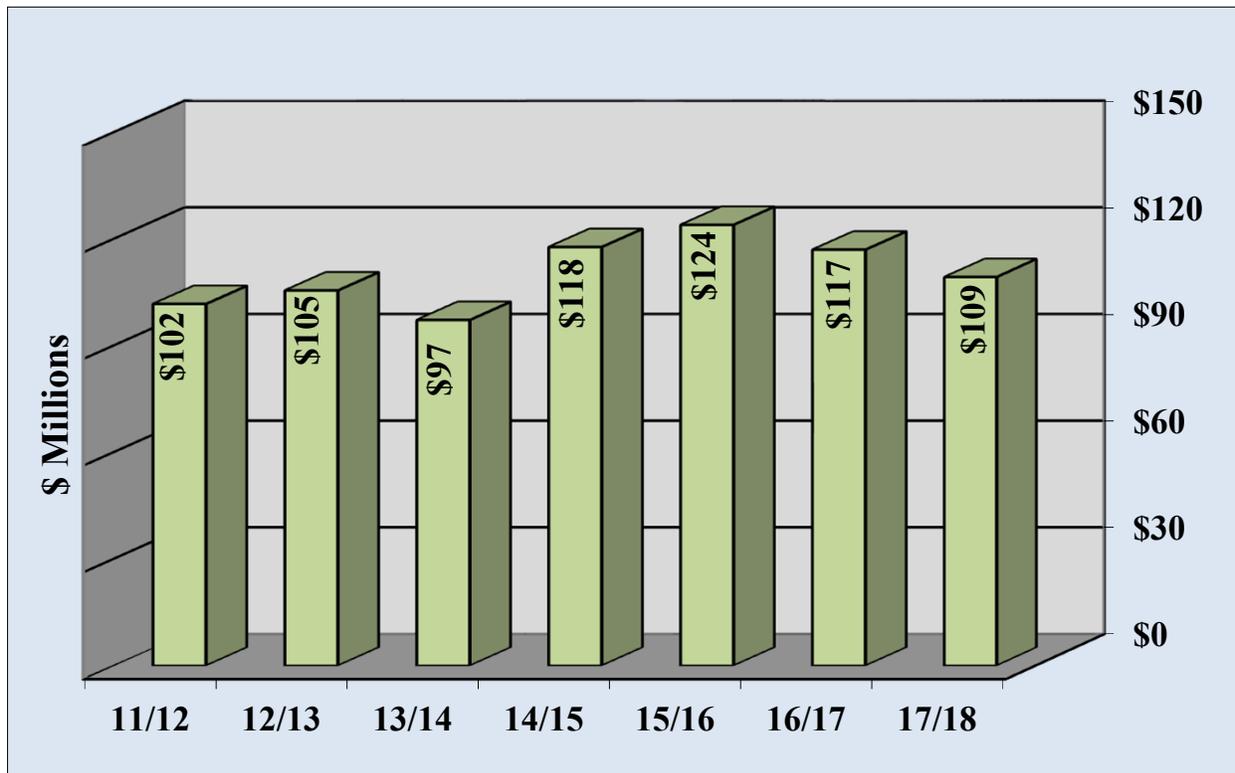
Ending Fund Balances General Fund



The largest component of General Fund fund balance is the 10% contingency reserve, which has consistently been maintained at 10% of operating expenditures pursuant to the reserve requirement established by the Board. Ending fund balance increased in FY 2014/15 primarily due to budget savings in FY 2014/15 and adjustments for the removal of the invalidated Jurisdictional Equity Adjustment payments. Ending fund balance increased in FY 2015/16 due to budget savings which was used to paydown the UAAL in FY 2016/17.

FY 2017/18 are budget figures. Refer to page 72 to review chart of contingency reserves.

Ending Fund Balances CIP/Other Funds



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

Note: FY 2011/12 through FY 2015/16 are based on actuals, and FY 2016/17 through FY 2017/18 are budget figures.

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2011/12 - FY 2017/18

Fund No.	Fund Type	Fund Description	FY 2011/12 Actual	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Actual
Available Fund Balances - July 1			\$162,885,946	\$157,498,177	\$172,407,421	\$170,687,008
REVENUES						
121	General	General Fund	\$257,684,088	\$308,982,925	\$308,084,446	\$330,232,488
122	Capital Projects	Facilities Maintenance & Improv	256,676	276,705	311,980	826,075
123	Capital Projects	Fire Stations & Facilities	211,142	612,571	1,437,449	7,974,165
124	Capital Projects	Communications & Info Systems	309,934	136,020	239,294	311,007
133	Capital Projects	Fire Apparatus	17,993,980	2,284,009	1,617,354	2,152,013
171	Other	SFF Entitlement	3,908	(907)	6,825	2,643
190	Other	Self Insurance	5,255,273	9,850,534	13,138,561	14,016,519
201	Debt Service	Debt Service	-	-	-	-
TOTAL REVENUES - ALL FUNDS			\$281,715,001	\$322,141,857	\$324,835,907	\$355,514,910
EXPENDITURES						
121	General	General Fund Departments:				
		Executive Management	\$9,608,337	\$9,756,556	\$11,185,514	\$11,224,859
		Operations	202,901,082	232,599,505	233,761,173	240,403,063
		Community Risk Reduction	10,384,303	11,450,914	13,652,799	14,058,785
		Organizational Planning	-	-	-	1,279,240
		Business Services	13,592,774	11,417,414	21,451,192	40,770,226
		Support Services	20,862,652	22,484,807	21,858,811	25,305,352
		Sub-total General Fund	257,349,148	287,709,196	301,909,489	333,041,526
12110	Capital Projects	General Fund CIP	-	-	-	775,832
122	Capital Projects	Facilities Maintenance & Improv	1,103,620	957,441	1,300,881	(27,443)
123	Capital Projects	Fire Stations & Facilities	169,688	63,863	7,202,513	6,312,389
124	Capital Projects	Communications & Info Systems	1,784,796	5,215,470	3,560,884	519,009
133	Capital Projects	Fire Apparatus	20,399,582	5,566,811	5,976,390	11,051,007
171	Other	SFF Entitlement	51,160	103,722	490,367	95,996
190	Other	Self Insurance	6,243,356	6,011,212	5,447,416	6,443,251
201	Debt Service	Debt Service	-	-	-	-
TOTAL EXPENDITURES - ALL FUNDS			\$287,101,350	\$305,627,715	\$325,887,940	\$358,211,567
Net Operating Transfers In (Out)			-	-	-	-
Adjustments (a)			(1,420)	(1,604,898)	(668,380)	188,024
Available Fund Balances - June 30			\$157,498,177	\$172,407,421	\$170,687,008	\$168,178,374
% Fund Balance increase (decrease) from prior yr (b)			-3.31%	9.47%	-1.00%	-1.47%

Notes:

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

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

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2011/12 - FY 2017/18

Fund No.	Fund Type	Fund Description	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget
Available Fund Balances - July 1			\$168,178,374	\$202,129,971	\$169,276,146
REVENUES					
121	General	General Fund	\$351,431,518	\$364,931,605	\$366,691,527
122	Capital Projects	Facilities Maintenance & Improv	-	-	-
123	Capital Projects	Fire Stations & Facilities	3,492,661	902,522	309,306
124	Capital Projects	Communications & Info Systems	424,470	352,133	323,152
133	Capital Projects	Fire Apparatus	1,745,326	1,661,966	1,677,430
171	Other	SFF Entitlement	3,510	3,895	4,303
190	Other	Self Insurance	13,117,369	11,942,723	13,869,023
201	Debt Service	Debt Service	-	-	-
TOTAL REVENUES - ALL FUNDS			\$370,214,854	\$379,794,844	\$382,874,741
EXPENDITURES					
121	General	General Fund Departments:			
		Executive Management	\$11,555,586	\$4,166,332	\$11,476,168
		Operations	250,182,843	260,374,094	263,467,296
		Community Risk Reduction	15,329,443	16,260,003	16,123,713
		Organizational Planning	1,756,508	13,014,738	5,122,428
		Business Services	28,834,536	31,173,197	19,382,871
		Support Services	27,934,726	30,868,446	34,680,477
		Sub-total General Fund	335,593,643	355,856,810	350,252,953
12110	Capital Projects	General Fund CIP	1,084,433	6,778,399	1,155,900
122	Capital Projects	Facilities Maintenance & Improv	-	-	-
123	Capital Projects	Fire Stations & Facilities	137,655	8,922,569	2,000,000
124	Capital Projects	Communications & Info Systems	90,188	9,449,482	3,755,117
133	Capital Projects	Fire Apparatus	4,367,358	21,799,582	10,058,259
171	Other	SFF Entitlement	110,312	584,464	-
190	Other	Self Insurance	7,892,111	9,257,363	8,066,513
201	Debt Service	Debt Service	-	-	-
TOTAL EXPENDITURES - ALL FUNDS			\$349,275,701	\$412,648,669	\$375,288,742
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			13,012,443	-	-
Available Fund Balances - June 30			\$202,129,971	\$169,276,146	\$176,862,146
% Fund Balance increase (decrease) from prior yr (b)			20.19%	-16.25%	4.48%

Notes:

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

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

FY 2017/18 OCFA Adopted Budget

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

FY 2011/12 - FY 2017/18

REVENUES AND EXPENDITURES BY CATEGORY

	FY 2011/12 Actual	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Actual
REVENUES				
Property Taxes	\$177,728,289	\$181,720,252	\$190,873,686	\$205,141,237
Intergovernmental	12,894,881	28,883,650	19,111,811	23,565,213
Charges for Current Services	70,676,158	105,796,763	97,705,186	115,812,691
Use of Money and Property	660,620	(20,556)	932,281	841,513
Other	2,998,975	5,761,748	16,212,943	10,154,256
Issuance of Capital Lease	16,756,078	-	-	-
TOTAL REVENUES	\$281,715,001	\$322,141,857	\$324,835,907	\$355,514,910
EXPENDITURES				
Salaries & Employee Benefits	\$233,571,264	\$265,194,627	\$269,959,939	\$299,800,664
Services & Supplies	32,836,970	31,305,907	\$40,497,227	\$39,631,796
Capital Outlay	1,676,999	6,595,458	\$12,899,051	\$18,450,024
Debt Service	2,639,026	2,531,723	\$2,531,723	\$329,083
Refinanced Debt	16,377,091	-	-	-
TOTAL EXPENDITURES	\$287,101,350	\$305,627,715	\$325,887,940	\$358,211,567

REVENUES AND EXPENDITURES BY MAJOR AND NONMAJOR FUNDS

	FY 2011/12 Actual	FY 2012/13 Actual	FY 2013/14 Actual	FY 2014/15 Actual
REVENUES				
General Fund	\$257,684,088	\$308,982,925	\$308,084,446	\$330,232,488
Other Governmental Funds	24,030,913	13,158,932	16,751,462	25,282,422
TOTAL REVENUES	\$281,715,001	\$322,141,857	\$324,835,907	\$355,514,910
EXPENDITURES				
General Fund	\$257,349,148	\$287,709,196	\$301,909,489	\$333,817,358
Other Governmental Funds	29,752,202	17,918,519	23,978,451	24,394,209
TOTAL EXPENDITURES	\$287,101,350	\$305,627,715	\$325,887,940	\$358,211,567

Note:

Only the General Fund qualifies as a major fund.

ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
 FY 2011/12 - FY 2017/18
REVENUES AND EXPENDITURES BY CATEGORY

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget
REVENUES			
Property Taxes	\$219,840,417	\$230,301,459	\$242,371,052
Intergovernmental	25,978,081	27,567,139	15,729,661
Charges for Current Services	116,560,027	115,611,586	108,318,519
Use of Money and Property	1,671,316	1,272,868	2,597,306
Other	6,165,014	5,041,792	13,858,203
Issuance of Capital Lease	-	-	-
TOTAL REVENUES	\$370,214,854	\$379,794,844	\$382,874,741
EXPENDITURES			
Salaries & Employee Benefits	\$307,143,676	319,999,934	317,719,342
Services & Supplies	36,377,204	47,532,031	40,600,124
Capital Outlay	5,031,636	42,584,981	14,437,553
Debt Service	723,186	2,531,723	2,531,723
Refinanced Debt	-	-	-
TOTAL EXPENDITURES	\$349,275,701	\$412,648,669	\$375,288,742

REVENUES AND EXPENDITURES BY MAJOR

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget
REVENUES			
General Fund	\$351,431,518	\$ 364,931,605	\$ 366,691,527
Other Governmental Funds	18,783,337	14,863,239	16,183,214
TOTAL REVENUES	\$370,214,854	\$379,794,844	\$382,874,741
EXPENDITURES			
General Fund	\$336,678,076	\$362,635,209	\$351,408,853
Other Governmental Funds	12,597,625	50,013,460	23,879,889
TOTAL EXPENDITURES	\$349,275,701	\$412,648,669	\$375,288,742

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

Five-Year Financial Forecast

Five-year financial forecasts are provided in conjunction with budget development in order to assist management and the Board of Directors in assessing proposed budgetary decisions. The forecast model is based on the FY 2017/18 Adopted Budget and the detailed assumptions that follow the forecast.

The five-year forecast is very sensitive to changes in assumptions for future growth. A 1% change in some assumptions in the early years of the forecast can have a multi-million dollar impact to the bottom-line in the fifth year. Therefore, it is important to keep the following facts in mind when reviewing the forecasts for additional perspective:

- The assumptions we use when building the forecast tend to be conservative. Revenue is projected modestly and held flat when in doubt, while expenditures are projected aggressively (i.e., medical insurance).
- Following is a list of potential improvements that could occur in our assumptions and the corresponding impact:
 - ✓ A 1% increase in secured property tax growth in FY 2017/18 would result in a \$6.2M increase to ending fund balance available in FY 2021/22 and a \$5.9M increase in UAAL paydown from General Fund Surplus.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2017/18 would result in a \$9.6M increase to ending fund balance available in FY 2021/22 and a \$9.2M increase in UAAL paydown from General Fund Surplus.
 - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2017/18 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$6.9M increase to the General Fund Surplus in FY 2021/22.

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

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

Budget Summary

	ADJUSTED FY 2016/17	PROJECTED FY 2017/18	PROJECTED FY 2018/19	PROJECTED FY 2019/20	PROJECTED FY 2020/21	PROJECTED FY 2021/22
A. BEGINNING FUND BALANCE	202,123,783	169,703,621	169,656,599	167,808,557	178,988,563	195,357,516
GENERAL FUND REVENUES						
Property Taxes	230,301,459	242,371,052	255,709,053	265,003,816	274,758,074	284,738,190
State Reimbursements	5,286,668	5,786,668	5,786,668	5,786,668	5,786,668	5,786,668
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	11,970,786	-	-	-	-	-
Community Redevelopment Agency Pass-thru	9,706,233	9,842,993	10,610,959	11,128,457	11,633,730	12,216,561
Cash Contracts	92,357,581	96,593,967	101,508,673	106,120,904	110,083,971	114,196,174
Community Risk Reduction Fees	6,448,604	6,448,604	6,448,604	6,448,604	6,448,604	6,448,604
ALS Supplies & Transport Reimbursement	3,929,330	3,929,330	3,929,330	3,929,330	3,929,330	3,929,330
Interest Earnings	283,622	664,714	1,230,751	1,250,023	1,271,523	1,306,479
Other Revenue	4,400,205	954,199	954,199	954,199	893,885	893,885
Unencumbered Fund Balance for Paydown of UAAL	9,814,477	-	-	-	-	-
TOTAL REVENUES	374,598,964	366,691,527	386,278,237	400,722,001	414,905,785	429,615,891
GENERAL FUND EXPENDITURES						
New Positions for New Stations	-	-	1,983,798	2,023,590	5,711,081	13,480,803
Employee Salaries	190,130,222	197,923,786	205,522,271	209,218,612	213,740,732	218,369,639
Retirement - Regular Annual Payments	67,352,525	70,949,644	73,818,538	74,825,620	77,505,511	79,698,327
Retirement - Paydown of UAAL (Rate Savings)	1,653,114	1,886,420	3,167,397	1,648,658	2,368,859	3,279,280
Retirement - Paydown of UAAL (Unencumb. Funds)	9,814,477	-	-	-	-	-
Retirement - Paydown of UAAL (\$1M per Year from WC)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-
Retirement - Paydown of UAAL (\$1M per Year, Increasing)	1,000,000	3,000,000	5,000,000	7,000,000	9,000,000	11,000,000
Workers' Comp Transfer out to Self-Ins. Fund	11,444,465	12,687,256	13,035,532	13,383,808	13,749,498	15,191,983
Other Insurance	26,799,046	27,551,288	28,591,360	30,281,361	32,081,906	34,001,126
Medicare	2,543,391	2,720,948	2,865,104	2,873,593	2,930,244	2,988,015
One-Time Grant/ABH Expenditures	8,150,546	-	-	-	-	-
Salaries & Employee Benefits	319,887,786	317,719,342	334,983,999	342,255,242	358,087,832	378,009,174
Services & Supplies/Equipment	34,371,570	32,533,611	29,620,153	29,063,653	28,953,653	28,943,653
New Station/Enhancements S&S Impacts	-	-	97,008	99,918	276,586	662,520
One-Time Grant Expenditures	1,271,213	-	-	-	-	-
TOTAL EXPENDITURES	355,530,569	350,252,953	364,701,160	371,418,813	387,318,071	407,615,347
NET GENERAL FUND REVENUE	19,068,395	16,438,574	21,577,076	29,303,188	27,587,714	22,000,544
B. Incremental Increase in GF 10% Contingency	1,422,810	1,172,531	1,116,723	623,639	1,317,906	1,838,686
GENERAL FUND SURPLUS / (DEFICIT)	17,645,586	15,266,043	20,460,353	28,679,549	26,269,809	20,161,858
C. Operating Transfers (from) Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds						
Transfers to CIP from General Fund Surplus	17,645,586	7,633,021	10,230,177	14,339,774	13,134,904	10,080,929
Total Operating Transfers to CIP	17,645,586	7,633,021	10,230,177	14,339,774	13,134,904	10,080,929
One-Time Paydown of UAAL from General Fund Surplus	-	7,633,021	10,230,177	14,339,774	13,134,904	10,080,929
Capital Improvement Program/Other Fund Revenues						
Interest Earnings	989,246	1,932,592	2,643,609	2,731,475	3,026,259	3,375,058
State/Federal Reimbursement	-	-	-	-	-	-
Cash Contracts	1,358,858	1,346,618	1,387,017	1,428,627	1,471,487	1,515,632
Developer Contributions	630,394	-	1,016,577	1,774,683	-	-
Workers' Comp Transfer in from GF	11,444,465	12,687,256	13,035,532	13,383,808	13,749,498	15,191,983
Miscellaneous	448,944	216,748	216,748	216,748	-	-
Operating Transfers In	17,645,586	7,633,021	10,230,177	14,339,774	13,134,904	10,080,929
Total CIP, W/C, Other Revenues	32,517,492	23,816,235	28,529,660	33,875,115	31,382,148	30,163,602
Capital Improvement Program/Other Fund Expenses						
Fund 12110 - General Fund CIP	6,532,527	1,155,900	1,685,700	1,648,700	2,200,700	1,100,100
Fund 123 - Fire Stations and Facilities	8,922,569	2,000,000	7,525,000	2,500,000	-	500,000
Fund 124 - Communications & Information Systems	9,449,482	3,755,117	5,094,367	2,006,511	-	-
Fund 133 - Fire Apparatus	21,799,582	10,058,259	8,444,811	7,770,818	4,116,012	2,668,040
Sub-Total CIP Expenses	46,704,160	16,969,276	22,749,878	13,926,029	6,316,712	4,268,140
Fund 171 - SFF Entitlement	584,464	-	-	-	-	-
Fund 190 - WC Self-Ins. (Cashflow Payments per Actuary)	9,257,363	8,066,513	8,744,547	9,392,719	10,014,388	10,677,203
Total CIP, W/C, Other Expenses	56,545,987	25,035,789	31,494,425	23,318,748	16,331,100	14,945,343
D. CIP SURPLUS/(DEFICIT)	(24,028,495)	(1,219,554)	(2,964,765)	10,556,367	15,051,048	15,218,259
ENDING FUND BALANCE (A+B+C+D) [a]	169,703,621	169,656,599	167,808,557	178,988,563	195,357,516	212,414,461
Fund Balances						
Operating Contingency (10% of Expenditures)	33,264,122	34,436,653	35,553,376	36,177,016	37,494,921	39,333,607
Reserve Exceeding Required Contingency	19,493,205	19,493,205	19,493,205	19,493,205	19,493,205	19,493,205
Reserve for Cash Contract City Station Maintenance	405,000	405,000	405,000	405,000	405,000	405,000
Donations & Developer Contributions	2,478	2,478	2,478	2,478	2,478	2,478
Capital Improvement Program	40,062,045	33,039,981	24,167,682	29,062,681	38,528,082	47,167,736
Fund 190 - WC Self-Insurance	76,476,771	82,279,281	88,186,815	93,848,183	99,433,830	106,012,435
Total Fund Balances	169,703,621	169,656,599	167,808,557	178,988,563	195,357,516	212,414,461

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

Forecast Assumptions – FY 2017/18 Budget

Basic Assumptions:

- The first year of the forecast is based on the FY 2016/17 adjusted budget. The second year is based on the FY 2017/18 adopted budget. CIP expenditures for the final four years are based on the CIP Five-Year Plan included in the adopted budget.

General Fund Revenues:

- **Secured Property Taxes** – Rosenow Spevacek Group’s Final 2017 Report provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2017/18	5.61%
FY 2018/19	5.88%
FY 2019/20	3.87%
FY 2020/21	3.91%
FY 2021/22	3.85%

- **Public Utility, Unsecured, Homeowners Property Tax Relief, and Supplemental Delinquent Taxes** – All of these categories of property taxes are projected to remain constant during the forecast period.
- **State Reimbursements** – State reimbursements are expected to remain constant, pending more details from CAL FIRE.
- **Federal Reimbursements** – This revenue is projected to remain constant.
- **One-Time Grant/ABH/RDA Proceeds** – These are one-time only revenues that vary significantly from year to year and therefore are not forecasted beyond the current year.
- **Community Redevelopment Agency Pass-thru Revenue** – RSG completed a preliminary Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated 4/4/2017. The forecast figures come from this report.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments and year-over-year changes are estimated between 3.75% and 4.50% per year. In addition, this revenue category includes estimated John Wayne Airport contract proceeds with an annual 4% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community risk reduction fees are projected to remain constant through the forecast period, pending any changes approved by the Board.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board.

- **Interest Earnings** – Assumes an annual return of 1.50% for FY 2017/18, and 2.25% for FY 2018/19 through FY 2021/22.
- **Other Revenue** – This revenue source includes various items such as reimbursements for training and cost recovery for the firefighter handcrew.

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast assumes that vehicles will be in service beginning 7/1/2020 for Station 67, 1/1/2021 for Station 68, and 7/1/2021 for Station 69.
 - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs. In addition, annual salary increases of 2% projected for the years that follow expiration of the current MOUs.
 - ✓ **Retirement** – Retirement costs reflecting the projected employer retirement rates are based on the OCERS provided rates for FY 2017/18 that do not include the 3-year phase-in of the impact of a change in economic assumptions on employer contribution rates for Safety Members (“3-Year Phase-In”). The projected employer rates in the outer years of the forecast are based on a study prepared by Segal Consulting and provided by OCERS on 8/25/2016. FY 2017/18 rates are approximately 3.03% higher for safety and 0.60% higher for non-safety compared to FY 2016/17 rates.

FY	Safety	General	Source
2017/18	50.78%	33.80%	Effective rates for FY 2017/18 provided by OCERS adjusted to remove impact of additional OCFA UAAL contributions and 3-Year Phase-In
2018/19	50.79%	34.10%	Per Segal Study dated August 2016. Effective rates after removing impact of additional OCFA UAAL contributions, assuming 7.25% rate or return for all years.
2019/20	51.49%	34.60%	
2020/21	52.29%	35.20%	
2021/22	52.69%	35.60%	

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

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

- Contributing additional funds each year using projected savings that will be realized under new Public Employees’ Pension Reform Act (PEPRA) of \$1.7M in FY 2016/17 and continuing in different amounts until payment is complete.
- Contributing an additional \$1M each year starting in FY 2016/17 and increasing by \$2M each year until it reaches \$15M and continuing at \$15M thereafter.
- Contributing \$1 million per year from surplus fund balance available in the Workers’ Compensation Self Insurance Fund starting in FY 2016/17 for 5 years.
- ✓ **Workers’ Compensation** – FY 2017/18 assumes a 50% confidence level for ongoing Workers’ Compensation costs. The 50% confidence level is assumed throughout the

forecast period. Workers' Compensation costs in the forecast period are based on projected payments in the Rivelle Consulting Services February 2017 Study.

- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to remain flat for calendar years 2017 and 2018 and increase by 5% in 2019, 2020, and 2021 per the Health Plan Agreement dated 3/29/2017. For staff members, it is projected to grow by 10% annually. This category also includes \$60,000 for unemployment insurance in FY 2017/18.
- ✓ **Medicare** – Annual amounts are calculated at 1.45% of projected salaries.
- **One-Time Grant/ABH Expenditures** – These are one-time only expenditures that vary significantly from year to year and therefore are not forecasted beyond FY 2016/17.
- **Services and Supplies (S&S)** – S&S is held flat unless a new fire station is built, specific increases have been identified by section managers, or one-time grant proceeds have been received.

Net General Fund Revenue

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

Incremental Increase in General Fund 10% Contingency:

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

General Fund Surplus/(Deficit):

This figure is equal to the Net General Fund Revenue less the incremental increase in the General Fund 10% Contingency. In years when there is a surplus, unless an exception is triggered, 50% is transferred to the CIP funds and 50% is used to paydown the UAAL as outlined in the Financial Stability Budget Policy approved by the Board on 3/23/2017. In years when there is a deficit, the deficit amount must be drawn from the 10% Contingency, and once those are exhausted, from fund balance for CIP.

Capital Improvement Program/Other Funds Revenue:

- **Interest Earnings** – Assumes an annual return 1.50% for FY 2017/18, and 2.25% for FY 2018/19 through FY 2021/22.
- **State/Federal Reimbursement** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- **Developer Contributions** – The forecast assumes developer contributions will be used to various vehicles for Rancho Mission Viejo Station 67 in FY 2018/19 and FY 2019/20.

- **Workers' Compensation Transfer** – These amounts equal the General Fund Workers' Compensation budget which reflects a reduction of \$1M used to paydown the UAAL per the Snowball Plan.
- **Operating Transfer In** – This figure equals the Operating Transfer Out from the General Fund.

Capital Improvement Program/Other Funds Expenditures:

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

- **Structural Fire Fund Entitlement (Fund 171)** – The forecast period assumes no Structural Fire Fund Entitlement expenditures past the current year.
- **Self-Insurance Fund (Fund 190)** – Self-Insurance fund expenditures are based on projected payments in the Rivelle Consulting Services Feb 2017 Workers' Compensation Actuarial Study.

Fund Balances:

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

Assigned Fund Balances

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

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
 FY 2017/18 BUDGET

Account Description	Business Services	Community Risk Reduction	Executive Management	Operations	Organizational Planning	Support Services	TOTAL
EMPLOYEE SALARIES							
Regular Salaries	\$4,525,359	\$8,410,815	\$3,704,301	\$95,344,821	\$2,031,011	\$9,426,751	\$123,443,058
Backfill/Overtime	62,836	764,944	11,698	39,129,314	115,832	1,699,666	41,784,290
FLSA Adjustment/Holiday Pay	-	76,305	-	8,811,149	6,935	-	8,894,389
Extra Help	85,987	-	-	-	-	35,850	121,837
Reserves	-	-	-	325,000	-	-	325,000
Other Pay	151,639	460,153	88,567	17,818,610	350,665	585,578	19,455,212
Sick/Vacation Payoff	88,378	245,212	199,481	3,053,259	90,959	222,711	3,900,000
TOTAL SALARIES	4,914,199	9,957,429	4,004,047	164,482,153	2,595,402	11,970,556	197,923,786
RETIREMENT	7,430,788	3,304,194	1,434,457	60,238,456	1,103,665	3,324,504	76,836,064
INSURANCE							
Employee Insurance	884,686	1,608,119	629,908	22,516,770	379,699	1,472,106	27,491,288
Workers' Compensation	199,945	482,970	174,000	11,186,444	166,497	477,400	12,687,256
Unemployment Insurance	-	11,000	-	49,000	-	-	60,000
TOTAL INSURANCE	1,084,631	2,102,089	803,908	33,752,214	546,196	1,949,506	40,238,544
MEDICARE	68,162	140,086	56,365	2,253,632	36,458	166,245	2,720,948
TOTAL S&EB (SALARIES & EMPLOYEE BENEFITS)	13,497,780	15,503,798	6,298,777	260,726,455	4,281,721	17,410,811	317,719,342
SERVICES & SUPPLIES	5,885,091	619,915	5,177,391	2,600,841	840,707	17,244,666	32,368,611
EQUIPMENT	-	-	-	140,000	-	25,000	165,000
DEBT SERVICE	-	-	-	-	-	-	-
TOTAL BUDGET	\$19,382,871	\$16,123,713	\$11,476,168	\$263,467,296	\$5,122,428	\$34,680,477	\$350,252,953
Funded Positions	79	98	29	1,015	18	107	1,346

Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2013/14 - FY 2017/18**

Class	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget
FIREFIGHTER UNIT (LOCAL 3631)					
Fire Apparatus Engineer	250	250	250	249	247
Fire Captain	269	269	269	270	271
Fire Captain (Limited Term)	0	0	0	1	1
Fire Pilot	3	3	3	3	3
Lead Fire Pilot	1	1	1	1	1
Firefighter	463	463	472	475	487
Hand Crew Firefighter	22	22	22	22	22
Heavy Fire Equipment Operator	3	3	3	3	2
UNIT TOTAL:	1,011	1,011	1,020	1,024	1,034
FIRE MANAGEMENT UNIT (COA)					
Fire Battalion Chief	37	37	37	37	36
Fire Battalion Chief (Limited Term)	1	1	1	1	1
Fire Division Chief	7	7	7	7	8
UNIT TOTAL:	45	45	45	45	45
GENERAL UNIT (OCEA)					
Accountant	7	7	7	6	6
Accountant (Part-time)	0	0	0	0	1
Administrative Assistant	19	19	19	15	16
Assistant Fire Apparatus Technician	2	2	2	2	2
Assistant Purchasing Agent	1	1	1	1	1
Business Analyst	1	1	1	1	1
Buyer	1	1	1	1	1
Communications Installer	1	0	0	0	0
Communications Technician	1	2	2	4	4
Emergency Transportation Technician	6	6	6	6	6
EMS Nurse Educator	6	6	6	7	7
Executive Assistant	2	1	1	1	1
Facilities Maintenance Coordinator	2	2	2	4	4
Fire Apparatus Parts Specialist	1	1	1	1	1
Fire Apparatus Technician	4	4	4	4	4
Fire Communications Dispatcher	22	22	25	25	25
Fire Communications Dispatcher (Part-time)	3	3	3	3	1
Fire Communications Dispatcher (Limited Term)	0	0	0	1	3
Fire Comm. Relations/Education Specialist	4	4	4	4	4
Fire Delivery Driver	1	2	3	3	3
Fire Equipment Technician	7	5	5	4	4
Fire Helicopter Technician	1	1	1	1	1
Fire Prevention Analyst	12	12	12	12	10
Fire Prevention Services Specialist	3	3	3	3	3
Fire Prevention Specialist	12	14	14	12	12
Fire Safety Engineer	2	2	2	2	2
GIS Specialist	3	0	0	0	0
GIS Analyst	0	3	3	3	3

FY 2017/18 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2013/14 - FY 2017/18**

Class	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget
Human Resources Analyst	2	2	2	2	2
Human Resources Analyst (part-time)	0	0	1	1	1
Information Technology Analyst	5	5	5	5	6
Information Tech. Help Desk Tech	1	2	2	2	4
Information Technology Specialist	1	1	1	1	2
Management Assistant	9	9	9	9	9
Multimedia Specialist	1	1	1	1	1
Multimedia Specialist (part-time)	1	1	1	1	1
Office Services Specialist	14	13	13	10	10
Risk Management Specialist	1	1	1	2	2
Senior Accounting Support Specialist	11	11	11	11	11
Senior Communications Technician	1	1	1	1	1
Senior Executive Assistant	0	1	1	1	1
Senior Fire Apparatus Technician	8	8	9	10	10
Senior Fire Equipment Technician	4	5	5	5	5
Senior Fire Prevention Specialist	15	13	13	15	15
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	3	3	5	7	7
Service Center Lead	1	1	1	1	1
Training Program Specialist	1	1	1	1	1
UNIT TOTAL:	205	205	213	214	218

SUPERVISORY MANAGEMENT UNIT (OCEA)

Assistant Fire Marshal	10	10	10	10	10
Fire Communications Supervisor	4	4	4	4	4
Fire Communications Supervisor (Limited Term)	0	0	0	1	1
Fire Comm. Relations/Education Supervisor	1	1	1	1	1
Fleet Services Coordinator	1	1	1	1	1
Fleet Services Supervisor	2	2	2	2	2
Information Tech Supervisor	2	2	2	2	2
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:	27	27	27	28	28

SUPPORTED EMPLOYMENT UNIT

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

MISCELLANEOUS

Board Member	0	0	0	0	25
UNIT TOTAL:	0	0	0	0	25

Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
FY 2013/14 - FY 2017/18**

Class	Positions Authorized FY 2013/14 Budget	Positions Authorized FY 2014/15 Budget	Positions Authorized FY 2015/16 Budget	Positions Authorized FY 2016/17 Budget	Positions Authorized FY 2017/18 Budget
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ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)

Accounting Manager	2	2	2	2	2
Assistant Clerk of Authority	1	1	1	1	1
Assistant IT Manager-Customer Relations & Consulting	1	1	1	1	1
Assistant IT Manager-GIS & Data Mgmt.	1	1	1	1	1
Assistant IT Manager-Infrastructure & Workplace Supp.	1	1	1	1	1
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	1	1	1
Assistant Treasurer	1	1	1	1	1
Benefit Services Manager	1	1	1	1	1
Clerk of the Authority	1	1	1	1	1
Construction Manager	1	1	1	1	1
Deputy Fire Marshal	2	2	2	2	2
ECC Manager	0	0	0	0	1
EMS Coordinator	1	1	1	1	1
Employee Relations Manager	1	1	1	1	1
Facilities Maintenance Manager	1	1	1	1	1
Finance Manager	1	1	1	1	1
Finance Manager - Limited-term	1	1	0	0	0
Fleet Services Manager	1	1	1	1	1
Information Technology Manager	1	1	1	1	1
Legislative Analyst	1	1	1	1	1
Management Analyst	3	3	3	3	3
Medical Director	1	1	1	1	1
Org & Dev Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	1	1
Purchasing & Materials Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	2	2
Risk Management Safety Officer	1	1	1	1	1
Risk Manager	1	1	1	1	1
Senior Accountant	7	7	7	7	6
Senior Human Resources Analyst	3	3	3	3	2
Treasurer	1	1	1	1	1
UNIT TOTAL:	44	44	43	43	42

PERSONNEL & SALARY RESOLUTION (PSR)

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

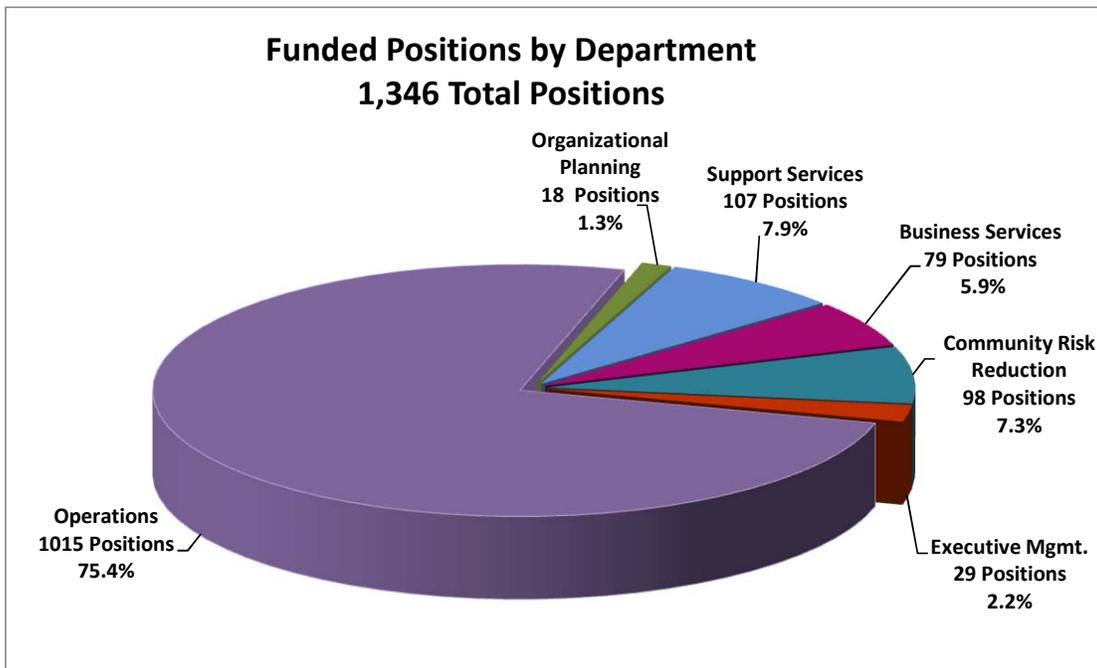
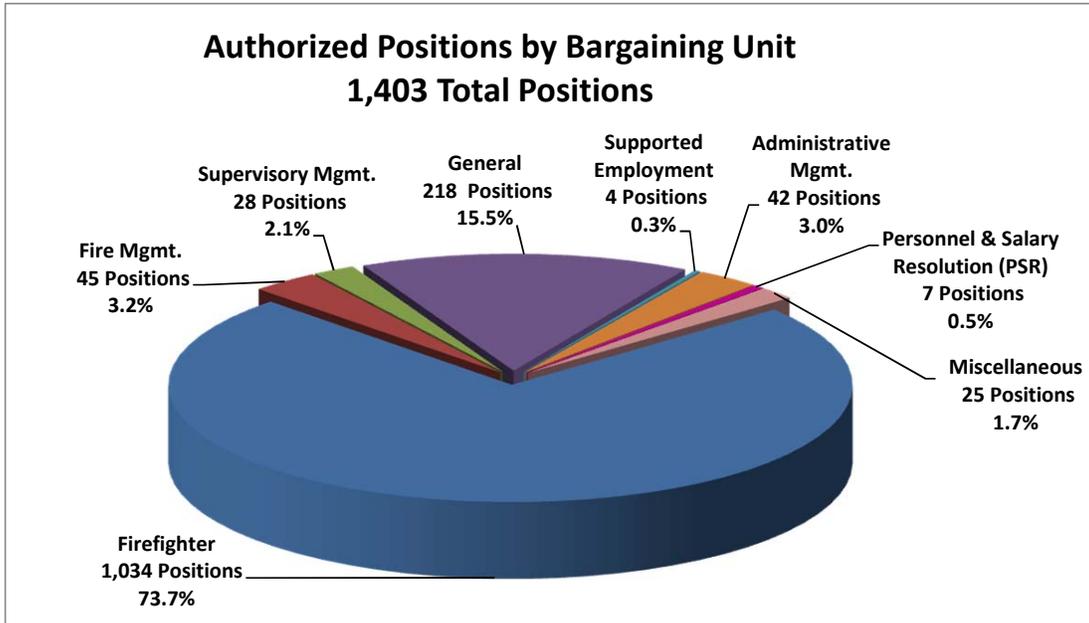
GRAND TOTAL	1,343	1,344	1,360	1,366	1,403
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FY 2017/18 OCFA Adopted Budget

SUMMARY OF REGULAR POSITIONS BY DEPARTMENT FY 2013/14 - FY 2017/18

Department/Division/Section	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
121 - General Fund					
<u>Business Services</u>					
JPA Board of Directors	-	-	-	-	25
Clerk of the Authority	5	5	5	5	5
Finance Division	22	22	22	23	23
Materiel Management	15	15	15	15	15
Purchasing	5	5	5	5	5
Treasury & Financial Planning	6	6	6	6	6
<u>Community Risk Reduction</u>					
Planning & Development Services	25	28	30	28	31
Investigation Services	10	9	9	9	9
Pre-Fire Management	35	33	33	35	33
Safety & Environmental Services	26	28	26	26	25
<u>Executive Management</u>					
Executive Management	10	12	11	9	9
Human Resources Division	15	13	15	18	20
<u>Operations</u>					
Division 1					
Division Administration/field	86	86	87	88	85
Division 2					
Division Administration/field	129	129	129	129	190
Division 3					
Division Administration/field	232	232	243	240	203
Division 4					
Division Administration/field	150	150	152	150	136
Community Volunteer Services	-	-	-	-	-
Division 5					
Division Administration/field	101	101	101	106	123
Division 6					
Division Administration/field	147	147	146	149	148
Emergency Medical Services	12	12	12	14	13
Division 7					
Division Administration/field	92	92	95	96	97
Air Operations	8	7	6	11	12
Operations Support	-	-	-	-	3
PIO and Media Relations	11	11	11	4	4
Communications & Legislative Affairs	-	-	-	2	1
<u>Organizational Planning</u>					
Emergency Planning and Coordination	1	1	1	1	1
Strategic Services	2	3	3	2	2
Organizational Training and Development	-	1	1	2	3
Training and Safety	10	10	10	12	12
<u>Support Services</u>					
Emergency Command Center	32	32	35	35	39
Fleet Services	21	21	23	24	24
Information Technology Division	24	25	27	30	34
Property Management	8	8	8	10	10
Subtotal	1,240	1,244	1,267	1,284	1,346
Total Funded Positions	1,240	1,244	1,267	1,284	1,346
Total Unfunded Positions	103	100	93	79	57
Total Authorized Positions	1,343	1,344	1,360	1,363	1,403

ORANGE COUNTY FIRE AUTHORITY
FY 2017/18 POSITIONS



Note: The Funded Positions Chart reflects 57 unfunded positions in FY 2017/18



ORANGE COUNTY FIRE AUTHORITY

Safety Message

CARBON MONOXIDE ALARMS

Install and Maintain

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

Prevent Carbon Monoxide Poisoning

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

If a Carbon Monoxide Alarm Sounds:

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



General Fund



ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRE SAFETY

Fire Prevention in the Kitchen

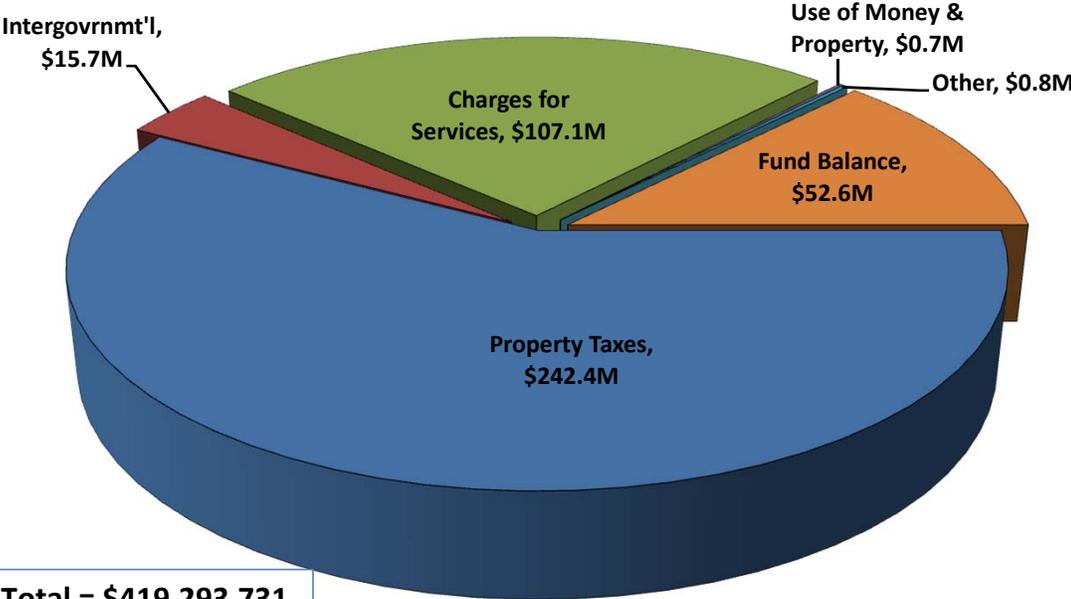
- ✓ Stay in the kitchen when frying, grilling, or broiling food. If you have to leave, even for a second, turn off the stove.
- ✓ Check food often when cooking. Use a timer to remind you that the stove or oven is on.
- ✓ Keep anything that can catch fire (pot holders, oven mitts, paper towels, paper or plastic bags, curtains, loose clothing) away from the stove, oven, or other kitchen appliances.
- ✓ Keep the stovetop, burners, and oven clean.
- ✓ Turn pot or pan handles toward the back of the stove.
- ✓ Have a “child free zone” of at least three feet around the stove.
- ✓ Always check the oven to make sure it’s empty before turning it on.
- ✓ Use the oven for cooking only, not for storage.
- ✓ Keep the lid or a fire extinguisher nearby when cooking.
- ✓ Avoid cooking while tired, sleepy, or under the influence of alcohol, drugs, or medication.

In Case of Fire

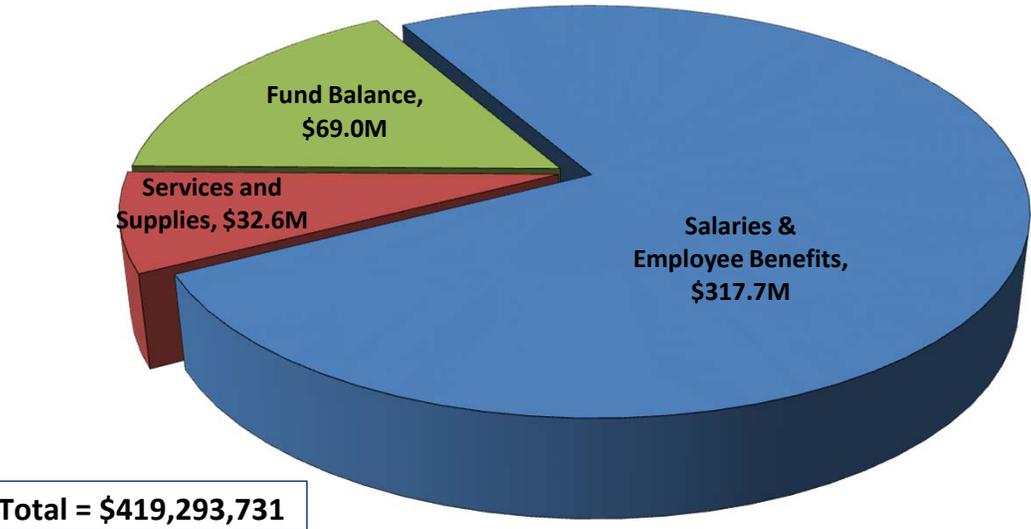
- ✓ Never pour water on a grease fire! Cover the pan with the lid and turn off the stove. Leave the pan covered until it’s completely cooled.
- ✓ If there’s a fire in the oven, turn it off and keep the door closed.
- ✓ Leave your home immediately if a cooking fire is large or spreading quickly. Close the door behind you to slow the spread of fire and call 9-1-1 from outside the home.

FY 2017/18 Funding Sources and Uses General Fund

Where the Money Originates



Where the Money Goes



FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND REVENUE AND EXPENDITURE SUMMARY FY 2017/18 BUDGET

	FY 2016/17 Adjusted Budget	FY 2017/18 Adopted Budget	\$ Change from FY 2016/17 Adjusted	% Change from FY 2016/17 Adjusted
FUNDING SOURCES				
Property Taxes	\$230,301,459	\$242,371,052	\$12,069,593	5.24%
Intergovernmental	15,092,901	15,729,661	636,760	4.22%
Charges for Current Services	102,840,465	107,076,852	4,236,387	4.12%
Use of Money & Property	283,622	664,714	381,092	134.37%
Other	1,158,298	849,248	(309,050)	-26.68%
Subtotal Revenues	349,676,745	366,691,527	17,014,782	4.87%
One-time Grant/ABH/RDA	15,107,742	-	(15,107,742)	-100.00%
Total Revenues & Other Financing Sources	364,784,487	366,691,527	1,907,040	0.52%
Operating Transfer In	-	-	-	-
Beginning Fund Balance	73,446,407	52,602,204	(20,844,203)	-28.38%
TOTAL AVAILABLE RESOURCES	\$438,230,894	\$419,293,731	(\$18,937,163)	-4.32%
EXPENDITURES				
Salaries & Employee Benefits	\$298,367,794	\$311,832,922	\$13,465,128	4.51%
Services & Supplies	32,897,266	32,393,611	(503,655)	-1.53%
Capital Outlay	1,376,158	140,000	(1,236,158)	-89.83%
Subtotal Expenditures	332,641,218	344,366,533	11,725,315	3.52%
UAAL Paydowns	13,467,591	5,886,420	(7,581,171)	-56.29%
One-time Grant/ABH/RDA	9,421,759	-	(9,421,759)	-100.00%
Total Expenditures & Other Uses	355,530,568	350,252,953	(5,277,615)	-1.48%
Operating Transfer Out	29,942,999	-	(29,942,999)	-100.00%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	49,757,327	66,040,778	16,283,451	32.73%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$438,230,894	\$419,293,731	(\$18,937,163)	-4.32%

(1) Requires Board approval to spend

Fund 121: General Fund

DESCRIPTION

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

FY 2017/18 BUDGET

BUDGET

The total FY 2017/18 expenditure budget is \$350,252,953.

HIGHLIGHTS

Salary Increases

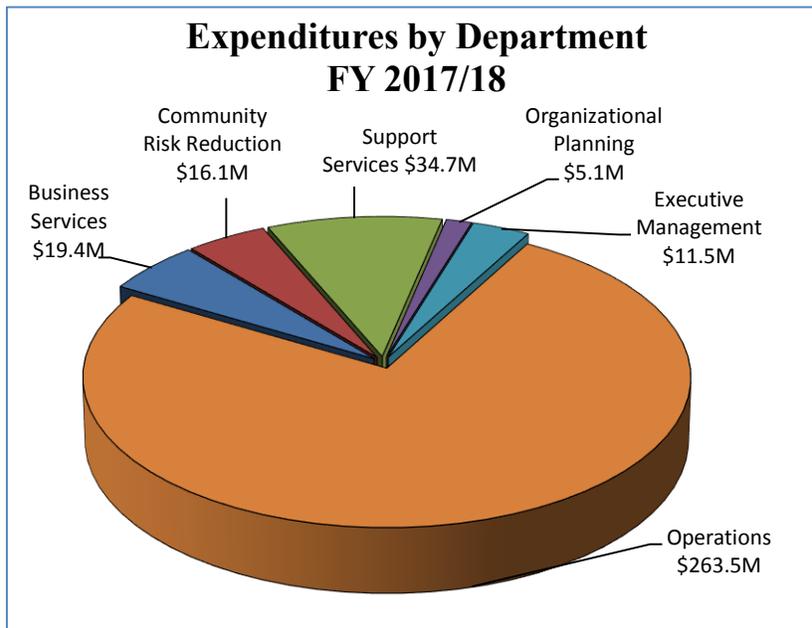
The FY 2017/18 budget includes scheduled salary increases as required by the approved Fire Management (COA) and Firefighter (FF) MOUs; no cost-of-living adjustment is included in the budget for the Administrative Management (OCFAMA), the General (OCEA) and the Executive Management Units. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

The FY 2017/18 budget reflects 54 frozen/unfunded positions compared to 76 in FY 2016/17. A total of 22 positions were either unfrozen or reclassified in FY 2017/18 to effectively improve work efficiencies and meet operational needs in various departments, including the implementation of Phase III of the Service Delivery Enhancements.

Retirement

The retirement budget for FY 2017/18 is based on OCERS' final adopted rates. When compared to FY 2016/17, the final FY 2017/18 rates from OCERS reflected a slight decrease for the suppression units due to the impact of ongoing employee



FY 2017/18 OCFA Adopted Budget

retirement contributions in a multi-year phased in approach to achieving employees paying 50% of the normal costs for employee retirement contributions. Retirement costs also reflect \$1.4 million in savings related to the prepayment of estimated retirement costs to OCERS six months before the start of the fiscal year. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions.

Workers' Compensation

Funding for the FY 2017/18 workers' compensation self-insurance program at \$12.7 million is based on the 50% confidence level provided by the actuarial study completed in February 2017. Funding at the 50% confidence level has been in place since FY 2016/17.

Services & Supplies/Equipment

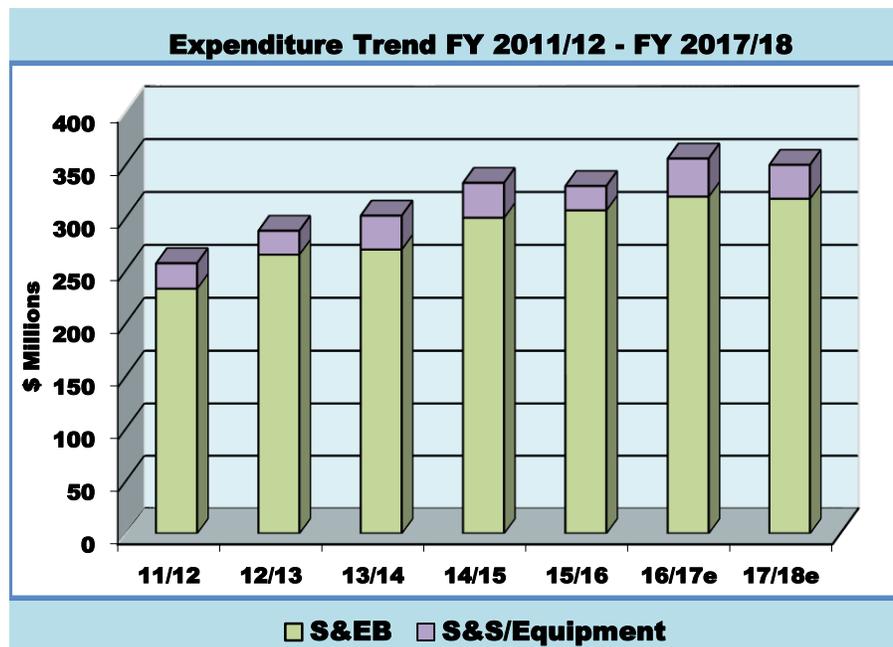
Overall, the budgets for Services and Supplies (S&S) and Equipment were held flat from FY 2016/17 and excluded one-time projects. Many of the one-time projects were grant-funded and have not been included in FY 2017/18. Any requests for increases to the base budget were reviewed on a case-by-case basis, considering the criticality of the need and contribution toward meeting the OCFA's domain objectives, as well as availability of funding, and the risks/consequences of not approving the request.

Operating Transfer

The FY 2017/18 budget does not reflect any operating transfer to the CIP funds. Consistent with the recently updated Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be calculated and will occur at the Mid-Year Budget Adjustment in FY 2017/18. The Policy calls for 50% to be directed to the CIP funds and the balance to be used to pay-down the unfunded pension liability, expanding the sources of paydown past those contained in the Snowball Plan.

Expenditure Trends

The expenditure chart reflects trends for seven years through FY 2017/18, with actual expenditures for FY 2011/12 through FY 2015/16, and budgeted expenditures for FY 2016/17 and FY 2017/18. Increases in both the S&EB and S&S reflect the addition of the Santa Ana Fire Department effective April 20, 2012.



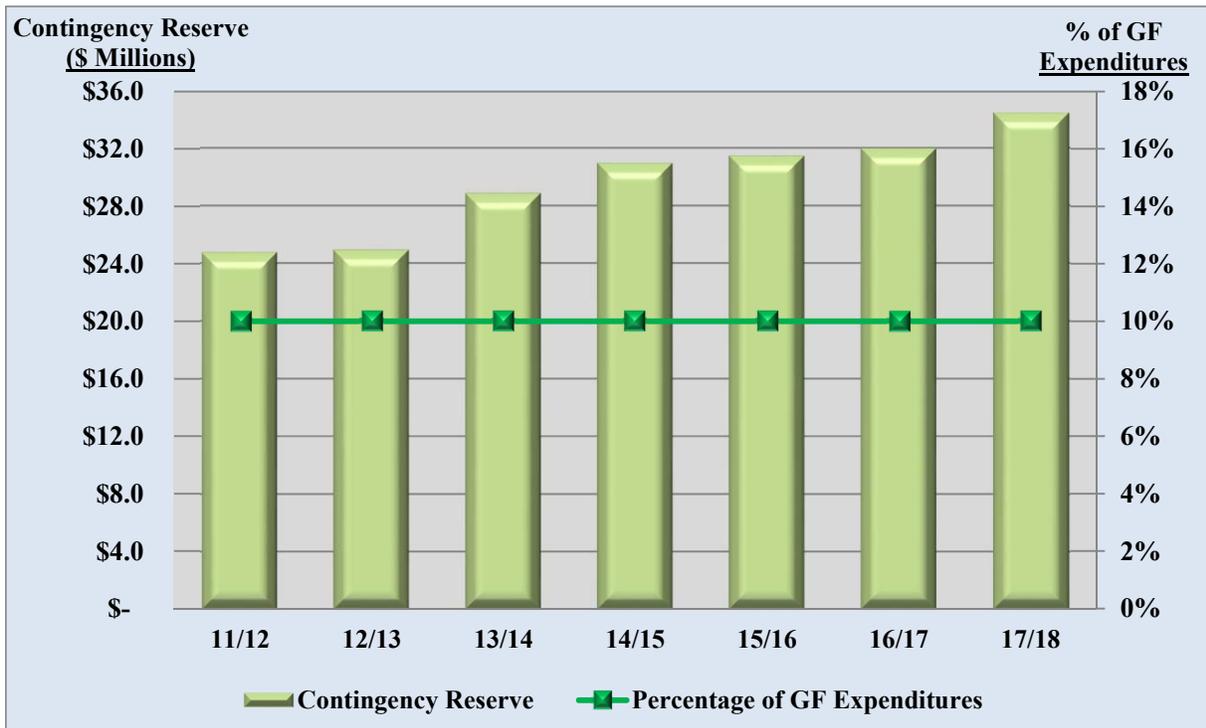
S&S expenditures increased due to Jurisdictional Equity Adjustment Payments in FYs 2013/14 and 2014/15.

S&EB reflects a marked increase in FY 2014/15 due to a one-time \$21.3 million payment towards the agency's unfunded pension liability compared to \$5.5 million in FY 2013/14. FY 2015/16 S&EB includes staffing increases as well as increases retirement and medical benefits, and \$15.4 million payment towards the agency's unfunded pension liability. FY 2016/17 S&EB includes a \$16.6 million payment towards the agency's unfunded pension liability and funding of several previously frozen/unfunded positions. FY 2017/18 budget reflects \$5.9 million payment towards the agency's unfunded pension liability, and funding 22 frozen/reclassified positions resulting from the implementation of the Phase III Service Delivery Enhancements program.

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

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

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



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

Source: OCFA Adopted Budgets

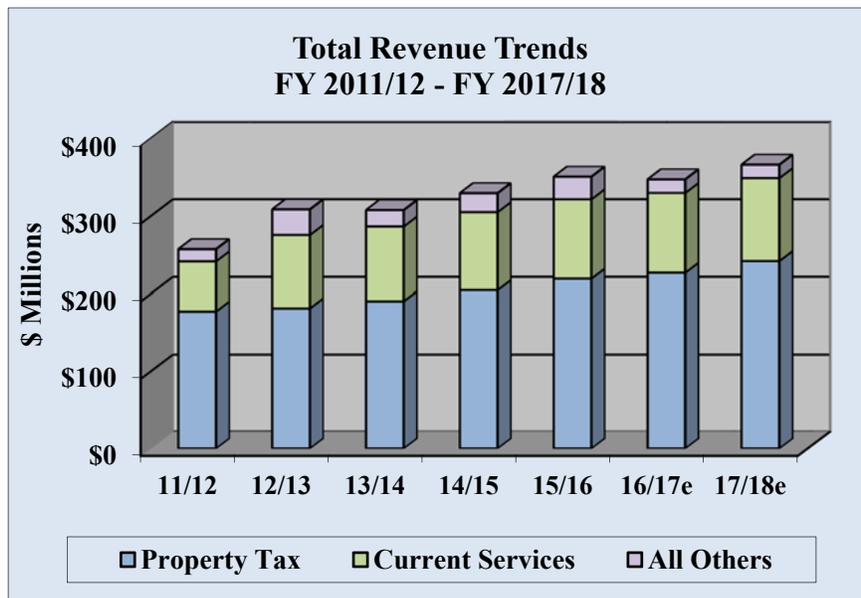
General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2017/18 is \$366,691,527 which is an increase of 5.45% over the prior year’s budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, Community Risk Reduction Fees, and Advanced Life Support Reimbursements are the top five sources of revenue for the OCFA and represent 98.0% of the OCFA’s General Fund revenue and 93.8% our total revenue for FY 2017/18.

Revenue projections for FY 2017/18 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement.

ECONOMIC OUTLOOK

The most significant economic factor affecting the OCFA is the real estate market; that impact is reflected primarily in property tax revenues and Community Risk Reduction fees. The Chapman Economic and Business Review dated June 2017 reported that 12,083 new dwelling units were permitted in Orange County in 2016, and an increase of 3.9% is anticipated for 2017. Please refer to the Construction and Housing Activity data in the



Appendix. According to the Chapman Economic and Business Review, low mortgage rates, higher median family income, and a tight housing supply are placing upward pressure on home prices. Orange County home price appreciation is projected to increase from 4.3% in 2016 to 6.2% in 2017. Looking at California as a whole, home prices are projected to increase by 6.5% in 2017, compared to 5.5% in 2016. Our secured property tax revenue projections reflect an increase of 5.6% from FY 2016/17.

PROPERTY TAXES

Property taxes are the major revenue source of the OCFA representing approximately 66.1% 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

FY 2017/18 OCFA Adopted Budget

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 \$242.4 million for FY 2017/18, representing a 6.6% increase from FY 2016/17. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property, i.e. real property and attached improvements comprises 94.5% of total property taxes and approximately 62.4% of total General Fund revenue. RSG has projected an increase of 5.61% for secured property taxes in FY 2017/18. This growth factor is applied to the FY 2016/17 actual tax charge, and then reduced by a 1% refund/net roll factor. The Secured property tax also

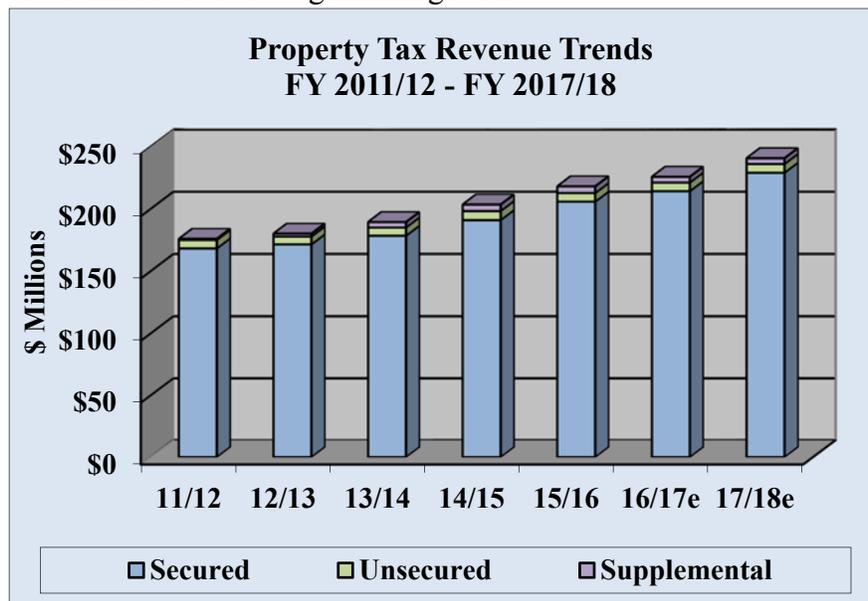
includes public utility taxes, which are projected to remain at the FY 2016/17 level (\$2.2 million) based on the history of public utility assessed valuation from year to year. FY 2017/18 Secured property tax is estimated at \$229.1 million.

Unsecured Property Tax

The unsecured property tax is generated by furniture, fixtures, and equipment used in businesses. This revenue comprises 2.9% of total property taxes and 1.9% of total OCFA General Fund revenue. The FY 2017/18 unsecured property tax estimates are based on the FY 2016/17 tax ledger with no growth projected. An 8.5% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated revenue to be received.

Supplemental Property Tax

Supplemental property tax is generated when property changes ownership after the Assessor's annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue comprises approximately 1.9% of total property taxes and approximately 1.3% of total General Fund revenue. This category of property tax has been characterized by high volatility. Supplemental property tax revenue peaked in FY 2005/06 at \$8.0

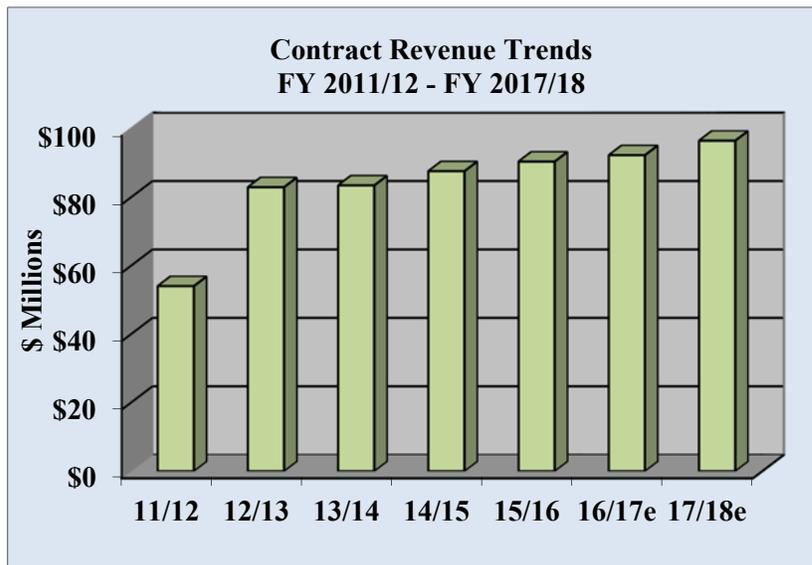


million in actual receipts and declined to \$0.9 million in FY 2011/12; we are projecting \$4.6 million in FY 2016/17. Since RSG does not provide estimates for supplemental growth, we conservatively projected this revenue in FY 2017/18 at \$4.6 million.

CONTRACTS

The cities of Buena Park, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. This source of revenue represents approximately 26.3% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$96.6 million which represents a 4.6% increase over FY 2016/17. As reflected in the graph, this category showed a significant increase in April 2012 due to the addition of the city of Santa Ana.

Cash contract city charges are adjusted annually based on the annual percentage change in the cost of OCFA operations, subject to a 4.5% cap. For FY 2017/18, the annual percentage change in the cost of OCFA operations was 6.28%, the remaining 1.78% will be carried forward and paid in a subsequent year in which the service charge cost adjustment is less than the 4.5% cap.



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

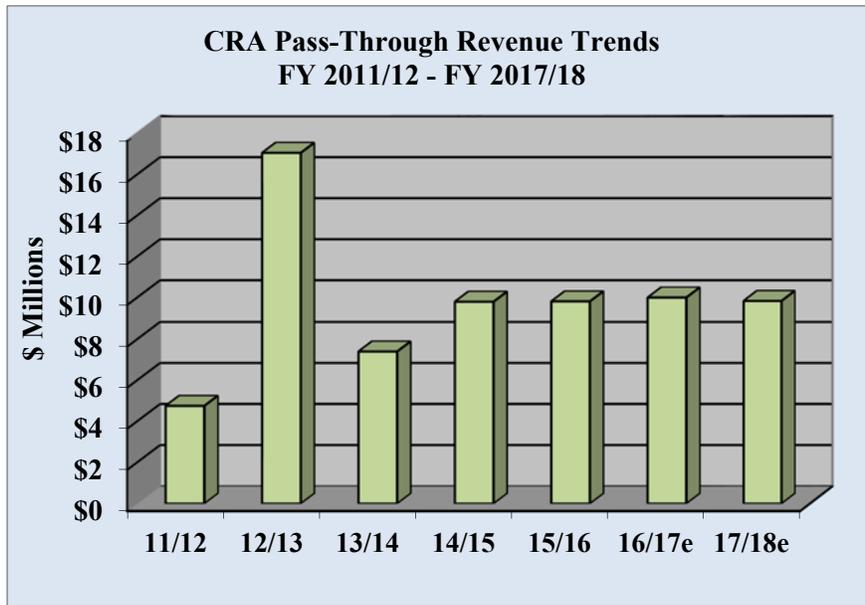
The five-year contract with John Wayne Airport (JWA) is expiring November 30, 2017. A final charge, in advance of the negotiations for the new contract, assumes the same contract terms and conditions, and will be updated when the agreement is approved. Total John Wayne Airport (JWA) contract revenue is \$4.8 million reflecting a 7.5% increase from FY 2016/17. The charge includes daily staffing of six personnel based on salary and benefit costs for staff assigned to Station 33. The total charge includes a 6.97% overhead cost rate and capped at 4% on annual cost increases as provided in the agreement plus one-time services and supplies increase of \$115K. As a result, the calculated charge over the 4% cap of about \$91K will be recorded and paid to the OCFA in a subsequent year in which the service charge cost adjustment is less than the 4.0%.

FY 2017/18 OCFA Adopted Budget

COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

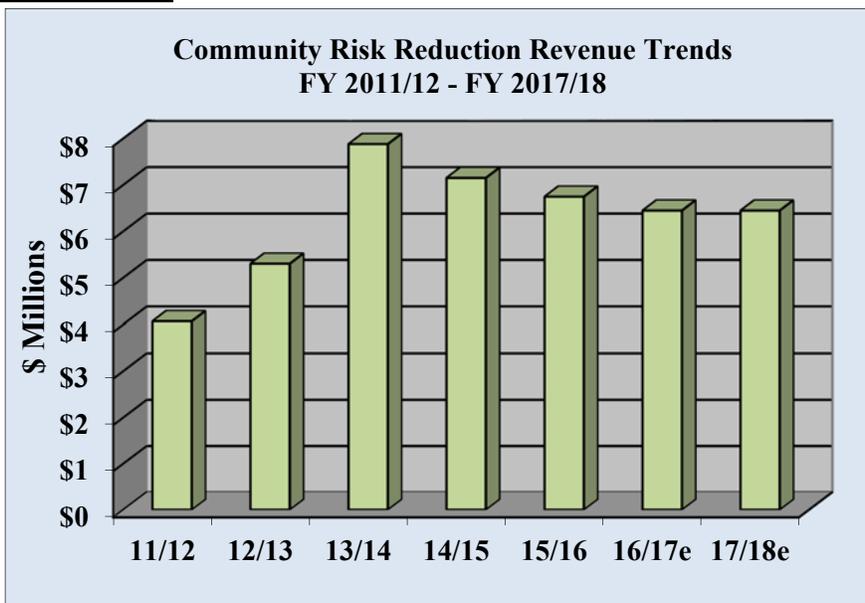
The CRA revenues, which comprise 2.7% of total General Fund revenues, are also projected by RSG.

The FY 2012/13 budget reflects \$10.6 million in one-time revenue related to the state audit of Low-to-Moderate Income Housing Funds and Non-Housing Funds. Unobligated funds were forwarded to the taxing entities, which include the OCFA. FY 2014/15 includes one-time revenue of \$1.1 million. The budget for FY 2017/18 is \$9.8 million, reflecting a decrease of 1.6% from FY 2016/17. CRA revenues from the cities of Irvine, La Palma, and the unincorporated county are projected to increase in FY 2017/18, while CRA revenues from the cities of Cypress, Lake Forest, Mission Viejo, San Juan Capistrano, and Yorba Linda are projected to decrease.



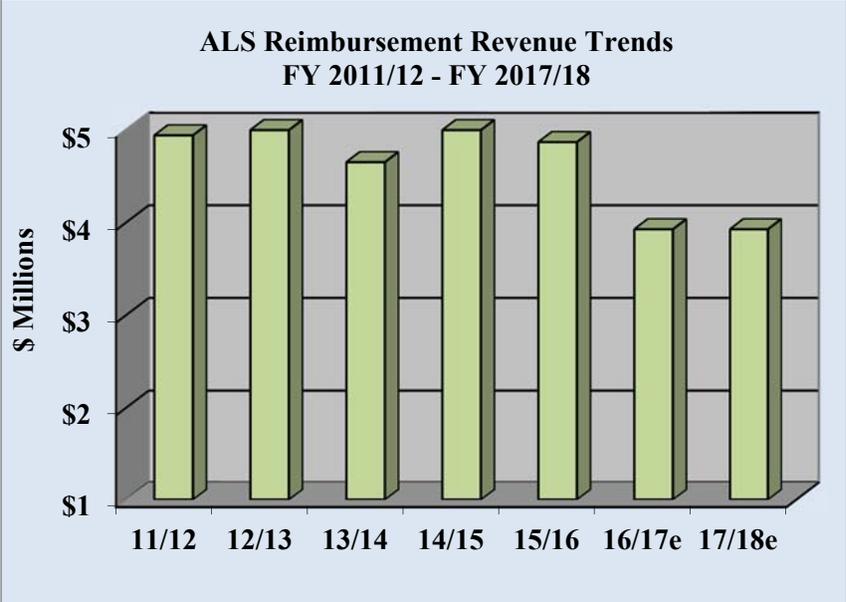
COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.8% of total General Fund revenues and include permits, inspections, and plan checks. CRR Fees are estimated at \$6.4 million. Community risk reduction fees are conservatively estimated to remain flat for FY 2017/18. The revised fee schedule based on the new CRR fee study was approved by the Board on May 25, 2017, and a mid-year adjustment will be processed for FY 2017/18.



ADVANCED LIFE SUPPORT (ALS) REIMBURSEMENTS

Advanced Life Support (ALS) reimbursements represent 1.0% of total General Fund revenues and include reimbursements for medical supplies and ALS paramedic service costs. ALS reimbursement revenue is estimated at \$3.9 million. In February 2014, the Orange County Health Care Agency (OCHCA) was ordered by the State of California to take over the ambulance selection process from the OCFA. This revenue will continue to be collected by the ambulance companies for pass-through to OCFA. Due to lower activity at the beginning of FY 2016/17, revenue for FY 2017/18 is projected to remain flat at FY 2016/17 level.



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

FY 2017/18 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2017/18**

DESCRIPTION	FY 2015/16 Budget	FY 2016/17 Budget	FY 2017/18 Budget	% Change from FY 2016/17 Budget
PROPERTY TAXES	\$214,445,545	\$227,439,867	\$242,371,052	6.56%
INTERGOVERNMENTAL	14,942,177	15,392,901	15,729,661	2.19%
CHARGES FOR CURRENT SVCS	101,969,304	102,840,465	107,076,852	4.12%
USE OF MONEY AND PROPERTY	658,828	961,615	664,714	-30.88%
OTHER	1,058,733.00	1,112,197	849,248	-23.64%
TOTAL REVENUE	\$333,074,587	\$347,747,045	\$366,691,527	5.45%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2017/18

DESCRIPTION	FY 2015/16 Budget	FY 2016/17 Budget	FY 2017/18 Budget	% Change from FY 2016/17 Budget
TAXES				
Property Taxes, Current Secured	\$200,957,801	\$214,242,349	\$229,047,152	6.91%
Property Taxes, Current Unsecured	7,187,571	6,894,000	7,000,350	1.54%
Property Taxes, Prior Unsecured	112,894	112,894	139,520	23.58%
Property Taxes, Supplemental	4,623,340	4,623,340	4,623,340	0.00%
Delinquent Supplemental	201,867	201,867	205,117	1.61%
Homeowner Property Tax	1,362,072	1,365,417	1,355,573	-0.72%
TOTAL PROPERTY TAXES	214,445,545	227,439,867	242,371,052	6.56%
INTERGOVERNMENTAL				
State				
SRA-Wild lands (CAL FIRE Contract)	4,683,198	5,076,668	5,576,668	9.85%
Assistance by Hire (State)	200,000	200,000	200,000	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	10,000	0.00%
SUB-TOTAL	4,893,198	5,286,668	5,786,668	9.46%
Federal				
Assistance by Hire (Federal)	100,000	100,000	100,000	0.00%
SUB-TOTAL	100,000	100,000	100,000	0.00%
CRA Pass-Through				
Cypress-CRA Pass thru	685,283	718,577	699,143	-2.70%
Irvine - CRA Pass thru	977,141	1,066,917	1,410,029	32.16%
La Palma - CRA Pass thru	402,713	309,684	353,364	14.10%
Lake Forest - CRA Pass thru	404,999	839,783	559,804	-33.34%
Mission Viejo Pass thru	1,452,372	980,128	960,883	-1.96%
San Juan Capistrano - CRA Pass thru	1,007,659	1,044,321	966,300	-7.47%
County of Orange Pass-Through	2,764,296	2,676,486	2,734,958	2.18%
Yorba Linda - CRA Pass thru	2,254,516	2,370,337	2,158,512	-8.94%
SUB-TOTAL	9,948,979	10,006,233	9,842,993	-1.63%
TOTAL INTERGOVERNMENTAL	14,942,177	15,392,901	15,729,661	2.19%

FY 2017/18 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2017/18**

DESCRIPTION	FY 2015/16 Budget	FY 2016/17 Budget	FY 2017/18 Budget	% Change from FY 2016/17 Budget
<i>CHARGES FOR CURRENT SERVICES</i>				
Cash Contracts				
San Clemente-Ambulance S&EB	525,320	490,922	490,607	-0.06%
San Clemente-Ambulance S&S	27,853	26,707	27,533	3.09%
Facility Maintenance Charges	250,000	250,000	250,000	0.00%
Tustin	6,778,478	6,963,602	7,365,755	5.78%
Placentia	5,659,589	5,698,903	5,914,287	3.78%
Santa Ana	37,014,682	37,528,461	38,845,152	3.51%
Santa Ana S&EB Reimbursement	200,000	100,000	-	-100.00%
Seal Beach	4,672,456	4,800,680	5,078,574	5.79%
Stanton	3,800,518	3,912,499	4,144,696	5.93%
JWA Contract	4,425,479	4,475,677	4,810,552	7.48%
Buena Park	9,651,490	9,901,736	10,459,455	5.63%
San Clemente	7,549,855	7,723,348	8,134,792	5.33%
Westminster	10,222,871	10,485,045	11,072,564	5.60%
SUB-TOTAL	90,778,591	92,357,580	96,593,967	4.59%
Community Risk Reduction Fees				
AR Late Payment Penalty	8,400	8,400	8,400	0.00%
Inspection Services Revenue	2,253,602	2,253,602	2,253,602	0.00%
P&D Fees	4,036,602	4,036,602	4,036,602	0.00%
False Alarm	150,000	150,000	150,000	0.00%
SUB-TOTAL	6,448,604	6,448,604	6,448,604	0.00%
Other Charges for Services				
Hazmat Response Subscription Program	4,951	4,951	4,951	0.00%
Charge for C&E Services	166,584	100,000	100,000	0.00%
SUB-TOTAL	171,535	104,951	104,951	0.00%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,030,920	1,030,920	1,030,920	0.00%
ALS Transport Reimbursement	3,539,654	2,898,410	2,898,410	0.00%
SUB-TOTAL	4,570,574	3,929,330	3,929,330	0.00%
TOTAL CHGS FOR CURRENT SVCS	101,969,304	102,840,465	107,076,852	4.12%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2017/18

DESCRIPTION	FY 2015/16 Budget	FY 2016/17 Budget	FY 2017/18 Budget	% Change from FY 2016/17 Budget
<i>USE OF MONEY AND PROPERTY</i>				
Interest				
Interest	658,828	961,615	664,714	-30.88%
TOTAL USE OF MONEY/PROPERTY	658,828	961,615	664,714	-30.88%
<i>REVENUE - OTHER</i>				
Miscellaneous Revenue				
Other Revenue	5,000	5,000	5,000	0.00%
Miscellaneous Revenue	123,145	135,145	90,000	-33.40%
Restitution	1,000	1,000	1,000	0.00%
RFOTC Cell Tower Lease Agreement	41,000	43,260	44,765	3.48%
Fullerton Airport Hangar Lease	59,088	171,336	203,669	18.87%
Witness Fees	4,500	4,500	4,500	0.00%
Joint Apprenticeship Comm (CFFJAC)	150,000	100,000	100,000	0.00%
Santa Ana College Agreement	600,000	500,000	290,000	-42.00%
Bankruptcy Loss Recovery	25,000	101,956	60,314	-40.84%
Sales of Surplus	50,000	50,000	50,000	0.00%
TOTAL OTHER REVENUE	1,058,733	1,112,197	849,248	-23.64%
TOTAL	\$333,074,587	\$347,747,045	\$366,691,527	5.45%

FY 2017/18 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2017/18 BUDGET**

Account Description and Explanation of Significant Changes	FY 2016/17 Adopted Budget	FY 2017/18 Adopted Budget	\$ Change fr FY 2016/17 Budget	% Change fr FY 2016/17 Budget
<u>EMPLOYEE SALARIES</u>				
Regular Salaries	\$112,379,984	\$123,443,058	\$11,063,074	9.84%
<ul style="list-style-type: none"> - Reflects \$5.9M reduction for anticipated salary savings due to vacant positions - Includes 12 unfrozen and pro-rated Firefighter Unit positions for new FS20 effective 3/1/2018 - Includes 10 unfrozen and funded positions effective 7/1/17, and 15 additional positions added during FY 2016/17 - Reflects cost-of-living increases for Fire Mgmt. & Firefighter Units. No cost-of-living included for other bargaining units - Includes expenses for second firefighter academy - Includes potential merit increases for eligible employees - Reflects 54 frozen unfunded positions 				
Backfill/Overtime/FLSA	45,362,003	50,678,679	5,316,676	11.72%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years - Includes FLSA Adjustment/Holiday Pay - Includes expenses for second firefighter academy 				
Extra Help	84,364	121,837	37,473	44.42%
<ul style="list-style-type: none"> - Extra help in several sections was increased slightly for FY 2017/18 				
Reserves	350,000	325,000	(25,000)	-7.14%
<ul style="list-style-type: none"> - Based on historical levels; slight reduction from FY 2016/17 				
Other Pay	17,935,203	19,455,212	1,520,009	8.48%
<ul style="list-style-type: none"> - Reflects cost-of-living increases for Fire Mgmt. & Firefighter Units. No cost-of-living included for other bargaining units - Includes 12 unfrozen and pro-rated Firefighter Unit positions for new FS20 effective 3/1/2018 - Includes 10 unfrozen and funded positions effective 7/1/17, and 15 additional positions added during FY 2016/17 - Includes increase in special pays for Phase III service enhancement - Includes potential merit increases for eligible employees - Includes Staff Incentive Pay and ARFF Crane Operator Bonus Pay added during FY 2016/17 				
Sick/Vacation Payoff	3,900,000	3,900,000	-	0.00%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	180,011,554	197,923,786	17,912,232	9.95%

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2017/18 BUDGET**

Account Description and Explanation of Significant Changes	FY 2016/17 Adopted Budget	FY 2017/18 Adopted Budget	\$ Change fr FY 2016/17 Budget	% Change fr FY 2016/17 Budget
<u>RETIREMENT</u>	73,937,430	76,836,064	2,898,634	3.92%
- Includes 12 unfrozen and pro-rated Fire Fighter Unit positions for new FS20 effective 3/1/2018				
- Includes 10 unfrozen and funded positions effective 7/1/17, and 15 additional positions added during FY 2016/17				
- Reflects cost-offset from increased employee retirement contributions as per new Firefighter and Fire Management MOUs adopted in FY 2016/17				
- Reflects OCERS' final adopted rates & PEPRA rates for vacant positions				
- Reflects \$2.2M reduction for anticipated salary savings due to vacant positions				
- Includes \$1.4M savings for OCERS prepayment				
- Includes \$5.9M UAAL buy-down				
- Reflects 54 frozen unfunded positions				
<u>INSURANCE</u>				
Health Insurance	26,764,047	27,491,288	727,241	2.72%
- Includes 12 unfrozen and pro-rated Fire Fighter Unit positions for new FS20 effective 3/1/2018				
- Includes 10 unfrozen and funded positions effective 7/1/17, and 15 additional positions added during FY 2016/17				
- Includes Management group dental insurance increase of 5%				
Workers' Compensation	11,444,465	12,687,256	1,242,791	10.86%
- Based on the 50% confidence level provided by the actuarial study, with \$1M in deduction to be directed to OCERS for UAAL paydown				
Unemployment Insurance	35,000	60,000	25,000	71.43%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	38,243,512	40,238,544	1,995,032	5.22%
<u>MEDICARE</u>	2,543,390	2,720,948	177,558	6.98%
- Includes impact of adding new employees requiring payment into Medicare replacing retired employees who did not				
- Includes potential merit increases for eligible employees				
- Reflects a \$66K reduction for anticipated salary savings due to vacant positions				
- Reflects 54 frozen unfunded positions				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$294,735,886	\$317,719,342	\$22,983,456	7.80%

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SERVICES AND SUPPLIES CHANGES FY 2017/18 BUDGET

Account Description and Explanation of Significant Changes	FY 2016/17 Adopted Budget	FY 2017/18 Adopted Budget	\$ Change fr FY 2016/17 Budget	% Change fr FY 2016/17 Budget
Clothing	\$1,048,186	1,128,244	\$80,058	7.64%
- FY 2017/18 reflects a one-time increase for additional recruit academy				
Communications	948,797	1,220,790	271,993	28.67%
- FY 2017/18 reflect upgrade of phone lines, upgrade of data plans for mobile devices, and additional wireless devices				
Food	93,407	109,457	16,050	17.18%
- FY 2017/18 reflects increase due to OCFA meetings and testings				
Household Expenses	254,500	262,000	7,500	2.95%
- FY 2017/18 reflects increase of about \$7K for misc. replacement/improvements for the facilities				
Insurance	1,468,210	1,585,662	117,452	8.00%
- FY 2017/18 reflects significant premium increases due to high safety group in the employee workforce				
Maintenance/Repair - Equipment	4,308,667	4,396,761	88,094	2.04%
- FY 2017/18 reflects increased projects for equipment maintenance in Fleet Services and IT Division				
Maintenance/Repair - Buildings	1,783,809	3,410,000	1,626,191	91.16%
- FY 2017/18 reflects increased major repairs/maintenance projects at several fire stations				
Medical Supplies and Equipment	1,008,816	1,070,456	61,640	6.11%
- FY 2017/18 includes one-time increase to replace kits for all ALS units				
Memberships	51,053	56,333	5,280	10.34%
- FY 2017/18 reflect increased memberships for various sections				
Miscellaneous Expenses	31,250	31,250	-	0.00%
Office Expense	992,250	885,670	(106,580)	-10.74%
- FY 2016/17 include increases in the various software maintenance costs and small equipment purchases. FY 2017/18 include the reallocation of funds in this account to special department account to better reflect usage trends				
Professional and Specialized Services	8,232,693	10,267,152	2,034,459	24.71%
- FY 2017/18 reflect increases in professional services in Information Technology Division and Human Resources Division				

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2017/18 BUDGET**

Account Description and Explanation of Significant Changes	FY 2016/17 Adopted Budget	FY 2017/18 Adopted Budget	\$ Change fr FY 2016/17 Budget	% Change fr FY 2016/17 Budget
Publications and Legal Notices	6,800	9,845	3,045	44.78%
- FY 2017/18 reflects increase in the Human Resources Division				
Rents and Leases - Equipment	153,000	153,000	-	0.00%
Rents and Leases - Facilities	108,031	120,031	12,000	11.11%
- FY 2017/18 reflects increase for outside testing facilities and increases in lease cost				
Small Tools and Instruments	166,983	122,983	(44,000)	-26.35%
- FY 2016/17 reflects increase due to cyclical replacement of misc. small tools and supplies				
Special Department Expense	1,334,905	2,009,561	674,656	50.54%
- FY 2017/18 includes the replacement of thermal imaging cameras in Materiel Management section and increases in employee tuition reimbursement in Human Resources Division				
Transportation	1,951,757	2,020,736	68,979	3.53%
- FY 2017/18 reflects re-allocation of funds				
Travel, Training and Meetings	1,101,240	1,164,971	63,731	5.79%
- FY 2017/18 reflects increases in employee training programs				
Utilities	2,174,836	2,311,500	136,664	6.28%
- FY 2017/18 reflects rate increases in utilities				
Taxes and Assessments	29,541	32,209	2,668	9.03%
- FY 2017/18 reflects rate increases				
TOTAL SERVICES & SUPPLIES	\$27,248,731	\$32,368,611	\$5,119,880	18.79%



ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRE SAFETY

Fire Prevention in the Kitchen

- ✓ Stay in the kitchen when frying, grilling, or broiling food. If you have to leave, even for a second, turn off the stove.
- ✓ Check food often when cooking. Use a timer to remind you that the stove or oven is on.
- ✓ Keep anything that can catch fire (pot holders, oven mitts, paper towels, paper or plastic bags, curtains, loose clothing) away from the stove, oven, or other kitchen appliances.
- ✓ Keep the stovetop, burners, and oven clean.
- ✓ Turn pot or pan handles toward the back of the stove.
- ✓ Have a “child free zone” of at least three feet around the stove.
- ✓ Always check the oven to make sure it’s empty before turning it on.
- ✓ Use the oven for cooking only, not for storage.
- ✓ Keep the lid or a fire extinguisher nearby when cooking.
- ✓ Avoid cooking while tired, sleepy, or under the influence of alcohol, drugs, or medication.

In Case of Fire

- ✓ Never pour water on a grease fire! Cover the pan with the lid and turn off the stove. Leave the pan covered until it’s completely cooled.
- ✓ If there’s a fire in the oven, turn it off and keep the door closed.
- ✓ Leave your home immediately if a cooking fire is large or spreading quickly. Close the door behind you to slow the spread of fire and call 9-1-1 from outside the home.



Business Services



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

Appliances

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

Outlets

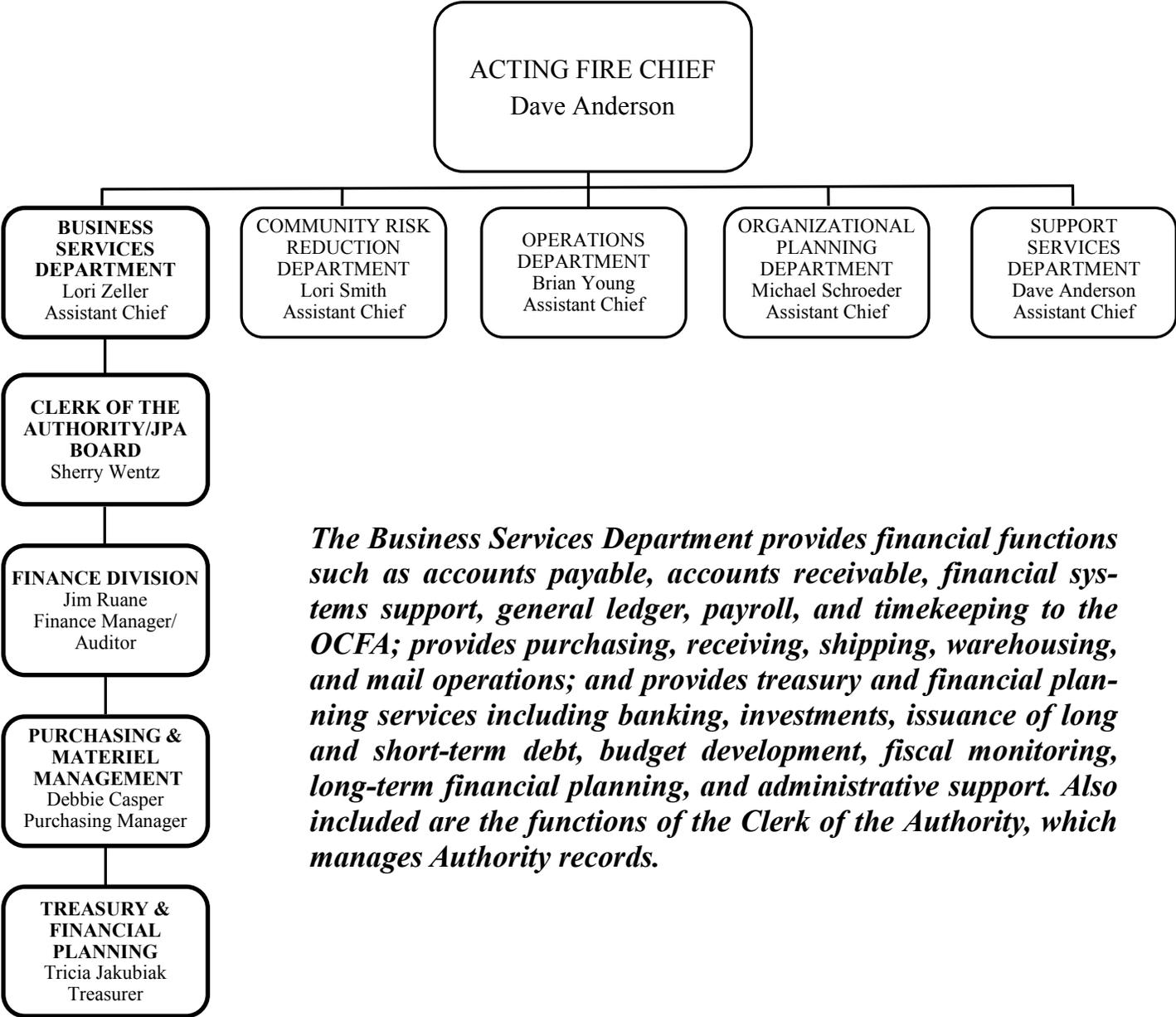
- ✓ Never overload wall outlets.
- ✓ Insert plugs fully into sockets.
- ✓ Install tamper-resistant electrical outlets if you have young children.

Extension Cords, Power Strips, and Surge Protectors.

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



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



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

Business Services Department

Budget Summary:

The FY 2017/18 budget for the Business Services Department is \$19.4 million, which is a decrease of 8.7% compared to FY 2016/17. The decrease is primarily attributable to no funds being budgeted for debt service for FY 2017/18. Additionally, a decrease of approximately \$1 million in the unfunded pension liability payments is reflected in the retirement account. The FY 2017/18 budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval. The budget includes funding for 79 positions in FY 2017/18. This reflect an increase of 25 positions due to the Board of Directors being included as agency employees commencing with FY 2017/18.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2016/17 Strategic Plan was reviewed, by the Board of Directors on July 27, 2017 and the FY 2017/18 Strategic Plan was provided to the Board at the start of the fiscal year. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

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

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2017/18 BUDGET

Account Description	JPA Board of Directors	Clerk of the Authority	Finance Division	Materiel Management	Purchasing	Treasury & Financial Planning	Department Total
EMPLOYEE SALARIES							
Regular Salaries	-	\$448,740	\$2,083,738	\$742,366	\$484,973	\$765,542	\$4,525,359
Backfill/Overtime	-	-	11,105	51,731	-	-	62,836
FLSA Adjmt./Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	85,987	-	-	-	85,987
Reserves	-	-	-	-	-	-	-
Other Pay	-	7,035	55,934	71,262	17,408	-	151,639
Sick/Vacation Payoff	-	6,015	56,786	9,963	2,246	13,368	88,378
TOTAL SALARIES	-	461,790	2,293,550	875,322	504,627	778,910	4,914,199
RETIREMENT	-	151,297	704,299	268,093	166,753	6,140,346	7,430,788
INSURANCE							
Employee Insurance	-	93,804	365,856	183,917	78,466	162,643	884,686
Workers' Comp	-	10,235	100,060	74,343	15,307	-	199,945
TOTAL INSURANCE	-	104,039	465,916	258,260	93,773	162,643	1,084,631
MEDICARE	-	6,509	31,311	12,305	7,114	10,923	68,162
TOTAL S&EB	-	723,635	3,495,076	1,413,980	772,267	7,092,822	13,497,780
SERVICES AND SUPPLIES	76,915	17,089	3,003,182	2,533,283	38,168	216,454	5,885,091
EQUIPMENT	-	-	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-	-	-
TOTAL BUDGET	\$76,915	\$740,724	\$6,498,258	\$3,947,263	\$810,435	\$7,309,276	\$19,382,871
Funded Positions	25	5	23	15	5	6	79

FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Business Services Department Lori Zeller, Assistant Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
		Min	Target	Max			
1. Focus on Fiscal Health							
Initiative 1.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities <ul style="list-style-type: none"> The FY 2016/17 mid-year financial report reflected stability for OCFA finances and steady progress in paying down liabilities, while maintaining a flow of funds to the CIP for capital needs and meeting all required reserves. The FY 2017/18 budget was adopted on May 25, 2017 and incorporated all metrics associated with this initiative. Operating transfers of General Fund surplus to the CIP will now occur at mid-year, with 50% of the surplus directed to CIP funds and 50% allocated to pension paydown. 	B.S.				General Fund is balanced	Contract increases less than cap	Flow of surplus funds to CIP
Initiative 1.2 – Complete an updated Fee Study to ensure that OCFA fees remain aligned with cost of services. <ul style="list-style-type: none"> Staff completed the 2017 fee study and gained approval for the updated Fee Schedule by the Budget & Finance Committee (B&FC) on June 14. The B&FC has recommended approval by the Board at their July 27, 2017 meeting. 	B.S.				Study underway by September	Study complete by March	Board approval by June
Initiative 1.3 – Complete an updated Actuarial Valuation for the OCFA’s Retiree Medical Plan. <ul style="list-style-type: none"> The updated Actuarial Valuation report was issued on November 4, 2016, with its results provided to all labor groups, the B&FC, and the Board of Directors as part of the annual Liability Study. 	B.S.				Consultant is engaged by August	Study is underway by October	Study is complete by December

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FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Business Services Department Lori Zeller, Assistant Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
<p>Initiative 1.4 – Complete a Request for Proposal process for updated competitive selection of bond, tax and disclosure counsel for OCFA’s issuance of Tax & Revenue Anticipation Notes.</p> <ul style="list-style-type: none"> Staff analyzed cash flows for the upcoming fiscal year and determined that a TRAN issue is not needed for FY 2017/18. OCFA will meet its cash flow needs with internal borrowing from the CIP funds and by adjusting the timing of additional pension liability payments to OCERS. 	B.S.				RFP is issued by September	Bids received by November	Consultants selected by January
2. Improve Business Practices							
<p>Initiative 2.1 – Complete an updated and comprehensive Purchasing Ordinance, along with associated updates to the Purchasing thresholds identified in the Roles/Responsibilities matrix. Provide internal training to Section Managers regarding the changes in the Purchasing rules.</p> <ul style="list-style-type: none"> An updated Purchasing Ordinance was approved by the Board in May 2016, to be effective July 1. Corresponding updates were also approved for the Roles/Responsibilities matrix. Updated training is being provided through routine/recurring meetings with Section Managers who are frequent users of Purchasing’s services. 	B.S.				Approved for July implementation	Approved for September implementation	Training completed by December
<p>Initiative 2.2 – Review and update administrative procedures in the Clerk’s Office and prepare a comprehensive Clerk’s Office Procedure Manual.</p> <ul style="list-style-type: none"> Procedures were reviewed and evaluated to identify those procedures that require updates. Update of the administrative procedures is 60% complete and will continue into FY 2017/18. 	B.S.				Revise field operations processes	Evaluation of professional staff processes	Implement professional staff recommendations

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FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Business Services Department Lori Zeller, Assistant Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 2.3 – Establish an internal Records Management Committee comprised of OCFA section managers to foster consistent handling of records throughout OCFA in compliance with the Records Retention Schedule. <ul style="list-style-type: none"> Update of the OCFA Records Manual and inventory of the Clerk’s off-site records are both complete. Destruction of records that have exceeded their retention dates is 98% complete. Remaining records are being organized/documentated in a Records Inventory located on the HIVE. Anticipate initial meeting with managers and records coordinators in September 	B.S.				Committee is engaged in meetings	Committee is completing assigned work	Routine processes are in place
3. Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 3.1 – Provide support in negotiation of MOUs with the Firefighter and Chief Officers’ bargaining units. <ul style="list-style-type: none"> Negotiations were completed with both units. The final Chief Officers’ MOU was approved by the Board in June 2016 and the final Firefighter MOU was approved in September 2016. 	H.R.				Continued negotiation of MOUs	Reach tentative agreements	Obtain approval of new MOUs
Initiative 3.2 – Provide support in negotiation of a renewed Firefighter Healthcare Agreement. <ul style="list-style-type: none"> Negotiations were completed with a renewed Five-Year Firefighter Healthcare Agreement approved by the Board of Directors on April 27, 2017. 	H.R.				Continued negotiation	Renewal by expiration	Early renewal
4. Maintain flexibility for unforeseen events							

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FY 2017/18 DOMAIN OBJECTIVES Business Services Department Lori Zeller, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
						1. Focus on Fiscal Health		
Initiative 1.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities	B.S.	P				General Fund is balanced	Contract increases less than cap	Flow of surplus funds to CIP
Initiative 1.2 – Engage in OCERS’ process of completing the Triennial Study of Actuarial Assumptions to asses impacts on OCFA (including impacts to the budget, employee contribution rates and Accelerated Pension Paydown Plan), and prepare appropriate financial plans for addressing those impacts	B.S.	P				Financial plans are identified by FY end	Plans are incorporated into the budget by 6/30/18	Plans address the full 5-year forecast
Initiative 1.3 – Obtain a new actuarial review of the OCFA’s Accelerated Pension Paydown Plan, incorporating the additional strategies that were added to the Plan during FY 2016/17 as well as the modified goal to accelerate funding until we achieve an 85% funding level. Incorporate the actuarial results into the 2017 Liability Study.	B.S.	P				Actuarial report is complete	Report is completed; results are shared with labor and Board by 06/30/18	Results used to shape additional actions
Initiative 1.4 – Complete negotiations and obtain agreement for a renewed Agreement with John Wayne Airport for Aircraft Rescue Firefighting Services (ARFF).	B.S.	P				Interim agreement renewed by November 2017	Multi-year agreement renewed by November 2017	Multi-year agreement renewed by September 2017
2. Improve Business Practices								
Initiative 2.1 – Build a team with depth of resources (internal and external) to properly support and continue timely development of the Staffing/Timekeeping System	B.S.	P				Backlog is resolved and depth of support is improved	New requests are vetted and completed timely by 06/30/18	All system needs are routinely met timely
Initiative 2.2 – Improve business processes and coordination between the Business Services Department and other OCFA Departments, including creation of a purchasing procedures manual, provision of training, automation of Purchase Orders, and automation of Accounts Payable processes.	B.S.	P				Identify targeted processes for improvement	Training is delivered, manuals are complete by 06/30/18	Automation is complete, coordination is high functioning

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Business Services Department Lori Zeller, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
	Min	Target	Max					
Initiative 2.3 – Establish an internal Records Management Committee comprised of OCFA section managers to foster consistent handling of records throughout OCFA in compliance with the Records Retention Schedule	B.S.	P				Committee is engaged in meetings	Committee is completing assigned work by 6/30/18	Routine processes are in place
3. Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 3.1 – Provide support in negotiation of MOUs with the Orange County Employees’ Association (OCEA) and the Orange County Fire Authority Managers’ Association (OCFAMA)	H.R.	S				Continued negotiation of MOUs	Reach tentative agreements by 06/30/18	Obtain approval of new MOUs
Initiative 3.2 – Provide leadership and support in identifying, negotiating, and implementing solutions to address the extraordinary volume of forced hires occurring to members of the Orange County Professional Firefighters Association (OCPFA).	H.R.	S				Agree & implement solutions	Reduce vacancies that are adding to force hires by 06/30/18	Reduce force hires
4. Maintain flexibility for unforeseen events								

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Community Risk Reduction





ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIRE EXTINGUISHERS

If a Small Fire Occurs:

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

The P.A.S.S. Method

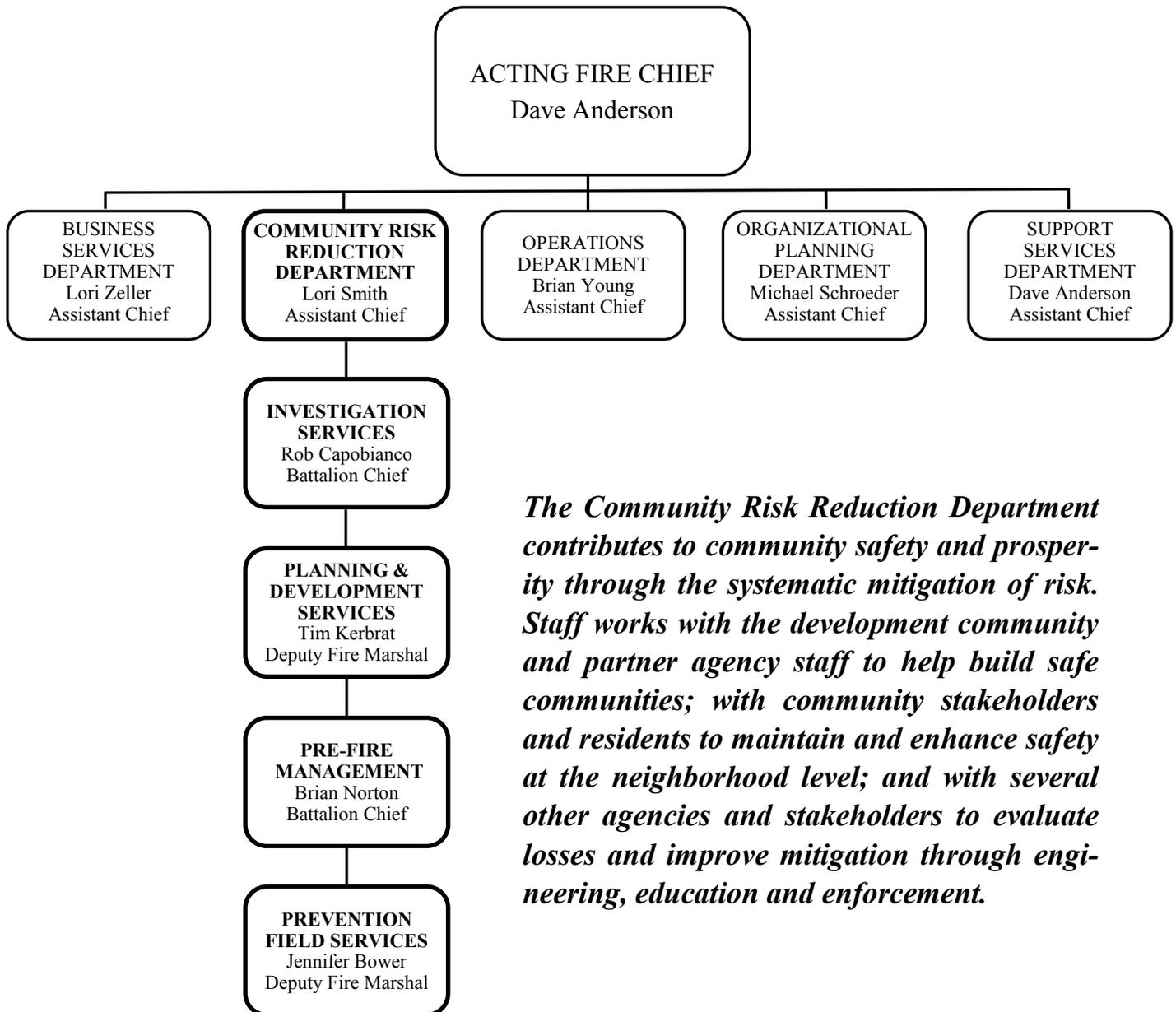
- ✓ Pull the pin.
- ✓ Aim low. Stand six to eight feet away and point the extinguisher nozzle at the base of the fire.
- ✓ Squeeze the lever slowly and evenly.
- ✓ Sweep the nozzle from side to side until the fire is completely out. If the fire does not extinguish, evacuate immediately.

Maintenance

- ✓ Read and follow all instructions on the label and in the owner's manual.
- ✓ Keep fire extinguishers in plain view and out of reach of children.
- ✓ If the extinguisher has a pressure indicator, make sure the needle is in the green zone.
- ✓ Check for dents, scratches, corrosion, or other damage. Make sure the lock pin is firmly in place and the discharge nozzle is clean.
- ✓ Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.



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



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

Community Risk Reduction Department

Budget Summary:

The FY 2017/18 budget is \$16.1 million, a 0.7% increase from FY 2016/17. Higher salary, overtime, retirement rates for non-safety personnel, and insurance expenses were contributing factors for the increase. Services and supplies expenditures increased by \$35,000 for additional ongoing appropriations approved effective FY 2017/18 to enhance customer service in the plan review as well as the pre-fire management sections. Funding for 98 positions is included in the FY 2017/18 budget.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2016/17 Strategic Plan was reviewed by the Board of Directors on July 27, 2017, and the FY 2017/18 Strategic Plan was provided to the Board at the start of the fiscal year. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

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

Community Risk Reduction

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2017/18 BUDGET

Account Description	Investigation Services	Planning & Development	Pre-Fire Management	Prevention Field Services	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$1,075,065	\$2,951,787	\$2,104,650	\$2,279,313	\$8,410,815
Backfill/Overtime	192,303	62,362	485,619	24,660	764,944
FLSA Adjustment/Holiday Pay	69,370	-	6,935	-	76,305
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	120,272	152,437	113,355	74,089	460,153
Sick/Vacation Payoff	51,195	41,113	64,089	88,815	245,212
TOTAL SALARIES	1,508,205	3,207,699	2,774,648	2,466,877	9,957,429
RETIREMENT	622,272	1,021,100	888,173	772,649	3,304,194
INSURANCE					
Employee Insurance	191,344	400,314	690,605	325,856	1,608,119
Workers' Comp	95,350	93,066	224,414	70,140	482,970
Unemployment Insurance	-	-	11,000	-	11,000
TOTAL INSURANCE	286,694	493,380	926,019	395,996	2,102,089
MEDICARE	21,190	45,198	38,950	34,748	140,086
TOTAL S&EB	2,438,361	4,767,377	4,627,790	3,670,270	15,503,798
SERVICES & SUPPLIES	259,887	179,916	150,678	29,434	619,915
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$2,698,248	\$4,947,293	\$4,778,468	\$3,699,704	\$16,123,713
Funded Positions	9	31	33	25	98

FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Community Risk Reduction Department Lori Smith, Assistant Chief		Lead	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
1. Reduce injuries, loss of life and loss of property								
Initiative 1.1 – Adjust the annual inspection workload based on a review of Low Frequency Low Consequence (LFLC) records for vacant and building shell only. <ul style="list-style-type: none"> Clean-up of inactive records initiated to test the process. IFP was not designed with an "automated" feature for retention. Starting with the inactive hazmat records and test processes before doing any global changes. Global changes may not be possible due to table linkages; some of the scrub may be very labor intensive. Goal is to have the electronic hazmat data from '08 and prior out of the system by end of January 2017. 		C.R.R.				Workload is identified	All vacant/BSOs are evaluated	LFLC reviewed and categorized
Initiative 1.2 – Cooperative coordination of the code adoption process with Building Officials from each of the 23 cities and county. <ul style="list-style-type: none"> Adoption of the California Fire and Building Codes complete in all 24 jurisdictions 		C.R.R.				All city and county agencies have accepted OCFA amendments for adoption	All city and county agencies are prepared and scheduled for adoption before 1-1-17	All city and county agencies have successfully adopted the 2016 fire code with OCFA amendment
Initiative 1.3 – Reconstruct the Orange County Arson Task Force. <ul style="list-style-type: none"> Captain Bill Lackey was elected president and Chief Karl Schmutz, Vice President. We have established monthly meetings here at OCFA and have almost 100% consistent attendance from all Departments in Orange County. Task Force renewed collaboration was evidenced in the response to the Station 61 fire. 		C.R.R.				OCFA Investigator leadership established in group	Attendance and support from all OC Fire Agencies	All OC Fire Agencies support call out plan

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FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Community Risk Reduction Department Lori Smith, Assistant Chief		Lead	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
2. Provide effective, efficient and quality services								
Initiative 2.1 – Develop time study/fee study tools necessary for annual adjustments. <ul style="list-style-type: none"> As recommendations from the fiscal audit were implemented changes to our processes were identified and completed Trackers for each program with fee/no fee identified Streamlining of time log choices to better refine the “buckets” Tracking of the Operations workload and tools to support progress Working with finance to identify/define issues Many meetings have taken place to get us to the point we can complete out fee study. Currently we are working to clean up the special activity process and assure that all permits are being accounted for. 		C.R.R.				Understand finance’s needs	Time log reflects all work	Evaluate benevolent time Cost/Benefit
Initiative 2.2 – Implement the OCFA HFEO Apprenticeship Program <ul style="list-style-type: none"> MOU side letter with Orange County Fire fighters Local 3631 complete, recruitment complete HFEO Apprenticeship: The selections were made 12-12-16. The first round of field training at Camp Pendleton is under way. We are tracking all costs associated with the training 						Program framework is complete and plan is under development	Program is implemented and three phase process begins	Interest and participation is realized. Program benefits are realized
Initiative 2.3 – Initiate Electronic Direction for complaints Case Filing System with the OC District Attorney’s (DA’s) Office <ul style="list-style-type: none"> We are online with the DA’s office and have completed their training in the use of the system and now file out cases electronically in line with all other law enforcement agencies in Orange County. 		C.R.R.				IT compatibility and security issues are resolved	Inv. Training by DA personnel on EDC use	Program is implemented by OCFA Inv. Section

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FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Community Risk Reduction Department Lori Smith, Assistant Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
3. Create and maintain collaborative working relationships with internal and external customers										
Initiative 3.1 – Coordinate Bi-directional amplifier issues internal/external. (Contracts, agreements, coordination with other fire agencies and code development) <ul style="list-style-type: none"> Informational guidance document for implementation in 2016 is in its 4th version. Input from OCC, other fire agencies, and five Building Officials (BOs) were incorporated into the documents. Going forward, this document memorializes the pieces of the public safety ordinance that is not obvious to BOs or Fire Guideline is complete. All code changes proposed were coordinated with BOs and OCC in order to continue existing coverage requirements. Changes may continue to be made as OCC adjust to their commitments and workload. 				C.R.R.				Written BDA maintenance programs	Coordinate P&D, PFS, and external	Codified BDA Program
4. Create a Community Risk Reduction Team that models and is dedicated to excellence										
Initiative 4.1 – Identify cross training program(s) for C.R.R. <ul style="list-style-type: none"> We have completed the cross training of the two MA’s in PFS and the OSS’s in P&D/PFS for current duties. The PFS Engineer is learning systems plan review and has attended code adoption meetings. A meeting has been set to discuss expectations of engineers to further enhance skills. Inspectors are being given the opportunity to cross train, qualify for OT and attend classes as the supervisors are able. The culture has begun to change and the supervisory team is now looking for opportunities for their people, and have begun to recognize the benefit of skills in all areas of CRR 				C.R.R.				Cross train program for Inspect/PA	Cross train Inspect/PA	Establish for all C.R.R.

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Community Risk Reduction

FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Community Risk Reduction Department Lori Smith, Assistant Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 4.2 – Assess front counter services, staff and supervision, provide report and/or proposal to Fire Marshal <ul style="list-style-type: none"> • Completed Front Counter Assessment • Fire Marshal approval to move forward to Human Resources (HR) • HR Committee approved moving the new job classification to Executive Committee in January. Done • Waiting for approval and budgetary opportunity to recruit. 	C.R.R.				Project is understood and study is underway	Report and proposal are completed and submitted to the FM	Report proposal are acted upon and front counter operations
Initiative 4.3 – Adopt and implement the countywide Community Wildfire Protection Plan <ul style="list-style-type: none"> • Should be available for final comment prior to 12-30-16. However as it will not be approved until after January 1, 6-30-17 completion date still appropriate • All Orange county cities participated at their own, with Newport Beach outstanding 	C.R.R.				RFP is complete, contractor is on-board and framework built	Plan is fully developed and available for stakeholder review and approval	Complete roll-out to the stakeholders for use.
Initiative 4.4 – Establish the foundation for the countywide remote sensing platform for real time weather data and fire detection/monitoring (HP Wren). <ul style="list-style-type: none"> • HPWren may still be a ways off, but the cooperative process with OCSD is still likely in 2017. Camera purchases will be made to mount on towers and connect to the OCSD monitoring system with no immediate connection to HPWren • OCFA Purchasing team working with OCSD Purchasing team to piggyback camera purchase • OCSD Communication committed to do the installations on our behalf 	C.R.R.				All research is complete, stakeholders and funding identified	A work plan is completed to move the project forward	Work plan is complete and funding in place
5. Manage Daily Operations in Community Risk Reduction							
6. Maintain flexibility for unforeseen events							

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Community Risk Reduction Department Lori Smith, Assistant Chief				Lead	Role	Unmet Min.	In Progress	Completed	Metric			
									Min	Target	Max	
1. Reduce injuries, loss of life and loss of property												
Initiative 1.1 – Complete the installation of the countywide remote sensing platform for real time weather data and fire detection/monitoring	C.R.R.	P							Establish OCSD/OCFA platform	Expand OCSD/OCFA platform to 8 identified sites by 12/31/17	Establish both HPWREN and OCSD platforms	
Initiative 1.2 – Develop a working relationship with all Orange County Water Districts toward improving the expansion and maintenance of the OCFA fire protection systems	C.R.R.	P							Meet Water District contacts and obtain an overview of services areas	Meet with all Water District contacts and review current Fire Protection Policies by 06/30/18	Complete Water District Handbook include Contacts, Water Maps and Fire Protection Policies	
Initiative 1.3 – Target the Low Frequency/Low Consequence (LFLC) to Building Shell Only (BSO) data conversion (3 year project goal)	C.R.R.	P							Inventory annuals only	Inventory all active files by 06/30/18	Compare active files to GIS data	
Initiative 1.4 – Implement the automated defensible space inspection program (Collector App). This is a State and local application that identifies State and Local Responsibility Areas in the wildland and tracks prevention efforts for statistical and workload initiatives	C.R.R.	P							Identify datasets that need to be built into the State and OCFA Collector Apps	Engage Extra Help Reserves to field verify and load data for future inspection activities by 6/30/18	Record and track inspection activities through the application.	
2. Provide effective, efficient, and quality services												
Initiative 2.1 – Target the data clean up in Integrated Fire Prevention records management system in preparation of new system. (3 Year project goal).	C.R.R.	P							Create ability to delete electronic records	Deletion of repetitive documents and appropriate identifiers for maintained records by 6/30/18	All records are created and maintained for all appropriate occupancies	
Initiative 2.2 – Revamp the Special Activities Program for improved consistency in application and fees across the area offices.	C.R.R.	P							Identify inconsistencies in program delivery to include scope and fees	Finalize and implement new SOP by 6/30/18	Audit for consistency every quarter.	

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Community Risk Reduction

FY 2017/18 DOMAIN OBJECTIVES Community Risk Reduction Department Lori Smith, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 2.3 – Develop and Implement a new Plan Review Training Program. This is part of our succession planning efforts to promote Fire Safety Analysts from within.	C.R.R.	P				Training Program and Task Book Developed	Program implemented and Task Books initiated by 6/30/18	90% of initiated Plan Training Task Books completed
Initiative 2.4 – Standardize all reporting and documentation tools in Investigations unit.	C.R.R.					Realign with the current Investigation Services Section policy.	Develop and utilize report templates by 1/18/18	Increase the involvement of field Captains for accidental fire reports.
3. Create and maintain collaborative working relationships with internal and external customers								
Initiative 3.1 – Complete the Electronic Plan Review program build.	S.S.	S				Finalize Pilot Electronic Plan Review	Complete Web EPR interface with customers by 6/30/18	75% of Plan Analysts are EPR Certified.
Initiative 3.2 – Implement on-line payment process for Community Risk Reduction and Planning and Development.	B.S.	S				On-Line Vender Contact Approved.	On-Line Payment Training and Implementation completed by 6/30/18	Connect On-Line Payment to Electronic Plan Review
Initiative 3.3 – Revamp Inspection Training and Support for Operations personnel.	C.R.R.	P				Continue distributing information and training as exists	Improve relationship with Admin Captains to identify training and best delivery methods by 12/31/17	Operations takes ownership of the inspection program and PFS is support
4. Create a Community Risk Reduction Team that models and is dedicated to excellence								
Initiative 4.1 – Continue developing training curriculum for Heavy Fire Equipment Operator apprenticeship program.	C.R.R.	P				Maintain currently established program	Finalize training curriculum and associated Task Book by 6/30/18	Journey first successful candidate and finalize program documents
Initiative 4.2 - Professionalize CRR team by encouraging and celebrating International Code Council and State Fire Marshal certification.	C.R.R.	P				Continue to encourage staff to obtain certification	Celebrate successes at All Hand meetings. Goal of 25% certified staff by 6/30/18	Exceeds 25% certified

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Community Risk Reduction Department Lori Smith, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
	Min	Target	Max					
Initiative 4.3 – Continue Cross Training efforts across all CRR sections	C.R.R.	P				Begin cross training AFMs	Expand training of MA and OSS cross section 6/30/18	Exchange of personnel for succession planning
Initiative 4.4 – Conduct a Senior Prevention Specialist recruitment. The intent is to prepare inspectors for successful promotion of inside candidates	C.R.R.	P				Develop and deliver expectations for SFPS	Conduct recruitment in October, complete by 12/31/17	Promote Seniors from within
Initiative 4.5 – Prepare a succession plan for the Fire Marshal position	C.R.R.	P				Evaluate all potential inside candidates.	Mentor and guide in leadership development by 01/01/18	Successfully promote from within.
5. Manage Daily Operations in Community Risk Reduction								
Initiative 5.1 - Provide daily oversight and support of the Planning and Development	C.R.R.	P				Maximize the importance of intra and interagency relationships	Visualize problems and solutions through the eyes of those we serve	Build upon the minimum and target metric to further enhance our service to the public
Initiative 5.2 - Provide daily oversight and support of the Wildland Pre Fire Management	C.R.R.	P				Maximize the importance of intra and interagency relationships	Visualize problems and solutions through the eyes of those we serve	Build upon the minimum and target metric to further enhance our service to the public
Initiative 5.3 - Provide daily oversight and support of the Prevention Field Services	C.R.R.	P				Maximize the importance of intra and interagency relationships	Visualize problems and solutions through the eyes of those we serve	Build upon the minimum and target metric to further enhance our service to the public
Initiative 5.4 - Provide daily oversight and support of the Investigation Services Section	C.R.R.	P				Maximize the importance of intra and interagency relationships	Visualize problems and solutions through the eyes of those we serve	Build upon the minimum and target metric to further enhance our service to the public

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

Community Risk Reduction

FY 2017/18 DOMAIN OBJECTIVES Community Risk Reduction Department Lori Smith, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
6. Maintain flexibility for unforeseen events								
Initiative 6.1 Records Management System development	S.S.	S						
Initiative 6.2 Cross Training and Leadership Training ongoing	C.R.R.	P						

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ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

Appliances

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

Outlets

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

Extension Cords, Power Strips, and Surge Protectors.

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

Executive Management





ORANGE COUNTY FIRE AUTHORITY

Safety Message

PLANNING FOR DISASTER

Make a Family Disaster Plan

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

Create Disaster Supply Kits

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

Prepare Your Home

- ✓ Bolt or brace water heaters, major appliances, bookcases, and other top-heavy furniture to wall studs.
- ✓ Anchor or brace overhead fixtures such as lights and ceiling fans.
- ✓ Use flexible connections where gas lines meet appliances.
- ✓ Secure televisions, computers, and other electronics.
- ✓ Secure or relocate heavy pictures or mirrors over beds and furniture.
- ✓ Know where and how to shut off gas, water, and electricity.



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



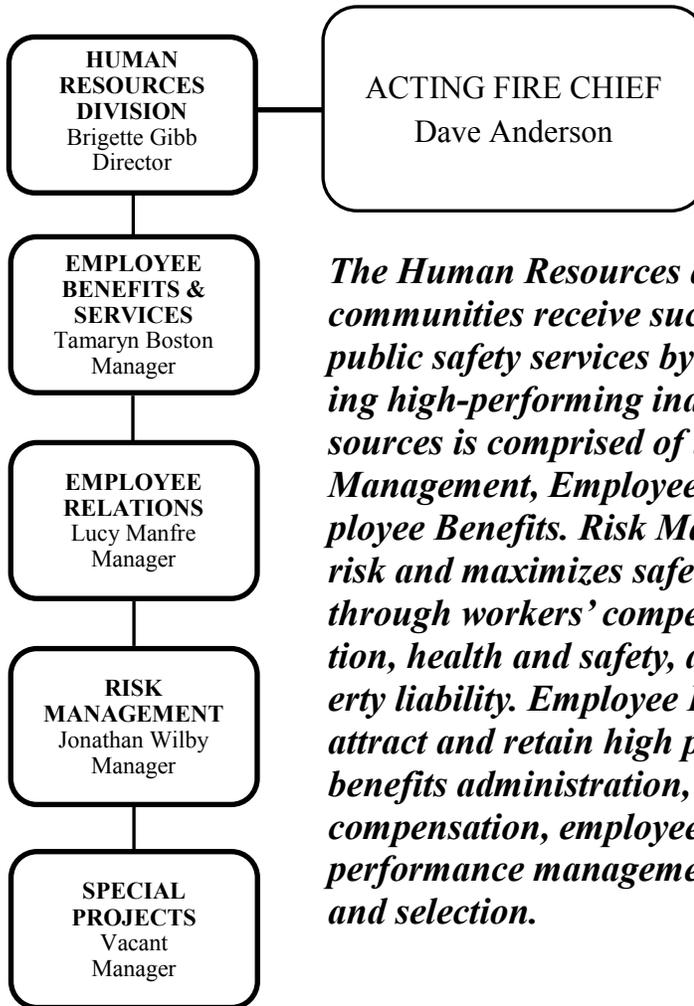
The Orange County Fire Authority is a Joint Powers Authority (JPA) managed by an appointed fire chief, five assistant chiefs and a human resources director. Service activities are organized into five departments including Business Services, Community Risk Reduction, Operations, Organizational Planning, and Support Services. All departments are supported by the Human Resources Division, 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.



ORANGE COUNTY FIRE AUTHORITY

HUMAN RESOURCES

ORGANIZATION CHART



The Human Resources division ensures our communities receive successful and efficient public safety services by attracting and retaining high-performing individuals. Human Resources is comprised of three sections – Risk Management, Employee Relations and Employee Benefits. Risk Management minimizes risk and maximizes safety and productivity through workers’ compensation administration, health and safety, and general and property liability. Employee Relations and Benefits attract and retain high performers through benefits administration, classification and compensation, employee and labor relations, performance management, and recruitment and selection.

Executive Management

Budget Summary:

The FY 2017/18 budget for the Executive Management Department is \$11.5 million, or about \$7.5 million higher when compared to FY 2016/17. As a result of an organizational re-structure, the Human Resources Division was moved from the Organizational Planning Department to report under Executive Management in FY 2017/18. Funding for 29 positions is included in the FY 2017/18 budget, compared to 9 positions in FY 2016/17.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2016/17 Strategic Plan was reviewed by the Board of Directors on July 27, 2017, and the FY 2017/18 Strategic Plan was provided to the Board at the start of the fiscal year. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

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

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT
FY 2017/18 BUDGET

<u>Account Description</u>	<u>Executive Management</u>	<u>Human Resources Division</u>	<u>Department Total</u>
EMPLOYEE SALARIES			
Regular Salaries	\$1,707,231	\$1,997,070	\$3,704,301
Backfill/Overtime	5,691	6,007	11,698
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	39,634	48,933	88,567
Sick/Vacation Payoff	146,244	53,237	199,481
TOTAL SALARIES	1,898,800	2,105,247	4,004,047
RETIREMENT	753,079	681,378	1,434,457
INSURANCE			
Employee Insurance	246,633	383,275	629,908
Workers' Comp	110,639	63,361	174,000
TOTAL INSURANCE	357,272	446,636	803,908
MEDICARE	26,725	29,640	56,365
TOTAL S&EB	3,035,876	3,262,901	6,298,777
SERVICES AND SUPPLIES	1,088,382	4,089,009	5,177,391
EQUIPMENT	-	-	-
TOTAL BUDGET	\$4,124,258	\$7,351,910	\$11,476,168
Funded Positions	9	20	29

FY 2016/17 STRATEGIC PLAN 4th Quarter Update DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
1. Improve OCFA Communications at All Levels										
Initiative 1.1 – Provide consistent, relevant, timely Communications among OCFA staff, the Executive Committee and the Board of Directors <ul style="list-style-type: none"> Carryover to FY 2017/18 to further enhance 	Operations				Maintain baseline quality and quantity of BOD advisories to FY 2015/16 measures	Provide timely communications and advisories	Use feedback to enhance quality and quantity of future board advisories			
Initiative 1.2 – Advance consistent, relevant and timely communications between OCFA staff and media. Develop a proactive approach. <ul style="list-style-type: none"> 70% increase in social media campaign 35% increase in Community Relations events 	Operations				Maintain positive coverage per month – feedback measured by BOD tool compared to FY 2015/16	5% increase in positive coverage per month in all media compared to FY 2015/16	10% increase in positive coverage per month in all media compared to FY 2015/16			
Initiative 1.3 – Consistently deliver internal communications via station visits, written monthly updates, video newsletter appearances, all-hands meetings and other opportunities.	Operations				Sustain same level of activities as FY 2015/16	5% increase in internal communication activities	10% increase in internal communication activities			
2. Establish Consistency in HR Functions and Improve Labor Relations										
Initiative 2.1 – Establish a professional standards unit for investigating complaints (internal and external), reports of rule violations and employee misconduct. <ul style="list-style-type: none"> PSU structure, mission statement and staffing completed FBOR, Progressive Discipline, Coaching/Counseling and Documentation training provided Tracking system research underway 	H.R.				PSU structure determined	PSU staffed (contract or employees)	PSU staffed; tracking system established; processes noted, training provided			
Initiative 2.2 – Oversee the evaluation and restructuring of all promotional/recruitment processes. <ul style="list-style-type: none"> Operations processes revised Enhancements are ongoing Focus group has provided feedback of professional staff processes through several meetings 	H.R.				Revise field operations processes	Evaluation of professional staff processes	Implement professional staff recommendations			

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FY 2017/18 OCFA Adopted Budget

FY 2016/17 STRATEGIC PLAN 4th Quarter Update DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 2.3 – Oversee succession planning efforts at all levels of OCFA <ul style="list-style-type: none"> Need to modify for FY 2017/18 for full-spectrum program 	O.P.				Operations framework complete	Managers framework complete	Gap analysis of frameworks
Initiative 2.4 – Develop and implement organization-wide leadership training programs and initiatives <ul style="list-style-type: none"> Completing post-course analysis and will work to make changes in FY 2017/18 	O.P.				Pilot program development	First pilot January 2017	Second course delivery
Initiative 2.5 – Oversee implementation of performance evaluation system (NeoGov). <ul style="list-style-type: none"> Pilot testing completed System utilized for administrative/executive ROPs Working group met twice to discuss philosophy and goals of performance evaluation program. Labor groups want to update/enhance the entire performance evaluation program, including MOU provisions, supervisor training, performance factors/rating scales, etc. Utilization of online system will occur after entire performance evaluation program is updated/enhanced. 	H.R.				Pilot testing completed	Working group(s) to revise rating areas established	Online system utilized by all OCFA
Initiative 2.6 – Provide support in negotiation of MOUs with the Firefighter and Chief Officers’ bargaining units <ul style="list-style-type: none"> Negotiations were completed with both units. The final Chief Officers’ MOU was approved by the Board in June 2016 and the final Firefighter MOU was approved in September 2016 	B.S.				Continued negotiation of MOUs	Reach tentative agreements	Obtain approval of new MOUs

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FY 2016/17 STRATEGIC PLAN 4 th Quarter Update DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
3. Conduct Analysis of Field Operations and Internal Support Functions										
Initiative 3.1 – Evaluate and assess Emergency Medical Services (EMS) in the following areas: education, continuous quality improvement (CQI), and administration <ul style="list-style-type: none"> Delayed due to pending ePCR and defibrillator projects 				Operations				Analysis complete by June	Action plan written by January	Action plan implemented 2/5/2017
Initiative 3.2 – Develop essential functions of the Organizational Training and Development Manager, including leadership initiatives and succession planning programs. <ul style="list-style-type: none"> Complete 				O.P.				Written Plan complete	Action plans underway	Gap analysis and recommendations
4. Focus on Fiscal Health										
Initiative 4.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities <ul style="list-style-type: none"> The FY 2016/17 mid-year financial report reflected stability for OCFA finances and steady progress in paying down liabilities, while maintaining a flow of funds to the CIP for capital needs and meeting all required reserves. The FY 2017/18 budget was adopted on May 25, 2017 and incorporated all metrics associated with this initiative. Operating transfers of General Fund surplus to the CIP will now occur at mid-year, with 50% of the surplus directed to CIP funds and 50% allocated to pension paydown 				B.S.				General Fund is balanced	Contract increases are less than cap	Flow of surplus funds to CIP
Initiative 4.2 – Complete utility usage assessment (water, electricity, & gas) for all facilities <ul style="list-style-type: none"> Assessment of water is complete. Working with electrical providers to gather data. 				S.S.				Water assessment complete	Water & electricity assessment completed	Water, electricity & gas assessment completed

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FY 2017/18 OCFA Adopted Budget

FY 2016/17 STRATEGIC PLAN 4th Quarter Update DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
5. Build Customer Service Mindset										
Initiative 5.1 – Create Joint Labor Management (JLM) working group to reinforce customer service mindset in employees by providing activities and reminders (e.g. pocket cards) with the OCFA vision, mission, and guiding principles.	OCFA Wide				Group established	Priorities developed	Priorities implemented			
Initiative 5.2 – Integrate the new mottos “We visualize problems and solutions through the eyes of those we serve” into the culture and practices for the entire organization.	OCFA Wide				Select customer service ambassadors	Ambassadors identify action plans	Implement action plans			
6. Improve Risk Management Outcomes										
Initiative 6.1 – Oversee review of workers’ compensation injury analysis (accident cost reduction effort) to reduce annuals claims, annual expenses, and backfill costs. <ul style="list-style-type: none"> Injury analysis completed Sports injury analysis completed OHS Committee SOP revised and committee reconvened in January 2017 with one of their responsibilities being injury analysis and prevention 	H.R.				No increase	Realize a reduction	5% reduction			
Initiative 6.2 – Oversee an active shooter incident (ASI) drill for the Board of Directors. <ul style="list-style-type: none"> Board of Directors provided with general ASI training in 2016. Low cost security enhancements to provide more lockable spaces to Board of Directors implemented Chief Schroeder took recommended Board room security enhancements to the Board of Directors in January 2017. Security enhancements included in CIP budget ASI drill for the board of Directors will be conducted following security enhancements 	H.R.				Trainer identified	Conduct drill for BOD	Changes made on lessons identified			

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FY 2016/17 STRATEGIC PLAN 4th Quarter Update DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
7. Implement Performance Improvement/Efficiency Measures										
Initiative 7.1 – Analyze organizational performance in order to identify gaps, and identify interventions that will enhance performance and/o improve efficiency. <ul style="list-style-type: none"> Complete department-wide evaluation in FY 2017/18 objectives 	O.P.				Framework done	Written plan done by June	Efficiencies realized			
Initiative 7.2 – Develop a culture of process improvements by assisting with their creation from concept to implementation <ul style="list-style-type: none"> Service center Teamsite, Driver Route changes, UBER for fleet services, Task books, Automated BC academy feedback 	O.P.				3 process improvements go from ideas to change	4 process improvements go from ideas to change	5 process improvements go from ideas to change			
Initiative 7.3 – Establish and institutionalize evaluation tools and techniques for leadership that includes feedback from supervisors, peers and subordinates (360 degree evaluation). <ul style="list-style-type: none"> Transferred to HR 	O.P.				Framework done	Written plan complete	Evaluation tool implemented			
Initiative 7.4 – Establish a program that addresses the impact of post-traumatic stress disorder (PTSD) in OCFA personnel. <ul style="list-style-type: none"> OCFA JLM group attended the Cal-JAC JLM behavioral Health Conference in December 2016. JLM initiated workgroup and project plan Initiative has been expanded from PTSD to “Behavioral Health” JLM evaluated current programs that are in place to prevent or respond to potential behavioral health issues in OCFA personnel 	O.P.				Workgroup initiated	Program developed	Program implemented			

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FY 2017/18 OCFA Adopted Budget

FY 2016/17 STRATEGIC PLAN 4th Quarter Update DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
8. Improve Public Safety Technology Systems										
Initiative 8.1 – Establish timelines and objectives for replacement of the various Records Management Systems (RMS) including Integrated Fire Prevention (IFP), Investigations Case Management System (ICMS), and Incident Reporting Application (OCFIRS) <ul style="list-style-type: none"> Request for proposals for project management services released and one respondent. Considering next steps 	S.S.				Final plan adopted	Prioritize projects	One project complete			
Initiative 8.2 – Evaluate Countywide CAD2CAD and implement recommended changes to move-up and cover. <ul style="list-style-type: none"> Move-up and cover carried over to S.S. for FY 2017/18 	Operations				Analysis complete by January	Action plan written by January	Action plan implemented by June			
Initiative 8.3 – Integrate LIVE MUM (move-up module) which is unit coverage software to reduce response times <ul style="list-style-type: none"> LIVE MUM has been configured and running in view-only mode in Emergency Command Center 	S.S.				System configuration complete	Beta testing begins	Fully operational at OCFA			
Initiative 8.4 – Reduce ECC call-processing times <ul style="list-style-type: none"> Call processing has been under 1:00 minute for last six months 	S.S.				Average above 60 seconds	Average less than 55 seconds	Average less than 50 seconds			
Initiative 8.5 – Cooperative coordination of the fire code adoption process with Building Officials from each of the 23 cities and county. <ul style="list-style-type: none"> Adoption of the California Fire and Building codes complete in all 24 jurisdictions 	C.R.R.				All city and county agencies have accepted OCFA amendments for adoption	All City and county agencies are prepared and scheduled for adoption before 1-1-2017	All city and county agencies have successfully adopted the 2016 fire code with OCFA amendments			

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FY 2016/17 STRATEGIC PLAN 4 th Quarter Update DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 8.6 – Adopt and implement the countywide Community Wildfire Plan. <ul style="list-style-type: none"> Should be available for final comment prior to 12-30-16. However, as it will not be approved until after January 1, 6-30-17 is still appropriate. All Orange County cities participated at their own, with Newport Beach outstanding. 	C.R.R.				Request for Proposal is complete, contractor is on board and framework is built	Plan is fully developed and available for stakeholder review and approval	Complete roll-out to the stakeholders for use
Initiative 8.7 – Establish the foundation for the countywide remote sensing platform for real time weather data and fire detection/monitoring (HPWren). <ul style="list-style-type: none"> HPWren may still be a ways off, but the cooperative process with Orange County Sheriffs Department (OCSD) is still likely in 2017. The implementation date should be adjusted to 6-30-17 based on this challenge. Camera purchases will be made to mount on towers and connect to the OCSD monitoring system with no immediate connection to HPWren. OCFA Purchasing team working with OCSD Purchasing team to piggyback camera purchase. OCSD Communications committed to do the installations on our behalf. 	C.R.R.				All research is complete, stakeholders and funding identified	A work plan is completed to move the project forward	Funding is in place and system operational
9. Develop Continuity of Operations Plan (COOP) for OCFA							
Initiative 9.1 – Ensure the agency is able to continue performance of essential functions under a board range of disaster circumstances <ul style="list-style-type: none"> Ongoing efforts to test systems/plans will further define specifics in FY 2017/18 	O.P.				Institute plan	Conduct two exercises	Conduct four exercises
10. Maintain flexibility for unforeseen events							

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
1. Improve OCFA Communications at All Levels							
Initiative 1.1 – Provide consistent, relevant, timely communications among OCFA staff, the Executive Committee and the Board of Directors	Operations				Establish requirements of Board of Directors	Collect feedback to verify quality and quantity of future board advisories	Use feedback to enhance quality and quantity of future board advisories
Initiative 1.2 – Expand the use of social media for outreach and education	Operations				Maintain current public affairs campaigns – December 2017	Develop strategic plan for the use of social media – March 2018	Add additional campaigns – June 2018
2. Establish Consistency in HR Functions and Improve Labor Relations							
Initiative 2.1 – Reduce forced hiring of safety personnel	H.R.				Potential solutions identified and prioritized	Reduce vacancies that are adding to force hires	All recommendations implemented and forced staffing is reduced
Initiative 2.2 – Develop and implement a comprehensive recruitment outreach program to increase workforce diversity in the firefighter academies.	H.R.				Multiple points of entry into firefighter positions established	Recruiting program implemented to increase workforce diversity	Workforce diversity is increased as compared to FY 2016/17
Initiative 2.3 – Develop the OCFA Master Succession Plan	O.P.				Draft plan approved by 2/18	Final plan approved by 3/18	Final plan approved by 1/18
Initiative 2.4 – Provide support in negotiation of MOUs with the Orange County Employees’ Association (OCEA) and the Orange County Fire Authority Managers’ Association (OCFAMA)	B.S.				Continued negotiation of MOUs	Reach tentative agreements	Obtain approval of new MOUs

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FY 2017/18 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief		Lead	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
3. Conduct Analysis of Field Operations and Internal Support Functions								
Initiative 3.1 – Evaluate and assess Emergency Medical Services (EMS) in the following areas: innovative emergency medical service delivery model and criteria based dispatch (CBD)	Operations				Analysis complete by December 2017	Action plan written by June 2018	Action plan implemented by January 2018	
4. Focus on Fiscal Health								
Initiative 4.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities	B.S.				General Fund is balanced	Contract increases are less than cap	Flow of surplus funds to CIP	
Initiative 4.2 – Implement ongoing monitoring of utility usage assessment (water, electricity, and gas) for all facilities	S.S.				Develop processes to capture monthly data	Post information and publish periodic reports	Track trends to identify opportunities to reduce utilization	
5. Build Customer Service Mindset								
Initiative 5.1 – Create Joint Labor Management (JLM) working group to reinforce customer service mindset in employees by providing activities and reminders (e.g. pocket cards) with the OCFA vision, mission, and guiding principles.	Operations				Group formed by 11/17	First JLM Meeting by 1/18	Pocket card distributed by 2/18	
Initiative 5.2 – Integrate the new mottos “We visualize problems and solutions through the eyes of those we serve” into the culture and practices for the entire organization.	OCFA Wide				Select customer service ambassadors	Ambassadors identify action plans	Implement action plans	
6. Improve Risk Management Outcomes								
Initiative 6.1 – Oversee review of workers’ compensation injury analysis (accident cost reduction effort) to reduce annuals claims, annual expenses, and backfill costs.	H.R.				No increase	Realize a reduction	5% reduction	
Initiative 6.2 – Establish cancer prevention measures for safety personnel	H.R.				Measures identified	Some measures implemented	All measures implemented	

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief		Lead	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
7. Implement Performance Improvement/Efficiency Measures								
Initiative 7.1 – Analyze organizational performance in order to identify gaps, and identify interventions that will enhance performance and/or improve efficiency.	O.P.				Meet with each section to ID gaps by 11/17	Compile a master list of possible innovations by 12/17	Share list with Executive Team by 2/18	
Initiative 7.2 – Establish a behavioral health program that addresses suicide prevention and the impact of post-traumatic stress disorder (PTSD) in OCFA personnel	H.R.				Program components identified	Partial implementation completed	Program implemented	
Initiative 7.3 – Establish and institutionalize evaluation tools and techniques for leadership that includes feedback from supervisors, peers and subordinates (360 degree evaluation).	H.R.				Framework done	Written plan complete	Evaluation tool implemented	
8. Improve Public Safety Technology Systems								
Initiative 8.1 – Establish timelines and objectives for replacement of the various Records Management Systems (RMS) including Integrated Fire Prevention (IFP), Investigations Case Management System (ICMS), and Incident Reporting Application (OCFIRS)	S.S.				Release RFP and select project manager	Develop project time and initiate procurement/development efforts	Implement one or more modules	
Initiative 8.2 – Establish an Unmanned Aircraft System (UAS) program (aka drone)	Operations				Create framework (SOPs, etc.) December 2017	Acquire a FAA cert of authorization March 2018	Implement UAS program June 2018	
Initiative 8.3 – Complete the installation of the countywide remote sensing platform for real time weather data and fire detection/monitoring.	C.R.R.				Establish OCSD/OCFA platform	Expand OCSD/OCFA platform to 8 identified sites	Establish both HPWREN and OCSD platforms	
Initiative 8.4 – Develop a working relationship with all Orange County Water Districts toward improving the expansion and the maintenance of the OCFA fire protection systems	C.R.R.				Meet Water District contracts and obtain an overview of service areas	Meet with all Water District contacts and review current Fire Protection Policies	Complete Water District Handbook to include Contacts, Water Maps and Fire Protection Policies	

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FY 2017/18 STRATEGIC PLAN DOMAIN OBJECTIVES & PERFORMANCE MEASURES Dave Anderson, Acting Fire Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 8.5 – Evaluate countywide CAD2CAD technology and implement enhancements to improve interoperability	S.S.				Upgrade solution to improve functionality and redundancy	Implement enhancements to seamlessly exchange automatic aid	Consolidate communication centers to reduce redundant costs
9. Maintain Continuity of Operations Plan (COOP) for OCFA							
Initiative 9.1 – Finalize OCFA COOP plan	O.P.				Complete an after action report for FY 2016/17 training by 10/17	Finalize OCAF COOP following AAR inputs by 12/17	Distribute finalized plan to OCFA 3/18
Initiative 9.2 – Conduct an active-shooter drill with Board of Directors	O.P.				Plan full scale drill by 9/17	Complete a drill by 2/18	Update BOD policies after report is done by 6/18
Initiative 9.3 – Conduct an active-shooter drill at the RFOTC for all staff	O.P.				Conduct a full-scale drill by 4/18	Complete an after action report by 5/18	Update policies after report is done by 6/18
10. Maintain flexibility for unforeseen events							

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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIRE EXTINGUISHERS

If a Small Fire Occurs:

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

The P.A.S.S. Method

- ✓ Pull the pin.
- ✓ Aim low. Stand six to eight feet away and point the extinguisher nozzle at the base of the fire.
- ✓ Squeeze the lever slowly and evenly.
- ✓ Sweep the nozzle from side to side until the fire is completely out. If the fire does not extinguish, evacuate immediately.

Maintenance

- ✓ Read and follow all instructions on the label and in the owner's manual.
- ✓ Keep fire extinguishers in plain view and out of reach of children.
- ✓ If the extinguisher has a pressure indicator, make sure the needle is in the green zone.
- ✓ Check for dents, scratches, corrosion, or other damage. Make sure the lock pin is firmly in place and the discharge nozzle is clean.
- ✓ Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.



Operations



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS

Install

- ✓ Install smoke alarms inside and outside each bedroom and sleeping area and on every level of the home.
- ✓ Install smoke alarms on the ceiling or high on a wall. Keep them at least 10 feet from the stove to reduce false alarms.
- ✓ Check the back for the manufacture date. Replace all alarms when they're 10 years old.
- ✓ Use interconnected smoke alarms. When one sounds, they all sound.
- ✓ Special alarms with strobe lights and bed shakers are available for people who are deaf or hard of hearing.

Inspect

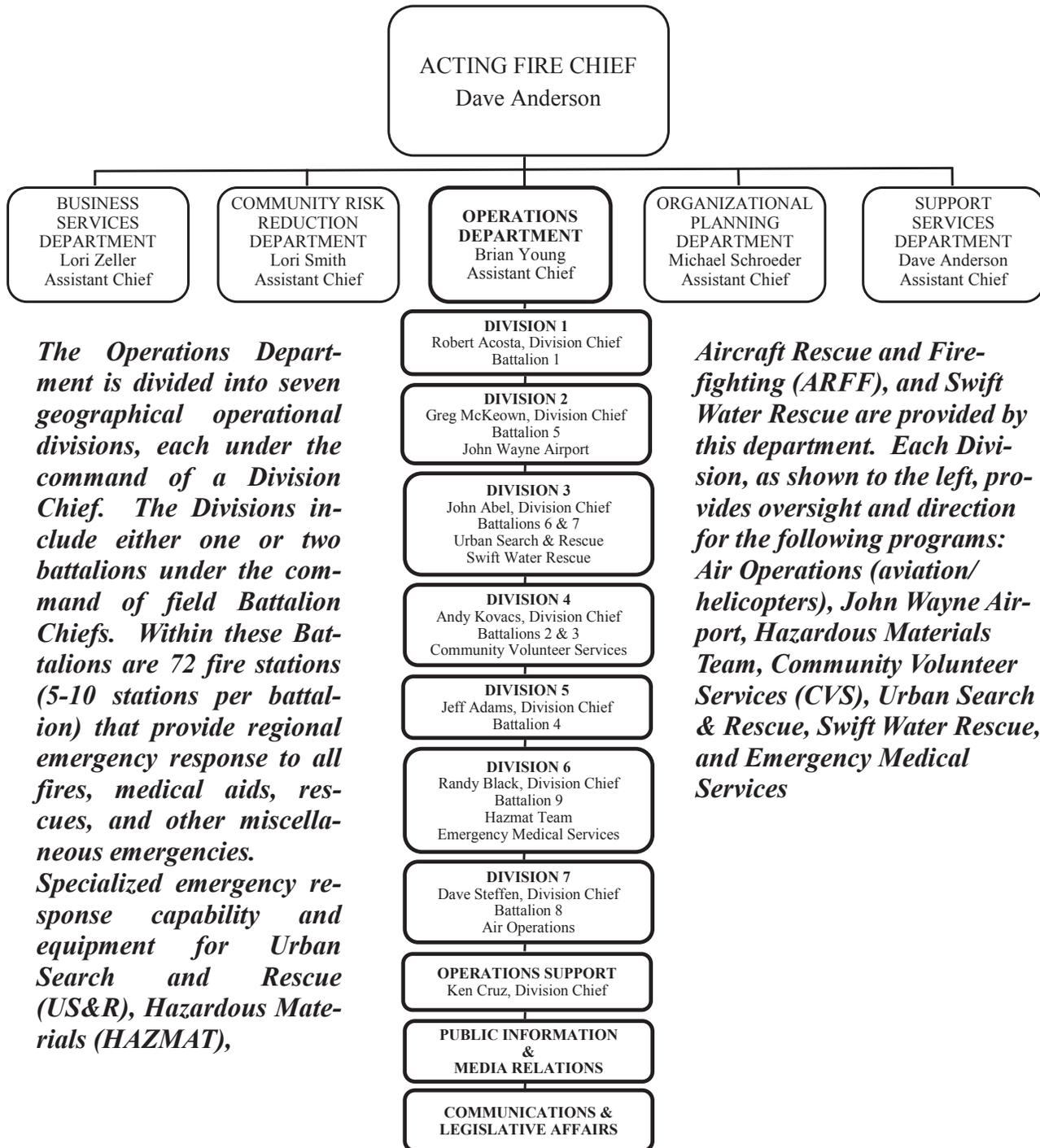
- ✓ Test all smoke alarms once a month. Press the test button to be sure the alarm is working.
- ✓ Follow the manufacturer's instructions for cleaning to keep smoke alarms working well.

Protect

- ✓ Draw a home escape plan that shows two ways out of every room and an outside meeting place.
- ✓ Teach children what the smoke alarm sounds like and what to do if they hear it.
- ✓ Practice home fire drills at least twice a year.



**ORANGE COUNTY FIRE AUTHORITY
OPERATIONS
ORGANIZATION CHART**



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

Aircraft Rescue and Fire-fighting (ARFF), and Swift Water Rescue are provided by this department. Each Division, as shown to the left, provides oversight and direction for the following programs: Air Operations (aviation/helicopters), John Wayne Airport, Hazardous Materials Team, Community Volunteer Services (CVS), Urban Search & Rescue, Swift Water Rescue, and Emergency Medical Services

Operations Department

Budget Summary:

The FY 2017/18 budget for the Operations Department is \$263.5 million, an increase of \$19.6 million compared to FY 2016/17. This increase primarily reflects negotiated cost of living increases required as part of the approved MOUs. Also included in this increase is 26 new positions including 12 pro-rated Firefighter Unit positions for the new FS 20 scheduled to open in March 2018, and a full year of 12 Phase III Firefighter Unit positions filled with overtime that was approved in FY 2016/17. Please note that grants and other one-time appropriations included in the FY 2016/17 budget are not included in FY 2017/18 since most grants, and other one-time funding, will be added during the course of the fiscal year as the Board of Directors provides approval. Funding for 1,015 positions is included in the FY 2017/18 budget.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2016/17 Strategic Plan was reviewed, by the Board of Directors on July 27, 2017 and the FY 2017/18 Strategic Plan was provided to the Board at the start of the fiscal year. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

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



***ORANGE COUNTY FIRE
AUTHORITY***

Safety Message

ABC'S OF WATER SAFETY

A – Active Adult Supervision

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

B – Barriers

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

C – Classes

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

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
OPERATIONS DEPARTMENT SUMMARY
FY 2017/18 BUDGET

Account Description	Division 1 Field/Admin	Division 2 Field/Admin	Division 3 Field/Admin	Division 4 Field/Admin	Division 5 Field/Admin	Division 6 Field/Admin
EMPLOYEE SALARIES						
Regular Salaries	\$8,087,473	\$17,235,263	\$18,840,612	\$12,843,944	\$11,740,963	\$14,145,108
Backfill/Overtime	2,307,203	6,604,306	8,598,161	6,498,198	4,748,428	5,043,856
FLSA Adjustment/Holiday Pay	748,859	1,646,068	1,806,904	1,234,163	1,113,944	1,376,625
Extra Help	-	-	-	-	-	-
Reserves	-	43,745	130,162	86,710	20,703	-
Other Pay	1,541,832	3,013,327	3,659,391	2,562,089	1,989,120	2,867,945
Sick/Vacation Payoff	296,877	493,903	720,119	480,021	300,370	362,266
TOTAL SALARIES	12,982,244	29,036,612	33,755,349	23,705,125	19,913,528	23,795,800
RETIREMENT	5,022,155	11,064,154	12,026,854	8,357,719	7,191,265	9,157,756
INSURANCE						
Employee Insurance	1,919,756	4,158,835	4,525,361	2,971,336	2,797,145	3,378,152
Workers' Compensation	1,010,454	1,989,634	2,232,352	1,580,510	1,360,750	1,642,741
Unemployment Insurance	7,000	7,000	7,000	7,000	7,000	7,000
TOTAL INSURANCE	2,937,210	6,155,469	6,764,713	4,558,846	4,164,895	5,027,893
MEDICARE	179,188	388,838	457,506	331,093	272,175	333,343
TOTAL S&EB	21,120,797	46,645,073	53,004,422	36,952,783	31,541,863	38,314,792
SERVICES & SUPPLIES	9,400	192,110	120,299	84,091	11,191	140,381
EQUIPMENT	-	16,000	-	-	-	-
TOTAL BUDGET	\$21,130,197	\$46,853,183	\$53,124,721	\$37,036,874	\$31,553,054	\$38,455,173
Funded Positions	85	190	203	136	123	148

Operations

Division 6 Emergency Medical Services	Division 7 Field/Admin	Division 7 Air Ops	Operations Support	PIO & Media Relations	Communications & Legislative Affairs	Department Total
\$1,386,522	\$8,816,599	\$1,353,193	\$354,761	\$422,202	\$118,181	\$95,344,821
52,522	4,725,611	364,768	-	186,261	-	39,129,314
-	812,585	72,001	-	-	-	8,811,149
-	-	-	-	-	-	-
-	-	43,680	-	-	-	325,000
103,767	1,744,282	155,218	\$56,586	125,053	-	17,818,610
78,684	265,277	31,266	-	24,476	-	3,053,259
1,621,495	16,364,354	2,020,126	411,347	757,992	118,181	164,482,153
571,539	5,603,714	750,554	203,392	250,520	38,834	60,238,456
221,207	2,137,373	257,313	55,176	66,914	28,202	22,516,770
63,041	1,087,567	162,515	-	46,795	10,085	11,186,444
-	7,000	-	-	-	-	49,000
284,248	3,231,940	419,828	55,176	113,709	38,287	33,752,214
22,817	223,108	27,620	5,677	10,601	1,666	2,253,632
2,500,099	25,423,116	3,218,128	675,592	1,132,822	196,968	260,726,455
1,243,993	26,442	497,280	-	108,029	167,625	2,600,841
-	-	124,000	-	-	-	140,000
\$3,744,092	\$25,449,558	\$3,839,408	\$675,592	\$1,240,851	\$364,593	\$263,467,296
13	97	12	3	4	1	1,015

FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Operations Department Brian Young, Assistant Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
1. Conduct Analysis of Field Operations							
Initiative 1.1 – Continue to evaluate and assess service delivery models <ul style="list-style-type: none"> • Phase 3 service delivery enhancements implemented March 2017 • Action plan provided to Board of Directors in December 2016 • Phase 2 update provided to Board of Directors • All enhancements monitored and evaluated after implementation 	Operations				Conduct analysis of Phase 3	Implement Phase 3	Analysis of Phase 3
Initiative 1.2 – Evaluate and assessment of Emergency Medical Services <ul style="list-style-type: none"> • Analysis of Education, Quality Improvement and Administration • Action plan to the Board of Directors in January 2017 • Delayed ePCR and defibrillator projects • Improvements by June 2017. 	Operations				Analysis complete by June	Action Plan written by January	Action plan implemented by June
Initiative 1.3 – Evaluate and implement Countywide CAD2CAD and Move-up and Cover. <ul style="list-style-type: none"> • Action plan to Board in January 2017 • Analysis of CAD2CAD presented to OCFC January • Implementation in February 2017 	Operations				Analysis complete by June	Action Plan written by January	Action plan implemented by June
Initiative 1.4 – Assessment of current Truck Company coverage. <ul style="list-style-type: none"> • Evaluate current locations and response times 	Operations				RFP is issued by September	Bids received by November	Consultants selected by January
Initiative 1.5 – Evaluate and update auto-aid agreements <ul style="list-style-type: none"> • Agreements being updated with AVL/CAD2CAD enhancements • Assigned to new BC in April 2016 	Operations				Update agreements by June	Update agreements by March	Update agreements by December

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FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Operations Department Brian Young, Assistant Chief		Lead	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 1.6 – Assessment of station locations and future needs <ul style="list-style-type: none"> Evaluation and assessment of current locations Evaluation and assessment of current and future needs 		Operations				Analysis completed by June	Action plan written by January	Action plan implemented by June
2. Improve OCFA Communications at All Levels (Internal and External)								
Initiative 2.1 – Improve external relationships and outreach to partnership agencies, including, but not limited to: CAL FIRE, US Forest Service, Orange County fire agencies, FIRESCOPE, CICC, and Camp Pendleton		Operations				Scheduled meeting with existing partners once per year	Meet with existing partners twice per year	Seek new partners and grow existing relationships
Initiative 2.2 – Develop and train on Operational issues with the Orange County Sheriff’s Department (OCSD) and other law enforcement agencies		Operations				Identify operations issues and needs for law enforcement	Develop and provide operational training once a year	Identify common operational issues, develop training curriculum
3. Improve and Enhance Effectiveness and Efficiency of the Communications and Public Affairs Sections								
Initiative 3.1 – Provide consistent, relative, timely communication among OCFA staff, the Executive Committee and Board of Directors		Operations				Maintain baseline quality and quantity of BOD advisories	Provide timely communications and advisories	Evaluate the impacts of the communications and advisories
Initiative 3.2 – Use data to create a science-based approach to public affairs campaigns and community education. Expand the use of social media for outreach and educations.		Operations				Maintain current public affairs campaigns	Maintain current public affairs campaigns and include social media	Add additional public campaigns and develop strategic plans for the use of social media
Initiative 3.3 – Develop and enhance PIO coverage and response under reorganization model		Operations				Establish baseline measure under PIO reorganization	Develop roles and responsibilities under new model	Enhance PIO coverage and responses
4. Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 4.1 – Support enhancements to organization-wide succession planning and recruiting processes.		H.R.				Provide support as requested	Anticipate support needs	Participate in analysis

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FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Operations Department Brian Young, Assistant Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 4.2 – Support enhancements to organization-wide succession planning and recruiting processes.	H.R.				Provide support as requested	Anticipate support needs	Participate in analysis

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

FY 2017/18 DOMAIN OBJECTIVES Operations Department Brian Young, Assistant Chief						Metric		
Lead	Role	Unmet Min.	In Progress	Completed	Min	Target	Max	
1. Conduct Analysis of Field Operations								
Operations	P				Conduct analysis of phase 3 Oct. '17	Identify future phases Dec. '17	Implement future phases June '18	
Operations	P				Establish workgroup and define scope of work Dec '17	Written evaluation and recommend June '18	Begin implement June '18	
Operations	P				Conduct analysis Dec '17	Written action plan Dec '17	Implement identified changes June'18	
Operations	P				Establish workgroup and define scope of work Dec '17	Written action plan June '18	Implement identified changes June '18	
Operations	P				Conduct analysis Dec '17	Written action plan Mar '18	Implement identified changes June '18	
Operations	P				Conduct analysis Dec '17	Identify shortcomings Mar '18	Implement identified changes June '18	
Operations	P				Identify requisite roles & responsibilities Dec '17	Partial transition of identify programs Dec '17	Full transition of all identify programs June '18	
Operations	P				Conduct analysis and design a plan forward Dec '17	Partner with one law agency Mar '18	Partner with multiple agencies June '18	

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Operations Department Brian Young, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 1.9 – Establish an Unmanned Aircraft System (UAS) program (aka Drone)	Operations	P				Create framework (SOPs, etc.) Dec '17	Acquire a FAA cert of authorization Mar '18	Implement UAS program June '18 Develop a rep
Initiative 1.10 – Develop a replacement and sustainment plan for large equipment purchases (i.e. extrication tools, self-contained breathing apparatus, etc.)	Operations	P				Conduct analysis Dec '17	Written action plan Mar '18	Implement plan June '18
2. Improve OCFA Communications at all Levels (Internal and External)								
Initiative 2.1 – Improve external relationships and outreach to partnership agencies, including, but not limited to: CAL FIRE, US Forest Service, Orange County fire agencies, FIRESCOPE, CICC, and Camp Pendleton	Operations	P				Scheduled meeting with existing partners once per year	Meet with existing partners twice per year	Seek new partners and grow existing relationships
Initiative 2.2 – Develop and train on operational issues with Orange County Operational Area law enforcement partners (I.e. ICS)	Operations	P				Identify operations issues and needs for LE Dec '17	Develop and pilot training curriculum June '18	Provide operational training June '18
3. Improve and Enhance Effectiveness and Efficiency of the Communication and Public Affairs Section								
Initiative 3.1 – Provide consistent, relative, timely communication among OCFA staff, the Executive Committee and Board of Directors	Operations	P				Maintain baseline quality and quantity of BOD advisories	Provide timely communications and advisories	Evaluate the impacts of communications and advisories
Initiative 3.2 – Expand the use of social media for outreach and education	Operations	P				Maintain current public affairs campaigns Dec '17	Develop strategic plan for the use of social media Mar '18	Add additional campaigns June '18
Initiative 3.3 – Evaluate press information officer (PIO) coverage and response and provide recommendations for improvement	Operations	P				Establish baseline measure under PIO reorganization Dec '17	Develop expanded roles and responsibilities Mar '18	Enhance PIO coverage and response June '18
4. Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 4.1 – Foster collaboration through joint labor management (JLM) work groups with IAFF Local 3631 and the Chief Officers Association (COA)	Operations	P				Begin Negotiation of MOU	Reach Tentative Agreement	Obtain Approval of New MOU

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Organizational Planning





ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKING FIRE SAFETY

Prevent Smoking Fires

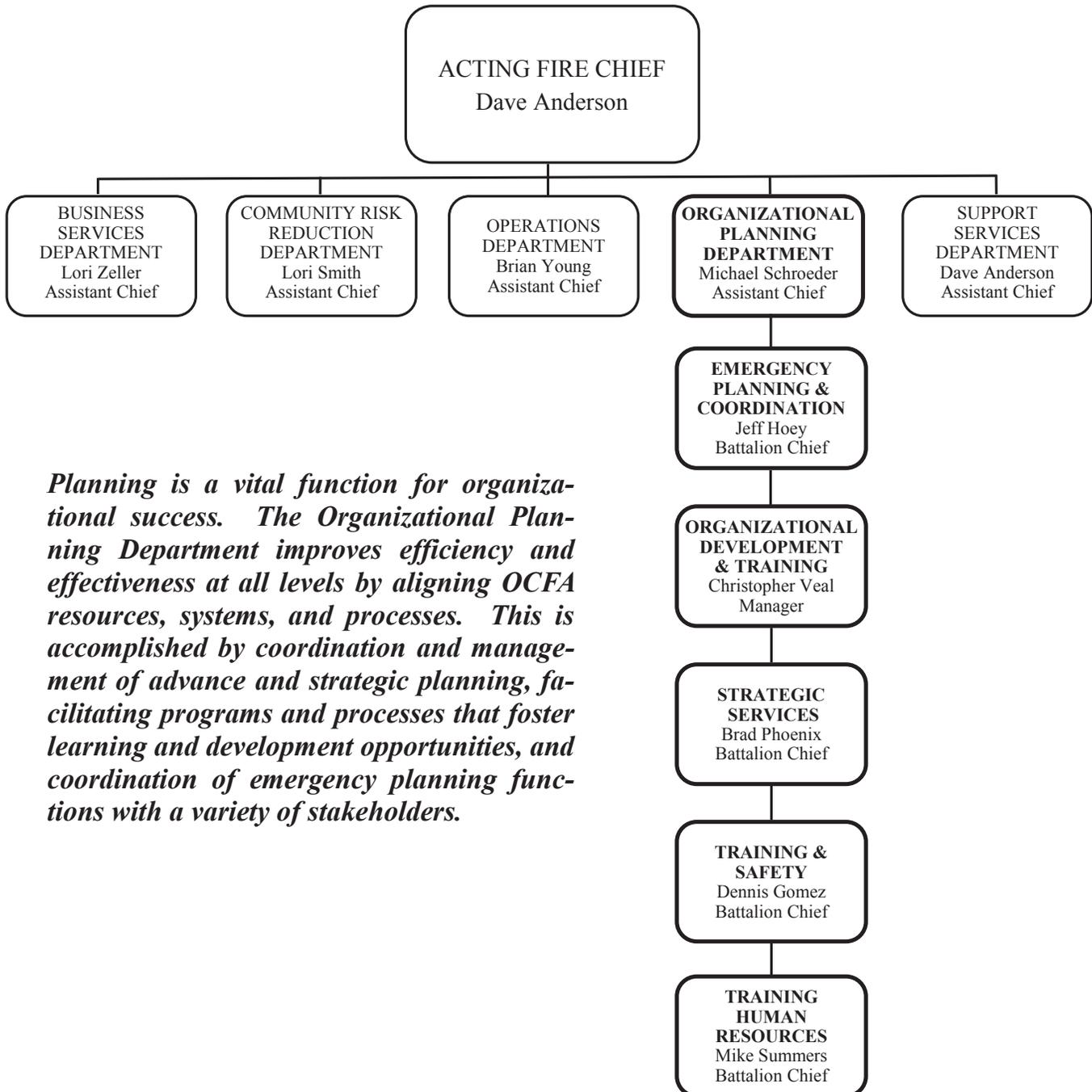
- ✓ Smoke outside.
- ✓ Don't smoke while sleepy or under the influence of alcohol or other drugs, including medication.
- ✓ Never smoke in bed.
- ✓ Never smoke around oxygen tanks.
- ✓ When smoking, use deep, sturdy ashtrays or a bucket with sand.
- ✓ Put cigarettes out all the way, every time.
- ✓ Keep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

Electronic Cigarettes

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



**ORANGE COUNTY FIRE AUTHORITY
ORGANIZATIONAL PLANNING
ORGANIZATION CHART**



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

Organizational Planning Department

Budget Summary:

The FY 2017/18 budget is \$5.1 million. The budget decreased by approximately \$5.4 million from FY 2016/17 due to the transition of the Human Resources section from the Organizational Planning Department to the Executive Management Department. The combined budget for the remaining Organizational Training & Development, Strategic Services, Emergency Services & Coordination, and Training & Safety sections increased by 11.3% primarily from adding a 2nd firefighter academy and an additional Assistant Fire Training Officer position to the budget in the Training & Safety section.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2016/17 Strategic Plan was reviewed by the Board of Directors on July 27, 2017 and the FY 2017/18 Strategic Plan was provided to the Board at the start of the fiscal year. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Establish Strategic Vision for Organizational Planning Department
- Oversee Succession Planning Efforts
- Implement Performance Improvement Measures
- Enhance Safety Positions Recruitment and Promotion Practices
- Conduct Statistical Analysis of Field Operations
- Maintain Continuity of Operations Plan for OCFA
- Implement Performance Improvement Measures
- Establish Consistency in HR Functions and Improve Labor Relations
- Build a Customer Service Mindset
- Coordinate with Property Management to Locate New Fire Station Locations
- Maximize Multi-Media Staff and Section Potential
- Maintain Core Competencies for Operational Response and Support Personnel
- Provide Ballistic Helmets and Vests for All Operations Response Personnel
- Develop and Implement a Comprehensive Recruitment Outreach Program to Increase Workforce Diversity in the Firefighter Academies
- Maintain Flexibility for Unforeseen Events

**ORANGE COUNTY FIRE AUTHORITY
 ORGANIZATIONAL PLANNING DEPARTMENT SUMMARY
 FY 2017/18 BUDGET**

Account Description	Org. Dev. and Training	Strategic Services	EPAC	Training & Safety	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$308,789	\$245,555	\$163,470	\$1,313,197	\$2,031,011
Backfill/Overtime	-	9,761	7,074	98,997	115,832
FLSA Adjustment/Holiday Pay	-	-	-	6,935	6,935
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	4,402	24,936	27,196	294,131	350,665
Sick/Vacation Payoff	-	21,133	25,132	44,694	90,959
TOTAL SALARIES	313,191	301,385	222,872	1,757,954	2,595,402
RETIREMENT	104,901	126,946	97,429	774,389	1,103,665
INSURANCE					
Employee Insurance	68,646	46,915	19,358	244,780	379,699
Workers' Comp	10,539	18,073	27,967	109,918	166,497
TOTAL INSURANCE	79,185	64,988	47,325	354,698	546,196
MEDICARE	4,416	4,241	3,130	24,671	36,458
TOTAL S&EB	501,693	497,560	370,756	2,911,712	4,281,721
SERVICES AND SUPPLIES	115,175	28,970	11,000	685,562	840,707
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$616,868	\$526,530	\$381,756	\$3,597,274	\$5,122,428
Funded Positions	3	2	1	12	18

FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Organizational Planning Department Michael Schroeder, Assistant Chief		Lead	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
1. Oversee Succession Planning Efforts								
Initiative 1.1 – Oversee succession planning efforts at all levels of OCFA		O.P.				Operations framework complete	Managers framework complete	Gap analysis of framework
Initiative 1.2 – Develop essential functions of training manager position to include leadership initiatives and succession planning programs		O.P.				Written plan complete	Action plans underway	Gap Analysis and recommendations
Initiative 1.3 – Develop and implement organization-wide leadership training programs and initiatives		O.P.				Pilot program development	First pilot January 2017	Second course delivery
Initiative 1.4 – Continued implementation of new employee “on-boarding” initiatives		O.P.				Support basic needs	Basic “on-boarding” process	Include leadership development
2. Implement Performance Improvement Measures								
Initiative 2.1 – Analyze organizational performance to identify gaps, and identify interventions that will enhance performance and/or improve efficiency		O.P.				Framework complete	Written play done by June	Efficiencies realized
Initiative 2.2 – Develop a culture of process improvements assisting department from ideas to change implementation <ul style="list-style-type: none"> • Service center, teamsite, driver route changes, UBER for fleet services, Task books, Automated Battalion Chief academy feedback 		O.P.				3 process improvements go from ideas to change	4 process improvements OFCA employees share ideas for improvement	5 process improvements OCFA employees share ideas for improvement
3. Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 3.1 – Collaborate with other department heads in developing an organizational wide succession plan <ul style="list-style-type: none"> • This goal was just transferred to Org. Planning 		H.R.				Assessment complete	Analysis complete	Application as needed

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Organizational Planning

FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Organizational Planning Department Michael Schroeder, Assistant Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 3.2 – Develop a culture of process improvements assisting department from ideas to change implementation <ul style="list-style-type: none"> This goal was transferred to Human Resources 	H.R.						
4. Conduct Analysis of Field Operation							
Initiative 4.1 – Continue to evaluate and assess service delivery models. <ul style="list-style-type: none"> Ongoing JLM. Phase 4 likely in FY 2017/18 with alternate service delivery in FY 2018/19 	S.S.				Determine Phase	Implement Phase	Analysis of Phase
Initiative 4.2 – Evaluate and assess emergency service delivery gaps and needs (infill and new) <ul style="list-style-type: none"> Ongoing 	S.S.				Analysis complete	Action Plan complete	Action plan implemented
Initiative 4.3 – Provide strategic services support to the various analysis of field operations <ul style="list-style-type: none"> Ongoing projects as needed 	S.S.				Analysis complete	Action Plan complete	Application as needed
Initiative 4.4 – Provide emergency planning functions to support current and evolving all-risk organizational needs <ul style="list-style-type: none"> Ongoing support as needed 	S.S.				Analysis complete	Action Plan complete	Application as needed
5. Transition Operations Training to Organizational Planning							
Initiative 5.1 – Conduct needs analysis (short/mid and long term) <ul style="list-style-type: none"> Staffing analysis complete 1 Assistant Fire Training officer position unfrozen and filled Added ½ time additional Multi-Media staff 	O.P.				Assessment complete	Analysis complete	Application as needed
Initiative 5.2 – Identify crosswalk and future integration with Organizational Training and Development <ul style="list-style-type: none"> Secured 2nd training Battalion Chief position 	O.P.				Assessment complete	Analysis complete	Application as needed
6. Transition Human Resources to Organizational Planning Department							
Initiative 6.1 – Conduct needs analysis (short/mid and long term)	H.R.	<i>Transferred to Human Resources</i>					

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

FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Organizational Planning Department Michael Schroeder, Assistant Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
Initiative 6.2 – Identify crosswalk and future integration with Organizational Training and Development				O.P.						
Initiative 6.3 – Evaluate and prioritize areas for improvement				H.R.						
Initiative 6.4 – Formalize legal counsel role/responsibilities and expectations				H.R.						
7. Establish Consistency in HR Functions and Improve Labor Relations										
Initiative 7.1 – Establish a professional standards unit for investigating complaints (internal and external), reports of rule violations and employee misconduct				H.R.						
Initiative 7.2 – Develop a succession plan for all areas of the Human Resources Department				H.R.						
Initiative 7.3 – Implement revised key conduct policies				H.R.						
8. Improve Risk Management Outcomes										
Initiative 8.1 – Establish a program that addresses the impact of post-traumatic stress disorder (PTSD) in OFCA personnel				H.R.						
Initiative 8.2 – Institutionalize the Environmental, Health and Safety (EHS) Specialist positions and centralize all environmental programs under Risk Management				H.R.						
Initiative 8.3 – Oversee an active shooter incident (ASI) drill for the Board of Directors • Will be included in domain 9.1				H.R.				Identify trainers	Conduct training for BOD	Changes made on lessons learned
9. Maintain Continuity of Operations Plan (COOP) for OCFA										
Initiative 9.1 – Ensure the agency is able to continue performance of essential functions under a broad range of disaster circumstances • Ongoing efforts to test systems/plans and will further refines specifics in FY 2017/18				OP				Institute plan	Conduct 2 exercises	Conduct 4 exercises
10. Maintain flexibility for unforeseen events										

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

Organizational Planning

FY 2017/18 DOMAIN OBJECTIVES ORGANIZATIONAL PLANNING Department Mike Schroeder, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
						1. Establish Strategic Vision for Organizational Planning Department		
Initiative 1.1 – Develop the Organizational Planning Department’s (OP) mission & vision.	O.P.	P				Approved by 12-17	Approved by 11-17	Approved by 10-17
Initiative 1.2 – Develop the Emergency, Planning & Coordination (EPAC) section’s mission & vision.	O.P.	P				Approved by 12-17	Approved by 11-17	Approved by 10-17
Initiative 1.3 – Develop the Organizational Development & Training (ODT) section’s mission & vision.	O.P.	P				Approved by 12-17	Approved by 11-17	Approved by 10-17
Initiative 1.4 – Develop the Strategic Services section’s (SS) mission & vision.	O.P.	P				Approved by 12-17	Approved by 11-17	Approved by 10-17
Initiative 1.5 – Develop the Training – Operations section’s (Trng-Ops) mission & vision.	O.P.	P				Approved by 12-17	Approved by 11-17	Approved by 10-17
Initiative 1.6 – Develop the Training – Human Resources section’s (Trng-HR) mission & vision.	O.P.	P				Approved by 12-17	Approved by 11-17	Approved by 10-17
Initiative 1.7 -- Enhance Organizational Planning’s HIVE site user interface and document access to better prepare staff for recruitments/promotions. <ul style="list-style-type: none"> • Post promotional calendars & minimum qualifications (MQ’s) for each safety position promotional process • Post an employee “road map” /development guide for staff to see promotion path • Post other related materials and forms involved in promotions and recruitments 	O.P.	P				Post 17/18 promotion calendar by 10-17	Update section tiles /appearance By 8-17	Post an employee “road map” by 4-18
2. Oversee Succession Planning Efforts								
Initiative 2.1 – Develop the OCFA Master Succession Plan.	O.P.	P				DRAFT plan Approved By 2-18	Final Plan Approved by 3-18	Final Plan Approved by 1-18
Initiative 2.2 – Conduct annual agency wide assessment of succession readiness.	O.P.	P				Complete by 5-17	Complete by 4-17	Complete by 3-17

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES ORGANIZATIONAL PLANNING Department Mike Schroeder, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 2.3 – Develop & Implement an annual OCFA Leadership Academy.	O.P.	P				DRAFT curriculum complete By 12-17	Final curriculum adopted by 1-18	Begin first academy class by 2-18
Initiative 2.4 – Develop an individual development guide/“road map” for staff advancement.	O.P.	P				Complete by 5-17	Complete by 4-17	Complete by 3-17
Initiative 2.5 – Conduct an assessment of an external (vendor supplied) entry-level leadership training program as an option for staff training.	O.P.	P				Begin first class By 6-18	Begin first class By 5-18	Begin first class By 4-18
Initiative 2.6 – Conduct a feasibility assessment of utilizing a performance enhancement /coaching vendor to increase “pass” rates in the recruit academy.	O.P.	P				Meet with a vendor By 6-18	Determine feasibility By 5-18	Determine future use By 4-18
Initiative 2.7 – Conduct an assessment of a collegiate leadership development program as an option for staff training.	O.P.	P				Begin first class By 6-18	Begin first class By 5-18	Begin first class by 4-18
Initiative 2.8 – Conduct new employee on-boarding “Spark Program.”	O.P.	P				Complete 1 class By 6-18	Complete 2 classes By 6-18	Complete 3 classes by 6-18
3. Implement Performance Improvement Measures								
Initiative 3.1 – Analyze organizational performance to identify gaps, and identify interventions that will enhance performance and/or improve efficiency.	O.P.	P				Meet with each section to ID gaps by 11-17	Compile a master list of possible innovations by 12-17	Share list with Executive Team By 2-18
Initiative 3.2 – Develop a culture of process improvements assisting departments from ideas to change implementation.	O.P.	P				3 processes improved by 6-18	4 processes improve by 6-18	5 processes improved by 6-18
4. Enhance Safety Positions Recruitment and Promotion Practices								
Initiative 4.1 – Develop roles and responsibilities for new “Training – HR” Battalion Chief position.	O.P.	P				Completed by 10-17	Completed by 9-17	Completed by 8-17

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Organizational Planning

FY 2017/18 DOMAIN OBJECTIVES ORGANIZATIONAL PLANNING Department Mike Schroeder, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 4.2 – Lead the “Promotions & Recruitments” Joint Labor Management (JLM) Work Group.	O.P.	P				Conducted 3 Meetings by 6-18	Conducted 4 Meetings by 6-18	Conducted 5 Meetings by 6-18
Initiative 4.3 – Standardize safety promotional processes to mirror enhanced engineer’s process where the academy is graded and contributes to each candidates over-all rank	O.P.	P				Refine Engineer’s by 8-17	Captain’s done By 3-18	Battalion Chief’s done by 6-18
5. Conduct Statistical Analysis of Field Operations								
Initiative 5.1 – Continue to evaluate and assess service delivery models.	O.P.	P				Complete analysis of Phases 1-3 by 2-18	Develop action plan for phase 4 by 3-18	Implement phase 4 by 6-18
Initiative 5.2 – Evaluate and assess emergency service delivery gaps and needs (infill and new).	O.P.	P				Assess feasibility to capture response times at 90% NFPA goal By 9-17	Begin capturing response times at 90% per NFPA by 1-18	Present data to the Exec team for comparison with current 80% goal by 6-18
6. Maintain Continuity of Operations Plan (COOP) for OCFA								
Initiative 6.1 – Finalize OCFA COOP plan.	O.P.	P				Complete an After Action Report following training in FY 16/17 by 10-17	Finalize OCFA COOP following AAR inputs by 12-17	Distribute finalized plan to OCFA by 3-18
Initiative 6.2 – Conduct an active shooter drill with the Board of Directors.	O.P.	P				Plan full scale drill by 9-17	Complete a Drill by 2-18	Update BoD policies after report is done by 6-18
Initiative 6.3 – Conduct an active shooter drill at the RFOTC for all staff.	O.P.	P				Coduct a full scale drill by 4-18	Complete an after action report By 5-18	Update policies after report is done by 6-18
7. Implement Performance Improvement Measures								
Initiative 7.1 – Develop and deliver cancer awareness and prevention training to operations staff.	S.S.	S				Modify supporting polices By 10-17	Finalize training program by 11-17	Deliver training to operations staff by 4-18

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES ORGANIZATIONAL PLANNING Department Mike Schroeder, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
	Min	Target	Max					
8. Establish Consistency in HR Functions and Improve Labor Relations								
Initiative 8.1 – Assign Battalion Chief to Professional Standards Unit (PSU) as support and or subject matter expertise.	H.R.	S				Assigned by 8-17	Assigned by 7-17	Assigned by 7-17
Initiative 8.2 – Ensure that the training section is positioned to support the Human Resources department by conducting adequate numbers of entry level and lateral paramedic academy classes to aid in limit forcing and undesirable impacts.	O.P.	P				Complete 1 Firefighter Academy by 6-18	Complete 2 Firefighter Academies by 6-18	Complete 3 Firefighter Academies by 6-18
Initiative 8.3 – Revise fire captain promotional process to “task book/academy” style.	H.R.	S				Fall 2018	Fall 2018	Draft process / cirriculum completed by 6-18
9. Build a Customer Service Mindset								
Initiative 9.1 – Create a JLM workgroup to reinforce customer service mindset in employees by providing activities and reminders (e.g. pocket cards) with OCFA vision, mission, and guiding principles.	O.P.	P				Group is formed By 11-17	First JLM meeting by 1-18	Pocket card distributed by 2-18
Initiative 9.2 – Develop an internal customer service policy.	O.P.	P				DRAFT policy to exec team by 1-18	Final policy to exec team by 2-18	Final policy to BoD By 4-18
10. Coordinate with Property Management to Locate New Fire Station Locations								
Initiative 10.1 – Locate a suitable site to relocate and rebuild Fire Station #10 (<i>Yorba Linda</i>).	S.S.	S				Coordinate with DC for possible sites by 6-18	Locate 2 possible sites by 6-18	Finalize site decision by 6-18
Initiative 10.2 – Locate a suitable site for possible future Fire Station #12 (<i>Laguna Woods</i>).	S.S.	S				Coordinate with DC for possible sites by 6-18	Locate 2 possible sites by 6-18	Finalize site decision by 6-18
Initiative 10.3 – Locate a suitable site for possible future Fire Station #52 (<i>Irvine Business District</i>).	S.S.	S				Coordinate with DC for possible sites by 6-18	Locate 2 possible sites by 6-18	Finalize site decision by 6-18

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Organizational Planning

FY 2017/18 DOMAIN OBJECTIVES ORGANIZATIONAL PLANNING Department Mike Schroeder, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
						11. Maximize Multi-Media Staff and Section Potential		
Initiative 11.1 – Develop a plan to utilize local college interns for enhanced multi-media capacity.	O.P.	P				DRAFT plan complete by 10-17	Final plan to Exec team by 12-17	Recruiment begins by 1-18
Initiative 11.2 – Produce OCFA Video Newsletters.	O.P.	P				Complete 10 segments by 6-18	Complete 11 segments by 6-18	Complete 12 segments by 6-18
Initiative 11.3 – Produce OCFA Pass-Along Podcasts.	O.P.	P				Complete 10 segments by 6-18	Complete 11 segments by 6-18	Complete 12 segments by 6-18
12. Maintain Core Competencies for Operational Response and Support Personnel								
Initiative 12.1 – Provide mandatory and supplementary training opportunities for OPS staff.	O.P.	P				Conduct 2 TAG sessions by 6-18	Conduct 3 TAG sessions by 6-18	Conduct 4 TAG sessions by 6-18
Initiative 12.2 – Coordinate with Camp Pendleton Fire to maximize joint training opportunities.	O.P.	P				Acquire hold harmless agreement by 6-18	Partner for fire school by 6-18	Complete live structure fire training by 6-18
Initiative 12.3 – Provide annual Fire Officer and ICS courses to OPS staff.	O.P.	P				Develop DRAFT class list By 9-17	Publish final class list by 11-17	Provide dates for each required course By 6-18
Initiative 12.4 – Explore options for alternative training sites to maximize capabilities.	O.P.	P				Solidify Buena Park tower use authorizaiton by 9-17	Develop site plan for North 40 site By 9-17	Begin site preparations for North 40 upgrades by 6-18
Initiative 12.5 – Conduct OCFA Department Operations Center training and (DOC) drills.	O.P.	P				Conduct 1 DOC training session By 11-17	Conduct 1 DOC drill by 1-18	Conduct 2 DOC drills by 6-18
13. Provide Ballistic Helmets and Vests for All Operations Response Personnel								
Initiative 13.1 – Acquire ballistic helmets and vests via grant funding	O.P.	P				Secure grant funding By 9-17	Develop DRAFT policy by 12-17	Distribute final policy by 1-18
Initiative 13.2 – Train staff and distribute helmets and vests to the apparatus.	O.P.	P				Complete training By 2-18	Develop distribution plan by 4-18	Complete unit distribution by 6-18

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES ORGANIZATIONAL PLANNING Department Mike Schroeder, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
14. Develop and implement a comprehensive recruitment outreach program to increase workforce diversity in the firefighter academies								
Initiative 14.1 – Establish multiple entry portals for each academy.	H.R.	S				Publish portals by 6-18	Publish portals by 4-18	Publish portals by 1-18
Initiative 14.2 - Recruit athletes from local colleges and universities	H.R.	S				Attend recruiting event at 3 colleges	Attend recruiting event at 5 colleges	Attend recruiting event at 7 colleges
Initiative 14.3 - Explore and implement recruitment strategies to recruit females and minorities.	H.R.	S				Partial selection strategies in place for academy 45 & 46	All selection strategies in placed for academy 47	All strategies in place for academy 47 and additional strategies identified and implemented
15. Maintain Flexibility for Unforeseen Events								

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Support Services



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ABC'S OF WATER SAFETY

A – Active Adult Supervision

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

B – Barriers

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

C – Classes

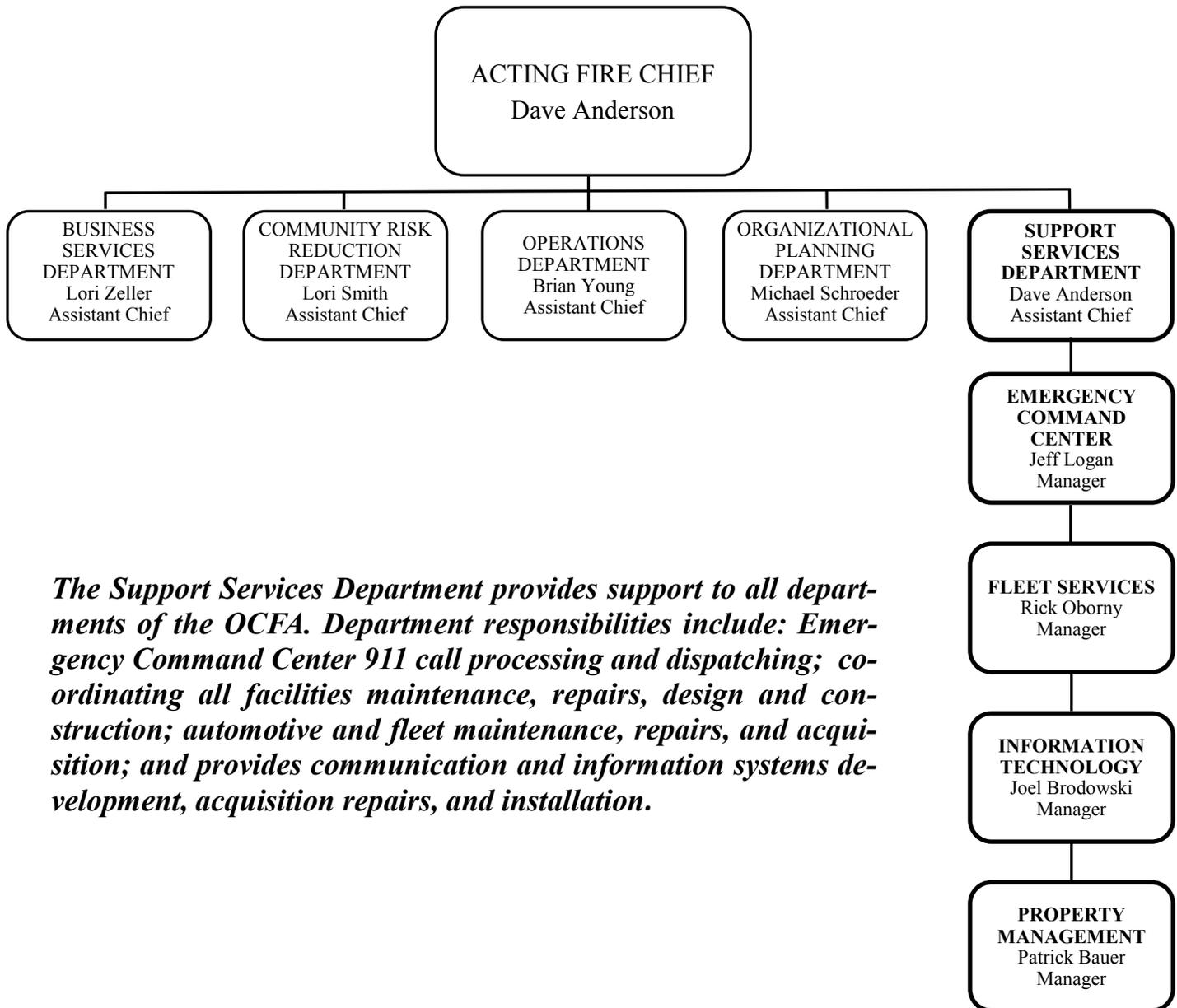
- ✓ Learn to swim. Do not rely on swimming aids such as water wings, rafts, or noodles.
- ✓ Learn first aid and CPR. Always keep a phone nearby to call 9-1-1.



ORANGE COUNTY FIRE AUTHORITY

SUPPORT SERVICES

ORGANIZATION CHART



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

Support Services Department

Budget Summary:

The FY 2017/18 budget for the Support Services Department is \$34.7 million, which is an increase of 21.2% when compared to FY 2016/17. This increase is primarily driven by increases in salaries and benefits from newly added positions and increases in services and supplies from both one-time 800 MHz system shared backbone upgrade costs in the Information Technology section (\$2.1 million) and one-time maintenance projects in the Property Management section (\$1.4 million). A total of eight positions were added to the Support Services Department for FY 2017/18, bringing the total funded positions to 107 in this department.

Department Domain Objectives:

During FY 2014/15, OCFA established a new form of Strategic Plan to cover the fiscal period. The plan replaced the former Strategic Plan and included the specific objectives and initiatives which the Departments and OCFA as a whole were focused on throughout the year. The close out of the FY 2016/17 Strategic Plan was reviewed by the Board of Directors on July 27, 2017 and the FY 2017/18 Strategic Plan was provided to the Board at the start of the fiscal year. Both Plans are contained in this Budget document, separated into the departments pertinent to their respective budgets.

- Improve Customer Service, Communications, and Responsiveness in Support Services
- Develop Leadership and Succession Planning
- Maintain Flexibility for Unforeseen Events and Process Innovation
- Undertake Efforts to Improve Morale and Maximize Performance in the Emergency Command Center
- Improve 9-1-1 Call Processing Performance, Response Recommendations, and Efficiencies
- Enhance Teamwork, Collaboration, and Training in Fleet Services
- Provide Quality Service, Repairs, and Preventive Maintenance of Light and Heavy Vehicles
- Maintain a Secure and Resilient Infrastructure to Support Critical and Administrative Systems
- Implement Essential Applications to Enhance Emergency Response and Documentation of Activities
- Improve Security, Maintenance/repair, and Tracking of All OCFA Facilities

**ORANGE COUNTY FIRE AUTHORITY
SUPPORT SERVICES DEPARTMENT SUMMARY
FY 2017/18 BUDGET**

Account Description	ECC	Fleet Services	Information Technology	Property Management	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$3,130,215	\$1,783,981	\$3,693,681	\$818,874	\$9,426,751
Backfill/Overtime	1,404,098	78,328	213,604	3,636	1,699,666
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	10,850	-	25,000	-	35,850
Reserves	-	-	-	-	-
Other Pay	284,179	81,719	216,123	3,557	585,578
Sick/Vacation Payoff	17,557	69,756	96,683	38,715	222,711
TOTAL SALARIES	4,846,899	2,013,784	4,245,091	864,782	11,970,556
RETIREMENT	1,184,608	618,947	1,250,374	270,575	3,324,504
INSURANCE					
Employee Insurance	498,231	313,629	488,921	171,325	1,472,106
Workers' Comp	150,697	159,511	111,177	56,015	477,400
TOTAL INSURANCE	648,928	473,140	600,098	227,340	1,949,506
MEDICARE	65,838	28,335	59,892	12,180	166,245
TOTAL S&EB	6,746,273	3,134,206	6,155,455	1,374,877	17,410,811
SERVICES AND SUPPLIES	68,979	3,173,511	7,857,145	6,145,031	17,244,666
EQUIPMENT	-	25,000	-	-	25,000
TOTAL BUDGET	\$6,815,252	\$6,332,717	\$14,012,600	\$7,519,908	\$34,680,477
Funded Positions	39	24	34	10	107

FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Support Services Department Mike Schroeder/Dave Anderson, Assist. Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
1. Improve Department Communications										
Initiative 1.1 – Add a Support Services segment to the Video Newsletter which increases communications by highlighting new equipment, procedures, and policies <ul style="list-style-type: none"> Monthly segments in video newsletter highlight section enhancements and matters 	S.S.				Completed 1 st segment by October	Completed 1 st segment by September	Completed 1 st segment by August			
2. Establish Consistency in HR Functions and Improve Labor Relations										
Initiative 2.1 – Develop a career development track plan in all Support Services sections which indicates which courses and training are helpful/mandatory for promotion <ul style="list-style-type: none"> Fleet Services has draft plan and intends to draw into framework provided by Org. Planning 	S.S.				Managers create draft	Final revisions underway	Final draft in place			
3. Focus on Fiscal Health										
Initiative 3.1 – Complete a utility usage assessment (water, electricity & gas) for all facilities <ul style="list-style-type: none"> Assessment of water is complete. Working with electrical providers to gather data. 	S.S.				Water assessment is completed	Water & electricity assessments completed	Water, electricity, & gas assessments completed			
4. Integrate a Customer Service Mindset into all OCFA Operations										
Initiative 4.1 – Deploy a third mobile mechanic unit to increase services to operations <ul style="list-style-type: none"> Selection of Senior Mechanic is currently underway 	S.S.				Achieve budget approval	Hire mechanic	Deploy unit			
Initiative 4.2 – Develop and utilize customer satisfaction survey for all Support Services sections <ul style="list-style-type: none"> Fleet, IT and Property Management send survey after closing work tickets 	S.S.				Conducted baseline surveys	Developed After Services Surveys	Begin Use of After Service Surveys			
5. Implement Ongoing Refinements to the Computer Aided Dispatch (CAD) System / Tri-Tech										
Initiative 5.1 – Continue to solicit input from stakeholders to improve efficiency <ul style="list-style-type: none"> Work ticket volume has decreased and most issues are minor in nature related to GIS improvements 	S.S.				Work ticket request portal stays open	Reduction in work tickets	No work tickets submitted			

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FY 2016/17 DOMAIN OBJECTIVES 4 th Quarter Update Support Services Department Mike Schroeder/Dave Anderson, Assist. Chief	Lead	Unmet Min.	In Progress	Completed	Metric		
					Min	Target	Max
Initiative 5.2 – Continue modifications which enhance user interface & reduce response times <ul style="list-style-type: none"> Monthly upgrades and enhancements have improved functionality and performance 	S.S.				Mobile team continues meeting	Most major alterations completed	All major alterations completed
Initiative 5.3 – Integrate Complete Automatic Vehicle Location (AVL) “closest unit” dispatching <ul style="list-style-type: none"> All incidents utilize the closest most appropriate unit for emergency response regardless of agency 	S.S.				100% OCFA wide use	OCFA +1 Metro city	OCFA & all metro cities
Initiative 5.4 – Integrate LIVE MUM (unit coverage software) to reduce response times <ul style="list-style-type: none"> LiveMUM has been configured and running in view-only mode in ECC 	S.S.				System configuration complete	Beta testing begins	Fully operational at OCFA
Initiative 5.5 – Reduce ECC call processing times <ul style="list-style-type: none"> Call processing has been under 1:00 minute for last six months 	S.S.				Average less than 60 seconds	Average less than 55 seconds	Average less than 50 seconds
6. Continue the Development of the Records Management System (RMS)							
Initiative 6.1 – Complete Electronic Plan Review “EPR” system replacement <ul style="list-style-type: none"> Application operational and released to key partners for refinement 	S.S.				Pilot test began with contractors	Program deemed operational	Refinements underway
Initiative 6.2 – Establish timelines and objectives for replacement of the various Records Management System including IFP, ICMS, and OCFIRS <ul style="list-style-type: none"> RFP for project management released and there was one respondent. Considering next steps 	S.S.				Final plan adopted	Prioritize projects	One project complete
Initiative 6.3 – Initiate development of OCFIRS/ICMS system replacements <ul style="list-style-type: none"> RFP for project management released and there was one respondent. Considering next steps 	S.S.				Study programming architecture	Draft plan in place	Work is initiated

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FY 2017/18 OCFA Adopted Budget

FY 2016/17 DOMAIN OBJECTIVES 4th Quarter Update Support Services Department Mike Schroeder/Dave Anderson, Assist. Chief				Lead	Unmet Min.	In Progress	Completed	Metric		
								Min	Target	Max
7. Continue Infrastructure Development to Support Core Missions										
Initiative 7.1 – Secure property and complete planning phase for Fire Station #10 (Yorba Linda) <ul style="list-style-type: none"> OCFA working with city to identify alternative parcels that are large enough to support desired plans 				S.S.				Secure final site for FS10	Initiate RFP for Design/Build	Award contract for FS 10 build
Initiative 7.2 – Complete site remodel of Fire Station #11 (Emerald Bay) per local association, ADA and the County of Orange specifications <ul style="list-style-type: none"> Work Completed 				S.S.				Finalize plans with OC and EB	Initiate Remodel	Complete Remodel

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Support Services

FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
	1. Improve Customer Service, Communications, and Responsiveness in Support Services							
Initiative 1.1 – Assess the impact of economic or budgetary changes and make recommendations focused on long-term fiscal health for OCFA and its member cities	S.S.	P				Distribute monthly updates	Collect feedback to verify quality and quantity of support	Use feedback to enhance quality and customer feedback trends positively
Initiative 1.2 - Develop customer service standards for internal and external customers that reinforce the OCFA’s customer service motto and OCFA vision, mission, and guiding principles		S				Standards established	Priorities Implemented	Customer surveys trend positively
Initiative 1.2.1 – Integrate customer service mindset recommendations from JLM working group and define customer service agreements to align expectations		S				Participate in development of organizational recommendations	Implement recommendations and define customer service agreements	Customer Service Motto is exemplified in interactions
Initiative 1.3 - Establish process to assign resources for new project requests to align with organizational priorities that fall outside the Capital Improvement Program	S.S.	P				Develop governance plan and workflow	Implement plan	Implement plan by 12/31
Initiative 1.3.1 – Establish governance for Information Technology project requests	S.S.	P				Develop governance plan and workflow	Implement plan	Implement plan by 12/31
Initiative 1.3.2 – Establish governance for Property Management project requests	S.S.	P				Develop governance plan and workflow	Implement plan	Implement plan by 12/31
Initiative 1.4 - Provide consistency with records and reports (e.g. purchase orders, invoices, CalCard statements, performance evaluations, month-end reports, chief visitation speaking points, etc.)	S.S.	P				Submissions are accurate and detailed	Consistently submitted on time and without requiring revision	Identify innovative workflows and technology to improve efficiency
Initiative 1.5 – Assess call-back program for Information Technology, Property Management, and Fleet Services	S.S.	P				Assess problems and employee welfare	Implement program improvements as identified	Develop alternative work schedules to sustain 24/7 operations

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief		Lead	Role	Unmet Min.	In Progress	Completed	Metric		
							Min	Target	Max
2. Develop leadership and succession planning									
Initiative 2.1 – Provide training to enhance leadership and performance evaluation		S.S.	P				Implement one sub-initiative	Implement two sub-initiatives	Implement three sub-initiatives
Initiative 2.1.1 – Managers to attend California State University Leadership Training for Public Officials and receive certificate		S.S.	P				Two Managers Attend	Three Managers Attend	Four Managers Attend
Initiative 2.1.2 – Managers to work with Organizational Development and Training to establish leadership training opportunities		O.P.	S				Work with ODT to identify training needs and plan	Attend training opportunities	All managers complete leadership program
Initiative 2.1.3 – Supervisors receive training on the performance evaluation process, coaching/counseling, and documentation		O.P.	S				Work with HR to develop course curriculum	All new supervisors attend training	All supervisors attend training
Initiative 2.2 – Develop a career development track plan which indicates courses and training that are helpful and/or mandatory for promotion.		O.P.	S				Managers define required courses and training	Work with ODT to formalize language and formatting	Implement plan
Initiative 2.3 – Implement success planning framework under the direction of ODT		O.P.	S				Assist ODT with written plan	Implement Plan	Vacancies are anticipated, and internal candidates are prepared for promotion
3. Maintain flexibility for unforeseen events and process innovation									
Initiative 3.1 – Work with ODT to identify process improvements, develop ideas, and implement improvements		O.P.	S				Assess operations with ODT to identify process innovation	Develop one or more innovative ideas that add efficiency, reduces costs, or improves safety	Develop one or more significant innovations
Initiative 3.2 – Provision time to address unforeseen issues and events		S.S.	P				Maintain adaptability and flexibility for unforeseen events	Set aside 30 mins to one hour each day	Urgent/import ant issues are rapidly addressed without interruption to operations

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FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief		Lead	Role	Unmet Min.	In Progress	Completed	Metric		
							Min	Target	Max
4. Undertake efforts to improve morale and maximize performance in the Emergency Command Center									
Initiative 4.1 - Develop 90-day, 180-day, and 1-year plan for ECC Manager to establish leadership, trust, and accountability	S.S.	P				Plan developed with concurrence of Executive Management	Plan Implemented, performance measured, and monthly updates	Morale, trust, and performance improve	
Initiative 4.2 – Work with ODT to develop a leadership evaluation tool to provide feedback from supervisors, peers, and subordinates	S.S.	P				Develop assessment tool for ECC	Implement assessment and provide leadership feedback	Insights generate greater self-awareness and change unproductive behavior	
Initiative 4.3 - Improve communications and collaboration by meeting with employees, identifying areas of success and needed improvement, and communicate findings and recommendations	S.S.	P				Meet with all employees individually	Produce section updates to dispatch staff	Conduct all-hands meetings	
Initiative 4.4 - Strengthen accountability for all positions in ECC by defining roles, responsibilities, and performance measures	S.S.	P				Define position roles & responsibilities	Measure performance and provide employee feedback	Accountability improves operations and problems are rapidly addressed	
Initiative 4.5 – Assess ECC structure, workloads, and efficiencies	S.S.	P				Assess current structure	Recommend needed changes	Perform class and compensation study	
Initiative 4.6 - Develop staffing plan to minimize force-hiring to enhance employee health and welfare	S.S.	P				Forecast openings annually and start lateral recruitment early	Analyze staffing plans at other centers and adopt best practices	Develop long-term staffing plan and implement lateral recruitment	
5. Improve 9-1-1 call processing performance, response recommendations and efficiencies									
Initiative 5.1 - Document policies and procedures to guide operational and administrative activities. Implement manual similar to CAL FIRE 8100 - Command & Control.	S.S.	P				Document operational P&P	Document admin. and Staffing P&P	Document disaster P&P	

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
	Min	Target	Max					
Initiative 5.2 - Measure center and individual performance, document errors, and establish accountability and plans to improve performance	S.S.	P				Document monthly performance	Analyze and communicate trends	Implement changes to improve performance and reduce errors
Initiative 5.3 - Reduce ECC phone and call processing times to consistently meet NFPA and CalOES standards at the ninetieth percentile	S.S.	P				Sustain current performance	Improve call processing performance to meet standards without introducing errors	Structure fire processing to meet NFPA/ISO standards
Initiative 5.4 - Establish and document backup/redundant procedures, conduct monthly testing and large-scale drills. Address issues identified in After-Action Report dated June 20, 2017.	S.S.	P				Establish procedures	Conduct monthly testing	Conduct quarterly large-scale exercises
Initiative 5.5.5 – Develop countywide consistency with CBD and pre-arrival instructions	S.S.	P				Approach OC Fire Chiefs to explore opportunities	Assess feasibility to share in continuing education	Develop a cost sharing program for a single countywide CBD program
Initiative 5.6 – Integrate LiveMUM into production environment to identify coverage gaps and recommend unit move-ups	S.S.	P				LiveMUM implemented w/move-up recommendations	LiveMUM continuously tuned through business rule enhancements	LiveMUM deployed countywide
Initiative 5.7 – Establish consistency and accountability in training records and bulletins and directives	S.S.	P				Documentation of training is complete and meets minimum requirements	Training hours are monitored and accountability maintained	All directives move to policy/procedure within 90 days
6. Enhance teamwork, collaboration, and training in Fleet Services								
Initiative 6.1 - Engage personnel to enhance teamwork, morale, and confidence	S.S.	P				Conduct quarterly committee meetings – Shop Improvement, Training, and Succession Planning	Working groups generate recommendations	Changes are implemented, and changes are positively received by personnel

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FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief		Lead	Role	Unmet Min.	In Progress	Completed	Metric		
							Min	Target	Max
Initiative 6.2 - Develop a short-term and long-term training plan		S.S.	P				Develop short-term plan for FY17/18 by Sept 1	Implement plan to fully utilize training funds to reinforce and expand knowledge and skills	Develop a training framework for sustained use
Initiative 6.3 - Provide leadership for Apparatus Committee to design and purchase vehicles that meet current and future needs.		S.S.	P				Implement revised Apparatus Committee with broadened scope	Apparatus in vehicle replacement plan is purchased through a transparent, open, and inclusive process	Innovation and safety improve while managing costs
Initiative 6.4 - Assess section structure, workload, and efficiencies		S.S.	P				Assess current structure and provide report	Recommend needed changes	Implement changes
7. Provide quality services, repairs and preventive maintenance of light and heavy vehicles									
Initiative 7.1 – Conduct preventive maintenance of light and heavy vehicles occurs on schedule		S.S.	P				Analyze past performance	Establish performance standards	Adjust operations and make program recommendations
Initiative 7.2 – Conduct repairs on light and heavy vehicle promptly		S.S.	P				Analyze past performance	Establish performance standards	Adjust operations and make program recommendations
Initiative 7.3 – Conduct field repairs efficiently and effectively to minimize out of service times		S.S.	P				Implement third mobile repair unit	Document and analyze performance	Make program adjustments to improve performance
Initiative 7.4 – Weight checks are conducted on heavy vehicles							On all new heavy vehicles placed into service	Spot check on every front-line truck company annually	Coordinate plan with service center and equipment committee for reduced inventories

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 7.5 – Implement vehicle purchases and replacements identified in the Capital Improvement Program	S.S.	P				Utilize Apparatus Committee to design code 3 apparatus	Purchase/replace all vehicles identified in CIP without re-budgeting	Time purchases in coordination with other sections to accelerate outfitting
Initiative 7.6 – Assess relief apparatus and pool vehicles to surplus unnecessary equipment while maintaining surge capacities consistent with operation’s needs	S.S.	P				Surplus apparatus/ vehicles that are no longer used	Analyze and report to management on low- or under-utilized vehicles	Eliminate low-use vehicles to keep fleet size and costs to a minimum
Initiative 7.7 – Make improvements to Academy apparatus to sustain two large academies each year	S.S.	P				Assess current academy fleet	Implement needed enhancements	Develop a replacement plan for sustained success
8. Maintain a secure and resilient infrastructure to support critical and administrative systems								
Initiative 8.1 - Develop an off-site location for backup Computer Aided Dispatch	S.S.	P				Assess sites outside region	Select alternate site and develop agreements	Develop implementation plan for FY 18/19
Initiative 8.2 - Develop and practice Continuity of Operations plans in case of a disaster and address issues identified in After-Action Report dated June 20, 2017	S.S.	P				Establish a co-location site for administrative systems	Establish policies and procedures	Routinely test systems and practice procedures
Initiative 8.3 - Assess security and infrastructure, build plan, and make short- and long-term enhancements	S.S.	P				Implement Technology Task Force and make critical adjustments as identified	Complete security assessment by third-party	Develop a comprehensive plan to protect OCFA system and test vulnerabilities
Initiative 8.4 - Upgrade CAD to address critical fixes, enhance functionality, and improve system performance	S.S.	P				Work with vendor to upgrade software as enhancement are available	Implement CAD enhancement while minimizing interruptions to operations	Improve GIS import process and timeliness to meet operational needs
Initiative 8.5 - Assess on-call program supporting critical Information Technology systems	S.S.	P				Develop workflows for after-hours request system	Critical/urgent issues are addressed regardless of the day of week/time	Analyze on-call program to determine if it is the most effective model

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FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 8.6 – Upgrade RFOTC phone system to provide additional functionality and redundancy	S.S.	P				Develop RFP	Implement new system	Implement system with off-site capabilities
9. Implement essential applications to enhance emergency response and documentation of activities								
Initiative 9.1 - Implement Records Management System and Integrated Fire Prevention systems to improve incident documentation and scheduling/tracking of CRR activities	S.S.	P				Award RFP for Project Manager	Implement at least one module	Implement two or more modules
Initiative 9.2 – Enhance CAD2CAD software and hardware to provide greater security, functionality, and performance	S.S.	P				Develop cost-sharing agreement with other dispatch centers	Implement Next-Generation hardware/software	Perform outreach to law PSAP's to encourage integration
Initiative 9.3 – Purchase/develop mobile data computer hardware and software to provide enhanced routing and mapping functionality	S.S.	P				Develop project roadmap	Select/develop software	Implement pilot testing
Initiative 9.4 – Integrate LiveMUM to identify coverage gaps and recommend unit move-ups	S.S.	P				Develop trial study with labor to evaluate system benefits	Implement technology to recommend move-up units	Deploy LiveMUM countywide
10. Improve security, maintenance/repair, and tracking of all OCFA facilities								
Initiative 10.1 - Enhance RFOTC security for public, Board of Directors, and staff	S.S.	P				Implement BoD security enhancements	Implement lobby enhancements	Implement technology enhancements
Initiative 10.2 - Implement utility tracking system for utilities at all facilities	S.S.	P				Capture monthly data	Implement organizational dashboard	Develop plan to reduce costs
Initiative 10.3 - Implement tool to track, manage, and communicate project status	S.S.	P				Identify tracking tool	Implement tool	Implement organizational dashboard
Initiative 10.4 - Implement annual process to physically inspect all facilities, document and prioritize findings, and share with partner cities	S.S.	P				Inspect facilities annually	Coordinate with Division Chief	Meet w/ partner cities for city owned facilities
Initiative 10.5 - Update Facilities Master Plan	S.S.	P				Update 2010 Plan documentation	Analyze findings and recommend future efforts	Develop roadmap for five-year CIP

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FY 2017/18 OCFA Adopted Budget

FY 2017/18 DOMAIN OBJECTIVES Support Services Department Dave Anderson, Assistant Chief	Lead	Role	Unmet Min.	In Progress	Completed	Metric		
						Min	Target	Max
Initiative 10.6 – Implement improvements identified in Capital Improvement Program	S.S.	P				Complete three sub-initiatives	Complete all sub-initiatives	Begin planning for additional stations
Initiative 10.6.1 – Initiate replacement efforts for Fire Station 9	S.S.	P				Attempt to expand site through negotiations with Simon Properties	Design station	Begin construction
Initiative 10.6.2 - Initiate replacement efforts for Fire Station 10	S.S.	P				Identify station site	Design station	Begin construction
Initiative 10.6.3 – Reinforce and replace apparatus floor at Fire Station 42 to improve safety and stability	S.S.	P				Release RFP for needed stabilization	Replace slab floor	Complete by 12/31/17
Initiative 10.6.4 – Initiate US&R Warehouse and Training Center phase II efforts	S.S.	P				Hire architect to design changes	Begin construction	Avoid delays and cost overruns
Initiative 10.7 – Provide clear guidance to field personnel on how to address minor maintenance and repairs	S.S.	P				Produce guidelines	Initiate training with Operations	Field personnel help with minor issues with oversight of Property Management

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Capital Improvement Program



ORANGE COUNTY FIRE AUTHORITY

Safety Message

BEACH SAFETY

Practice Water Safety

- ✓ Keep small children and inexperienced swimmers within reach. Flotation devices are not a substitute for active adult supervision.
- ✓ Learn to swim.
- ✓ Use boogie boards/surfboards with leashes in designated areas.
- ✓ Choose to swim near a lifeguard and never swim alone. If no one is with you, no one can help save you.

Be Aware of Hazards

- ✓ If in doubt, don't go out. Ask the lifeguard about rip currents and other hazards as they are not always easily identifiable.
- ✓ Obey posted warning signs and flags.
- ✓ Check weather, water, and surf conditions; storms can stir up bacteria, rip currents, and other dangers.
- ✓ Shuffle feet when walking into the water to prevent stingray injuries.

Identifying a Rip Current

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

Surviving a Rip Current

- ✓ Remain calm.
- ✓ Don't fight the current.
- ✓ Swim out of the current by swimming to the side.
- ✓ If you can't escape, float or tread water.
- ✓ If you need help, call or wave for assistance.

Capital Improvement Program Overview

INTRODUCTION

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

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

CAPITAL IMPROVEMENT PROGRAM FUNDS

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

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

CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS

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

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

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

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

CIP FUNDING

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

- Interest projections are based on the same assumptions used for the General Fund, which is an interest rate of 1.50% for FY 2017/18, applied to projected cash balances. The Five-Year Forecast assumes 2.25% for FY 2018/19 and thereafter.
- Cash contract city contributions to the CIP funds are calculated along with the charge for service as provided by the First Amendment to the Amended Joint Powers Agreement and discussed in the General Fund Revenue Assumptions section of this document. The total charge to the cities is subject to a 4.5% cap identified in the JPA Agreement. Cash contract cities' participation in the vehicle depreciation program will generate about \$1.3 million to Fund 133 – Fire Apparatus Fund in FY 2017/18. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total cash contract city charges.

Capital Improvement Program

Below is a matrix reflecting project funding for FY 2017/18:

FY 2017/18		Operating Transfer from GF	Use of Fund Balance	
Fund	Revenue			TOTAL
Fund 12110 - General Fund CIP	-	\$1,155,900	-	\$1,155,900
Fund 123 - Fire Stations and Facilities	309,306	-	1,690,694	2,000,000
Fund 124 - Comm. & Information Systems	323,152	-	3,431,965	3,755,117
Fund 133 - Fire Apparatus	1,677,430	-	8,380,829	10,058,259

Operating transfers necessary to fund the FY 2017/18 CIP expenditures will be transferred from the General Fund at mid-year.

CAPITAL IMPROVEMENT PROGRAM EXPENDITURES

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

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

FY 2017/18 OCFA Adopted Budget

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

PERFORMANCE UPDATE

COMPLETED PROJECTS: During the FY 2016/17 budget cycle, the following budgeted projects were completed:

General Fund CIP (Fund 12110)

- Purchased pagers for ongoing replacements and for academy graduates
- Deployed iPads to replace ePCR tablets
- Deployed new SHARP printer/copiers to RFOTC and fire stations
- Deployed OCFA email and Microsoft access to all Reserve Fire Fighters
- Began deployment of Windows 10 and Office 2016 to all computers
- Began installing iPort mounting systems in vehicles
- Began deploying Patrol PC MDCs in new vehicles
- Purchased and installed new firewall and remote.ocfa.org gateway
- Completed RFOTC Phone system upgrade
- Began roll-out of first group of 50 Win10 small form factor PCs
- Completed installation of the station alerting system at temporary station 61
- Completed design of Station 20 and Station 61 station alerting system
- Purchased two plotters from Source Graphics

Fire Stations and Facilities (Fund 123)

- Completed RFOTC Emergency Power Circuit Extension project
- Continued tenant improvements of the US&R Warehouse

Communications and Information Systems (Fund 124)

- Upgraded and replaced audio visual equipment in RFOTC Board room, classroom, and training rooms
- Developed alternative voting system quote to replace failed electrovote system
- Purchased 1,555 P25 radios from Motorola
- 365 Mobile, 75 Base Station, and 400 Pacset radios inventoried, asset tagged, and input to OCFA asset database.
- After extensive review of RFP respondents to replace/modernize the Records Management System, staff proposed that developing in-house software is the preferred alternative. Staff has continued work in replacing the Community Risk Reduction Integrated Fire Prevention application and the Incident Reporting Application.

Fire Apparatus (Fund 133)

- Purchased and outfitted nine Mid-Size 4x4 Vehicles
- Purchased and placed in service a Rigid Inflatable Boat and Trailer
- Purchased and accepted delivery of four Battalion Chief Command Vehicles
- Issued purchased order for seven TDA 100' Quints

Capital Improvement Program

- Issued purchase order for ten Type I Engines
- Outfitted and placed in service various vehicles purchased in prior fiscal year

FY 2017/18 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2017/18 CIP budget is \$17.0 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2017/18 budget for the General Fund CIP is \$1.2 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include Fire Station Telephone/Alarm/Sound System upgrades (\$300K), Personal Computer (PC)/Laptop/Printer Replacement (\$252K), Mobile Data Computer (MDC) Systems (\$200K), and Network, Servers and Security (\$160K).

Fire Stations and Facilities (Fund 123)

The FY 2017/18 budget for the Fire Stations and Facilities Fund is \$2.0 million. Projects budgeted include site stabilization for Fire Station 42 (\$800K), initial costs to replace Fire Station 9 (Mission Viejo) (\$500K), infrastructure security enhancements (\$500K), and US&R warehouse improvements (\$200K).

Communications and Information Systems Fund (Fund 124)

The budget for FY 2017/18 in the Communications and Information Systems Fund is \$3.8 million. Projects include an RFOTC data center suppression system (\$1.0M), an OCFA disaster recovery co-location facility (\$1.0M), and the next generation CAD2CAD project (\$450K). The budget also includes projects related to systems development and support such as the replacement of the CRR – Integrated Fire Prevention application (\$905K) and the Incident Reporting Application Replacement (\$400K). Both are part of the Records Management System (RMS) component of the Public Safety Systems replacement project.

Fire Apparatus (Fund 133)

The budget for FY 2017/18 in the Fire Apparatus Fund is \$10.1 million. Emergency vehicles scheduled for purchase include seven Type I engines (\$4.3M), three Type III engines (\$1.4M), four full size 4x4 4 door vehicles (\$228K), two mid-size 4x4 4 door vehicles (\$86K), four 3/4 ton pickup utility vehicles (\$183K), and two water tenders (\$692K). The budget also includes the purchase of eleven support vehicles (\$519K) and the lease-purchase payments for two existing helicopters (\$2.5M).

FUTURE OPERATING IMPACT

Implementation of the FY 2017/18 capital improvement plan will impact future operating expenditures in the General Fund. Improvements or replacement of existing buildings or equipment are anticipated to lower operating costs such as repairs and maintenance costs. Any impacts on the General Fund are included in the budget. General Fund impact, when identifiable, can be found on the project description for the particular project.

Significant projects impacting the General Fund are:

FY 2017/18 OCFA Adopted Budget

- The Incident Reporting Application Replacement project will impact the General Fund beginning in FY 2018/19 with estimated annual costs of \$73K
- The Community Risk Reduction Automation – IFP project will impact the General Fund beginning in FY 2019/20 with estimated annual costs of \$48K
- The Next Generation CAD2CAD project will impact the General Fund beginning in FY 2018/19 with estimated annual application maintenance/license costs of \$90K.
- The Fleet Services Fuel Management Tracking System will impact the General Fund beginning in FY 2019/20 with estimated annual maintenance/licensing costs of \$60K.

Capital Improvement Program

ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2017/18 - FY 2021/22

Fund	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Year TOTAL
<i>Fund 12110</i>						
General Fund CIP	\$1,155,900	\$1,685,700	\$1,648,700	\$2,200,700	\$1,100,100	\$7,791,100
<i>Fund 123</i>						
Fire Stations and Facilities	2,000,000	7,525,000	2,500,000	-	500,000	12,525,000
<i>Fund 124</i>						
Communications and Information Systems	3,755,117	5,094,367	2,006,511	-	-	10,855,995
<i>Fund 133</i>						
Fire Apparatus	10,058,259	8,444,811	7,770,818	4,116,012	2,668,040	33,057,940
GRAND TOTAL	\$16,969,276	\$22,749,878	\$13,926,029	\$6,316,712	\$4,268,140	\$64,230,035
Less: Non-discretionary lease installment payments	2,531,723	1,265,862	-	-	-	3,797,585
TOTAL CIP PROJECTS	\$14,437,553	\$21,484,016	\$13,926,029	\$6,316,712	\$4,268,140	\$60,432,450

FY 2017/18 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2017/18
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GENERAL FUND CIP - FUND 12110

1	A	800 MHz Radios	\$85,500
2	A	900 MHz Pagers/Small Equipment/Personal Communications	41,600
3	A	Data Storage, Backup, and Recovery	96,000
4	A	Fire Station Telephone/Alarm/Sound System Upgrades	300,000
5	A	Mobile Data Computer (MDC) System	200,000
6	A	Network, Servers, Security	160,000
7	A	Personal Computer (PC)/Tablets/Printer Replacements	252,000
8	A	VHF Radios	20,800
9	A	RFOTC Administrative Phone System	-
10	B	Digital Orthophotography	-
11	B	RFOTC Uninterruptible Power System (UPS) Replacement	-
12	C	Place Portable Classroom at RFOTC	-
<i>Total - Fund 12110</i>			\$1,155,900

FIRE STATIONS & FACILITIES - FUND 123

1	A	Station 61 (Buena Park) - to be built per the City of Buena Park	Buena Park Build
2	A	Station 67 (Rancho Mission Viejo)	Developer Build
3	A	US&R Warehouse and Training Center Improvements	200,000
4	A	Infrastructure Security Enhancements	500,000
5	B	Replacement of Station 9 (Mission Viejo)	500,000
6	B	Site Stabilization Fire Station 42 (Lake Forest)	800,000
7	B	RFOTC Training Grounds Parking Lot Completion (~60 spots)	-
8	B	Upgrade and Replacement of Props at RFOTC Training Grounds	-
9	B	Station 49 Apparatus Bay Floor Reconstruction	-
10	B	RFOTC 2nd Emergency Generator	-
<i>Total - Fund 123</i>			\$2,000,000

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

Capital Improvement Program

Item No.	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Year TOTAL
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1	\$85,500	\$31,500	\$27,000	\$40,000	\$269,500
2	41,600	41,600	41,600	41,600	208,000
3	96,000	96,000	296,000	96,000	680,000
4	328,000	328,000	400,000	500,000	1,856,000
5	460,000	460,000	315,800	48,000	1,483,800
6	160,000	160,000	160,000	160,000	800,000
7	202,500	202,500	652,500	202,500	1,512,000
8	22,100	9,100	7,800	12,000	71,800
9	290,000	-	-	-	290,000
10	-	70,000	-	-	70,000
11	-	-	300,000	-	300,000
12	-	250,000	-	-	250,000
	\$1,685,700	\$1,648,700	\$2,200,700	\$1,100,100	\$7,791,100

1	-	-	-	-	-
2	-	-	-	-	-
3	275,000	-	-	-	475,000
4	500,000	-	-	-	1,000,000
5	6,000,000	-	-	-	6,500,000
6	-	-	-	-	800,000
7	750,000	-	-	-	750,000
8	-	1,000,000	-	-	1,000,000
9	-	1,500,000	-	-	1,500,000
10	-	-	-	500,000	500,000
	\$7,525,000	\$2,500,000	-	\$500,000	\$12,525,000

FY 2017/18 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2017/18
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COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

1	A	800 MHz Countywide Coordinated Comm. Sys. Upgrade	-
2	A	Community Risk Reduction Automation - IFP Replacement	905,117
3	A	Incident Reporting Application Replacement	400,000
4	A	Next Generation CAD2CAD	450,000
5	A	RFOTC Data Center Fire Suppression System Upgrade	1,000,000
6	A	Mobile CAD Application Development	-
7	B	OCFA Disaster Recovery Co-Location Facility	1,000,000
8	B	RFOTC ECC Video Wall	-
9	B	Fleet Services Fuel Management Tracking System	-

		<i>Total - Fund 124</i>	\$3,755,117
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FIRE APPARATUS - FUND 133

1	A	Lease Purchase Financing: Principal & Interest	\$2,531,723
2	A/B	Emergency Vehicles	7,007,472
3	A	Developer Funded Vehicles	-
4	B	Support Vehicles	519,064
		<i>Total - Fund 133</i>	\$10,058,259

		GRAND TOTAL - ALL CIP FUNDS	\$16,969,276
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Project Priority: A=Essential; B=Important; C=Could Defer

Capital Improvement Program

Item No.	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Year TOTAL
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1	\$3,539,250	-	-	-	\$3,539,250
2	905,117	905,117	-	-	2,715,351
3	400,000	-	-	-	800,000
4	-	-	-	-	450,000
5	-	-	-	-	1,000,000
6	250,000	-	-	-	250,000
7	-	-	-	-	1,000,000
8	-	500,000	-	-	500,000
9	-	601,394	-	-	601,394

	\$5,094,367	\$2,006,511	-	-	\$10,855,995
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1	\$1,265,862	-	-	-	\$3,797,585
2	5,397,234	5,890,976	4,007,700	2,384,056	24,687,438
3	1,016,577	1,774,683	-	-	2,791,260
4	765,138	105,159	108,312	283,984	1,781,657
	\$8,444,811	\$7,770,818	\$4,116,012	\$2,668,040	\$33,057,940

	\$22,749,878	\$13,926,029	\$6,316,712	\$4,268,140	\$64,230,035
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FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
DEFERRED PROJECTS

Project	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	4-Year TOTAL
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FIRE STATIONS AND FACILITIES - FUND 123

Deferred projects, pending identification of a suitable/available location for construction

FS18 (Trabuco Canyon) - FS Replacement	\$6,500,000	-	-	-	\$6,500,000
FS52 (Irvine Business District)	-	6,500,000	-	-	6,500,000
FS25 (Midway City) - FS Replacement	-	-	6,500,000	-	6,500,000
FS12 (Laguna Woods)	-	-	6,500,000	-	6,500,000
<i>Total - Fund 123</i>	\$6,500,000	\$6,500,000	\$13,000,000	-	\$26,000,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

Deferred projects, pending capacity after completion of higher priority projects

Enterprise Reporting and Business Intelligence	\$125,000	\$125,000	-	-	\$250,000
Document Management Project	150,000	-	-	-	150,000
<i>Total - Fund 124</i>	\$275,000	\$125,000	-	-	\$400,000

<i>GRAND TOTAL</i>	\$6,775,000	\$6,625,000	\$13,000,000	-	\$26,400,000
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Fund 12110
General Fund CIP





ORANGE COUNTY FIRE AUTHORITY

Safety Message

CARBON MONOXIDE ALARMS

Install and Maintain

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

Prevent Carbon Monoxide Poisoning

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

If a Carbon Monoxide Alarm Sounds:

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

Fund 12110: General Fund CIP

DESCRIPTION

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

BUDGET

The total FY 2017/18 budget is \$1,155,900.

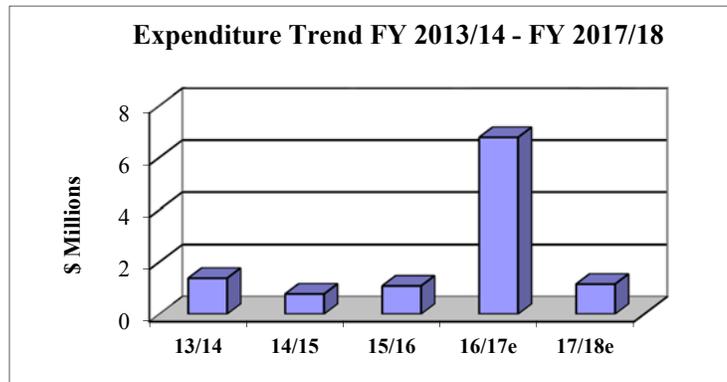
HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment and software have been identified for this budget cycle. These improvements and replacements include radios, pagers, phones, Mobile Data Computers, PCs/laptops, and other equipment replacements. Significant projects budgeted in FY 2017/18 include \$300K for fire station telephone/alarm/sound system upgrades and \$252K for the PC/Laptop/Printer replacement.

The chart provides actual expenditures for FY 2013/14 through FY 2015/16, and total budgeted amounts for FY 2016/17 and FY 2017/18.

SIGNIFICANT CHANGES

Although this is a newly created fund in FY 2014/15 the history of the re-categorized projects is reflected in the graph in order to show an accurate expenditure trend. The defibrillators project budgeted at \$3.8 million resulted in a large increase for FY 2016/17.



IMPACT ON OPERATING BUDGET

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

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 12110 - GENERAL FUND CIP
REVENUE AND EXPENDITURE SUMMARY
FY 2017/18 BUDGET

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget	% Change fr FY 2016/17 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	5,438,793	1,771,392	-	-100.00%
Total Beginning Fund Balance	398,394	4,761,135	(245,872)	-105.16%
TOTAL AVAILABLE RESOURCES	\$5,837,187	\$6,532,527	(\$245,872)	-103.76%
EXPENDITURES				
Services & Supplies	\$751,308	\$1,812,135	\$699,900	-61.38%
Capital Outlay	324,744	4,966,264	456,000	-90.82%
Total Expenditures & Other Uses	1,076,052	6,778,399	1,155,900	-82.95%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	4,761,135	(245,872)	(1,401,772)	-
TOTAL FUND COMMITMENTS & FUND BALANCE	\$5,837,187	\$6,532,527	(\$245,872)	-103.76%

800 MHZ RADIOS

Project Priority: A

Org Number: P332

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: Mobile Radio replacement is required approximately every nine to eleven years due to wear and exposure factors. The entire inventory of Mobile and Portable 800MHz radios will be replaced in 2017 as part of the Next Generation 800MHz Countywide Coordinated Communication System (CCCS) P25 radio upgrade. This purchase is for new radios to be installed in new apparatus. Therefore, radios purchased coincide with the vehicle replacement plan. Current pricing per mobile radio averages \$4,500 and adding dual head radios for command vehicles increases costs to approximately \$5,075. All radios purchased are P25 ready and are 100% compatible with the 800MHz CCCS that currently is underway and projected to go online in 2018.



Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$85,500	\$85,500	\$31,500	\$27,000	\$40,000	\$269,500
Total	\$85,500	\$85,500	\$31,500	\$27,000	\$40,000	\$269,500

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

900 MHZ PAGERS / SMALL EQUIPMENT / PERSONAL COMMUNICATIONS

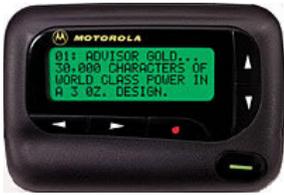
Project Priority: A

Org Number: P330

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Special Department Expense	\$41,600	\$41,600	\$41,600	\$41,600	\$41,600	\$208,000
Total	\$41,600	\$41,600	\$41,600	\$41,600	\$41,600	\$208,000

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

DATA STORAGE, BACKUP, AND RECOVERY

Project Priority: A

Org Number: P339

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

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



Project costs also include a major purchase to refresh hardware for the CAD and related systems in FY2020/21, as well as associated contracted professional services required to upgrade critical systems.

Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
Project Cost						
Equipment expense	\$96,000	\$96,000	\$96,000	\$296,000	\$96,000	\$680,000
Total	\$96,000	\$96,000	\$96,000	\$296,000	\$96,000	\$680,000

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

FIRE STATION TELEPHONE/ALARM/SOUND SYSTEM UPGRADES

Project Priority: A

Org Number: P334

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

Project Description: Acquisition and installation of new fire station alarm/sound systems and telephone systems are necessary as the equipment becomes old, out-dated, and parts are no longer available. The expected life of the fire station alarm/sound and phone systems is about fifteen years.



Fire Station Alerting/Sound Systems

In 2013, Westnet Inc. was chosen through the RFP process to upgrade and install new fire station alerting technology in all OCFA fire stations (71 at the time) that would integrate the new TriTech CAD system with the existing incompatible fire station alerting systems. This project was completed in September 2014 in time for the go-live of the new TriTech CAD system. During the project implementation, a thorough evaluation of the existing alerting systems was completed at each fire station. All of the fire stations use outdated electro-mechanical relays and amplifiers that need to be upgraded to current digital technology. The cost per station to completely upgrade the fire station alerting/sound systems ranges from \$60,000 to \$130,000 depending on the size of the station, number of crew, apparatus deployed, and condition of existing wiring and infrastructure. All OCFA fire stations will be upgraded with Westnet fire station alerting systems over the next 15 years at a rate of three to five stations per year. New fire stations will have Westnet Inc. fire station alerting systems installed during building construction.



Fire Station Phone Systems

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



Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Maintenance/Repair-Equip.	\$300,000	\$328,000	\$328,000	\$400,000	\$500,000	\$1,856,000
Total	\$300,000	\$328,000	\$328,000	\$400,000	\$500,000	\$1,856,000

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

MOBILE DATA COMPUTER (MDC) SYSTEM

Project Priority: A

Org Number: P303

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Phase one is in process and will continue through FY 2018/19. New ruggedized computer tablets running the Windows Operating System (WinOS) will be deployed to new emergency apparatus and to replace failing MDC’s. The current mobile CAD app works only on WinOS and while staff is developing the mobile CAD app to work on ruggedized Apple iPads, it is about two years from deployment. We will continue to use the existing modular MDCs as much as possible until the new iPad compatible Mobile CAD app is ready. The cost of ruggedized Windows computer tablets with associated installation costs is approximately \$5,500 per unit.



Phase two begins in 2019 and will replace all modular MDCs and ruggedized Windows computer tablets with ruggedized Apple iPads. Installed cost per ruggedized Apple iPad is approximately \$2,300. The ruggedized WinOS tablets installed in phase one will be repurposed for other uses at OCFA.

Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Special department expense	\$200,000	\$460,000	\$460,000	\$315,800	\$48,000	\$1,483,800
Total	\$200,000	\$460,000	\$460,000	\$315,800	\$48,000	\$1,483,800

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

NETWORK, SERVERS, SECURITY

Project Priority: A

Org Number: P337

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications & IT Infrastructure

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



Staff is continuing to implement virtualization to support server consolidation which supports long range goal of virtual environment utilization as a component for disaster recovery. Project costs also include associated contracted professional services.

Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment expense	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$800,000
Total	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000	\$800,000

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

PERSONAL COMPUTER (PC)/TABLETS/PRINTER REPLACEMENTS

Project Priority: A

Org Number: P331

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Additional funding has been added in FY 2017/18 to upgrade the GIS Section computers. In FY 2020/21, additional funds are added to replace all of the OCMEDS electronic Prehospital Care Reporting (ePCR) ruggedized iPad tablets that were deployed in late 2016.

Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Office Expense	\$252,500	\$202,500	\$202,500	\$652,500	\$202,500	\$1,512,500
Total	\$252,500	\$202,500	\$202,500	\$652,500	\$202,500	\$1,512,500

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

VHF RADIOS

Project Priority: A

Org Number: P333

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Project Status: Ongoing

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
Project Cost						
Special department expense	\$20,800	\$22,100	\$9,100	\$7,800	\$12,000	\$71,800
Total	\$20,800	\$22,100	\$9,100	\$7,800	\$12,000	\$71,800

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

RFOTC ADMINISTRATIVE PHONE SYSTEM

Project Priority: A

Org Number: P401

Project Type: Equipment Replacement

Project Management: IT – Communications & IT Infrastructure

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



The new OCFA Administrative telephone system will utilize standard Voice over Internet Protocol (VoIP) technology which is next generation technology from the current OCFA phone system. One of the benefits of VoIP is a much smaller ‘footprint’ in the OCFA datacenter for the system. VoIP technology provides much more flexibility with the types of handsets that can be used, and because it uses Internet Protocol and common computer data cable connections, the phones can be plugged in wherever there is a data connection at the RFOTC facilities and be connected. Staff is also in the process of another multi-year project to upgrade all OCFA Fire Stations to VoIP phone systems.

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

Project Status: Project completion scheduled for FY 2018/19

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	\$290,000	-	-	-	\$290,000
Total	-	\$290,000	-	-	-	\$290,000

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

DIGITAL ORTHOPHOTOGRAPHY

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

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



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

Project Status: The next GIS digital orthophotography will be purchased in FY 2019/20.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Professional and Specialized Services	-	-	\$70,000	-	-	\$70,000
Total	-	-	\$70,000	-	-	\$70,000

Impact on Operating Budget: No impact.

RFOTC UNINTERRUPTIBLE POWER SYSTEM (UPS) REPLACEMENT

Project Priority: B

Org Number: TBD

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This item is to replace and upgrade the RFOTC Data Center Uninterruptible Power System (UPS).

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



The current UPS has been well maintained, but it is time to replace and upgrade its capacity as the power loads for the UPS have changed in the past 13 years since the facilities were constructed, and improvements in battery technologies can also be realized in the new UPS.

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

Project Status: This project estimated to begin in FY 2020/21.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	-	-	\$300,000	-	\$300,000
Total	-	-	-	\$300,000	-	\$300,000

Impact on Operating Budget: Annual maintenance of the UPS will be required, but total cost is unknown until the type of batteries and system are further defined.

PLACE PORTABLE CLASSROOM AT RFOTC**Project Priority:** B**Org Number:** TBD**Project Type:** Facility Enhancement**Project Management:** Property Management

Project Description: This project contemplates purchasing and installing a temporary classroom to be placed in the RFOTC training ground area. Installation may include but is not limited to: electrical, telecom, data, plumbing and structural items.

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	-	-	\$250,000	-	-	\$250,000
Total	-	-	\$250,000	-	-	\$250,000

Impact on Operating Budget: No anticipated impact.

Fund 123
Fire Stations
and Facilities





ORANGE COUNTY FIRE AUTHORITY

Safety Message

COOKING FIRE SAFETY

Fire Prevention in the Kitchen

- ✓ Stay in the kitchen when frying, grilling, or broiling food. If you have to leave, even for a second, turn off the stove.
- ✓ Check food often when cooking. Use a timer to remind you that the stove or oven is on.
- ✓ Keep anything that can catch fire (pot holders, oven mitts, paper towels, paper or plastic bags, curtains, loose clothing) away from the stove, oven, or other kitchen appliances.
- ✓ Keep the stovetop, burners, and oven clean.
- ✓ Turn pot or pan handles toward the back of the stove.
- ✓ Have a “child free zone” of at least three feet around the stove.
- ✓ Always check the oven to make sure it’s empty before turning it on.
- ✓ Use the oven for cooking only, not for storage.
- ✓ Keep the lid or a fire extinguisher nearby when cooking.
- ✓ Avoid cooking while tired, sleepy, or under the influence of alcohol, drugs, or medication.

In Case of Fire

- ✓ Never pour water on a grease fire! Cover the pan with the lid and turn off the stove. Leave the pan covered until it’s completely cooled.
- ✓ If there’s a fire in the oven, turn it off and keep the door closed.
- ✓ Leave your home immediately if a cooking fire is large or spreading quickly. Close the door behind you to slow the spread of fire and call 9-1-1 from outside the home.

Fund 123: Fire Stations and Facilities

DESCRIPTION

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

BUDGET

The total FY 2017/18 budget is \$2,000,000.

HIGHLIGHTS

Projects budgeted in FY 2017/18 include \$800K for site stabilization for Fire Station 42, \$500K for initial costs to replace Fire Station 9 (Mission Viejo), \$500K for infrastructure security enhancements, and \$200K for US&R warehouse improvements.

The chart shows the trend of actual expenditures for FY 2013/14 through FY 2015/16, and budgeted amounts for FY 2016/17 and FY 2017/18.

SIGNIFICANT CHANGES

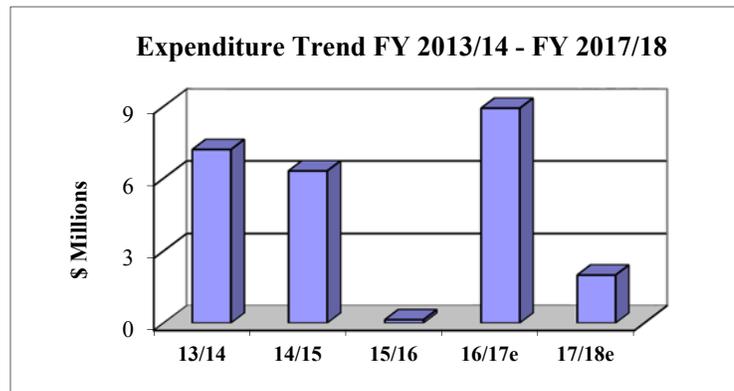
FY 2013/4 actual expenditure reflects the purchase of phase II of the replacement helicopter hanger at Station 41 (Fullerton Airport), and the design and construction for Station 56 (Rancho Mission Viejo), which is developer-funded.

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

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

IMPACT ON OPERATING BUDGET

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



FY 2017/18 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2017/18 BUDGET**

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget	% Change fr FY 2016/17 Budget
FUNDING SOURCES				
Use of Money and Property	\$74,414	\$151,582	\$251,107	65.66%
Other	3,418,247	750,940	58,199	-92.25%
Total Revenues & Other Financing Sources	3,492,661	902,522	309,306	-65.73%
Operating Transfer In	-	7,900,000	-	100.00%
Total Beginning Fund Balance	12,490,506	15,845,512	15,725,465	-0.76%
TOTAL AVAILABLE RESOURCES	\$15,983,167	\$24,648,034	\$16,034,771	-34.95%
EXPENDITURES				
Services & Supplies	\$53,433	\$824,931	-	-100.00%
Capital Outlay	84,222	8,097,638	2,000,000	100.00%
Total Expenditures & Other Uses	137,655	8,922,569	2,000,000	-77.58%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	15,845,512	15,725,465	14,034,771	-10.75%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$15,983,167	\$24,648,034	\$16,034,771	-34.95%

US&R WAREHOUSE AND TRAINING CENTER IMPROVEMENTS

Project Priority: A
Org Number: P246
Project Type: Facilities/Site Repair
Project Management: Property Management



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

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

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	\$200,000	\$275,000	-	-	-	\$475,000
Total	\$200,000	\$275,000	-	-	-	\$475,000

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

INFRASTRUCTURE SECURITY ENHANCEMENTS**Project Priority:** A**Org Number:** P247**Project Type:** Alteration and Improvement**Project Management:** Property Management

Project Description: This project is to enhance security features at the Regional Fire Operations and Training Center (RFOTC) and (72) fire stations operating throughout the county. Suggested improvements include but are not limited to: enhanced security cameras with pan, zoom, tilt (PZT) capability, additional cameras across the OCFA campus, upgraded ID cards and readers, additional card readers at access points, additional perimeter fencing, new walls, doors and card readers in the board room, peep holes for office doors, redesigned front lobby for enhanced security of employees and public and software systems integration and cleanup.

Project Status: This project will begin in FY 2017/18 and provide funding for the completion of assorted security enhancements which will be completed by the close of FY 2018/19.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	\$500,000	\$500,000	-	-	-	\$1,000,000
Total	\$500,000	\$500,000	-	-	-	\$1,000,000

Impact on Operating Budget: Security enhancements will add to existing features and systems which assist in safeguarding OCFA staff and critical infrastructure. No further funding or operating budget impacts are anticipated for these modifications after the 2nd year.

REPLACEMENT OF STATION 9 (MISSION VIEJO)

Project Priority: B

Org Number: P536

Project Type: Replacement Fire Station Construction

Project Management: Property Management

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

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	\$500,000	\$6,000,000	-	-	-	\$6,500,000
Total	\$500,000	\$6,000,000	-	-	-	\$6,500,000

Impact on Operating Budget: No anticipated impact.

RFOTC TRAINING GROUNDS PARKING LOT COMPLETION**Project Priority:** A**Org Number:** TBD**Project Type:** Completion of Parking Lot Behind Training Grounds**Project Management:** Property Management

Project Description: This project will complete the original design of the RFOTC campus and provide approximately 62 parking spots behind the training facility. The original design shows asphalt concrete, curb and gutter and drainage in the rear of the property. Once paved, this area has the potential to be able to allow for engineer training and provide additional space for operations and training.

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	-	\$750,000	-	-	-	\$750,000
Total	-	\$750,000	-	-	-	\$750,000

Impact on Operating Budget: No anticipated impact.

SITE STABILIZATION FIRE STATION 42 (LAKE FOREST)

Project Priority: B

Org Number: P248

Project Type: Construction of Property and Slab

Project Management: Property Management

Project Description: This project will drill and grout the ground under Fire Station 42. This location has been eroding over the years causing settling and cracking of the driveway approach, slab and fire station. Multiple engineering studies have been performed on the property and recommendations have been provided.

Project Status: Project is anticipated to commence in FY 2017/18.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	\$800,000	-	-	-	-	\$800,000
Total	\$800,000	-	-	-	-	\$800,000

Impact on Operating Budget: This project will stabilize the property and foundation under Fire Station 42.

**UPGRADE AND REPLACEMENT OF TRAINING PROPS AT
RFOTC TRAINING GROUNDS****Project Priority:** B**Org Number:** TBD**Project Type:** Facility Enhancement, Upgrade to Training Facility**Project Management:** Property Management

Project Description: This project contemplates upgrading and replacing the fire training props in the training tower. The current system is over 12 years old and since installation there have been no upgrades to the software, operating system or prop enhancement. There are much better fire simulation props on the market as well as the ability to simulate heat resulting in a more realistic training experience.

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	-	-	\$1,000,000	-	-	\$1,000,000
Total		-	\$1,000,000	-	-	\$1,000,000

Impact on Operating Budget: No anticipated impact.

STATION 49 APPARATUS BAY FLOOR RECONSTRUCTION
(LAGUNA NIGUEL)

Project Priority: B

Org Number: TBD

Project Type: Facility Structural Repair

Project Management: Property Management

Project Description: This project contemplates planning, design and construction of the station's apparatus bay floor. The station was built in an area that was filled in with soils prior to being built. Over the years, settling has occurred and caused concrete slab and foundation cracking that needs repair.

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Buildings and Improvements	-	-	\$1,500,000	-	-	\$1,500,000
Total	-	-	\$1,500,000	-	-	\$1,500,000

Impact on Operating Budget: No anticipated impact.

RFOTC 2ND EMERGENCY POWER GENERATOR

Project Priority: B

Org Number: TBD

Project Type: Equipment Replacement/New Technology

Project Management: Property Management

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



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

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

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
Project Cost						
Special department expense	-	-	-	-	\$500,000	\$500,000
Total	-	-	-	-	\$500,000	\$500,000

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

Fund 124
Communications and
Information Systems





ORANGE COUNTY FIRE AUTHORITY

Safety Message

ELECTRICAL FIRE SAFETY

Appliances

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

Outlets

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

Extension Cords, Power Strips, and Surge Protectors.

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

Fund 124: Communications & Information Systems

DESCRIPTION

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

BUDGET

The total FY 2017/18 budget is \$3,755,117.

HIGHLIGHTS

The FY 2017/18 budget includes \$1.0M for an RFOTC data center suppression system, \$1.0M for an OCFA disaster recovery co-location facility, and \$450K for the next generation CAD2CAD project. The budget also includes projects related to systems development and support such as \$905K for the replacement of the CRR – Integrated Fire Prevention application and \$400K for the Incident Reporting Application Replacement. Both are part of the Records Management System (RMS) component of the Public Safety Systems replacement project.

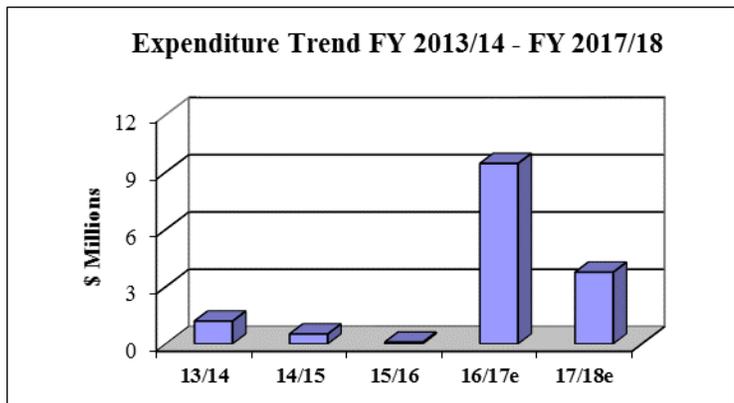
The chart shows the trend of actual expenditures for FY 2013/14 through FY 2015/16, and budgeted amounts for FY 2016/17 and FY 2017/18.

SIGNIFICANT CHANGES

Expenditures in FY 2016/17 reflect \$7.5M for the 800 MHz Countywide Coordinated Communication System update project

IMPACT ON OPERATING BUDGET

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



FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2017/18 BUDGET

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget	% Change fr FY 2016/17 Budget
FUNDING SOURCES				
Use of Money and Property	\$111,865	\$148,621	\$224,898	51.32%
Other	312,605	203,511	98,254	-51.72%
Total Revenues & Other	424,470	352,132	323,152	-8.23%
Financing Sources				
Operating Transfer In	78,187	4,866,307	-	-100.00%
Total Beginning Fund Balance	18,565,088	18,977,557	14,746,514	-22.29%
TOTAL AVAILABLE RESOURCES	\$19,067,745	\$24,195,996	\$15,069,666	-37.72%
EXPENDITURES				
Services & Supplies	\$109,560	-	-	
Capital Outlay	(19,371)	9,449,482	3,755,117	100.00%
Total Expenditures & Other Uses	90,188	9,449,482	3,755,117	-60.26%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	18,977,557	14,746,514	11,314,549	-23.27%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$19,067,745	\$24,195,996	\$15,069,666	-37.72%

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

Project Priority: A

Org Number: P346

Project Type: Equipment Replacement

Project Management: IT – Communications & I Infrastructure/ECC



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

OCSD/Communications staff were directed in 2009 to develop the next generation system proposal, and developed a four-phase upgrade plan for the CCCS. The upgrade includes implementation of a P25 system architecture, which is the FEMA and Department of Homeland Security recommended technology for public safety communications interoperability.

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

Phases – 2, 3, 4 includes replacing core equipment, control equipment, base station, mobile, and portable radios, and dispatch consoles, with P25 capable, encrypted 800MHz radios. Partnership costs will be shared proportionately among all participating agencies in the CCCS, but individual agencies will be responsible for purchasing radios and dispatch consoles.

OCFA budgeted \$7,540,000 in Fund 124 FY 2016/17 to purchase and install 1,555 encrypted, P25 capable 800MHz portable, mobile, and base station 800MHz radios. These radios were purchased in December 2016 and after programming by OCSD is complete, staff will begin deploying the radios to Operations personnel and installing in OCFA emergency vehicles in summer 2017.

OCFA Fund 124 estimated costs of \$3,539,250 will occur in FY 2018/19 per a revised implementation schedule from OCSD to upgrade the ECC’s 18 Dispatcher console positions.

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Special Department Expense	-	\$3,539,250	-	-	-	\$3,539,250
Total	-	\$3,539,250	-	-	-	\$3,539,250

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

COMMUNITY RISK REDUCTION AUTOMATION – IFP REPLACEMENT

Project Priority: A

Org Number: P326

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to replace the Integrated Fire Prevention (IFP) system which is part of the larger Records Management Systems (RMS) replacement project. The RMS replacement project was originally planned to be replaced concurrently with the OCFA’s 27 year old Computer Assisted Dispatch (CAD) system with both projects collectively referred to as the Public Safety Systems (PSS) replacement project. RMS replacement was split off the PSS project as separate projects to expedite replacement of the CAD system which was completed in September 2014.

Project Status: Staff negotiations with several RMS vendors were abandoned after the core team determined OCFA functional requirements could not be met. Staff proposed to Executive management to upgrade the existing RMS applications including IFP, the databases and user interfaces using a combination of Commercial Off The Shelf (COTS) Microsoft technology and custom developed software tools that would meet the requirements of the Operations and Community Risk Reduction departments. Existing IFP system architecture would be updated with current database technology and an emphasis on improving the user experience through updated user interfaces, the latest internet browser-based technology, and optimized to work in mobile computing environments. Preliminary estimates for replacement cost of IFP is approximately \$2.7 million dollars with the majority of funds used to purchase supplemental or ‘surge’ professional services necessary for software development and project management. The majority of funds for the core RMS including IFP were re-budgeted across three years as staff continue to develop the replacement strategy. Community Risk Reduction fees include funding for this project. This budgetary amount is a preliminary estimate and may need revision as requirements are developed.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment, Software, Professional Services	\$905,117	\$905,117	\$905,117	-	-	\$2,715,351
Total	\$905,117	\$905,117	\$905,117	-	-	\$2,715,351

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

INCIDENT REPORTING APPLICATION REPLACEMENT

Project Priority: A

Org Number: P325

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to replace the Orange County Fire Incident Reporting System (OCFIRS) and Investigations Case Management System (iCMS), as well as implement Electronic Plans Review (EPR) and Prefire Management Geographic Information Systems (GIS) tools for inspections and wildland management activities. These systems are components of the Records Management Systems (RMS) replacement project, which also includes replacing the Integrated Fire Prevention (IFP) system as a separately funded project. The RMS replacement project was originally planned to be replaced concurrently with the OCFA’s 27 year old Computer Assisted Dispatch (CAD) system with both projects collectively referred to as the Public Safety Systems (PSS) replacement project. RMS replacement was split off the PSS project as separate projects to expedite replacement of the CAD system which was completed in September 2014.

Project Status: Negotiations with several RMS vendors were abandoned after the core team determined functional requirements could not be met. Staff proposed to Executive management to upgrade the existing RMS applications, databases and user interfaces using a combination of Commercial Off The Shelf (COTS) Microsoft technology and custom developed software tools that would meet the requirements of the Operations (OPS) and Community Risk Reduction (CRR) departments. Existing RMS systems architecture would be updated with current database technology and emphasize improving the user experience through updated user interfaces, the latest internet browser-based technology, and optimized to work in mobile computing environments. Preliminary estimates for replacing the RMS including OCFIRS, iCMS, EPR and Prefire Management GIS tools is approximately \$800,000 dollars. The majority of funds used will purchase supplemental or ‘surge’ professional services necessary for software development and project management. This budgetary amount is a preliminary estimate and may need revision as requirements are developed. The funds for the core RMS were re-budgeted across two years as Staff continues to develop the replacement strategy.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment, Software, Professional Services	\$400,000	\$400,000	-	-	-	\$800,000
Total	\$400,000	\$400,000	-	-	-	\$800,000

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

NEXT GENERATION CAD2CAD**Project Priority:** A**Org Number:** P347**Project Type:** Application Replacement**Project Management:** IT – Systems Development & Support**Project Description:** This item is to upgrade the existing regional CAD2CAD system.

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

The CAD2CAD has been operational since 2011 and was built on the Regional AVL system that was installed in 2008. It has reached the end of its generation of technology and needs to be updated to the next generation of technology that will support features like multi-threading, direct connection of AVL with each of the CAD systems, and increase the speed of processing transactions. An additional function desired is the ability to add additional agencies including Law Enforcement to the regional CAD2CAD to improve situational awareness.

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

Project Status: This project is anticipated to commence in FY 2017/18.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$450,000	-	-	-	-	\$450,000
Total	\$450,000	-	-	-	-	\$450,000

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

RFOTC DATA CENTER FIRE SUPPRESSION SYSTEM UPGRADE

Project Priority: B

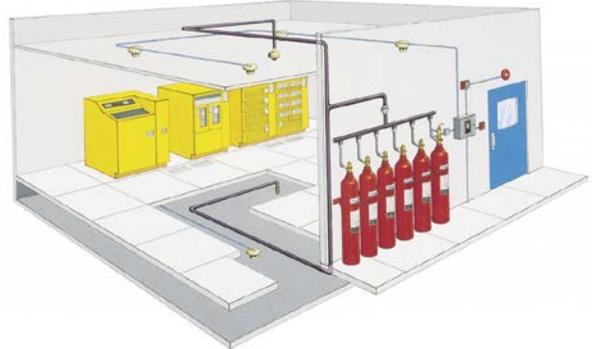
Org Number: P348

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications & IT Infrastructure

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

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



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

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

Project Status: Project is moved up to occur in FY 2017/18.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment	\$1,000,000	-	-	-	-	\$1,000,000
Total	\$1,000,000	-	-	-	-	\$1,000,000

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

MOBILE CAD APPLICATION DEVELOPMENT

Project Priority: A

Org Number: TBD

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This item is to develop a new mobile version of the Computer Assisted Dispatch (CAD) system application to run on ruggedized Apple iPad Computer tablets.

The computer environment in emergency apparatus is rapidly transitioning from single-purpose Microsoft Windows Operating Systems computers, like the current Mobile Data Computers (MDC) to multipurpose, mobile capable, ruggedized computer tablets that can run numerous computer applications (apps). In January 2017, 175 new iPads were deployed to Operations personnel to use for the new Electronic Prehospital Care Reports (ePCRs). More applications are being developed to run on the iPad tablet. Staff plans to replace all existing MDCs with ruggedized Apple iPad ruggedized tablets in two to three years.



The current mobile CAD app works only on Windows Operating System computers and staff is working on initial software development to run the mobile CAD app on ruggedized Apple iPads. Staff has had experience developing other computer apps to work on Apple iOS devices like iPhones and iPads. This project would be significantly more complex and would require temporarily hiring contract iOS software developers to partner with OCFA staff to develop a new iPad based Mobile CAD app.

Project Status: This project will begin development in FY 2018/19.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	\$250,000	-	-	-	\$250,000
Total	-	\$250,000	-	-	-	\$250,000

Impact on Operating Budget: Application Maintenance/License Costs are expected to minimal as the Mobile CAD application will be wholly developed and owned by OCFA. There may be additional annual maintenance cost savings by eliminating current mobile CAD licenses used for the Microsoft Windows Computers.

RFOTC ECC VIDEO WALL

Project Priority: B

Org Number: TBD

Project Type: Equipment Replacement/New Technology

Project Management: IT – Communications & IT Infrastructure

Project Description: This project is to replace the current three large screen television monitors used in the 9-1-1 Emergency Command Center (ECC) with a “Video Wall” that would include multiple large format video displays “stitched” together to display multiple content sources including:

- Television (network and cable) content streaming
- CAD mapping and displays
- Internal video streaming
- Weather/waterway cameras
- Traffic/freeway cameras
- Facility and security cameras
- Helicopter video streaming
- Computer systems displays
- Video feeds from Operations personnel and apparatus
- Internet sites and other content
- Other video streaming



The “Video Wall” can enhance situational awareness for 9-1-1 dispatchers and Command staff by displaying a wide variety of content important to Public Safety operations.

Project Status: This project estimated to begin in FY 2019/20.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
Project Cost						
Special department expense	-	-	\$500,000	-	-	\$500,000
Total	-	-	\$500,000	-	-	\$500,000

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

FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM**Project Priority:** B**Org Number:** TBD**Project Type:** Application Replacement**Project Management:** IT – Systems Development & Support**Project Description:** This item is to add Fuel Module functionality to the Fleet Management system.

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

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

Project Status: This project is anticipated to commence in FY 2019/20.

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	-	\$601,394	-	-	\$601,394
Total	-	-	\$601,394	-	-	\$601,394

Impact on Operating Budget: Application Maintenance/License Costs are expected to be 20% - 25% of the new software costs, or \$60,000 annually which is included in our Five-Year Financial Forecast beginning in FY 2019/20.

OCFA DISASTER RECOVERY CO-LOCATION FACILITY

Project Priority: B

Org Number: P349

Project Type: New Technology

Project Management: IT – Communications & IT Infrastructure

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

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



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

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

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Equipment	-	-	-	\$1,000,000	-	\$1,000,000
Total	-	-	-	\$1,000,000	-	\$1,000,000

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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

PLANNING FOR DISASTER

Make a Family Disaster Plan

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

Create Disaster Supply Kits

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

Prepare Your Home

- ✓ Bolt or brace water heaters, major appliances, bookcases, and other top-heavy furniture to wall studs.
- ✓ Anchor or brace overhead fixtures such as lights and ceiling fans.
- ✓ Use flexible connections where gas lines meet appliances.
- ✓ Secure televisions, computers, and other electronics.
- ✓ Secure or relocate heavy pictures or mirrors over beds and furniture.
- ✓ Know where and how to shut off gas, water, and electricity.



Fund 133
Fire Apparatus



ORANGE COUNTY FIRE AUTHORITY

Safety Message

FIRE EXTINGUISHERS

If a Small Fire Occurs:

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

The P.A.S.S. Method

- ✓ Pull the pin.
- ✓ Aim low. Stand six to eight feet away and point the extinguisher nozzle at the base of the fire.
- ✓ Squeeze the lever slowly and evenly.
- ✓ Sweep the nozzle from side to side until the fire is completely out. If the fire does not extinguish, evacuate immediately.

Maintenance

- ✓ Read and follow all instructions on the label and in the owner's manual.
- ✓ Keep fire extinguishers in plain view and out of reach of children.
- ✓ If the extinguisher has a pressure indicator, make sure the needle is in the green zone.
- ✓ Check for dents, scratches, corrosion, or other damage. Make sure the lock pin is firmly in place and the discharge nozzle is clean.
- ✓ Non-rechargeable fire extinguishers should generally be replaced every five to seven years. Check with the manufacturer for exact dates.

Fund 133: Fire Apparatus

DESCRIPTION

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

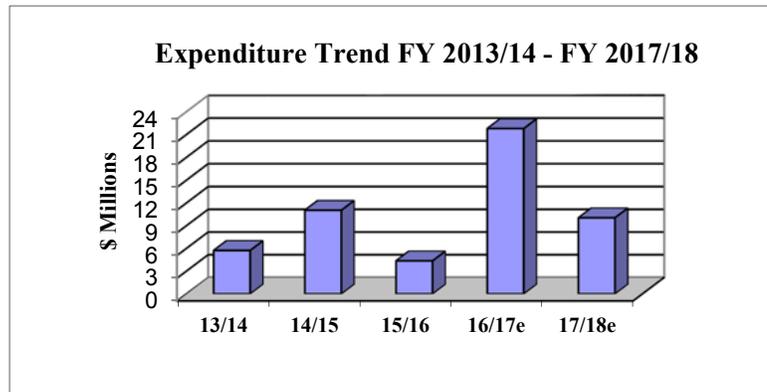
BUDGET

The total FY 2017/18 budget is \$10,058,259, which includes \$2,531,723 for lease-purchase payments for the two helicopters.

HIGHLIGHTS

The budget includes replacement of emergency and support vehicles based on the Twenty-Year Vehicle Replacement Plan. An inflation factor of 3% has been used to estimate future costs for each budget year. Emergency vehicles scheduled for purchase in FY 2017/18 include seven Type I engines (\$4.3M), three Type III engines (\$1.4M), four full size 4x4 4 door vehicles (\$228K), two mid-size 4x4 4 door vehicles (\$86K), four 3/4 ton pickup utility vehicles (\$183K), and two water tenders (\$692K). The FY 2017/18 budget also includes the purchase of eleven support vehicles (\$519K).

The chart shows the trend of actual expenditures for FY 2013/14 through FY 2015/16, and budgeted amounts for FY 2016/17 and FY 2017/18.



SIGNIFICANT CHANGES

FY 2014/15 and FY 2016/17 expenditures are higher than prior years FY 2013/14 and FY 2015/16 as vehicles, previously scheduled to be purchased in the prior year, were delayed and rebudgeted.

IMPACT ON OPERATING BUDGET

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

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
REVENUE AND EXPENDITURE SUMMARY
FY 2017/18 BUDGET

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget	% Change fr FY 2016/17 Budget
FUNDING SOURCES				
Charges for Current Services	\$1,421,540	\$1,350,190	\$1,346,618	-0.26%
Use of Money and Property	131,954	186,890	270,517	44.75%
Other	191,832	124,886	60,295	-51.72%
Total Revenues & Other Financing Sources	1,745,326	1,661,966	1,677,430	0.93%
Operating Transfer In	-	15,405,300	-	100.00%
Total Beginning Fund Balance	17,410,686	14,788,654	10,056,338	-32.00%
TOTAL AVAILABLE RESOURCES	\$19,156,012	\$31,855,920	\$11,733,768	-63.17%
EXPENDITURES				
Services & Supplies	248.45	100,000.00	-	-
Capital Outlay	1,835,387	19,167,859	7,526,536	-60.73%
Debt Service	2,531,723	2,531,723	2,531,723	-
Total Expenditures & Other Uses	4,367,358	21,799,582	10,058,259	-53.86%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	14,788,654	10,056,338	1,675,509	-83.34%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$19,156,012	\$31,855,920	\$11,733,768	-63.17%

Capital Improvement Program

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Year Total
EMERGENCY VEHICLES								
Air Utility								
5255	Air Utility	Operations	-	\$483,084	-	-	-	\$483,084
5415	Air Utility	Operations	-	-	-	-	527,878	527,878
Ambulance								
TBD	Ambulance	Operations	-	157,559	-	-	-	157,559
Battalion Chief Command								
2258	PIO Command Vehicle	Operations	-	98,503	-	-	-	98,503
2185	BC Command Vehicle	Operations	-	-	-	-	107,675	107,675
2186	BC Command Vehicle	Operations	-	-	-	-	107,675	107,675
2187	BC Command Vehicle	Operations	-	-	-	-	107,675	107,675
2188	BC Command Vehicle	Operations	-	-	-	-	107,675	107,675
2189	BC Command Vehicle	Operations	-	-	-	-	107,675	107,675
2190	BC Command Vehicle	Operations	-	-	-	-	107,675	107,675
Crew Cab Dozer Tender								
3036	Crew Cab Dozer Tender	Operations	-	81,886	-	-	-	81,886
3037	Crew Cab Dozer Tender	Operations	-	81,886	-	-	-	81,886
Dozer Transport Tractor								
FTR3	Dozer Transport Tractor	Operations	100,000	-	-	-	-	100,000
5063	Dozer Transport Tractor	Operations	-	206,209	-	-	-	206,209
Dozer Transport Trailer								
6146	Dozer Transport Trailer	Operations	-	-	-	-	69,538	69,538
Engine - Type I								
5205	Engine - Type I	Operations	611,270	-	-	-	-	611,270
5206	Engine - Type I	Operations	611,270	-	-	-	-	611,270
5209	Engine - Type I	Operations	611,270	-	-	-	-	611,270
5204	Engine - Type I	Operations	611,270	-	-	-	-	611,270
5218	Engine - Type I	Operations	611,270	-	-	-	-	611,270
5247	Engine - Type I	Operations	611,270	-	-	-	-	611,270
5246	Engine - Type I	Operations	611,270	-	-	-	-	611,270
5210	Engine - Type I	Operations	-	629,608	-	-	-	629,608
5214	Engine - Type I	Operations	-	629,608	-	-	-	629,608
5213	Engine - Type I	Operations	-	629,608	-	-	-	629,608
5229	Engine - Type I	Operations	-	629,608	-	-	-	629,608
5220	Engine - Type I	Operations	-	629,608	-	-	-	629,608
5221	Engine - Type I	Operations	-	629,608	-	-	-	629,608
5240	Engine - Type I	Operations	-	-	648,496	-	-	648,496
5225	Engine - Type I	Operations	-	-	648,496	-	-	648,496
5211	Engine - Type I	Operations	-	-	648,496	-	-	648,496
5241	Engine - Type I	Operations	-	-	648,496	-	-	648,496
5228	Engine - Type I	Operations	-	-	648,496	-	-	648,496
5216	Engine - Type I	Operations	-	-	648,496	-	-	648,496
5200	Engine - Type I	Operations	-	-	-	667,950	-	667,950
5227	Engine - Type I	Operations	-	-	-	667,950	-	667,950
5219	Engine - Type I	Operations	-	-	-	667,950	-	667,950
5215	Engine - Type I	Operations	-	-	-	667,950	-	667,950

FY 2017/18 OCFA Adopted Budget

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Year Total
5222	Engine - Type I	Operations	-	-	-	667,950	-	667,950
5804	Engine - Type I	Operations	-	-	-	667,950	-	667,950
5226	Engine - Type I	Operations	-	-	-	-	687,998	687,998
Engine - Type III								
New	Engine - Type III	Operations	480,000	-	-	-	-	480,000
New	Engine - Type III	Operations	480,000	-	-	-	-	480,000
New	Engine - Type III	Operations	480,000	-	-	-	-	480,000
Full-Size 4-Door								
2370	Full-Size 4-Door 4x4	Operations	57,004	-	-	-	-	57,004
2374	Full-Size 4-Door 4x4	Operations	57,004	-	-	-	-	57,004
2366	Full-Size 4-Door 4x4	Operations	57,004	-	-	-	-	57,004
2106	Full-Size 4-Door 4x4	Operations	57,004	-	-	-	-	57,004
Full-Size 4-Door Exec Mgmt								
2350	Full-Size 4-Door 4x4	Operations	-	-	-	-	66,864	66,864
2353	Full-Size 4-Door 4x4	Operations	-	-	-	-	66,864	66,864
2354	Full-Size 4-Door 4x4	Operations	-	-	-	-	66,864	66,864
Grader								
7208	Grader	Operations	-	275,209	-	-	-	275,209
Mid-Size 4-Door								
2371	Mid-Size 4-Door	Operations	42,923	-	-	-	-	42,923
2372	Mid-Size 4-Door	Operations	42,923	-	-	-	-	42,923
Pick-Up Utility 3/4 Ton								
3201	Pick-Up Utility 3/4 Ton	Operations	45,680	-	-	-	-	45,680
3202	Pick-Up Utility 3/4 Ton	Operations	45,680	-	-	-	-	45,680
3205	Pick-Up Utility 3/4 Ton	Operations	45,680	-	-	-	-	45,680
3207	Pick-Up Utility 3/4 Ton	Operations	45,680	-	-	-	-	45,680
3336	Pick-Up Utility 3/4 Ton	Operations	-	47,050	-	-	-	47,050
3337	Pick-Up Utility 3/4 Ton	Operations	-	47,050	-	-	-	47,050
3338	Pick-Up Utility 3/4 Ton	Operations	-	47,050	-	-	-	47,050
3340	Pick-Up Utility 3/4 Ton	Operations	-	47,050	-	-	-	47,050
3341	Pick-Up Utility 3/4 Ton	Operations	-	47,050	-	-	-	47,050
Crew Cab-Swift Water Vehicle								
3800	Swift Water Vehicle	Operations	-	-	-	-	84,000	84,000
3803	Swift Water Vehicle	Operations	-	-	-	-	84,000	84,000
3806	Swift Water Vehicle	Operations	-	-	-	-	84,000	84,000
Water Tender								
5421	Water Tender	Operations	346,000	-	-	-	-	346,000
5425	Water Tender	Operations	346,000	-	-	-	-	346,000
Mobile 911 Emergency Command Center								
TBD	Mobile 911 ECC	Operations	-	-	2,000,000	-	-	2,000,000
Total Emergency Vehicles			7,007,472	5,397,234	5,890,976	4,007,700	2,384,056	24,687,438

Capital Improvement Program

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Year Total
DEVELOPER FUNDED VEHICLES								
Engine - Type1								
Station 67	Engine - Type 1	Operations	-	751,496	-	-	-	751,496
Paramedic Squad								
Station 67	Paramedic Squad	Operations	-	265,081	-	-	-	265,081
TDA 100' Quint								
Station 67	TDA 100' Quint	Operations	-	-	1,774,683	-	-	1,774,683
Total Developer Funded Vehicles			-	1,016,577	1,774,683	-	-	2,791,260
SUPPORT VEHICLES								
Fuel Tender								
5313	Fleet Services		-	171,000	-	-	-	171,000
Hook-Truck/Stakeside								
5388	Hook Truck/Dump Truck	Service Center	149,350	-	-	-	-	149,350
Mid-Size 4-Door								
2174	Mid-Size 4-Door	Property Mgt.		38,800				38,800
2265	Mid-Size 4-Door	Risk Mgt.		38,800				38,800
Mid-Size Pickup - 1/2 Ton								
2263	Mid-Size Pickup - 1/2 Ton	CRR	33,042	-	-	-	-	33,042
2301	Mid-Size Pickup - 1/2 Ton	CRR	33,042	-	-	-	-	33,042
2302	Mid-Size Pickup - 1/2 Ton	CRR	33,042	-	-	-	-	33,042
2303	Mid-Size Pickup - 1/2 Ton	CRR	33,042	-	-	-	-	33,042
2262	Mid-Size Pickup - 1/2 Ton	EMS	33,042	-	-	-	-	33,042
3009	Mid-Size Pickup - 1/2 Ton	EMS	33,042	-	-	-	-	33,042
3110	Mid-Size Pickup - 1/2 Ton	EMS	33,042	-	-	-	-	33,042
2304	Mid-Size Pickup - 1/2 Ton	CRR	-	34,033	-	-	-	34,033
2317	Mid-Size Pickup - 1/2 Ton	CRR	-	34,033	-	-	-	34,033
2318	Mid-Size Pickup - 1/2 Ton	Property Mgt.	-	34,033	-	-	-	34,033
2319	Mid-Size Pickup - 1/2 Ton	CRR	-	34,033	-	-	-	34,033
2230	Mid-Size Pickup - 1/2 Ton	EMS	-	34,033	-	-	-	34,033
2267	Mid-Size Pickup - 1/2 Ton	EMS	-	34,033	-	-	-	34,033
3101	Mid-Size Pickup - 1/2 Ton	EMS	-	34,033	-	-	-	34,033
3204	Mid-Size Pickup - 1/2 Ton	EMS	-	34,033	-	-	-	34,033
2341	Mid-Size Pickup - 1/2 Ton	Comm Educ.	-	-	35,053	-	-	35,053
3111	Mid-Size Pickup - 1/2 Ton	Comm Educ.	-	-	35,053	-	-	35,053
4102	Mid-Size Pickup - 1/2 Ton	Comm Educ.	-	-	35,053	-	-	35,053
2171	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	36,104	-	36,104
2172	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	36,104	-	36,104
2173	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	36,104	-	36,104
2175	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	-	38,992	38,992
2176	Mid-Size Pickup - 1/2 Ton	CRR	-	-	-	-	38,992	38,992

FY 2017/18 OCFA Adopted Budget

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

Existing Vehicle Number	Current Vehicle Type	Dept/Section Assigned to:	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Year Total
Pickup General 3/4 Ton								
3206	Pickup General - 3/4 Ton	Service Center	46,140	-	-	-	-	46,140
TBD	Pickup General - 3/4 Ton	Property Mgt.	46,140	-	-	-	-	46,140
TBD	Pickup General - 3/4 Ton	Property Mgt.	46,140	-	-	-	-	46,140
Service Truck - Heavy								
5389	Service Truck - Heavy	Fleet Services	-	150,000	-	-	-	150,000
Service Truck - Light								
3046	Service Truck - Light	Fleet Services	-	94,274	-	-	-	94,274
3047	Service Truck - Light	Fleet Services	-	-	-	-	103,000	103,000
3048	Service Truck - Light	Fleet Services	-	-	-	-	103,000	103,000
Total Support Vehicles			519,064	765,138	105,159	108,312	283,984	1,781,657
TOTAL VEHICLES			\$7,526,536	\$7,178,949	\$7,770,818	\$4,116,012	\$2,668,040	\$29,260,355

Air Utility Vehicle

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The air utility vehicle brings to the fire scene a cache of self-contained breathing apparatus, air cylinders and provides on-scene lighting. This apparatus has a built-in compressor that can fill the self-contained breathing apparatus cylinders at the emergency scene. This project is for the replacement of two air utility vehicles with two new air utility vehicles, one in FY 2018/19 and one in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2018/19 and FY 2021/22

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$483,084	-	-	\$527,878	\$1,010,962
Total	-	\$483,084	-	-	\$527,878	\$1,010,962

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

AMBULANCE

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2018/19

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$157,559	-	-	-	\$157,559
Total	-	\$157,559	-	-	-	\$157,559

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

BATTALION CHIEF (BC) COMMAND VEHICLES

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

Project Description: Each of the nine battalions is assigned a command vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of seven command vehicles one in FY 2018/19 and six in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2018/19 and FY 2021/22

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$98,503	-	-	\$646,050	\$744,553
Total	-	\$98,503	-	-	\$646,050	\$744,553

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

CREW CAB DOZER TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2018/19

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	\$163,772	-	-	-	\$251,375
Total	-	\$163,772	-	-	-	\$251,375

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: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$100,00	\$206,209	-	-	-	\$306,209
Total	\$100,00	\$206,209	-	-	-	\$306,209

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

Dozer Transport Trailer

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2021/22

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	-	\$69,538	\$69,538
Total	-	-	-	-	\$69,538	\$69,538

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

ENGINE – TYPE I

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

Project Description: The Type I engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This project is for the replacement of 26 Type I engines as follows: seven in FY 2017/18, six in FY 2018/19, six in FY 2019/20, six in FY 2020/21 and one in FY 2021/22



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur annually

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$4,278,890	\$3,777,648	\$3,890,976	\$4,007,700	\$687,998	\$16,643,212
Total	\$4,278,890	\$3,777,648	\$3,890,976	\$4,007,700	\$687,998	\$16,643,212

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

Type III Engines

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The Type III engine carries hose, water and a skid mounted pump giving the apparatus the capability to pump while driving. The unit’s primary objective is for off-road wildland firefighting and rescue operations. These engines are smaller by design to maneuver on truck trails and rural areas. This project is for the addition of three Type III engines in FY 2017/18



The purchase of these three Type III engines has been deferred for four years. With the purchase of these three apparatus it will give Operations the ability to send two wildland strike teams out of county on mutual aid situations and still have one strike team in the county for extreme weather conditions to protect the wildland interface areas.

Project Status: Purchase to occur in FY 2017/18

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$1,440,000	-	-	-	-	\$1,440,000
Total	\$1,440,000	-	-	-	-	\$1,440,000

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

Full-Size 4-Door Vehicles

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

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2017/18

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5- Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$228,016	-	-	-	-	\$228,016
Total	\$228,016	-	-	-	-	\$228,016

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

Full-Size 4-Door Exec Mgmt.

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2021/22

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5- Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	-	-	-	\$200,592	\$200,592
Total	-	-	-	-	\$200,592	\$200,592

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

Grader

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2018/19

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$275,209	-	-	-	\$275,209
Total	-	\$275,209	-	-	-	\$275,209

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

Mid-Size 4-Door Vehicles

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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

Vehicle replacement evaluation is based on the following criteria:

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



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

Project Status: Purchases to occur in FY 2017/18

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$85,846	-	-	-	-	\$85,846
Total	\$85,846	-	-	-	-	\$85,846

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

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 nine pickup utility – ¾ ton vehicles with four new pickup utility – ¾ ton vehicles in FY 2017/18 and five in FY 2018/19.



Vehicle replacement evaluation is based on the following criteria:

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

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

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

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$182,720	\$235,250	-	-	-	\$417,970
Total	\$182,720	\$235,250	-	-	-	\$417,970

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

CREW CAB –SWIFT WATER VEHICLE

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

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2021/22

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	-	-	-	\$252,000	\$252,000
Total	-	-	-	-	\$252,000	\$252,000

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

Water Tender

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The tactical water tender carries 1,800 gallons of water, a light hose complement and can pump while driving. The unit's primary objective is for off-road wildland firefighting as a portable water source to replenish type 3 apparatus during pumping operations. These units can also be standalone units during the mop-up on wildland fires. This project is for the replacement of two water tenders in FY 2017/18



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

Project Status: Purchase to occur in FY 2017/18

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$692,000	-	-	-	-	\$692,000
Total	\$692,000	-	-	-	-	\$692,000

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

ENGINE-TYPE I/ DEVELOPER FUNDED

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

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



Project Status: Purchase to occur in FY 2018/19

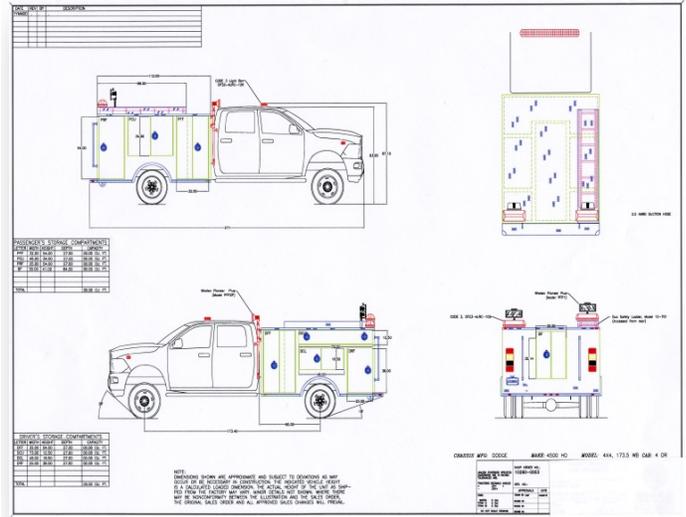
Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-YR. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$751,496	-	-	-	\$751,496
Total	-	\$751,496	-	-	-	\$751,496

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

PARAMEDIC SQUAD-DEVELOPER
FUNDED

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

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2018/19

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	-	\$265,081	-	-	-	\$265,081
Total	-	\$265,081	-	-	-	\$265,081

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

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

Project Priority: A

Project Type: New Vehicle

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2019/20

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
Project Cost						
Vehicles (Emergency)	-	-	\$1,774,683	-	-	\$1,774,683
Total	-	-	\$1,774,683	-	-	\$1,774,683

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

FUEL TENDER

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for service truck – heavy vehicles are 18 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2018/19

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	\$171,000	-	-	-	\$171,000
Total	-	\$171,000	-	-	-	\$171,000

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

Hook Truck- Dump Truck

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

Project Description: The hook truck concept has a variety of applications i.e., dump truck, flat bed, or brush chipper container. This chassis can be used for different sections as needed eliminating vehicles from sitting stagnate for long periods of time. Purchase will be in FY 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 projection for the replacement of this vehicle is based on age. The age target for compact track loaders is 20 years. However, the service and repair costs will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2017/18

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Emergency)	\$149,350	-	-	-	-	\$149,350
Total	\$149,350	-	-	-	-	\$149,350

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

Mid-Size 4-Door Vehicles

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

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2018/19

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	\$77,600	-	-	-	\$77,600
Total	-	\$77,600	-	-	-	\$77,600

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, Property Management, Nurse Educators, and Community Education Departments to conduct off-site inspections and conduct education. This project is for the replacement of sixteen mid-size pickup-1/2 ton vehicles, and the addition of seven mid-size pick-up 1/2 ton for our nurse educators. Seven in FY 2017/18, eight in FY 2018/19, three in FY 2019/20, three in FY 2020/21, and two in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for mid-size pickup-1/2 ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur in FY 2017/18, FY 2018/19, FY 2019/20, FY 2020/21, and FY 2021/22

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$231,294	\$272,264	\$105,159	\$108,312	\$77,984	\$795,013
Total	\$231,294	\$272,264	\$105,159	\$108,312	\$77,984	\$795,013

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 vehicle with three new pickup general – 3/4 ton vehicles FY 2017/18



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2017/18

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	\$138,420	-	-	-	-	\$138,420
Total	\$138,420	-	-	-	-	\$138,420

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

SERVICE TRUCK – HEAVY VEHICLE

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services Manager

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



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for service truck – heavy vehicles are 18 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in FY 2017/18

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	\$150,000	-	-	-	\$150,000
Total	-	\$150,000	-	-	-	\$150,000

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

SERVICE TRUCK - LIGHT VEHICLE

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

Project Description: Service trucks – light vehicles are used for field service throughout the department for both heavy and light apparatus in the fleet for fleet services and communication services. These units are also sent out of county if technicians are requested on large campaign fires. This project is for the replacement of three service trucks - light vehicles one in FY 2018/19 and two in FY 2021/22.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2018/19 and FY 2021/22

Description	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5-Yr. Total
<i>Project Cost</i>						
Vehicles (Support)	-	\$94,274	-	-	\$206,000	\$300,274
Total	-	\$94,274	-	-	\$206,000	\$300,274

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



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS

Install

- ✓ Install smoke alarms inside and outside each bedroom and sleeping area and on every level of the home.
- ✓ Install smoke alarms on the ceiling or high on a wall. Keep them at least 10 feet from the stove to reduce false alarms.
- ✓ Check the back for the manufacture date. Replace all alarms when they're 10 years old.
- ✓ Use interconnected smoke alarms. When one sounds, they all sound.
- ✓ Special alarms with strobe lights and bed shakers are available for people who are deaf or hard of hearing.

Inspect

- ✓ Test all smoke alarms once a month. Press the test button to be sure the alarm is working.
- ✓ Follow the manufacturer's instructions for cleaning to keep smoke alarms working well.

Protect

- ✓ Draw a home escape plan that shows two ways out of every room and an outside meeting place.
- ✓ Teach children what the smoke alarm sounds like and what to do if they hear it.
- ✓ Practice home fire drills at least twice a year.

Other Funds





ORANGE COUNTY FIRE AUTHORITY

Safety Message

PLANNING FOR DISASTER

Make a Family Disaster Plan

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

Create Disaster Supply Kits

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

Prepare Your Home

- ✓ Bolt or brace water heaters, major appliances, bookcases, and other top-heavy furniture to wall studs.
- ✓ Anchor or brace overhead fixtures such as lights and ceiling fans.
- ✓ Use flexible connections where gas lines meet appliances.
- ✓ Secure televisions, computers, and other electronics.
- ✓ Secure or relocate heavy pictures or mirrors over beds and furniture.
- ✓ Know where and how to shut off gas, water, and electricity.

Fund 171
Structural Fire
Fund Entitlement





ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKE ALARMS

Install

- ✓ Install smoke alarms inside and outside each bedroom and sleeping area and on every level of the home.
- ✓ Install smoke alarms on the ceiling or high on a wall. Keep them at least 10 feet from the stove to reduce false alarms.
- ✓ Check the back for the manufacture date. Replace all alarms when they're 10 years old.
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Inspect

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- ✓ Follow the manufacturer's instructions for cleaning to keep smoke alarms working well.

Protect

- ✓ Draw a home escape plan that shows two ways out of every room and an outside meeting place.
- ✓ Teach children what the smoke alarm sounds like and what to do if they hear it.
- ✓ Practice home fire drills at least twice a year.

Fund 171: Structural Fire Fund

Entitlement

DESCRIPTION

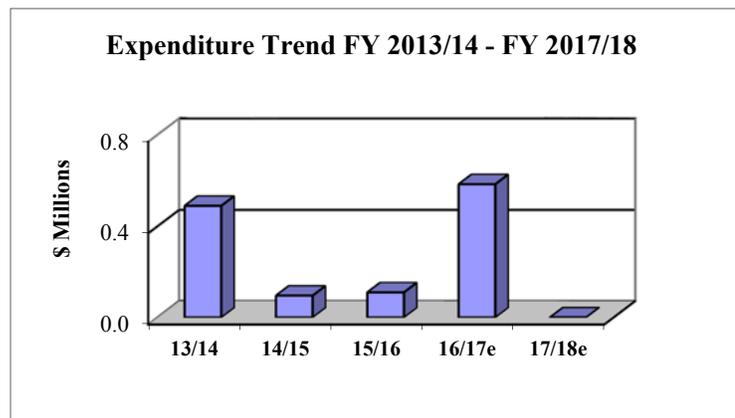
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

BUDGET

The total FY 2017/18 budget is \$0. Any remaining funds from FY 2016/17 will be rebudgeted to FY 2017/18.

HIGHLIGHTS

Under prior terms of the OCFA's Joint Powers Agreement (JPA), the Board of Directors would periodically review year-end savings for possible allocation to this fund. However, the ratification of the Second Amendment to the JPA established a new methodology for compensating over-funded SFF members; therefore no additional transfers to this fund were anticipated. As of publication of this document, the future use of this fund is unknown as the Second Amendment was ruled invalid after judicial review.



As of publication of this document, the future use of this fund is unknown as the Second Amendment was ruled invalid after judicial review.

SIGNIFICANT CHANGES

The expenditure trend graph reflects funds expended for the installation of the bi-directional amplifiers project in FY 2013/14. The increase in FY 2016/17 is due to budgeting the remaining allotment of funds at mid-year for the cities of Irvine, Aliso Viejo, and Laguna Niguel.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2017/18 BUDGET

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget	% Change fr FY 2016/17 Budget
FUNDING SOURCES				
Use of Money and Property	\$3,511	\$3,895	\$4,303	10.47%
Total Revenues & Other	3,511	3,895	4,303	10.47%
Financing Sources				
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	691,265	584,464	3,895	-99.33%
TOTAL AVAILABLE	\$694,776	\$588,359	\$8,198	-98.61%
RESOURCES				
EXPENDITURES				
C001 Dana Point	\$9,325	-	-	-
C001 Irvine	56,484	530,971	-	-100.00%
C004 Laguna Niguel	-	53,212	-	-100.00%
C008 Aliso Viejo	26,825	281	-	-100.00%
C009 Rancho Santa Margarita	17,678	-	-	-
C005 San Juan Capistrano	-	-	-	-
C006 Villa Park	-	-	-	-
C007 Unincorporated	-	-	-	-
Total Expenditures & Other Uses	110,312	584,464	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	584,464	3,895	8,198	110.47%
TOTAL FUND COMMITMENTS	\$694,776	\$588,359	\$8,198	-98.61%
& FUND BALANCE				



Fund 190

Self-Insurance



ORANGE COUNTY FIRE AUTHORITY

Safety Message

SMOKING FIRE SAFETY

Prevent Smoking Fires

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

Electronic Cigarettes

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

Fund 190: Self-Insurance

DESCRIPTION

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

BUDGET

The total FY 2017/18 budget is \$8,066,513.

HIGHLIGHTS

In March 2002, the OCFA implemented a workers' compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the fund balance set aside for payment of these future claim costs.

This fund was established similar to an internal service fund in that the amount determined as necessary to fund the coming fiscal year, as provided by the annual independent actuarial study, and is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue. The estimated claims payment provided in the actuarial study has previously been appropriated in Fund 190. However, as a result of actual expenditures remaining well below the actuary's estimate for several years, effective FY 2015/16 and forward, budget will be at the 50% confidence level based on the actuarial estimate.

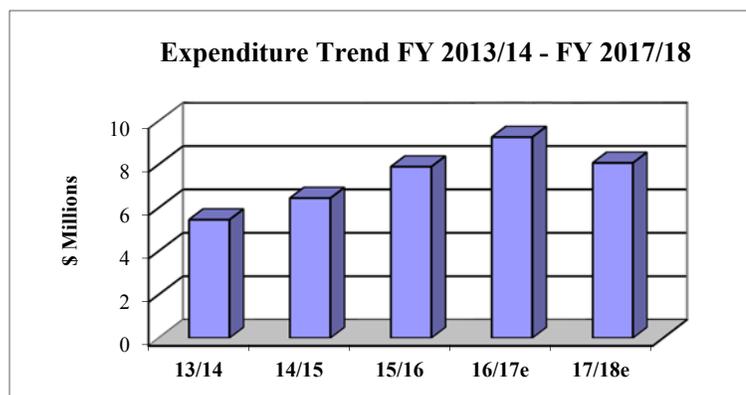
The chart provides actual expenditures for FY 2013/14 through FY 2015/16, and total budgeted amounts for FY 2016/17 and FY 2017/18.

SIGNIFICANT CHANGES

Funding for FY 15/16 through FY 2017/18 reflect the projected expenditures at the 50% confidence level based on actuarial estimate.

IMPACT ON OPERATING BUDGET

The General Fund reflects the full cost of workers' compensation insurance offset by projected interest earnings on fund balance designated for future claims. The cost allocation methodology is based on the percentage of pay by workers' compensation employee classifications, current payroll data, and the amount to be allocated. The OCFA has five different workers' compensation employee classifications based on the employee's job duties.



FY 2017/18 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2017/18 BUDGET**

	FY 2015/16 Actual	FY 2016/17 Budget	FY 2017/18 Budget	% Change fr FY 2016/17 Budget
FUNDING SOURCES				
Other	\$12,729,592	\$11,444,465	\$12,687,256	10.86%
Use of Money and Property	387,777	498,258	1,181,767	137.18%
Total Revenues & Other Financing Sources	13,117,369	11,942,723	13,869,023	16.13%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	68,494,796	73,720,054	76,405,414	3.64%
TOTAL AVAILABLE RESOURCES	\$81,612,165	\$85,662,777	\$90,274,437	5.38%
EXPENDITURES				
Services & Supplies	\$7,892,111	\$9,257,363	\$8,066,513	-12.86%
Total Expenditures & Other Uses	7,892,111	9,257,363	8,066,513	-12.86%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	73,720,054	76,405,414	82,207,924	7.59%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$81,612,165	\$85,662,777	\$90,274,437	5.38%



Appendix



ORANGE COUNTY FIRE AUTHORITY

Safety Message

ABC'S OF WATER SAFETY

A – Active Adult Supervision

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

B – Barriers

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

C – Classes

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

Fire Administrative Boundaries

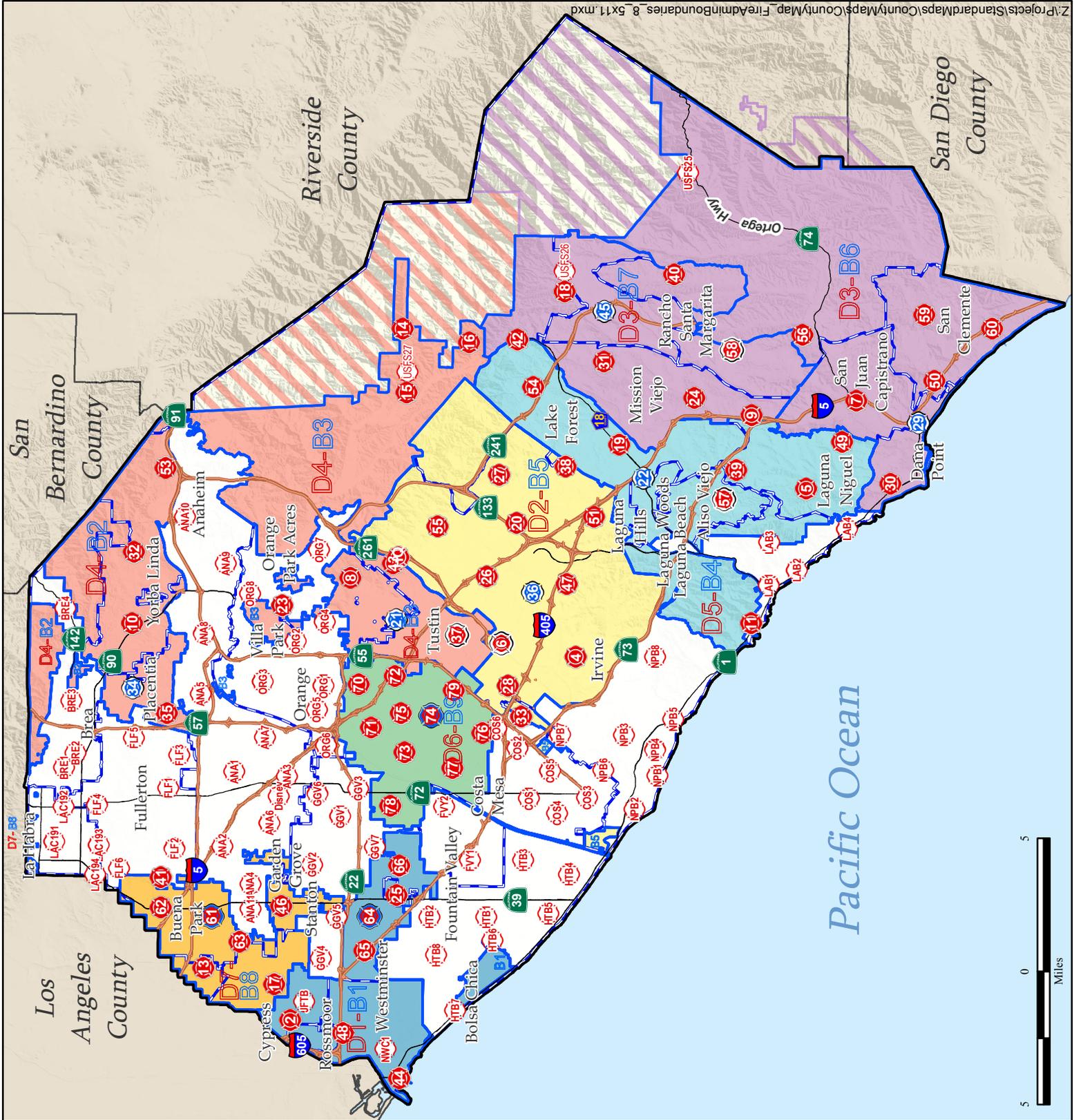
Orange County Fire Authority

Legend

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



Information Technology Division
Geographic Information Systems



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**ORANGE COUNTY FIRE AUTHORITY
LIST OF STATIONS BY MEMBER AGENCY**

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 7440 La Palma Ave. 90620 (Summer 2018)

Station 62, 7780 Artesia Blvd. 90621

Station 63, 9120 Holder St. 90620

City of Cypress

Station 17, 4991 Cerritos Ave. 90630

City of Dana Point

Station 29, 26111 Victoria Blvd. 92624

Station 30, 23831 Stonehill Dr. 92629

City of Irvine

Station 4, 2 California Ave. 92612

Station 6, 3180 Barranca Pkwy. 92606

Station 20, 6933 Trabuco Rd. 92618

Station 26, 4691 Walnut Ave. 92604

Station 27, 12400 Portola Springs. 92618

Station 28, 17862 Gillette Ave. 92614

Station 36, 301 E. Yale Loop 92604

Station 38, 26 Parker 92618

Station 47, 47 Fossil 92603

Station 51, 18 Cushing 92618

Station 55, 4955 Portola Pkwy. 92614

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr. 92677

Station 39, 24241 Avila Rd. 92677

Station 49, 31461 St. of the Golden Lantern 92677

City of Lake Forest

Station 19, 23022 El Toro Rd. 92630

Station 42, 19150 Ridgeline Rd., 92679

Station 54, 19811 Pauling Ave., 92610

City of La Palma

Station 13, 7822 Walker St. 90623

City of Los Alamitos

Station 2, 3642 Green Ave. 90720

City of Mission Viejo

Station 9, #9 Shops Blvd. 92691

Station 24, 25862 Marguerite Pkwy. 92692

Station 31, 22426 Olympiad Rd. 92692

City of Placentia

Station 34, 1530 N. Valencia 92870

Station 35, 110 S. Bradford 92870

City of Rancho Santa Margarita

Station 45, 30131 Aventura 92688

City of San Clemente

Station 50, 670 Camino de los Mares 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo 92675

**ORANGE COUNTY FIRE AUTHORITY
LIST OF STATIONS BY MEMBER AGENCY**

City of Santa Ana

- Station 70, 2301 N. Old Grand St. 92705
- Station 71, 1029 W. 17th St. 92706
- Station 72, 1688 E. 4th St. 92701
- Station 73, 419 S. Franklin St. 92703
- Station 74 (Admin), 1439 S. Broadway St. 92707
- Station 74, 1427 South Broadway St. 92707
- Station 75, 120 W. Walnut St. 92701
- Station 76, 950 W. MacArthur Ave. 92707
- Station 77, 2317 S. Greenville St. 92704
- Station 78, 501 N. Newhope St. 92703
- Station 79, 1320 E. Warner Ave. 92705

City of Seal Beach

- Station 44, 718 Central Ave. 90740
- Station 48, 3131 N. Gate Rd. 90740

City of Stanton

- Station 46, 7871 Pacific St. 90680

County of Orange, Unincorporated

- Station 8, 10631 Skyline Dr., Santa Ana 92705
- Station 11, 259 Emerald Bay, Laguna Beach 92651
- Station 14, 29402 Silverado Canyon, P.O. Box 12, Silverado 92676
- Station 15, 27172 Silverado Canyon Rd., Silverado 92676
- Station 16, 28891 Modjeska Canyon Rd., Silverado 92676

- Station 18, 30942 Trabuco Canyon Rd, P.O. Box 618,
Trabuco Canyon 92678

City of Tustin

- Station 37, 15011 Kensington Park Dr. 92780
- Station 43, 11490 Pioneer Way 92782

City of Villa Park

- Station 23, 5020 Santiago Canyon Rd. 92869

City of Westminster

- Station 64, 7351 Westminster Blvd. 92683
- Station 65, 6061 Hefley St. 92683
- Station 66, 15061 Moran St. 92683

City of Yorba Linda

- Station 10, 18422 E. Lemon Dr. 92886
- Station 32, 20990 Yorba Linda Blvd. 92887
- Station 53, 25415 La Palma Ave. 92887

Specialty Stations

- Station 41, 3900 West Artesia Ave, Fullerton 92633

Helicopter Operations

- 30942 Trabuco Canyon Rd., P.O. Box 618,
Trabuco Canyon, 92678

Crews & Equipment - Camp 18

FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY TOTAL INCIDENTS BY MEMBER AGENCY

INCIDENTS (1)	FY 2011/12 TOTAL	FY 2012/13 TOTAL	FY 2013/14 TOTAL	FY 2014/15 TOTAL	FY 2015/16 TOTAL	FY 2016/17 TOTAL
Aliso Viejo	2,076	2,231	2,227	2,462	2,511	2,654
Buena Park	5,848	5,869	6,378	6,738	7,016	7,053
Cypress	2,560	2,708	2,649	2,868	3,013	3,145
Dana Point	2,784	2,958	3,131	3,330	3,291	3,663
Irvine	11,989	12,526	13,497	14,123	14,688	15,967
La Palma	752	810	4,505	1,037	1,059	1,212
Laguna Hills	2,550	2,587	1,192	2,800	2,887	3,078
Laguna Niguel	3,367	3,479	970	3,727	3,861	4,054
Laguna Woods	4,728	4,759	2,584	5,222	5,319	5,636
Lake Forest	4,246	4,478	3,603	4,874	4,995	5,474
Los Alamitos	1,109	1,206	4,398	1,353	1,380	1,360
Mission Viejo	6,372	6,777	6,848	7,345	7,508	7,777
Placentia	2,721	2,853	2,854	3,037	3,132	3,325
Rancho Santa Margarita	2,111	1,989	2,153	2,322	2,415	2,447
San Clemente	4,008	4,198	4,478	4,928	5,080	5,311
San Juan Capistrano	2,625	2,712	3,063	3,421	3,629	3,899
Santa Ana (2)	3,708	18,962	20,273	22,331	23,455	25,074
Seal Beach	3,625	3,551	3,500	4,494	4,882	4,753
Stanton	2,674	2,890	3,000	3,255	3,413	3,396
Tustin	4,214	4,594	4,873	5,428	5,406	5,419
Villa Park	365	392	367	392	452	475
Westminster	6,023	6,502	6,390	7,223	7,442	7,560
Yorba Linda	3,136	3,293	3,353	3,619	3,716	3,747
Unincorporated	6,016	5,790	6,297	6,585	6,719	7,390
TOTAL	89,607	108,114	112,583	122,914	127,269	133,869

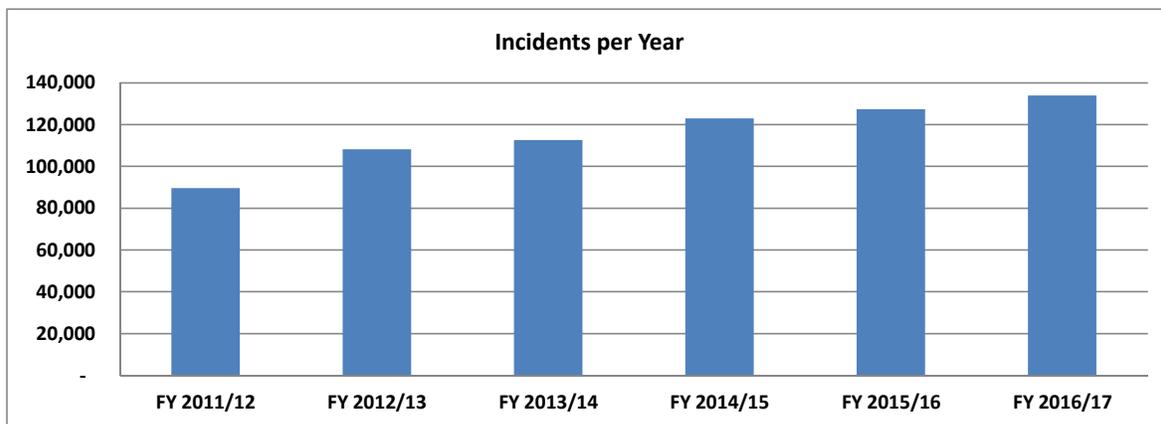
SOURCE: Strategic Services Division

Notes: (1) Response statistics are normally reported on a calendar year basis in other reports.

These statistics have been reported on the fiscal year basis, July through June.

(2) Santa Ana joined the OCFA on April 20, 2012.

(3) Excludes mutual aid.

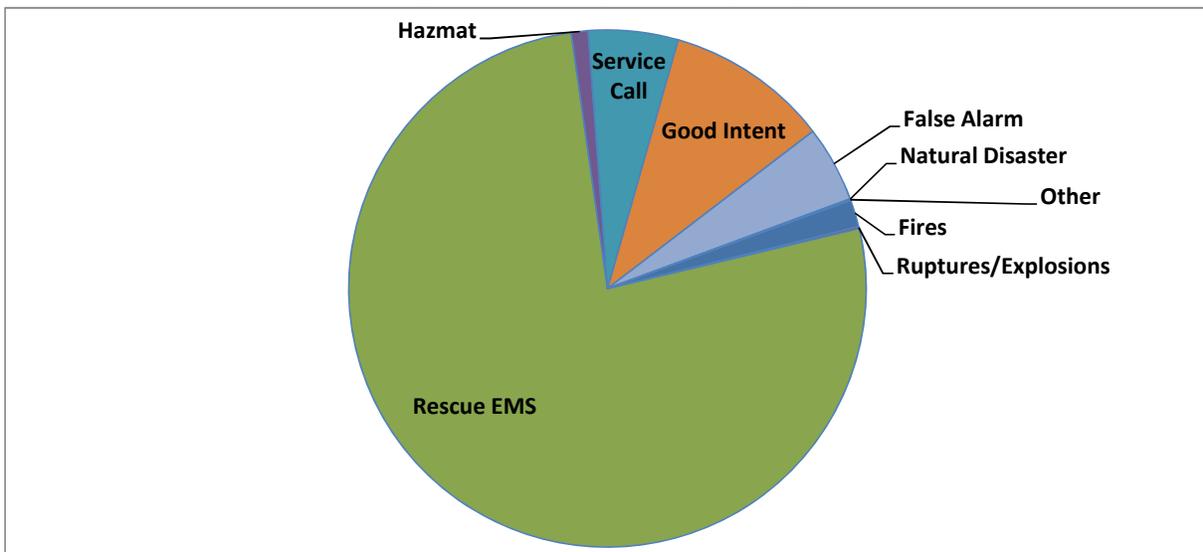


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

<u>INCIDENTS (1)</u>	<u>FY 2011/12</u>	<u>FY 2012/13</u>	<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>FY 2015/16</u>	<u>FY 2016/17</u>
Fires	1,490	2,009	1,980	2,086	2,338	2,372
Ruptures/Explosions	152	221	226	212	197	192
Rescue EMS	65,280	80,427	88,222	99,858	102,994	106,679
Hazmat	933	1,102	1,278	1,210	1,314	1,466
Service Call	6,355	7,774	6,655	7,530	7,921	7,819
Good Intent	11,237	14,844	12,346	12,730	13,261	14,207
False Alarm	4,029	5,728	6,311	6,626	6,575	6,644
Natural Disaster	4	1	8	3	6	37
Other	127	111	81	458	9	67
Total	89,607	112,217	117,107	130,713	134,615	139,483

SOURCE: Strategic Services Division

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



FY 2017/18 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17
Aliso Viejo	x		7,605,524,301	7,877,812,008	8,440,740,446	8,765,964,235	9,262,104,730
Buena Park		x	7,602,927,022	7,886,342,310	8,313,495,571	8,769,022,395	9,229,491,055
Cypress	x		5,666,354,152	5,854,808,819	6,104,217,916	6,463,650,467	6,751,018,895
Dana Point	x		8,844,363,956	9,126,749,851	9,787,131,567	10,513,667,218	11,209,516,043
Irvine	x		48,646,093,255	51,002,248,297	55,693,885,275	60,912,693,965	65,754,243,380
Laguna Hills	x		5,513,065,887	5,643,544,803	5,961,946,732	6,256,109,022	6,506,373,771
Laguna Niguel	x		12,116,601,329	12,402,919,104	13,270,851,137	14,015,646,739	14,571,803,337
Laguna Woods	x		2,193,624,367	2,237,287,579	2,424,735,877	2,620,217,130	2,772,774,055
Lake Forest	x		10,885,724,192	11,238,774,618	11,920,080,577	12,672,969,354	13,710,657,105
La Palma	x		1,718,006,977	1,744,907,431	1,829,352,816	1,904,949,953	1,998,104,819
Los Alamitos	x		1,638,192,752	1,674,933,495	1,778,110,229	1,887,770,540	1,961,259,113
Mission Viejo	x		13,320,574,029	13,639,459,848	14,533,544,020	15,262,434,352	15,835,376,499
Placentia		x	5,080,848,867	5,203,416,631	5,519,084,672	5,878,472,691	6,133,423,292
Rancho Santa Margarita	x		6,679,191,088	6,759,143,929	7,231,596,550	7,572,862,043	7,810,951,199
San Clemente		x	12,506,117,671	12,824,727,057	13,666,850,501	14,447,433,531	15,269,877,772
San Juan Capistrano	x		5,833,268,798	6,039,344,148	6,443,224,268	6,828,238,629	7,190,142,697
Santa Ana		x	20,339,779,135	21,119,683,205	22,075,383,494	23,013,226,208	23,886,126,355
Seal Beach		x	4,480,556,641	4,580,472,391	4,891,059,519	5,081,691,350	5,167,628,512
Stanton		x	2,073,751,661	2,144,269,847	2,297,507,749	2,433,266,346	2,569,936,575
Tustin		x	9,502,172,504	9,732,380,911	10,292,804,580	11,004,027,235	11,577,792,122
Villa Park	x		1,398,666,415	1,466,599,155	1,527,255,049	1,596,806,253	1,674,085,299
Westminster		x	7,023,383,445	7,176,140,802	7,628,668,713	8,279,643,537	8,410,334,862
Yorba Linda	x		11,484,958,133	11,857,840,091	12,668,129,854	13,488,124,162	14,098,052,704
Unincorporated (3)	x		21,332,071,633	21,915,863,172	23,573,390,338	24,999,335,956	26,380,369,799
Total SFF Cities			164,876,281,264	170,482,236,348	181,475,680,773	194,067,050,666	205,809,305,538
Percentage Change			1.52%	3.40%	6.45%	6.94%	6.05%
Total Cash Cities			68,609,536,946	70,667,433,154	76,397,366,677	80,601,172,645	83,922,138,452
Total Assessed Valuation			233,485,818,210	241,149,669,502	257,873,047,450	274,668,223,311	289,731,443,990
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.11%	0.11%

SOURCE: County of Orange, Auditor-Controller website

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

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

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

NOTE:

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

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

	Population by City, 2008 and 2017			Housing Units by City, 2008 and 2017		
	(1) 2008	(2) 2017	Percent Change	(1) 2008	(2) 2017	Percent Change
Aliso Viejo	45,249	50,312	11.2%	18,047	19,355	7.2%
Buena Park	82,768	83,884	1.3%	24,280	24,994	2.9%
Cypress	49,541	49,655	0.2%	16,611	16,244	-2.2%
Dana Point	36,982	33,699	-8.9%	15,942	16,053	0.7%
Irvine	209,806	267,086	27.3%	77,680	98,676	27.0%
Laguna Hills	33,421	31,544	-5.6%	11,153	11,296	1.3%
Laguna Niguel	66,877	66,689	-0.3%	24,908	25,884	3.9%
Laguna Woods	18,442	16,319	-11.5%	13,629	13,079	-4.0%
Lake Forest	78,317	84,931	8.4%	26,384	28,995	9.9%
La Palma	16,176	15,984	-1.2%	5,131	5,230	1.9%
Los Alamitos	12,191	11,739	-3.7%	4,422	4,390	-0.7%
Mission Viejo	98,572	96,718	-1.9%	33,713	34,882	3.5%
Placentia	51,727	52,268	1.0%	16,463	17,158	4.2%
Rancho Santa Margarita	49,764	48,602	-2.3%	16,793	17,308	3.1%
San Clemente	67,892	65,975	-2.8%	27,131	26,188	-3.5%
San Juan Capistrano	36,782	36,262	-1.4%	11,877	12,319	3.7%
Santa Ana (3)		341,341	--		77,891	--
Seal Beach	25,986	24,890	-4.2%	14,537	14,530	0.0%
Stanton	39,276	39,611	0.9%	11,161	11,377	1.9%
Tustin	74,218	82,372	11.0%	25,994	27,836	7.1%
Villa Park	6,259	5,944	-5.0%	2,021	2,025	0.2%
Westminster	93,027	93,533	0.5%	27,419	27,856	1.6%
Yorba Linda	68,312	67,890	-0.6%	21,893	23,152	5.8%
Unincorporated	118,136	124,014	5.0%	38,842	40,151	3.4%
Total:						
Orange County Fire Authority	1,379,721	1,791,262	29.8%	486,031	596,869	22.8%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2008
(2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2017
(3) The City of Santa Ana joined the OCFA on April 20, 2012.

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

For the Year Ended June 30	(A) Population Estimates (In Thousand)	(B) Total Personal Income (In Thousand)	Per Capita Income	(C) Unemployment Rate
2006	3,072	145,435,600	47,342	3.4
2007	3,098	150,214,300	48,488	3.9
2008	3,121	155,925,200	49,960	5.3
2009	3,139	146,052,500	46,528	8.9
2010	3,010	147,195,100	48,902	9.5
2011	3,029	155,259,400	51,258	8.8
2012	3,058	169,584,000	55,456	7.6
2013	3,114	166,370,000	53,426	5.0
2014	3,148	174,451,000	55,416	4.4
2015	3,035	183,052,000	60,310	3.6
2016	3,194	190,935,000	59,779	3.2

SOURCES:

- (A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.
(B) Center for Economic Research, Chapman University (estimates).
(C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at May of each year.

**ORANGE COUNTY FIRE AUTHORITY
PRINCIPAL TAX-PAYERS (COUNTY OF ORANGE)**

Property Tax Payer	FY 2006/07			FY 2015/16		
	Actual Taxes Levied	Rank	Percent of Total Taxes Levied	Actual Taxes Levied	Rank	Percent of Total Taxes Levied
The Irvine Company	\$ 50,787	1	1.09%	\$ 111,040	1	1.92%
Walt Disney Parks & Resorts US	37,935	2&6	0.81%	48,011	2	0.83%
So Cal Edison Co.	18,548	4	0.40%	34,709	3	0.60%
Heritage Fields El Toro LLC	8,424	5	0.18%	11,943	4	0.21%
Pacific Bell Telephone Co.	6,464	8	0.14%	10,921	5	0.19%
United Laguna Hills Mutual	7,470	7	0.16%	8,735	6	0.15%
Southern California Gas Company				5,934	7	0.10%
Oxy USA Inc.				5,575	8	0.10%
B. Braun Medical, Inc.				4,302	9	0.07%
Bella Terra Associates, LLC				3,999	10	0.07%
Irvine Apartment Communities	19,409	3	0.42%			
Irvine Company of W. VA.	5,382	9	0.12%			
Irvine Community Development	5,148	10	0.11%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2016

NOTE:

- (1) This schedule presents data for the entire County of Orange and is not limited to the cities/unincorporated areas served by the Orange County Fire Authority.

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

Employer	FY 2006/07			FY 2015/16		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
Walt Disney Co.	20,000	1	1.22%	27,000	1	1.67%
University of California, Irvine	17,579	3	1.08%	22,385	2	1.39%
County of Orange	18,301	2	1.12%	18,190	3	1.13%
St. Joseph Health System	10,047	4	0.61%	12,227	4	0.76%
Kaiser Permanente				7,000	5	0.44%
Boeing Co.	9,961	5	0.61%	6,890	6	0.43%
Walmart				6,000	7	0.38%
Memorial Care Health System				5,650	8	0.35%
Bank of America Corp.	5,000	10	0.31%	5,500	9	0.34%
Target Corp.				5,400	10	0.34%
Yum! Brands Inc.	7,200	6	0.44%			
AT&T Incorporated	6,000	7	0.37%			
Cal State University, Fullerton	5,634	8	0.34%			
Home Depot, Incorporated	5,450	9	0.33%			

SOURCES:

County of Orange Comprehensive Annual Financial Report For the Year Ended June 30, 2016

NOTE:

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

ORANGE COUNTY FIRE AUTHORITY
CONSTRUCTION AND HOUSING ACTIVITY

Calendar Year	Total Dwelling Units	Building Permit Valuation (Million \$)	Home Price Index (2009=100)
2006	8,371	4,718	137.5
2007	7,072	3,797	143.2
2008	3,159	2,477	108.3
2009	2,200	1,808	100.0
2010	3,091	2,181	107.6
2011	4,807	2,537	101.5
2012	6,163	2,826	106.5
2013	10,453	4,175	128.1
2014	10,636	4,634	135.7
2015	10,897	5,030	139.0
2016	12,083	5,536	145.0

SOURCE:
Chapman University, Economic & Business Review (June editions)

**ORANGE COUNTY FIRE AUTHORITY
Debt Obligations**

The Orange County Fire Authority does not have the traditional legal debt limit that applies to cities. The Amended Joint Powers Authority Agreement requires approval by a two-thirds majority of all our members to issue any long-term bonded indebtedness. Currently, the OCFA has one lease-purchase agreement with SunTrust Bank for the purchase of two new helicopters. The following exhibits the repayment schedule for this lease-purchase. The annual payment of principal and interest are appropriated in the Fire Apparatus Fund (Fund 133), which received the proceeds of the agreement.

**SUNTRUST BANK
Lease-Purchase Payment Schedule**

Funding Date:.....Dec-22-08
 Coupon Rate:.....3.7609%
 Refinance Date:.....Nov-16-11
 New Coupon Rate:.....2.5800%

<u>Date</u>	<u>Payment No.</u>	<u>Total Payment</u>	<u>Principal Component</u>	<u>Interest Component</u>	<u>Purchase Option Price</u>
12/22/08	0	-	-	-	N/A
03/22/09	1	647,846.25	445,556.17	202,290.08	21,417,331.28
06/22/09	2	647,846.25	449,745.37	198,100.88	20,960,165.11
09/22/09	3	647,846.25	453,973.95	193,872.30	20,498,700.59
12/22/09	4	647,846.25	458,242.29	189,603.96	20,032,897.30
03/22/10	5	647,846.25	462,550.77	185,295.48	19,562,714.44
06/22/10	6	647,846.25	466,899.75	180,946.50	19,088,110.85
09/22/10	7	647,846.25	471,289.63	176,556.62	18,609,044.94
12/22/10	8	647,846.25	475,720.78	172,125.47	18,125,474.76
03/22/11	9	647,846.25	480,193.59	167,652.66	17,637,357.98
06/22/11	10	647,846.25	484,708.45	163,137.80	17,144,651.84
09/22/11	11	647,846.25	489,265.77	158,580.48	16,647,313.18
12/22/11	12	632,930.68	589,700.00	43,230.68	16,449,290.06
03/22/12	13	632,930.68	528,657.54	104,273.14	15,911,381.02
06/22/12	14	632,930.68	532,067.38	100,863.30	15,370,002.46
09/22/12	15	632,930.68	535,499.22	97,431.46	14,825,132.00
12/22/12	16	632,930.68	538,953.19	93,977.49	14,276,747.13
03/22/13	17	632,930.68	542,429.44	90,501.24	13,724,825.18
06/22/13	18	632,930.68	545,928.10	87,002.58	13,169,343.33
09/22/13	19	632,930.68	549,449.34	83,481.34	12,610,278.63
12/22/13	20	632,930.68	552,993.29	79,937.39	12,047,607.96

Appendix

<u>Date</u>	<u>Payment No.</u>	<u>Total Payment</u>	<u>Principal Component</u>	<u>Interest Component</u>	<u>Purchase Option Price</u>
03/22/14	21	632,930.68	556,560.10	76,370.58	11,481,308.06
06/22/14	22	632,930.68	560,149.91	72,780.77	10,911,355.53
09/22/14	23	632,930.68	563,762.88	69,167.80	10,337,726.80
12/22/14	24	632,930.68	567,399.15	65,531.53	9,760,398.18
03/22/15	25	632,930.68	571,058.87	61,871.81	9,179,345.78
06/22/15	26	632,930.68	574,742.20	58,188.48	8,594,545.59
09/22/15	27	632,930.68	578,449.29	54,481.39	8,005,973.43
12/22/15	28	632,930.68	582,180.28	50,750.40	7,413,605.00
03/22/16	29	632,930.68	585,935.35	46,995.33	6,817,415.78
06/22/16	30	632,930.68	589,714.63	43,216.05	6,217,381.15
09/22/16	31	632,930.68	593,518.29	39,412.39	5,613,476.29
12/22/16	32	632,930.68	597,346.48	35,584.20	5,005,676.24
03/22/17	33	632,930.68	601,199.37	31,731.31	4,393,955.88
06/22/17	34	632,930.68	605,077.10	27,853.58	3,778,289.93
09/22/17	35	632,930.68	608,979.85	23,950.83	3,158,652.94
12/22/17	36	632,930.68	612,907.77	20,022.91	2,535,019.28
03/22/18	37	632,930.68	616,861.03	16,069.65	1,907,363.18
06/22/18	38	632,930.68	620,839.77	12,090.91	1,275,658.71
09/22/18	39	632,930.68	624,844.19	8,086.49	639,879.74
12/22/18	40	632,930.68	628,874.43	4,056.25	0.00
TOTAL		<u>\$ 25,481,298.47</u>	<u>\$ 21,894,224.96</u>	<u>\$3,587,073.51</u>	

**ORANGE COUNTY FIRE AUTHORITY
GLOSSARY**

Accounting System	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
Accrual Basis Accounting	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
Advanced Life Support (ALS)	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
Aircraft Rescue & Firefighting (ARFF)	ARFF refers generally to the functions and services associated with the control and mitigation of crashes, fire, hazardous conditions, and other incidents related to airport operations. These services are provided at John Wayne Airport.
Appropriation	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
Assessed Valuation	The value assigned to real property (land and buildings) and tangible personal property (moveable property) by the Orange County Assessor's Office for use as a basis in levying property taxes.
Automatic / Mutual Aid	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.
Balanced Budget	A budget in which planned on-going expenditures do not exceed planned on-going revenues. The OCFA also requires on-going revenues to cover any incremental increase in the Board mandated General Fund 10% contingency fund balance.
Biennial Budget	A budget applicable to a two-year cycle.
Biennium	A two-year period.

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

California Society of Municipal Finance Officers (CSMFO)	The California Society of Municipal Finance Officers is an association of local government finance officers that promotes excellence in financial management through innovation, continuing education, and the professional development of members.
California Task Force 5 (CATF-5)	California Task Force 5 is one of twenty-eight regional urban search and rescue task forces throughout the country that responds as a FEMA or California OES resource during national or regional emergencies such as earthquakes, terrorist attacks, hurricanes, or any other natural or manmade disaster that requires highly skilled search and rescue personnel. The OCFA is the lead agency for CATF-5.
Capital Improvement Program (CIP)	A multi-year financial plan comprised of several funds for construction of physical assets such as fire stations and the replacement of capital assets such as apparatus, communications, and information systems.
Cash Contract City	Cash Contract Cities are those municipalities that formerly had their own fire departments but currently contract with the OCFA for emergency services. These eight cities (Buena Park, Placentia, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster) are billed for the service costs.
Commission on Fire Accreditation International (CFAI) Accreditation	The accreditation process is a comprehensive self-assessment and evaluation that enables fire and emergency service organizations to examine past, current, and future service levels and compare them to industry best practices.
Community Emergency Response Teams (CERT)	Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.
Community Redevelopment Agency (CRA)	Agencies established by a city or a county for the remediation of blight in a community. Within the Structural Fire Fund jurisdictions, the OCFA receives revenues from these agencies either through pass-through agreements or statutory formula.

Comprehensive Annual Financial Report (CAFR)	The CAFR sets forth fairly the financial position and the results of the OCFA's operations as measured by the financial activity of the various funds. All necessary disclosures are included to allow full understanding of the financial activities and operations of the OCFA.
Computer Aided Dispatch (CAD)	The Emergency 911 Computer Aided Dispatch system manages 911 calls, recommends and dispatches appropriate units and personnel for specific types of incidents, and interfaces with other systems for records management requirements.
Confidence Level	A statistical measure of certainty regarding a given outcome. When applied to Workers' Compensation, it relates to the sufficiency of funding to cover future expenditures (often over the following ten years). For example, a confidence level of 80% indicates that funding is actuarially projected to meet or exceed expenditures for eight out of the next ten years. A higher confidence level equates to higher appropriations.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.
Debt Service	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
Deficit	A condition in which revenues are insufficient to cover expenditures.
Deployment Study	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
Division or Section Budget	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
Emergency Medical Technician (EMT)	An EMT-I is an individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.

Encumbrance	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
Expenditure	Represents the actual payment for goods and services or the accrual thereof.
Executive Management Team	The Fire Chief, the Deputy Chief, and the four Assistant Chiefs (who oversee the four departments) of the OCFA.
Fair Labor Standards Act (FLSA)	This is a federal wage-hour law, which sets mandates for the compensation of employees.
False Alarm Call	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.
Federal Emergency Management Agency (FEMA)	Provides assistance for activities that must be necessary to do one of the following: eliminate or reduce an immediate threat to life, public health, or safety.
Fees	A general term used for any charge levied for providing a service or permitting an activity.
Fire Agencies Insurance Risk Authority (FAIRA)	A public non-profit agency created by firefighters operated by and for Fire Districts. The OCFA participates in a pooled public entity liability coverage program through FAIRA.
Fire/Explosion Call	These are fire responses, even if the fire has been extinguished upon arrival. The category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires, and vehicle fires.
Fire F.R.I.E.N.D.S.	The Firesetter Regional Intervention Education Network and Delivery System is an intervention program for children and families affected by fireplay and firesetting.
Fiscal Year	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.

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

Governmental Accounting Standards Board (GASB)

The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

Governmental Accounting Standards Board Statement #54 (GASB 54)

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

Government Finance Officers Association (GFOA)

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

Governmental Funds

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

Hazardous Materials (HazMat) Call

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

Hazardous Material Response Team (HMRT)

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

Insurance Services Office (ISO)	ISO is an independent organization that collects information about municipal fire-protection efforts in communities throughout the nation. In each of those communities, ISO analyzes the relevant data and assigns a rating. Class 1 represents exemplary fire protection, and Class 10 indicates that the area's fire-suppression program does not meet ISO's minimum criteria.
Integrated Fire Prevention System (IFP)	The Integrated Fire Prevention system provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.
Intranet	The Intranet is a web-based system similar in nature to the Internet only for the OCFA employees. It provides all OCFA employees a centralized focal point to obtain Authority and personal information and data, and gives management the ability to distribute announcements, policy changes, and other information in a timely manner. Currently SharePoint is used to maintain the Intranet.
Jurisdictional Equity Adjustment Payment (JEAP)	Pursuant to the second amendment to the OCFA's Joint Powers Agreement, Structural Fire Fund agencies are to be issued equity payments based on a calculation of the average Structural Fire Fund Tax Rate. These payments are intended to address member agency concerns regarding the relationship of financial contributions to level of service received.
John Wayne Airport (JWA)	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).
Joint Powers Agreement (JPA)	The OCFA was formed as a joint powers authority pursuant to California Government Code section 6500 et seq. The joint powers agreement, which governs the point execution of powers by its members, was initially executed on March 1, 1995, and has subsequently been amended twice. The most recent amendment, the second amendment, was ratified on November 18, 2013.

Lease-Purchase Agreement	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
Local Agency Investment Fund (LAIF)	LAIF is operated by the State of California to manage the pooled investments of the state's local government agencies.
Major Funds	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.
Memorandum of Understanding (MOU)	An MOU sets forth the terms of employment reached between the OCFA and the employee bargaining units.
Mobile Data Computers (MDC)	The MDCs are used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.
Modified Accrual Basis	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
Natural Disaster Call	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
Objective	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.
Optimal Outcome Deployment	An agency-wide major initiative begun in 2011 focusing attention on achieving optimal outcomes in everything the OCFA does. The goal is to find the best outcomes in the safest and most efficient manner possible.
Orange County Fire Way	A booklet developed by staff and distributed to staff that summarizes the OCFA mission, vision, and values.

Office of Emergency Services (OES)	The Governor’s Office of Emergency Services coordinates overall state agency response to major disasters in support of local government. The office is responsible for assuring the state’s readiness to respond to and recover from natural, man-made, and war-caused emergencies, and for assisting local governments in their emergency preparedness, response, and recovery efforts. It is also known as CAL EMA.
Operating Budget	Day-to-day costs of delivering Authority services included in the General Fund.
Operating Transfer	Routine or recurring transfers of assets between funds, which must be authorized by the Board of Directors.
Orange County Employees Retirement System (OCERS)	Provides retirement benefits to OCFA employees
Orange County Fire Incident Reporting System (OCFIRS)	This system provides records management for all fire service (Fire, EMS, HazMat, etc.) incidents and investigations as mandated by County, State, and Federal Fire and EMS agencies/bureaus.
Other Calls	Includes citizen complaints and reports of fire code or ordinance violations.
Paramedic Unit	These vehicles are staffed by at least one paramedic and include paramedic vans, paramedic assessment units (PAU), and paramedic engines or trucks.
Public Information Officer (PIO)	The Public Information Office serves as the media liaison for the OCFA.
Public Safety System	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.
Ready, Set, Go! Program	The wildfire action plan for residents in the wildland-urban interface areas designed to help them prepare their homes, prepare their families, and leave the path of an approaching fire in a timely fashion.

Regional Fire Operations and Training Center (RFOTC)	The RFOTC is a twenty-acre facility, located in the City of Irvine, which houses a training center, automotive maintenance facility, warehouse, emergency communications, and administrative offices.
Rescue EMS Call	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
Reserve Firefighter (RFF)	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
Resources	The amounts available for appropriation including estimated revenues and beginning fund balances.
Revenue	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
Rupture Call	Includes vessels or containers that suffer failure or near failure due to extreme pressure from either an outside source, such as direct heating, or internally due to a cooling system failure or over-filling, such as a propane tank. Examples of this category also include explosions from bombs, dynamite, or similar explosives.
Salaries & Employee Benefits (S&EB)	Salaries and benefits paid to the OCFA's employees. Included are items such as retirement and insurance.
Secured Fire Protection Agreement	An agreement between the OCFA and a property developer addressing the provision of fire safety and emergency medical services for the benefit of future residents who will reside within the developed area.
Service Call	Includes incidents for persons in distress, such as a lock in or lock out of a vehicle or dwelling creating an emergency situation or critical need, and smoke or odor problems. This category would also include moving units from one station to another to provide area coverage.
Service Charges	Charges for specific services rendered.

Services & Supplies (S&S)	Items categorized as services & supplies in this budget include office supplies and other materials used in the normal operations of Authority's departments. Includes items such as uniforms, books, maintenance materials, and contractual services.
San Onofre Nuclear Generation Station / Nuclear Power Plant (SONGS/NPP)	The OCFA provides radiological monitoring and support teams in the event of emergencies.
Standard Operating Procedures (SOP)	A set of written procedures that document the intent, purpose, criteria, and course of action for specified practices of the OCFA. The SOPs are divided into four categories – Administration, Operations, Community Risk Reduction, and Support Services.
State Responsibility Area (SRA)	State Responsibility Areas are those portions of the County for which the State of California has primary fire suppression jurisdiction. The State contracts with the OCFA to provide these services.
Strategic Plan	The Customer Centered Strategic Plan is composed of goals and objectives designed to guide the Authority into the future.
Structural Fire Fund (SFF)	The Shade Tree Law of 1909 (Government Code § 25620 et seq.) empowered certain county boards of supervisors to levy property taxes designated to pay for county fire suppression/protection services. Within Orange County, this fund is called the Structural Fire Fund and each Tax Rate Area (except those in Cash Contract Cities) has a corresponding SFF rate that is applied to the 1% basic property tax levy.
Structural Fire Fund (SFF) City	Fifteen of the twenty- three member cities of the OCFA are Structural Fire Fund cities. These municipalities, along with the unincorporated portions of the County, pay for their emergency services by a direct allocation of property tax revenue.
Taxes	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.

Tax and Revenue Anticipation Notes (TRAN)	Short term financing mechanism that provides monies to cover temporary cash flow deficits within the General Fund, which is repaid during the same fiscal year.
United States Forest Service (USFS)	The Forest Service was established in 1905 and is an agency of the U.S. Department of Agriculture. The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres.
Urban Search and Rescue (US&R)	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
Warehouse Inventory System	This system provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
Wellness and Fitness (WEFIT) Program	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.

**ORANGE COUNTY FIRE AUTHORITY
ACRONYMS**

ABH	Assistance-by-Hire
ACD	Automatic Call Distribution
AEP	Achievement of Excellence in Procurement
AFG	Assistance to Firefighters Grant
ALS	Advance Life Support
ARFF	Aircraft Rescue & Firefighting
AV	Audio Visual
AVL	Automatic Vehicle Location
BDU	Battle Dress Uniform
BLS	Basic Life Support
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CAFS	Compressed Air Foam System
CalARP	California Accidental Release Prevention Program
CAL EMA	California Emergency Management Agency
CalOSHA	California Occupational Safety and Health Agency
CalPERS	California Public Employees Retirement System
CBD	Criteria-Based-Dispatch
CCCS	Countywide Coordinated Communication System
CDF	California Department of Forestry (aka CAL FIRE)
CEPA	Community Emergency Preparedness Academy

CEQA	California Environmental Quality Act
CERT	Community Emergency Response Teams
CFAI	Commission on Fire Accreditation International
CFFJAC	California Fire Fighter Joint Apprenticeship Commission
CIP	Capital Improvement Program
CPA	Certified Public Accountant
CPI	Consumer Price Index
CPU	Central Processing Unit
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CRR	Community Risk Reduction
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DCAP	Dependent Care Assistance Program
DHS	Department of Homeland Security
DOC	Department Operations Center
DOP	Digital Ortho Photography
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Agency
EMT	Emergency Medical Technician

EOA	Exclusive Operating Area
EPAC	Emergency Planning and Coordination
EPR	Electronic Plan Review
FAIRA	Fire Agencies Insurance Risk Authority
FEPP	Federal Excess Personal Property
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FPFC	Fair Political Practices Commission
F.R.I.E.N.D.S.	Firesetter Regional Intervention Education Network and Delivery System
FSO	Fire Station Order
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GBT	Goal Based Training
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPS	Global Positioning System
HAZMAT	Hazardous Materials
HMD	Hazardous Materials Disclosure
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
ICS	Incident Command System

FY 2017/18 OCFA Adopted Budget

ICMS	Investigations Case Management System
IDF	Intermediate Distribution Facility
IFP	Integrated Fire Prevention (System)
IQS	Incident Qualifications System
ISO	Insurance Services Office
IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LAFCO	Local Agency Formation Commission
LAIF	Local Agency Investment Fund
LPDM	Legislative Pre-Disaster Mitigation
MDC	Mobile Data Computers
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
OCERS	Orange County Employees Retirement System
OCFA	Orange County Fire Authority
OCFD	Orange County Fire Department
OCHCA	Orange County Health Care Agency
OCFIRS	Orange County Fire Incident Reporting System
OCMEDS	Orange County Medical Emergency Data System
P&D	Planning and Development

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

SFF	Structural Fire Fund
SHSG	State Homeland Security Grant
SONGS/NPP	San Onofre Nuclear Generation Station/Nuclear Power Plant
SOP	Standard Operating Procedures
SQL	Structured Query Language
SRA	State Responsibility Area
STEPP	Severity, Treatment, Education, Planning, & Prevention
TAG	Training Activities Group
TDA	Tractor Drawn Aerial (apparatus)
TPA	Third Party Administrator
TRAN	Tax and Revenue Anticipation Notes
TRS	Training Records System
UAAL	Unfunded Actuarial Accrued Liability
UASI	Urban Area Security Initiative
UCI	University of California at Irvine
US&R	Urban Search and Rescue
USFS	United States Forest Service
VHF	Very High Frequency
VoIP	Voice over Internet Protocol (system)
WEFIT	Wellness and Fitness Program
WUI	Wildland Urban Interface