



Orange County Fire Authority



**FY 2024/25
Adopted Budget**





FY 2024/25 Budget

Board of Directors

July 2024

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Our Mission

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

Our Vision

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

Our Values Statement

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

Professionalism
Enthusiasm
Organizational Integrity
Pride
Leadership
Effectiveness"

Our Motto

"In service of others!"





Table of Contents

Introduction

Organization Chart.....	9
Orange County Fire Authority at a Glance.....	10
Organizational Structure.....	12
Reader's Guide to the Budget.....	15
Budget Process and Calendar.....	17
Accounting System and Budgetary Control.....	20
Budget Policies, Guidelines, and Objectives.....	27
Budget Awards.....	37
Budget Adoption Resolution.....	39

Chief's Message

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

Chart of Funding Sources and Uses – All Funds.....	63
Combined Budget Summary.....	64
Ending Fund Balances.....	66
Budget Summary – All Funds by Fund Type.....	68
Budget Summary – All Funds by Category.....	70
Five-Year Financial Forecast.....	72
Forecast Assumptions.....	77
Chart of Positions by Bargaining Unit and Department.....	81
Chart of Authorized Positions.....	82
Summary of Regular Positions by Department.....	86

General Fund

Chart of Funding Sources and Uses.....	87
Revenue and Expenditure Summary.....	88
Fund Description.....	89
Contingency Reserve Policy Target.....	92
Revenue Assumptions.....	93
Revenue Summary.....	98
Revenue Detail.....	99
Summary of Salaries and Employee Benefits Changes.....	102
Summary of Services and Supplies Changes.....	104
General Fund Summary by Work Unit.....	106

Work Unit Budgets

<i>Business Services Department.....</i>	<i>109</i>
<i>Command and Emergency Planning Division.....</i>	<i>119</i>
<i>Community Risk Reduction Department.....</i>	<i>125</i>



Table of Contents

<i>Corporate Communications Department</i>	135
<i>Emergency Medical Services and Training Department</i>	145
<i>Executive Management</i>	155
<i>Human Resources Department</i>	177
<i>Logistics Department</i>	189
<i>Non-Departmental Department</i>	201
<i>Field Operations North Department</i>	207
<i>Field Operations South Department</i>	217
<i>Strategic Services Division</i>	227

Capital Improvement Program

Overview.....	233
Five-Year Plan Summary.....	239
Five-Year Plan Project Listing by Fund.....	240
<i>Fund 12110 – General Fund CIP</i>	245
<i>Fund 123 – Fire Stations and Facilities</i>	287
<i>Fund 124 – Communications and Information Systems</i>	301
<i>Fund 133 – Fire Apparatus</i>	313

Other Funds

Fund 139 – Settlement Agreement.....	353
Fund 171 – Structural Fire Fund Entitlement Fund.....	357
Fund 190 – Self-Insurance.....	361

Appendix

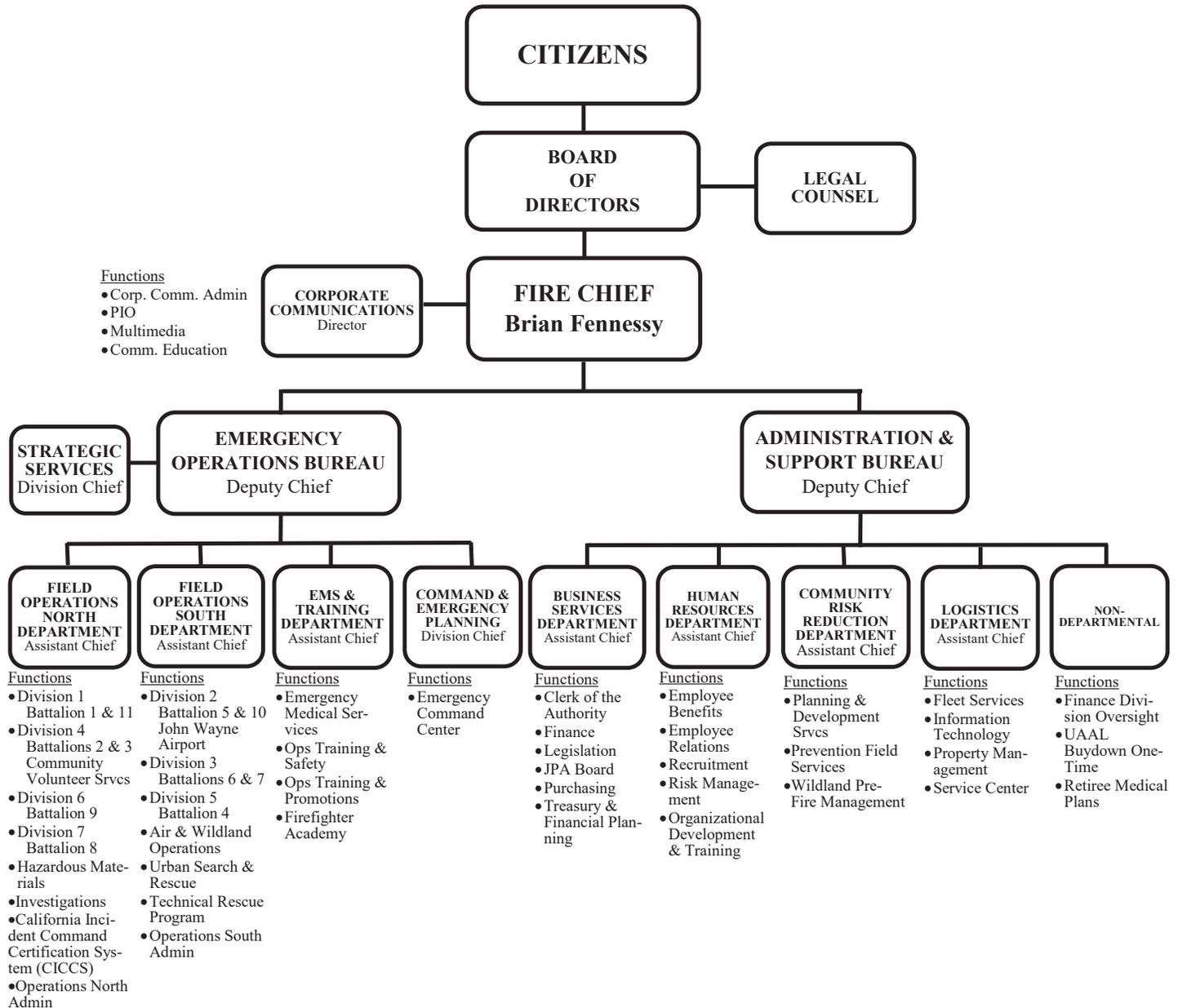
Battalion Boundaries and Station Locations.....	365
List of Stations by Member Agency.....	366
Miscellaneous Statistical Information.....	368
Debt Obligations.....	376
Glossary.....	377
Acronyms.....	389

OCFA on Social Media





ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART



Orange County Fire Authority at a Glance



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

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



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

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

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

Organizational Structure

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

For FY 2024/25, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has five standing committees: an Executive Committee and a Budget and Finance Committee, which meet monthly; and a Human Resources Committee, a Legislative and Public Affairs Committee, and an Operations Committee, which meet quarterly. The Chair of the Board makes appointments to the Committees on an as needed basis. Following are descriptions of each committee:

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

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

Board of Directors, through the Chair, appoints one City Manager to the Budget and Finance Committee. The City Manager shall serve as an ex officio non-voting member of the Budget and Finance Committee.

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

Legislative and Public Affairs Committee – The Legislative and Public Affairs Committee advises the Executive Committee and the Board of Directors on matters related to public outreach and legislative affairs at the local, state, and federal level; reviews and provides recommendations on legislative and regulatory matters that may impact OCFA; receives status reports from OCFA’s legislative advocates and staff; reviews and provides recommendations pertaining to OCFA’s public outreach, branding, and communications activities; and evaluates opportunities to enhance OCFA public relations. The Legislative and Public Affairs Committee shall consist of no more than seven members of the Board of Directors. The Chair shall make all appointments to the Legislative and Public Affairs 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.

Operations Committee – The Operations Committee advises the Executive Committee and the Board of Directors on high level policy decisions related to the operations of the OCFA; reviews plans for future needs of OCFA; explores alternatives to services; and makes recommendations to support operations. The Operations shall consist of no more than seven members of the Board of Directors. The Chair shall make all appointments to the Operations 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 five 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 (TAC) is comprised of City Managers within OCFA's jurisdiction and a representative of the County CEO. The TAC advises the Fire Chief and Executive Management Team, and assists with recommendations on major policy decisions, prior to submittal of recommendations to the Board of Directors. The TAC provides an effective means of building and facilitating a collaborative working environment between the Fire Chief and member agencies. The TAC is currently scheduled to meet quarterly, on the second Thursday of the month in January, April, July, and October.

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 2024/25 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 2024/25. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2024/25 revenue budget, schedules of revenue sources, and changes in salaries and employee benefits (S&EB) and services and supplies (S&S).

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

The Emergency Operations Bureau comprises the following:

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

The Administration and Support Bureau comprises the following:

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

CIP SECTION

The Capital Improvement Program (CIP) section presents the OCFA's five-year plan of CIP needs. Detailed information for each fund is provided, including a fund description, project highlights, significant changes, and impact on the operating budget. Also included are revenue and expenditure summaries and project descriptions for FY 2024/25.

OTHER FUNDS SECTION

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

APPENDIX SECTION

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

BUDGET PROCESS

BUDGET DEVELOPMENT

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

For FY 2024/25, each section's services and supplies (S&S) budget was held flat at the FY 2023/24 level. This base budget excluded any one-time projects and grant funding that had been included in the FY 2023/24 Budget. Supplemental budget requests were submitted for funding requests that exceeded the base budget. These supplemental requests were submitted to the respective Executive Manager for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2024/25 Budget was prepared and the supplemental budget requests were summarized for review, prioritization and approval by the Executive Management team.

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

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

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

was held in May 2024 for the Board to adopt the budget in accordance with the Authority's First Amendment to the Amended Joint Powers Agreement, which requires the budget to be adopted at or prior to the last meeting of the Board for each fiscal year.

BUDGET ADJUSTMENTS

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

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

**ORANGE COUNTY FIRE AUTHORITY
FY 2024/25 BUDGET DEVELOPMENT CALENDAR**

NOVEMBER 2023

- Executive Management reviews draft budget policies and priorities

MARCH 2024

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

DECEMBER 2023

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

APRIL 2024

- Property Tax Consultant provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/10/2024
- City Managers' Budget & Finance Committee reviews draft budget on 4/16/2024

JANUARY 2024

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

MAY 2024

- Budget & Finance Committee reviews General Fund and CIP draft budget on 5/8/2024
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/23/2024
- Board of Directors adopts FY 2024/25 Proposed Budget on 5/23/2024

FEBRUARY 2024

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

MARCH 2025

- Any necessary updates to the FY 2024/25 Budget are submitted for Board approval as part of the Mid-Year Budget Review

ACCOUNTING SYSTEM AND BUDGETARY CONTROL

FUND DESCRIPTIONS

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

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

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

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

General Fund

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

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

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 Annual Comprehensive Financial Report

FY 2024/25 OCFA Adopted Budget

(ACFR) but are excluded from the FY 2024/25 Budget since there are no appropriations. OCFA reports two pension and other employee benefits fiduciary funds in our ACFR.

FUND RESPONSIBILITY

The table below is provided in order to graphically depict the department and fund relationships within the organization. The General Fund is monitored by the staff in all departments / divisions namely Executive Management, Corporate Communications, Human Resources, Field Operations North, Field Operations South, Community Risk Reduction, Business Services, EMS & Training, Command & Emergency Planning, Logistics, and Strategic Services. All other funds are monitored by one or two departments as shown in the chart.

Fund	Department(s) Responsible	Section(s)/Division(s) Responsible
Fund 121 – General Fund	All Departments	All Sections/Divisions
Fund 12110 – General Fund CIP	Logistics EMS & Training Field Operations North	Information Technology Property Management Service Center EMS Hazardous Materials Prog.
Fund 123 – Fire Stations and Facilities Fund	Logistics	Property Management
Fund 124 – Communications & Information Systems Fund	Logistics	Information Technology
Fund 133 – Fire Apparatus Fund	Logistics	Fleet Services Air Operations
Fund 139 – Settlement Agreement	Business Services	Finance Treasury/Fin. Planning
Fund 171 – Structural Fire Fund Entitlement Fund	Business Services Field Operations North Field Operations South	Finance Field Divisions
Fund 190 – Self-Insurance Fund	Business Services Human Resources	Treasury/Fin. Planning Human Resources

BASIS OF ACCOUNTING - FINANCIAL STATEMENTS

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

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

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

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

BUDGETARY BASIS OF ACCOUNTING

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

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

- Encumbrances are treated as budgeted expenditures in the year of the commitment to purchase. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrances outstanding at year-end are reported

as restricted, committed or assigned fund balance, and do not constitute expenditures or liabilities because the commitments will be honored during the subsequent year. Encumbered appropriations do not lapse at fiscal year-end. Encumbrances are never classified as expenditures under the GAAP basis of accounting.

- Compensated absences are treated slightly differently in the budget than in the ACFR. The OCFA does not budget for total unpaid vacation and unused sick leave, but only that amount estimated to be paid in the current budget year. The ACFR, however, accounts for compensated absences in accordance with Governmental Accounting Standards Board (GASB) Statement No. 16, which requires unpaid vacation and unused sick leave to be accrued when the liability has been incurred.
- The major fund determination for the budget differs from the GAAP calculation for major funds as presented in the ACFR. Budgetary major fund determination is based on revenues and expenditures of the appropriated budget. Major fund determination for financial statements of governmental funds is based on revenues, expenditures, assets or liabilities. Therefore, a fund may be considered a major fund for the ACFR but would not be a major fund in the budget. The General Fund is always considered a major fund for both the ACFR and the budget. Beginning in FY 2010/11, the OCFA elected to present all of its funds as major in the ACFR.
- The Settlement Agreement Fund (Fund 139), 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 ACFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes.

SUMMARY OF DIFFERENCES		
Description	Fund-Based Financial Statements	Budget
Expenditures	Excludes encumbrances	Includes encumbrances
Compensated Absences	Accrue unpaid vacation and unused sick leave when liability is incurred	Includes estimated amount to be paid during the current budget year
Major Fund Determination	All Funds are major in the ACFR effective FY 2010/11	Calculation is based on any fund whose revenues or expenditures are more than 10% of the appropriated budget
Settlement Agreement (Fund 139) 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 2024/25.

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

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

Budget Policies, Guidelines, and Objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

- Contribute additional pension payments towards the UAAL from General Fund unencumbered fund balance (surplus) identified at the close of each fiscal year
- Contribute additional pension payments towards the UAAL from any savings realized from the implementation of the Public Employees' Pension Reform Act (PEPRA)
- Beginning in FY 2016/17, budget an additional \$1 million from the General Fund, increasing by \$2 million each year until it reaches \$15 million and continuing at \$15 million per year thereafter for additional UAAL payments
- Beginning in FY 2016/17 and ending in FY 2020/21, make an additional \$1 million payment towards the UAAL from the overfunded workers' compensation reserve
- Beginning in FY 2017/18 make an additional payment of 50% of the General Fund surplus to the UAAL if CIP funds are sufficiently funded
- Once the UAAL reaches 85% funding, redirect these payments to the unfunded Retiree Medical plan liability

- **Roles/Responsibilities/Authorities** **Last Updated March 2024**
All authority rests with the Board of Directors unless delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. The Roles/Responsibilities/Authority matrix summarizes the statutory or delegated level of authority to conduct business.
- **Accounts Receivable Write-off Policy** **Last Updated May 2002**
This policy establishes the authority levels and actions the OCFA will utilize in the collection and writing off of delinquent accounts. The policy also requires staff to submit a report to the Budget and Finance Committee annually listing bad debt accounts over \$15,000 written off during the preceding fiscal year.
- **Short-Term Debt Policy** **Last Updated March 2007**
The Short-Term Debt Policy establishes guidelines for the issuance and management of short-term debt to enhance the Board’s ability to manage cash flow in a fiscally conservative and prudent manner. Property taxes represent about 64% of the OCFA’s General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing option, known as Tax and Revenue Anticipation Notes (TRAN), allow the OCFA to operate without an interruption in service.
- **Local Debt Policy** **Last Updated September 2022**
The Local Debt Policy establishes guidelines for the issuance and management of Debt financing for the acquisition, substantial refurbishment, replacement, or expansion of capital assets, or for the refunding, refinancing, or restructuring of debt to achieve debt service savings. The policy outlines accepted purposes of debt as well as internal control procedures for the use of debt proceeds.
- **Emergency Appropriations Policy** **Last Updated September 2008**
This policy establishes guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board of Directors meeting of the fiscal year, which is typically in May. The budget reflects a \$3 million Appropriation for Contingencies, which is funded by a reduction in the 10% General Fund contingency fund balance. Use of the Contingency Appropriation must be approved by the Chair of the Board, or Vice Chair if the Chair is absent, and reported at the next scheduled Board of Directors meeting.
- **Workers’ Compensation Funding Policy** **Last Updated May 2015**
In March 2002, the OCFA implemented a workers’ compensation self-insurance program. A separate fund, Fund 190: Self-Insurance, was established in May 2003 to track funding and expenditures for workers’ compensation claims liability. The required funding levels are 50% for outstanding losses and 50% for projected losses as determined by an independent actuarial study.
- **Assigned Fund Balance Policy** **Last Updated November 2018**
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Assigned Fund Balance Policy establishes

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

- **Fund Balance Flow Assumption Policy** **Last Updated April 2011**
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Fund Balance Flow Assumption Policy establishes the order of spending of five new governmental fund balance categories.
- **Grant Management Policy** **Last Updated January 2020**
This policy, which became effective January 2012, establishes an overall framework for guiding the OCFA's use and management of grant resources.

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

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

This FY 2024/25 Budget complies with all relevant financial policies and 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 2024/25 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)

Financial Objectives

The following financial objectives were established in December 2023 to guide FY 2024/25 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2024
- Balance General Fund revenues and expenditures for the adopted budget and for all five years of the Financial Forecast
- Protect General Fund surplus revenues to provide a consistent flow of funding for current and future capital needs, pension liabilities, and future Retiree Medical needs
- Continue accelerating funding of the pension and retiree medical unfunded liabilities, implementing options as directed by the Board
- Implement service enhancements, minimizing impact on Cash Contract Cities, as approved by the Board

Key Budget Priorities

First priority is to be given to the following:

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

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

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

Key Budget Policies

Key budget policies established in December 2023 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 2023/24 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department as needed. Necessary expenditure increases such as for utilities, fuel costs, leases or

- contracts for services with built in cost escalators require the completion of a Supplemental Budget Request form for Executive staff review and approval.
- All requests for Capital Improvement-related items must be reviewed for technical merit, feasibility, and workload impact as follows:
 - ✓ Special or large non-annual purchases of tools or equipment – Equipment Committee
 - ✓ Facilities renovation or replacement – Construction & Facilities Division Manager
 - ✓ Information technology – Information Technology Division Manager
 - ✓ Communications and other electrical additions to vehicles – Information Technology Division Manager
 - ✓ Automotive – Fleet Services Division 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 as follows:

General Fund

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

CIP Fund Balances and Target Funding Levels

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

FINANCIAL REPORTING

(Fiscal Health Plan)

Annual Reporting

The OCFA prepares annual financial statements as follows:

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

Interim Reporting

The OCFA will prepare and issue quarterly financial status reports for the Board of Directors in a timely manner. Analysis includes a comparison of budget estimates to actual expenditures by fund. The CIP Managers and Budget Unit staff will provide quarterly CIP project status reports and budget reviews for the Fire Chief and Executive Management. Division/Section managers will be issued periodic financial reports of their sections' 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 of 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 April 2024. The Study examines the following long-term liabilities:

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

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

Five-Year Forecast

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

INVESTMENTS

(Investment Policy, Fiscal Health Plan)

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

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

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

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

CAPITAL FINANCING and DEBT MANAGEMENT

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

Short-Term Debt

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

order to enhance the ability of the Board to manage the issuance of debt, a Short-Term Debt Policy was adopted on March 22, 2007.

Long-Term Debt

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

Lease-Purchase Financing

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Orange County Fire Authority
California**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Orange County Fire Authority, California for its annual year budget for the fiscal year beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



The California Society of Municipal Finance Officers (CSMFO) presented an Operational Budget Excellence Award to the Orange County Fire Authority for its annual budget for FY 2023/24 beginning July 1, 2023. 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. 2024-03

**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 2024/25**

*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 2024/25 is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$442,853,979
Retiree Medical Pay-down to OCERS	\$21,814,115
Services and Supplies (including one-time)	\$51,129,568
Capital Outlay	<u>\$275,927</u>
Total Operating Appropriations	\$516,073,589
Operating Transfers-out of General Funds To CIP Fund(s) and Settlement Agreement Fund	\$48,805,108
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$26,079,200
Fund 123 – Fire Stations and Facilities	\$2,050,000
Fund 124 – Communications and Info. Systems	\$500,000
Fund 133 – Fire Apparatus	\$22,719,880
Fund 139 – Settlement Agreement	\$668,000
Fund 190 – Self-Insurance Fund	<u>\$32,235,643</u>
Total Other Funds Appropriations	\$84,252,723
<u>Reserves</u>	
10% Operating Contingency	\$46,349,852
Cash Contract City Station Maintenance	\$475,000
Appropriation for Contingencies	\$3,000,000

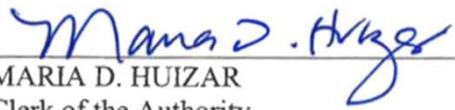
Orange County Fire Authority
Resolution No. 2024-03
Page 2

PASSED, APPROVED and ADOPTED this 23rd day of May 2024.



JOHN R. O'NEILL, CHAIR
OCFA Board of Directors

ATTEST:



MARIA D. HUIZAR
Clerk of the Authority

Orange County Fire Authority
Resolution No. 2024-03
Page 3

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

I, Maria D. Huizar, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2024-03 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 23, 2024, by the following roll call vote, to wit:

- AYES: John O’Neill, Garden Grove, Chair
Chris Duncan, San Clemente
Carol Gamble, Rancho Santa Margarita
Tammy Kim, Irvine
Joe Kalmick, Seal Beach
Austin Lumbar, Tustin
Bob Ruesch, Mission Viejo
Joshua Sweeney, Laguna Hills
Donald P. Wagner, County of Orange
- Ross Chun, Aliso Viejo
Katrina Foley, County of Orange
Noel Hatch, Laguna Woods
Beth Haney, Yorba Linda
Kelly Jennings, Laguna Niguel
Chi Charlie Nguyen, Westminster
Dave Shawver, Stanton
Connor Traut, Buena Park
- NOES: Mark Tetterer, Lake Forest
Troy Bourne, San Juan Capistrano, Vice Chair
- ABSENT: Phil Bacerra, Santa Ana
Shelley Hasselbrink, Los Alamitos
Vince Rossini, Villa Park
- Mike Frost, Dana Point
Anne Mallari, Cypress
Nitesh Patel, La Palma
- ABSTAIN: None.



MARIA D. HUIZAR, CMC
Clerk of the Authority

HOLIDAY FIRE SAFETY



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



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



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Candles

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

Lighting and Decorations

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

Christmas Trees

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

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) 2024/25. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2024/25 and meets our policy reserve requirements.

Over the past year, we have made significant strides in innovation and efficiency, ensuring that the OCFA remains at the forefront of modern emergency services. I am thrilled to announce the successful integration of two new Sikorsky S-70 FIREHAWK helicopters into our Air Operations fleet. Their enhanced capabilities, including aerial firefighting and rescue operations, bolster our readiness and effectiveness in protecting lives and property across Orange County.

Additionally, the Quick Reaction Force (QRF), which we developed in partnership with Southern California Edison, LA County Fire Department, and Ventura County Fire Department in 2019, has been upgraded from two to three CH-47 Helitankers. These helitankers strengthen our ability to deploy rapid and targeted aerial firefighting support to mitigate the impact of wildfires.

I am also proud to report that the Fire Integrated Real-Time Intelligence System Program (FIRIS), which we piloted and built, was successfully transitioned to a state-wide program under the administration of Cal OES. This program uses reconnaissance data provided by fixed-wing aircraft, a supercomputer based fixed-wing aircraft, and a supercomputer-based fire prediction system to provide critical information and situational awareness to first responders.

This budget builds upon our recent innovations and underscores our unwavering commitment to ensuring the safety and well-being of the residents we serve. It sustains our current level of service and prioritizes the creation of critical positions that will complement our existing team. One of the initiatives highlighted in this budget is the expansion of our helicopter fleet's operational capacity with the transition of a second helicopter to 24-hour staffing. By ensuring round-the-clock availability of this critical resource, we will be better equipped to swiftly respond to wildfires, medical emergencies, and other incidents that require immediate aerial support. This budget also includes investments in updated equipment, technology upgrades, and specialized training opportunities for our personnel.

I would also mention that OCFA became the first agency in Orange County to equip firefighter/paramedics with infant transport warming mattresses this past year.

At 63% of revenues, property tax is the largest component of the General Fund revenue budget. The OCFA has contracted with Harris & Associates to conduct property tax forecasts for the next five fiscal years. Their projections, which are updated on an annual basis, are included in the five-

year cash flow forecast located on page 73. Utilizing conservative assumptions and methodologies, the Harris & Associates forecast assumes that the housing market, although cooling from high prices and mortgage rates, will continue to benefit from recent years of low interest rates, pent-up demand, record low inventory, and low unemployment. The property tax forecast projects average annual growth rates ranging from 3.83% to 10.26% from FY 2025/26 through FY 2028/29.

Given current revenue trends, we have carefully evaluated increases to the General Fund budget with a focus on ensuring not just sustainability, but also that the added costs have minimal impact on our Cash Contract member agencies. The FY 2024/25 Adopted Budget includes 1,619 funded positions including 21 new positions as detailed on page 86.

I sincerely thank our dedicated firefighters, support staff, and community partners for their unwavering support and collaboration. I also want to thank our honorable Board of Directors for their continued trust and confidence. Together, we will continue to prioritize public safety and deliver exceptional service to our community.

Fiscal Measures Implemented During Budget Development

The budget development process continues to include the following measures:

- ***Vacant/Frozen Positions*** – The Board must approve funding for frozen positions before filling; the OCFA currently has 11 frozen, unfunded positions. At the highest point following the 2008 recession, the OCFA had 103 frozen positions. As in the past, non-frozen vacant positions are funded.
- ***Services and Supplies*** – After removing one-time increases, all sections were directed to hold their services and supplies (S&S) budget at the FY 2023/24 level. Requested increases for FY 2024/25 were reviewed and approved on a case-by-case basis.
- ***Salaries*** – The budget includes scheduled pay increases for positions in the Professional Firefighters Association, Chief Officers Association, Orange County Employees Association, and OCFA Management Association based on approved MOUs for each labor group. Merit increases were included for qualifying employees.
- ***Workers' Compensation*** – The workers' compensation annual budget is funded at the 50% confidence level per policy, using the latest actuarial report figures.
- ***Prioritization of Five-Year Capital Improvement Plan*** – The five-year CIP was updated and reviewed by the Executive Management team which evaluated all projects to ensure they contribute to the OCFA's mission of providing a safe, hazard-free work environment and quality service to our members and citizens. Several projects were deferred to later years within the five-year planning cycle to ensure project implementation coincides with funding availability and organizational needs. The five-year CIP was also reviewed and approved by the CIP Ad Hoc Committee.

- **Snowball Plan** – Given that we have met and exceeded the established goal to achieve 85% pension-funded status, with the OCFA’s pension plan now funded at a level of 94.7%, the budget includes approximately \$21.8 million in additional payments for the Snowball Plan that will be applied towards the OCFA’s unfunded retiree medical liability in accordance with Board direction.

Consistent with our approach since the end of the Great Recession, we have employed conservative measures in the development of the FY 2024/25 Budget, balancing the needs of the Agency based on current revenue and projected growth.

Highlights of Significant Goals Established in the Prior Budget Cycle

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

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

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

Since then, the OCFA has made substantial progress toward the paydown of the UAAL. As of December 2023, the UAAL declined to \$143.0 million. This was a result of OCERS’ strong market performance, changes to OCERS’ long-term actuarial assumptions, and additional payments the OCFA has made towards its unfunded pension liability. The OCFA has made actual voluntary UAAL payments of approximately \$124.3 million in the eight years following plan adoption, resulting in \$76.7 million in interest savings. The OCFA is currently 94.7% funded, assuming all other actuarial inputs are constant.

Strategies included in the Snowball Plan are:

- Use unencumbered fund balances available from the close of each fiscal year to make annual lump sum payments.
- Include savings from reduced retirement rates resulting from the implementation of the Public Employees’ Pension Reform Act in the annual budget to make additional payments.
- Beginning in FY 2016/17, budget an additional \$1 million from the General Fund for additional UAAL payments, increasing by \$2 million yearly until the payment reaches \$15 million and continuing at \$15 million annually thereafter.

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

In accordance with the Snowball Plan, now that the pension liability is more than 85% funded, Snowball Plan payments are redirected to pay down our retiree medical liability. In April 2024, \$20.8 million was transmitted by the OCFA to OCERS for accelerated paydown of the OCFA's retiree medical liability.

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

- **Assist those OCFA Member Cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements. Additionally, Partner with the Orange County Health Care Agency as they begin to prepare a new RFP for the following 5-year 911 ambulance service contracts** – At the July 27, 2023, Board of Directors meeting, staff received Board approval for an RFP scope of work to obtain a comprehensive analysis of Ambulance Transportation Options throughout OCFA's service jurisdiction, including OCFA cities with 201 rights. At the September 28, 2023, meeting, the Board approved the award of the contract to Citygate Associates to provide the ambulance system analysis. Citygate Associates has completed the system-wide analysis and presented the results to the Board of Directors at their on July 25, 2024 meeting. The Board of Directors provided staff with direction to identify potential private ambulance partners and explore public/private partnership arrangements through a competitive solicitation process. The results of the solicitation process and the next steps will be considered by the Board at a future date.
- **Conduct a study session with the Board of Directors relative to the JPA governing terms, the differences between cash contract cities and structural fire fund members, OCFA's history of equity deliberations, and the related Settlement Agreement with the City of Irvine. Seek policy direction from the Board regarding its desire to establish an Ad Hoc Committee or Task Force, and for pre-planning actions for the OCFA JPA 2030 Renewal** – Staff conducted individual briefings with all 24 OCFA member agencies, including each OCFA Board Director, each OCFA City Manager, and the County's Chief Executive Officer. This was to educate people about

the OCFA's organizational history. Staff then presented this item to the full Board of Directors at the March 28, 2024 meeting. The Board of Directors unanimously voted to receive and file the report.

- **Research financial policy options for OCFA to begin pre-funding its Capital Improvement Program (CIP) to be proactive in relation to CIP funding while still allowing some financial flexibility** – Staff completed a multi-phase review process with the Budget & Finance Committee to evaluate policy options for prefunding CIP projects. The committee's final recommendations for a CIP Prefunding Policy were presented to the Board of Directors at their on February 22, 2024 meeting.

During the Board review, a question was raised about the disposition of surplus funds upon termination of the OCFA's JPA. General Counsel is researching and preparing a response to the question. After the question has been answered, staff will return to the Board to seek further direction regarding the proposed CIP Prefunding Policy. In consultation with the General Counsel, staff anticipates returning to the Board of Directors at their meeting on September 26, 2024.

- **Fill the new Strategic Services position and leverage this new position/Section to begin identifying opportunities for organizational process and service improvements** – The Strategic Services position was filled with a Division Chief at the beginning of the fiscal year. Subsequently, at the October 26, 2023 meeting, the Executive Committee awarded a contract to Citygate for the completion of a Field Deployment Standards of Cover (SOC) Update, which will provide this position with the baseline tools needed for future analytics and facilitate identification of target areas in need of service enhancements in OCFA's jurisdiction.
- **Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA** – OCFA accepted delivery of the new FIREHAWK helicopters on June 21, 2024. Required training for Air Operations personnel is nearing completion in preparation for implementing this improved platform of service delivery for OCFA's Air Operations.
- **Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services** – On January 25, 2024, the Executive Committee awarded a contract to Allied Universal Services (AUS) for Armed Physical Security services at the RFOTC, for a three-year term with two optional one-year renewals. This new contract with AUS began on May 1, 2024, with enhanced services including increased post hours consisting of 24/7/365 protection coverage by one guard and a second guard position during business hours.

In addition, a new contract was issued for professional physical security management services. The contracted security consultant now acts as security advisor to OCFA's

Logistics and Risk Management sections on matters related to improving the safety of staff and public visitors at OCFA's facilities and fire stations, including during emergency situations. Responsibilities include assisting to: develop security protocols for RFOTC, fire stations, and other OCFA facilities; implement, track, and report on compliance with security protocols and updated emergency response procedures; develop response and action plans for various emergency events; develop training and drill programs for such action plans; track, review, and analyze security events and provide post-event recommendations; and serve as liaison to the armed guard services representative for OCFA.

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

- **Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including a focus on ECC/Dispatch personnel** – Actions taken over the last two fiscal years have continued into FY 2023/24, resulting in continued progress to reduce force hiring. Over the past two years, from January 2022 to August 2024, we have seen drastic improvements in the ranks of Fire Captain, Fire Apparatus Engineer, and Firefighter. That said, there is a current uptick in Firefighter/Paramedic (FF/PM) force hires due to the recent promotions of Fire Captains and Fire Apparatus Engineers. The plan to reduce force hires in the FF/PM rank are in progress, with an additional paramedic accreditation academy, current paramedic class of 12 in progress, and a new paramedic class of 22 starting in August 2024.

The improvement in force hiring directly correlates to reduced position vacancies. As of August 1, 2024, vacancies per rank are:

- Fire Captain: 3 vacancies
- Fire Apparatus Engineer: 2 vacancies
- Firefighter/Paramedic: 28 vacancies
- Firefighter/Basic Life Support: 50+ temporarily overfilled (pending promotion to ranks above)

To continue this positive momentum, future promotional academies will continue in 2025:

- Battalion Chief: January 2025
- Fire Captain: February and May 2025
- Fire Apparatus Engineer: January and April 2025
- FF Recruit Academy: February and July 2025

Management is also working to reduce force hiring for Dispatchers. Management and labor groups are pursuing a variety of factors through Joint-Labor-Management meetings to improve the work environment, retention of employees, and reduction in force hiring.

- **Fill the new Organizational Development & Training Manager position and leverage this new position to take actions towards fostering career progression, encouraging professional development, and developing future leaders within OCFA** – A recruitment was completed and this position was filled on December 19, 2023. The new Organizational & Training Manager is continuing to gain input from throughout OCFA for ongoing use in building training opportunities, and her efforts have already resulted in offerings of the first leadership courses to our non-safety administrative managers and supervisors as well as interview preparation workshops. The Organizational & Training Manager has also started the process of evaluating Learning Management Systems that would facilitate delivery of courses across the organization.
- **Plan and begin implementing actions to foster OCFA's cultural growth for diversity, equity, and inclusion (DEI) including focus and measurements for cultural diversity growth in staffing, expanded trainings for cultural growth, increased Outreach & Recruitment Team (ORT) engagement, and formation and effective use of a DEI Committee Task Force** - In partnership with EXP-The Opportunity Engine and Tustin Unified School District, OCFA hosted four high school interns at OCFA Headquarters during Summer 2024, in support of their high school career pathways. OCFA looks forward to growing in partnership with EXP to host interns in future summers from Tustin Unified as well as Santa Ana Unified School District.

We continue to deploy classes that support cultural awareness, emotional intelligence, and inclusivity like Courageous Conversations. We recently began a series on Cultural Humility for OCFA Managers and Division Chiefs.

Lastly, our DEI coordinator published an article in FireRescue1 magazine on inclusion and belonging in the Fire Service focused on how OCFA's work in this space is tied to our mission to serve our communities as well as one another as co-workers.

- **Develop policies to keep OCFA proactive with classification and compensation issues** – Management is currently engaged in various classification and compensation studies in Accounting, Dispatch, Administrative Support, Air Operations, and EMS & Training to ensure appropriate alignment of duties and responsibilities that support the current and future needs of the Authority. In addition, Management is engaged in discussions with the OCPFA Local 3631 with regard to the Classification and Compensation Policy for the unit.

Management successfully engaged in the meet and confer process with the Orange County Employees Association (OCEA) creating a process that would improve professional development and promotability of highly qualified employees by allowing for flexible staffing within paygrades and classifications within a job family.

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

- **Complete the development of the Community Risk Reduction records management system, known as ORION, to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service** – The build of the ORION system is now 100% complete, with the project remaining under budget. The new system went live on June 10, 2024 for CRR staff, and the operations modules are planned to go-live on January 1, 2025.
- **Building upon the Emergency Medical Services System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project** – The final version of the EMS System needs assessment was completed in January 2023. IT and EMS are reviewing the project scope and prioritization of needs, which will result in recommendations for purchase of a system and/or development of a solution.

Certain time sensitive technology projects have already kicked-off and are in implementation phases, including:

- First Watch/Pass for the EMS Quality Management Division.
 - RFP completed; new automated medication dispensing system and equipment installation are in-process.
 - RFI for non-controlled EMS Tracking and Storage System currently being evaluated.
- **Complete a Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades** – The Staffing System needs assessment report was completed in November 2023 and provided a number of recommendations for system replacement and enhancements. Staff presented the assessment report results to Executive Management in December 2023. Staff then developed and issued a Request for Information (RFI) solicitation to gain additional knowledge of alternative staffing system solutions available in the market. Submittals to the RFI will be due in the beginning of FY 2024/25.
 - **Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade**
 - **Cyber-Security** – Controlled physical access to IT systems 80% complete; Network access/privileges and software precautions 100% complete; 2-factor

login authentication testing complete and being deployed; server and firewall software patching 95% complete. Wireless infrastructure upgrade providing 102 access points at RFOTC ready for bidding; third-party security penetration testing of the OCFA network 100% complete; and IT staff deployment of Multi-Factor-Authentication for web-based email access is in process.

- **Physical Security Upgrades** – Control Access System and surveillance camera upgrades design/engineering 95% complete; all door access card readers upgraded, surveillance cameras installation in process, control access system servers installed in OCFA data center and operational. Full implementation estimated by Fall 2024.

The Security Guard Services contract for enhanced services (armed guards and increased hours) was approved for contract award at the February 2024 Executive Committee; transition to the new guard services was completed in May 2024.

- **Data Center Co-location Facility** – 20% complete. Location identified (US&R Warehouse). Feasibility study complete; demonstration of Motorola radio communications for Dispatchers with OCSO completed February 2023. Now developing engineering plans for US&R data center and Dispatcher offices tenant improvements, including power, HVAC, security, and emergency generator. Next steps – approval of engineering plans through City of Lake Forest, solicit bids from vendors, and BOD approval to proceed with construction phase.

The project phase to establish an alternate dispatch location at Fire Station 43 with Dispatch trailer has been completed, entailing modification of the VESTA system to extend calls to the trailer, new power and data connections in apparatus bay to support live CAD/9-1-1 dispatching, and upgraded PCs in the existing communications trailer.

- **Data Center Fire Protection Upgrade** – 75% complete. Contract awarded and equipment installation completed. Supplemental facility update to Data Center, including improving door seals and installing additional venting duct work to outdoors, is in process.

Highlights of Priorities Established for the FY 2024/25 Budget Cycle

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

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

- Complete research and due diligence (using an independent Land Use Planning firm) in support of site-selection for OCFA’s future Wildfire Resource Center (WRC), and following site-selection, pursue actions to continue progress towards planning, design, development, and ultimately making the new WRC operational for OCFA.
- Assist those OCFA Member Cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.
- Utilize the results of the Ambulance Transportation System Analysis completed by Citygate Associates during FY 2023/24 to:
 - Evaluate opportunities to improve ambulance transportation services for all communities served by OCFA.
 - Obtain input from the OCFA Board of Directors regarding recommendations provided by the Ambulance Transportation System Analysis.
 - Partner with the County Health Care Agency to incorporate input gained by the Ambulance Transportation System Analysis into the County’s RFP process for 2025-2030 Emergency Ambulance Transportation service contracts.
- Evaluate feasibility, priorities, and a phased-timing approach for implementing recommendations provided by the Field Deployment Standards of Cover completed during FY 2023/24, working within OCFA’s financial feasibility parameters.
- Initiate procurement process, selection of a firm, and review of initial draft study in order to update OCFA’s Development Impact Fees (DIFs) for use by OCFA in responding to the growth of housing/commercial development occurring in OCFA member cities/county.
- Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA.
- Develop a phased approach to increase staffing of OCFA’s support services (working within financial feasibility parameters) in response to increased frontline Operational services being provided and the correlating growth in support requirements.
- Increase OCFA’s presence and participation in community-based events for the local service areas throughout OCFA’s jurisdiction.

- Implement standard procedures to ensure that County Supervisors serving on the OCFA Board receive notifications for incidents occurring in the OCFA cities within their Supervisorial Districts, as well as the unincorporated areas in their Districts. These incident notifications shall mirror the notifications already provided to Directors representing OCFA cities.

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

- Enhance the safeguarding of personnel from exposure to hazardous and potentially carcinogenic substances by:
 - Implementing specialized, self-contained facility improvements and equipment for cleaning of Personal Protective Equipment (turnouts, SCBA gear, boots, gloves, etc.).
 - Utilizing a joint labor-management task force to research alternative options for daily uniforms and turnouts that are available in the market, or which are being developed in the market, and which are made with materials that do not contain PFAS (Per- and Polyfluorinated Substances, aka “forever chemicals”).
- Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, with particular emphasis this year on Emergency Command Center and dispatch personnel.
- Building upon the new Organizational Development & Training Manager position that was filled during FY 2023/24, provide organizational support as new plans are developed towards fostering career progression, encouraging professional development, and developing future leaders within OCFA.
- Continue actions to foster the OCFA’s cultural growth for diversity, equity, and inclusion (DEI) including focus and measurements for:
 - Cultural diversity growth in staffing
 - Expanded trainings for cultural growth
 - Increased Outreach & Recruitment Team (ORT) engagement
 - Formation and effective use of DEI Committee Task Force
 - Social media representation through federally-recognized cultural heritage months
- Identify and leverage partnerships with high schools, trade schools, colleges/universities, and armed forces to create and sustain apprenticeship/internship opportunities within OCFA’s Administrative and Support career tracks, given that OCFA has been experiencing significant attrition in these areas.
- Launch secondary social media accounts for all operations’ divisions and appropriate sections to better represent the all-hazard nature of our agency and share division- or

community-specific messages directly with the followers who live or work in those respective areas.

- Expand recruiting and community awareness of firefighter and professional staff excellence through social media campaigns, human interest profiles, and media engagement.

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

- Incorporating the latest in firefighter safety technology, complete the replacement of approximately 1,000 Self-Contained Breathing Apparatus (SCBAs) used by OCFA’s firefighting personnel, including the replacement of support equipment in the Service Center as needed to enable proper support of the new SCBAs.
- Following the Phase One launch of the new Community Risk Reduction records management system (known as ORION) during FY 2023/24, initiate planning and development for Phase Two, which is envisioned to:
 - Create customer portals for OCFA’s member agencies to be able to view active projects in each member’s jurisdiction
 - Create a path to submit development review projects through the portals
 - Create a path to return approved plans to each city/county on behalf of our shared customers
 - Build dashboards and standard report capabilities
 - Create a Wildland Pre-Fire Management module
- Continue efforts to identify the best technology and develop the scope for making comprehensive EMS System upgrades and engage in solicitation/implementation phases of the project.
- Complete the Staffing System RFI process and evaluate the information gained to determine feasibility of using existing system solutions that are available in the market for OCFA needs vs. specifications for a highly customized system.
- Continue implementing the scope and multi-year plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).
- Leverage appropriate on-scene incident video footage to bolster training, after action reviews, and public engagement through the launch of a GoPro pilot program.

- Complete transition to new OCFA website for better information sharing, community education, and engagement.

Total Budget Overview

The total revenue budget for FY 2024/25 is \$606.9 million and total expenditures are \$600.3 million across all funds. The OCFA considers the budget to be balanced if ongoing General Fund revenue is sufficient to fund ongoing General Fund expenditures including the Contingency Fund Balance. The Contingency Fund Balance is a set aside of 10% of the General Fund operating expenditures, to be used in unplanned emergency situations, per the Financial Stability Budget Policy. The budget also includes a one-time payment of approximately \$21.8 million to OCERS to pay down the retiree medical unfunded liability.

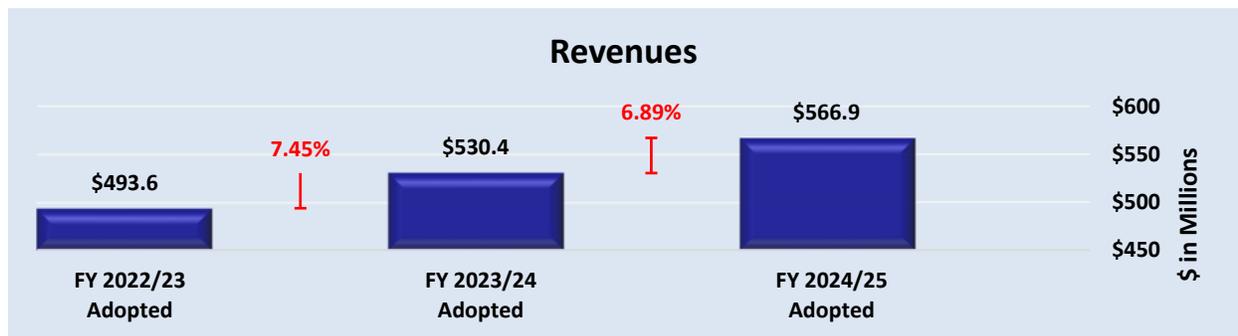
The Financial Stability Policy prescribes how to allocate the General Fund surplus. The policy requires that 50% of the surplus be transferred to the CIP and 50% be allocated to pay down the OCFA’s unfunded liabilities as part of the March mid-year budget adjustments. The policy allows for the transfer of surplus to CIP funds at the onset of the fiscal year to prevent the CIP fund from experiencing a negative fund balance during the fiscal year and also allows for up to 100% allocation of the surplus to CIP funds if the 50% allocation is insufficient to fund CIP expenditures. Both of these provisions were employed for FY 2024/25 to transfer approximately \$46.1 million in General Fund surplus to the CIP funds at the start of the fiscal year.

General Fund Budget Overview

General Fund revenue for FY 2024/25 is budgeted at \$566.9 million, and expenditures are budgeted at \$516.1 million, which includes approximately \$21.8 million to pay down the retiree medical unfunded liability. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing and one-time operating expenditures.

General Fund Revenues

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



There are five main categories of revenue for the OCFA. Property tax represents the largest category at approximately 63% of the General Fund’s total revenue, or \$357.6 million. As a category, it is projected to increase by approximately 6.7% in FY 2024/25 compared to the FY

FY 2024/25 OCFA Adopted Budget

2023/24 Adopted Budget. The largest portion of the property tax revenue category is secured property tax, which is projected to grow by 6.7% based on an annual property tax study prepared by Harris & Associates.

The next largest revenue category, Charges for Current Services, represents 28.3% of the General Fund's revenues at approximately \$160.4 million. This category is estimated to increase by 3.9%. Most Cash Contract City base service charges are increasing by 4.1%.

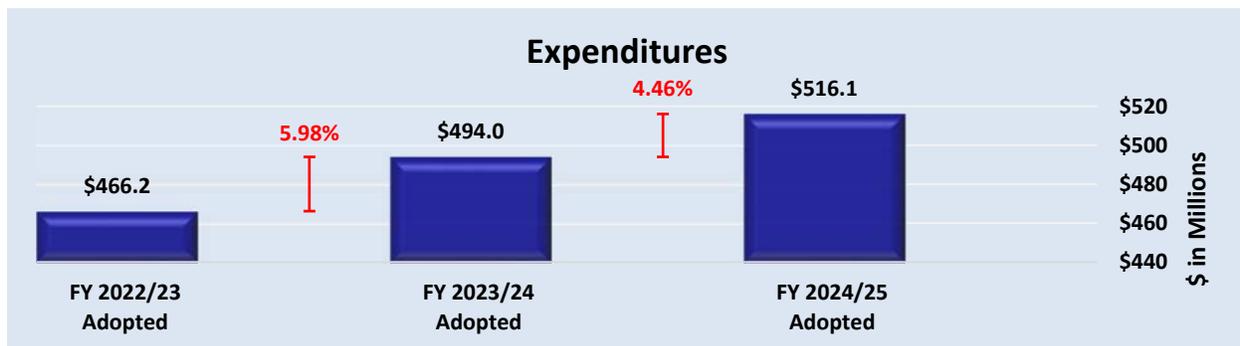
The Intergovernmental revenue category is budgeted at approximately \$45.4 million, increasing 20.8% from the FY 2023/24 Adopted Budget amount. This category of revenue represents contracts with other governmental agencies, such as CAL FIRE; grants from other government agencies; and reimbursements from government agencies. Most of the increase is due to CRA pass-through revenue which is \$7.6M higher compared to the FY 2023/24 Adopted Budget. The 36.0% increase in Redevelopment Area Pass-Through revenue is based on projections provided by Harris & Associates.

Interest revenue (Use of Money and Property) of approximately \$2.2 million is based on estimated cash flows and a projected interest rate of 3.50% for FY 2024/25.

Finally, the Other, or Miscellaneous Revenue category is budgeted at \$1.3 million, roughly flat compared to the FY 2023/24 Adopted Budget.

General Fund Expenditures

As shown in table below, General Fund expenditures increased approximately 4.46% overall from the FY 2023/24 Adopted Budget.



Salaries and Employee Benefits (S&EB) total approximately \$464.7 million in FY 2024/25, or a 3.9% increase compared to the FY 2023/24 Adopted Budget. The increase is due in part to MOU increases for all labor groups, 21 new positions, increased overtime, and increased Snowball Plan payments for the retiree medical unfunded liability.

Services & Supplies total approximately \$51.1 million in FY 2024/25, a 9.5% increase from the FY 2023/24 Adopted Budget. Services & Supplies budgets were held flat where possible, and one-time increases that were approved for FY 2023/24 were not renewed in FY 2024/25.

Staffing

The FY 2024/25 Adopted Budget includes 1,619 funded positions with 21 new positions as follows:

- The following positions are added effective July 1, 2024:
 - 1 Public Relations Specialist to support Public Information Office.
 - 1 Human Relations Analyst I to support the Workers' Compensation Program within Risk Management.

- The following positions are added effective October 1, 2024:
 - 1 Buyer to support Purchasing.
 - 1 Fire Communications Dispatcher to support Emergency Command Center.
 - 1 Fleet Services Supervisor to support Fleet Services as recommended by City Gate study.
 - 1 Senior Information Technology Analyst to establish new section "Project Management, Governance, and Administration" within Information Technology.
 - 1 Administrative Fire Captain unfrozen and funded to support Division 4.

- The following positions are added effective January 1, 2025:
 - 1 Senior Accounting Support Specialist to support Finance.
 - 2 Heavy Equipment Technician I to support Fleet Services as recommended by City Gate study.
 - 1 Senior Management Analyst to establish new section "Project Management, Governance, and Administration" within Information Technology.
 - 1 Facilities Maintenance Manager and 1 Facilities Specialist within Property Management to support numerous projects and ongoing station repair and rehabilitation in accordance with the 2022 Station Facilities Assessment Study.
 - 1 Fire Pilot, 1 Fire Captain, and 3 Firefighter/Paramedic positions to convert a second helicopter in service to 24 hour emergency response within Air Operations.
 - 3 Firefighter/Paramedic positions to convert an existing Paramedic Assessment Unit Engine into an Advanced Life Support Paramedic Engine.

The Chart of Authorized Positions and Summary of Regular Positions by Department on pages 82-86 of this document includes 11 frozen positions which are not funded in the FY 2024/25 Adopted Budget. These include: 2 Communications Installers and 9 Hand Crew Firefighters (Seasonal). The 5 Urban Search & Rescue (US&R) positions, namely 1 Battalion Chief and 4 Warehouse Logistics Specialists, will be funded with the regular annual US&R Grant funds expected during the fiscal year.

CIP Funds Overview

The Capital Improvement Program budget for FY 2024/25 is \$51.3 million. Revenues for the CIP funds during this budget cycle include interest, contributions from Cash Contract Cities, and developer contributions. Use of fund balance and transfers from the General Fund are also necessary to fund the Capital Improvement Program.

Significant projects in the CIP funds include the following:

General Fund CIP (Fund 12110)

- The budget of approximately \$26.1 million funds projects including self-contained breathing apparatus; inclusive facilities; cardiac monitors/defibrillators; all-band mobile and portable radios; and fire station remodels.

Fire Stations and Facilities (Fund 123)

- The \$2.1 million budget will fund a PPE cleaning facility and equipment; 2nd emergency power generator; expansion and upgrades to the RFOTC training grounds; and solar power facilities for RFOTC and fire stations.

Communications and Information Systems (Fund 124)

- The budget of \$0.5 million will fund development of the Emergency Medical Systems enterprise system.

Fire Apparatus (Fund 133)

- Approximately \$22.7 million has been included in the FY 2024/25 Adopted Budget for the replacement of 18 emergency vehicles, 36 support vehicles, and 4 grant funded vehicles. The budget also includes \$4.9 million in debt service for the helicopter program with details provided on page 376.

Financial Forecasts

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

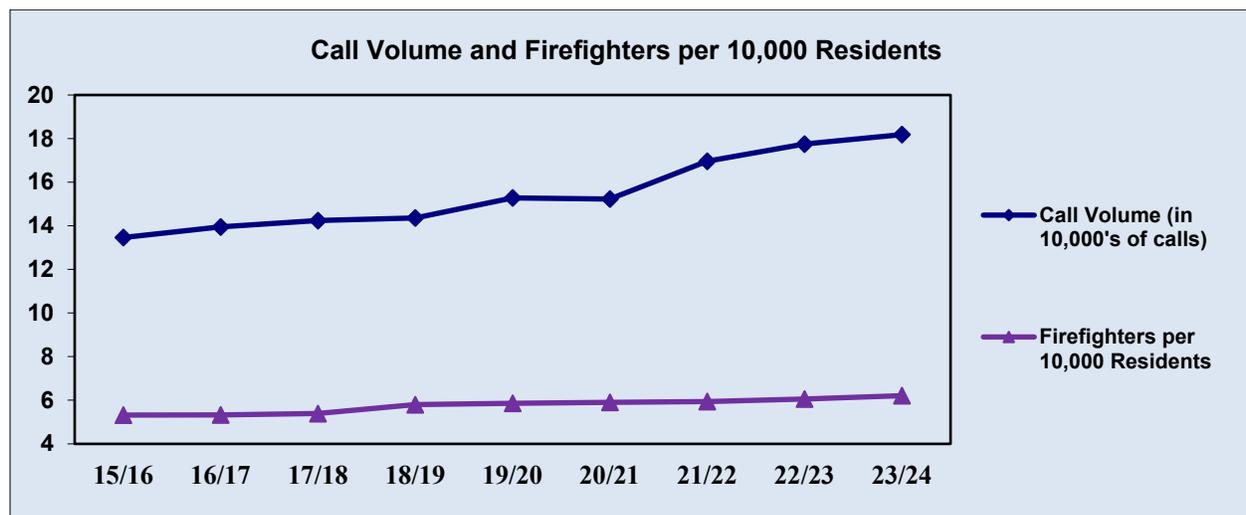
In order to maintain a balanced Five-Year Financial Forecast, staff continues to aggressively pursue the following measures:

- Continue to pursue cost containment, cost savings, and revenue enhancement

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

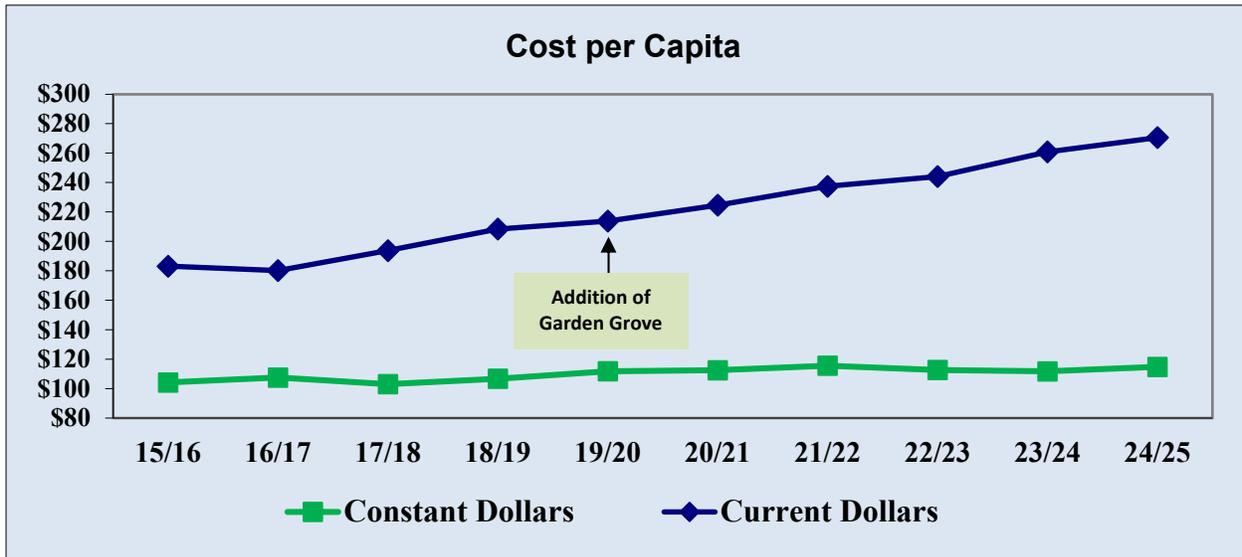
Service Delivery

The graph below shows that the OCFA's ratio of firefighters per 10,000 residents has remained steady over the last six fiscal years ranging from 5.80 to 6.21 firefighters. At our lowest point in FY 2015/16 the ratio was 5.32. During the past 10-year time frame, our emergency call load has increased by 62%, due in part to the City of Santa Ana joining the OCFA in April 2012 and the City of Garden Grove joining in August 2019.



Cost per Capita

The graph on the following page reflects the impact of staffing and demographic changes that have occurred during the ten-year period. The steadily increasing cost per capita in current dollars from FY 2017/18 through FY 2024/25 is primarily due to higher salary and retirement costs due to staffing restorations, MOU changes, and proactive action of the Board of Directors in July 2017 to unfreeze and fund 53 additional firefighter positions to reduce the number of forced hires. FY 2019/20 numbers include the approximate 175,000 increase in population from the City of Garden Grove joining the OCFA during this fiscal year, and FY 2020/21 reflects a reduction of approximately 51,000 for the City of Placentia, which withdrew from the OCFA as of July 1, 2020. Cost per capita in current dollars increased in FY 2024/25 primarily due to salary increases from approved MOUs, increased funding for 21 new positions, increased overtime, and increased services and supplies expenditures.



Comparison to other Fire Service Districts

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

Metro Fire serves a population of approximately 720,000 in a 359 square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire’s case, 77% of its revenue is derived from property tax, compared to 63% for the OCFA. The OCFA serves a population of 1.91 million stretching over 587 square miles.

Metro Fire’s General Fund expenditure budget for FY 2024/25 is approximately \$304.5 million, while the OCFA’s is \$516.1 million. This results in a spending ratio of approximately \$423 per capita for Metro Fire and \$271 per capita for OCFA.

Customer Satisfaction

In 2023, the OCFA launched an automated survey that is texted to 911 callers after an OCFA response. This automated survey replaced the manual customer satisfaction surveys previously sent through the mail. To date, over 96% of respondents have praised our dispatchers’ helpfulness, response times, and aid provided by OCFA crews. These high ratings demonstrate that our communities place a high value on the quality of OCFA’s services, and that we meet or exceed service expectations.

Award for Distinguished Budget Presentation

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the fifteenth time to the Orange County Fire Authority for its FY 2023/24 Adopted Budget. In addition, we received the Award of Excellence in Operational Budgeting from

the California Society of Municipal Finance Officers (CSMFO). We believe our new budget continues to conform to both program requirements; therefore, we will submit the FY 2024/25 Adopted Budget for award consideration.

Acknowledgments

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

Respectfully,

Brian Fennessy
Fire Chief

Budget Adoption – Board of Directors Meeting of May 23, 2024

LITHIUM-ION BATTERIES



In today's technology driven world, lithium-ion batteries are powering electric vehicles, cell phones, e-bikes, laptops, toys, smoke alarms and power tools. These batteries can be dangerous if they overheat, and can cause a fire or explosion. Keep yourself and your family safe by following these safety tips.



According to the Data Bridge Market Research, the global lithium-ion battery market was valued at 6.70 billion in 2021 and is expected to reach 26.28 billion by 2029.



Orange County
Fire Authority

(714) 573-6200
ocfa.org



Lithium-Ion Battery Fires:

- Emit toxic gasses within seconds
- Burn hotter and faster than others
- Can't be smothered like other fires
- Can cause explosions within seconds
- Can reignite up to 21 days later!

Safety Tips

- Purchase batteries that are listed by a Nationally Recognized Testing Lab (NRTL)
- Know the manufacturer instructions and safety information for use, storage, charging and maintenance
- Never overload your outlet when charging any device with a lithium-ion battery
- Never place the batteries in direct sunlight or a hot vehicle
- Store batteries in a cool, dry location

Charging and Disposal

- Charge the device properly and only with the cords that came with the device
- Unplug the device once it is fully charged
- Do not charge batteries when the environment is below freezing (32°F) or too hot (130°F)
- Never charge the device under a pillow, on your bed or on a couch.
- Keep lithium-ion batteries away from combustible materials when charging.
- Never throw lithium-ion batteries in the trash
- Contact your local recycling center or waste management department for proper disposal
- Do not put discarded batteries together in a container or pile

Warning Signs

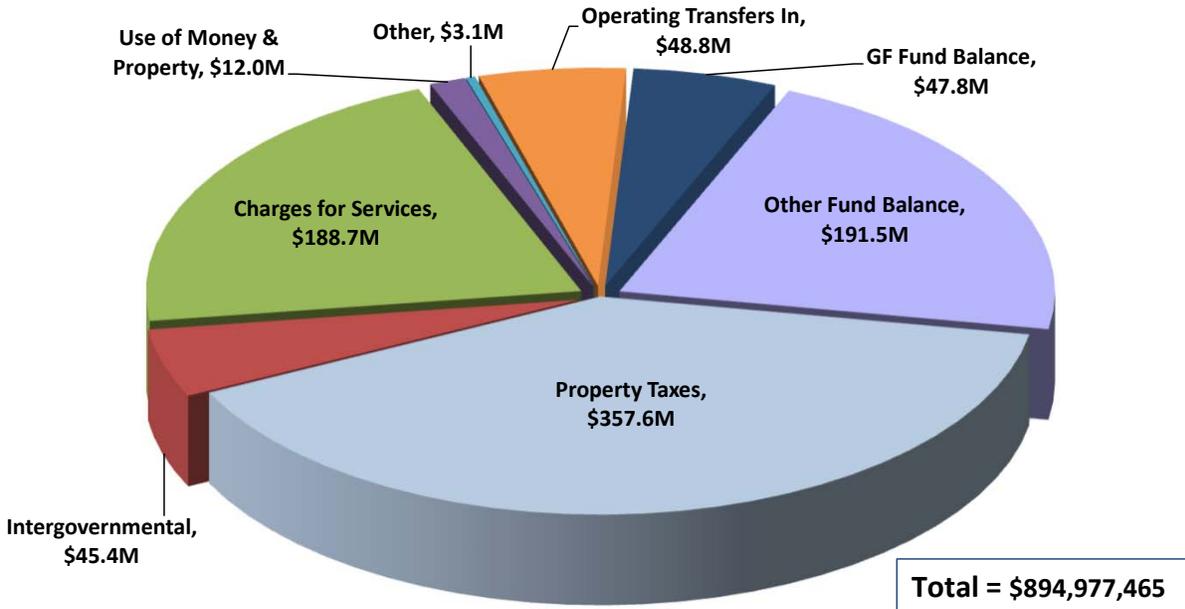
- Unusual odor
- Change in color
- Too hot to the touch
- Change in shape
- Not keeping a charge
- Smoking or sparking when plugging in
- Unusual Noises (popping, hissing, buzzing)
- Leaking of liquid

If You Have a Fire From a Lithium-Ion Battery

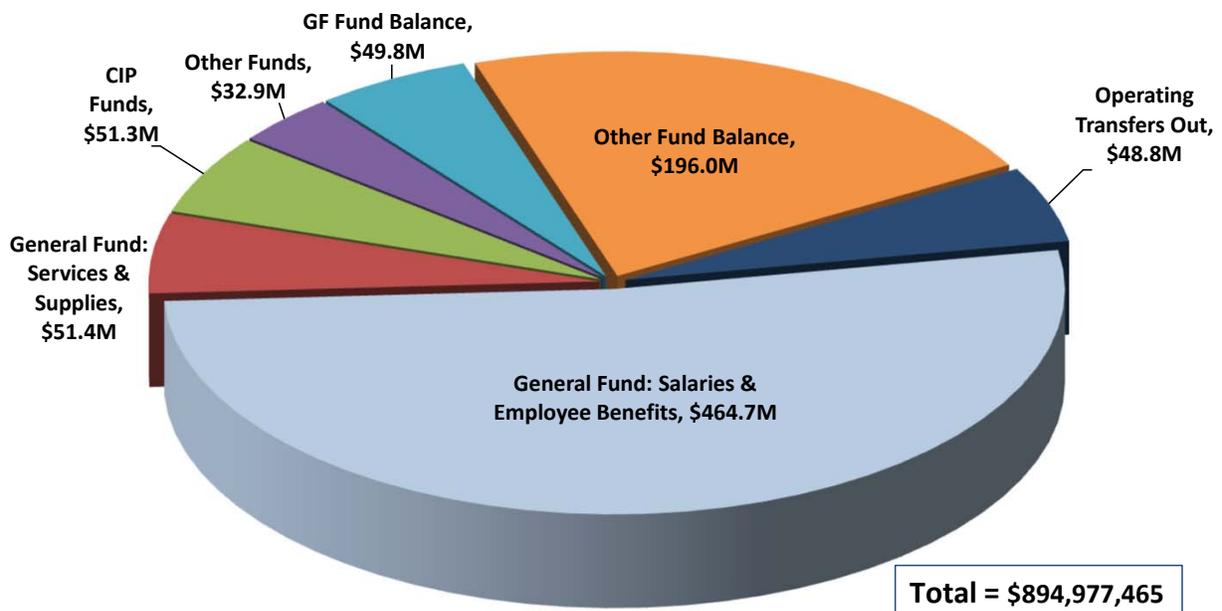
- Leave the area immediately as the batteries emit toxic gasses and burn extremely hot, with explosions occurring in seconds
- Call 9-1-1
- DO NOT try to fight or extinguish the fire

FY 2024/25 Funding Sources and Uses All Funds

Where the Money Originates



Where the Money Goes



FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
COMBINED BUDGET SUMMARY
FY 2024/25**

	121 General Fund	12110 ⁽¹⁾ General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems
FUNDING SOURCES				
Property Taxes	\$357,632,685	-	-	-
Intergovernmental	45,419,552	-	-	-
Charges for Current Services	160,354,637	-	-	-
Use of Money & Property	2,242,549	-	1,366,080	304,753
Other	1,254,000	-	1,276,550	-
Total Revenue & Other Financing Sources	566,903,423	-	2,642,630	304,753
Operating Transfer In	-	27,000,000	-	400,000
Beginning Fund Balance	47,800,126	160,577	176,401	268,578
TOTAL AVAILABLE RESOURCES	\$614,703,549	\$27,160,577	\$2,819,031	\$973,331
EXPENDITURES				
Salaries & Employee Benefits	\$442,853,979	-	-	-
Services & Supplies	51,129,568	24,134,200	-	-
Capital Outlay	275,927	1,945,000	2,050,000	500,000
Subtotal Expenditures	494,259,474	26,079,200	2,050,000	500,000
UAAL / Retiree Medical Paydown	21,814,115	-	-	-
Total Expenditures & Other Uses	516,073,589	26,079,200	2,050,000	500,000
Appropriation for Contingencies	3,000,000	-	-	-
Operating Transfer Out	48,805,108	-	-	-
Ending Fund Balance	46,824,852	1,081,377	769,031	473,331
TOTAL FUND COMMITMENTS & FUND BALANCE	\$614,703,549	\$27,160,577	\$2,819,031	\$973,331

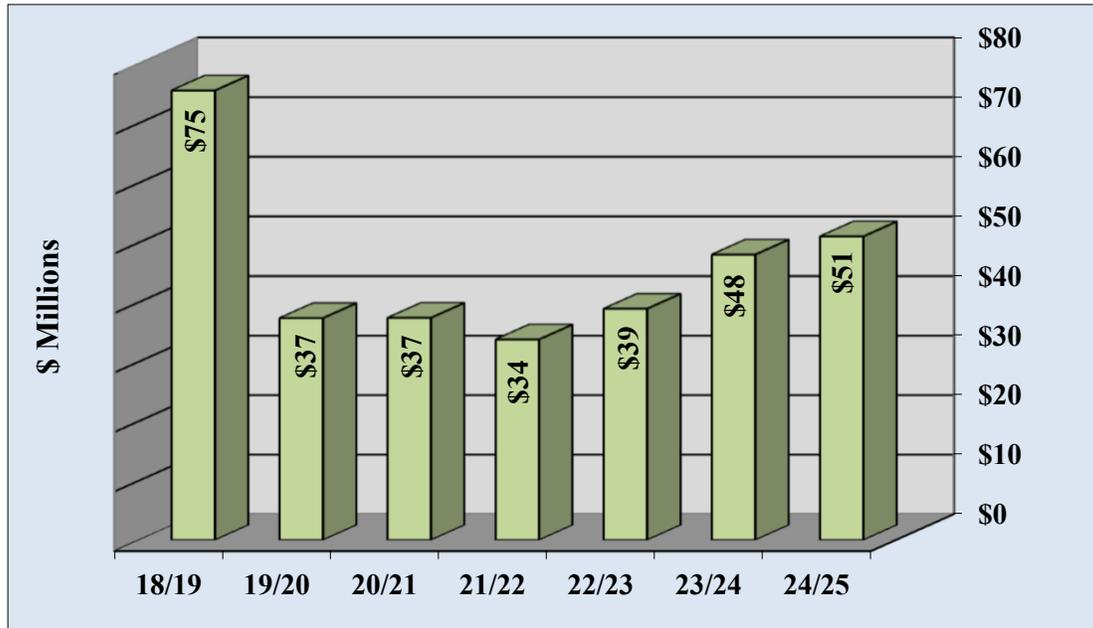
(1) Project related budgets segregated for operational budget clarity purposes.

Budget Summary

	133 Fire Apparatus	139 Settlement Agreement	171 SFF Entitlement	190 Self- Insurance	Total
FUNDING SOURCES					
Property Taxes	-	-	-	-	\$357,632,685
Intergovernmental	-	-	-	-	45,419,552
Charges for Current Services	1,963,179	-	-	26,400,324	188,718,140
Use of Money & Property	1,547,187	1,088,709	-	5,473,226	12,022,504
Other	592,000	-	-	-	3,122,550
Total Revenue & Other Financing Sources	4,102,366	1,088,709	-	31,873,550	606,915,431
Operating Transfer In	18,737,108	2,668,000	-	-	48,805,108
Beginning Fund Balance	182,553	30,340,583	112,625	160,215,483	239,256,926
TOTAL AVAILABLE RESOURCES	\$23,022,027	\$34,097,292	\$112,625	\$192,089,033	\$894,977,465
EXPENDITURES					
Salaries & Employee Benefits	-	-	-	-	\$442,853,979
Services & Supplies	4,933,000	668,000	-	32,235,643	113,100,411
Capital Outlay	17,786,880	-	-	-	22,557,807
Subtotal Expenditures	22,719,880	668,000	-	32,235,643	578,512,197
UAAL / Retiree Medical Paydown	-	-	-	-	21,814,115
Total Expenditures & Other Uses	22,719,880	668,000	-	32,235,643	600,326,312
Appropriation for Contingencies	-	-	-	-	3,000,000
Operating Transfer Out	-	-	-	-	48,805,108
Ending Fund Balance	302,147	33,429,292	112,625	159,853,390	242,846,045
TOTAL FUND COMMITMENTS & FUND BALANCE	\$23,022,027	\$34,097,292	\$112,625	\$192,089,033	\$894,977,465

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

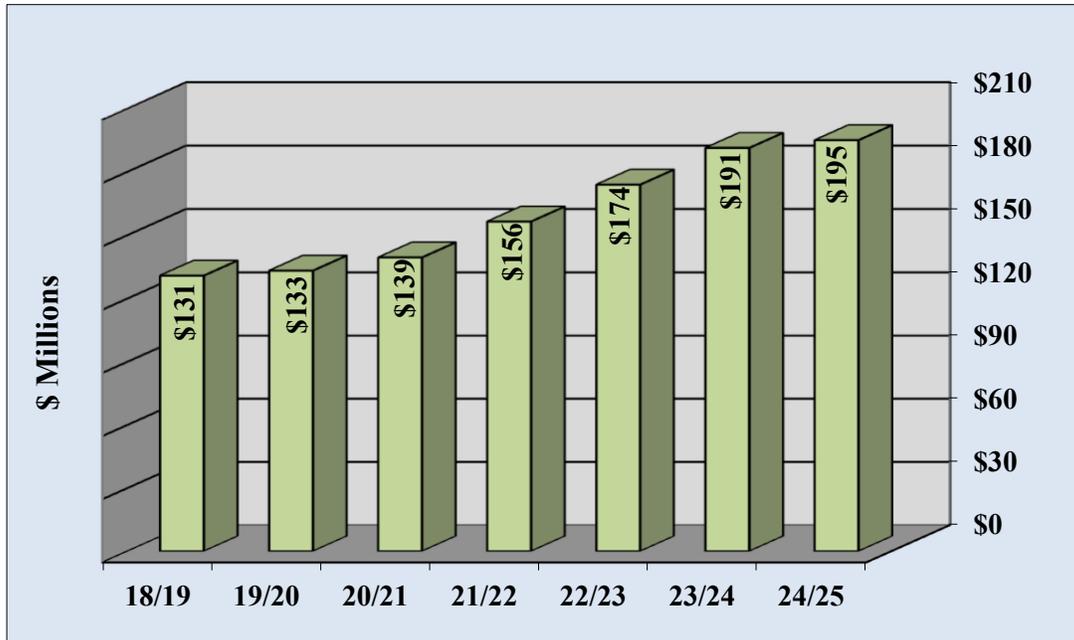
Ending Fund Balances General Fund



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

Note: FY 2018/19 through FY 2022/23 are based on actuals. FY 2023/24 through FY 2024/25 are budget figures. Refer to page 92 to review chart of contingency reserves.

Ending Fund Balances CIP/Other Funds



Operating transfers to CIP funds from the General Fund began in FY 2013/14, with the start of the economic recovery, in order to fully fund approved projects. Significant projects in recent years include the purchase of two new FIREHAWK helicopters, construction of Fire Station 56 (Rancho Mission Viejo), inclusive facilities improvements, and the replacement or upgrades of the following: Fire Station alarm systems; all-band mobile and portable radios; enterprise phone and public addressing/paging systems. Projects scheduled for FY 2024/25 include the replacement of self-containing breathing apparatus (SCBA) and cardiac monitors/defibrillators, planning and construction of a PPE cleaning facility and equipment, and the purchase of several vehicles.

Note: FY 2018/19 through FY 2022/23 are based on actuals. FY 2023/24 through FY 2024/25 are budget figures. Refer to page 92 to review chart of contingency reserves.

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2018/19 - FY 2024/25**

Fund No.	Fund Type	Fund Description	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual
Available Fund Balances - July 1			\$202,242,511	\$206,299,209	\$214,187,358
REVENUES					
121	General	General Fund	\$407,919,810	\$463,784,858	\$490,272,083
123	Capital Projects	Fire Stations & Facilities	1,078,047	1,024,707	1,370,785
124	Capital Projects	Communications & Info Systems	245,373	132,392	3,385
133	Capital Projects	Fire Apparatus	1,857,200	2,090,148	1,665,618
139	Other	Settlement Agreement	-	494,085	212,885
171	Other	SFF Entitlement	37,406	24,846	644
190	Other	Self-Insurance	20,217,993	22,566,590	21,618,220
TOTAL REVENUES - ALL FUNDS			\$431,355,829	\$490,117,626	\$515,143,621
EXPENDITURES					
121	General	General Fund Departments/Divisions:			
		Executive Management	\$6,832,539	\$7,598,441	\$18,621,559
		Corporate Communications	N/A	N/A	N/A
		Human Resources	8,964,735	9,824,247	8,319,242
		Emergency Medical Services and Training	4,953,961	5,536,471	12,565,008
		Command and Emergency Planning	7,557,944	8,958,660	9,493,887
		Operations	284,952,505	313,575,124	330,623,650
		Special Operations	17,718,607	29,445,646	19,663,446
		Field Operations North	N/A	N/A	N/A
		Field Operations South	N/A	N/A	N/A
		Community Risk Reduction	9,804,441	10,460,329	16,005,766
		Business Services	30,456,805	27,657,749	26,993,385
		Non-Departmental	N/A	N/A	N/A
		Strategic Services	N/A	N/A	N/A
		Logistics	31,574,014	35,697,193	36,096,572
		Subtotal General Fund	402,815,551	448,753,862	478,382,514
12110	Capital Projects	General Fund CIP	2,065,551	4,268,584	6,129,159
123	Capital Projects	Fire Stations & Facilities	1,437,316	1,373,662	1,280,427
124	Capital Projects	Communications & Info Systems	3,927,665	1,254,749	1,100,834
133	Capital Projects	Fire Apparatus	5,275,772	14,192,807	4,453,398
139	Other	Settlement Agreement	-	630,009	599,330
171	Other	SFF Entitlement	195,509	75,424	167,966
190	Other	Self-Insurance	11,961,307	12,340,122	14,795,847
TOTAL EXPENDITURES - ALL FUNDS			\$427,678,671	\$482,889,218	\$506,909,476
Net Operating Transfers In (Out)			-	-	-
Adjustments (a)			379,540	659,741	3,182,189
Available Fund Balances - June 30			\$206,299,209	\$214,187,358	\$225,603,692
% Fund Balance increase (decrease) from prior year (b)			2.01%	3.82%	5.33%

Notes:

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

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

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY FUND TYPE
FY 2018/19 - FY 2024/25**

Fund No.	Fund Type	Fund Description	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Adjusted	FY 2024/25 Budget
Available Fund Balances - July 1			\$225,603,692	\$223,899,954	\$270,626,063	\$239,256,926
REVENUES						
121	General	General Fund	\$516,067,363	\$578,731,052	\$601,504,480	\$566,903,423
123	Capital Projects	Fire Stations & Facilities	155,823	17,968,490	1,803,918	2,642,630
124	Capital Projects	Communications & Info Systems	(118,653)	330,747	276,974	304,753
133	Capital Projects	Fire Apparatus	1,183,933	61,331,777	5,291,220	4,102,366
139	Other	Settlement Agreement	(1,003,030)	576,327	911,755	1,088,709
171	Other	SFF Entitlement	(65,388)	88,206	102,421	-
190	Other	Self-Insurance	29,023,403	33,423,180	36,045,564	31,873,550
TOTAL REVENUES - ALL FUNDS			\$545,243,452	\$692,449,780	\$645,936,332	\$606,915,431
EXPENDITURES						
121	General	General Fund Departments/Divisions:				
		Executive Management	\$15,982,686	\$7,769,544	\$7,322,745	\$8,284,741
		Corporate Communications	2,887,718	3,248,905	3,421,618	3,634,186
		Human Resources	10,349,453	11,454,697	13,219,787	13,866,865
		Emergency Medical Services and Training	13,498,470	15,608,397	16,113,217	15,536,369
		Command and Emergency Planning	9,409,427	8,804,555	9,756,655	10,231,159
		Operations	351,107,782	N/A	N/A	N/A
		Special Operations	29,568,574	N/A	N/A	N/A
		Field Operations North	N/A	176,655,893	177,446,853	175,791,133
		Field Operations South	N/A	238,449,674	232,025,331	191,992,365
		Community Risk Reduction	12,925,703	12,030,748	17,193,360	13,737,352
		Business Services	8,817,667	9,638,001	11,073,192	12,241,649
		Non-Departmental	18,689,097	27,355,747	31,380,105	24,528,175
		Strategic Services	N/A	N/A	535,072	506,303
		Logistics	38,041,873	39,646,958	44,333,919	45,723,292
		Subtotal General Fund	511,278,449	550,663,119	563,821,854	516,073,589
12110	Capital Projects	General Fund CIP	6,578,404	7,033,835	21,697,529	26,079,200
123	Capital Projects	Fire Stations & Facilities	646,426	15,863,273	24,375,225	2,050,000
124	Capital Projects	Communications & Info Systems	1,616,216	1,203,291	8,122,908	500,000
133	Capital Projects	Fire Apparatus	12,143,468	54,781,838	34,446,491	22,719,880
139	Other	Settlement Agreement	636,058	658,043	2,168,000	668,000
171	Other	SFF Entitlement	181,831	870,451	3,509,337	-
190	Other	Self-Insurance	13,754,070	15,129,099	19,164,125	32,235,643
TOTAL EXPENDITURES - ALL FUNDS			\$546,834,921	\$646,202,949	\$677,305,469	\$600,326,312
Net Operating Transfers In (Out)			-	-	-	-
Adjustments (a)			(112,269)	479,278	-	-
Available Fund Balances - June 30			\$223,899,954	\$270,626,063	\$239,256,926	\$245,846,045
% Fund Balance increase (decrease) from prior year (b)			-0.76%	20.87%	-11.59%	2.75%

Notes:

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

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

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2018/19 - FY 2024/25**

	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual
REVENUES			
Property Taxes	\$264,267,387	\$277,721,815	\$290,310,885
Intergovernmental	28,521,606	41,258,004	58,266,112
Charges for Current Services	131,085,286	158,215,454	158,903,228
Use of Money and Property	4,801,199	4,595,958	668,186
Other	2,680,351	8,326,394	6,995,211
TOTAL REVENUES	\$431,355,829	\$490,117,626	\$515,143,621
EXPENDITURES			
Salaries & Employee Benefits	\$364,319,946	\$394,606,090	\$427,028,538
Services & Supplies	51,754,745	70,037,321	71,987,821
Capital Outlay	10,338,119	18,245,807	7,893,117
Debt Service	1,265,861	-	-
TOTAL EXPENDITURES	\$427,678,671	\$482,889,218	\$506,909,476

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

	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual
REVENUES			
General Fund	\$407,919,810	\$463,779,457	\$490,272,083
Other Governmental Funds	23,436,019	26,338,169	24,871,537
TOTAL REVENUES	\$431,355,829	\$490,117,626	\$515,143,621
EXPENDITURES			
General Fund	\$404,881,103	\$453,022,446	\$484,511,673
Other Governmental Funds	22,797,568	29,866,772	22,397,803
TOTAL EXPENDITURES	\$427,678,671	\$482,889,218	\$506,909,476

Note:

Only the General Fund qualifies as a major fund.

Budget Summary

**ORANGE COUNTY FIRE AUTHORITY
BUDGET SUMMARY - ALL FUNDS
REVENUES AND EXPENDITURES BY CATEGORY
FY 2018/19 - FY 2024/25**

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Adjusted	FY 2024/25 Budget
REVENUES				
Property Taxes	\$302,861,759	\$326,138,528	\$341,623,616	\$357,632,685
Intergovernmental	57,726,610	76,482,399	68,516,530	45,419,552
Charges for Current Services	175,974,719	181,274,617	188,095,793	188,718,140
Use of Money and Property	(4,525,759)	6,845,285	9,943,388	12,022,504
Other	13,206,123	101,708,951	37,757,005	3,122,550
TOTAL REVENUES	\$545,243,452	\$692,449,780	\$645,936,332	\$606,915,431
EXPENDITURES				
Salaries & Employee Benefits	\$449,353,355	\$450,933,000	\$467,893,818	\$464,668,094
Services & Supplies	82,966,877	102,573,966	133,218,549	113,100,411
Capital Outlay	14,514,689	73,984,865	76,193,102	22,557,807
Debt Service	-	-	-	-
TOTAL EXPENDITURES	\$546,834,921	\$627,491,831	\$677,305,469	\$600,326,312

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

	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24 Adjusted	FY 2024/25 Budget
REVENUES				
General Fund	\$516,067,363	578,731,052	\$601,504,480	\$566,903,423
Other Governmental Funds	29,176,089	113,718,728	44,431,852	40,012,008
TOTAL REVENUES	\$545,243,452	\$692,449,780	\$645,936,332	\$606,915,431
EXPENDITURES				
General Fund	\$517,856,853	\$557,696,954	\$585,519,383	\$542,152,789
Other Governmental Funds	28,978,068	69,794,877	91,786,086	58,173,523
TOTAL EXPENDITURES	\$546,834,921	\$627,491,831	\$677,305,469	\$600,326,312

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 2024/25 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 2024/25 would result in an \$18.6 million increase to ending fund balance available in FY 2028/29 under Scenario 1.
 - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2024/25 would result in an \$28.9 million increase to ending fund balance available in FY 2028/29 under Scenario 1.
 - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2024/25 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$7.3 million increase to the General Fund Surplus in FY 2028/29 under Scenario 1.

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

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

Budget Summary

Scenario 1 - 0% Salary Increases After MOU Expirations	ADJUSTED FY 2023/24	ADOPTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28	PROJECTED FY 2028/29
A. BEGINNING FUND BALANCE - All Funds Combined	270,626,063	239,256,926	245,846,045	246,890,821	254,581,770	272,289,695
GENERAL FUND Revenue & Expenditures						
Property Taxes	341,623,616	357,632,685	370,545,630	406,462,356	427,228,203	448,867,204
State Reimbursements	16,534,878	16,786,908	16,786,908	16,786,908	16,786,908	16,786,908
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	62,145,391	-	-	-	-	-
Community Redevelopment Agency Pass-thru	23,334,866	28,532,644	30,765,240	14,629,608	15,509,971	16,249,560
Cash Contracts	142,058,493	148,075,822	153,921,880	159,372,370	163,391,989	166,746,310
Community Risk Reduction Fees	7,709,838	7,709,838	7,709,838	7,709,838	7,709,838	7,709,838
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,954,829	2,176,687	1,653,898	1,741,885	1,822,750	1,901,447
Other Revenue	1,494,969	1,341,239	1,341,239	1,341,239	1,341,239	1,341,239
General Fund Revenue	601,504,480	566,903,423	587,372,233	612,691,804	638,438,498	664,250,106
New Positions for New Stations	-	-	-	1,180,970	1,771,455	4,692,870
Employee Salaries	272,516,210	284,455,984	292,002,946	298,156,035	300,881,240	300,881,240
Retirement - Regular Annual Payments	82,827,804	87,954,236	95,689,462	99,528,858	103,875,281	110,708,000
Accelerated Pension / Retiree Medical Paydown	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106	41,075,871
Workers' Compensation (Transfer to Fund 190)	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Other Insurance	38,831,736	39,915,193	40,799,592	42,396,711	44,091,470	45,892,082
Medicare	3,919,153	4,128,242	4,234,043	4,323,263	4,362,778	4,362,778
One-Time Grant/ABH Expenditures	17,757,040	-	-	-	-	-
Salaries & Employee Benefits	468,432,080	464,668,094	489,898,434	510,787,177	523,536,051	541,341,963
Services & Supplies/Equipment	51,089,555	51,405,495	53,097,394	53,699,388	54,404,384	54,412,902
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	77,216	115,824	347,471
One-Time Grant Expenditures	44,300,220	-	-	-	-	-
General Fund Expenditures	566,489,855	518,741,589	545,663,828	567,231,781	580,724,259	598,770,336
B. Incremental Increase in GF 10% Contingency	6,002,452	2,024,726	2,025,468	1,616,313	1,233,283	1,277,731
GENERAL FUND SURPLUS/(DEFICIT)	29,012,173	46,137,108	39,682,938	43,843,711	56,480,957	64,202,039
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	56,480,957	64,202,039
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	2,774,887	3,218,020	2,287,704	2,309,148	2,428,501	2,640,376
Cash Contracts	1,893,746	1,963,179	2,022,076	2,082,737	2,145,219	2,209,574
Developer Contributions	2,805,900	1,868,550	1,276,550	3,376,550	1,276,550	828,620
Operating Transfers into CIP from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	56,480,957	64,202,039
Total CIP Revenue	36,486,706	53,186,857	45,269,268	51,612,146	62,331,227	69,880,609
Fund 12110 - General Fund CIP	21,697,529	26,079,200	11,609,700	7,806,600	5,070,300	4,565,200
Fund 123 - Fire Stations and Facilities	24,375,225	2,050,000	1,500,000	1,300,000	13,300,000	17,200,000
Fund 124 - Communications & Information Systems	8,122,908	500,000	1,200,000	1,500,000	4,500,000	4,250,000
Fund 133 - Fire Apparatus [a]	29,513,491	17,786,880	28,477,230	32,875,060	22,007,800	20,814,500
Lease Purchase Payments	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	88,642,153	51,349,080	47,719,930	48,414,660	49,811,100	51,762,700
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(52,155,447)	1,837,777	(2,450,662)	3,197,486	12,520,127	18,117,909
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Fund 190 - WC Revenue - Interest Earnings	4,237,974	5,473,226	3,959,286	3,996,398	4,202,959	4,569,648
Fund 190 - WC Cashflow Payments per Actuary	19,125,125	32,235,643	33,193,043	34,454,355	35,816,767	36,891,270
E. Deposit to WC Cashflow Reserve	16,920,439	(362,093)	(1,303,997)	95,928	1,132,913	1,407,501
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	911,755	1,088,709	773,968	781,223	821,602	893,283
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,207,000	668,000	668,000	668,000	668,000	668,000
F. Deposit to Fund 139 - Irvine Settlement Agmt.	1,372,755	3,088,709	2,773,968	2,781,223	2,821,602	2,893,283
G. Fund 171 - SFFEF Expenditures	3,509,336	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	239,256,926	245,846,045	246,890,821	254,581,770	272,289,695	295,986,118
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	47,325,126	49,349,852	51,375,320	52,991,632	54,224,915	55,502,647
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	112,625	112,625	112,625	112,625	112,625	112,625
Irvine Settlement Agreement (Fund 139)	30,340,583	33,429,292	36,203,260	38,984,483	41,806,084	44,699,367
CIP FUND BALANCE	788,109	2,625,886	175,224	3,372,710	15,892,837	34,010,746
Workers' Compensation Cashflow Reserve (Fund 190)	160,215,483	159,853,390	158,549,393	158,645,320	159,778,234	161,185,734
Total Fund Balances	239,256,926	245,846,045	246,890,821	254,581,770	272,289,695	295,986,118

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

FY 2024/25 OCFA Adopted Budget

Scenario 2 - 1% Salary Increases After MOU Expirations	ADJUSTED FY 2023/24	ADOPTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28	PROJECTED FY 2028/29
A. BEGINNING FUND BALANCE - All Funds Combined	270,626,063	239,256,926	245,846,045	246,890,821	254,581,770	268,222,455
GENERAL FUND Revenue & Expenditures						
Property Taxes	341,623,616	357,632,685	370,545,630	406,462,356	427,228,203	448,867,204
State Reimbursements	16,534,878	16,786,908	16,786,908	16,786,908	16,786,908	16,786,908
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	62,145,391	-	-	-	-	-
Community Redevelopment Agency Pass-thru	23,334,866	28,532,644	30,765,240	14,629,608	15,509,971	16,249,560
Cash Contracts	142,058,493	148,075,822	153,921,880	159,372,370	163,391,989	166,746,310
Community Risk Reduction Fees	7,709,838	7,709,838	7,709,838	7,709,838	7,786,936	7,864,806
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,954,829	2,176,687	1,653,898	1,741,885	1,826,566	1,912,916
Other Revenue	1,494,969	1,341,239	1,341,239	1,341,239	1,341,239	1,341,239
General Fund Revenue	601,504,480	566,903,423	587,372,233	612,691,804	638,519,412	664,416,543
New Positions for New Stations	-	-	-	1,180,970	1,787,862	4,780,198
Employee Salaries	272,516,210	284,455,984	292,002,946	298,156,035	303,863,065	306,902,003
Retirement - Regular Annual Payments	82,827,804	87,954,236	95,689,462	99,528,858	104,905,473	112,924,923
Accelerated Pension / Retiree Medical Paydown	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106	41,075,871
Workers' Compensation (Transfer to Fund 190)	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Other Insurance	38,831,736	39,915,193	40,799,592	42,396,711	44,091,470	45,892,082
Medicare	3,919,153	4,128,242	4,234,043	4,323,263	4,406,014	4,450,079
One-Time Grant/ABH Expenditures	17,757,040	-	-	-	-	-
Salaries & Employee Benefits	468,432,080	464,668,094	489,898,434	510,787,177	527,607,711	549,754,279
Services & Supplies/Equipment	51,089,555	51,405,495	53,097,394	53,699,388	54,404,384	54,412,902
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	77,216	116,896	353,937
One-Time Grant Expenditures	44,300,220	-	-	-	-	-
General Fund Expenditures	566,489,855	518,741,589	545,663,828	567,231,781	584,796,991	607,189,118
B. Incremental Increase in GF 10% Contingency	6,002,452	2,024,726	2,025,468	1,616,313	1,640,556	1,712,336
GENERAL FUND SURPLUS/(DEFICIT)	29,012,173	46,137,108	39,682,938	43,843,711	52,081,866	55,515,089
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	52,081,866	55,515,089
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	2,774,887	3,218,020	2,287,704	2,309,148	2,403,925	2,540,884
Cash Contracts	1,893,746	1,963,179	2,022,076	2,082,737	2,145,219	2,209,574
Developer Contributions	2,805,900	1,868,550	1,276,550	3,376,550	1,276,550	828,620
Operating Transfers into CIP from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	52,081,866	55,515,089
Total CIP Revenue	36,486,706	53,186,857	45,269,268	51,612,146	57,907,560	61,094,167
Fund 12110 - General Fund CIP	21,697,529	26,079,200	11,609,700	7,806,600	5,070,300	4,565,200
Fund 123 - Fire Stations and Facilities	24,375,225	2,050,000	1,500,000	1,300,000	13,300,000	17,200,000
Fund 124 - Communications & Information Systems	8,122,908	500,000	1,200,000	1,500,000	4,500,000	4,250,000
Fund 133 - Fire Apparatus [a]	29,513,491	17,786,880	28,477,230	32,875,060	22,007,800	20,814,500
Lease Purchase Payments	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	88,642,153	51,349,080	47,719,930	48,414,660	49,811,100	51,762,700
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(52,155,447)	1,837,777	(2,450,662)	3,197,486	8,096,460	9,331,467
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Fund 190 - WC Revenue - Interest Earnings	4,237,974	5,473,226	3,959,286	3,996,398	4,160,427	4,397,458
Fund 190 - WC Cashflow Payments per Actuary	19,125,125	32,235,643	33,193,043	34,454,355	35,816,767	36,891,270
E. Deposit to WC Cashflow Reserve	16,920,439	(362,093)	(1,303,997)	95,928	1,090,381	1,235,311
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	911,755	1,088,709	773,968	781,223	813,287	859,623
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,207,000	668,000	668,000	668,000	668,000	668,000
F. Deposit to Fund 139 - Irvine Settlement Agmt.	1,372,755	3,088,709	2,773,968	2,781,223	2,813,287	2,859,623
G. Fund 171 - SFFEF Expenditures	3,509,336	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	239,256,926	245,846,045	246,890,821	254,581,770	268,222,455	283,361,192
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	47,325,126	49,349,852	51,375,320	52,991,632	54,632,188	56,344,525
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	112,625	112,625	112,625	112,625	112,625	112,625
Irvine Settlement Agreement (Fund 139)	30,340,583	33,429,292	36,203,260	38,984,483	41,797,770	44,657,393
CIP FUND BALANCE	788,109	2,625,886	175,224	3,372,710	11,469,170	20,800,637
Workers' Compensation Cashflow Reserve (Fund 190)	160,215,483	159,853,390	158,549,393	158,645,320	159,735,701	160,971,013
Total Fund Balances	239,256,926	245,846,045	246,890,821	254,581,770	268,222,455	283,361,192

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

Budget Summary

Scenario 3 - 2% Salary Increases After MOU Expirations	ADJUSTED FY 2023/24	ADOPTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28	PROJECTED FY 2028/29
A. BEGINNING FUND BALANCE - All Funds Combined	270,626,063	239,256,926	245,846,045	246,890,821	254,581,770	264,148,391
GENERAL FUND Revenue & Expenditures						
Property Taxes	341,623,616	357,632,685	370,545,630	406,462,356	427,228,203	448,867,204
State Reimbursements	16,534,878	16,786,908	16,786,908	16,786,908	16,786,908	16,786,908
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	62,145,391	-	-	-	-	-
Community Redevelopment Agency Pass-thru	23,334,866	28,532,644	30,765,240	14,629,608	15,509,971	16,249,560
Cash Contracts	142,058,493	148,075,822	153,921,880	159,372,370	163,391,989	166,746,310
Community Risk Reduction Fees	7,709,838	7,709,838	7,709,838	7,709,838	7,864,035	8,021,315
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,954,829	2,176,687	1,653,898	1,741,885	1,830,389	1,924,483
Other Revenue	1,494,969	1,341,239	1,341,239	1,341,239	1,341,239	1,341,239
General Fund Revenue	601,504,480	566,903,423	587,372,233	612,691,804	638,600,334	664,584,619
New Positions for New Stations	-	-	-	1,180,970	1,804,268	4,868,332
Employee Salaries	272,516,210	284,455,984	292,002,946	298,156,035	306,849,819	312,992,545
Retirement - Regular Annual Payments	82,827,804	87,954,236	95,689,462	99,528,858	105,937,369	115,167,535
Accelerated Pension / Retiree Medical Paydown	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106	41,075,871
Workers' Compensation (Transfer to Fund 190)	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Other Insurance	38,831,736	39,915,193	40,799,592	42,396,711	44,091,470	45,892,082
Medicare	3,919,153	4,128,242	4,234,043	4,323,263	4,449,322	4,538,392
One-Time Grant/ABH Expenditures	17,757,040	-	-	-	-	-
Salaries & Employee Benefits	468,432,080	464,668,094	489,898,434	510,787,177	531,686,074	558,263,880
Services & Supplies/Equipment	51,089,555	51,405,495	53,097,394	53,699,388	54,404,384	54,412,902
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	77,216	117,969	360,462
One-Time Grant Expenditures	44,300,220	-	-	-	-	-
General Fund Expenditures	566,489,855	518,741,589	545,663,828	567,231,781	588,876,427	615,705,244
B. Incremental Increase in GF 10% Contingency	6,002,452	2,024,726	2,025,468	1,616,313	2,048,500	2,156,005
GENERAL FUND SURPLUS/(DEFICIT)	29,012,173	46,137,108	39,682,938	43,843,711	47,675,407	46,723,370
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	47,675,407	46,723,370
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	2,774,887	3,218,020	2,287,704	2,309,148	2,379,309	2,440,720
Cash Contracts	1,893,746	1,963,179	2,022,076	2,082,737	2,145,219	2,209,574
Developer Contributions	2,805,900	1,868,550	1,276,550	3,376,550	1,276,550	828,620
Operating Transfers into CIP from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	47,675,407	46,723,370
Total CIP Revenue	36,486,706	53,186,857	45,269,268	51,612,146	53,476,485	52,202,285
Fund 12110 - General Fund CIP	21,697,529	26,079,200	11,609,700	7,806,600	5,070,300	4,565,200
Fund 123 - Fire Stations and Facilities	24,375,225	2,050,000	1,500,000	1,300,000	13,300,000	17,200,000
Fund 124 - Communications & Information Systems	8,122,908	500,000	1,200,000	1,500,000	4,500,000	4,250,000
Fund 133 - Fire Apparatus [a]	29,513,491	17,786,880	28,477,230	32,875,060	22,007,800	20,814,500
Lease Purchase Payments	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	88,642,153	51,349,080	47,719,930	48,414,660	49,811,100	51,762,700
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(52,155,447)	1,837,777	(2,450,662)	3,197,486	3,665,385	439,585
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Fund 190 - WC Revenue - Interest Earnings	4,237,974	5,473,226	3,959,286	3,996,398	4,117,823	4,224,107
Fund 190 - WC Cashflow Payments per Actuary	19,125,125	32,235,643	33,193,043	34,454,355	35,816,767	36,891,270
E. Deposit to WC Cashflow Reserve	16,920,439	(362,093)	(1,303,997)	95,928	1,047,777	1,061,960
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	911,755	1,088,709	773,968	781,223	804,959	825,736
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,207,000	668,000	668,000	668,000	668,000	668,000
F. Deposit to Fund 139 - Irvine Settlement Agmt.	1,372,755	3,088,709	2,773,968	2,781,223	2,804,959	2,825,736
G. Fund 171 - SFFEF Expenditures	3,509,336	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	239,256,926	245,846,045	246,890,821	254,581,770	264,148,391	270,631,676
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	47,325,126	49,349,852	51,375,320	52,991,632	55,040,132	57,196,137
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	112,625	112,625	112,625	112,625	112,625	112,625
Irvine Settlement Agreement (Fund 139)	30,340,583	33,429,292	36,203,260	38,984,483	41,789,442	44,615,177
CIP FUND BALANCE	788,109	2,625,886	175,224	3,372,710	7,038,095	7,477,679
Workers' Compensation Cashflow Reserve (Fund 190)	160,215,483	159,853,390	158,549,393	158,645,320	159,693,098	160,755,057
Total Fund Balances	239,256,926	245,846,045	246,890,821	254,581,770	264,148,391	270,631,676

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

FY 2024/25 OCFA Adopted Budget

Scenario 4 - 3% Salary Increases After MOU Expirations	ADJUSTED FY 2023/24	ADOPTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27	PROJECTED FY 2027/28	PROJECTED FY 2028/29
A. BEGINNING FUND BALANCE - All Funds Combined	270,626,063	239,256,926	245,846,045	246,890,821	254,581,770	260,067,504
GENERAL FUND Revenue & Expenditures						
Property Taxes	341,623,616	357,632,685	370,545,630	406,462,356	427,228,203	448,867,204
State Reimbursements	16,534,878	16,786,908	16,786,908	16,786,908	16,786,908	16,786,908
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000	100,000
One-Time Grant/ABH/RDA	62,145,391	-	-	-	-	-
Community Redevelopment Agency Pass-thru	23,334,866	28,532,644	30,765,240	14,629,608	15,509,971	16,249,560
Cash Contracts	142,058,493	148,075,822	153,921,880	159,372,370	163,391,989	166,746,310
Community Risk Reduction Fees	7,709,838	7,709,838	7,709,838	7,709,838	7,941,133	8,179,367
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	1,954,829	2,176,687	1,653,898	1,741,885	1,834,219	1,936,147
Other Revenue	1,494,969	1,341,239	1,341,239	1,341,239	1,341,239	1,341,239
General Fund Revenue	601,504,480	566,903,423	587,372,233	612,691,804	638,681,262	664,754,335
New Positions for New Stations	-	-	-	1,180,970	1,820,674	4,957,270
Employee Salaries	272,516,210	284,455,984	292,002,946	298,156,035	309,841,502	319,153,163
Retirement - Regular Annual Payments	82,827,804	87,954,236	95,689,462	99,528,858	106,970,967	117,435,945
Accelerated Pension / Retiree Medical Paydown	20,772,547	21,814,115	29,242,631	34,647,456	35,807,106	41,075,871
Workers' Compensation (Transfer to Fund 190)	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Other Insurance	38,831,736	39,915,193	40,799,592	42,396,711	44,091,470	45,892,082
Medicare	3,919,153	4,128,242	4,234,043	4,323,263	4,492,702	4,627,721
One-Time Grant/ABH Expenditures	17,757,040	-	-	-	-	-
Salaries & Employee Benefits	468,432,080	464,668,094	489,898,434	510,787,177	535,771,142	566,871,175
Services & Supplies/Equipment	51,089,555	51,405,495	53,097,394	53,699,388	54,404,384	54,412,902
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	77,216	119,042	367,047
One-Time Grant Expenditures	44,300,220	-	-	-	-	-
General Fund Expenditures	566,489,855	518,741,589	545,663,828	567,231,781	592,962,567	624,319,124
B. Incremental Increase in GF 10% Contingency	6,002,452	2,024,726	2,025,468	1,616,313	2,457,114	2,608,779
GENERAL FUND SURPLUS/(DEFICIT)	29,012,173	46,137,108	39,682,938	43,843,711	43,261,581	37,826,431
C. Operating Transfer from Operating Contingency	-	-	-	-	-	-
Transfers to CIP Funds from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	43,261,581	37,826,431
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-	-
CAPITAL IMPROVEMENT PROGRAM (CIP)						
Interest Earnings	2,774,887	3,218,020	2,287,704	2,309,148	2,354,650	2,339,884
Cash Contracts	1,893,746	1,963,179	2,022,076	2,082,737	2,145,219	2,209,574
Developer Contributions	2,805,900	1,868,550	1,276,550	3,376,550	1,276,550	828,620
Operating Transfers into CIP from General Fund Surplus	29,012,173	46,137,108	39,682,938	43,843,711	43,261,581	37,826,431
Total CIP Revenue	36,486,706	53,186,857	45,269,268	51,612,146	49,038,001	43,204,509
Fund 12110 - General Fund CIP	21,697,529	26,079,200	11,609,700	7,806,600	5,070,300	4,565,200
Fund 123 - Fire Stations and Facilities	24,375,225	2,050,000	1,500,000	1,300,000	13,300,000	17,200,000
Fund 124 - Communications & Information Systems	8,122,908	500,000	1,200,000	1,500,000	4,500,000	4,250,000
Fund 133 - Fire Apparatus [a]	29,513,491	17,786,880	28,477,230	32,875,060	22,007,800	20,814,500
Lease Purchase Payments	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000
Total CIP Expenses	88,642,153	51,349,080	47,719,930	48,414,660	49,811,100	51,762,700
D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve	(52,155,447)	1,837,777	(2,450,662)	3,197,486	(773,099)	(8,558,191)
OTHER FUNDS						
Fund 190 - WC Revenue - Transfer from GF	31,807,590	26,400,324	27,929,760	30,553,885	32,746,721	33,729,123
Fund 190 - WC Revenue - Interest Earnings	4,237,974	5,473,226	3,959,286	3,996,398	4,075,148	4,049,591
Fund 190 - WC Cashflow Payments per Actuary	19,125,125	32,235,643	33,193,043	34,454,355	35,816,767	36,891,270
E. Deposit to WC Cashflow Reserve	16,920,439	(362,093)	(1,303,997)	95,928	1,005,102	887,444
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Revenue - Interest Earnings	911,755	1,088,709	773,968	781,223	796,617	791,621
Fund 139 - Irvine Settlement Expenditures - Per Agreement	2,207,000	668,000	668,000	668,000	668,000	668,000
F. Deposit to Fund 139 - Irvine Settlement Agmt.	1,372,755	3,088,709	2,773,968	2,781,223	2,796,617	2,791,621
G. Fund 171 - SFFEF Expenditures	3,509,336	-	-	-	-	-
ENDING FUND BALANCE (Note) - All Funds Combined	239,256,926	245,846,045	246,890,821	254,581,770	260,067,503	257,797,157
Ending Balance by Fund						
Operating Contingency (10% of Expenditures)	47,325,126	49,349,852	51,375,320	52,991,632	55,448,746	58,057,525
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	112,625	112,625	112,625	112,625	112,625	112,625
Irvine Settlement Agreement (Fund 139)	30,340,583	33,429,292	36,203,260	38,984,483	41,781,099	44,572,720
CIP FUND BALANCE	788,109	2,625,886	175,224	3,372,710	2,599,611	(5,958,580)
Workers' Compensation Cashflow Reserve (Fund 190)	160,215,483	159,853,390	158,549,393	158,645,320	159,650,422	160,537,866
Total Fund Balances	239,256,926	245,846,045	246,890,821	254,581,770	260,067,503	257,797,157

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

Forecast Assumptions – FY 2024/25 Budget

Basic Assumptions

The first year of the forecast is based on the FY 2024/25 Adopted Budget. CIP expenditures for the final four years are based on the CIP Five-Year Plan included in the Adopted Budget.

General Fund Revenues

- **Secured Property Taxes** – The Harris & Associates Final 2024 Report Typical Scenario provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2024/25	5.72%
FY 2025/26	3.83%
FY 2026/27	10.26% (Irvine pass-thru revenues transferring to property tax in FY 2026/27)
FY 2027/28	5.38%
FY 2028/29	5.32%

- **Public Utility, Unsecured, Homeowners Property Tax Relief, and Supplemental Delinquent Taxes** – All of these categories of property taxes are projected to remain constant during the forecast period.
- **State Reimbursements** – State reimbursements are expected to remain constant, pending more details from CAL FIRE.
- **Federal Reimbursements** – This revenue is projected to remain constant.
- **Community Redevelopment Agency Pass-thru Revenue** – Harris & Associates completed a Redevelopment Area Excess Revenue Analysis of pass-thru and residual revenues from the dissolution of the redevelopment agencies dated April 1, 2024. The forecast figures come from this report. Dissolution of the Irvine Successor Agency is projected for FY 2026/27 and Irvine pass-thru revenues are projected to transfer to ad-valorem property tax revenue in this year.
- **Cash Contracts** – The forecasted calculations are based on the Joint Powers Agreement and subsequent amendments with year-over-year changes ranging from 2.00% to 4.50%. In addition, this revenue category includes John Wayne Airport contract proceeds with an annual 4.00% increase cap, which is projected to continue through the forecast period.
- **Community Risk Reduction Fees** – Community Risk Reduction Fees are projected to remain constant through the forecast period from FY 2024/25 through FY 2028/29, 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 average annual return of 3.50% for FY 2024/25, 3.00% for FY 2025/26, and 2.50% thereafter.

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

General Fund Expenditures

- **Salaries & Employee Benefits** – S&EB is composed of the following factors:
 - ✓ **New Positions for New Stations** – The forecast assumes that new vehicles will be in service for Station 67 starting 11/1/2026 and Station 12 on 7/1/2028.
 - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs.
 - ✓ **Retirement** – Retirement costs reflect projected employer retirement rates, which are based on the OCERS provided rates for FY 2024/25. The projected employer rates in the outer years of the forecast are based on a Segal Consulting study dated July 12, 2023 provided by OCERS. FY 2024/25 rates are approximately 0.08% lower for safety and 0.90% higher for non-safety compared to FY 2023/24 rates.

FY	Safety	General	Source
2024/25	42.01%	35.02%	FY 2024/25 based on OCERS provided rates. Outer years based on Segal Consulting Study dated July 12, 2023. Effective rates adjusted to remove impact of additional OCFA UAAL contributions.
2025/26	41.81%	34.92%	
2026/27	42.61%	35.52%	
2027/28	44.11%	36.62%	
2028/29	47.11%	38.72%	

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

- Contributing additional funds each year using projected savings that will be realized under new Public Employees’ Pension Reform Act (PEPRA) of \$6.8M in FY 2024/25 and continuing in different amounts until payment is complete.
- Contributing an additional \$1M each year starting in FY 2016/17 and increasing by \$2M each year until it reaches \$15M and continuing at \$15M thereafter.
- In prior years, contributed \$1 million per year from surplus fund balance available in the Workers’ Compensation Self-Insurance Fund from FY 2016/17 through FY 2020/21.
- Beginning in FY 2017/18 at mid-year, if CIP is sufficiently funded, allocate 50% of the General Fund surplus, if any, to UAAL with the remaining 50% used to fund CIP.
- ✓ **Workers’ Compensation** – FY 2024/25 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 January 2024 Actuarial Study.

- ✓ **Other Insurance** – Medical insurance rates for firefighters assume no increases through FY 2025/26 and 2.50% annual increases thereafter. For staff members, they are projected to grow by 10% annually. This category also includes \$37,000 for unemployment insurance in FY 2024/25.
- ✓ **Medicare** – Annual amounts are calculated at 1.45% of projected salaries.
- **Services and Supplies (S&S)** – S&S is held flat unless a new fire station is built, specific increases have been identified by section managers, or one-time grant proceeds have been received.

Net General Fund Revenue

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

Incremental Increase in General Fund 10% Contingency

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

Transfer to Fund 139 from General Fund Surplus

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

General Fund Surplus/(Deficit)

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

Capital Improvement Program/Other Funds Revenue

- **Interest Earnings** – Assumes an average annual return of 3.50% for FY 2024/25, 3.00% for FY 2025/26, and 2.50% thereafter.
- **State/Federal Reimbursement** – The forecast assumes no State/Federal reimbursement revenue in the forecast period.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments.
- **Developer Contributions** – The forecast assumes we will receive developer contributions to fund fire stations and vehicles in all years through FY 2028/29.
- **Workers' Compensation Transfer** – These amounts equal the General Fund Workers' Compensation budget.
- **Fund 139 Transfer** – These amounts are transferred from the General Fund to pay for various expenditures required under the City of Irvine Settlement Agreement.

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

Capital Improvement Program/Other Funds Expenditures

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

- ***Irvine Settlement (Fund 139)*** – Budgeted expenditures in Fund 139 are based on the City of Irvine Settlement Agreement.
- ***Structural Fire Fund Entitlement (Fund 171)*** – The forecast period assumes no Structural Fire Fund Entitlement expenditures beyond FY 2024/25.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance Fund expenditures are based on projected payments in the Rivelle Consulting Services January 2024 Workers’ Compensation Actuarial Study.

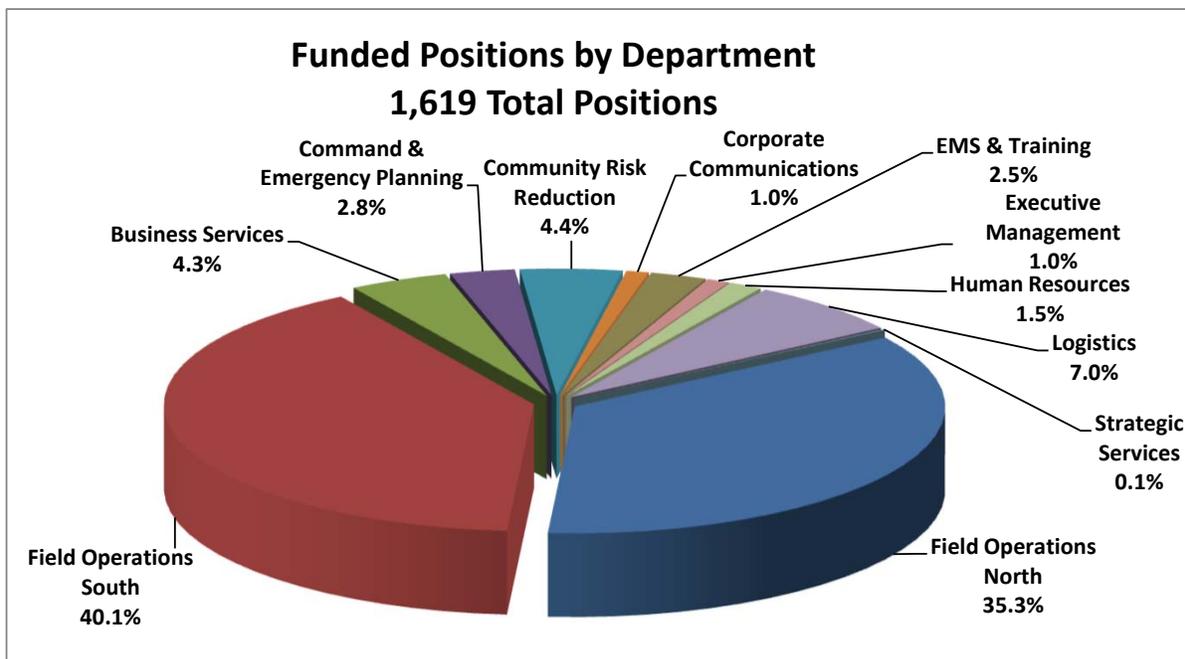
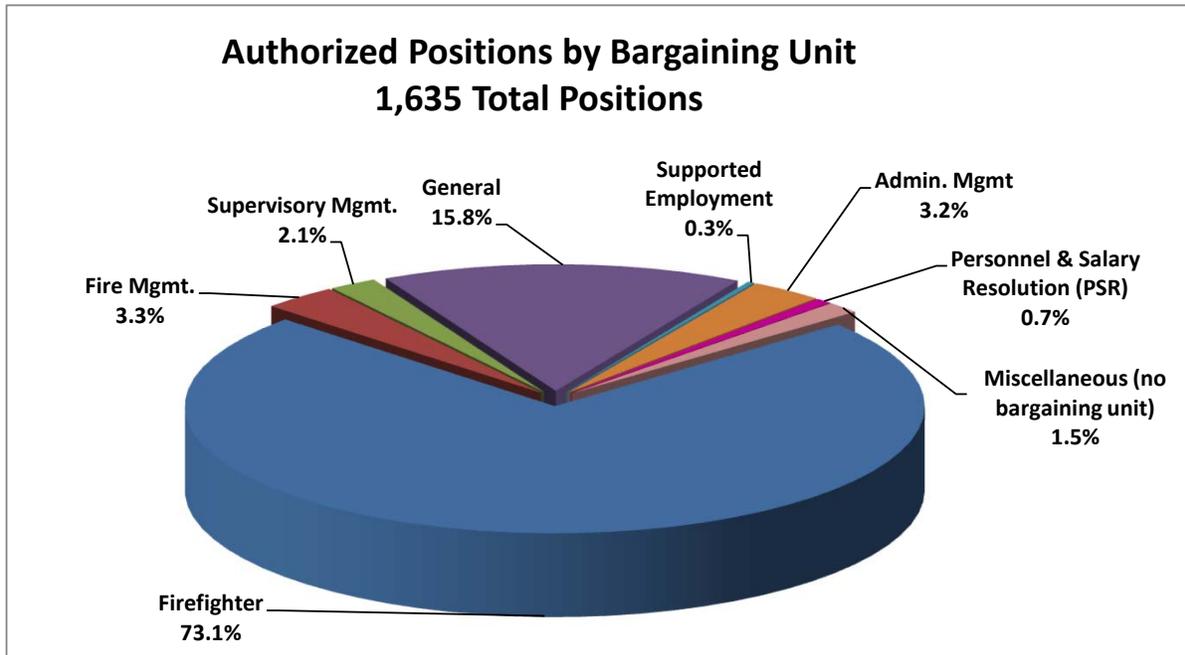
Fund Balances

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

Assigned Fund Balances

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

ORANGE COUNTY FIRE AUTHORITY
FY 2024/25 POSITIONS



Note: The Funded Positions Chart excludes 16 unfunded positions as follows:
 - 11 frozen positions (9 Hand Crew Firefighters (Seasonal), and 2 Communications Installers I/II)
 - 5 US&R funded positions (1 Battalion Chief and 4 Warehouse & Logistics Specialists)

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2020/21 - FY 2024/25

Class	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget	Positions Authorized FY 2024/25 Budget
FIREFIGHTER UNIT (LOCAL 3631)					
Fire Apparatus Engineer	268	268	268	271	268
Fire Captain	301	300	300	302	299
Fire Pilot	5	5	5	5	6
Chief Fire Pilot	1	1	1	1	1
Firefighter	544	544	550	553	558
Hand Crew Firefighter	22	22	22	42	42
Hand Crew Firefighter (Seasonal)	9	9	9	9	9
Hand Crew Assistant Superintendent	-	-	-	-	4
Hand Crew Superintendent	-	-	1	2	2
Hand Crew Squad Boss	-	-	-	-	4
Heavy Fire Equipment Operator	2	2	2	2	2
UNIT TOTAL:	1,152	1,151	1,158	1,187	1,195
FIRE MANAGEMENT UNIT (COA)					
Fire Battalion Chief	43	42	43	43	43
Fire Battalion Chief (Limited Term)	1	2	2	2	2
Fire Division Chief	9	9	9	9	9
UNIT TOTAL:	53	53	54	54	54
GENERAL UNIT (OCEA)					
Accountant	7	6	6	6	6
Accountant (Part-Time)	1	1	1	-	-
Administrative Assistant	15	14	12	12	12
Assistant Fire Apparatus Technician	2	-	-	-	-
Assistant Purchasing Agent	2	2	2	2	2
Business Analyst	-	2	5	6	6
Buyer	1	1	1	2	3
Communications Installer I/II	-	6	5	5	4
Communications Installer I/II (Part-Time)	-	2	2	2	2
Communications Installer	3	-	-	-	-
Communications Technician	4	4	4	4	5
EMS Nurse Educator I/II	8	8	8	8	8
Equipment Technician I/II	-	5	5	5	5
Equipment Parts Specialist	-	2	2	2	2
Env Health & Safety Analyst	-	1	1	1	1
Env Health & Safety Specialist	1	-	-	-	-
Executive Assistant	1	1	1	1	1
Facilities Maintenance Coordinator	4	4	4	4	4
Facilities Specialist	-	-	-	-	1
Fire Apparatus Parts Specialist	9	-	-	-	-
Fire Apparatus Technician	5	-	-	-	-
Fire Community Relations/Education Specialist	5	5	5	6	6
Fire Communications Dispatcher	32	32	32	32	33
Fire Helicopter Technician	3	3	3	3	3
Fire Prevention Analyst	8	8	8	8	8
Fire Prevention Services Specialist (Part-Time)	1	1	1	1	1
Fire Prevention Specialist	16	16	-	-	-

Budget Summary

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2020/21 - FY 2024/25

Class	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget	Positions Authorized FY 2024/25 Budget
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	-	-	-	-
Fleet Assistant	1	1	1	1	1
Fleet Assistant (Limited Term, Part-Time)	1	-	-	-	-
GIS Analyst	4	4	4	4	4
GIS Technician	2	2	2	2	2
Heavy Equipment Technician I/II	-	14	14	14	16
Human Resources Analyst I/II	4	4	3	4	5
Human Resources Specialist	1	1	1	1	1
Information Technology Help Desk Technician	4	4	4	4	4
Information Technology Analyst	4	4	4	4	5
Information Technology Specialist	3	3	4	4	4
Information Technology Technician	3	3	3	3	2
Management Assistant	8	8	5	4	4
Multimedia Specialist	1	1	2	2	2
Office Services Specialist	10	9	8	8	8
Permit Technician I/II	3	3	3	3	3
Project Specialist	1	1	1	1	1
Public Relations Specialist	-	-	-	-	1
Risk Management Specialist	1	1	1	1	1
Senior Accounting Support Specialist	12	12	12	12	14
Senior Communications Technician	1	1	2	2	2
Senior Executive Assistant	1	1	1	1	1
Senior Fire Apparatus Technician	11	-	-	-	-
Senior Fire Prevention Specialist	14	14	31	31	31
Senior Human Resource Specialist	2	2	2	3	2
Senior Information Technology Analyst	7	7	7	7	8
Senior Service Center Technician	5	5	5	5	5
Service Center Lead	1	1	1	1	1
Service Center Technician I/II	5	7	7	7	8
Service Center Technician I (Limited Term)	1	-	-	-	-
Supply Services Specialist	2	3	3	3	2
Training Program Analyst	-	1	1	1	1
US&R Warehouse Logistics Specialist (LT, Full-Time)	3	3	3	3	3
US&R Warehouse Logistics Specialist (LT, Part-Time)	1	1	1	1	1
Wildland Resource Technician	-	-	-	1	1
UNIT TOTAL:	248	247	246	250	259

SUPERVISORY MANAGEMENT UNIT (OCEA)

Assistant Fire Marshal	10	10	10	10	10
Communications Services Supervisor	1	1	1	1	1
EMS Nurse Educator Supervisor	1	1	1	1	1
Fire Community Relations/Education Supervisor	1	1	1	1	1
Fire Communications Supervisor	6	6	6	6	6
Fleet Services Coordinator	1	1	-	-	-
Fleet Services Supervisor	2	2	3	3	4
GIS Supervisor	1	1	1	1	1
Information Technology Supervisor	2	2	2	2	2
Multimedia Supervisor	1	1	1	1	1

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2020/21 - FY 2024/25

Class	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget	Positions Authorized FY 2024/25 Budget
Payroll Supervisor	-	1	1	1	1
Permit Supervisor	1	1	1	1	1
Senior Equipment Parts Specialist	-	1	1	1	1
Senior Fire Apparatus/Parts Specialist	1	-	-	-	-
Senior Fire Communications Supervisor	1	1	1	1	1
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
UNIT TOTAL:	33	34	34	34	35

SUPPORTED EMPLOYMENT UNIT

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

ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)

Accounting Manager	2	2	1	1	1
Assistant Clerk of Authority	1	1	1	1	1
Assistant IT Manager-Customer Relations & Consulting	1	1	-	-	-
Assistant IT Manager-Portfolio & Procurement Mgmt.	1	1	-	-	-
Assistant Treasurer	1	1	1	1	1
Behavioral Health and Wellness Program Coordinator	-	-	1	1	1
Budget Analyst	-	-	3	3	3
Budget Manager	-	-	1	1	1
Clerk of the Authority	1	1	1	1	1
Construction and Facilities Division Manager	-	-	1	1	1
Construction Manager	1	1	-	-	-
Construction Manager (Limited Term)	1	1	-	-	-
Construction Project Manager	-	-	2	2	1
Deputy Fire Marshal	3	3	3	3	3
Diversity and Inclusion Coordinator	-	1	1	1	1
ECC Manager	1	1	1	1	1
EMS Coordinator	1	1	1	1	1
Environmental Health and Safety Officer	-	-	1	1	1
Facilities Maintenance Manager	1	1	1	1	2
Finance Division Manager	1	1	1	1	1
Fleet Services Division Manager	1	1	1	1	1
Human Resources Manager	4	3	3	3	3
Information Technology Division Manager	-	-	1	1	1
Information Technology Manager	1	1	2	2	2
Legislative Affairs Program Manager	1	1	1	1	1
Management Analyst	7	7	5	5	6
Medical Director	1	1	1	1	1
Organizational Development & Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	-	-	-
Public Relations Manager	-	-	1	1	1
Purchasing Division Manager	1	1	1	1	1
Risk Management Analyst	2	2	1	1	1

ORANGE COUNTY FIRE AUTHORITY
CHART OF AUTHORIZED POSITIONS
 FY 2020/21 - FY 2024/25

Class	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget	Positions Authorized FY 2023/24 Budget	Positions Authorized FY 2024/25 Budget
Risk Management Safety Officer	1	1	-	-	-
Risk Manager	-	1	1	1	1
Senior Accountant	5	5	2	2	2
Senior Human Resources Analyst	2	2	3	3	3
Senior Management Analyst	-	-	2	2	3
Treasurer	1	1	1	1	1
Workers' Compensation Project Manager	-	-	1	1	1
UNIT TOTAL:	46	47	50	50	52

PERSONNEL & SALARY RESOLUTION (PSR)

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

MISCELLANEOUS

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

GRAND TOTAL	1,571	1,571	1,581	1,615	1,635
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Note: FY 2024/25 total includes 16 unfunded positions (11 frozen positions and 5 US&R funded positions).

FY 2024/25 OCFA Adopted Budget

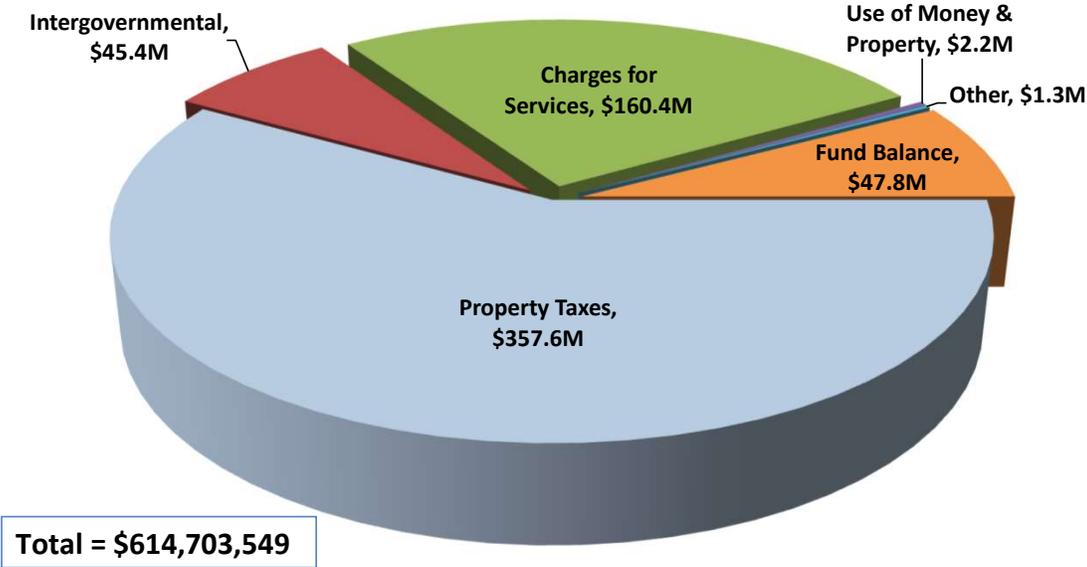
ORANGE COUNTY FIRE AUTHORITY SUMMARY OF POSITIONS BY DEPARTMENT FY 2020/21 - FY 2024/25

Department/Division/Section	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
121 - General Fund					
<u>Business Services</u>					
JPA Board of Directors	25	25	25	25	25
Clerk of the Authority	5	5	5	5	5
Finance Division	25	25	25	25	26
Purchasing	6	6	6	6	7
Treasury & Financial Planning	6	6	6	6	6
Legislation Division	1	1	1	1	1
<u>Command & Emergency Planning</u>					
Emergency Command Center	41	42	42	42	43
Command and Emerg. Planning Admin	3	3	3	3	3
<u>Community Risk Reduction</u>					
Wildland Pre-Fire Management	7	7	9	11	11
Planning & Development Services	34	35	34	34	35
Prevention Field Services	31	29	28	27	26
<u>Corporate Communications</u>					
Corporate Communications	12	13	14	15	16
<u>Emergency Medical Services & Training</u>					
Emergency Medical Services	18	19	19	19	19
Operations Training and Safety	11	12	11	11	11
Operations Training and Promotions	2	2	2	2	2
Firefighter Academy	-	-	8	8	8
<u>Executive Management</u>					
Executive Management	15	16	15	16	16
<u>Human Resources</u>					
Risk Management	9	7	8	8	9
Employee Benefits	6	6	7	7	7
Employee Relations	3	3	3	3	3
Recruitment	5	5	4	4	4
Organizational Development & Training	-	-	-	1	1
<u>Logistics</u>					
Fleet Services	28	29	28	28	31
Information Technology Division	49	49	47	47	48
Service Center	19	18	19	19	20
Property Management	12	11	12	12	14
<u>Field Operations North</u>					
Division 1	177	173	177	177	177
Division 4	128	135	130	129	129
Division 6	150	147	151	149	150
Division 7	105	105	105	105	104
Operations North Admin	2	2	2	1	1
Investigations	11	11	11	11	11
<u>Field Operations South</u>					
Division 2	206	207	206	207	207
Division 3	202	199	226	228	231
Division 5	126	126	126	129	129
Operations South Admin	-	-	-	1	1
Air Operations	19	19	19	19	24
Wildland Operations	37	37	38	56	57
<u>Strategic Services</u>					
Strategic Services	-	-	-	1	1
Subtotal	1,536	1,535	1,572	1,598	1,619
Total Funded Positions	1,536	1,535	1,572	1,598	1,619
Total Unfunded Positions [a]	35	36	9	17	16
Total Authorized Positions	1,571	1,571	1,581	1,615	1,635

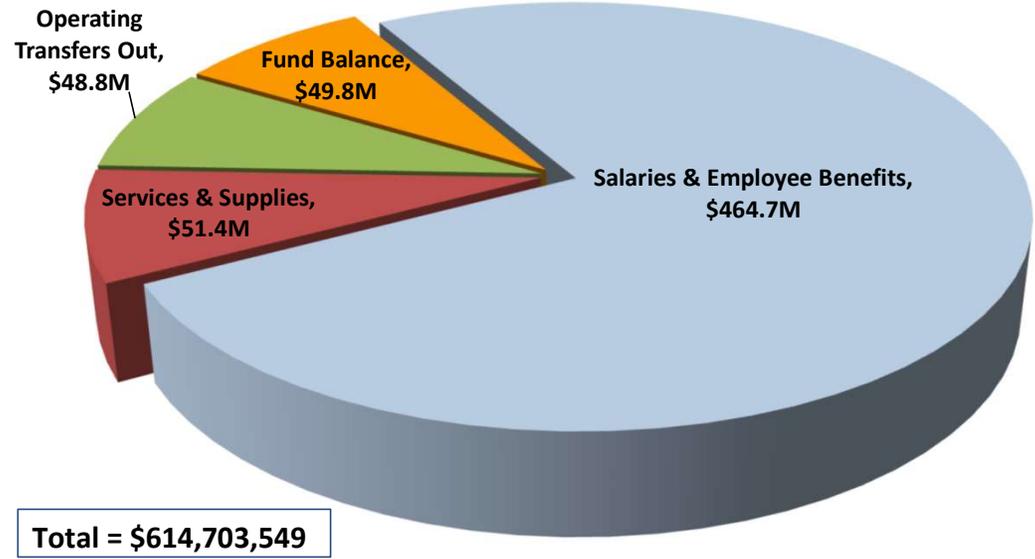
[a] FY 2024/25 includes 11 frozen positions, and 5 US&R positions.

FY 2024/25 Funding Sources and Uses General Fund

Where the Money Originates



Where the Money Goes



FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE AND EXPENDITURE SUMMARY
FY 2024/25 BUDGET**

	FY 2023/24 Adjusted Budget	FY 2024/25 Adopted Budget	\$ Change from FY 2023/24 Adjusted	% Change from FY 2023/24 Adjusted
FUNDING SOURCES				
Property Taxes	\$341,623,616	\$357,632,685	\$16,009,069	4.69%
Intergovernmental	39,481,744	45,419,552	5,937,808	15.04%
Charges for Current Services	154,342,457	160,354,637	6,012,180	3.90%
Use of Money & Property	2,018,772	2,242,549	223,777	11.08%
Other	1,305,000	1,254,000	(51,000)	-3.91%
Subtotal Revenue	538,771,589	566,903,423	28,131,834	5.22%
One-Time/Grant Revenue	62,732,891	-	(62,732,891)	-100.00%
Total Revenue	601,504,480	566,903,423	(34,601,057)	-5.75%
Operating Transfer In	1,431,948	-	(1,431,948)	-100.00%
Beginning Fund Balance	42,571,753	47,800,126	5,228,373	12.28%
TOTAL AVAILABLE RESOURCES	\$645,508,181	\$614,703,549	(\$30,804,632)	-4.77%
EXPENDITURES				
Salaries & Employee Benefits	\$429,982,231	\$442,853,979	\$12,871,748	2.99%
Services & Supplies	46,978,637	51,129,568	4,150,931	8.84%
Capital Outlay	275,927	275,927	-	0.00%
Subtotal Expenditures	477,236,795	494,259,474	17,022,679	3.57%
One-Time/Grant Expenditures	65,812,512	-	(65,812,512)	-100.00%
Pension/Retiree Medical Paydown	20,772,547	21,814,115	1,041,568	5.01%
Total Expenditures & Other Uses	563,821,854	516,073,589	(47,748,265)	-8.47%
Operating Transfer Out	33,886,201	48,805,108	14,918,907	44.03%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	44,800,126	46,824,852	2,024,726	4.52%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$645,508,181	\$614,703,549	(\$30,804,632)	-4.77%

(1) Requires Board approval to spend

Fund 121: General Fund

DESCRIPTION

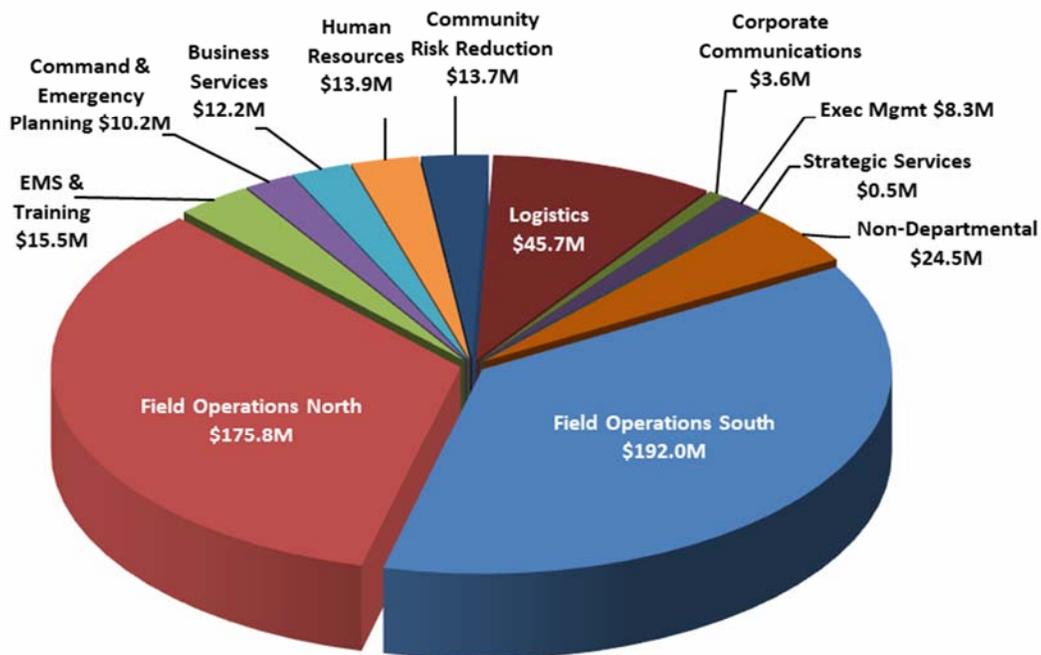
This fund is the primary operating fund of the OCFA used to account for all financial activity associated with the provision of services to our member cities and unincorporated areas. Major sources of revenue are property taxes designated for fire protection, cash contracts, intergovernmental reimbursements, 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 2024/25 BUDGET

BUDGET

The total FY 2024/25 expenditure budget is \$516,073,589.

Expenditures Breakdown FY 2024/25



HIGHLIGHTS***Salary Increases***

The FY 2024/25 Budget includes MOU salary increases for all bargaining units. The budget continues to include potential merit increases for eligible employees.

Staffing Changes

The FY 2024/25 Budget has 1,619 funded positions and reflects 11 frozen and 21 new positions.

Retirement

The retirement budget for FY 2024/25 is based on OCERS' final adopted rates. When compared to FY 2023/24, the final FY 2024/25 rates from OCERS reflect a decrease for the safety units and an increase for the non-safety unit. Retirement costs also include \$2.3 million in savings related to the prepayment of estimated retirement costs to OCERS. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions.

Workers' Compensation

Funding for the FY 2024/25 workers' compensation self-insurance program at \$26.4 million is based on the 50% confidence level provided by the actuarial study completed in January 2024. Funding at the 50% confidence level has been in place since FY 2016/17.

Services & Supplies/Equipment

Overall, the budgets for Services and Supplies (S&S) and Equipment increased by 8.8%. Any requests for increases to the base budget were reviewed on a case-by-case basis, considering the criticality of the need and contribution toward meeting the OCFA's domain objectives, as well as availability of funding, and the risks/consequences of not approving the request.

Operating Transfer

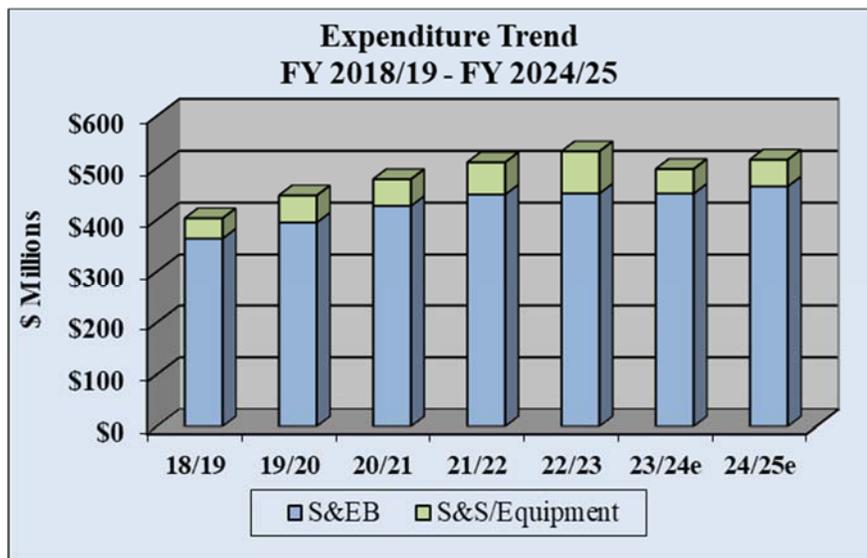
The FY 2024/25 Budget reflects operating transfer to the CIP funds, sufficient to prevent a negative fund balance in the CIP funds. Consistent with the Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be reconciled at the Mid-Year Budget Adjustment in FY 2024/25. The Policy calls for 50% to be directed to the CIP funds and the balance to be used for accelerated paydown of OCFA's unfunded liabilities, with the ability to transfer up to 100% of the surplus to CIP, if needed, to prevent a negative fund balance in the CIP funds.

Expenditure Trends

The expenditure chart reflects trends for seven years from FY 2018/19 through FY 2024/25, with actual expenditures for FY 2018/19 through FY 2022/23, and budgeted expenditures for FY 2023/24 and FY 2024/25.

FY 2018/19 reflects paydown of the agency's unfunded pension liability in the amount of \$19.2 million, funding of previously frozen/unfunded positions, as well as increases in workers' compensation and retirement costs. FY 2019/20 expenditures were higher due to increased S&EB

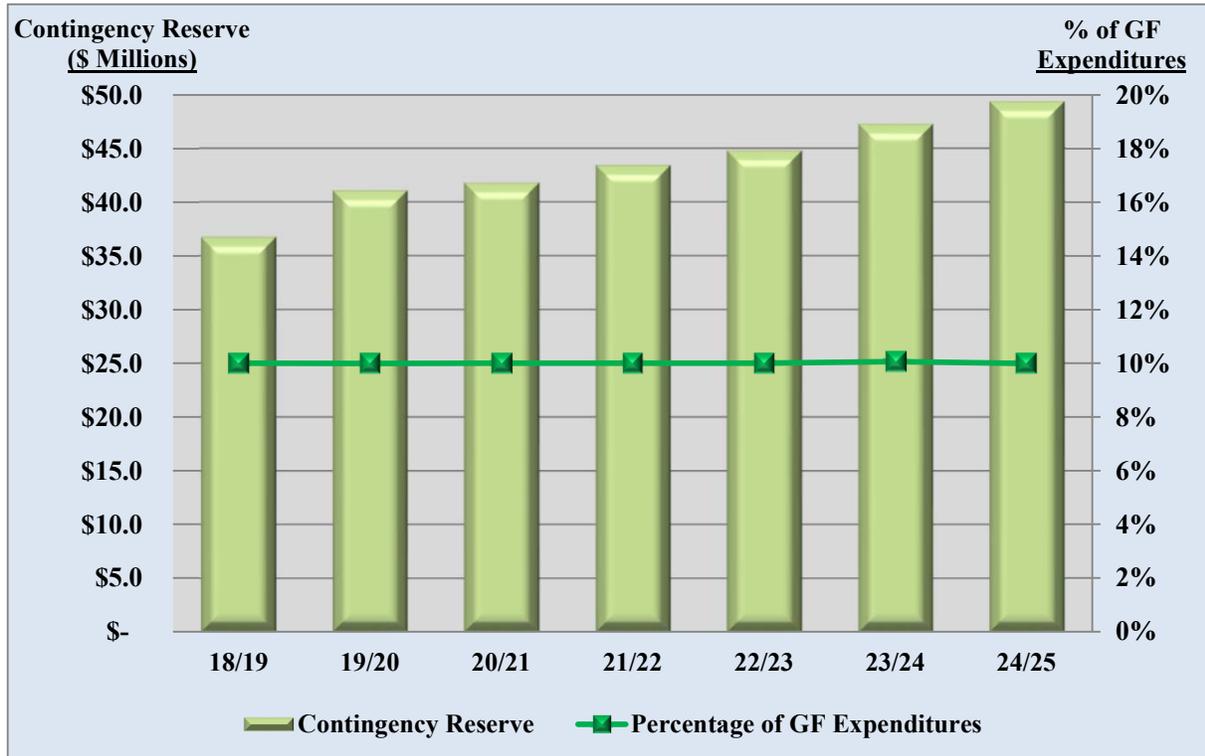
and S&S expenditures associated with the transition of the City of Garden Grove to the OCFA effective 8/16/2019, a \$13.7 million payment towards the agency’s unfunded pension liability, and funding of previously frozen/unfunded positions. FY 2020/21 reflects an increase due to higher emergency overtime incurred, safety specialty pay increases that were approved mid-year, and a payment of \$15.9 million toward the agency’s unfunded pension liability. These increases in FY 2020/21 were partially offset by staffing decreases due to the departure of the City of Placentia. FY 2021/22 included the full annual impact of the specialty pay increase for safety as well as a \$14.3 million payment towards the unfunded pension liability. FY 2022/23 expenditures were higher due to increased spending for the FIRIS and QRF programs and a \$17.8 million payment towards the unfunded pension liability. FY 2023/24 reflects salary increases according to the newest MOUs for all labor groups, higher overtime, higher insurance costs for the new helicopters and workers’ compensation, and a \$20.8 million payment towards the unfunded pension liability. FY 2024/25 includes funding for 21 new positions, an increase in interfund borrowing costs, and payments toward the unfunded pension liability of \$21.8 million.



While expenditures have fluctuated between years and increased overall during this seven-year period primarily due to the paydown of the agency’s unfunded pension liability, aggressive cost containment measures in all areas of spending continue to be a priority for the OCFA to maintain long-term financial sustainability.

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

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



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

Source: OCFA Adopted Budgets

General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2024/25 is \$566,903,423 which is an increase of 6.9% over the prior year’s adopted budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, State Revenue, and Community Risk Reduction Fees are the top five sources of revenue for the OCFA and represent 98.6% of the OCFA’s General Fund revenue and 92.1% of the total revenue for FY 2024/25.

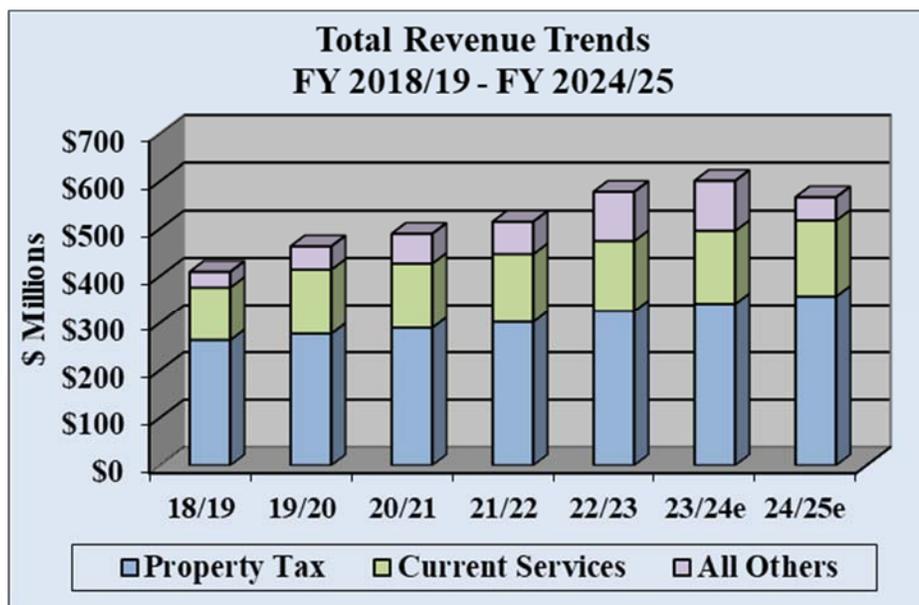
Revenue projections for FY 2024/25 are based on a combination of factors which include the analysis of prior year receipts, anticipated changes in the local economy, and projected changes to the cost of services provided by the OCFA that generate revenue and cost reimbursement. The below graphs compare FY 2024/25 projections to actual prior years’ revenue.

ECONOMIC OUTLOOK

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

The Chapman Economic and Business Review dated December 2023 reported that an estimated 7,670 new dwelling units were permitted in Orange County in 2023, which is an increase of 18.3% compared to the prior year. Please refer to the Construction and Housing Activity data in the Appendix.

Housing affordability has decreased due to rising mortgage rates. Year-over-year home price appreciation in Orange County was estimated at 3.9% in 2023 and is projected to be 3.5% in 2024. The FY 2024/25 secured property tax revenue projections reflect an increase of 6.7% when compared to the FY 2023/24 Adopted Budget.



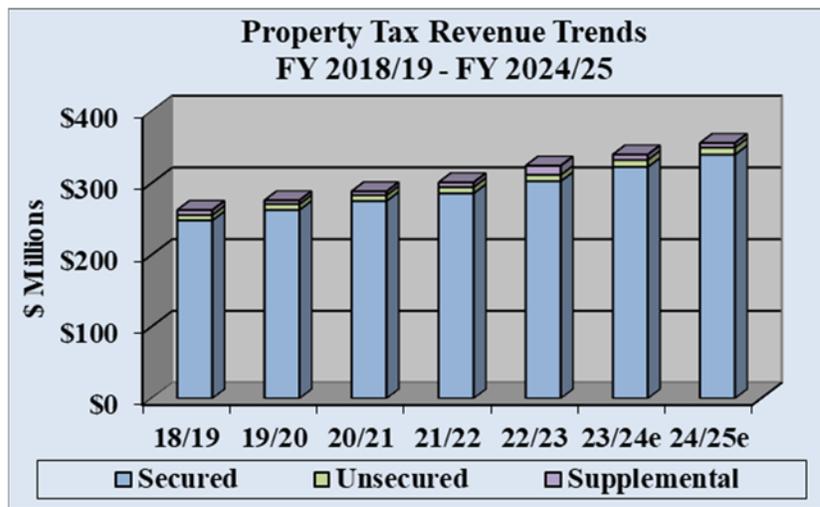
PROPERTY TAXES

Property taxes are the major revenue source of the OCFA, representing approximately 63.1% 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 1.00% tax levy on the actual assessed value of the property. A fire tax, included in the one percent basic levy, is collected by the County from property owners in these jurisdictions, accumulated in the Structural Fire Fund, and then paid to the OCFA. The OCFA receives an average of 11.6% of the one percent basic levy for all SFF areas. This rate is set by law and has not changed significantly since it was established in 1978; therefore, property tax revenue fluctuates based on the changes in assessed value of the areas served by OCFA. It should be noted that Proposition 13 limits growth in assessed value to 2.0% per year unless the property is reassessed. Due to the importance of this revenue source, the OCFA has been contracting for property tax growth projections since 1997. Harris and Associates, Inc. (Harris) was retained this year to provide these estimates.

Total property tax is estimated at \$357.6 million for FY 2024/25, representing a 6.7% increase from the FY 2023/24 Adopted Budget. Property tax revenue includes the following subcategories:

Secured Property Tax

Tax revenue generated from secured property (i.e., real property and attached improvements) composes 95.0% of total property taxes and approximately 60.0% of total General Fund revenue. Harris has projected an increase of 5.7% for secured property taxes in FY 2024/25. This growth factor is applied to the FY 2023/24 tax charge, and then reduced by a 1.3% refund/net roll factor. Secured property tax also



includes public utility taxes (\$3.2 million), which are projected to increase for FY 2024/25 based on historical trends. Total FY 2024/25 secured property tax is estimated at \$339.9 million.

Unsecured Property Tax

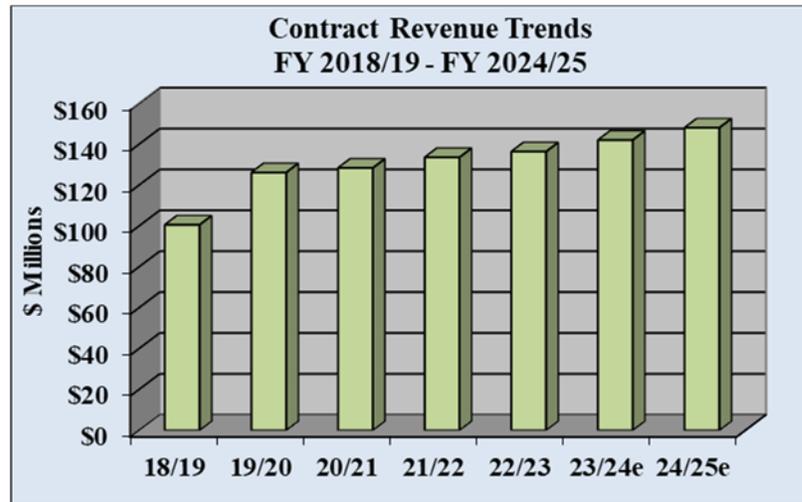
Unsecured property tax is generated by furniture, fixtures, and equipment used in businesses as well as luxury items such as planes, boats, etc. This revenue composes 2.8% of total property taxes and 1.7% of total OCFA General Fund revenue. The FY 2024/25 unsecured property tax estimates are based on the FY 2023/24 tax ledger with no growth projected. A 6.5% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated \$9.9 million in revenue anticipated to be received.

Supplemental Property Tax

Supplemental property tax is generated when property changes ownership after the Assessor’s annual January 1st cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue composes approximately 1.7% of total property taxes and approximately 1.1% of total General Fund revenue. This category of property tax has been characterized by high fluctuation and is therefore projected using a historical average. Total FY 2024/25 supplemental property tax is estimated at \$6.2 million.

CONTRACTS

The cities of Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster and the John Wayne Airport are not a part of the Structural Fire Fund. They pay cash contract charges to the OCFA for services. Contract revenue represents approximately 26.1% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$148.1 million which represents an increase of 4.2% from the FY 2023/24 Adopted Budget.

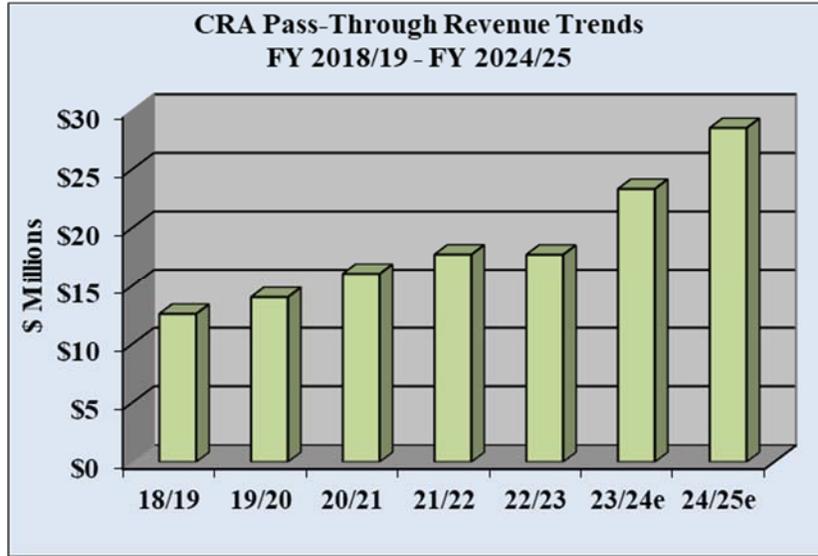


Cash Contract City charges are adjusted annually based on the annual percentage change in the cost of OCFA operations, subject to a 4.50% cap. For FY 2024/25, the actual annual percentage change in the cost of OCFA operations was 4.10%. Also included in the contract charge are costs for the 4th position phase-in for the cities of Buena Park, San Clemente, and Tustin. The First Amendment to the JPA also provides for Cash Contract Cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.50% cap.

On October 4, 2022, the contract with John Wayne Airport (JWA) was extended via Amendment for five years through November 30, 2027, with an increased total contract value of \$31,091,284. Total JWA contract revenue for FY 2024/25 is expected to be \$6.0 million reflecting an increase of 4.0% from the FY 2023/24 Adopted Budget. The charge includes daily staffing of six post positions based on salary and benefit costs for staff assigned to Station 33. It also includes an overhead cost rate of 6.97% and \$233K in services and supplies. The total JWA charge is capped at 4.00% for annual cost increases as provided in the agreement.

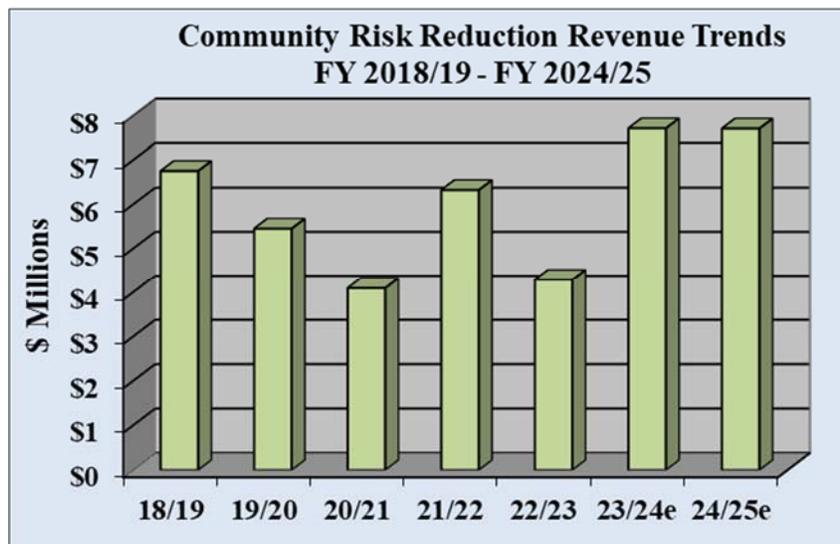
COMMUNITY REDEVELOPMENT AGENCY (CRA) PASS-THROUGHS

The CRA revenues, which compose 5.0% of total General Fund revenues, are also projected by Harris. The budget for FY 2024/25 is \$28.5 million, reflecting an increase of \$7.6 million over prior year. Changes in pass through revenues are driven mostly by the expected timing of successor agencies paying off all remaining obligations.



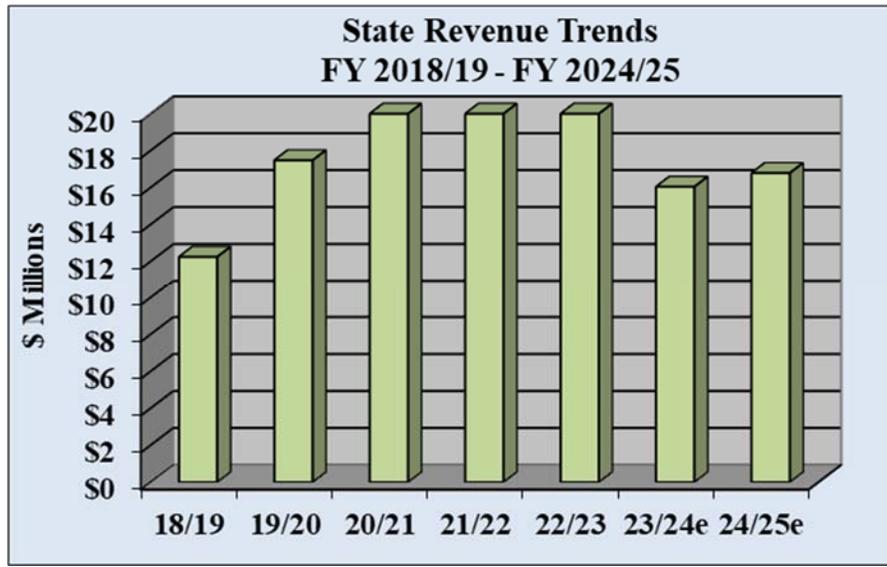
COMMUNITY RISK REDUCTION (CRR) FEES

CRR Fees represent 1.4% of total General Fund revenues and include permits, inspections, and plan checks. For both FY 2019/20 & FY 2020/21, CRR revenue decreased due to COVID-19 closure issues. In FY 2021/22 through FY 2023/24, CRR revenues rebounded to \$6.3 million, \$4.3 million, and \$7.7 million, respectively. For FY 2024/25, CRR Fees are budgeted at \$7.7 million.



STATE REVENUE

State Revenue is comprised primarily of the State Responsibility Area (SRA) wildlands contract and reimbursements received for mutual aid by the state. Because the mutual aid reimbursements vary significantly by year and are of an unreliable nature, reimbursement for mutual aid is budgeted annually at the conservative amount of \$200K and adjusted at the mid-year. Total state revenue is estimated at \$16.8 million for FY 2024/25 and represents 3.0% of General Fund revenues.



FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE SUMMARY
FY 2024/25**

DESCRIPTION	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change from FY 2023/24 Adopted Budget	% Change from FY 2023/24 Adopted Budget
PROPERTY TAXES	\$335,252,563	\$357,632,685	\$22,380,122	6.68%
INTERGOVERNMENTAL	37,612,103	45,419,552	7,807,449	20.76%
CHARGES FOR CURRENT SERVICES	154,363,292	160,354,637	5,991,345	3.88%
USE OF MONEY AND PROPERTY	1,833,560	2,242,549	408,989	22.31%
OTHER	1,305,000	1,254,000	(51,000)	-3.91%
TOTAL REVENUE	\$530,366,518	\$566,903,423	\$36,536,905	6.89%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2024/25

DESCRIPTION	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change from FY 2023/24 Adopted Budget	% Change from FY 2023/24 Adopted Budget
TAXES				
Property Taxes, Current Secured	\$318,570,379	\$339,914,731	\$21,344,352	6.70%
Property Taxes, Current Unsecured	8,801,206	9,885,549	1,084,343	12.32%
Property Taxes, Prior Unsecured	194,228	183,429	(10,799)	-5.56%
Property Taxes, Supplemental	6,211,327	6,211,327	-	0.00%
Delinquent Supplemental	184,674	155,424	(29,250)	-15.84%
Homeowner Property Tax	1,290,749	1,282,225	(8,524)	-0.66%
TOTAL PROPERTY TAXES	335,252,563	357,632,685	22,380,122	6.68%
INTERGOVERNMENTAL				
State				
SRA-Wild lands (CAL FIRE Contract)	15,484,358	15,736,388	252,030	1.63%
SRA-Wildlands (CAL FIRE Contract) - GGRF	840,520	840,520	-	0.00%
Assistance by Hire (State)	200,000	200,000	-	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	-	0.00%
SUBTOTAL	16,534,878	16,786,908	252,030	1.52%
Federal				
Assistance by Hire (Federal)	100,000	100,000	-	0.00%
SUBTOTAL	100,000	100,000	-	0.00%
CRA Pass-Through				
Mission Viejo Pass-Through	1,720,952	1,792,769	71,817	4.17%
Irvine Pass-Through	8,184,153	15,041,533	6,857,380	83.79%
La Palma Pass-Through	472,276	511,510	39,234	8.31%
Lake Forest Pass-Through	1,138,593	1,128,470	(10,123)	-0.89%
San Juan Cap. Pass-Through	1,870,174	2,130,899	260,725	13.94%
County of Orange Pass-Through	3,964,900	4,051,419	86,519	2.18%
Yorba Linda Pass-Through	3,626,177	3,876,044	249,867	6.89%
SUBTOTAL	20,977,225	28,532,644	7,555,419	36.02%
TOTAL INTERGOVERNMENTAL	37,612,103	45,419,552	7,807,449	20.76%

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2024/25

DESCRIPTION	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change from FY 2023/24 Adopted Budget	% Change from FY 2023/24 Adopted Budget
CHARGES FOR CURRENT SERVICES				
Cash Contracts				
Facility Maintenance Charges	465,000	465,000	-	0.00%
Tustin	10,315,921	10,830,547	514,626	4.99%
Seal Beach	6,624,931	6,896,553	271,622	4.10%
Stanton	5,427,532	5,650,061	222,529	4.10%
Santa Ana	48,484,012	50,427,675	1,943,663	4.01%
JWA Contract	5,776,864	6,007,208	230,344	3.99%
Buena Park	14,319,349	14,998,115	678,766	4.74%
San Clemente	11,216,107	11,743,322	527,215	4.70%
Westminster	13,710,835	14,272,979	562,144	4.10%
Garden Grove	25,743,777	26,784,362	1,040,585	4.04%
SUBTOTAL	142,084,328	148,075,822	5,991,494	4.22%
Community Risk Reduction Fees				
AR Late Payment Penalty	20,000	20,000	-	0.00%
Inspection Services Revenue	1,965,297	1,965,297	-	0.00%
Planning & Development Fees	5,706,541	5,706,541	-	0.00%
False Alarm	18,000	18,000	-	0.00%
SUBTOTAL	7,709,838	7,709,838	-	0.00%
Other Charges for Services				
Haz. Mat. Response Subscription Program	6,526	6,377	(149)	-2.28%
Charge for Crews & Equipment Services	15,000	15,000	-	0.00%
SUBTOTAL	21,526	21,377	(149)	-0.69%
Ambulance Reimbursements				
Ambulance Supplies Reimbursement	1,230,100	1,230,100	-	0.00%
ALS Transport Reimbursement	3,317,500	3,317,500	-	0.00%
SUBTOTAL	4,547,600	4,547,600	-	0.00%
TOTAL CHGS FOR CURRENT SVCS	154,363,292	160,354,637	5,991,345	3.88%

ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
REVENUE DETAIL
FY 2024/25

DESCRIPTION	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change from FY 2023/24 Adopted Budget	% Change from FY 2023/24 Adopted Budget
USE OF MONEY AND PROPERTY				
Interest				
Interest	1,769,617	2,176,687	407,070	23.00%
SUBTOTAL	1,769,617	2,176,687	407,070	23.00%
Other				
RFOTC Cell Tower Lease Agreement	63,943	65,862	1,919	3.00%
SUBTOTAL	63,943	65,862	1,919	3.00%
TOTAL USE OF MONEY/PROPERTY	1,833,560	2,242,549	408,989	22.3%
REVENUE - OTHER				
Miscellaneous Revenue				
Other Revenue	11,000	8,400	(2,600)	-23.64%
Miscellaneous Revenue	200,000	200,000	-	0.00%
Restitution	6,000	6,000	-	0.00%
Witness Fees	3,000	4,600	1,600	53.33%
Joint Apprenticeship Comm (CFFJAC)	450,000	450,000	-	0.00%
Santa Ana College Agreement	600,000	550,000	(50,000)	-8.33%
Sales of Surplus	35,000	35,000	-	0.00%
TOTAL OTHER REVENUE	1,305,000	1,254,000	(51,000)	-3.91%
TOTAL REVENUE	\$530,366,518	\$566,903,423	\$36,536,905	6.89%

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2024/25 BUDGET**

Account Description and Explanation of Significant Changes	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change fr FY 2023/24 Budget	% Change fr FY 2023/24 Budget
<u>EMPLOYEE SALARIES</u>				
Regular Salaries	\$167,341,760	\$177,723,813	\$10,382,053	6.20%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - Includes regular salaries of 1,619 funded positions, compared to 1,598 funded positions in FY 2023/24 - Includes cost-of-living increases for all bargaining units - Increases are offset by \$5.1M reduction for anticipated salary savings due to vacant positions, compared to \$5.4M reduction in FY 2023/24 				
Backfill/Overtime/FLSA	64,333,851	68,136,518	3,802,667	5.91%
<ul style="list-style-type: none"> - Based on historical trends for the last two fiscal years - Includes FLSA Adjustment/Holiday Pay 				
Extra Help	92,505	45,624	(46,881)	-50.68%
<ul style="list-style-type: none"> - Decrease due to budgeted Extra Help positions at three positions in FY 2024/25 from five positions in FY 2023/24 				
Reserves	220,000	220,000	-	0.00%
<ul style="list-style-type: none"> - Based on historical levels 				
Other Pay	33,644,026	34,230,622	586,596	1.74%
<ul style="list-style-type: none"> - Includes potential merit increases for eligible employees - Includes cost-of-living increases for all bargaining units 				
Sick/Vacation Payoff	4,113,316	4,099,407	(13,909)	-0.34%
<ul style="list-style-type: none"> - Based on historical usage 				
TOTAL SALARIES	269,745,458	284,455,984	14,710,526	5.45%
<u>RETIREMENT</u>				
	81,960,182	87,954,236	5,994,054	7.31%
<ul style="list-style-type: none"> - Reflects OCERS' final adopted rates & PEPRAs rates for vacant positions. Retirement rates are approximately 0.08% lower for safety and 0.90% higher for non-safety compared to FY 2023/24 rates - Includes cost-of-living increases for all bargaining units - Reflects a \$1.3M reduction for anticipated savings due to vacant positions - Includes \$2.3M savings for OCERS prepayment 				
<u>INSURANCE</u>				
Health Insurance	38,771,736	39,878,193	1,106,457	2.85%
<ul style="list-style-type: none"> - Reflects increasing healthcare costs and coverage for newly funded positions 				
Workers' Compensation	31,807,590	26,400,324	(5,407,266)	-17.00%
<ul style="list-style-type: none"> - Based on the 50% confidence level provided by the actuarial study 				

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES
FY 2024/25 BUDGET

Account Description and Explanation of Significant Changes	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change fr FY 2023/24 Budget	% Change fr FY 2023/24 Budget
Unemployment Insurance	60,000	37,000	(23,000)	-38.33%
- Based on historical trends for the last two fiscal years				
TOTAL INSURANCE	70,639,326	66,315,517	(4,323,809)	-6.12%
<u>MEDICARE</u>	3,919,153	4,128,242	209,089	5.34%
- Includes potential merit increases for eligible employees				
- Includes cost-of-living increases for all bargaining units				
- Reflects a \$56K reduction for anticipated salary savings due to vacant positions				
<u>RETIREE MEDICAL</u>	20,772,547	21,814,115	1,041,568	5.01%
- Includes \$21.8M UAAL buy-down toward Retiree Medical, compared to \$20.8M UAAL buy-down toward Retiree Medical in FY 2023/24				
TOTAL SALARIES & EMPLOYEE BENEFITS	\$447,036,667	\$464,668,094	\$17,631,427	3.94%

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2024/25 BUDGET

Account Description and Explanation of Significant Changes	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change fr FY 2023/24 Budget	% Change fr FY 2023/24 Budget
Clothing, Personal Supplies & PPE	\$2,199,969	\$2,179,178	(\$20,791)	-0.95%
- FY 2023/24 reflects the one-time purchase/replacement of foul weather gear that was not budgeted in FY 2024/25				
Communications	1,848,605	1,983,393	134,788	7.29%
- FY 2024/25 reflects increases for mobile telephones and data line service costs				
Food	136,333	136,333	-	0.00%
Household Expenses	369,660	369,660	-	0.00%
Insurance	4,879,845	4,879,845	-	0.00%
Maintenance/Repair - Vehicles/Equipment	9,252,470	9,432,104	179,634	1.94%
- FY 2024/25 reflects increases in costs for license and maintenance fees for Active 911 iPad platform and 2nd portable radios for Fire Captains				
Maintenance/Repair - Buildings	3,126,170	3,126,170	-	0.00%
Medical Supplies and Equipment	1,615,346	1,435,584	(179,762)	-11.13%
- FY 2023/24 reflects one-time purchase/replacement of duodotes and cyanokits that were not budgeted in FY 2024/25				
Memberships	62,365	63,570	1,205	1.93%
Miscellaneous Expenses	35,000	2,887,500	2,852,500	8150.00%
- FY 2024/25 reflects a change in the intrafund borrowing expense budgeting process. These expenditures are now included in the Adopted Budget in-lieu of our prior practice of adjusting for intrafund borrowing expense at mid-year.				
Office Expense	1,205,983	1,189,868	(16,115)	-1.34%
- FY 2024/25 reflects reallocation of funds				
Professional and Specialized Services	10,242,311	10,180,821	(61,490)	-0.60%
- FY 2024/25 reflects reallocation of funds				
Publications and Legal Notices	5,500	5,500	-	0.00%

ORANGE COUNTY FIRE AUTHORITY
SUMMARY OF SERVICES AND SUPPLIES CHANGES
FY 2024/25 BUDGET

Account Description and Explanation of Significant Changes	FY 2023/24 Adopted Budget	FY 2024/25 Adopted Budget	\$ Change fr FY 2023/24 Budget	% Change fr FY 2023/24 Budget
Rents and Leases - Equipment	291,881	291,881	-	0.00%
Rents and Leases - Facilities	127,204	127,204	-	0.00%
Small Tools and Instruments	173,200	168,700	(4,500)	-2.60%
Special Department Expense - FY 2024/25 reflects increases for apparatus outfitting equipment, chaplain's stipends, and sand	3,173,042	3,804,717	631,675	19.91%
Transportation - FY 2024/25 reflects increases in fuel costs	2,903,962	3,170,962	267,000	9.19%
Travel, Training and Meetings - FY 2024/25 reflects increases for leadership training, FAA training, and outreach and recruitment team conferences and events	2,034,161	2,287,369	253,208	12.45%
Utilities - FY 2024/25 reflects increases in utilities base and usage costs	2,996,000	3,377,000	381,000	12.72%
Taxes and Assessments	32,209	32,209	-	0.00%
TOTAL SERVICES & SUPPLIES	\$46,711,216	\$51,129,568	\$4,418,352	9.46%

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 121 - GENERAL FUND
FY 2024/25 BUDGET**

Account Description	Business Services	Command & Emergency Planning	Community Risk Reduction	Corporate Communications	Emergency Medical Services & Training	Executive Management
EMPLOYEE SALARIES						
Regular Salaries	\$4,981,786	\$4,599,700	\$7,891,563	\$1,628,214	\$5,209,588	\$4,025,643
Backfill/Overtime	38,650	1,335,029	124,681	340,779	672,617	17,907
FLSA Adjustment/Holiday Pay	-	58,957	-	39,210	8,951	-
Extra Help	-	-	45,624	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	203,613	709,614	350,680	215,005	865,866	90,299
Sick/Vacation Payoff	187,432	141,943	233,217	11,588	239,468	340,746
TOTAL SALARIES	5,411,481	6,845,243	8,645,765	2,234,796	6,996,490	4,474,595
RETIREMENT	1,850,945	1,934,049	2,863,642	692,068	2,379,038	1,744,531
INSURANCE						
Employee Insurance	1,080,454	847,001	1,279,395	318,493	990,364	596,334
Workers' Compensation	232,724	437,480	404,561	157,827	670,881	329,177
Unemployment Insurance	-	-	-	-	-	-
TOTAL INSURANCE	1,313,178	1,284,481	1,683,956	476,320	1,661,245	925,511
MEDICARE	78,360	99,165	125,367	32,323	101,731	64,445
RETIREE MEDICAL	-	-	-	-	-	-
TOTAL SALARIES & EMPLOYEE BENEFITS	8,653,964	10,162,938	13,318,730	3,435,507	11,138,504	7,209,082
SERVICES & SUPPLIES	3,587,685	68,221	418,622	198,679	4,397,865	1,075,659
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$12,241,649	\$10,231,159	\$13,737,352	\$3,634,186	\$15,536,369	\$8,284,741
Funded Positions *	70	46	72	16	40	16

* 25 of the 70 Business Services positions are Board Members that receive a stipend from OCFA.

General Fund

Account Description	Human Resources	Logistics	Non-Departmental	Field Operations North	Field Operations South	Strategic Services	TOTAL
EMPLOYEE SALARIES							
Regular Salaries	\$3,051,222	\$11,180,952	-	\$64,778,466	\$70,150,319	\$226,360	\$177,723,813
Backfill/Overtime	13,014	587,420	-	25,618,884	26,856,042	6,117	55,611,140
FLSA Adjustment/Holiday Pay	-	-	-	6,174,244	6,244,016	-	12,525,378
Extra Help	-	-	-	-	-	-	45,624
Reserves	-	-	-	141,057	78,943	-	220,000
Other Pay	94,411	808,758	-	15,019,563	15,821,599	51,214	34,230,622
Sick/Vacation Payoff	81,322	241,093	-	1,320,895	1,298,476	3,227	4,099,407
TOTAL SALARIES	3,239,969	12,818,223	-	113,053,109	120,449,395	286,918	284,455,984
RETIREMENT	1,070,169	4,004,780	-	34,383,199	36,907,777	124,038	87,954,236
INSURANCE							
Employee Insurance	673,730	2,042,423	81,012	15,028,826	16,915,286	24,875	39,878,193
Workers' Compensation	142,225	1,040,343	-	10,901,327	12,050,468	33,311	26,400,324
Unemployment Insurance	-	-	-	18,800	18,200	-	37,000
TOTAL INSURANCE	815,955	3,082,766	81,012	25,948,953	28,983,954	58,186	66,315,517
MEDICARE	46,874	185,168	-	1,645,284	1,745,364	4,161	4,128,242
RETIREE MEDICAL	-	-	21,814,115	-	-	-	21,814,115
TOTAL SALARIES & EMPLOYEE BENEFITS	5,172,967	20,090,937	21,895,127	175,030,545	188,086,490	473,303	464,668,094
SERVICES & SUPPLIES	8,693,898	25,632,355	2,633,048	760,588	3,629,948	33,000	51,129,568
EQUIPMENT	-	-	-	-	275,927	-	275,927
TOTAL BUDGET	\$13,866,865	\$45,723,292	\$24,528,175	\$175,791,133	\$191,992,365	\$506,303	\$516,073,589
Funded Positions	24	113	-	572	649	1	1,619

HOUSEHOLD HAZARDOUS WASTE



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



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



Orange County
Fire Authority

(714) 573-6200
ocfa.org



Use and Storage

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

Disposal

- Never dispose of household hazardous waste in your regular trash. Once in landfills, these products can potentially contaminate our source of drinking water.
- Never dump household hazardous waste on the ground, down storm drains, or into toilets, drains, or sinks. It can seep into groundwater and waterways, contaminating lakes, the ocean, and local beaches.
- Orange County residents can dispose of household hazardous waste items for FREE at any Orange County House Hazardous Waste Collection Center.
 - Irvine: 6411 Oak Canyon
 - San Juan Capistrano: 32250 Avenida La Pata
 - Anaheim: 1071 N. Blue Gum Street
 - Huntington Beach: 17121 Nichols Street
- For more information, visit oclandfills.com

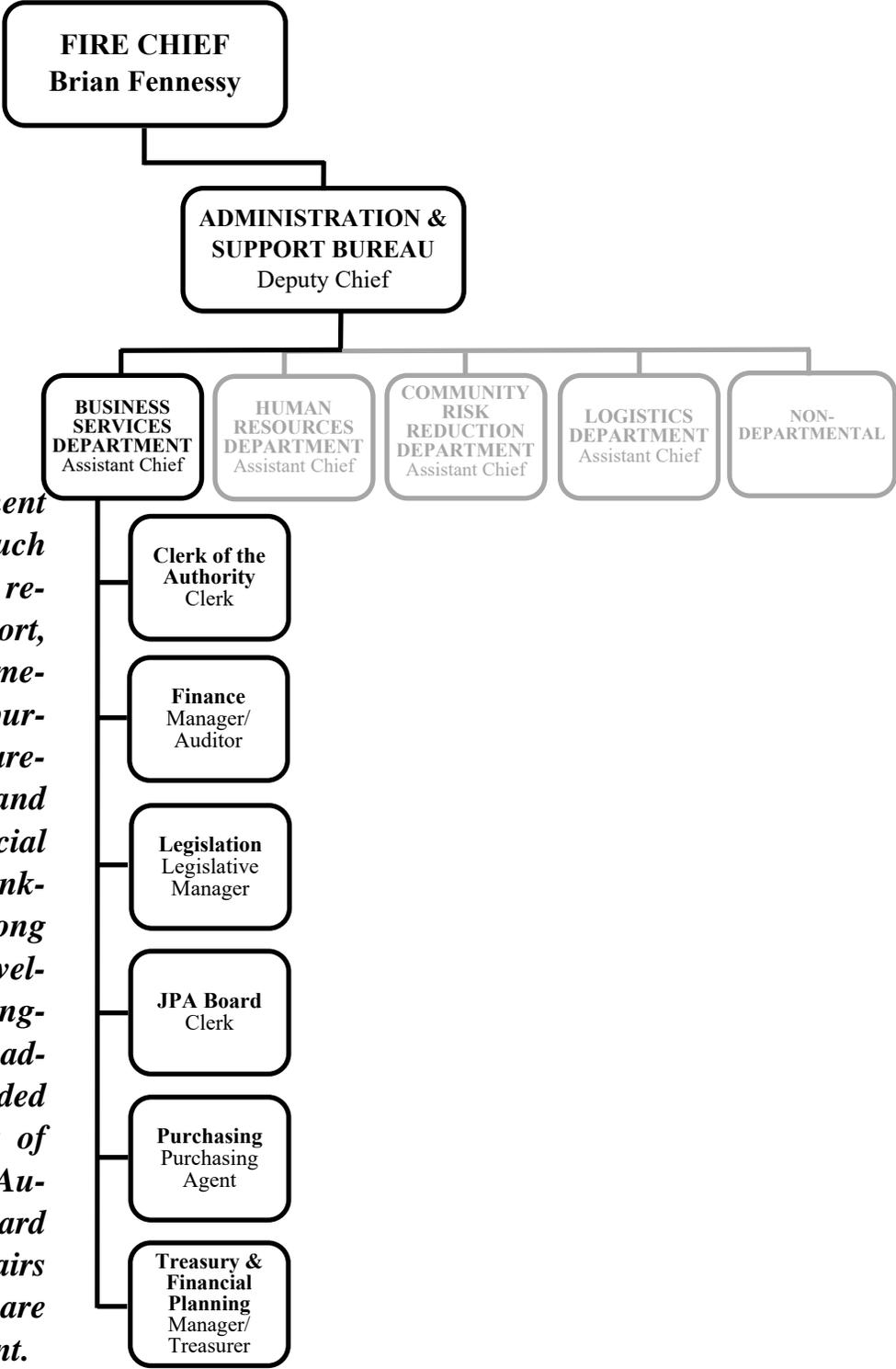


Business Services Department





ORANGE COUNTY FIRE AUTHORITY BUSINESS SERVICES DEPARTMENT ORGANIZATION CHART



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

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
BUSINESS SERVICES DEPARTMENT SUMMARY
FY 2024/25 BUDGET

Account Description	JPA Board of Directors	Clerk of the Authority	Finance Division	Purchasing	Treasury & Financial Planning	Legislation Division	Department Total
EMPLOYEE SALARIES							
Regular Salaries	\$42,000	\$533,908	\$2,601,583	\$716,718	\$946,219	\$141,358	\$4,981,786
Backfill/Overtime	-	-	31,198	7,452	-	-	38,650
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	20,717	113,151	21,295	39,969	8,481	203,613
Sick/Vacation Payoff	-	20,713	114,001	5,216	42,115	5,387	187,432
TOTAL SALARIES	42,000	575,338	2,859,933	750,681	1,028,303	155,226	5,411,481
RETIREMENT	-	213,262	978,048	247,192	356,344	56,099	1,850,945
INSURANCE							
Employee Insurance	-	126,572	555,783	133,776	226,765	37,558	1,080,454
Workers' Comp	-	20,957	124,645	30,464	50,181	6,477	232,724
Unemployment	-	-	-	-	-	-	-
TOTAL INSURANCE	-	147,529	680,428	164,240	276,946	44,035	1,313,178
MEDICARE	609	8,342	41,428	10,819	14,911	2,251	78,360
TOTAL S&EB	42,609	944,471	4,559,837	1,172,932	1,676,504	257,611	8,653,964
SERVICES AND SUPPLIES	35,328	29,869	263,708	48,842	3,064,313	145,625	3,587,685
EQUIPMENT	-	-	-	-	-	-	-
TOTAL BUDGET	\$77,937	\$974,340	\$4,823,545	\$1,221,774	\$4,740,817	\$403,236	\$12,241,649
Funded Positions	25	5	26	7	6	1	70

Business Services Department Summary

Budget Summary:

The FY 2024/25 Budget for the Business Services Department is \$12.2 million, compared to \$8.5 million for FY 2023/24. The \$3.7 million increase is due to a \$0.9 million increase in Salary and Employee Benefits resulting from cost-of-living increases across all bargaining units and a \$2.8 million increase in Services and Supplies to fund sustained higher costs of interfund borrowing expense. The Business Services Department budget funds the following functions: Clerk of the Authority/JPA Board, Finance Division, Purchasing, Treasury and Financial Planning, and Legislation Division. The budget includes funding for 70 positions in FY 2024/25, up from 68 positions in FY 2023/24. The FY 2024/25 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
Number of Agenda Items Processed	1. Service Delivery	351	357	494	355	495
Number of Public Records Completed	1. Service Delivery	2,238	2,324	2,013	2,400	2,100
Accounts Payable Transactions Processed	1. Service Delivery	23,974	25,608	26,354	26,500	27,000
Cost Recovery Claims Submitted	1. Service Delivery	77	47	53	47	53
Payroll Checks/Direct Deposits Issued	1. Service Delivery	49,516	49,894	50,776	50,500	51,000
Number of Grant Applications/Awards	1. Service Delivery	7	7	7	7	8
Number of Bills Tracked	1. Service Delivery	106	138	100	100	142
Processing Time for Purchases \$10K-50K	1. Service Delivery	10 days	19 days	12 days	15 days	10 days
Processing Time for Purchases \$50K+	1. Service Delivery	25 days	18 days	32 days	30 days	30 days
Average Daily Balance of Portfolio	1. Service Delivery	\$164.2M	\$202.7M	\$249.7M	\$240.0M	\$289.0M

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
<p>c. Conduct a study session with the Board of Directors relative to the JPA governing terms, the differences between cash contract cities and structural fire fund members, OCFA’s history of equity deliberations, and the related Settlement Agreement with the City of Irvine. Seek policy direction from the Board regarding its desire to establish an Ad Hoc Committee or Task Force, and for pre-planning actions for the OCFA JPA 2030 Renewal.</p> <p><i>Staff conducted individual briefings with all 24 OCFA member agencies, including each OCFA Board Director, each OCFA City Manager, and the County’s Chief Executive Officer. The purpose of the briefings was to educate about the OCFA’s organizational history. Staff then presented this item to the full Board of Directors at the meeting of March 28, 2024. The Board of Directors unanimously voted to receive and file the report.</i></p>	Executive Management, Business Services	TSD: 7/1/23 TCD: 6/30/24 CB: The Board of Directors provides policy direction relative to pre-planning actions for the OCFA JPA 2030 Renewal.	
<p>d. Research financial policy options for OCFA to begin prefunding its Capital Improvement Program (CIP), to be proactive in regard to CIP funding, while still allowing some financial flexibility.</p> <p><i>Staff completed a multi-phase review process with the Budget & Finance Committee (B&FC) to evaluate policy options for prefunding CIP projects. The B&FC’s final recommendations for a new CIP Prefunding Policy were presented to the Board of Directors at their meeting of February 22, 2024.</i></p> <p><i>During the Board review, a question was raised about disposition of surplus funds upon termination of the OCFA’s JPA. General Counsel is researching and preparing a response to the question, and after the question has been answered, staff will return to the Board to seek further direction regarding the proposed CIP Prefunding Policy.</i></p>	Business Services	TSD: 7/1/23 TCD: 6/30/24 CB: The Board of Directors adopts policy changes or confirms existing policy for funding the CIP.	

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>In consultation with General Counsel, staff anticipates returning to the Board of Directors at their meeting of September 26, 2024.</p>			
<p>e. Fill the new Strategic Services position and leverage this new position/Section to begin identifying opportunities for organizational process and service improvements, including:</p> <ul style="list-style-type: none"> (1) Conducting operational deployment analysis (2) Developing measurement thresholds for determining service enhancement priorities (3) Responding to housing/commercial development occurring in OCFA member cities/county (4) Partnering with the Community Risk Reduction (CRR) & Business Services Departments to evaluate and update OCFA’s Development Impact Fee (with support from an external Development Impact Fee consultant) <p>The Strategic Services position was filled with a Division Chief at the beginning of the fiscal year. Subsequently, at the October 26, 2023 meeting, the Executive Committee awarded a contract to Citygate for completion of a Field Deployment Standards of Cover (SOC) Update, which will provide the Division Chief with the baseline tools needed for future analytics and facilitate identification of target areas in need of service enhancements in OCFA’s jurisdiction.</p> <p>In addition, staff is working on an RFP to engage a consultant who can assist with an update to OCFA’s Development Impact Fees.</p>	<p>Executive Management, Business Services, Community Risk Reduction</p>	<p>TSD: 7/1/23 TCD: 6/30/24 CB:</p>	<p>An analytical Chief Officer is selected to re-establish the OCFA Strategic Services Section and the Section begins building tools for process improvements and for responding to expanded service needs throughout OCFA’s jurisdiction.</p>
<p>3. Our Technology Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</p>			
<p>c. Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.</p> <p>Gartner Consulting completed the Staffing System needs assessment report in November of 2023 and provided a</p>	<p>Executive Management, Business Services, Human Resources, Logistics</p>	<p>TSD: 7/1/23 TCD: 6/30/24 CB:</p>	<p>Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase</p>

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

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
number of recommendations for system replacement and enhancements. Staff presented the assessment report results to Executive Management in December of 2023. Staff then developed and issued a Request for Information (RFI) solicitation to gain additional knowledge of alternative staffing system solutions available in the market. Submittals to the RFI will be due in the beginning of FY 2024/25.			or development during future fiscal years.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
e. Initiate procurement process, selection of a firm, and review of initial draft study in order to update OCFA’s Development Impact Fees (DIFs) for use by OCFA in responding to the growth of housing/commercial development occurring in OCFA member cities/county.	Business Services	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i> Complete phase one of a two-phased goal, including selection of a consulting firm from an RFP process, and review of initial draft DIF study during FY 2024/25. Phase two of this goal will take place in FY 2025/26 where recommendations from the DIF study will be reviewed with the Board of Directors for policy direction.
g. Develop a phased approach to increase staffing of OCFA’s support services (working within financial feasibility parameters) in response to increased frontline Operational services being provided and the correlating growth in support requirements.	Executive Management, Business Services, Human Resources, Logistics	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i> A multi-year plan is developed to address expanded service needs throughout OCFA’s jurisdiction.

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

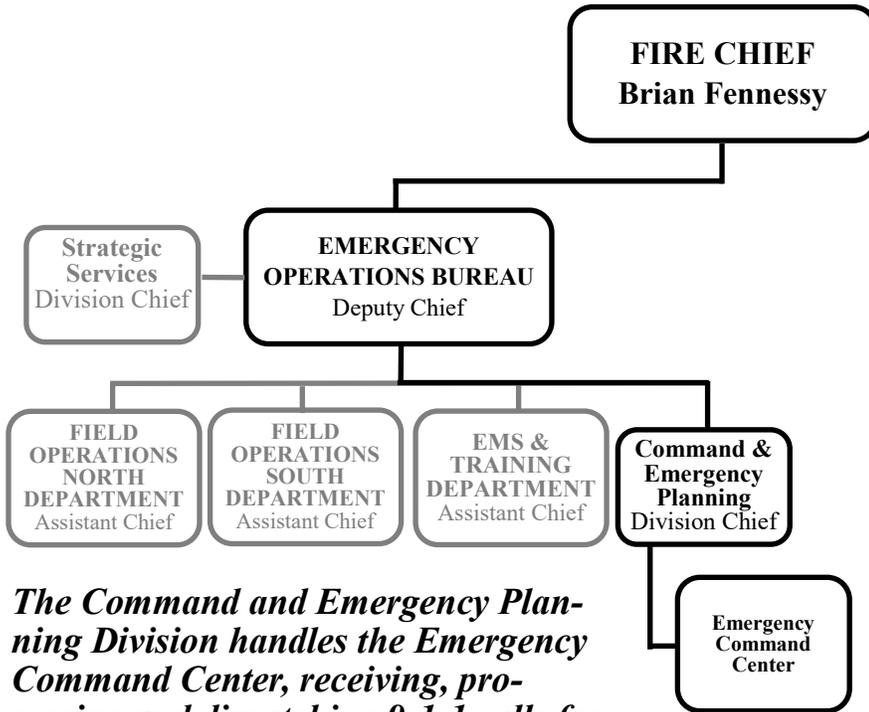


*Command &
Emergency
Planning Division*





ORANGE COUNTY FIRE AUTHORITY COMMAND & EMERGENCY PLANNING DIVISION ORGANIZATION CHART



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

**ORANGE COUNTY FIRE AUTHORITY
 COMMAND & EMERGENCY PLANNING DIVISION SUMMARY
 FY 2024/25 BUDGET**

Account Description	Emergency Command Center	Command & Emergency Planning Administration	Division Total
EMPLOYEE SALARIES			
Regular Salaries	\$4,003,394	\$596,306	\$4,599,700
Backfill/Overtime	1,223,251	111,778	1,335,029
FLSA Adjustment/Holiday Pay	-	58,957	58,957
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	570,476	139,138	709,614
Sick/Vacation Payoff	109,356	32,587	141,943
TOTAL SALARIES	5,906,477	938,766	6,845,243
RETIREMENT	1,568,093	365,956	1,934,049
INSURANCE			
Employee Insurance	773,690	73,311	847,001
Workers' Comp	333,092	104,388	437,480
Unemployment Insurance	0	-	-
TOTAL INSURANCE	1,106,782	177,699	1,284,481
MEDICARE	85,553	13,612	99,165
TOTAL S&EB	8,666,905	1,496,033	10,162,938
SERVICES AND SUPPLIES	68,221	-	68,221
EQUIPMENT	-	-	-
TOTAL BUDGET	\$8,735,126	\$1,496,033	\$10,231,159
Funded Positions	43	3	46

Command & Emergency Planning Division Summary

Budget Summary:

The FY 2024/25 Budget for the Command & Emergency Planning Division is \$10.2 million, compared to \$9.3 million for FY 2023/24, for funding of the following functions: Emergency Command Center and Emergency Planning & Coordination services. The increase in budget is primarily due to funding of one additional position and cost-of-living increases. The budget includes funding for 46 positions in FY 2024/25.

Department/Division Goals, Objectives & Performance Measures:

OCFA’s annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals. The overall Strategic Goals for FY 2024/25 include:

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

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

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

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

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
Percent of Incoming 9-1-1 Lines Answered in Less than 15 Seconds	1. Service Delivery	95%	99%	99%	95%	95%
Number of Max Vacancies at Any Time in the Emergency Command Center	1. Service Delivery	2	4	4	8	8
Cumulative Continuous Quality Improvement (CQI) Score	1. Service Delivery	90%	96%	96%	90%	90%

MICRO-MOBILITY DEVICES



With lithium-ion batteries being the main source of power for e-bikes, e-scooters, and hover boards, it is important to know how to keep yourself safe while using, charging, and storing these devices. Fires from these battery-operated devices run hot, emit toxic gasses, and can prove to be a challenge to extinguish.



According to the Allied Market Research, the global micro-mobility market is expected to grow from \$40 billion today to \$215 billion by 2030.



Orange County
Fire Authority

(714) 573-6200
ocfa.org



Safety Tips

- Only purchase and use devices, batteries, and charging equipment that is listed by a Nationally Recognized Testing Lab (NRTL)
- Know the manufacturer instructions and safety tips for use, storage, charging and maintenance
- Never overload an outlet when charging the micro-mobility device
- Store and charge the device away from exit doors and anything else that can catch fire
- Only allow repairs to be performed by a qualified professional

Charging and Disposal

- Charge the device properly and only with the cords that came with the device
- Unplug the device once it is fully charged
- Don't charge batteries when the environment is below freezing (32°F) or too hot (130°F)
- Never throw lithium-ion batteries in the trash
- Contact your local recycling center or waste management department for proper disposal

Warning Signs - stop using your e-bike or e-scooter if any of the following occur with the battery:

- Unusual odor
- Change in color
- Too hot to the touch
- Change in shape
- Not keeping a charge
- Smoking or sparking when plugging in
- Unusual Noises (popping, hissing, buzzing)
- Leaking of liquid

If a Fire Occurs

- Leave the area immediately as the batteries emit toxic gasses and burn extremely hot, with explosions occurring in seconds
- Call 9-1-1
- DO NOT try to fight the fire

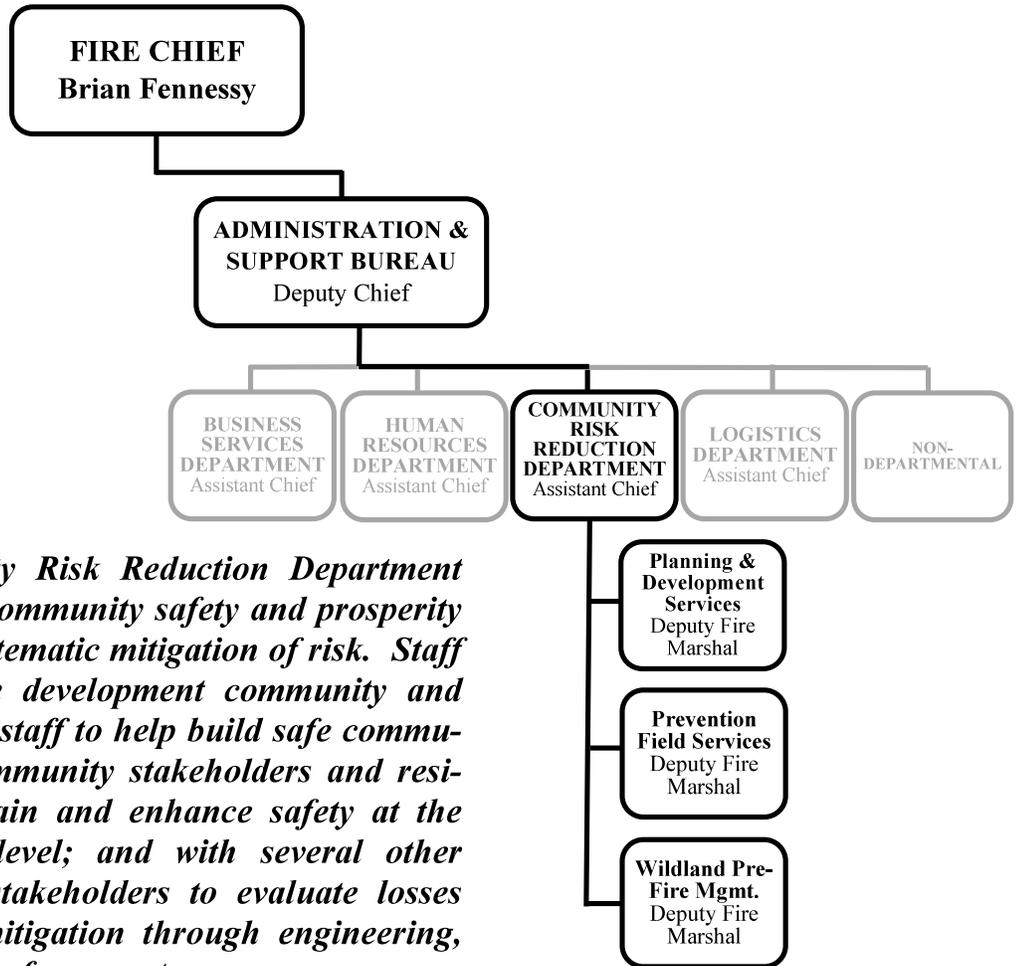


*Community Risk
Reduction
Department*





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



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

ORANGE COUNTY FIRE AUTHORITY
COMMUNITY RISK REDUCTION DEPARTMENT SUMMARY
FY 2024/25 BUDGET

Account Description	Planning & Development	Prevention Field Services	Wildland Pre-Fire Management	Department Total
EMPLOYEE SALARIES				
Regular Salaries	\$4,014,725	\$2,648,666	\$1,228,172	\$7,891,563
Backfill/Overtime	35,091	28,362	61,228	124,681
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	15,208	15,208	15,208	45,624
Reserves	-	-	-	-
Other Pay	178,211	117,827	54,642	350,680
Sick/Vacation Payoff	149,773	48,481	34,963	233,217
TOTAL SALARIES	4,393,008	2,858,544	1,394,213	8,645,765
RETIREMENT	1,478,329	946,970	438,343	2,863,642
INSURANCE				
Employee Insurance	607,645	463,513	208,237	1,279,395
Workers' Comp	212,349	128,478	63,734	404,561
Unemployment Insurance	-	-	-	-
TOTAL INSURANCE	819,994	591,991	271,971	1,683,956
MEDICARE	63,700	41,450	20,217	125,367
TOTAL S&EB	6,755,031	4,438,955	2,124,744	13,318,730
SERVICES & SUPPLIES	165,910	18,317	234,395	418,622
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$6,920,941	\$4,457,272	\$2,359,139	\$13,737,352
Funded Positions	35	26	11	72

Community Risk Reduction Department Summary

Budget Summary:

The FY 2024/25 Budget for the Community Risk Reduction (CRR) Department is \$13.7 million compared to \$12.9 million for FY 2023/24. The \$0.8 million budget increase is primarily due to cost-of-living adjustments across all bargaining units increasing the Department's salary and employee benefits. The CRR Department funds the following functions: Planning & Development Services, Prevention Field Services, and Wildland Pre-Fire Management. The budget includes funding for 72 positions in FY 2024/25.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
Number of Plan Reviews	1. Service Delivery	8,706	8,756	7,842	8,900	9,100
Number of New Construction Inspections	1. Service Delivery	12,433	12,950	12,950	13,100	13,100
Number of Annual Inspections	1. Service Delivery	18,769	18,948	18,948	18,948	18,948
Number of High-rise Inspections	1. Service Delivery	235	239	239	241	241
Number of Prevention Fire Services Miscellaneous Inspections	1. Service Delivery	1,753	1,753	1,753	1,753	1,753
Number of Power Pole Inspections	1. Service Delivery	584	584	584	584	584
Number of Local Responsibility Inspections	1. Service Delivery	22,073	21,400	21,400	25,000	25,000
Number of State Responsibility Inspections	1. Service Delivery	9,739	10,372	10,372	10,500	10,500
Number of Educational Events	1. Service Delivery	198	92	92	225	225
Number of Education Hours Completed	1. Service Delivery	178	178	178	250	250
Number of Requested Defensible Space Disclosure (DSD) Inspections	1. Service Delivery	440	568	568	600	600
Number of Requested Defensible Space Disclosure (DSD) Inspection Hours Completed	1. Service Delivery	406	464	464	500	500
Number of Pre-fire Plan Reviews	1. Service Delivery	481	500	124	500	90
Number of Fuel Reduction Projects	1. Service Delivery	30	20	20	25	25
Treated Acres from Fuel Reduction Projects	1. Service Delivery	N/A	34	34	75	75
Number of Grants Administered	1. Service Delivery	8	7	7	11	11

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
<p>e. Fill the new Strategic Services position and leverage this new position/Section to begin identifying opportunities for organizational process and service improvements, including:</p> <ul style="list-style-type: none"> (1) Conducting operational deployment analysis (2) Developing measurement thresholds for determining service enhancement priorities (3) Responding to housing/commercial development occurring in OCFA member cities/county (4) Partnering with the Community Risk Reduction (CRR) & Business Services Departments to evaluate and update OCFA’s Development Impact Fee (with support from an external Development Impact Fee consultant) <p>The Strategic Services position was filled with a Division Chief at the beginning of the fiscal year. Subsequently, at the October 26, 2023 meeting, the Executive Committee awarded a contract to Citygate for completion of a Field Deployment Standards of Cover (SOC) Update, which will provide the Division Chief with the baseline tools needed for future analytics and facilitate identification of target areas in need of service enhancements in OCFA’s jurisdiction.</p> <p>In addition, staff is working on an RFP to engage a consultant who can assist with an update to OCFA’s Development Impact Fees.</p>	Executive Management, Business Services, Community Risk Reduction	TSD: 7/1/23 TCD: 6/30/24 CB: An analytical Chief Officer is selected to re-establish the OCFA Strategic Services Section and the Section begins building tools for process improvements and for responding to expanded service needs throughout OCFA’s jurisdiction.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>		
<p>a. Complete the development of the Community Risk Reduction records management system, known as ORION to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service.</p>	Logistics, Community Risk Reduction	TSD: 7/1/23 (Beta Testing Begins) TCD: 6/30/24 CB: The system goes live during the fiscal year, with refinement phases continuing, as needed, post-implementation.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<u>Responsibility</u> Designated department lead	<u>Performance Measures</u> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
The build of the ORION system is now 100% complete, with the project remaining under budget. The new system went live on June 10, 2024 for CRR staff, and the Ops modules are planned to go-live on January 1, 2025.			

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

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
3. <u>Our Technology</u> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
b. Following the Phase One launch of the new Community Risk Reduction records management system (known as ORION) during FY 2023/24, initiate planning and development for Phase Two, which is envisioned to: <ol style="list-style-type: none"> (1) Create customer portals for OCFA’s member agencies to be able to view active projects in each member’s jurisdiction, (2) Create a path to submit development review projects through the portals, (3) Create a path to return approved plans to each city/county on behalf of our shared customers, (4) Build dashboards and standard report capabilities, (5) Create a Wildland Pre-Fire Management module. 	Community Risk Reduction	TSD: 7/1/24 TCD: 6/30/25 CB:	Build-updates will be implemented throughout the fiscal year for continuous system refinement.

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

OUTDOOR ACTIVITIES



Throughout Orange County there are dozens of beautiful trails that residents enjoy at night or on the weekends. Being prepared is the key to staying safe while enjoying outdoor activities. Use the safety tips below to help you plan and prepare before your next hike or bike ride.



Since 2018, the number of remote rescues in Orange County continue to rise with over 100 rescues taking place per year. By the end of 2020, the number of rescues is projected to more than double!



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



General Best Practices

- Drink water before, during and after your activity. The general rule of thumb is 1 liter or 32 ounces of water per hour, per person.
- Wear comfortable and breathable clothing that you can layer based on the weather. Ensure that you are wearing sturdy hiking shoes that provide ankle support.
- Pack a backpack for clothing, water, identification, gear and snacks. Don't forget to bring any medications or information on health-related issues you may have.
- Wear sunglasses that block 100% of ultraviolet rays and ensure that you are reapplying sunscreen every 2 hours or as needed.
- Consider taking a first aid class and carry a small first aid kit with you before you hit the trails.
- Ensure that your devices are charged or bring a portable charger for navigation, contact purposes or emergencies.

Trail Tips

- Keep an eye on the weather and know the conditions of the trails before you go out.
- Use the buddy system and never hike or bike alone. Consider leaving your plan detailed out at home with a responsible person. Call and check in when you start and finish your activity.
- Stay on the trail and stay alert to your surroundings.
- Use trails that fit your abilities and your health conditions. Do not take on too much if you have not prepared for the hike or the trail that you have chosen.
- Plan your hike or bike ride to avoid peak heat hours.

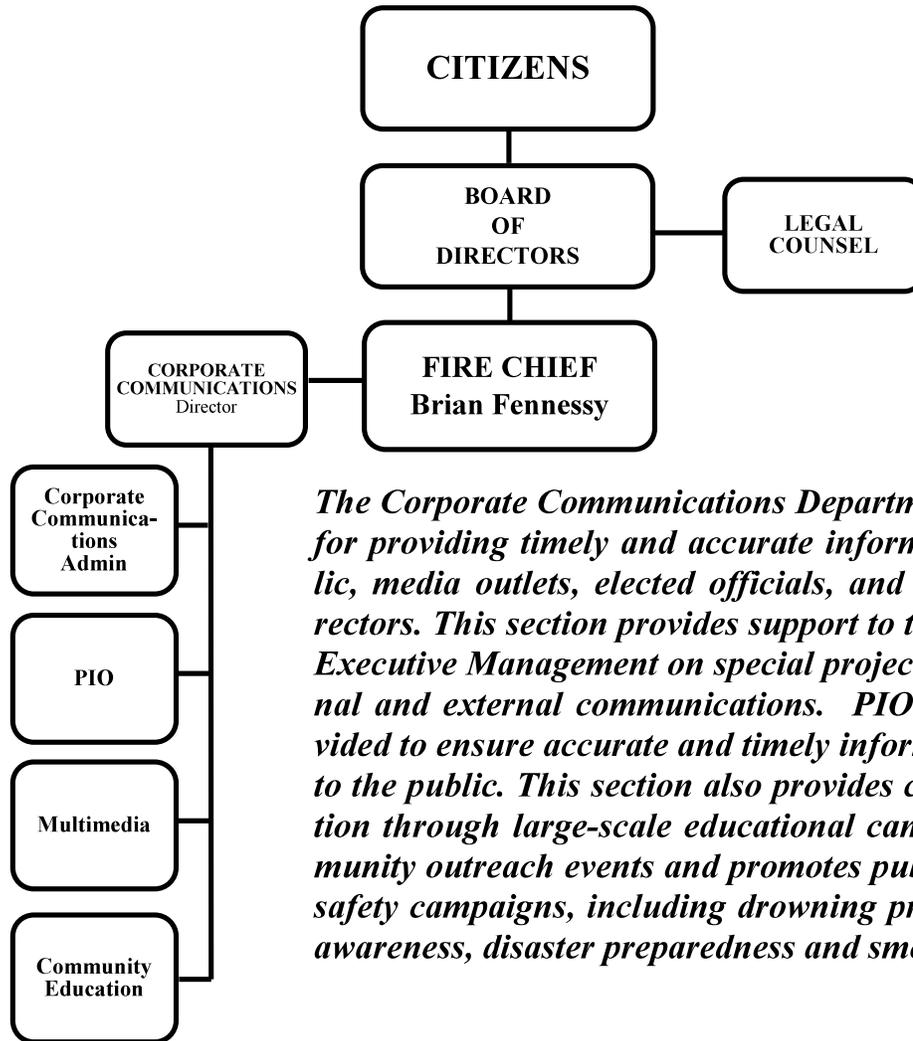


*Corporate
Communications
Department*





ORANGE COUNTY FIRE AUTHORITY CORPORATE COMMUNICATIONS DEPARTMENT ORGANIZATION CHART



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

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
CORPORATE COMMUNICATIONS DEPARTMENT SUMMARY
FY 2024/25 BUDGET**

Account Description	Community Education	RFOTC Open House	Multimedia	Public Information Officer	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$704,143	-	\$294,764	\$629,307	\$1,628,214
Backfill/Overtime	37,315	62,000	-	241,464	340,779
FLSA Adjustment/Holiday Pay	-	-	-	39,210	39,210
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	38,101	-	16,212	160,692	215,005
Sick/Vacation Payoff	5,014	-	-	6,574	11,588
TOTAL SALARIES	784,573	62,000	310,976	1,077,247	2,234,796
RETIREMENT	258,794	-	103,310	329,964	692,068
INSURANCE					
Employee Insurance	136,147	-	51,055	131,291	318,493
Workers' Comp	35,386	-	18,616	103,825	157,827
Unemployment Insurance	-	-	-	-	-
TOTAL INSURANCE	171,533	-	69,671	235,116	476,320
MEDICARE	11,376	899	4,509	15,539	32,323
TOTAL S&EB	1,226,276	62,899	488,466	1,657,866	3,435,507
SERVICES AND SUPPLIES	139,904	11,000	39,000	8,775	198,679
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$1,366,180	\$73,899	\$527,466	\$1,666,641	\$3,634,186
Funded Positions	8	-	3	5	16

Corporate Communications Department Summary

Budget Summary:

The FY 2024/25 Budget for the Corporate Communications Department is \$3.6 million, for funding of the following functions: Community Education, RFOTC Open House, Multimedia, and the Public Information Officer. This budget is about \$0.4 million higher when compared to the FY 2023/24 Budget due primarily to increased salaries and employee benefits costs including a new position in the Public Information Officer section. The budget includes funding for 16 positions in FY 2024/25. The FY 2024/25 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
News Releases	1. Service Delivery	11	14	14	14	12
Social Media Posts	1. Service Delivery	2,519	3,130	3,259	3,200	3,300
Press Conferences	1. Service Delivery	4	7	6	8	7
Videos	1. Service Delivery	57	109	267	125	145
Community Events/Presentations	1. Service Delivery	889	1,495	1,799	1,500	1,950
Fire Chief's Bulletin	1. Service Delivery	N/A	12	12	11	11

<p>OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>
<p>2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i></p>		
<p>c. Plan and begin implementing actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for:</p> <ul style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force <p><i>(Note: This is an ongoing goal.)</i></p> <p>In partnership with EXP-The Opportunity Engine and Tustin Unified School District, OCFA hosted four (4) high school interns at OCFA Headquarters during Summer 2024, in support of their high school career pathways. OCFA looks forward to growing in partnership with EXP to host interns in future summers from Tustin Unified as well as Santa Ana Unified School District.</p> <p>We continue to deploy classes that support cultural awareness, emotional intelligence, and inclusivity like Courageous Conversations. This quarter we began a series on Cultural Humility for OCFA Managers and Division Chiefs.</p> <p>Lastly this quarter, the DEI Coordinator published an article in FireRescue1 magazine on inclusion and belonging in the Fire Service focused on how OCFA’s work in this space is tied to our mission to serve our communities as well as one another as co-workers.</p>	<p>Executive Management, Human Resources, Corporate Communications</p>	<p>TSD: 7/1/23 TCD: 6/30/24 CB: Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.</p>

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
h. Increase OCFA’s presence and participation in community-based events for the local service areas throughout OCFA’s jurisdiction.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Participation in community-based events is increased year-over-year as compared to FY 2023/24.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
d. Continue actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for: <ul style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force (5) Social media representation through federally-recognized cultural heritage months. 	(1) - (4) Human Resources (5) Corporate Communications	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We are measuring each single-year’s progress; however, this is an ongoing goal.)</i> Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
f. Launch secondary social media accounts for all Divisions and appropriate sections to better represent the all-hazard nature of our agency and share division- or community-specific messages directly with the followers who live or work in those respective areas.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Expanded information and messaging is shared with the communities we serve, relative to specialty services provided by OCFA.
g. Expand recruiting and community awareness of firefighter and professional staff excellence through social media campaigns, human interest profiles, and media engagement.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Expanded information and messaging is shared with the communities we serve, in recognition of “Our People” who generate excellence on behalf of OCFA.

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

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
f. Leverage appropriate on-scene incident video footage to bolster training, after action reviews, and public engagement through the launch of a GoPro pilot program.	Corporate Communications	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We are measuring each single-year's progress; however, this is an ongoing goal.)</i> Pilot program is developed and initial roll-out occurs during FY 2024/25.
g. Complete transition to new OCFA website for better information sharing, community education, and engagement.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Expanded information and messaging is shared with the communities we serve, relative to all services provided by OCFA.

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

PLANNING FOR DISASTERS



Planning in advance helps families survive and recover from disasters. Take steps now to protect your family and your home before the next earthquake, wildfire, pandemic, or other disasters.



41% of Americans say they are not prepared for a disaster. In 2018, insured losses due to natural disasters in the U.S. totaled \$52 billion.



Orange County
Fire Authority

(714) 573-6200
ocfa.org



Make a Family Disaster Plan

- Assign individual responsibilities and work together as a team.
- Choose meeting places outside your home and outside your neighborhood. Discuss what to do in an evacuation and plan multiple exit routes in case of road closures.
- Visit alertoc.com, Orange County's emergency notification system, to register and receive information during and after an emergency.
- Enroll in safety classes like CERT, First Aid, and CPR.
- Gather important documentation (insurance, medical documents, or legal documents) and store them in a safe or on a flash drive.

Create Emergency Supply Kits

- Your emergency supply kits should have enough necessities to last you and your family for a minimum of three days, although its recommended to be prepared for 7-10 days.
- Make sure your family kit is portable and easily accessible.
- Consider additional kits for your car and workplace.

Prepare Your Home by Identifying Home Hazards

- Bolt and brace major appliances, heavy furniture, electronics, and any overhead fixtures.
- Use flexible connections where gas lines meet appliances.
- Identify and have the proper tools available to shut off gas, water, and electricity, if necessary.



EMS & Training
Department

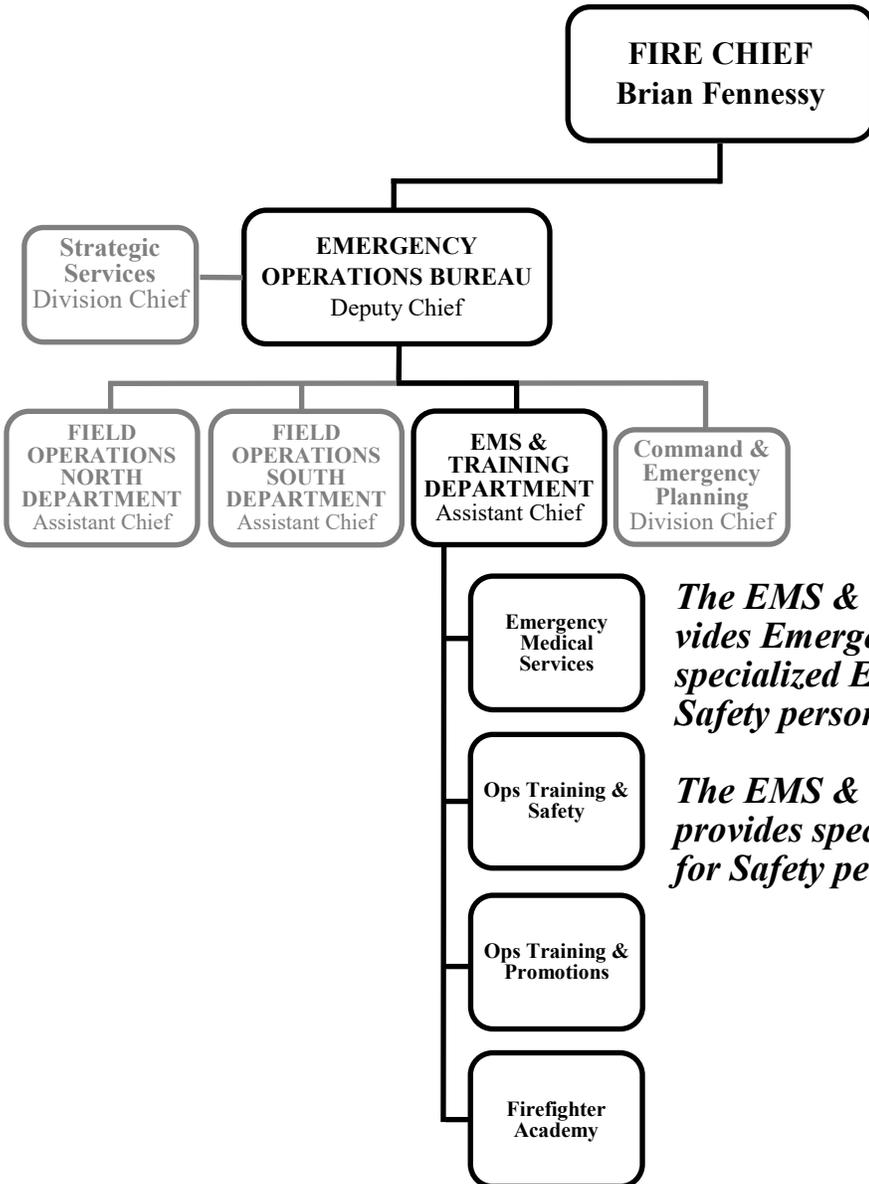




ORANGE COUNTY FIRE AUTHORITY

EMS & TRAINING DEPARTMENT

ORGANIZATION CHART



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

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

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT SUMMARY
FY 2024/25 BUDGET

Account Description	Emergency Medical Services	Ops Training & Safety	Ops Training & Promotions	Firefighter Recruitment & Academies	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$2,592,994	\$1,481,973	\$332,514	\$802,107	\$5,209,588
Backfill/Overtime	116,339	344,511	9,732	202,035	672,617
FLSA Adjustment/Holiday Pay	-	-	-	8,951	8,951
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	300,114	474,617	44,799	46,336	865,866
Sick/Vacation Payoff	110,860	60,826	51,036	16,746	239,468
TOTAL SALARIES	3,120,307	2,361,927	438,081	1,076,175	6,996,490
RETIREMENT	1,065,526	807,075	176,926	329,511	2,379,038
INSURANCE					
Employee Insurance	431,988	276,898	61,851	219,627	990,364
Workers' Compensation	223,216	280,336	36,690	130,639	670,881
Unemployment Insurance	-	-	-	-	-
TOTAL INSURANCE	655,204	557,234	98,541	350,266	1,661,245
MEDICARE	45,306	34,374	6,352	15,699	101,731
TOTAL S&EB	4,886,343	3,760,610	719,900	1,771,651	11,138,504
SERVICES & SUPPLIES	2,991,384	1,020,000	18,500	367,981	4,397,865
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$7,877,727	\$4,780,610	\$738,400	\$2,139,632	\$15,536,369
Funded Positions	19	11	2	8	40

Emergency Medical Services & Training Department Summary

Budget Summary:

The FY 2024/25 Budget for the Emergency Medical Services (EMS) & Training Department is \$15.5 million, compared to \$14.9 million for FY 2023/24. The \$0.6 million increase in budget is due to an increase in salary and employee benefits. The budget provides funding for the EMS, Training, and Academies functions and includes funding for 40 positions in FY 2024/25.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
Number of Operations Career Personnel Trained	2. People	1,160	1,230	1,250	1,230	1,250
Number of Safety Officer Responses	2. People	550	538	1947	550	2000
Number of Career Firefighter Academies	2. People	2	2	2	2	2
Number of Fire Apparatus Engineer Academies	2. People	2	2	2	2	2
Number of Fire Captain Academies	2. People	2	3	2	2	2
Number of Battalion Chief Academies	2. People	2	1	1	1	1
Number of Reserve Firefighter Academies	2. People	1	1	1	1	1
Number of New Career Firefighters Trained	2. People	100	75	75	100	60
Number of New Fire Apparatus Engineers Trained	2. People	34	37	41	40	40
Number of New Fire Captains Trained	2. People	40	40	26	40	25
Number of New Battalion Chiefs Trained	2. People	12	9	4	10	5
Number of New Reserve Firefighters Trained	2. People	50	32	29	35	30
Number of Operations Reserve Personnel Trained	2. People	200	127	138	159	130
Number of Specialized Career Development Classes Offered	2. People	80	63	65	80	65
Number of Operations Personnel Participating in CFFJAC	2. People	425	403	490	400	450
Number of Operations Personnel Participating in SAC ISA	2. People	550	482	506	500	500
Number of Training and Safety Bulletins Distributed	2. People	12	28	72	15	100
Number of Drill Grounds Use Requests Coordinated	1. Service Delivery	900	700	352	700	300
Accredited Paramedics Training & Maintained	2. People	640	706	706	700	750
Number of New Paramedics	2. People	40	55	55	32	49
Number of CQI Chart Reviews	1. Service Delivery	4,800	4,396	4,396	75,000*	2,918
Hours of in-person EMS Training	2. People	15,000	11,538	11,538	12,000	14,392

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

Emergency Medical Services & Training

<p>OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>			
<p>a. Assist those OCFA member cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.</p> <p><i>At the July 27, 2023 Board of Directors meeting, staff received Board approval for an RFP scope of work to obtain a comprehensive analysis of Ambulance Transportation Options throughout OCFA’s service jurisdiction, including OCFA cities with 201 rights.</i></p> <p><i>At the September 28, 2023 meeting, the Board approved award of contract to Citygate Associates to provide the ambulance system analysis. As of this Fourth Quarter Update, Citygate Associates is in the process of completing the system-wide analysis. Staff intends to present the results of the analysis to the Board of Directors at their meeting of July 25, 2024.</i></p>	<p align="center">EMS & Training</p>	<p>TSD: TCD: CB:</p>	<p>7/1/23 6/30/25 OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities.</p>
<p>b. Partner with the County Health Care Agency as they begin to prepare a new RFP (starting January 2024) for the next 5-year 911 Ambulance Service contracts that would become effective in 2025.</p> <p><i>Staff is coordinating with the OCHCA to assist with its next RFP process. We anticipate that the Ambulance Transportation Options Analysis referenced above will provide valuable input in building the next RFP. Staff intends to present the results of the analysis to the Board of Directors at their meeting of July 25, 2024.</i></p>	<p align="center">EMS & Training</p>	<p>TSD: TCD: CB:</p>	<p>1/1/24 6/30/25 OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities/county.</p>
<p>2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i></p>			
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including focus on ECC/Dispatch personnel.</p>	<p align="center">Executive Management, EMS & Training, Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>7/1/23 6/30/24 The volume of force hiring is reduced as compared to FY 2022/23.</p>

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Actions taken over the last two fiscal years have continued into FY 23/24 resulting in continued progress to reduce force hiring. Over the past two years, from January 2022 to August 2024, we have seen drastic improvements in the ranks of Fire Captain, Fire Apparatus Engineer, and Firefighter. That said, there is a current uptick in FF/PM force hires due to the recent promotions of Fire Captains and Fire Apparatus Engineers. The plan to reduce force hires in the FF/PM rank are in progress, with an additional paramedic accreditation academy (3), current paramedic class of (12) in progress, and a new paramedic class (22) starting in August 2024.</p> <p>The improvement in force hiring directly correlates to reduced position vacancies. As of August 1, 2024, vacancies per rank are:</p> <ul style="list-style-type: none"> • FC: 3 vacancies • FAE: 2 vacancies • FF/PM: 28 vacancies • FF/BLS: +50 temporarily overfilled (pending promotion to ranks above) <p>To continue this positive momentum, future promotional academies will continue in 2025:</p> <ul style="list-style-type: none"> • Battalion Chief: January 2025 • Fire Captain: February and May 2025 • Fire Apparatus Engineer: January and April 2025 • FF Recruit Academy: February and July 2025 <p>Management is also working to reduce force hiring for Dispatchers. Management and labor are pursuing a variety of factors through Joint-Labor-Management meetings to improve the work environment, retention of employees, and reduction in force hiring.</p>			
<p>3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i></p>			
<p>b. Building upon the EMS (Emergency Medical Services) System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.</p>	Logistics, EMS & Training	TSD: TCD: CB:	7/1/23 6/30/24 EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase

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

Emergency Medical Services & Training

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<p>The final version of the EMS System needs assessment was completed in January 2023. IT/EMS is reviewing the project scope and prioritization of needs, which will result in recommendations for purchase of a system and/or development of a solution.</p> <p>Certain time sensitive technology projects have already kicked-off and are in implementation phases, including:</p> <ul style="list-style-type: none"> • First Watch/Pass for the EMS Quality Management Division • RFP completed; new automated medication dispensing system and equipment installation are in-process. • RFI for non-controlled EMS Tracking and Storage System currently being evaluated. 		<p>or development, and phased implementation.</p>

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
b. Assist those OCFA member cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.	EMS & Training	TSD: TCD: CB:	7/1/24* 6/30/25* (*Note: We will be measuring this single-year's progress; however, this is a multi-year goal.) OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities.
c. Utilize the results of the Ambulance Transportation System Analysis completed by Citygate Associates during FY 2023/24 to: <ol style="list-style-type: none"> (1) Evaluate opportunities to improve ambulance transportation services for all communities served by OCFA, (2) Obtain input from the OCFA Board of Directors regarding recommendations provided by the Analysis, (3) Partner with the County Health Care Agency to incorporate input gained by the Ambulance System Analysis into the County's RFP process for 2025-2030 Emergency Ambulance Transportation service contracts. 	EMS & Training	TSD: TCD: CB:	7/1/24* 6/30/25* (*Note: We will be measuring this single-year's progress; however, this is a multi-year goal.) The OCFA Board of Directors provides direction regarding desired outcomes to pursue as a result of the Citygate Ambulance System Analysis.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
c. Continue efforts to identify the best technology and develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.	EMS & Training	TSD: TCD: CB:	7/1/24 6/30/25 EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase or development, and phased implementation.

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

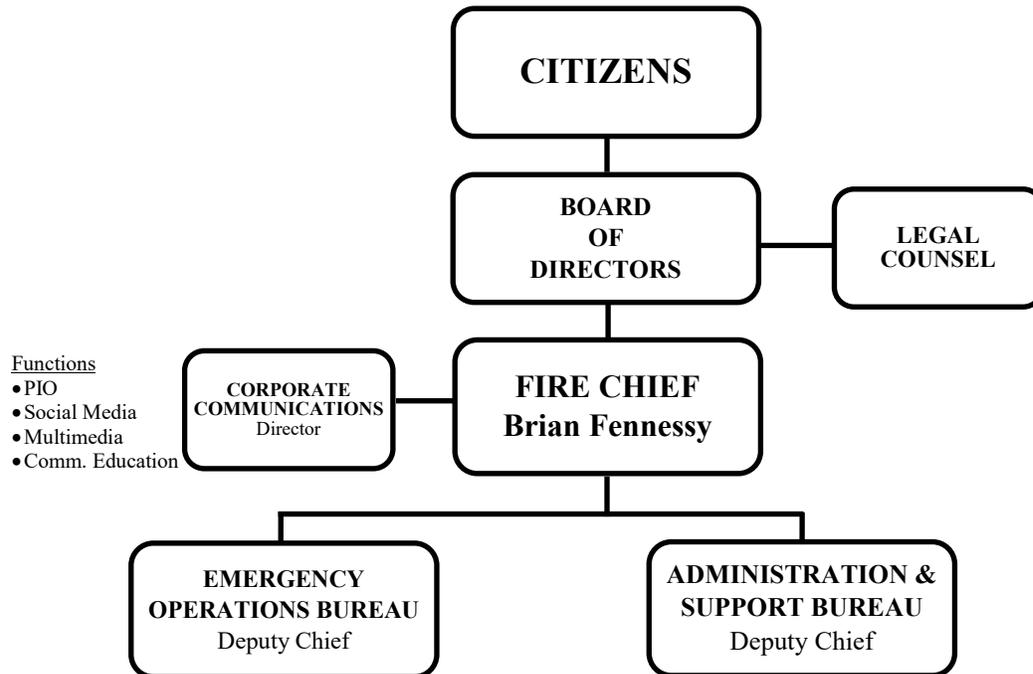


*Executive
Management
Department*





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

ORANGE COUNTY FIRE AUTHORITY
EXECUTIVE MANAGEMENT DEPARTMENT SUMMARY
FY 2024/25 BUDGET

Account Description	Executive Management	Executive Management Support	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$3,747,050	\$278,593	\$4,025,643
Backfill/Overtime	2,503	15,404	17,907
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	32,303	57,996	90,299
Sick/Vacation Payoff	338,147	2,599	340,746
TOTAL SALARIES	4,120,003	354,592	4,474,595
RETIREMENT	1,608,906	135,625	1,744,531
INSURANCE			
Employee Insurance	532,388	63,946	596,334
Workers' Comp	298,302	30,875	329,177
Unemployment Insurance	-	-	-
TOTAL INSURANCE	830,690	94,821	925,511
MEDICARE	59,304	5,141	64,445
TOTAL S&EB	6,618,903	590,179	7,209,082
SERVICES AND SUPPLIES	940,416	135,243	1,075,659
EQUIPMENT	-	-	-
TOTAL BUDGET	\$7,559,319	\$725,422	\$8,284,741
Funded Positions	14	2	16

Executive Management Summary

Budget Summary:

The FY 2024/25 Budget for Executive Management is \$8.3 million. This budget is about \$1.0 million higher when compared to the FY 2023/24 Budget due mostly to higher salaries and retirement costs. The budget includes funding for 16 positions in FY 2024/25. The FY 2024/25 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
Completed Strategic Plan Objectives	1. Service Delivery	4	3	3	7	8
Implemented Service Enhancements	1. Service Delivery	2	3	3	2	3
Completed Strategic Plan Objectives	2. People	3	4	3	4	5
Issued Ask-the-Chief Videos	2. People	6	6	4	6	6
Produced Communications Podcasts	2. People	8	8	6	8	8
Completed Joint Labor Management Meetings	2. People	20	22	22	20	20
Completed Strategic Plan Objectives	3. Technology	1	1	3	2	1
Implemented New Technology Solutions	3. Technology	1	1	3	1	2

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
<p>a. Assist those OCFA member cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.</p> <p><i>At the July 27, 2023 Board of Directors meeting, staff received Board approval for an RFP scope of work to obtain a comprehensive analysis of Ambulance Transportation Options throughout OCFA’s service jurisdiction, including OCFA cities with 201 rights.</i></p> <p><i>At the September 28, 2023 meeting, the Board approved award of contract to Citygate Associates to provide the ambulance system analysis. As of this Fourth Quarter Update, Citygate Associates is in the process of completing the system-wide analysis. Staff intends to present the results of the analysis to the Board of Directors at their meeting of July 25, 2024.</i></p>	EMS & Training	TSD: 7/1/23 TCD: 6/30/25 CB: OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities.	
<p>b. Partner with the County Health Care Agency as they begin to prepare a new RFP (starting January 2024) for the next 5-year 911 Ambulance Service contracts that would become effective in 2025.</p> <p><i>Staff is coordinating with the OCHCA to assist with its next RFP process. We anticipate that the Ambulance Transportation Options Analysis referenced above will provide valuable input in building the next RFP. Staff intends to present the results of the analysis to the Board of Directors at their meeting of July 25, 2024.</i></p>	EMS & Training	TSD: 1/1/24 TCD: 6/30/25 CB: OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities/county.	
<p>c. Conduct a study session with the Board of Directors relative to the JPA governing terms, the differences between cash contract cities and structural fire fund members, OCFA’s history of equity deliberations, and the related Settlement Agreement with the City of Irvine. Seek policy direction from the Board regarding its desire to establish an Ad Hoc</p>	Executive Management, Business Services	TSD: 7/1/23 TCD: 6/30/24 CB: The Board of Directors provides policy direction relative to pre-planning actions for the OCFA JPA 2030 Renewal.	

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Committee or Task Force, and for pre-planning actions for the OCFA JPA 2030 Renewal.</p> <p>Staff conducted individual briefings with all 24 OCFA member agencies, including each OCFA Board Director, each OCFA City Manager, and the County’s Chief Executive Officer. The purpose of the briefings was to educate about the OCFA’s organizational history. Staff then presented this item to the full Board of Directors at the meeting of March 28, 2024. The Board of Directors unanimously voted to receive and file the report.</p>			
<p>d. Research financial policy options for OCFA to begin prefunding its Capital Improvement Program (CIP), to be proactive in regard to CIP funding, while still allowing some financial flexibility.</p> <p>Staff completed a multi-phase review process with the Budget & Finance Committee (B&FC) to evaluate policy options for prefunding CIP projects. The B&FC’s final recommendations for a new CIP Prefunding Policy were presented to the Board of Directors at their meeting of February 22, 2024.</p> <p>During the Board review, a question was raised about disposition of surplus funds upon termination of the OCFA’s JPA. General Counsel is researching and preparing a response to the question, and after the question has been answered, staff will return to the Board to seek further direction regarding the proposed CIP Prefunding Policy.</p> <p>In consultation with General Counsel, staff anticipates returning to the Board of Directors at their meeting of September 26, 2024.</p>	Business Services	TSD: 7/1/23 TCD: 6/30/24 CB: The Board of Directors adopts policy changes or confirms existing policy for funding the CIP.	
<p>e. Fill the new Strategic Services position and leverage this new position/Section to begin identifying opportunities for organizational process and service improvements, including:</p> <ol style="list-style-type: none"> (1) Conducting operational deployment analysis (2) Developing measurement thresholds for determining service enhancement priorities (3) Responding to housing/commercial development occurring in OCFA member cities/county 	Executive Management, Business Services, Community Risk Reduction	TSD: 7/1/23 TCD: 6/30/24 CB: An analytical Chief Officer is selected to re-establish the OCFA Strategic Services Section and the Section begins building tools for process improvements and for responding to expanded service needs throughout OCFA’s jurisdiction.	

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

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>(4) Partnering with the Community Risk Reduction (CRR) & Business Services Departments to evaluate and update OCFA’s Development Impact Fee (with support from an external Development Impact Fee consultant)</p> <p>The Strategic Services position was filled with a Division Chief at the beginning of the fiscal year. Subsequently, at the October 26, 2023 meeting, the Executive Committee awarded a contract to Citygate for completion of a Field Deployment Standards of Cover (SOC) Update, which will provide the Division Chief with the baseline tools needed for future analytics and facilitate identification of target areas in need of service enhancements in OCFA’s jurisdiction.</p> <p>In addition, staff is working on an RFP to engage a consultant who can assist with an update to OCFA’s Development Impact Fees.</p>			
<p>f. Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA.</p> <p>OCFA accepted delivery of the new FIREHAWK helicopters on June 21, 2024. Required training for Air Operations personnel is nearing completion in preparation for implementing this improved platform of service delivery for OCFA’s Air Operations.</p> <p>The FIREHAWK’s ease of navigation in aerial firefighting to a reconfigurable cabin that accommodates up to 12 firefighting crew members and their equipment during emergency operations — was chronicled on all OCFA social media platforms. Thus far, this social media campaign has earned 542,609 impressions and 40,221 engagements across all platforms. You can follow this program on social media @OCFireAuthority and searching the hashtag #OCFAFIREHAWKS. The final post of this campaign will cover the August 19, 2024, Press Conference that introduces the aircraft to the region.</p>	<p>Field Operations South</p>	<p>TSD: 7/1/23 TCD: 6/30/24 CB: The FIREHAWK helicopters are implemented to enhance personnel safety and service delivery.</p>	

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>g. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services.</p> <p>On January 25, 2024, the Executive Committee awarded a contract to Allied Universal Services (AUS) for Armed Physical Security services at the RFOTC, for a three-year term with two optional one-year renewals. This new contract with AUS began on May 1, 2024, with enhanced services that include increased post hours consisting of 24/7/365 protection coverage by one guard, and a second guard position during business hours.</p> <p>In addition, a new contract was issued for professional physical security management services. The contracted security consultant now acts as security advisor to OCFA’s Logistics and Risk Management sections on matters related to improving the safety of staff and public visitors at OCFA’s facilities and fire stations, including during emergency situations. Responsibilities include assisting to develop security protocols for RFOTC, fire stations, and other OCFA facilities; implement, track, and report on compliance with security protocols, updated emergency response procedures; develop response and action plans for various emergency events; develop training and drill programs for such action plans’ track, review, and analyze security events and provide post-event recommendations, and serve as liaison to the armed guard services representative for OCFA.</p>	Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Prioritized measures for the fiscal year are funded in the budget and are in various stages of implementation by staff.
<p>2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i></p>			
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including focus on ECC/Dispatch personnel.</p> <p>Actions taken over the last two fiscal years have continued into FY 23/24 resulting in continued progress to reduce force hiring. Over the past two years, from January 2022 to August 2024, we have seen drastic improvements in the ranks of Fire Captain, Fire Apparatus Engineer, and Firefighter. That said, there is a current uptick in FF/PM force hires due to the</p>	Executive Management, EMS & Training, Human Resources	TSD: TCD: CB:	7/1/23 6/30/24 The volume of force hiring is reduced as compared to FY 2022/23.

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

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>recent promotions of Fire Captains and Fire Apparatus Engineers. The plan to reduce force hires in the FF/PM rank are in progress, with an additional paramedic accreditation academy (3), current paramedic class of (12) in progress, and a new paramedic class (22) starting in August 2024.</p> <p>The improvement in force hiring directly correlates to reduced position vacancies. As of August 1, 2024, vacancies per rank are:</p> <ul style="list-style-type: none"> • FC: 3 vacancies • FAE: 2 vacancies • FF/PM: 28 vacancies • FF/BLS: +50 temporarily overfilled (pending promotion to ranks above) <p>To continue this positive momentum, future promotional academies will continue in 2025:</p> <ul style="list-style-type: none"> • Battalion Chief: January 2025 • Fire Captain: February and May 2025 • Fire Apparatus Engineer: January and April 2025 • FF Recruit Academy: February and July 2025 <p>Management is also working to reduce force hiring for Dispatchers. Management and labor are pursuing a variety of factors through Joint-Labor-Management meetings to improve the work environment, retention of employees, and reduction in force hiring.</p>			
<p>b. Fill the new Organizational Development & Training Manager position and leverage this new position to take actions towards fostering career progression, encouraging professional development, and developing future leaders within OCFA.</p> <p>A recruitment was completed and this position was filled on December 19, 2023. The Manager is continuing to gain input from throughout OCFA for ongoing use in building training opportunities resulting in the first leadership course offerings to our non-safety administrative managers and supervisors and Interview Preparation Workshops. The Manager is evaluating Learning Management Systems that would facilitate delivery of courses across the organization.</p>	<p>Executive Management, Human Resources</p>	<p>TSD: 7/1/23 TCD: 6/30/24 CB: A skilled training manager is hired, and new training opportunities are offered for all levels of personnel.</p>	

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

FY 2024/25 OCFA Adopted Budget

<p>OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>c. Plan and begin implementing actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for:</p> <ul style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force <p><i>(Note: This is an ongoing goal.)</i></p> <p>In partnership with EXP-The Opportunity Engine and Tustin Unified School District, OCFA hosted four (4) high school interns at OCFA Headquarters during Summer 2024, in support of their high school career pathways. OCFA looks forward to growing in partnership with EXP to host interns in future summers from Tustin Unified as well as Santa Ana Unified School District.</p> <p>We continue to deploy classes that support cultural awareness, emotional intelligence, and inclusivity like Courageous Conversations. This quarter we began a series on Cultural Humility for OCFA Managers and Division Chiefs.</p> <p>Lastly this quarter, DEI Coordinator published an article in FireRescue1 magazine on inclusion and belonging in the Fire Service focused on how OCFA’s work in this space is tied to our mission to serve our communities as well as one another as co-workers.</p>	<p>Executive Management, Human Resources, Corporate Communications</p>	<p>TSD: TCD: CB:</p>	<p>7/1/23 6/30/24 Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.</p>
<p>d. Develop policies to keep OCFA proactive with classification and compensation issues.</p> <p>Management is currently engaged in various classification and compensation studies in Accounting, Dispatch, Administrative Support, Air Operations, and EMS to ensure appropriate alignment of duties and responsibilities that support the current and future needs of the Authority. In addition, Management is engaged in discussions with the OCPFA Local 3631 with regard to the Classification and Compensation Policy for the unit.</p>	<p>Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>7/1/23 6/30/24 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.</p>

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

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
Management successfully engaged in the meet and confer process with the Orange County Employees Association (OCEA) creating a process that would improve professional development and promotability of highly qualified employees by allowing for flexible staffing within paygrades and classifications within a job family.			
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Complete the development of the Community Risk Reduction records management system, known as ORION to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service. The build of the ORION system is now 100% complete, with the project remaining under budget. The new system went live on June 10, 2024 for CRR staff, and the Ops modules are planned to go-live on January 1, 2025.	Logistics, Community Risk Reduction	TSD: TCD: CB:	7/1/23 (Beta Testing Begins) 6/30/24 The system goes live during the fiscal year, with refinement phases continuing, as needed, post-implementation.
b. Building upon the EMS (Emergency Medical Services) System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project. The final version of the EMS System needs assessment was completed in January 2023. IT/EMS is reviewing the project scope and prioritization of needs, which will result in recommendations for purchase of a system and/or development of a solution. Certain time sensitive technology projects have already kicked-off and are in implementation phases, including: <ul style="list-style-type: none"> • First Watch/Pass for the EMS Quality Management Division • RFP completed; new automated medication dispensing system and equipment installation are in-process. • RFI for non-controlled EMS Tracking and Storage System currently being evaluated. 	Logistics, EMS & Training	TSD: TCD: CB:	7/1/23 6/30/24 EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase or development, and phased implementation.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>c. Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.</p> <p>Gartner Consulting completed the Staffing System needs assessment report in November of 2023 and provided a number of recommendations for system replacement and enhancements. Staff presented the assessment report results to Executive Management in December of 2023. Staff then developed and issued a Request for Information (RFI) solicitation to gain additional knowledge of alternative staffing system solutions available in the market. Submittals to the RFI will be due in the beginning of FY 2024/25.</p>	Executive Management, Business Services, Human Resources, Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.
<p>d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).</p> <ul style="list-style-type: none"> • Cyber-security – Controlled physical access to IT systems 80% complete; Network access/privileges and software precautions 100% complete; 2-factor login authentication testing complete and being deployed; server and firewall software patching 95% complete. Wireless infrastructure upgrade providing 102 access points at RFOTC ready for bidding; third-party security penetration testing of the OCFA network 100% complete; and IT staff deployment of Multi-Factor-Authentication for web-based email access is in process. • Physical Security Upgrades – Control Access System and surveillance camera upgrades design/engineering 95% complete; all door access card readers upgraded, surveillance cameras installation in process, control access system servers installed in OCFA data center and operational. Full implementation estimated by Fall 2024. <p>The Security Guard Services contract for enhanced services (armed guards and increased hours) was</p>	Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Implementation is substantially complete for the Cyber and Physical Security phases; Continuity of Operations implementation continues over the next three fiscal years.

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OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>approved for contract award at the February 2024 Executive Committee; transition to the new guard services was completed in May 2024.</p> <ul style="list-style-type: none"> • Data Center Co-location Facility – 20% complete. Location identified (US&R Warehouse). Feasibility study complete; demonstration of Motorola radio communications for Dispatchers with OCSD completed February 2023. Now developing engineering plans for US&R data center and Dispatcher offices tenant improvements, including power, HVAC, security, and emergency generator. Next steps – approval of engineering plans thru City of Lake Forest, solicit bids from vendors, and BOD approval to proceed with construction phase. <p>The project phase to establish an alternate dispatch location at FS43 with Dispatch trailer has been completed, entailing modification of the VESTA system to extend calls to trailer at FS43, new power and data connections in apparatus bay to support live CAD/9-1-1 dispatching, and upgraded PCs in the existing communications trailer.</p> <ul style="list-style-type: none"> • Data Center Fire Protection Upgrade – 75% complete. Contract awarded and equipment installation completed. Supplemental facility update to Data Center, including improving door seals and installing additional venting duct work to outdoors, is in process. 			

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Not Started, In Progress, Complete

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>OCFA’s Strategic Goals & Objectives function in a waterfall manner, with overarching goals at the top (Fire Chief) flowing down through the Departments, Sections, and ultimately to individual managers/employees. As our goals flow through the organization, they increase in volume, build momentum, become more detailed in definition, gain sequencing as incremental tasks, and become all the more measurable and quantifiable. And finally, our three goals are interlinked; as we progress towards one, elements of the other two come into play. This calculated process speaks to the organic, ever-evolving nature of the work that not only drives our success, but also empowers us to raise the bar even further.</p> <ul style="list-style-type: none"> ➤ At the highest level, OCFA’s Strategic Goals are small in number, broad in scope, designed with a long-term outlook, and relatively static to keep the organization perpetually focused on fulfilling our overarching mission. Strategic Goals are guided by the Fire Chief. ➤ Strategic goals are further supported by Departmental Objectives which provide greater definition, are designed for annual measurement, and bolster forward progress towards the Strategic Goals. Departmental Objectives are guided by Executive Management/department heads. 			
<p>OCFA’s FY 2024/25 Strategic Goals, led by Fire Chief Brian Fennessy:</p>			
<p>1. <u>Our Service Delivery</u> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>			
<p>2. <u>Our People</u> <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i></p>			
<p>3. <u>Our Technology</u> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i></p>			
<p>OCFA’s FY 2023/24 Departmental Objectives, led by Executive Management:</p>			
<p>1. <u>Our Service Delivery</u> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>			
<p>a. Complete research and due diligence (using an independent Land Use Planning firm) in support of site-selection for OCFA’s future Wildfire Resource Center (WRC), and following site-selection, pursue actions to continue progress towards planning, design, development, and ultimately making the new WRC operational for OCFA.</p>	<p>Logistics</p>	<p>TSD: TCD: CB:</p>	<p>7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i></p>

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

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
			The OCFA Board of Directors authorizes a site-selection, as a result of the completed due diligence, and approves actions to initiate design and development of the new site.
b. Assist those OCFA member cities with 201 rights as they navigate the issuance of RFPs to award new 911 Ambulance Service contracts, helping them to achieve beneficial services and financial arrangements.	EMS & Training	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year's progress; however, this is a multi-year goal.)</i> OCFA provides value-added subject-matter-expertise resulting in improved ambulance contract terms and services for our member cities.
c. Utilize the results of the Ambulance Transportation System Analysis completed by Citygate Associates during FY 2023/24 to: <ul style="list-style-type: none"> (1) Evaluate opportunities to improve ambulance transportation services for all communities served by OCFA, (2) Obtain input from the OCFA Board of Directors regarding recommendations provided by the Analysis, (3) Partner with the County Health Care Agency to incorporate input gained by the Ambulance System Analysis into the County's RFP process for 2025-2030 Emergency Ambulance Transportation service contracts. 	EMS & Training	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year's progress; however, this is a multi-year goal.)</i> The OCFA Board of Directors provides direction regarding desired outcomes to pursue as a result of the Citygate Ambulance System Analysis.
d. Evaluate feasibility, priorities, and a phased-timing approach for implementing recommendations provided by the Field Deployment Standards of Cover completed during FY 2023/24, working within OCFA's financial feasibility parameters.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year's progress; however, this is a multi-year goal.)</i> A multi-year plan is developed to address any deficiencies and expanded service needs throughout OCFA's jurisdiction.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
e. Initiate procurement process, selection of a firm, and review of initial draft study in order to update OCFA’s Development Impact Fees (DIFs) for use by OCFA in responding to the growth of housing/commercial development occurring in OCFA member cities/county.	Business Services	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i> Complete phase one of a two-phased goal, including selection of a consulting firm from an RFP process, and review of initial draft DIF study during FY 2024/25. Phase two of this goal will take place in FY 2025/26 where recommendations from the DIF study will be reviewed with the Board of Directors for policy direction.
f. Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA.	Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 The FIREHAWK helicopters are implemented to enhance personnel safety and service delivery.
g. Develop a phased approach to increase staffing of OCFA’s support services (working within financial feasibility parameters) in response to increased frontline Operational services being provided and the correlating growth in support requirements.	Executive Management, Business Services, Human Resources, Logistics	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i> A multi-year plan is developed to address expanded service needs throughout OCFA’s jurisdiction.
h. Increase OCFA’s presence and participation in community-based events for the local service areas throughout OCFA’s jurisdiction.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Participation in community-based events is increased year-over-year as compared to FY 2023/24.

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

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
i. Implement standard procedures to ensure that County Supervisors serving on the OCFA Board receive notifications for incidents occurring in the OCFA cities within their Supervisorial Districts, as well as the unincorporated areas in their Districts. These incident notifications shall mirror the notifications already provided to Directors representing OCFA cities.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 County Supervisors serving on the OCFA Board are routinely informed of OCFA incidents within their Districts.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Enhance the safeguarding of personnel from exposure to hazardous and potentially carcinogenic substances by: (1) implementing specialized, self-contained facility improvements and equipment for cleaning of Personal Protective Equipment (turnouts, SCBA gear, boots, gloves, etc.); and (2) utilizing a joint labor-management Task Force to research alternative options for daily uniforms and turnouts that are available in the market, or which are being developed in the market, and which are made with materials that do not contain PFAS (Per- and Polyfluorinated Substances, aka “forever chemicals”).	(1) Logistics (2) Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/26 Implementation of the project is initiated and completed over two fiscal years.
b. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, with particular emphasis this year on ECC/Dispatch personnel.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 The volume of force hiring is reduced as compared to FY 2023/24.
c. Building upon the new Organizational Development & Training Manager position that was filled during FY 2023/24, provide organizational support as new plans are developed towards fostering career progression, encouraging professional development, and developing future leaders within OCFA.	Human Resources	TSD: TCD: CB:	7/1/24 6/30/25 New and expanded training opportunities are offered for all levels of personnel.
d. Continue actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for:	(1) - (4) Human Resources	TSD: TCD:	7/1/24* 6/30/25*

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FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
(1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force (5) Social media representation through federally-recognized cultural heritage months.	(5) Corporate Communications	CB:	<i>(*Note: We are measuring each single-year's progress; however, this is an ongoing goal.)</i> Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
e. Identify and leverage partnerships with high schools, trade schools, colleges/universities, and armed forces to create and sustain apprenticeship/internship opportunities within OCFA's Administrative and Support career tracks, given that OCFA has been experiencing significant attrition in these areas.	Human Resources	TSD: TCD: CB:	7/1/24 6/30/25 New partnerships are implemented which build career paths (feeders) for professional non-safety personnel to enter careers with OCFA.
f. Launch secondary social media accounts for all Divisions and appropriate sections to better represent the all-hazard nature of our agency and share division- or community-specific messages directly with the followers who live or work in those respective areas.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Expanded information and messaging is shared with the communities we serve, relative to specialty services provided by OCFA.
g. Expand recruiting and community awareness of firefighter and professional staff excellence through social media campaigns, human interest profiles, and media engagement.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Expanded information and messaging is shared with the communities we serve, in recognition of "Our People" who generate excellence on behalf of OCFA.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Incorporating the latest in firefighter safety technology, complete the replacement of approximately 1,000 Self-Contained Breathing Apparatus (SCBAs) used by OCFA's firefighting personnel, including the replacement of support	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 A contract is awarded following completion of final stages of the

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OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
equipment in the Service Center as needed to enable proper support of the new SCBAs.			RFP, and the replacement project is completed.
<p>b. Following the Phase One launch of the new Community Risk Reduction records management system (known as ORION) during FY 2023/24, initiate planning and development for Phase Two, which is envisioned to:</p> <ol style="list-style-type: none"> (1) Create customer portals for OCFA’s member agencies to be able to view active projects in each member’s jurisdiction, (2) Create a path to submit development review projects through the portals, (3) Create a path to return approved plans to each city/county on behalf of our shared customers, (4) Build dashboards and standard report capabilities, (5) Create a Wildland Pre-Fire Management module. 	Community Risk Reduction	<p>TSD: 7/1/24 TCD: 6/30/25</p> <p>CB: Build-updates will be implemented throughout the fiscal year for continuous system refinement.</p>	
<p>c. Continue efforts to identify the best technology and develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.</p>	EMS & Training	<p>TSD: 7/1/24 TCD: 6/30/25</p> <p>CB: EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase or development, and phased implementation.</p>	
<p>d. Complete the Staffing System RFI process and evaluate the information gained to determine feasibility of using existing system solutions that are available in the market for OCFA needs vs. specifications for a highly customized system.</p>	Logistics	<p>TSD: 7/1/24 TCD: 6/30/25</p> <p>CB: Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.</p>	
<p>e. Continue implementing the scope and multi-year plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).</p>	Logistics	<p>TSD: 7/1/24 TCD: 6/30/27</p> <p>CB: Continuity of implementation continues over the next three fiscal years.</p>	

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FY 2024/25 OCFA Adopted Budget

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f. Leverage appropriate on-scene incident video footage to bolster training, after action reviews, and public engagement through the launch of a GoPro pilot program.	Corporate Communications	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We are measuring each single-year's progress; however, this is an ongoing goal.)</i> Pilot program is developed and initial roll-out occurs during FY 2024/25.
g. Complete transition to new OCFA website for better information sharing, community education, and engagement.	Corporate Communications	TSD: TCD: CB:	7/1/24 6/30/25 Expanded information and messaging is shared with the communities we serve, relative to all services provided by OCFA.

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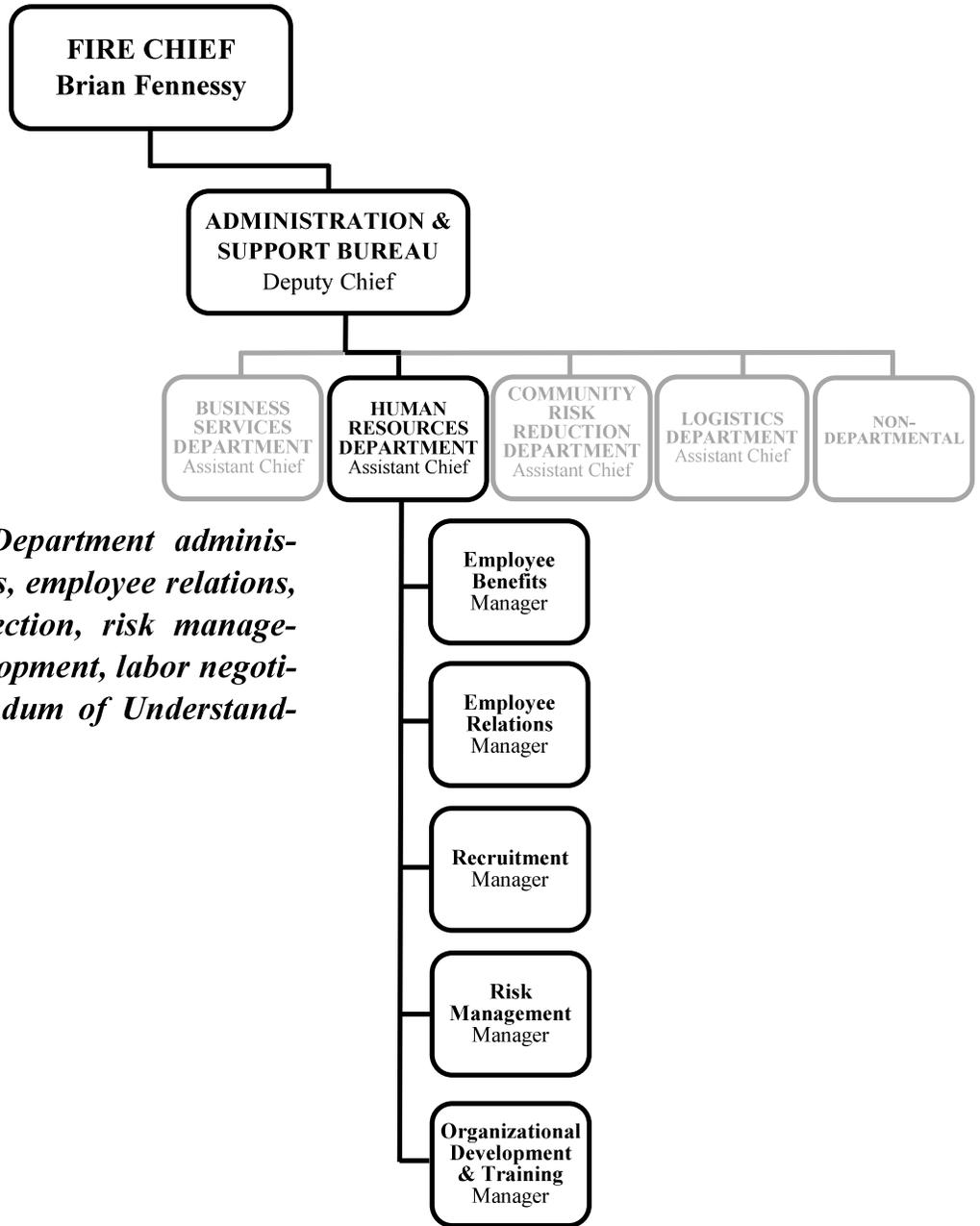


*Human
Resources
Department*





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



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

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
HUMAN RESOURCES DEPARTMENT SUMMARY
FY 2024/25 BUDGET**

Account Description	Employee Benefits	Employee Relations	Recruitment	Risk Management	Org. Dev. & Training	Department Total
EMPLOYEE SALARIES						
Regular Salaries	\$761,250	\$448,565	\$583,729	\$1,105,166	\$152,512	\$3,051,222
Backfill/Overtime	8,954	-	-	4,060	-	13,014
FLSA Adjustment/Holiday Pay	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	28,693	12,319	19,486	33,913	-	94,411
Sick/Vacation Payoff	27,814	3,397	16,408	33,703	-	81,322
TOTAL SALARIES	826,711	464,281	619,623	1,176,842	152,512	3,239,969
RETIREMENT	279,331	168,923	195,441	378,563	47,911	1,070,169
INSURANCE						
Employee Insurance	160,117	92,900	129,331	254,137	37,245	673,730
Workers' Comp	41,454	21,130	31,910	46,658	1,073	142,225
Unemployment Insurance	-	-	-	-	-	-
TOTAL INSURANCE	201,571	114,030	161,241	300,795	38,318	815,955
MEDICARE	11,987	6,732	8,985	16,959	2,211	46,874
TOTAL S&EB	1,319,600	753,966	985,290	1,873,159	240,952	5,172,967
SERVICES AND SUPPLIES	368,925	147,266	796,165	7,381,542	-	8,693,898
EQUIPMENT	-	-	-	-	-	-
TOTAL BUDGET	\$1,688,525	\$901,232	\$1,781,455	\$9,254,701	\$240,952	\$13,866,865
Funded Positions	7	3	4	9	1	24

Human Resources Department Summary

Budget Summary:

The FY 2024/25 Budget for the Human Resources Department is \$13.9 million, for funding of the following functions: Employee Benefits, Employee Relations, Recruitment, Risk Management and Organizational Development & Training. This budget is about \$0.7 million higher when compared to the FY 2023/24 Budget due primarily to increased salaries and employee benefits costs including a new position in the Risk Management section. The budget includes funding for 24 positions in FY 2024/25. The FY 2024/25 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
New Benefit Programs Evaluated for Implementation	2. People	2	2	2	2	1
Benefit Plan Enhancements	2. People	1	1	0	1	1
Classification and Compensation Series Studies Conducted	2. People	2	3	2	2	4
Standard Operating Procedures Created or Updated	2. People	5	2	2	2	5
Labor Agreements Negotiated	2. People	1	3	2	0	0
Employee Relations New Cases Opened	2. People	34	47	98	50	60
Recruitments Completed	2. People	78	92	113	90	90
Recruitment Applications Received	2. People	6,344	7,416	7,713	8,000	8,000
Position Testing Processes Updated	2. People	5	4	5	4	4
New Claims (incl. COVID-19 Claims)	2. People	936	659	677	700	700
Workers' Compensation COVID-19 Claims Only	2. People	436	99	52	100	30

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
<p>a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, including focus on ECC/Dispatch personnel.</p> <p style="color: red;">Actions taken over the last two fiscal years have continued into FY 23/24 resulting in continued progress to reduce force hiring. Over the past two years, from January 2022 to August 2024, we have seen drastic improvements in the ranks of Fire Captain, Fire Apparatus Engineer, and Firefighter. That said, there is a current uptick in FF/PM force hires due to the recent promotions of Fire Captains and Fire Apparatus Engineers. The plan to reduce force hires in the FF/PM rank are in progress, with an additional paramedic accreditation academy (3), current paramedic class of (12) in progress, and a new paramedic class (22) starting in August 2024.</p> <p style="color: red;">The improvement in force hiring directly correlates to reduced position vacancies. As of August 1, 2024, vacancies per rank are:</p> <ul style="list-style-type: none"> • FC: 3 vacancies • FAE: 2 vacancies • FF/PM: 28 vacancies • FF/BLS: +50 temporarily overfilled (pending promotion to ranks above) <p style="color: red;">To continue this positive momentum, future promotional academies will continue in 2025:</p> <ul style="list-style-type: none"> • Battalion Chief: January 2025 • Fire Captain: February and May 2025 • Fire Apparatus Engineer: January and April 2025 • FF Recruit Academy: February and July 2025 <p style="color: red;">Management is also working to reduce force hiring for Dispatchers. Management and labor are pursuing a variety of factors through Joint-Labor-Management meetings to improve the work environment, retention of employees, and reduction in force hiring.</p>	Executive Management, EMS & Training, Human Resources	TSD: 7/1/23 TCD: 6/30/24 CB: The volume of force hiring is reduced as compared to FY 2022/23.	
<p>b. Fill the new Organizational Development & Training Manager position and leverage this new position to</p>	Executive Management,	TSD: 7/1/23 TCD: 6/30/24	

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>take actions towards fostering career progression, encouraging professional development, and developing future leaders within OCFA.</p> <p>A recruitment was completed and this position was filled on December 19, 2023. The Manager is continuing to gain input from throughout OCFA for ongoing use in building training opportunities, resulting the first leadership course offerings to our non-safety administrative managers and supervisors and Interview Preparation Workshops. The Manager is evaluating Learning Management Systems that would facilitate delivery of courses across the organization.</p>	Human Resources	CB:	A skilled training manager is hired, and new training opportunities are offered for all levels of personnel.
<p>c. Plan and begin implementing actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for:</p> <ol style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force <p><i>(Note: This is an ongoing goal.)</i></p> <p>In partnership with EXP-The Opportunity Engine and Tustin Unified School District, OCFA hosted four (4) high school interns at OCFA Headquarters during Summer 2024, in support of their high school career pathways. OCFA looks forward to growing in partnership with EXP to host interns in future summers from Tustin Unified as well as Santa Ana Unified School District.</p> <p>We continue to deploy classes that support cultural awareness, emotional intelligence, and inclusivity like Courageous Conversations. This quarter we began a series on Cultural Humility for OCFA Managers and Division Chiefs.</p> <p>Lastly this quarter, the DEI Coordinator published an article in FireRescue1 magazine on inclusion and belonging in the Fire Service focused on how OCFA’s work in this space is tied to our mission to serve our communities as well as one another as co-workers.</p>	Executive Management, Human Resources, Corporate Communications	TSD: 7/1/23 TCD: 6/30/24 CB:	Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.

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

<p>OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES</p>	<p>Responsibility Designated department lead</p>	<p>Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)</p>	
<p>d. Develop policies to keep OCFA proactive with classification and compensation issues.</p> <p>Management is currently engaged in various classification and compensation studies in Accounting, Dispatch, Administrative Support, Air Operations, and EMS to ensure appropriate alignment of duties and responsibilities that support the current and future needs of the Authority. In addition, Management is engaged in discussions with the OCPFA Local 3631 with regard to the Classification and Compensation Policy for the unit.</p> <p>Management successfully engaged in the meet and confer process with the Orange County Employees Association (OCEA) creating a process that would improve professional development and promotability of highly qualified employees by allowing for flexible staffing within paygrades and classifications within a job family.</p>	<p style="text-align: center;">Human Resources</p>	<p>TSD: TCD: CB:</p>	<p>7/1/23 6/30/24 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.</p>
<p>3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i></p>			
<p>c. Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.</p> <p>Gartner Consulting completed the Staffing System needs assessment report in November of 2023 and provided a number of recommendations for system replacement and enhancements. Staff presented the assessment report results to Executive Management in December of 2023. Staff then developed and issued a Request for Information (RFI) solicitation to gain additional knowledge of alternative staffing system solutions available in the market. Submittals to the RFI will be due in the beginning of FY 2024/25.</p>	<p style="text-align: center;">Executive Management, Business Services, Human Resources, Logistics</p>	<p>TSD: TCD: CB:</p>	<p>7/1/23 6/30/24 Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.</p>

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
g. Develop a phased approach to increase staffing of OCFA’s support services (working within financial feasibility parameters) in response to increased frontline Operational services being provided and the correlating growth in support requirements.	Executive Management, Business Services, Human Resources, Logistics	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i> A multi-year plan is developed to address expanded service needs throughout OCFA’s jurisdiction.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
c. Building upon the new Organizational Development & Training Manager position that was filled during FY 2023/24, provide organizational support as new plans are developed towards fostering career progression, encouraging professional development, and developing future leaders within OCFA.	Human Resources	TSD: TCD: CB:	7/1/24 6/30/25 New and expanded training opportunities are offered for all levels of personnel.
d. Continue actions to foster OCFA’s cultural growth for diversity, equity, and inclusion (DE&I) including focus and measurements for: <ul style="list-style-type: none"> (1) Cultural diversity growth in staffing (2) Expanded trainings for cultural growth (3) Increased Outreach & Recruitment Team (ORT) engagement (4) Formation and effective use of DE&I Committee Task Force (5) Social Media representation through federally-recognized cultural heritage months. 	(1) - (4) Human Resources (5) Corporate Communications	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We are measuring each single-year’s progress; however, this is an ongoing goal.)</i> Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
e. Identify and leverage partnerships with high schools, trade schools, colleges/universities, and armed forces to create and sustain apprenticeship/internship opportunities within OCFA’s Administrative and Support career tracks, given that OCFA has been experiencing significant attrition in these areas.	Human Resources	TSD: TCD: CB:	7/1/24 6/30/25 New partnerships are implemented which build career paths (feeders) for professional

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

<u>OCFA STRATEGIC GOALS – FY 2024/25</u> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<u>Responsibility</u> Designated department lead	<u>Performance Measures</u> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
		non-safety personnel to enter careers with OCFA.

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

SAFETY IN PUBLIC BUILDINGS



The risk of injury and death increases in fires where there are a large number of people in one main space. When entering any building, take a moment to identify exits in case of an emergency.



On February 20, 2003 the Station nightclub fire claimed the lives of 100 people. Since the fire, the National Fire Protection Association has enacted new code provisions and standards to keep individuals safe in public places.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Before You Enter

- Look carefully before entering any public building. Is the main entrance wide? Does it open outward to allow easy exit? Are areas outside of the building clear of material that might block exits?
- Identify a friend or family member to contact in case of an emergency or if you are separated from your group.
- Pick an outside meeting place where people in your group can meet if a fire or other emergency occurs.
- Make sure someone is assigned to assist small children, older adults, or family members with disabilities.

Once Inside

- Immediately locate all available exits and exit paths as soon as you enter a public building.
- Check to make sure exit doors are not blocked or chained.
- Look for alternative exits, sprinklers, smoke alarms, and fire extinguishers.
- Leave immediately if you don't feel safe for any reason.
- Overcrowding, cigarettes, candles, pyrotechnics, and other heat sources can increase fire risk.
- Be prepared to act immediately if an alarm sounds, you see smoke or fire, or there is an unusual disturbance. Remain calm and exit the building as quickly as possible.

During a Fire

- Crawl low if you encounter smoke or heat.
- Evacuate before phoning for help. Call 9-1-1 from outside the building.
- Never go back into a burning building for any reason.

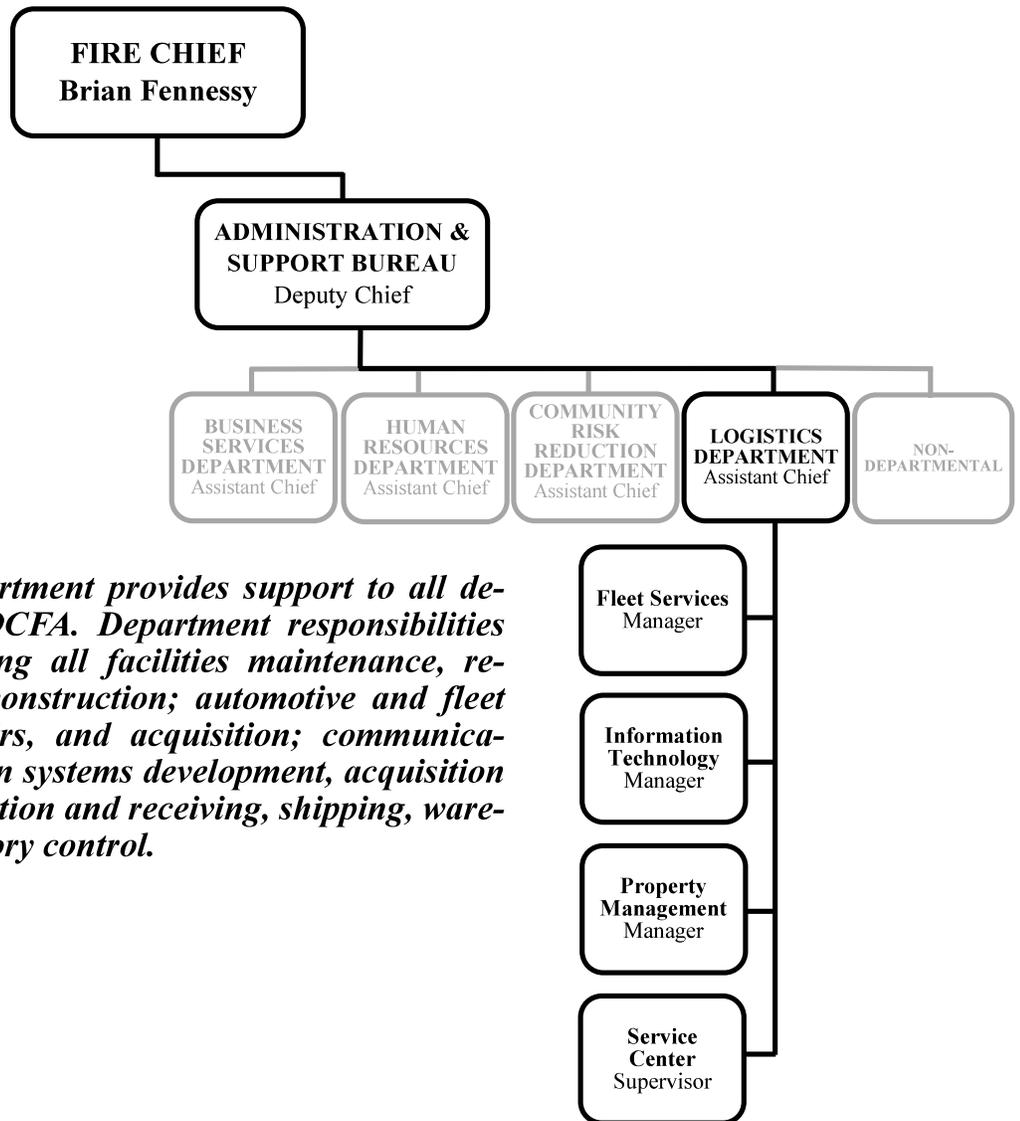


Logistics Department





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



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

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
LOGISTICS DEPARTMENT SUMMARY
FY 2024/25 BUDGET**

Account Description	Fleet Services	Information Technology	Property Management	Service Center	Department Total
EMPLOYEE SALARIES					
Regular Salaries	\$2,761,937	\$5,698,959	\$1,285,599	\$1,434,457	\$11,180,952
Backfill/Overtime	126,404	269,158	52,775	139,083	587,420
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	151,308	472,824	31,265	153,361	808,758
Sick/Vacation Payoff	52,345	105,382	46,268	37,098	241,093
TOTAL SALARIES	3,091,994	6,546,323	1,415,907	1,763,999	12,818,223
RETIREMENT	958,335	2,070,830	444,162	531,453	4,004,780
INSURANCE					
Employee Insurance	524,308	870,617	309,009	338,489	2,042,423
Workers' Comp	369,640	298,632	127,862	244,209	1,040,343
Unemployment Insurance	-	-	-	-	-
TOTAL INSURANCE	893,948	1,169,249	436,871	582,698	3,082,766
MEDICARE	44,345	94,835	20,409	25,579	185,168
TOTAL S&EB	4,988,622	9,881,237	2,317,349	2,903,729	20,090,937
SERVICES AND SUPPLIES	5,736,890	7,278,078	8,729,557	3,887,830	25,632,355
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$10,725,512	\$17,159,315	\$11,046,906	\$6,791,559	\$45,723,292
Funded Positions	31	48	14	20	113

Logistics Department Summary

Budget Summary:

The FY 2024/25 Budget for the Logistics Department is \$45.7 million, for funding of the following functions: Fleet Services, Information Technology, Property Management, and Service Center. This budget is about \$3.7 million higher than the FY 2023/24 Budget due to increased salaries and employee benefits expenses including 7 new positions, as well as increased costs of supplies such as apparatus outfitting equipment, turnouts, IT and radio equipment, and other related expenses for the Department. The budget includes funding for 113 positions in FY 2024/25. The FY 2024/25 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22	FY 2022/23	FY 2023/24		FY 2024/25
		Actual	Actual	Actual	Target	Target
Work Orders Processed	1. Service Delivery	2,709	2,703	2,318	2,705	2,700
Annual Pump Tests Completed	1. Service Delivery	121	116	139	120	120
U/L Aerial Certifications	1. Service Delivery	29	2,715	40	30	30
Smog Tests Completed	1. Service Delivery	33	29	43	33	32
Vehicles Surveyed	1. Service Delivery	31	0	0	30	0
Computer Applications & Databases Supported	3. Technology	175	175	120	190	150
Users Supported	3. Technology	1,730	1,730	1,730	2,025	2,025
Servers Supported	3. Technology	250	250	280	388	350
Network Switches, Routers, Data Circuits Supported	3. Technology	470	470	503	485	550
Repeaters, Base Stations, Radio Controllers, Dispatch Consoles Supported	3. Technology	80	80	80	100	100
PCs, iPads, Laptops, Printers Supported	3. Technology	2,750	2,750	2,815	3,150	3,150
Remote Access Support	3. Technology	1,500	1,500	2,000	2,025	2,025
MDC's, AVL Modems, Radios Supported	3. Technology	4,375	4,375	4,875	6,000	4,000
Fax, Pagers, Mobile Phones Supported	3. Technology	3,500	3,500	1,320	3,800	3,000
IT Service Calls	3. Technology	3,962	3,962	7,280	3,000	8,000
Communications Services Requests	3. Technology	731	731	706	700	800
System Dev. Requests	3. Technology	909	909	1,073	1,000	1,200
Help Desk / Infrastructure Requests	3. Technology	1,693	1,693	4,964	3,400	5,000
GIS Requests	3. Technology	629	629	1,174	1,755	1,755
Facility Repairs & Maintenance Processed	1. Service Delivery	2,301	2,301	2,715	2,870	2,950
New Construction	1. Service Delivery	0	0	0	1	1
Rehabilitation/Improvement Projects Completed	1. Service Delivery	32	32	20	4	12
Vehicle Outfitting	1. Service Delivery	45	45	17	50	65
Vehicles Decaled	1. Service Delivery	100	100	132	150	150
Incidents Supported	1. Service Delivery	617	617	519	400	500
Academies Supported/Outfitted	1. Service Delivery	3	3	3	4	3
Ground Ladder Testing	1. Service Delivery	578	578	602	578	600
SCBA Flow Testing	1. Service Delivery	800	800	950	800	950
Turnouts Laundered	1. Service Delivery	N/A	N/A	3,481	2,500	2,500
Orders Processed/Fulfilled	1. Service Delivery	N/A	N/A	21,419	18,000	20,000

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
<p>g. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services.</p> <p>On January 25, 2024, the Executive Committee awarded a contract to Allied Universal Services (AUS) for Armed Physical Security services at the RFOTC, for a three-year term with two optional one-year renewals. This new contract with AUS began on May 1, 2024, with enhanced services that include increased post hours consisting of 24/7/365 protection coverage by one guard, and a second guard position during business hours.</p> <p>In addition, a new contract was issued for professional physical security management services. The contracted security consultant now acts as security advisor to OCFA’s Logistics and Risk Management sections on matters related to improving the safety of staff and public visitors at OCFA’s facilities and fire stations, including during emergency situations. Responsibilities include assisting to develop security protocols for RFOTC, fire stations, and other OCFA facilities; implement, track, and report on compliance with security protocols, updated emergency response procedures; develop response and action plans for various emergency events; develop training and drill programs for such action plans’ track, review, and analyze security events and provide post-event recommendations, and serve as liaison to the armed guard services representative for OCFA.</p>	Logistics	TSD: 7/1/23 TCD: 6/30/24 CB: Prioritized measures for the fiscal year are funded in the budget and are in various stages of implementation by staff.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>		
<p>a. Complete the development of the Community Risk Reduction records management system, known as ORION to replace the obsolete Integrated Fire Prevention (IFP) system and thereby improve efficiencies while enhancing quality of service.</p>	Logistics, Community Risk Reduction	TSD: 7/1/23 (Beta Testing Begins) TCD: 6/30/24 CB: The system goes live during the fiscal year, with refinement phases continuing, as needed, post-implementation.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>The build of the ORION system is now 100% complete, with the project remaining under budget. The new system went live on June 10, 2024 for CRR staff, and the Ops modules are planned to go-live on January 1, 2025.</p>			
<p>b. Building upon the EMS (Emergency Medical Services) System needs assessment completed in FY 2022/23, identify the best technology, develop the scope for making comprehensive EMS System upgrades, and engage in solicitation/implementation phases of the project.</p> <p>The final version of the EMS System needs assessment was completed in January 2023. IT/EMS is reviewing the project scope and prioritization of needs, which will result in recommendations for purchase of a system and/or development of a solution.</p> <p>Certain time sensitive technology projects have already kicked-off and are in implementation phases, including:</p> <ul style="list-style-type: none"> • First Watch/Pass for the EMS Quality Management Division • RFP completed; new automated medication dispensing system and equipment installation are in-process. • RFI for non-controlled EMS Tracking and Storage System currently being evaluated. 	Logistics, EMS & Training	TSD: TCD: CB:	7/1/23 6/30/24 EMS, with support from I/T, jointly prepares the project scope in preparation for system purchase or development, and phased implementation.
<p>c. Complete the Staffing System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive System upgrades.</p> <p>Gartner Consulting completed the Staffing System needs assessment report in November of 2023 and provided a number of recommendations for system replacement and enhancements. Staff presented the assessment report results to Executive Management in December of 2023. Staff then developed and issued a Request for Information (RFI) solicitation to gain additional knowledge of alternative staffing system solutions available in the market. Submittals to the RFI will be due in the beginning of FY 2024/25.</p>	Executive Management, Business Services, Human Resources, Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.

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

OCFA STRATEGIC GOALS – FY 2023/24 Fourth Quarter Update GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).</p> <ul style="list-style-type: none"> • Cyber-security – Controlled physical access to IT systems 80% complete; Network access/privileges and software precautions 100% complete; 2-factor login authentication testing complete and being deployed; server and firewall software patching 95% complete. Wireless infrastructure upgrade providing 102 access points at RFOTC ready for bidding; third-party security penetration testing of the OCFA network 100% complete; and IT staff deployment of Multi-Factor-Authentication for web-based email access is in process. • Physical Security Upgrades – Control Access System and surveillance camera upgrades design/engineering 95% complete; all door access card readers upgraded, surveillance cameras installation in process, control access system servers installed in OCFA data center and operational. Full implementation estimated by Fall 2024. <p>The Security Guard Services contract for enhanced services (armed guards and increased hours) was approved for contract award at the February 2024 Executive Committee; transition to the new guard services was completed in May 2024.</p> <ul style="list-style-type: none"> • Data Center Co-location Facility – 20% complete. Location identified (US&R Warehouse). Feasibility study complete; demonstration of Motorola radio communications for Dispatchers with OCSD completed February 2023. Now developing engineering plans for US&R data center and Dispatcher offices tenant improvements, including power, HVAC, security, and emergency generator. Next steps – approval of engineering plans thru City of Lake Forest, solicit bids from vendors, and BOD approval to proceed with construction phase. 	Logistics	TSD: TCD: CB:	7/1/23 6/30/24 Implementation is substantially complete for the Cyber and Physical Security phases; Continuity of Operations implementation continues over the next three fiscal years.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>The project phase to establish an alternate dispatch location at FS43 with Dispatch trailer has been completed, entailing modification of the VESTA system to extend calls to trailer at FS43, new power and data connections in apparatus bay to support live CAD/9-1-1 dispatching, and upgraded PCs in the existing communications trailer.</p> <ul style="list-style-type: none"> • Data Center Fire Protection Upgrade – 75% complete. Contract awarded and equipment installation completed. Supplemental facility update to Data Center, including improving door seals and installing additional venting duct work to outdoors, is in process. 			

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

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
a. Complete research and due diligence (using an independent Land Use Planning firm) in support of site-selection for OCFA’s future Wildfire Resource Center (WRC), and following site-selection, pursue actions to continue progress towards planning, design, development, and ultimately making the new WRC operational for OCFA.	Logistics	TSD: TCD: CB:	7/1/24* 6/30/25* (*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.) The OCFA Board of Directors authorizes a site-selection, as a result of the completed due diligence, and approves actions to initiate design and development of the new site.
g. Develop a phased approach to increase staffing of OCFA’s support services (working within financial feasibility parameters) in response to increased frontline Operational services being provided and the correlating growth in support requirements.	Executive Management, Business Services, Human Resources, Logistics	TSD: TCD: CB:	7/1/24* 6/30/25* (*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.) A multi-year plan is developed to address expanded service needs throughout OCFA’s jurisdiction.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Enhance the safeguarding of personnel from exposure to hazardous and potentially carcinogenic substances by: <ul style="list-style-type: none"> (1) implementing specialized, self-contained facility improvements and equipment for cleaning of Personal Protective Equipment (turnouts, SCBA gear, boots, gloves, etc.); and (2) utilizing a joint labor-management Task Force to research alternative options for daily uniforms and turnouts that are available in the market, or which are being developed in the market, and which are 	(1) Logistics (2) Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/26 Implementation of the project is initiated and completed over two fiscal years.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
made with materials that do not contain PFAS (Per- and Polyfluorinated Substances, aka “forever chemicals”).			
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
d. Complete the Staffing System RFI process and evaluate the information gained to determine feasibility of using existing system solutions that are available in the market for OCFA needs vs. specifications for a highly customized system.	Logistics	TSD: TCD: CB:	7/1/24 6/30/25 Consultant completes the needs assessment and departments jointly prepare the project scope in preparation for system purchase or development during future fiscal years.
e. Continue implementing the scope and multi-year plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).	Logistics	TSD: TCD: CB:	7/1/24 6/30/27 Continuity of implementation continues over the next three fiscal years.

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

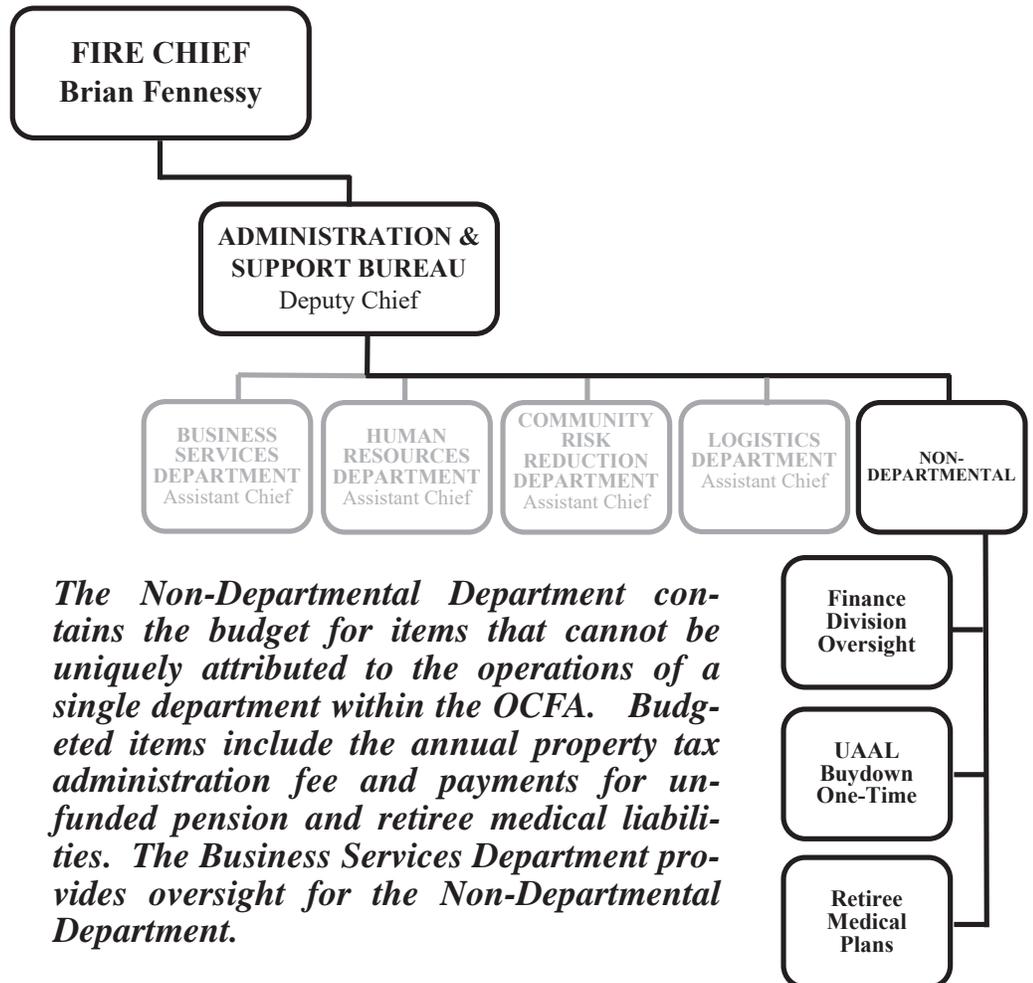


*Non-
Departmental
Department*





ORANGE COUNTY FIRE AUTHORITY NON-DEPARTMENTAL DEPARTMENT ORGANIZATION CHART



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

**ORANGE COUNTY FIRE AUTHORITY
NON-DEPARTMENTAL SUMMARY
FY 2024/25 BUDGET**

Account Description	Retiree Medical	UAAL Buydown	Financial Services Controlled	Non- Departmental Total
EMPLOYEE SALARIES				
Regular Salaries	-	-	-	-
TOTAL SALARIES	-	-	-	-
RETIREMENT	-	-	-	-
INSURANCE				
Employee Insurance	81,012	-	-	81,012
TOTAL INSURANCE	81,012	-	-	81,012
MEDICARE	-	-	-	-
RETIREE MEDICAL LIABILITY	-	21,814,115	-	21,814,115
TOTAL S&EB	81,012	21,814,115	-	21,895,127
SERVICES AND SUPPLIES	-	-	2,633,048	2,633,048
EQUIPMENT	-	-	-	-
TOTAL BUDGET	\$81,012	\$21,814,115	\$2,633,048	\$24,528,175

Non-Departmental Department Summary

Budget Summary:

The FY 2024/25 Budget for the Non-Departmental Department is \$24.5 million, compared to \$23.5 million in FY 2023/24. The budget increase of \$1 million is due to an increase in payment of the UAAL Buydown toward Retiree Medical. This department was established for budgeted items that cannot be attributed to a single department, including the annual property tax administration fee and payments for unfunded pension and retiree medical liabilities. The Non-Departmental Department budget funds the following functions: Finance Division Oversight, UAAL Buydown, and Retiree Medical Plan contributions. There are no funded positions associated with the Non-Departmental Department in FY 2024/25. The FY 2024/25 Budget does not include grants which are to be added during the course of the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

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

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

SENIOR FALL PREVENTION



Falls are the leading cause of injuries for the elderly community and can greatly reduce their ability to remain independent. Take steps now to protect your health and reduce your fall risk.



Every 11 seconds, an elderly adult is treated in the emergency room for a fall. Every 19 minutes, an elderly adult dies from a fall.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Manage Meals, Meds, and Exercise

- Choose healthy meals and stay hydrated to prevent drops in blood pressure.
- Review medications with your doctor or pharmacist. Many drugs prescribed for seniors come with fall-risk warnings.
- Do exercises that will improve your strength and balance such as Tai Chi or Yoga.

Make Your Home Safer

- Add grab bars outside the shower or tub and near the toilet.
- Place non-slip mats in the bathtub and on the shower floor.
- Keep traffic areas clear by removing shoes, clothing, books, electrical cords, or other items you may trip over.
- Make sure bathrooms, hallways, and stairs are well lit.
- Replace throw rugs with non-slip rugs. Use non-skid pads under rugs to add stability.
- Install handrails along both sides of hallways and stairs.
- Use risers to elevate beds, chairs, and sofas.
- Rearrange cabinets and drawers so items used most often are within easy reach.
- Wear sturdy shoes with non-slip soles both inside and outside your home.

Have Your Eyes Checked

- See your eye doctor at least once a year, and update your eye glasses, if needed.

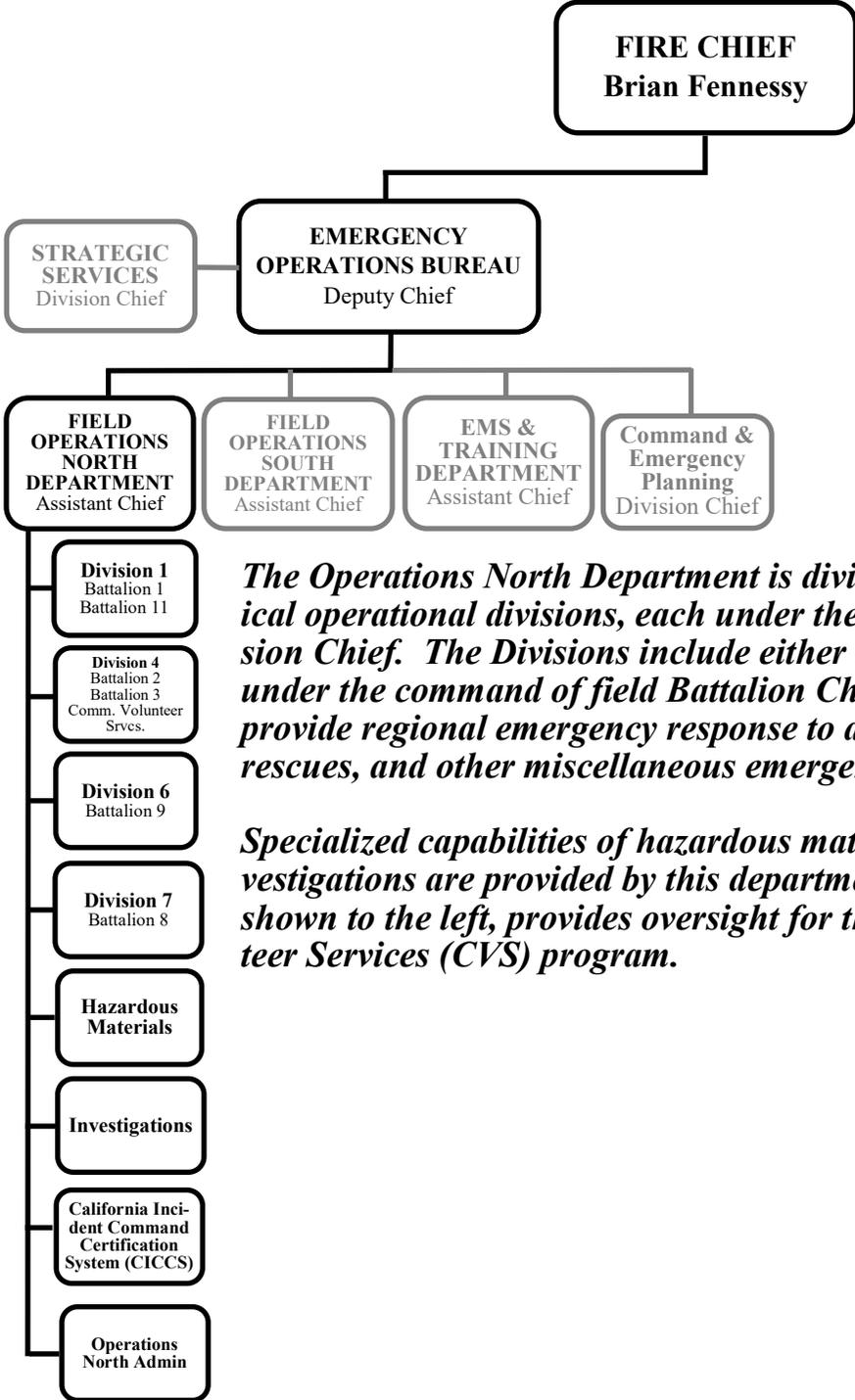


Field Operations
North
Department





ORANGE COUNTY FIRE AUTHORITY FIELD OPERATIONS NORTH DEPARTMENT ORGANIZATION CHART



The Operations North Department is divided into four geographical operational divisions, each under the command of a Division Chief. The Divisions include either one or two battalions under the command of field Battalion Chiefs. These Battalions provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies.

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

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FIELD OPERATIONS DEPARTMENT NORTH SUMMARY
FY 2024/25 BUDGET

Account Description	Division 1	Division 4	Division 6	Division 7	Haz-Mat Program
EMPLOYEE SALARIES					
Regular Salaries	\$19,960,214	\$14,653,009	\$16,833,598	\$11,741,057	-
Backfill/Overtime	7,552,666	6,743,012	6,527,469	4,628,181	-
FLSA Adjustment/Holiday Pay	1,931,380	1,410,656	1,629,525	1,124,263	-
Extra Help	-	-	-	-	-
Reserves	-	124,590	-	16,467	-
Other Pay	4,734,656	3,071,046	4,160,295	2,661,723	-
Sick/Vacation Payoff	413,153	337,942	207,152	240,324	-
TOTAL SALARIES	34,592,069	26,340,255	29,358,039	20,412,015	-
RETIREMENT	10,556,256	7,859,769	8,876,772	6,156,457	-
INSURANCE					
Employee Insurance	4,648,036	3,402,783	3,941,413	2,731,308	-
Workers' Compensation	3,246,723	2,540,225	2,817,299	2,020,023	-
Unemployment Insurance	4,700	4,700	4,700	4,700	-
TOTAL INSURANCE	7,899,459	5,947,708	6,763,412	4,756,031	-
MEDICARE	502,044	383,525	427,954	297,534	-
TOTAL S&EB	53,549,828	40,531,257	45,426,177	31,622,037	-
SERVICES & SUPPLIES	16,269	99,630	19,900	16,854	202,000
EQUIPMENT	-	-	-	-	-
TOTAL BUDGET	\$53,566,097	\$40,630,887	\$45,446,077	\$31,638,891	\$202,000
Funded Positions	177	129	150	104	-

ORANGE COUNTY FIRE AUTHORITY
FIELD OPERATIONS DEPARTMENT NORTH SUMMARY
FY 2024/25 BUDGET

Account Description	Operations North Admin	Investigations	Department Total
EMPLOYEE SALARIES			
Regular Salaries	\$137,235	\$1,453,353	\$64,778,466
Backfill/Overtime	19,019	148,537	25,618,884
FLSA Adjustment/Holiday Pay	-	78,420	6,174,244
Extra Help	-	-	-
Reserves	-	-	141,057
Other Pay	45,916	345,927	15,019,563
Sick/Vacation Payoff	48,529	73,795	1,320,895
TOTAL SALARIES	250,699	2,100,032	113,053,109
RETIREMENT	83,629	850,316	34,383,199
INSURANCE			
Employee Insurance	26,388	278,898	15,028,826
Workers' Compensation	22,798	254,259	10,901,327
Unemployment Insurance	-	-	18,800
TOTAL INSURANCE	49,186	533,157	25,948,953
MEDICARE	3,636	30,591	1,645,284
TOTAL S&EB	387,150	3,514,096	175,030,545
SERVICES & SUPPLIES	40,000	365,935	760,588
EQUIPMENT	-	-	-
TOTAL BUDGET	\$427,150	\$3,880,031	\$175,791,133
Funded Positions	1	11	572

Field Operations North Department Summary

Budget Summary:

The FY 2024/25 Budget for the Field Operations North Department is \$175.8 million, an increase of \$1.9 million over the FY 2023/24 budget of \$173.9 million. The increase is primarily due to Salary and Employee Benefits as a result of cost-of-living adjustments for all employee bargaining units. The Field Operations North Department budget funds the following functions: Division 1, Division 4, Division 6, Division 7, Hazardous Materials Team, Investigations, and Operations North Administration. The budget includes funding for 572 positions in FY 2024/25. The FY 2024/25 Budget does not include grants which are to be added throughout the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the strategic goals for FY 2024/25. This department/division was not directly assigned any strategic goals for the prior year.

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

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25
				Actual	Target	Target
Number of Incident Responses*	1. Service Delivery	169,599	177,483	181,879	185,740	186,167
Average # of Investigations Completed per Investigator	1. Service Delivery	146	126	98	136	120
% of Fire Identified with a Definitive Cause	1. Service Delivery	75%	78%	73%	75%	75%
% of Criminal Cases Resolved	1. Service Delivery	35%	47%	55%	45%	50%
% of Juveniles Identified and Sent to Diversion Program	1. Service Delivery	27%	67%	50%	65%	50%

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
d. Evaluate feasibility, priorities, and a phased-timing approach for implementing recommendations provided by the Field Deployment Standards of Cover completed during FY 2023/24, working within OCFA’s financial feasibility parameters.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i> A multi-year plan is developed to address any deficiencies and expanded service needs throughout OCFA’s jurisdiction.
i. Implement standard procedures to ensure that County Supervisors serving on the OCFA Board receive notifications for incidents occurring in the OCFA cities within their Supervisorial Districts, as well as the unincorporated areas in their Districts. These incident notifications shall mirror the notifications already provided to Directors representing OCFA cities.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 County Supervisors serving on the OCFA Board are routinely informed of OCFA incidents within their Districts.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Enhance the safeguarding of personnel from exposure to hazardous and potentially carcinogenic substances by: <ul style="list-style-type: none"> (1) implementing specialized, self-contained facility improvements and equipment for cleaning of Personal Protective Equipment (turnouts, SCBA gear, boots, gloves, etc.); and (2) utilizing a joint labor-management Task Force to research alternative options for daily uniforms and turnouts that are available in the market, or which are being developed in the market, and which are made with materials that do not contain PFAS (Per- and Polyfluorinated Substances, aka “forever chemicals”). 	(1) Logistics (2) Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/26 Implementation of the project is initiated and completed over two fiscal years.

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

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
b. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, with particular emphasis this year on ECC/Dispatch personnel.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 The volume of force hiring is reduced as compared to FY 2023/24.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Incorporating the latest in firefighter safety technology, complete the replacement of approximately 1,000 Self-Contained Breathing Apparatus (SCBAs) used by OCFA’s firefighting personnel, including the replacement of support equipment in the Service Center as needed to enable proper support of the new SCBAs.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 A contract is awarded following completion of final stages of the RFP, and the replacement project is completed.

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

SMOKE ALARMS



Almost two-thirds of all home fire deaths occur in homes with no working smoke alarms. Protect your family by installing smoke alarms, inspecting them regularly, and practicing home fire drills.



Working smoke alarms reduce your risk of dying in a home fire by 50%.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Install

- Install smoke alarms in every bedroom, in hallways outside bedrooms or sleeping areas, and on every level of the home.
- Install smoke alarms on the ceiling or high on a wall. Make sure they are at least 10 feet from the stove and 3 feet from doors leading to the kitchen to reduce false alarms.
- Keep smoke alarms away from bathrooms with tubs or showers, heating or cooling ducts or vents, and ceiling or whole-house fans.
- Check the back for the manufacture date and replace all alarms when they are 10 years old.
- Use interconnected smoke alarms so when one sounds, they all sound.
- It's safest to use both ionization and photoelectric smoke alarms. Ionization alarms are quicker to warn about flaming fires. Photoelectric alarms are quicker to warn about smoldering fires.
- 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.
- 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.



Field Operations
South
Department

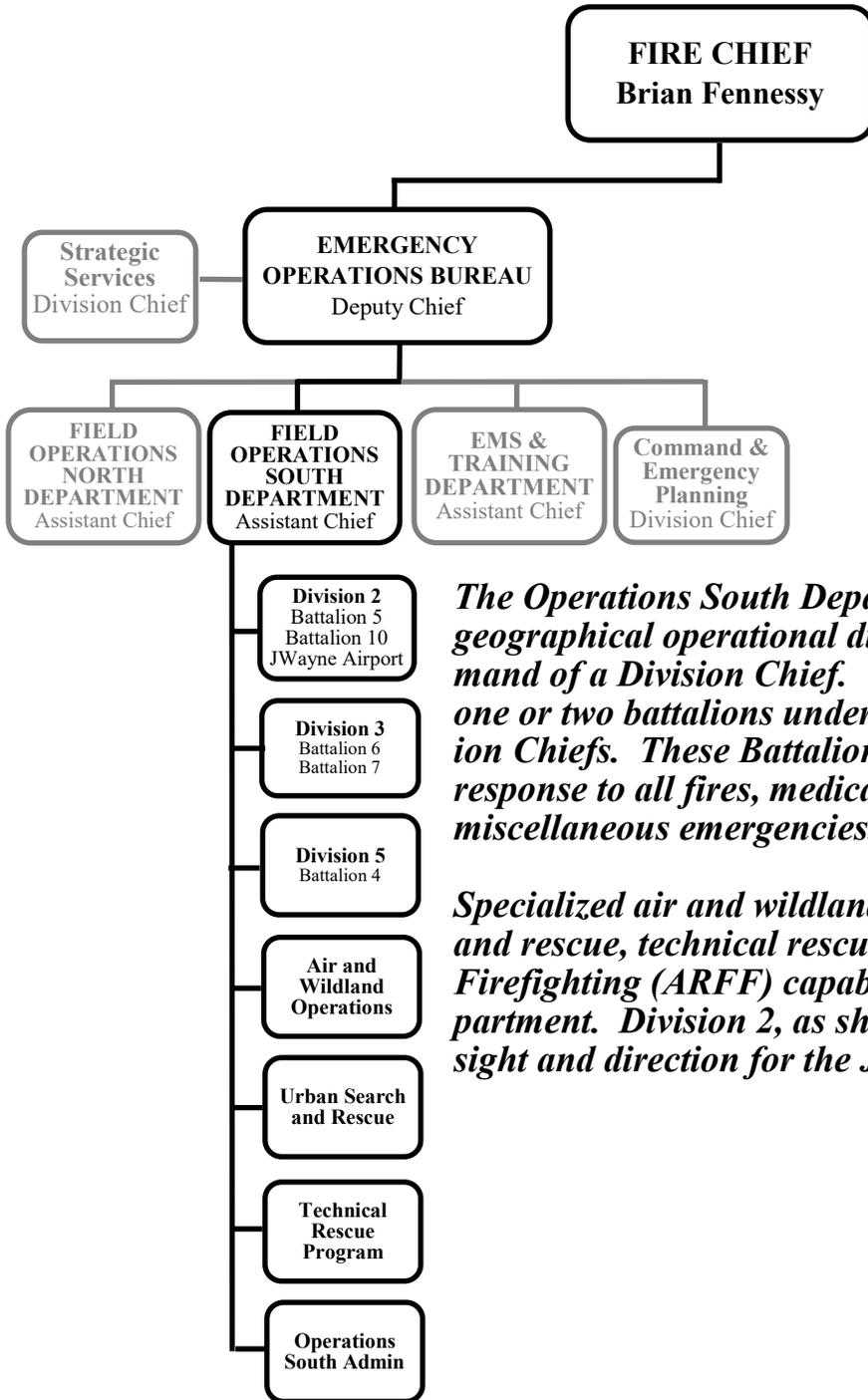




ORANGE COUNTY FIRE AUTHORITY

FIELD OPERATIONS SOUTH DEPARTMENT

ORGANIZATION CHART



The Operations South Department is divided into three geographical operational divisions, each under the command of a Division Chief. The Divisions include either one or two battalions under the command of field Battalion Chiefs. These Battalions provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies.

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

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY
FIELD OPERATIONS DEPARTMENT SOUTH SUMMARY
FY 2024/25 BUDGET

Account Description	Division 2	Division 3	Division 5	Operations South Admin	Technical Rescue Truck	Air & Wildland Operations	Department Total
EMPLOYEE SALARIES							
Regular Salaries	\$23,159,988	\$25,658,955	\$14,345,696	\$96,739	-	\$6,888,941	\$70,150,319
Backfill/Overtime	9,492,811	10,061,378	5,739,069	-	-	1,562,784	26,856,042
FLSA Adjustment/Holiday Pay	2,259,179	2,480,135	1,386,462	-	-	118,240	6,244,016
Extra Help	-	-	-	-	-	-	-
Reserves	13,306	50,490	15,147	-	-	-	78,943
Other Pay	5,638,691	5,746,183	3,268,452	5,321	-	1,162,952	15,821,599
Sick/Vacation Payoff	432,154	450,519	318,086	1,247	-	96,470	1,298,476
TOTAL SALARIES	40,996,129	44,447,660	25,072,912	103,307	-	9,829,387	120,449,395
RETIREMENT	12,662,409	13,723,545	7,431,645	37,593	-	3,052,585	36,907,777
INSURANCE							
Employee Insurance	5,442,397	6,044,472	3,390,760	17,018	-	2,020,639	16,915,286
Workers' Compensation	4,084,316	4,552,265	2,389,872	68,089	-	955,926	12,050,468
Unemployment Insurance	4,700	4,700	4,700	-	-	4,100	18,200
TOTAL INSURANCE	9,531,413	10,601,437	5,785,332	85,107	-	2,980,665	28,983,954
MEDICARE	597,542	645,622	359,481	1,498	-	141,221	1,745,364
TOTAL S&EB	63,787,493	69,418,264	38,649,370	227,505	-	16,003,858	188,086,490
SERVICES & SUPPLIES	353,378	25,743	15,065	-	143,000	3,092,762	3,629,948
EQUIPMENT	-	-	-	-	-	275,927	275,927
TOTAL BUDGET	\$64,140,871	\$69,444,007	\$38,664,435	\$227,505	\$143,000	\$19,372,547	\$191,992,365
Funded Positions	207	231	129	1	-	81	649

Field Operations South Department Summary

Budget Summary:

The FY 2024/25 Budget for the Field Operations South Department is \$192.0 million, compared to the FY 2023/24 Budget of \$184.9 million. The \$7.1 million increase is primarily due to increases in Salary and Employee Benefits from cost-of-living increases across all bargaining units. The Field Operations South Department budget funds the following functions: Division 2, Division 3, Division 5, Technical Rescue Truck Program, Air and Wildland Operations, and Operations South Administration. The budget includes funding for 649 positions in FY 2024/25. The FY 2024/25 Budget does not include grants which are to be added throughout the fiscal year as the Board of Directors provides approval.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

Specific goals and objectives are assigned to each department/division to ensure resources and programs align with authority-wide strategic priorities and values. Following are the department/division accomplishments for prior year and strategic goals for FY 2024/25.

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

FY 2024/25 OCFA Adopted Budget

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
Number of Incident Responses*	1. Service Delivery	169,599	177,483	181,879	185,740	186,167
Number of Helicopter Incidents	1. Service Delivery	330	258	313	219	315
Number of Helicopter Support Incidents	1. Service Delivery	291	213	266	178	270

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

OCFA STRATEGIC GOALS – FY 2023/24 <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>		
<p>f. Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA.</p> <p>OCFA accepted delivery of the new FIREHAWK helicopters on June 21, 2024. Required training for Air Operations personnel is nearing completion in preparation for implementing this improved platform of service delivery for OCFA’s Air Operations.</p> <p>The FIREHAWK’s ease of navigation in aerial firefighting to a reconfigurable cabin that accommodates up to 12 firefighting crew members and their equipment during emergency operations — was chronicled on all OCFA social media platforms. Thus far, this social media campaign has earned 542,609 impressions and 40,221 engagements across all platforms. You can follow this program on social media @OCFireAuthority and searching the hashtag #OCFAFIREHAWKS. The final post of this campaign will cover the August 19, 2024, Press Conference that introduces the aircraft to the region.</p>	Field Operations South	TSD: 7/1/23 TCD: 6/30/24 CB: The FIREHAWK helicopters are implemented to enhance personnel safety and service delivery.

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

FY 2024/25 OCFA Adopted Budget

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
1. Our Service Delivery <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
d. Evaluate feasibility, priorities, and a phased-timing approach for implementing recommendations provided by the Field Deployment Standards of Cover completed during FY 2023/24, working within OCFA’s financial feasibility parameters.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24* 6/30/25* <i>(*Note: We will be measuring this single-year’s progress; however, this is a multi-year goal.)</i> A multi-year plan is developed to address any deficiencies and expanded service needs throughout OCFA’s jurisdiction.
f. Complete required training (Flight Safety Simulator and Sikorski Training Academies) for Air Operations personnel to be ready for operational implementation of the new FIREHAWK helicopters, following delivery to OCFA.	Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 The FIREHAWK helicopters are implemented to enhance personnel safety and service delivery.
i. Implement standard procedures to ensure that County Supervisors serving on the OCFA Board receive notifications for incidents occurring in the OCFA cities within their Supervisorial Districts, as well as the unincorporated areas in their Districts. These incident notifications shall mirror the notifications already provided to Directors representing OCFA cities.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 County Supervisors serving on the OCFA Board are routinely informed of OCFA incidents within their Districts.
2. Our People <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Enhance the safeguarding of personnel from exposure to hazardous and potentially carcinogenic substances by: <ul style="list-style-type: none"> (1) implementing specialized, self-contained facility improvements and equipment for cleaning of Personal Protective Equipment (turnouts, SCBA gear, boots, gloves, etc.); and (2) utilizing a joint labor-management Task Force to research alternative options for daily uniforms and turnouts that are 	(1) Logistics (2) Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/26 Implementation of the project is initiated and completed over two fiscal years.

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

OCFA STRATEGIC GOALS – FY 2024/25 GOALS, OBJECTIVES & PERFORMANCE MEASURES	Responsibility Designated department lead	Performance Measures Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
available in the market, or which are being developed in the market, and which are made with materials that do not contain PFAS (Per- and Polyfluorinated Substances, aka “forever chemicals”).			
b. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks, with particular emphasis this year on ECC/Dispatch personnel.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 The volume of force hiring is reduced as compared to FY 2023/24.
3. Our Technology <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Incorporating the latest in firefighter safety technology, complete the replacement of approximately 1,000 Self-Contained Breathing Apparatus (SCBAs) used by OCFA’s firefighting personnel, including the replacement of support equipment in the Service Center as needed to enable proper support of the new SCBAs.	Field Operations North, Field Operations South	TSD: TCD: CB:	7/1/24 6/30/25 A contract is awarded following completion of final stages of the RFP, and the replacement project is completed.

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

COOKING FIRE SAFETY



Cooking is the leading cause of home fires, fire injuries, and fire deaths in Orange County. Follow the tips below to protect yourself and others from cooking fires.



U.S. fire departments respond to an average of 173,200 home structure fires a year caused by cooking. That's approximately 470 home cooking fires a day!



**Orange County
Fire Authority**

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



Cooking Fire Safety Tips

- Stay in the kitchen when frying, grilling, or broiling food. If you have to leave the kitchen, even for a second, turn off the stove.
- Check food often while cooking. Use a timer to remind you that the stove or oven is on.
- Keep anything that can catch fire, including, oven mitts, paper towels, paper or plastic bags, curtains, or loose clothing away from the stove, oven, or other kitchen appliances.
- Keep the stovetop, burners, and oven clean.
- Turn pot and pan handles towards the back of the stove.
- Have a "kid-free zone" of at least three feet from the stove.
- Always check the oven to make sure it's empty before turning it on.
- Use the oven for cooking only, never for storage.
- Keep a lid or a fire extinguisher nearby when cooking.
- Avoid cooking while tired/sleepy or under the influence of drugs or alcohol.

In Case of Fire

- Never pour water on a grease fire! Cover the pan with a lid and turn off the stove.
- If there's a fire in the oven or microwave, keep the door closed and turn off the appliance.
- 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.
- If you choose to use a fire extinguisher, make sure the fire is not spreading, smoke and fire have not filled the room, and that you have a clear escape path.

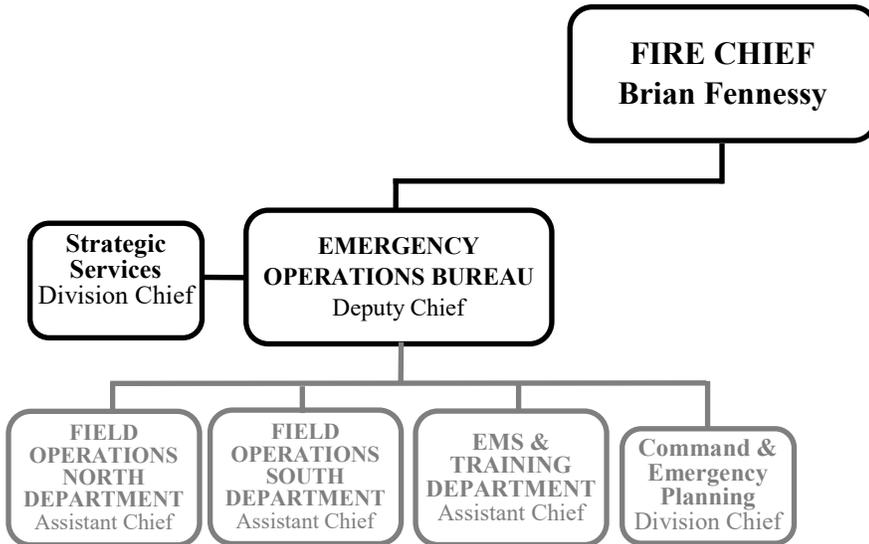


Strategic Services Division





ORANGE COUNTY FIRE AUTHORITY STRATEGIC SERVICES DIVISION ORGANIZATION CHART



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

**ORANGE COUNTY FIRE AUTHORITY
 STRATEGIC SERVICES DIVISION SUMMARY
 FY 2024/25 BUDGET**

Account Description	Strategic Services	Division Total
EMPLOYEE SALARIES		
Regular Salaries	\$226,360	\$226,360
Backfill/Overtime	6,117	6,117
FLSA Adjustment/Holiday Pay	-	-
Extra Help	-	-
Reserves	-	-
Other Pay	51,214	51,214
Sick/Vacation Payoff	3,227	3,227
TOTAL SALARIES	286,918	286,918
RETIREMENT	124,038	124,038
INSURANCE		
Employee Insurance	24,875	24,875
Workers' Comp	33,311	33,311
Unemployment Insurance	-	-
TOTAL INSURANCE	58,186	58,186
MEDICARE	4,161	4,161
TOTAL S&EB	473,303	473,303
SERVICES AND SUPPLIES	33,000	33,000
EQUIPMENT	-	-
TOTAL BUDGET	\$506,303	\$506,303
Funded Positions	1	1

Strategic Services Division Summary

Budget Summary:

The FY 2024/25 Budget for the Strategic Services Division is \$0.5 million, compared to \$0.4 million for FY 2023/24. The division is responsible for monitoring frontline service response times, gaps in coverage, and prioritizing service enhancements needed to maintain response time standards. The budget includes funding for one position in FY 2024/25.

Department/Division Goals, Objectives & Performance Measures:

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

The overall Strategic Goals for FY 2024/25 include:

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

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

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

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

Output Measurement	Strategic Goal	FY 2021/22 Actual	FY 2022/23 Actual	FY 2023/24		FY 2024/25 Target
				Actual	Target	
Analyze the standards of coverage in all seven OCFA divisions	1. Service Delivery	N/A	N/A	7	7	7
Integrate NERIS as the replacement for NFIRS into IRIS	1. Service Delivery	N/A	N/A	N/A	N/A	June 2025
Complete the ISO for two OCFA divisions	1. Service Delivery	N/A	N/A	N/A	N/A	2

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

WATER SAFETY BARRIERS



Identify your risks and have multiple barriers in place to keep children and adults safe from all water sources. Barriers buy time and offer protection if they are installed correctly and are in good working condition. The more barriers you install and maintain, the safer your family will be.



No single barrier provides 100% protection. Multiple barriers must be in place so that if one fails, there is another to slow or prevent a child from reaching the water alone and unsupervised.



**Orange County
Fire Authority**

(714) 573-6200
ocfa.org



Non-Climbable Fences

- Install a 4-sided isolation fence tall enough (4-5 feet) to prevent children from climbing over.
- Make sure the bottom of the fence is close enough to the ground to prevent a child from crawling under.
- Ensure patio furniture is kept away from the fence so a child cannot use the items to climb.

Self-Closing or Latching Gates

- Install a self-closing or self-latching gate with a locking mechanism.
- Gates should be installed so that they open outward, away from the pool.
- Regularly inspect gates for damages to ensure a child's safety.

Pool and Spa Covers

- Purchase and use a pool and spa cover to protect children and pets.
- Covers for the pool and spa act as a horizontal fence should children or pets get near the water.

Alarms

- Having alarms on your doors, windows, and on the pool is important in case a child or pet comes in contact with water unexpectedly.
- Child wristband alarms and pet collars are available to purchase for additional protection. The base alarms are triggered as soon as the child or pet gets them wet, alarming others in the area.
- Purchase and use portable alarms that can be used at any pool, residential or community.

Indoor Barriers

- A child can drown in less than two inches of water. Purchase and install indoor barriers such as toilet latches, baby gates, and child-safe doorknob handle covers to ensure children cannot get into any rooms where water can be accessed.

Capital Improvement Program Overview

INTRODUCTION

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

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

CAPITAL IMPROVEMENT PROGRAM FUNDS

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

- **Fund 12110 – General Fund CIP**
This fund is a sub-fund of the General Fund used to account for financial activity associated with maintenance and improvement projects that while considered capital in nature, do not meet the criteria to be included in a Capital Project Fund.
- **Fund 123 – Fire Stations and Facilities**
This fund is a capital projects fund to be used for the significant acquisition, improvement, replacement, or construction of fire stations and facilities.
- **Fund 124 – Communications and Information Systems**
This fund is a capital projects fund used for the significant acquisition, improvement, or replacement of specialized communications and information systems and/or equipment.
- **Fund 133 – Fire Apparatus**
This fund is a capital projects fund used for the planned 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 Departments to determine needed repairs, alterations, and improvements.
- Information Technology Master Plan – this plan provided the guidelines for Information Technology (IT) projects and is reviewed annually.
- Vehicle Replacement Plan – this plan is updated annually by the Fleet Services section and takes into account the age and mileage of vehicles.

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

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

CIP FUNDING

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

- Interest projections are based on the same assumptions used for the General Fund, which include an annual return of 3.50% for FY 2024/25, 3.00% for FY 2025/26, and 2.50% thereafter.
- Cash Contract City contributions to the CIP funds are calculated along with the charge for service as provided by the Joint Powers Agreement and subsequent amendments and are discussed in the General Fund Revenue Assumptions section of this document. The total charges to the cities are subject to estimated charges between 2.50% and 4.50% per year. Cash Contract Cities' participation in the vehicle depreciation program will generate about \$1.96 million to Fund 133 – Fire Apparatus Fund in FY 2024/25. These amounts are updated annually based on actual cost and are outside the 4.50% cap on total Cash Contract City charges.

Below is a matrix reflecting project funding for FY 2024/25:

Fund	Revenue	Operating Transfer	Use of Fund Balance	TOTAL
Fund 12110 - General Fund CIP	-	27,000,000	160,577	27,160,577
Fund 123 - Fire Stations and Facilities	2,642,630	-	176,401	2,819,031
Fund 124 - Comm. & Information Systems	304,753	400,000	268,578	973,331
Fund 133 - Fire Apparatus	4,102,366	18,737,108	182,553	23,022,027

Operating transfers necessary to fund the FY 2024/25 CIP expenditures will be transferred from the General Fund.

CAPITAL IMPROVEMENT PROGRAM EXPENDITURES

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

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

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

PERFORMANCE UPDATE

During the FY 2023/24 budget cycle, the following budgeted projects were either completed or have made significant advancement in the work process:

General Fund CIP (Fund 12110)

Construction Management and Facilities

- Completed Inclusive Facilities project improvements for one fire station, and completed design/initiated permitting for two additional stations
- Completed Fire Station 4 tenant improvements
- Initiated design/initiated permitting for:
 - Fire Station 23 tenant improvements
 - RFOTC roof replacement
 - ECC living quarters and kitchen remodel
 - Fire Station 32 kitchen remodel
 - Fire Station 22 kitchen remodel
- Completed Fire Station 57, Fire Station 73, and Fire Station 77 apparatus door replacement
- Initiated apparatus door replacements at Fire Station 6, Fire Station 22, Fire Station 31, Fire Station 42, and Fire Station 79
- Completed exterior painting at Fire Station 28, Fire Station 15, and Fire Station 2
- Completed interior painting of the Service Center and ECC
- Completed the locker room remodel in Building D for the women's cadre shower
- Completed office remodels for Fire Station 31, EMS, and Multimedia
- Completed Fire Station 18 modification for 4th crew member living quarters
- Completed flooring replacement for Station 84, Station 18, and Investigations Office

Information Technology and Communications

- Purchased and installed 250 replacement PCs, laptops, iPads and printers
- Completed upgrades to alerting system at all OCFA Fire Stations
- Purchased and completed or began installation of 1,100 replacement or new mobile/portable VHF radios, tablet command iPads replacing MDCS, and modems
- Completed communications equipment installations on 50 new/replacement vehicles
- Completed phone and public address system upgrade selection and awarded bid to replace RFOTC administration phone system
- Completed UPS replacement/upgrade project for RFOTC Data Center and ECC
- RFPs completed and contracts awarded to replace ECC 9-1-1 voice recording system, personnel alerting system, mobile CAD system, PYXIS drug dispensing systems, and enterprise audio video upgrades

Fire Stations and Facilities (Fund 123)

- Completed components of the cyber security project including upgrades to all network firewalls, email, and internet scanning software; all access card readers replaced with new devices; new video cameras infrastructure upgraded; access control management system and database upgraded
- RFOTC training grounds phase 1 upgrades are underway; initiated design for RFOTC training grounds phase 2 expansion project
- Fire Station new construction or improvement projects:
 - Completed the tarmac upgrade with for Air Operations at Fire Station 41
 - Completed Temporary Fire Station 24. Permanent Fire Station 24 is under construction with a move in date scheduled for December 2024
 - Preliminary site design work completed for Fire Station 10
 - Preliminary design for Fire Station 12 completed with the City of Laguna Woods and project architect

Communications and Information Systems (Fund 124)

- Completed RFP and selection of data extraction/data analysis program and integration with OCFA CAD to analyze service delivery performance for ambulance, dispatch, emergency response, and other metrics
- FirstWatch implemented with web-based dashboard monitoring delivery performance factors
- Completed needs assessment study for enterprise EMS technology
- Completed development of IFP replacement system ORION
- Issued RFI for replacement and/or development solution for workforce management (staffing/time and attendance) and Finance/HR/Purchasing ERP applications

Fire Apparatus (Fund 133)

- Outfitted and placed into service five Chevy Tahoes, 10 Chevy Colorados, 9 Ford Mavericks, two US&R Support Vehicles, two Kawasaki jet skies, two boat trailers, two stakebed trucks, one fuel tender, four Isuzu mail vans, and one dozer tender

FY 2024/25 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS

The FY 2024/25 CIP budget is \$51.3 million. The following projects are highlighted for this budget cycle:

General Fund CIP (Fund 12110)

The FY 2024/25 Budget for the General Fund CIP is \$26.1 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include self-containing breathing apparatus (\$18.0M), inclusive facilities (\$2.0M), cardiac monitors/defibrillators (\$1.5M), all-band mobile and portable radios (\$0.7M), and fire station remodels (\$0.6M).

Fire Stations and Facilities (Fund 123)

The FY 2024/25 Budget for the Fire Stations and Facilities Fund is \$2.1 million. Projects budgeted include PPE cleaning facility and equipment (\$1.2M), RFOTC 2nd emergency power generator (\$0.5M),

RFOTC training grounds expansion and upgrade (\$0.2M), and solar power facilities for RFOTC and fire stations (\$0.2M).

Communications and Information Systems Fund (Fund 124)

The budget for FY 2024/25 in the Communications and Information Systems Fund is \$0.5 million for EMS enterprise system development.

Fire Apparatus (Fund 133)

The budget for FY 2024/25 in the Fire Apparatus Fund is \$22.7 million. Emergency vehicles scheduled for purchase include three fire trucks (\$9.0M), three Type 1 engines (\$3.9M), 8 full-size SUV/pickup vehicles (\$0.6M), and four investigator trucks (\$0.3M). The budget also includes funds for four grant-funded vehicles (\$0.6M), 36 support staff vehicles (\$2.5M), and \$4.9M in debt service for the helicopter program.

FUTURE OPERATING IMPACT

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

Significant projects impacting the General Fund are:

- The purchase and replacement of all-band mobile and portable radios will result in increased expenses to the General Fund of approximately \$40,000 annually
- The RFOTC training grounds expansion and upgrade will result in increased expenses to the General Fund for burn props estimated at \$40,000 annually
- The EMS Enterprise System will impact the General Fund by approximately \$50,000 annually
- The Property Management Application will impact the General Fund beginning in FY 2026/27 with estimated annual costs of \$25,000

Capital Improvement Program

**ORANGE COUNTY FIRE AUTHORITY
CAPITAL IMPROVEMENT PROGRAM
FIVE-YEAR PLAN SUMMARY FY 2024/25 - FY 2028/29**

Fund	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Yr Total
<i>Fund 12110</i>						
General Fund CIP	\$26,079,200	\$11,609,700	\$7,806,600	\$5,070,300	\$4,565,200	\$55,131,000
<i>Fund 123</i>						
Fire Stations and Facilities	2,050,000	1,500,000	1,300,000	13,300,000	17,200,000	35,350,000
<i>Fund 124</i>						
Communications and Information Systems	500,000	1,200,000	1,500,000	4,500,000	4,250,000	11,950,000
<i>Fund 133</i>						
Fire Apparatus	17,786,880	28,477,230	32,875,060	22,007,800	20,814,500	121,961,470
Aircraft Lease	4,933,000	4,933,000	4,933,000	4,933,000	4,933,000	24,665,000
Total Fund 133	\$22,719,880	\$33,410,230	\$37,808,060	\$26,940,800	\$25,747,500	\$146,626,470
TOTAL CIP	\$51,349,080	\$47,719,930	\$48,414,660	\$49,811,100	\$51,762,700	\$249,057,470

FY 2024/25 OCFA Adopted Budget

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

Item No.	Project Priority	Project	FY 2024/25
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GENERAL FUND CIP - FUND 12110

IT - Communications and IT Infrastructure

1	A	Fire Station Alarm System Upgrades	100,000
2	A	RFOTC and Fire Station Data Network Upgrades	100,000
3	A	Data Storage and Servers Replacement	300,000
4	B	RFOTC Uninterruptible Power System (UPS) Replacement	-

IT - Communications and Workplace Support

5	A	Mobile CAD and Personnel Alerting Systems	222,400
6	A	Small Equipment/Personal Communications	140,000
7	A	Personal Computer (PC)/Tablets/Printer Replacements	250,000
8	A	All-Band Mobile and Portable Radios	735,800
9	A	Second Portable Radios for Fire Captains	200,000
10	A	VHF Radios	96,000
11	A	Radios & Technology Equipment Asset Tracking Upgrade	75,000

IT - Geographic Information System

12	B	Digital Orthophotography	80,000
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Property Management

13	A	Inclusive Facilities	2,000,000
14	A	Fire Station 41 (Air Ops) Station & Aircraft Landing Fac. Imprvmnts.	50,000
15	A	Fire Station Remodels	550,000
16	A	Fire Station Appliances Replacement	75,000
17	A	Fire Stations and Facilities Concrete and Asphalt Repair/Replacement	-
18	A	Fire Stations Apparatus Bay Door Refurbishment/Replacement	200,000
19	A	Fire Stations and Facilities Roof Replacements	250,000
20	A	Fire Station and Facilities HVAC Replacement	200,000
21	A	Emergency Generators Replacement	100,000
22	A	RFOTC Secure/Controlled Vehicular Access	50,000
23	A	Fire Station Security Fencing	100,000
24	B	ECC Living Quarters & Kitchen/Restroom Remodel	200,000
25	B	Dispatch Operations Center (DOC) Update	60,000

Service Center

26	A	High-Pressure Air Bags	-
27	A	Body Armor Replacement	-
28	A	Chainsaws	-
29	A	Self-Contained Breathing Apparatus (SCBA)	18,000,000
30	A	Fire Hose Cleaning Equipment	110,000
31	A	Apparatus Rope and Rigging Replacement	250,000

Emergency Medical Services

32	A	Cardiac Monitors/Defibrillators	1,500,000
33	A	Tetanus Vaccine Booster	-
34	A	Duo-Dote Auto-Injectors	-
35	A	AED Plus	-
36	A	Cyanokits	-

Field Operations North

37	A	Hazmat Air Monitors	85,000
38	B	Extrication Tools	-

Total - Fund 12110			26,079,200
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Project Priority: A=Essential; B=Important

Capital Improvement Program

Item No.	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Year TOTAL
1	100,000	100,000	100,000	100,000	500,000
2	100,000	100,000	200,000	100,000	600,000
3	300,000	300,000	300,000	300,000	1,500,000
4	-	-	200,000	-	200,000
5	234,400	271,900	601,600	221,900	1,552,200
6	100,000	100,000	100,000	100,000	540,000
7	250,000	250,000	250,000	250,000	1,250,000
8	591,800	728,700	652,700	671,300	3,380,300
9	-	-	-	-	200,000
10	96,000	96,000	96,000	96,000	480,000
11	-	-	-	-	75,000
12	-	80,000	-	80,000	240,000
13	2,000,000	1,500,000	-	-	5,500,000
14	700,000	1,000,000	-	-	1,750,000
15	550,000	550,000	550,000	550,000	2,750,000
16	75,000	75,000	75,000	75,000	375,000
17	350,000	-	-	-	350,000
18	200,000	200,000	200,000	200,000	1,000,000
19	250,000	250,000	250,000	250,000	1,250,000
20	200,000	200,000	200,000	200,000	1,000,000
21	100,000	100,000	100,000	100,000	500,000
22	500,000	950,000	-	-	1,500,000
23	100,000	100,000	100,000	100,000	500,000
24	-	-	-	-	200,000
25	-	-	-	-	60,000
26	55,000	-	-	-	55,000
27	-	575,000	575,000	575,000	1,725,000
28	75,000	-	-	-	75,000
29	-	-	-	-	18,000,000
30	-	-	-	-	110,000
31	-	-	-	-	250,000
32	4,300,000	-	-	-	5,800,000
34	-	-	-	121,000	121,000
34	-	280,000	-	-	280,000
35	337,500	-	-	-	337,500
36	45,000	-	45,000	-	90,000
37	-	-	-	-	85,000
38	-	-	475,000	475,000	950,000
	11,609,700	7,806,600	5,070,300	4,565,200	55,131,000

FY 2024/25 OCFA Adopted Budget

Item No.	Project Priority	Project	FY 2024/25
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FIRE STATIONS & FACILITIES - FUND 123

1	A	Infrastructure Security Enhancements	50,000
2	A	RFOTC Training Grounds Expansion and Upgrade	150,000
3	A	Solar Power and EV Charging Facilities for RFOTC and Fire Stations	150,000
4	A	Fire Station 10 (Yorba Linda) Remodel/Replacement	-
5	A	Fire Station 9 (Mission Viejo) Remodel	-
6	A	Fire Station 12 (Laguna Woods) New Construction	-
7	B	RFOTC 2nd Emergency Power Generator	500,000
8	A	PPE Cleaning Facility & Equipment	1,150,000
9	A	Fire Station 23 (Villa Park) Remodel	50,000
Total - Fund 123			2,050,000

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

IT - Communications and IT Infrastructure

1	B	ECC Dispatcher Consoles	-
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IT - Systems Development & Support

2	B	TheHIVE Cloud Upgrade	-
3	A	Emergency Medical Systems (EMS) Enterprise System	500,000
4	B	Information Technology Help Desk Management Application	-
5	A	Property Management Application	-
6	A	Enterprise Resource Planning (ERP) and Workforce Management - Time & Attendance (WM-TM) Systems	-
7	A	Firefighter Initiative Tracking System	-
Total - Fund 124			500,000

FIRE APPARATUS - FUND 133

Logistics - Fleet

1	A/B	Emergency Vehicles	13,835,810
2	A	Grant Funded Vehicles	592,000
3	A/B	Support Vehicles	2,519,570
4	A/B	Vehicle Outfitting	839,500
Subtotal - Fleet Vehicles & Apparatus			17,786,880

Special Ops - Helicopter Program

5	A	Debt Service	4,933,000
Total - Fund 133			22,719,880

GRAND TOTAL - ALL CIP FUNDS			51,349,080
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Project Priority: A=Essential; B=Important

Capital Improvement Program

Item No.	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Year TOTAL
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1	50,000	50,000	50,000	500,000	700,000
2	150,000	150,000	150,000	5,000,000	5,600,000
3	150,000	100,000	100,000	-	500,000
4	-	200,000	5,600,000	11,200,000	17,000,000
5	-	-	200,000	500,000	700,000
6	-	800,000	7,200,000	-	8,000,000
7	-	-	-	-	500,000
8	1,150,000	-	-	-	2,300,000
9	-	-	-	-	50,000
	1,500,000	1,300,000	13,300,000	17,200,000	35,350,000

1	-	750,000	-	-	750,000
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2	-	-	750,000	750,000	1,500,000
3	-	-	-	-	500,000
4	-	-	250,000	-	250,000
5	-	350,000	-	-	350,000
6	-	400,000	3,500,000	3,500,000	7,400,000
7	1,200,000	-	-	-	1,200,000
	1,200,000	1,500,000	4,500,000	4,250,000	11,950,000

1	26,749,680	31,811,270	19,871,740	18,600,600	110,869,100
2	-	-	-	-	592,000
3	1,495,550	648,990	1,752,160	1,914,400	8,330,670
4	232,000	414,800	383,900	299,500	2,169,700
	28,477,230	32,875,060	22,007,800	20,814,500	121,961,470

5	4,933,000	4,933,000	4,933,000	4,933,000	24,665,000
	33,410,230	37,808,060	26,940,800	25,747,500	146,626,470

	47,719,930	48,414,660	49,811,100	51,762,700	249,057,470
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CARBON MONOXIDE ALARMS



When a carbon monoxide alarm sounds, move all people and pets outside immediately. Once outside, call 9-1-1. Do not go back inside until the fire department has declared the area safe and instructed you to do so.



Carbon monoxide (CO) is a deadly, odorless, poisonous gas that can make a person feel sick. In the home, fuel-burning devices for heating and cooking can be sources of carbon monoxide.



**Orange County
Fire Authority**

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



Install

- Carbon monoxide alarms should be installed in all homes, apartments, and workplaces.
- Install alarms in each sleeping area and on every level of the home.
- In the workplace, carbon monoxide alarms should be installed in areas where gas appliances are located, as well as areas with identified hazards.
- It is best to use interconnected alarms so when one sounds, all of them sound.

Inspect

- Test carbon monoxide alarms once a month.

Prevent CO 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 grills, 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 dryers, furnaces, stoves, 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. Doing so blocks the combustion air flow through the appliance and can produce carbon monoxide.



Fund 12110

General Fund

CIP



Fund 12110: General Fund CIP

DESCRIPTION

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

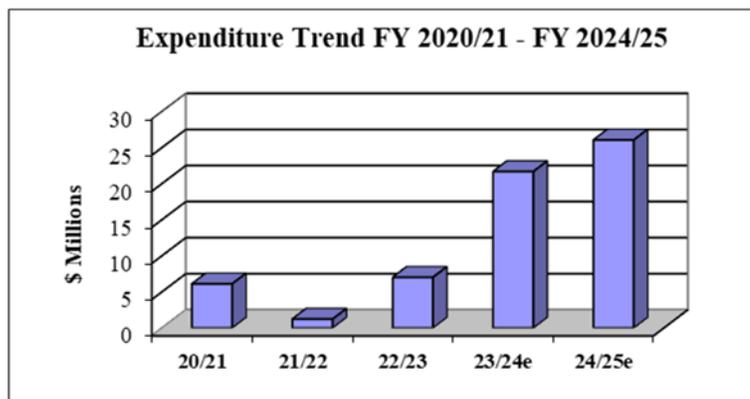
BUDGET

The total FY 2024/25 Budget is \$26,079,200.

HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment, software, and facilities have been identified for this budget cycle. Significant projects budgeted in FY 2024/25 include \$18.0 million for the purchase of self-containing breathing apparatus, \$2.0 million for inclusive facilities, and \$1.5 million for cardiac monitors/defibrillators.

The chart provides actual expenditures for FY 2020/21 through FY 2022/23, and total budgeted amounts for FY 2023/24 and FY 2024/25.



SIGNIFICANT CHANGES

FY 2021/22 saw a decrease due to supply chain issues related to the pandemic. In FY 2022/23, spending started to rebound and in FY 23/24, there is a sharp increase in estimated expenditures related to many projects being carried over from prior years.

IMPACT ON OPERATING BUDGET

Most expenditures in this fund during this budget cycle are considered to be routine. The proactive nature of the scheduled improvements and replacements provided in this fund reduce maintenance costs in the operating budget by preventing problems before they occur. The purchase and replacement of all-band mobile and portable radios will result in increased expenses to the General Fund of approximately \$40,000 annually. This future impact will be included in the General Fund budget.

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 12110 - GENERAL FUND CIP
REVENUE AND EXPENDITURE SUMMARY
FY 2024/25 BUDGET**

	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Budget	% Change fr FY 2023/24 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	9,500,000	15,500,000	27,000,000	74.19%
Total Beginning Fund Balance	3,891,941	6,358,106	160,577	-97.47%
TOTAL AVAILABLE RESOURCES	\$13,391,941	\$21,858,106	\$27,160,577	24.26%
EXPENDITURES				
Services & Supplies	\$5,286,151	\$14,377,534	\$24,134,200	-
Capital Outlay	1,747,684	7,319,995	1,945,000	-73.43%
Total Expenditures & Other Uses	7,033,835	21,697,529	26,079,200	20.19%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	6,358,106	160,577	1,081,377	573.43%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$13,391,941	\$21,858,106	\$27,160,577	24.26%

FIRE STATION ALARM SYSTEM UPGRADES

Project Priority: A

Project Org: P334

Project Total: \$11,411,000

Project Type: Equipment Replacement

Project Management: IT - Communications and IT Infrastructure

Project Description: The OCFA upgraded and replaced the legacy fire station alerting systems at all OCFA fire stations with the Westnet, Inc. fire station digital electronic alerting technology, known as SmartStation. Westnet was selected through a Request for Proposal process in 2013 with the objective of integrating OCFA fire stations and their existing legacy alerting systems with the new TriTech Computer Aided Dispatch (CAD) system, now known as the Central Square Enterprise CAD system



Project Status: Project funding through FY 2028/29 will be used to perform retrofitting of the Westnet SmartStation installation at fire stations that were completed during early phases of the project with additional components that were added to the standard equipment complement in fire stations completed in the later phases of the multi-year project. When a new fire station is constructed, the Westnet SmartStation will be included in the design and construction cost.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

Impact on Operating Budget: The retrofit of fire station SmartStation alerting systems with additional equipment and new fire station construction and installation of the SmartStation will result in variable minor increases to annual maintenance contract costs.

RFOTC AND FIRE STATION DATA NETWORK UPGRADES

Project Priority: A

Project Org: P337

Project Total: Ongoing

Project Type: Equipment Replacement/New Technology

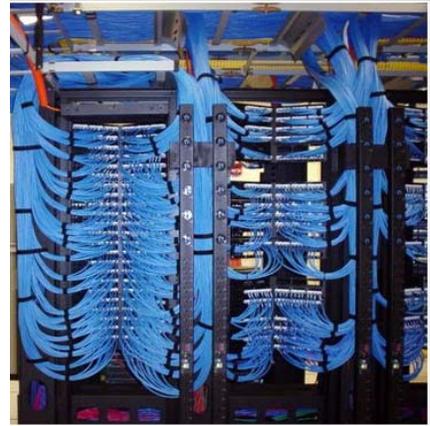
Project Management: IT - Communications and IT Infrastructure

Project Description: This project replaces core network infrastructure components installed at the RFOTC and OCFA fire stations. Prior year’s funding was used for replacement of numerous major components, including 15,000 feet of aging fiber optic cabling installed with construction of the RFOTC facilities.

All OCFA fire stations will have their OCFA wireless computer networks upgraded, with ongoing upgrades in future years as older network components reach the end of their useful service life.

The network equipment being installed is expected to last up to ten years before needing replacement.

Project Status: Ongoing



Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$100,000	\$100,000	\$100,000	\$200,000	\$100,000	\$600,000

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

DATA STORAGE AND SERVERS REPLACEMENT

Project Priority: A
Project Org: P339
Project Total: Ongoing
Project Type: Equipment Replacement
Project Management: IT - Communications and IT Infrastructure

Project Description: This item is an ongoing project to upgrade and/or replace OCFA’s computer servers, including increasing virtualized server-based centralized storage of critical department information. The computer servers are replaced as they reach end of service life.



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

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

Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000

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

RFOTC UNINTERRUPTIBLE POWER SYSTEM (UPS) REPLACEMENT

Project Priority: B

Project Org: P409

Project Total: Ongoing

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) installed in the RFOTC data center, and the smaller UPS equipment installed in all fire stations, and other locations including network closets at the RFOTC to protect critical equipment.

The current RFOTC data center Uninterruptible Power System (UPS) was installed during the construction of the RFOTC facilities. The system is critical for managing the incoming power from the city as well as from the emergency power generator to ensure a smooth, constant power source for the critical data center computer systems that house the 9-1-1 safety systems, business systems, radio communications, and other 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 budgetary amount is a preliminary estimate and may need revision as requirements are developed.

Project Status: This primary UPS is expected to be replaced in FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:				\$200,000		\$200,000

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

MOBILE CAD AND PERSONNEL ALERTING SYSTEMS

Project Priority: A
Project Org: P303
Project Total: Ongoing
Project Type: Equipment Replacement
Project Management: IT – Communications & Workplace Support



Project Description: OCFA Operations personnel use mobile computing environments in OCFA apparatus to communicate with the OCFA computer aided dispatch (CAD) system and receive emergency incident information such as location/address, patient status, and premise information, and to provide incident status updates.

In FY 2023/24, the OCFA selected a new Mobile CAD system and a new Personnel Alerting system to replace the legacy Mobile CAD system and Paging system. These new systems run on new Apple iPad Pros and iPhones. Staff began replacing the legacy ruggedized Windows tablet mobile data computers (MDC) in OCFA apparatus with ruggedized iPad Pros using the new Mobile CAD system, and replacing pagers carried by OCFA personnel with ruggedized iPhones using the new Personnel Alerting system. The transition and replacement process will be ongoing until all legacy MDCs and pagers are replaced.

All new OCFA apparatus and vehicles that require access to the new Mobile CAD system will be outfitted with new ruggedized iPad Pros. Replacement of iPads and iPhones is required every three to five years due to normal wear and exposure factors.

Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$222,400	\$234,400	\$271,900	\$601,600	\$221,900	\$1,552,200

Impact on Operating Budget: Replacing the existing legacy Windows tablet MDCs and legacy Pagers with new iPads and iPhones may provide additional software tools to Operations personnel at a lower cost per unit.

SMALL EQUIPMENT / PERSONAL COMMUNICATIONS

Project Priority: A

Project Org: P330

Project Total: Ongoing

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

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



Project Status: Ongoing.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$140,000	\$100,000	\$100,000	\$100,000	\$100,000	\$540,000

Impact on Operating Budget: No anticipated impact.

PERSONAL COMPUTER (PC)/TABLETS/PRINTER REPLACEMENTS

Project Priority: A

Project Org: P331

Project Total: Ongoing

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 replacement of associated printers and peripherals, as well as the purchase of ruggedized iPad tablets. Funding also covers 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.



Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

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

ALL-BAND MOBILE AND PORTABLE RADIOS

Project Priority: A

Project Org: P332

Project Total: Ongoing

Project Type: Equipment Additions & Replacements

Project Management: IT – Communications & Workplace Support

Project Description: This budget is for new all-band mobile and portable radios that include the 800MHz and VHF frequencies. The all-band radios are to be installed in new OCFA apparatus and vehicles, as replacements for single-band units in existing vehicles, and for use in training, academies, and supplying equipment caches. Mobile and portable radio purchases also synchronize with the vehicle replacement plan. Current pricing per mobile all-band radio averages \$7,000. Portable all-band radios cost approximately \$9,000 each.



All new radios are compatible with P25, the public safety standard, while also 100% compatible with the 800MHz radio countywide coordinated communication system (800MHz CCCS) that was upgraded in 2019. Estimated quantity of units is 40 mobile and 40 portables per year.

Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$735,800	\$591,800	\$728,700	\$652,700	\$671,300	\$3,380,300

Impact on Operating Budget: OCFA’s share of maintenance costs for the regional 800 MHz system is approximately \$497 per radio annually.

SECOND PORTABLE RADIOS FOR FIRE CAPTAINS

Project Priority: A
Org Number: TBD
Project Total: \$200,000
Project Type: Equipment Additions & Replacements
Project Management: IT – Communications & Workplace Support



Project Description: This budget is for the purchase of a second portable radio unit for assignment to up to 22 OCFA Captains. The purpose of equipping the Captains with a second portable unit is to allow them to monitor and communicate on tactical and command channels simultaneously.

These all-band 800MHz and VHF frequency radios are compatible with the P25 public safety standard, enabling countywide coordinated emergency communications. The cost of the recommended additional 22 portable all-band radios is approximately \$9,000 per unit.

Project Status: Purchase of the radios is planned to occur in FY 2024/25

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$200,000					\$200,000

Impact on Operating Budget: Adding additional all-band radios to the total active radio count will result in increased annual operational expense of approximately \$10,900 for OCFA's shared cost of the 800MHz system.

VHF RADIOS

Project Priority: A

Project Org: P333

Project Total: Ongoing

Project Type: Equipment Replacement

Project Management: IT – Communications & Workplace Support

Project Description: This project is for the purchase and replacement of VHF portable radios to be installed in new OCFA apparatus as well as replacing existing VHF radios that are becoming obsolete. These radios are used for state and mutual aid communications with agencies that are not part of the County 800MHz radio system and are installed in all OCFA emergency apparatus. Use of VHF radios ensures communication and enhances the safety of firefighters on automatic and mutual aid responses with the California Department of Forestry and Fire Protection (CAL FIRE), and the United States Forest Service (USFS) in state and federal responsibility areas.



VHF mobile radios are being replaced by new all-band Motorola radios that include both VHF and 800MHz in the same unit. This project is to purchase portable VHF radios only.

Expected useful life of all new VHF radios is nine to ten years.

Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$96,000	\$96,000	\$96,000	\$96,000	\$96,000	\$480,000

Impact on Operating Budget: The replacement of radios helps to limit future maintenance costs.

RADIOS & TECHNOLOGY EQUIPMENT ASSET TRACKING UPGRADE

Project Priority: A
Project Org: TBD
Project Total: \$75,000
Project Type: Technology Upgrade
Project Management: IT – Communications & Workplace Support



Project Description: OCFA’s vehicles and emergency personnel are equipped with communications and technology equipment including all-band 800 MHz radios, mobile computers, as well as personal communications and alerting devices. At present, the OCFA does not have the capability of performing real-time location and status tracking of this equipment by any single method or technology. This project will add this capability, enhancing emergency operations and providing improved management of this equipment.

Project Status: The project is anticipated to be implemented in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$75,000					\$75,000

Impact on Operating Budget: Licensing and support costs are anticipated to be 10 - 20% of the initial cost, or approximately \$7,500 to \$15,000 annually.

DIGITAL ORTHOPHOTOGRAPHY

Project Priority: B
Project Org: P341
Project Total: Ongoing
Project Type: Equipment Replacement
Project Management: IT - Geographic Information System

Project Description: Digital orthophotography provides an accurate aerial 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.
- Verify pre-existing or non-conforming conditions for inspections.
- Include aerial imagery of new developments.



Project Status: New orthophotography of Orange County is purchased biennially which is sufficient to capture new developments and growth.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$80,000		\$80,000		\$80,000	\$240,000

Impact on Operating Budget: No anticipated impact.

INCLUSIVE FACILITIES

Project Priority: A
Project Org: P413
Project Total: \$12,000,000
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: An evaluation of all bathrooms located in the OCFA fire stations began in FY 2019/20. Based on the results of the evaluation, a comprehensive and multi-year project plan was developed to modify or enhance bathroom facilities in fire stations where the changes are needed. Improvements covered by the project may also include modifications and upgrades to station accessibility, kitchen, and living quarters facilities necessary to meet current ADA standards.

Project Status: The project is a multi-year plan to modify or enhance bathroom facilities in the fire stations which began in FY 2019/20. OCFA owned fire stations will be completed during FY 2026/27. OCFA construction management staff will work with Cash Contract city staff to coordinate modifications and enhancements needed for city-owned station bathroom facilities.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$2,000,000	\$2,000,000	\$1,500,000			\$5,500,000

Impact on Operating Budget: No anticipated impact.

FIRE STATION 41 (AIR OPS) STATION & AIRCRAFT LANDING FACILITIES IMPROVEMENTS

Project Priority: A
Project Org: P417
Project Total: \$2,470,000
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: This project will provide modifications and improvements to the runway and tarmac at Fullerton airport to meet FAA compliance in support of the new aircraft (Blackhawk helicopters) that will go into operations in 2024.

Project Status: The runway and tarmac improvements are currently underway with construction anticipated to be completed by June 2024. Future improvements will include upgrades to the station living quarters to better accommodate the shift crews and as-needed temporary upstaffing.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$50,000	\$700,000	\$1,000,000			\$1,750,000

Impact on Operating Budget: No anticipated impact.

FIRE STATION REMODELS

Project Priority: A
Project Org: P435
Project Total: Ongoing
Project Type: Facilities/Site Repair
Project Management: Property Management

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



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

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

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000

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

FIRE STATION APPLIANCES REPLACEMENT

Project Priority: A

Project Org: P437

Project Total: Ongoing

Project Type: Facilities Upgrade

Project Management: Property Management

Project Description:

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

This project will upgrade and replace appliances that have reached the end of their serviceable life and represents an ongoing funding requirement.



Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000

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

FIRE STATIONS AND FACILITIES CONCRETE AND ASPHALT REPAIR/REPLACEMENT

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

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



Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$350,000				\$350,000

Impact on Operating Budget: No anticipated impact.

**FIRE STATIONS APPARATUS BAY DOORS REFURBISHMENT/
REPLACEMENT**

Project Priority: A
Project Org: P442
Project Total: Ongoing
Project Type: Facilities Refurbishment
Project Management: Property Management

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



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

For the FY 2024/25 5-Year CIP, an estimated eight to ten stations are planned for door replacement or refurbishment at an approximate rate of two per year, at an estimated cost of \$100,000 per station.

Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

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

FIRE STATIONS AND FACILITIES ROOF REPLACEMENTS

Project Priority: A
Project Org: P443
Project Total: Ongoing
Project Type: Facilities Refurbishment
Project Management: Property Management

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



For the FY 2024/25 5-Year CIP, an estimated 22 stations and facilities are planned for roof replacement at a rate of four per year, at an estimated cost of \$50,000 - \$100,000 per facility. This cost may include solar power related improvements when determined feasible and cost effective.

Project Status: Ongoing

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

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

FIRE STATIONS AND FACILITIES HVAC REPLACEMENT

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

Project Description: A Fire Stations and Facilities Assessment completed in 2022 determined that heating, ventilation, and air conditioning (HVAC) systems at various stations have reached the end of their serviceable life and are recommended for replacement.



HVAC systems at fire stations experience continuous use, and replacements are recommended in order to avoid high-cost repairs, reduce system down-time, and improve energy efficiency.

For the FY 2024/25 5-Year CIP, an average of four station HVAC systems are planned for replacement annually.

Project Status: Project is ongoing.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000

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

EMERGENCY GENERATORS REPLACEMENT

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

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



Many station emergency power generators were installed at the time of station construction and are no longer cost effective to keep in service. In addition, generators at the RFOTC were originally installed in 2003, and may require rebuilding or full replacement.

Project Status: The project is anticipated to begin in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

Impact on Operating Budget: Timely equipment rebuilds or replacements will prevent excessive system repair costs.

RFOTC SECURE/CONTROLLED VEHICULAR ACCESS

Project Priority: A
Project Org: P445
Project Total: Ongoing
Project Type: Facilities Upgrade
Project Management: Property Management

Project Description: This project will implement vehicular access controls at RFOTC based on security vulnerabilities identified by a security needs assessment performed by the Orange County Intelligence Assessment Center (OCIAC) and OCFA facilities staff in 2021.

Initial project work would entail a consultant analysis of the RFOTC grounds, and depending on feasibility and costs/benefits, improvements may include, but not be limited to, modifications to parking ingress and egress, high-speed approach impediments, and parking area designations. The Infrastructure Security Enhancements project, currently in the implementation stage, will provide an upgraded access control system to include new electronic keycards for use with the secure vehicle and visitor access improvements.

Project Status: Project to commence in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$50,000	\$500,000	\$950,000			\$1,500,000

Impact on Operating Budget: Possible minor increase to facility maintenance costs depending on final project scope.

FIRE STATION SECURITY FENCING

Project Priority: A
Project Org: P446
Project Total: Ongoing
Project Type: Facilities Upgrade
Project Management: Property Management

Project Description: This project will upgrade and/or replace fencing, gates, and other means of access at the RFOTC and fire stations, as well as add access points to OCFA’s centralized Control Access System (ID badge activated door/gate locks and video surveillance). These improvements will help prevent unauthorized entry to stations, storage, and parking areas.



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

Project Status: Project to commence in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

Impact on Operating Budget: No anticipated impact.

ECC LIVING QUARTERS & KITCHEN/RESTROOM REMODEL

Project Priority: B
Project Org: TBD
Project Total: \$200,000
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: The Emergency Command Center (ECC) at the RFOTC serves as the workspace for all of the OCFA’s emergency dispatch staff. As a 24/7/365 operation, the ECC includes living quarters for the on-duty ECC Battalion Chief, as well as kitchen, dayroom and restroom facilities.

This project will complete a renovation of the aging kitchen and dayroom areas while creating better access for the increased number of on-duty staff. The renovation may include but not be limited to flooring, cabinetry, appliances, plumbing fixtures, lighting and paint.

Project Status: The project is anticipated to be completed in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$200,000					\$200,000

Impact on Operating Budget: None anticipated.

DISPATCH OPERATIONS CENTER (DOC) UPDATE

Project Priority: B
Project Org: TBD
Project Total: \$60,000
Project Type: Facilities/Site Repair
Project Management: Property Management

Project Description: The Dispatch Operations Center (DOC) within the Emergency Communications Center at the RFOTC functions as a command and control center for emergency operations during a major emergency event. This project will complete an update of the center, and may include workstations, counsels, furnishings, flooring, appliances, and plumbing/electrical fixtures.

Project Status: The project is anticipated to be completed in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$60,000					\$60,000

Impact on Operating Budget: None anticipated.

HIGH-PRESSURE AIR BAGS

Project Priority: A
Project Org: P410
Project Total: \$55,000
Project Type: New Equipment
Project Management: Service Center

Project Description: This project will replace aging high-pressure airbags that have reached the end of their serviceable life. Priority is placed on truck companies. A small number of additional airbags are also needed for engines stationed in remote locations with a higher probability of traffic collisions, such as Ortega Highway.



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

Project Status: Purchase of equipment to occur in FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$55,000				\$55,000

Impact on Operating Budget: Minor maintenance and repair costs are anticipated after equipment warranty expiration.

BODY ARMOR REPLACEMENT

Project Priority: A
Project Org: P427
Project Total: Ongoing
Project Type: Service Replacement
Project Management: Service Center



Project Description: In late 2018 the OCFA took possession of new grant funded body armor that was distributed to our field personnel. Replacement of the body armor purchased with the grant will be replaced beginning in FY 2026/27.

Project Status: Purchase is scheduled to take place over various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$575,000	\$575,000	\$575,000	\$1,725,000

Impact on Operating Budget: No anticipated impact.

CHAINSAWS

Project Priority: A

Project Org: P432

Project Total: Ongoing

Project Type: Service Enhancement/Replacement

Project Management: Service Center

Project Description: The OCFA has 18 truck companies that are staffed daily to respond to emergencies throughout the county. Each of the truck companies has three chainsaws that are primarily used to provide ventilation on structure fires.



The replacement of these saws will allow OCFA to utilize some of the older, better condition saws as backup equipment and for training purposes.

Project Status: Purchase is scheduled to occur in FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$75,000				\$75,000

Impact on Operating Budget: No anticipated impact.

SELF-CONTAINED BREATHING APPARATUS (SCBA)

Project Priority: A
Project Org: TBD
Project Total: \$18,000,000
Project Type: Service Enhancement/Replacement
Project Management: Operations

Project Description: The OCFA’s Operations Department currently uses 833 Self-Contained Breathing Apparatus and has identified a need for service enhancement and replacement at the equipment’s 10-year use of life in FY 2023/24. The additional years the units remain in service will allow staff to perform a comprehensive needs analysis and prepare a Request for Proposal (RFP) to ensure that we procure the most current equipment that incorporates the latest in firefighter safety technology. Service enhancements will include increased temperature tolerance on the face-piece mask, clearer use of the heads-up display, increased visibility of the remote air use gauge, and a more ergonomic harness for the wearer.



The replacement SCBA equipment may require new and retrofitted support equipment for the Service Center, to include and not limited to compressors/air fill stations, building electrical/pneumatic upgrades, and service vehicle modifications or replacement. The budget requested includes the estimated costs of this support equipment and facility modifications.

The SCBA project budget is based on current need. Additional SCBA may be needed over the next three to five years in the event of expansion of the OCFA with additional fire stations and emergency personnel.

Project Status: Project is scheduled to take place in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$18,000,000					\$18,000,000

Impact on Operating Budget: No anticipated impact.

FIRE HOSE CLEANING EQUIPMENT

Project Priority: A
Project Org: TBD
Project Total: \$110,000
Project Type: New Equipment
Project Management: Service Center

Project Description: This project furthers the OCFA’s objective of safeguarding fire personnel from exposure to hazardous and potentially carcinogenic substances. Responses to fire incidents may result in unavoidable contamination of fire hose. Specialized equipment is necessary for the effective and safe removal of cancer contributing contaminants from fire hose while preventing excessive wear or damage.



Project Status: Purchase of equipment to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$110,000					\$110,000

Impact on Operating Budget: Minor maintenance and repair costs are anticipated after equipment warranty expiration.

APPARATUS ROPE AND RIGGING REPLACEMENT

Project Priority: A
Project Org: TBD
Project Total: \$250,000
Project Type: Replacement Equipment
Project Management: Service Center

Project Description: The equipment complement on OCFA Fire Apparatus includes ropes and rigging for use by rescue personnel for lowering/hoisting people to safety, rappelling in or out of areas with limited or perilous access, or hoisting equipment during emergencies. This project will replace the full complement of rope and rigging, which has reached the end of its useful life.



The replacement equipment has a service life of 10 years before requiring replacement.

Project Status: Purchase of equipment to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$250,000					\$250,000

Impact on Operating Budget: None

CARDIAC MONITORS/DEFIBRILLATORS

Project Priority: A
Project Org: P402
Project Total: Ongoing
Project Type: Service Replacement
Project Management: Emergency Medical Services

Project Description: The Orange County Emergency Medical Service has mandated that all Advanced Life Support (ALS) units carry a cardiac monitor/defibrillator. The service life for these highly technical and mission critical pieces of equipment is approximately six to eight years. Technology is changing rapidly and the OCFA should anticipate the need to replace the current inventory of cardiac monitors with new and updated versions beginning in FY 2024/25. This would be the seventh year of service on our current fleet of cardiac monitors.



The plan is to replace the current inventory of approximately 140 cardiac monitors with the latest model determined through an RFP process. The cost is an estimate based on the current value of monitors, the current number needed and inflation.

Project Status: Purchase to occur in FY 2024/25 and FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$1,500,000	\$4,300,000				\$5,800,000

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

TETANUS VACCINE BOOSTER

Project Priority: A

Project Org: P429

Project Total: \$121,000

Project Type: Service Replacement

Project Management: Emergency Medical Services

Project Description: The sworn employees of the Orange County Fire Authority need Tetanus boosters every ten years from the initial vaccination. The Tetanus vaccine helps prevent and protect the employees from infection by Clostridium tetani bacteria, a potentially deadly disease.

Project Status: Project to commence in FY 2028/29.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:					\$121,000	\$121,000

Impact on Operating Budget: No anticipated impact.

DUO-DOTE AUTO-INJECTORS

Project Priority: A
Project Org: P430
Project Total: Ongoing
Project Type: Service Replacement
Project Management: Emergency Medical Services

Project Description: The Orange County Fire Authority received a grant to purchase the initial inventory of Duo-Dote Auto-Injectors, and they will need to be replaced in FY 2026/27.



The Duo-Dote Auto-Injectors are used as an initial treatment of the symptoms of an organophosphorus insecticide or a chemical weapon nerve agent poisoning. They are used primarily to treat first responders but may also be used for victims of a chemical agent attack. This request will replace the current inventory with approximately 2,000 auto-injectors.

Project Status: Purchase to occur in FY 2026/27.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$280,000			\$280,000

Impact on Operating Budget: Potential replacement cost if used prior to expiration date.

AED PLUS

Project Priority: A
Project Org: TBD
Project Total: \$337,500
Project Type: Service Replacement
Project Management: Emergency Medical Services



Project Description: When cardiac arrest occurs, rapid treatment with an automated external defibrillator (AED) can save lives. The AED Plus device analyzes a heart rhythm and, when necessary, uses an electrical shock to restore normal rhythm. To facilitate immediate care, OCFA stocks AED Plus devices throughout RFOTC, in Operations’ staff vehicles, and in Division Chief or Battalion Chief staffed stations. There are 225 units in circulation that were purchased in 2017.

Every five to eight years, the AED Plus devices need replacement and recalibration, slotting replacement in FY 2025/26. EMS anticipates replacing these units through an RFP process. The \$1,500 per unit cost is an estimate based on the current price of the AED Plus devices, the current quantity needed and inflation.

Project Status: Project to commence in FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$337,500				\$337,500

Impact on Operating Budget: No anticipated impact.

CYANOKITS

Project Priority: A
Project Org: TBD
Project Total: Ongoing
Project Type: New Equipment
Project Management: Emergency Medical Services



Project Description: This project furthers the OCFA’s objective of safeguarding fire personnel and the public from exposure to suspected cyanide poisoning. Responses to fire incidents may result in unavoidable exposure to materials containing cyanide within close spaced fires where smoke is present. Specialized medication and equipment is necessary in providing lifesaving pre-hospital intervention of suspected cyanide poisoning in fire suppression personnel.

Project Status: Purchase of equipment to occur in FY 2025/26 and FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$45,000		\$45,000		\$90,000

Impact on Operating Budget: EMS medical supplies will be sequestered for use in concert with the Cyanokits. This represents a negligible sum and therefore will have little impact on the overall operating budget.

HAZMAT MONITORS

Project Priority: A
Project Org: P434
Project Total: Ongoing
Project Type: Replacement
Project Management: Operations

Project Description: The Hazardous Materials program under the OCFA’s Operations North currently administers AP4C hazardous threats monitoring units. These monitors are placed on both hazmat squads for the purpose of identifying toxic and hazardous atmospheres to ensure personnel safety. These devices are instrumental in compliance with the California Office of Emergency Services HAZMAT typing and Occupational Safety and Health Administration (OSHA) regulations on incidents involving nerve, blister, blood, and choking agents as well as toxic industrial chemicals.

The effective service live expectancy of current units will be reached by FY 2023/24. As these devices age, the cost of maintenance increases due to component replacement and the need for increased use of loaner equipment. With technological advances in detection devices, available replacement units may be more effective while fulfilling the Cal OES typing needs.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$85,000					\$85,000

Impact on Operating Budget: No anticipated impact.

EXTRICATION TOOLS

Project Priority: B
Project Org: TBD
Project Total: Ongoing
Project Type: Replacement
Project Management: Operations

Project Description: The tools utilized by OCFA emergency response personnel to assist with the extrication of victims involved in vehicle accidents require replacement at the end of their serviceable life. The tool sets currently equipped on each of the 18 truck companies, plus one backup set at the OCFA Service Center, were placed in service in 2017.



Currently, the set of extraction tools includes a Power unit, Spreader, Cutter, large and mini-Ram, and hydraulic hoses. This is subject to change based on approved recommendations by the OCFA Equipment Committee.

Project Status: Purchases to occur in various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:				\$475,000	\$475,000	\$950,000

Impact on Operating Budget: No anticipated impact.



Fund 123

Fire Stations &

Facilities



Fund 123: Fire Stations and Facilities

DESCRIPTION

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

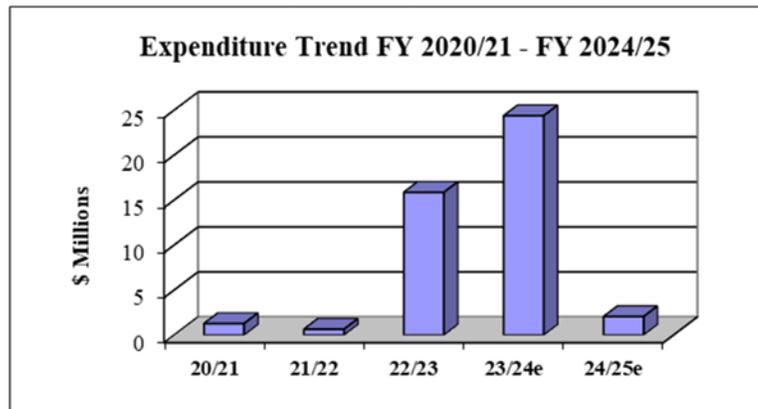
BUDGET

The total FY 2024/25 Budget is \$2,050,000.

HIGHLIGHTS

Projects budgeted in FY 2024/25 include \$1.2 million for personal protective equipment (PPE) cleaning facility and equipment, \$0.5 million for RFOTC 2nd emergency power generator, and \$0.2 million for RFOTC training grounds expansion and upgrade.

The chart shows the trend of actual expenditures for FY 2020/21 through FY 2022/23, and budgeted amounts for FY 2023/24 and FY 2024/25.



SIGNIFICANT CHANGES

There was very little significant activity in FY 2020/21 and FY 2021/22. Major projects originally budgeted in FY 2020/21 and FY 2021/22 were postponed to FY 2022/23 and FY 2023/24 due to the pandemic, supply chain delays and other timing issues.

IMPACT ON OPERATING BUDGET

The RFOTC training grounds upgrades will require \$40K per year in annual maintenance contract for the burn props. This future impact will be included in the General Fund budget.

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 123 - FIRE STATIONS AND FACILITIES
REVENUE AND EXPENDITURE SUMMARY
FY 2024/25 BUDGET**

	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Budget	% Change fr FY 2023/24 Budget
FUNDING SOURCES				
Intergovernmental	\$17,170,143	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	578,747	1,098,018	1,366,080	24.41%
Other	219,600	705,900	1,276,550	80.84%
Total Revenues & Other Financing Sources	17,968,490	1,803,918	2,642,630	46.49%
Operating Transfer In	-	2,000,000	-	-100.00%
Total Beginning Fund Balance	20,642,490	22,747,708	176,401	-99.22%
TOTAL AVAILABLE RESOURCES	\$38,610,981	\$26,551,626	\$2,819,031	-89.38%
EXPENDITURES				
Services & Supplies	\$803,192	-	-	-
Capital Outlay	15,060,080	24,375,225	2,050,000	-
Total Expenditures & Other Uses	15,863,273	24,375,225	2,050,000	-91.59%
Operating Transfer Out	-	2,000,000	-	-
Ending Fund Balance	22,747,708	176,401	769,031	335.96%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$38,610,981	\$26,551,626	\$2,819,031	-89.38%

INFRASTRUCTURE SECURITY ENHANCEMENTS

Project Priority: A
Project Org: P247
Project Total: \$2,013,927
Project Type: Facilities/Site Repair
Project Management: Property Management

Note: The sequencing of the security enhancements outlined herein are subject to potential timing changes, based on recommendations that may be provided by the Security Ad Hoc Committee.

Project Description: This project is comprised of multiple components to implement various security measures at RFOTC based on a report by a staff security advisory panel, and a security vulnerability assessment performed by the Orange County Intelligence Assessment Center (OCIAC) in November 2021.



The Board appointed Ad Hoc Security Committee report of recommendations, which took into account the OCIAC security assessment and recommendations from staff, included expansion of the Control Access/Video Surveillance system to fire stations, and various security related minor building modifications at RFOTC. Funding and implementation of these components of the infrastructure security enhancements project are planned for FY 2024/25 through 2028/29.

Separate but related projects completed or in process include enhanced contract physical security services at RFOTC, and a phone system upgrade with alerting capabilities.

Security enhancements provided by this project will add to existing features and systems which assist in safeguarding the OCFA staff and critical infrastructure.

Project Status: This project began in FY 2020/21 and will continue through FY 2028/29.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000	\$700,000

Impact on Operating Budget: Additional control access system maintenance contract costs will result after system expansion and expiration of manufacturer’s warranty.

RFOTC TRAINING GROUNDS EXPANSION AND UPGRADE

Project Priority: A

Project Org: P251

Project Total: \$7,625,000

Project Type: Facilities/Site Repair

Project Management: Property Management

Project Description: The RFOTC Training Grounds requires expansion and upgrade to accommodate OCFA's growth in recent years which has occurred since the grounds were originally constructed in 2004. The current tower was out of service greater than 50% of the time in FY 2016/17, and the service vendor struggled to find timely solutions. The live-burn training system, designed in 1992, is obsolete and no longer has repair parts available. Exacerbating the down time issues is the system design, where any one of seven burn prop failures renders the whole system inoperable.

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

To address these shortcomings, the project will be handled in stages.

- In FY 2019/20, classrooms were installed on the training grounds and supplied with temporary power.
- In FY 2023/24 and FY 2024/25, upgrades to the existing Training Grounds facilities will be completed, consisting of replacement of the Live Fire Props within the training tower, tower structure modifications necessary to accommodate the updated replacement props and other training scenarios, as well as extension and upgrade of electrical service.
- The project expansion phase is planned to begin in FY 2028/29, to include construction of a new three-story training tower, modification of existing and installation of additional training props, modification of the existing strip mall training prop, development the north end of the property, safety sensor system, and computer operating system in the current tower; replace the burn props; install permanent power to the classrooms; and expand power supply capabilities.

Project Status: Temporary classrooms were installed in FY 2019/20, and electrical improvements at the drill grounds and fire training structure improvements are in the design stage with construction anticipated to start in the summer/fall of 2024. An environmental study is in process for the FY 2028/29 improvements described above. Project will continue subject to plan reviews and approvals with the City of Irvine.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$150,000	\$150,000	\$150,000	\$150,000	\$5,000,000	\$5,600,000

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

SOLAR POWER AND EV CHARGING FACILITIES FOR RFOTC AND FIRE STATIONS

Project Priority: A
Project Org: P262
Project Total: \$1,000,000
Project Type: New Facilities
Project Management: Property Management



Project Description: This project is to initiate the feasibility, design, and installation of photovoltaic facilities, EV charging stations, and related equipment at OCFA facilities.

The anticipated first phase of this project will provide installation of charging stations for plug-in/hybrid non-emergency vehicles at the RFOTC. In addition, a consultant will be engaged to perform a feasibility study and cost/benefit analysis of solar energy systems at OCFA fire stations and RFOTC. Possible infrastructure could include roof-top panels, installation of carports with solar panels/EV charging ports, and battery storage for optimization of peak period energy use and alternative emergency power.



The budget is a preliminary estimate and may require revision as the project scope is further developed. A grant application has been submitted for EV charging facilities, which if awarded, will expand the scope of the project.

Project Status: The project is scheduled to commence in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$150,000	\$150,000	\$100,000	\$100,000		\$500,000

Impact on Operating Budget: Projects to be undertaken using this funding will be implemented based on their ability to 1) provide off-setting cost savings over time through reduced power and fuel costs, after taking into account all inclusive life-time cost of ownership, and 2) increase OCFA’s continuity of operations capabilities.

FIRE STATION 10 (YORBA LINDA) REMODEL/REPLACEMENT

Project Priority: A

Project Org: P503

Project Total: \$19,242,720

Project Type: Replacement Fire Station Construction

Project Management: Property Management

Project Description: This project contemplates planning, design, demolition, and replacement of Fire Station 10, constructed in 1972, along with the adjacent Old Fire Station 10, constructed in 1938. Both facilities currently occupy a combined site comprising 0.74 of an acre, anticipated to be exchanged for a replacement one acre site a quarter of a mile from the current station's location. The project will be consistent with a general renewal of Historic Old Town Yorba Linda currently in process with the City of Yorba Linda. The project includes all demolition of current sites; planning, design, and construction of a temporary fire station; grading and planning design; and construction of an approximately 15,000 square feet, two company, three apparatus bay fire station with added standard modules to support a Division Chief and a station training room.

Project Status: The project delivery is anticipated to be Design-Build. Historic Architectural Review has been completed, determining that in accordance with the California Environmental Quality Act, Station 10 has no historical significance and does not qualify for inclusion in the California Register of Historical Resources. Layouts of the new station have been completed and the base files are ready, enabling the Design Build Process to begin commensurate with the project budget in FY 2026/27.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$200,000	\$5,600,000	\$11,200,000	\$17,000,000

Impact on Operating Budget: Replacement of Fire Station 10 (Yorba Linda) will improve Division 4 operational control and service delivery, and lower current maintenance costs associated with older fire stations.

FIRE STATION 9 (MISSION VIEJO) REMODEL

Project Priority: A

Project Org: P536

Project Total: \$6,000,000

Project Type: Fire Station Remodel

Project Management: Property Management

Project Description: This project contemplates the comprehensive remodeling of Fire Station 9, constructed in 1974. The project will provide interior improvements including the dormitories, kitchen, and restroom facilities, and exterior renovation including roofing, painting, flatwork, ADA accessibility, and landscaping.

Project Status: Project design will commence in FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:				\$200,000	\$500,000	\$700,000

Impact on Operating Budget: Remodel and improvements to Fire Station 9 will improve the operational readiness of the station and lower current maintenance costs associated with older fire stations.

FIRE STATION 12 (LAGUNA WOODS) NEW CONSTRUCTION

Project Priority: A
Project Org: P553
Project Total: \$8,000,000
Project Type: New Fire Station Construction
Project Management: Property Management

Project Description: This project contemplates planning, design, and construction of new Fire Station 12 located in Laguna Woods. The station will house a crew of four safety personnel (three shifts), a front-line engine, as well as a relief engine. Additional features will include a communal office for supporting county services.



Project Status: The station design and layout concept have been prepared to determine the final station parameters and site configuration. Preparation of the design-build bid document is scheduled for FY 2026/27, for design and construction in FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$800,000	\$7,200,000		\$8,000,000

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

RFOTC 2ND EMERGENCY POWER GENERATOR

Project Priority: B
Project Org: TBD
Project Total: \$500,000
Project Type: Facilities/Site Repair
Project Management: Property Management

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

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



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

The budget is a preliminary estimate and may need revision as requirements are further developed.

Project Status: This purchase is scheduled to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$500,000					\$500,000

Impact on Operating Budget: Minor to moderate maintenance and repair costs are anticipated after warranty expiration.

PPE CLEANING FACILITY & EQUIPMENT

Project Priority: A
Project Org: TBD
Project Total: \$2,300,000
Project Type: New Equipment
Project Management: Service Center & Property Management



Project Description: This project furthers the OCFA’s objective of safeguarding fire personnel from exposure to hazardous and potentially carcinogenic substances. Responses to certain emergency incidents may result in unavoidable cancer contributing contamination of emergency personnel Personal Protective Equipment, including turnouts, SCBA gear, boots, gloves, etc.

A specialized, self-contained structure or improvement to an existing facility for the operation of current and future PPE and SCBA cleaning equipment is needed to ensure the immediate and ongoing availability of this gear for emergency personnel. This project is anticipated to include site preparation, PPE and SCBA cleaning equipment, utilities, and structure construction or modification.



Project Status: The project is anticipated to begin in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2027/28	5 Year Total
Budget:	\$1,150,000	\$1,150,000				\$2,300,000

Impact on Operating Budget: Minor to moderate maintenance and repair costs are anticipated after equipment warranty expiration.

FIRE STATION 23 (VILLA PARK) REMODEL

Project Priority: A
Project Org: TBD
Project Total: \$7,450,00
Project Type: Fire Station Remodel
Project Management: Property Management

Project Description: This project will provide the remodeling of Fire Station 23, constructed in 1961, and last remodeled in the year 2000. This 4,330 sq. ft. station remodel may include but is not limited to engineering/architectural design, interior improvements to dormitories, kitchen, and restroom facilities, and exterior renovation such as roofing, painting, flatwork, ADA accessibility, and landscaping.

Project Status: Conceptual design work on the project to commence in FY 2024/25 in preparation for future construction as a design-build project.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$50,000					\$50,000

Impact on Operating Budget: Remodel and improvements to Fire Station 23 will lower current maintenance costs associated with older fire stations.

BBQ SAFETY



A BBQ that is too close to items that can burn is a fire hazard. Here are a few tips to help you stay safe and avoid a grilling fire.



If you smell gas while cooking, immediately get away from the grill and call the fire department. Do not move the grill.



**Orange County
Fire Authority**

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



Grilling Safety Tips

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

Charcoal Grills

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

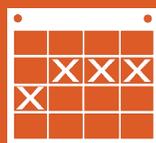
Propane Grills

- Check the gas tank hose for leaks before grilling.
- If your grill has a gas leak, get the grill serviced by a professional before using it again. If a leak occurs while grilling, call the fire department.
- If the flame goes out, turn the grill and gas off and wait at least 5 minutes before re-lighting it.

ON AVERAGE, THERE ARE 10,200 GRILLING FIRES PER YEAR



89%
started by gas grills



57%
occur May-Aug



160
injuries per year



\$123 MILLION
property damage



Fund 124

Communications

& Information

Systems



Fund 124: Communications & Information Systems

DESCRIPTION

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

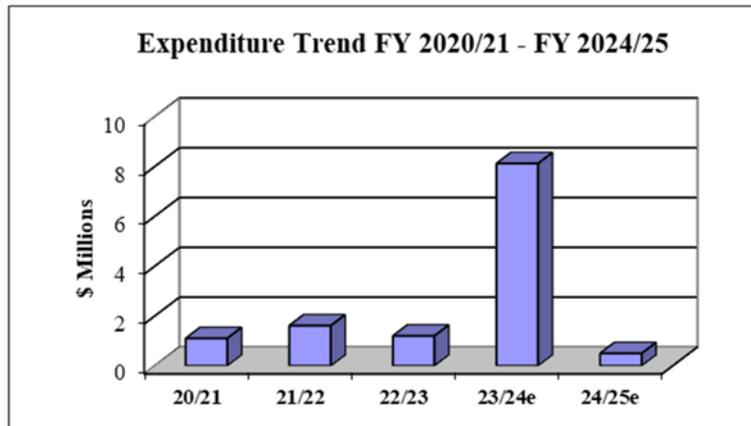
BUDGET

The total FY 2024/25 Budget is \$500,000.

HIGHLIGHTS

The FY 2024/25 Budget includes \$0.5 million for the EMS enterprise system development.

The chart shows the trend of actual expenditures for FY 2020/21 through FY 2022/23, and budgeted amounts for FY 2023/24 and FY 2024/25.



SIGNIFICANT CHANGES

Expenditures were lower than anticipated in FY 2020/21 and 2021/22 due to the pandemic and other timing issues, which resulted in major projects being shifted to FY 2023/24.

IMPACT ON OPERATING BUDGET

The EMS Enterprise System will impact the General Fund by approximately \$50,000 annually. This future impact will be included in the General Fund budget.

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS
REVENUE AND EXPENDITURE SUMMARY
FY 2024/25 BUDGET**

	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Budget	% Change fr FY 2023/24 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	174,245	276,974	304,753	10.03%
Other	156,502	-	-	-
Total Revenues & Other Financing Sources	330,747	276,974	304,753	10.03%
Operating Transfer In	4,500,000	4,500,000	400,000	-91.11%
Total Beginning Fund Balance	5,084,659	5,614,512	268,578	-95.22%
TOTAL AVAILABLE RESOURCES	\$9,915,406	\$10,391,486	\$973,331	-90.63%
EXPENDITURES				
Services & Supplies	\$68,973	-	-	-
Capital Outlay	1,134,318	8,122,908	500,000	-93.84%
Total Expenditures & Other Uses	1,203,291	8,122,908	500,000	-93.84%
Operating Transfer Out	3,097,603	2,000,000	-	-100.00%
Ending Fund Balance	5,614,512	268,578	473,331	76.24%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$9,915,406	\$10,391,486	\$973,331	-90.63%

ECC DISPATCHER CONSOLES

Project Priority: B
Project Org: TBD
Project Total: \$750,000
Project Type: Facilities/Site Repair
Project Management: Property Management



Project Description: The Emergency Communications Center (ECC) at the RFOTC serves as the primary workplace for all of the OCFA’s emergency dispatch staff. Each dispatcher is stationed at a workstation console, which houses the computer and communications technology needed for the performance of dispatcher duties.

This project will replace the aging dispatcher consoles in the ECC, and complete modifications to the ECC as needed to accommodate the replacement consoles.

Project Status: The project is anticipated to be completed in FY 2026/27.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$750,000			\$750,000

Impact on Operating Budget: No anticipated impact.

THEHIVE CLOUD UPGRADE

Project Priority: B

Project Org: TBD

Project Total: \$1,500,000

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: The OCFA intranet, TheHIVE, is a critical system/tool used by all OCFA departments and was last upgraded in 2015. It is highly integrated with many OCFA systems providing important data storage, reports, and workflows.



TheHIVE utilizes Microsoft SharePoint technology, and is hosted on-premises at the RFOTC. This project includes redesigning and upgrading the user interface and user experience (UI/UX) utilizing best practice design elements, and potentially migrating to hosting the application in the Cloud.

Primary goals of the project include improving usability, search accuracy, integrating with other OCFA systems, improving redundancy, and zero downtime. Because of the high level of integration of this project with many existing OCFA systems, this project is expected to be complex and will require multiple years to complete.

Project Status: Project to commence in FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:				\$750,000	\$750,000	\$1,500,000

Impact on Operating Budget: Application maintenance and licensing costs are largely included under the OCFA’s existing Microsoft Enterprise Agreement. Any increase in the agreement will be included in the Information Technology operating budget.

EMERGENCY MEDICAL SYSTEMS (EMS) ENTERPRISE SYSTEM

Project Priority: A

Project Org: P353

Project Total: \$3,250,000

Project Type: Application Replacement

Project Management: IT – Systems Development & Support

Project Description: This project is to replace and automate OCFA’s outdated and complicated mix of applications utilized to manage Emergency Medical Systems (EMS) activity, consisting of Microsoft Excel spreadsheets, SharePoint (OCFA – Intranet) InfoPath forms, and manual processes. The project’s objective is to deploy a modern enterprise-class computer solution that combines mobile web-compatible applications with a modern user interface. The desired solution will utilize commercial off the shelf Microsoft technology (Windows, .NET, SQL, etc.).

The new EMS enterprise-class computer system will manage all OCFA EMS activities including: tracking OCFA patient data, OCFA personnel immunizations, training and certification records; managing the inventory of OCFA controlled medications; managing EMS equipment; ensuring compliance with all applicable State and Federal EMS reporting and data exchange requirements including the California Health Information Exchange (HIE).

Staff estimates the project will require two to three years to complete, and consist of several phases including:

- 1) Utilize third-party subject matter experts to complete a needs analysis of the OCFA’s EMS technology requirements (currently in process)
- 2) Develop a Request for Proposal (RFP) for a formal solicitation of an EMS enterprise computer system technology that will meet the needs of the EMS section.
- 3) Develop and implement the new EMS enterprise system.

Project Status: Project began in FY 2022/23. The project budget for FY 2024/25 will provide development of the enterprise application scope, which when determined will result in a refined total project cost estimate.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$500,000					\$500,000

Impact on Operating Budget: Application maintenance/licensing costs cannot be determined at this time, but are expected to have an impact on the operating budget following implementation of the project in FY 2024/25.

INFORMATION TECHNOLOGY HELP DESK MANAGEMENT APPLICATION

Project Priority: B

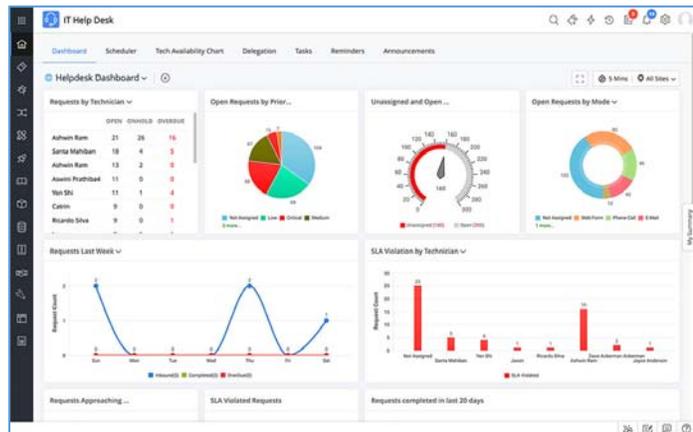
Project Org: TBD

Project Total: \$250,000

Project Type: Software Application

Project Management: IT – Communications & IT Infrastructure

Project Description: This project will provide a unified, consolidated solution for processing and management of Information Technology support requests. Currently, multiple non-integrated systems are used by OCFA to receive and track end-user support requests, depending on the source and nature of the request, resulting in inefficient management of IT support services and challenges for end users.



The project scope will include the purchase of software, supporting hardware, implementation and training services resulting in a single source solution for end user support requests, request routing and prioritization, tracking, and help desk services management tools.

Project Status: Project scheduled to commence in FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:				\$250,000		\$250,000

Impact on Operating Budget: No anticipated impact.

PROPERTY MANAGEMENT APPLICATION

Project Priority: A

Project Org: TBD

Project Total: \$350,000

Project Type: Computer Application Purchase and Implementation

Project Management: IT - Systems Development & Support

Project Description: This project is for the purchase and implementation of an application for use by Property Management. The expectation is to purchase a commercial off-the-shelf (COTS) Microsoft technology solution specifically developed for use by property management departments with modules for work order processing and management, preventative/recurring maintenance management and scheduling, budgeting, vendor management and procurement, as well as fixed asset and equipment management, and integration with OCFA’s existing implementation of AssetWorks.

The project objective is to develop and sustain a highly strategic approach to managing OCFA’s numerous facilities and equipment, including fire station buildings, HVAC systems, emergency power generators, and major appliances, to name a few. This will include optimized procurement of contract services and replacement equipment, and improve the accuracy of both the Property Management annual operating budget and the five-year Capital Improvement Plan (CIP).



The project budget includes software licensing, implementation consulting services, and training.

Project Status: Purchase to occur in FY 2026/27.

Fiscal Year:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$350,000			\$350,000

Impact on Operating Budget: Annual software support and licensing fees are estimated at \$25,000.

ENTERPRISE RESOURCE PLANNING (ERP) AND WORKFORCE MANAGEMENT – TIME & ATTENDANCE (WM-TM) SYSTEMS

Project Priority: A

Project Org: TBD

Project Total: \$12,650,000

Project Type: Application Replacement

Project Management: Business Services Department in collaboration with Operations (Manpower), IT (Systems Development & Support) and the Human Resources Departments

Project Description: The OCFA seeks a fully integrated Enterprise Resource Planning (ERP) and Workforce Management – Time & Attendance (WM-TM) application(s). The current HRMS/Payroll Finance ERP and separate Timekeeping/Staffing systems have been in use for over 20 years.

The ERP solution for the Business Services Department would perform all of the OCFA’s business functions, inclusive of general accounting, accounts receivable, accounts payable, purchasing, budgeting, HRMS/payroll, and provide intuitive reporting, dashboards, and other functionality to enhance productivity, create efficiencies, and streamline manual business processes. The objective of the Time and Attendance application is to meet all operational requirements necessary to perform emergency personnel constant staffing consistent with the OCFA’s standard operating procedures (SOPs) and employee Memorandum of Understanding labor agreements (MOUs), while being capable of fully integrating with the Enterprise Resource System. The final outcome may entail separate proposals for the ERP and Time & Attendance applications, or a single vendor, combined solution.

In 2023, an independent consultant Staffing Application Needs Assessment study was completed, which recommended project objectives and a path toward implementation. Among the possible multiple approaches for meeting the stated objectives, the report recommended that the OCFA prepare to replace its existing Emergency Operations Staffing and Timekeeping applications with a Commercial Off-The-Shelf (COTS) system. Due to the specific and potentially unique operational requirements of the OCFA, and its current practices for managing its staffing/timekeeping applications, this undertaking is expected to require a hybrid solution consisting of a COTS solution, augmented with the commercial vendor’s customization as needed to meet OCFA’s MOU and staffing-related Standard Operating Procedures.

This project is expected to include the following phases:

1. Full needs analysis of the current systems and technology utilized by the OCFA’s Business Services Department, Operations, and Human Resources Departments.
2. Development of a Request for Information (RFI).
3. Vendor/technology selection and contract negotiations.
4. Implementation of the new ERP solution.

Project Status: The project is scheduled to start in FY 2023/24 with issuance of an RFI.

Fund 124 Communications and Information Systems

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$400,000	\$3,500,000	\$3,500,000	\$7,400,000
ERP			\$250,000	\$500,000	\$3,500,000	\$4,250,000
WM-TM			\$150,000	\$3,000,000		\$3,150,000

Impact on Operating Budget: Annual maintenance/license costs are estimated to be 10% - 15% of initial system cost and are anticipated to be comparable with existing system annual costs.

FIREFIGHTER INITIATIVE TRACKING SYSTEM

Project Priority: A

Project Org: TBD

Project Total: \$1,200,000

Project Type: Safety Technology - Equipment and Software

Project Management: IT Communications & Infrastructure

Project Description: Firefighter tracking systems improve first-responder safety by monitoring the whereabouts of fire and EMS crews during an emergency and assist with making emergency management decisions. The OCFA does not currently have this technology.

The project scope will include but not be limited to the purchase of tracking system equipment, software, supporting hardware, implementation, and training.

Project Status: Project to begin in FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$1,200,000				\$1,200,000

Impact on Operating Budget: Ongoing system subscription, maintenance and repair costs will result from the addition of this technology.



Fund 133

Fire Apparatus



Fund 133: Fire Apparatus

DESCRIPTION

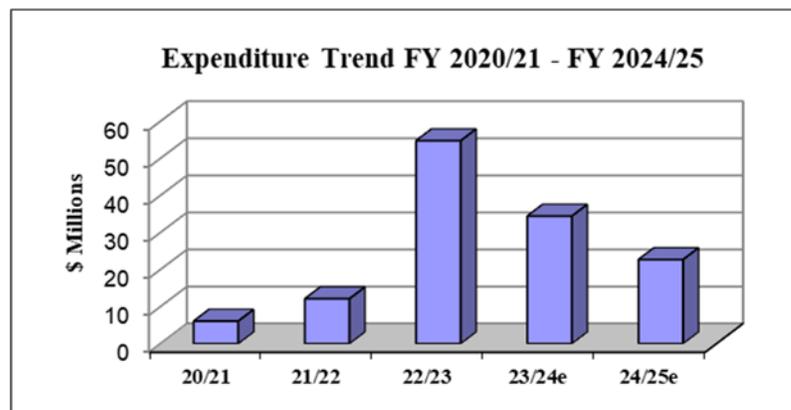
This fund is a capital projects fund used for the planned acquisition, improvement, or replacement of fire apparatus, including vehicles, trailers and helicopters. Funding sources for this fund include operating transfers from the General Fund, contributions from cash contract member cities, grants, and proceeds from lease purchase agreements.

BUDGET

The total FY 2024/25 Budget is \$22,719,880.

HIGHLIGHTS

The budget includes replacement of emergency and support vehicles based on the Twenty-Year Vehicle Replacement Plan. Emergency vehicles scheduled for purchase in FY 2024/25 include three fire trucks (\$9.0M), three type 1 engines (\$3.9M), 8 full size SUV/pickup vehicles (\$0.6M), and four investigator trucks (\$0.3M).



The chart shows the trend of actual expenditures for FY 2020/21 through FY 2022/23, and budgeted amounts for FY 2023/24 and FY 2024/25.

SIGNIFICANT CHANGES

Expenditures in FY 2020/21 & FY 2021/22 were less than originally budgeted due to supply chain issues. As a result, many vehicle purchases were moved to later years which resulted in large increases in FY 2022/23 and FY 2023/24.

IMPACT ON OPERATING BUDGET

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

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 133 - FIRE APPARATUS
REVENUE AND EXPENDITURE SUMMARY
FY 2024/25 BUDGET**

	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Budget	% Change fr FY 2023/24 Budget
FUNDING SOURCES				
Intergovernmental	-	-	-	-
Charges for Current Services	1,749,288	1,893,746	1,963,179	3.67%
Use of Money and Property	868,385	1,297,474	1,547,187	19.25%
Issuance of Long-Term Debt	57,882,120	-	-	-
Other	831,983	2,100,000	592,000	-71.81%
Total Revenues & Other Financing Sources	61,331,777	5,291,220	4,102,366	-22.47%
Operating Transfer In	9,442,226	13,218,201	18,737,108	41.75%
Total Beginning Fund Balance	1,559,406	17,551,571	182,553	-98.96%
TOTAL AVAILABLE RESOURCES	\$72,333,409	\$36,060,992	\$23,022,027	-36.16%
EXPENDITURES				
Services & Supplies	\$141,519	\$5,947,825	\$4,933,000	-17.06%
Capital Outlay	54,640,319	28,498,666	17,786,880	-37.59%
Total Expenditures & Other Uses	54,781,838	34,446,491	22,719,880	-34.04%
Operating Transfer Out	-	1,431,948	-	-100.00%
Ending Fund Balance	17,551,571	182,553	302,147	65.51%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$72,333,409	\$36,060,992	\$23,022,027	-36.16%

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 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Year Total
EMERGENCY VEHICLES								
Air Utility Vehicle								
5415	Air Utility Vehicle	Operations	-	-	714,470	-	-	714,470
Battalion Utility Vehicle								
3659	Battalion Utility	Operations	-	-	112,410	-	-	112,410
3652	Battalion Utility	Operations	-	-	112,410	-	-	112,410
3653	Battalion Utility	Operations	-	-	112,410	-	-	112,410
3654	Battalion Utility	Operations	-	-	112,410	-	-	112,410
3648	Battalion Utility	Operations	-	-	112,410	-	-	112,410
3649	Battalion Utility	Operations	-	-	112,410	-	-	112,410
3646	Battalion Utility	Operations	-	-	-	119,110	-	119,110
3655	Battalion Utility	Operations	-	-	-	119,110	-	119,110
3645	Battalion Utility	Operations	-	-	-	119,110	-	119,110
3650	Battalion Utility	Operations	-	-	-	119,110	-	119,110
3651	Battalion Utility	Operations	-	-	-	119,110	-	119,110
3647	Battalion Utility	Operations	-	-	-	119,110	-	119,110
Compressed Air Foam System Patrol Vehicle - Type 6								
3684	CAFS-Patrol Veh. - Type 6	Operations	-	-	203,960	-	-	203,960
3686	CAFS-Patrol Veh. - Type 6	Operations	-	-	203,960	-	-	203,960
3687	CAFS-Patrol Veh. - Type 6	Operations	-	-	203,960	-	-	203,960
3689	CAFS-Patrol Veh. - Type 6	Operations	-	-	203,960	-	-	203,960
3690	CAFS-Patrol Veh. - Type 6	Operations	-	-	203,960	-	-	203,960
3796	CAFS-Patrol Veh. - Type 6	Operations	-	-	203,960	-	-	203,960
3798	CAFS-Patrol Veh. - Type 6	Operations	-	-	203,960	-	-	203,960
3683	CAFS-Patrol Veh. - Type 6	Operations	-	-	-	214,700	-	214,700
3685	CAFS-Patrol Veh. - Type 6	Operations	-	-	-	214,160	-	214,160
3795	CAFS-Patrol Veh. - Type 6	Operations	-	-	-	214,160	-	214,160
3797	CAFS-Patrol Veh. - Type 6	Operations	-	-	-	214,160	-	214,160
Engine - Type I								
5216	Engine - Type I	Operations	1,306,270	-	-	-	-	1,306,270
5154	Engine - Type I	Operations	1,306,270	-	-	-	-	1,306,270
5155	Engine - Type I	Operations	1,306,270	-	-	-	-	1,306,270
5243	Engine - Type I	Operations	-	1,371,600	-	-	-	1,371,600
5242	Engine - Type I	Operations	-	1,371,600	-	-	-	1,371,600
5262	Engine - Type I	Operations	-	1,371,600	-	-	-	1,371,600
5183	Engine - Type I	Operations	-	1,371,600	-	-	-	1,371,600
5267	Engine - Type I	Operations	-	1,371,600	-	-	-	1,371,600
5182	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5190	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5266	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5181	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5162	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5163	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5165	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5166	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5171	Engine - Type I	Operations	-	-	1,440,180	-	-	1,440,180
5170	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5184	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5185	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5188	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5186	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5189	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5191	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5288	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5287	Engine - Type I	Operations	-	-	-	1,659,600	-	1,659,600
5286	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
5295	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
5291	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600

FY 2024/25 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 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Year Total
5192	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
5290	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
5289	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
5284	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
5298	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
5283	Engine - Type I	Operations	-	-	-	-	1,742,600	1,742,600
Engine - Type III								
5140	Engine - Type III	Operations	-	1,260,000	-	-	-	1,260,000
5142	Engine - Type III	Operations	-	1,260,000	-	-	-	1,260,000
5144	Engine - Type III	Operations	-	-	1,323,000	-	-	1,323,000
5146	Engine - Type III	Operations	-	-	1,323,000	-	-	1,323,000
5145	Engine - Type III	Operations	-	-	-	1,389,000	-	1,389,000
5141	Engine - Type III	Operations	-	-	-	1,389,000	-	1,389,000
5150	Engine - Type III	Operations	-	-	-	-	1,458,600	1,458,600
5148	Engine - Type III	Operations	-	-	-	-	1,458,600	1,458,600
SUV/Pickup, Full Size, 2x4 or 4x4								
TBD	Full-Size 4-Door 4x4	Executive Mgmt	84,900	-	-	-	-	84,900
TBD	Full-Size 4-Door 4x4	Executive Mgmt	84,900	-	-	-	-	84,900
2147	SUV Full-Size 4-Door 4x4	Pool	80,000	-	-	-	-	80,000
2142	SUV Full-Size 4-Door 4x4	Pool	80,000	-	-	-	-	80,000
2180	SUV Full Size 4x4	US&R	80,000	-	-	-	-	80,000
2181	SUV Full Size 4x4	US&R	80,000	-	-	-	-	80,000
2323	SUV Full Size 4x4	Operations	50,000	-	-	-	-	50,000
2322	SUV Full Size 4x4	Ops Support	50,000	-	-	-	-	50,000
2331	SUV Full Size 4x4	Operations	-	-	85,000	-	-	85,000
2327	SUV Full Size 4x4	Operations	-	-	-	85,500	-	85,500
Heavy Wrecker								
TBD	Heavy Wrecker	Operations	-	750,000	-	-	-	750,000
Investigator Truck 3/4 Ton Minimum								
3028	Pickup Utility 3/4 Ton	Operations	65,000	-	-	-	-	65,000
3665	Pickup Utility 3/4 Ton	Operations	65,000	-	-	-	-	65,000
3666	Pickup Utility 3/4 Ton	Operations	65,000	-	-	-	-	65,000
3667	Pickup Utility 3/4 Ton	Operations	65,000	-	-	-	-	65,000
3656	Pickup Utility 3/4 Ton	Operations	-	-	72,000	-	-	72,000
Paramedic Squad Vehicle								
3663	Paramedic Squad	Operations	-	290,560	-	-	-	290,560
3664	Paramedic Squad	Operations	-	290,560	-	-	-	290,560
3660	Paramedic Squad	Operations	-	290,560	-	-	-	290,560
Pickup Utility 3/4-1 Ton Minimum								
3030	Pickup Utility 3/4 Ton	Special Ops/Air Ops	67,200	-	-	-	-	67,200
2022	Pickup Utility 3/4 Ton	Crews/Equipment	-	-	-	50,000	-	50,000
2023	Pickup Utility 3/4 Ton	Operations	-	-	-	50,000	-	50,000
2024	Pickup Utility 3/4 Ton	Operations	-	-	-	50,000	-	50,000
2025	Pickup Utility 3/4 Ton	US&R-Canine	-	-	-	50,000	-	50,000
2026	Pickup Utility 3/4 Ton	US&R-Canine	-	-	-	50,000	-	50,000
2027	Pickup Utility 3/4 Ton	Pool	-	-	-	50,000	-	50,000
Tractor								
FTR4	Tractor	Operations	-	-	-	200,000	-	200,000
Truck (TBD by Apparatus Committee)								
5238	Truck	Operations	3,000,000	-	-	-	-	3,000,000
5237	Truck	Operations	3,000,000	-	-	-	-	3,000,000
5236	Truck	Operations	3,000,000	-	-	-	-	3,000,000
5273	Truck	Operations	-	3,150,000	-	-	-	3,150,000
5271	Truck	Operations	-	3,150,000	-	-	-	3,150,000

**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 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Year Total
5270	Truck	Operations	-	3,150,000	-	-	-	3,150,000
5272	Truck	Operations	-	3,150,000	-	-	-	3,150,000
5276	Truck	Operations	-	3,150,000	-	-	-	3,150,000
5277	Truck	Operations	-	-	3,307,500	-	-	3,307,500
5280	Truck	Operations	-	-	3,307,500	-	-	3,307,500
5279	Truck	Operations	-	-	3,307,500	-	-	3,307,500
5274	Truck	Operations	-	-	3,307,500	-	-	3,307,500

Total Emergency Vehicles **13,835,810 26,749,680 31,811,270 19,871,740 18,600,600 110,869,100**

USAR / GRANT / DONATION FUNDED VEHICLES

Utility Task Vehicle (UTV)								
	Utility Task Vehicle	City of Irvine	35,000	-	-	-	-	35,000
UTV Transport Trailer								
	UTV Trailer	City of Irvine	7,000	-	-	-	-	7,000
3/4 Ton Pickup								
	Pickup Utility Heavy Duty	City of Irvine	125,000	-	-	-	-	125,000
	Pickup Utility Heavy Duty	City of Irvine	125,000	-	-	-	-	125,000
Heavy Duty Truck/Tractor								
NEW	Pickup Utility Heavy Duty	US&R	300,000	-	-	-	-	300,000

Total Grant Funded Vehicles **592,000 - - - - 592,000**

SUPPORT VEHICLES

Utility Task Vehicle (UTV)								
NEW	New	Crews/Equipment	38,000	-	-	-	-	38,000
NEW	New	Crews/Equipment	38,000	-	-	-	-	38,000
IMT Trailer								
NEW	IMT Trailer	IMT	130,000	-	-	-	-	130,000
HazMat Trailer								
NEW	Hazmat Trailer	Hazmat	40,000	-	-	-	-	40,000
UTV Trailer								
NEW	UTV Trailer	Crews/Equipment	6,500	-	-	-	-	6,500
NEW	UTV Trailer	Crews/Equipment	6,500	-	-	-	-	6,500
Hazmat Utility Truck								
NEW	Hazmat Utility Truck	Hazmat	145,000	-	-	-	-	145,000
Boom Lift								
9630	Boom Lift Truck	Training	150,000	-	-	-	-	150,000
Floor Scrubber								
FFS1	Floor Scrubber	Special Ops/Air Ops	50,000	-	-	-	-	50,000
Forklift								
FFL5	Forklift	Crews/Equipment	52,500	-	-	-	-	52,500
Fuel Tender Vehicle								
NEW	New	Air Ops	200,000	-	-	-	-	200,000
Sedan/SUV Mid-to-Full Size Hybrid/Electric								
1000	Mid-Size 4-Door/Hybrid	Pool	-	-	-	75,000	-	75,000
1001	Mid-Size 4-Door/Hybrid	Pool	-	-	-	75,000	-	75,000

FY 2024/25 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 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Year Total
SUV/Pickup/Crossover Mid-Size 1/2 to One Ton								
2171	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
2173	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
2176	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
2304	Mid-Size Vehicle 1/2 Ton	CRR/Fire Prevention	53,030	-	-	-	-	53,030
2309	Mid-Size Vehicle 1/2 Ton	CRR/P&D	53,030	-	-	-	-	53,030
2312	Mid-Size Vehicle 1/2 Ton	CRR/P&D	53,030	-	-	-	-	53,030
3111	Mid-Size Vehicle 1/2 Ton	Corp Comm/CE	53,030	-	-	-	-	53,030
3113	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3114	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3115	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3116	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3117	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3118	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3120	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3121	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3124	Mid-Size Vehicle 1/2 Ton	CRR	53,030	-	-	-	-	53,030
3127	Mid-Size Vehicle 1/2 Ton	Operations	53,030	-	-	-	-	53,030
3130	Mid-Size Vehicle 1/2 Ton	Operations	53,030	-	-	-	-	53,030
3133	Mid-Size Vehicle 1/2 Ton	EMS	53,030	-	-	-	-	53,030
3137	Mid-Size Vehicle 1/2 Ton	Operations	53,030	-	-	-	-	53,030
2175	Mid-Size Vehicle 1/2 Ton	CRR	-	55,680	-	-	-	55,680
2306	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	55,680	-	-	-	55,680
2340	Mid-Size Vehicle 1/2 Ton	Corp Comm/CAPA	-	55,680	-	-	-	55,680
3119	Mid-Size Vehicle 1/2 Ton	CRR	-	55,680	-	-	-	55,680
3138	Mid-Size Vehicle 1/2 Ton	ECC	-	55,680	-	-	-	55,680
3139	Mid-Size Vehicle 1/2 Ton	Operations	-	55,680	-	-	-	55,680
2000	Mid-Size Vehicle 1/2 Ton	CRR/Pre-Fire	-	55,680	-	-	-	55,680
2001	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	55,680	-	-	-	55,680
2002	Mid-Size Vehicle 1/2 Ton	CRR/Pre-Fire	-	55,680	-	-	-	55,680
2003	Mid-Size Vehicle 1/2 Ton	CRR/Pre-Fire	-	55,680	-	-	-	55,680
2004	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	55,680	-	-	-	55,680
2005	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	55,680	-	-	-	55,680
2006	Mid-Size Vehicle 1/2 Ton	CRR/Pre-Fire	-	55,680	-	-	-	55,680
2007	Mid-Size Vehicle 1/2 Ton	EMS	-	55,680	-	-	-	55,680
3112	Mid-Size Vehicle 1/2 Ton	CRR	-	-	58,460	-	-	58,460
3134	Mid-Size Vehicle 1/2 Ton	Operations	-	-	58,460	-	-	58,460
3140	Mid-Size Vehicle 1/2 Ton	EMS	-	-	58,460	-	-	58,460
3468	Mid-Size Vehicle 1/2 Ton	Logistics/Fleet	-	-	58,460	-	-	58,460
2008	Mid-Size Vehicle 1/2 Ton	CRR/Pre-Fire	-	-	58,460	-	-	58,460
2009	Mid-Size Vehicle 1/2 Ton	Pool Vehicle	-	-	58,460	-	-	58,460
2010	Mid-Size Vehicle 1/2 Ton	EMS	-	-	58,460	-	-	58,460
2172	Mid-Size Vehicle 1/2 Ton	CRR	-	-	-	61,380	-	61,380
2305	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	61,380	-	61,380
2307	Mid-Size Vehicle 1/2 Ton	CRR/Wildfire	-	-	-	61,380	-	61,380
2308	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	61,380	-	61,380
2310	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	61,380	-	61,380
2311	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	61,380	-	61,380
2313	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	61,380	-	61,380
2314	Mid-Size Vehicle 1/2 Ton	CRR/Field Services	-	-	-	61,380	-	61,380
2315	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	61,380	-	61,380
3142	Mid-Size Vehicle 1/2 Ton	Ops Support	-	-	-	61,380	-	61,380
4102	Mid-Size Vehicle 1/2 Ton	Corp Comm/CE	-	-	-	61,380	-	61,380
2011	Mid-Size Vehicle 1/2 Ton	Pool Vehicle	-	-	-	61,380	-	61,380
2012	Mid-Size Vehicle 1/2 Ton	Pool Vehicle	-	-	-	61,380	-	61,380
2013	Mid-Size Vehicle 1/2 Ton	EMS	-	-	-	61,380	-	61,380
2014	Mid-Size Vehicle 1/2 Ton	Logistics/Prop Mgmt	-	-	-	61,380	-	61,380
2015	Mid-Size Vehicle 1/2 Ton	Pool Vehicle	-	-	-	61,380	-	61,380
2016	Mid-Size Vehicle 1/2 Ton	CRR/Pre-Fire	-	-	-	61,380	-	61,380
2017	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	61,380	-	61,380
2018	Mid-Size Vehicle 1/2 Ton	Corp Comm/CAPA	-	-	-	61,380	-	61,380
2019	Mid-Size Vehicle 1/2 Ton	Corp Comm/CAPA	-	-	-	61,380	-	61,380
2020	Mid-Size Vehicle 1/2 Ton	Corp Comm/CAPA	-	-	-	61,380	-	61,380
2021	Mid-Size Vehicle 1/2 Ton	Corp Comm/CAPA	-	-	-	61,380	-	61,380

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 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	5-Year Total
3136	Mid-Size Vehicle 1/2 Ton	OPS Training & Support	-	-	-	-	64,500	64,500
2160	Mid-Size Vehicle 1/2 Ton	CRR	-	-	-	-	64,500	64,500
3125	Mid-Size Vehicle 1/2 Ton	Operations	-	-	-	-	64,500	64,500
3126	Mid-Size Vehicle 1/2 Ton	Operations	-	-	-	-	64,500	64,500
3128	Mid-Size Vehicle 1/2 Ton	Operations	-	-	-	-	64,500	64,500
3129	Mid-Size Vehicle 1/2 Ton	Operations	-	-	-	-	64,500	64,500
3131	Mid-Size Vehicle 1/2 Ton	Operations	-	-	-	-	64,500	64,500
3132	Mid-Size Vehicle 1/2 Ton	Operations	-	-	-	-	64,500	64,500
3141	Mid-Size Vehicle 1/2 Ton	Operations	-	-	-	-	64,500	64,500
2109	Mid-Size Vehicle 1/2 Ton	Pool Vehicle	-	-	-	-	64,500	64,500
2110	Mid-Size Vehicle 1/2 Ton	Logistics/Prop Mgmt	-	-	-	-	64,500	64,500
2111	Mid-Size Vehicle 1/2 Ton	CRR/Pre-Fire	-	-	-	-	64,500	64,500
2112	Mid-Size Vehicle 1/2 Ton	Pool Vehicle	-	-	-	-	64,500	64,500
2113	Mid-Size Vehicle 1/2 Ton	Corp Comm/CAPA	-	-	-	-	64,500	64,500
2114	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	64,500	64,500
2115	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	64,500	64,500
2116	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	64,500	64,500
2117	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	64,500	64,500
2118	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	64,500	64,500
2119	Mid-Size Vehicle 1/2 Ton	CRR/P&D	-	-	-	-	64,500	64,500
NEW	Mid-Size Vehicle 1/2 Ton	Admin Captains	83,110	-	-	-	-	83,110
SUV/Pickup, Full Size, 2x4 or 4x4								
3050	Pick-up HD Tire Trk	Logistics/Fleet Services	100,000	-	-	-	-	100,000
2359	SUV Full Size 4x4	Investigations	75,000	-	-	-	-	75,000
2337	SUV Full Size 4x4	EPAC	-	-	-	-	90,000	90,000
2338	SUV Full Size 4x4	CRR/Pre-Fire	-	-	-	-	90,000	90,000
2342	SUV Full Size 4x4	Pool	-	-	-	-	90,000	90,000
2339	SUV Full Size 4x4	Logistics/Prop Mgmt	-	-	-	-	90,000	90,000
3143	SUV Full-Size 4x4	CRR/Pre-Fire	-	109,280	-	-	-	109,280
Pickup Reg./Crew Cab 3/4 Ton Minimum								
3334	Pickup Utility 3/4 Ton	Special Ops/US&R 12	126,880	-	-	-	-	126,880
Service Truck - Light								
NEW	Service Truck - Light	Logistics/Fleet	217,480	-	-	-	-	217,480
NEW	Service Truck - Light	Logistics/Fleet	-	228,350	-	-	-	228,350
NEW	Service Truck - Light	Logistics/Fleet	-	-	239,770	-	-	239,770
NEW	Service Truck - Light	Logistics/Fleet	-	-	-	251,800	-	251,800
NEW	Service Truck - Light	Logistics/Fleet	-	-	-	-	264,400	264,400
Van-Transit								
4103	Transit Connect	CRR/Plan Dev	-	47,300	-	-	-	47,300
4328	Transit Connect	CRR/Plan Dev	-	47,300	-	-	-	47,300
4329	Transit Connect	EMS	-	47,300	-	-	-	47,300
4330	Transit Connect	EMS	-	47,300	-	-	-	47,300
4331	Transit Connect	EMS	-	47,300	-	-	-	47,300
4332	Transit Connect	EMS	-	47,300	-	-	-	47,300
4333	Transit Connect	EMS	-	47,300	-	-	-	47,300
4334	Transit Connect	EMS	-	47,300	-	-	-	47,300
Total Support Vehicles			2,519,570	1,495,550	648,990	1,752,160	1,914,400	8,330,670
TOTAL VEHICLES			\$16,947,380	\$28,245,230	\$32,460,260	\$21,623,900	\$20,515,000	\$119,791,770

AIR UTILITY VEHICLE (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The air utility vehicle brings to the fire scene a cache of self-contained breathing apparatus and air cylinders. It also provides on-scene lighting. This apparatus has a built-in compressor that can fill the self-contained breathing apparatus cylinders at the emergency scene. This project is for the replacement of one air utility vehicle in FY 2026/27.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2026/27.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$714,470			\$714,470

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

BATTALION UTILITY VEHICLE (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: Each of the ten battalions is assigned a utility vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for the replacement of six units in FY 2026/27, and six additional units in FY 2027/28.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2026/27 and FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$674,460	\$714,660		\$1,389,120

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost is estimated at \$2,000 per unit.

COMPRESSED AIR FOAM SYSTEM (CAFS) PATROL VEHICLE – TYPE 6 (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

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



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2026/27 and 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:			\$1,427,720	\$857,180		\$2,284,900

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

ENGINE – TYPE I (EMERGENCY)

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



Project Description: The Type I engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units.

Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for Type I engines are 12 years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchases to occur annually.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$3,918,810	\$6,858,000	\$12,961,620	\$14,936,400	\$15,683,400	\$54,358,230

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

ENGINE – TYPE III (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services



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

Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$2,520,000	\$2,646,000	\$2,778,000	\$2,917,200	\$10,861,200

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

SUV/PICKUP, FULL SIZE, 2X4 OR 4X4 (EMERGENCY)

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



Project Description: The full-size SUV or Pickup vehicle is used by various departments. This project is for the purchase of 10 new vehicles over the next four years.

Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$589,800		\$85,000	\$85,500		\$760,300

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

HEAVY WRECKER (EMERGENCY)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The Heavy Wrecker is a specialized apparatus for use during significant or “over the side” traffic collisions. The unit is equipped with a boom lift, and carries vehicle accident rescue and extraction equipment.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: This vehicle may be acquired as new or used, with purchase to occur in FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$750,000				\$750,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. The annual maintenance cost for this vehicle is estimated at \$7,500 to \$10,000 annually.

INVESTIGATOR TRUCK ¾ TON (EMERGENCY)

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



Project Description: The Investigator Truck is a pickup utility ¾ ton (minimum) unmarked unit that is used for daily operations in the investigations section and for undercover operations when needed.

Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$260,000		\$72,000			\$332,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

PARAMEDIC SQUAD VEHICLE (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: This unit carries a full complement of advanced life support (ALS) paramedic equipment. This project is for the replacement of three paramedic squads in FY 2025/26.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur in FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$871,680				\$871,680

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

PICKUP UTILITY ¾ -1 TON (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement and Additions

Project Management: Fleet Services

Project Description: The pickup utility ¾ ton unit is used by Operations as a support vehicle.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2024/25 and FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$67,200			\$300,000		\$367,200

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget.

TRACTOR (EMERGENCY)

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The tractor is used by support personnel to transport utility and equipment trailers to various locations, including command centers during emergency events.



The current unit has reached the end of its serviceable life due to age and use and requires replacement.

Future replacement is based on the following criteria:

- Actual hours of the vehicle
- Actual years of operation compared to expected years
- Evaluation of mechanical condition and maintenance costs by the Fleet Services Manager

The anticipated service life for a tractor is 10 years, however, service and repair costs are reviewed before a replacement is made, and the service life may be extended if warranted.

Project Status: Purchase to occur in FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:				\$200,000		\$200,000

Impact on Operating Budget: The replacement of older units reduces downtime and maintenance costs in the operating budget.

TRUCK/LADDER TRUCK (EMERGENCY)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The Truck/Ladder Truck Apparatus is used to provide search and rescue, roof ventilation, elevated water streams, salvage, and overhaul operations. These vehicles also carry all the applicable tools needed for these tasks. Depending on the station assignment and requirements determined by the Apparatus Committee, OCFA Truck Apparatus may be configured with or without tiller steering, a mid or rear-mount ladder with arial reach of approximately 100 feet, a 300-gallon or greater capacity water tank, and a fire pump similar to a fire engine.



Vehicle replacement evaluation is based on the following criteria:

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

Project Status: Purchases to occur in various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$9,000,000	\$15,750,000	\$13,230,000			\$37,980,000

Impact on Operating Budget: The replacement of older vehicles with high mileage reduces maintenance costs in the operating budget. Once off warranty, the estimated annual maintenance cost will be \$7,000 per unit.

UTILITY TASK VEHICLE (DONATION FUNDED)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: Utility Task Vehicles, or UTVs, are used as support vehicles for on-site transportation of personnel and supplies in support of operations. The unit included in this project is to augment services for the City of Irvine and is funded by a donation.



Future replacement evaluation is based on the following criteria:

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

The replacement age target for UTV units is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$35,000					\$35,000

Impact on Operating Budget: The addition of these units to the fleet will increase maintenance costs in the operating budget. The annual maintenance cost will be approximately \$1,000.

UTV TRANSPORT TRAILERS (DONATION FUNDED)

Project Priority: A
Project Type: Vehicle Addition
Project Management: Fleet Services



Project Description:
 Utility Task Vehicles, or UTVs, are used as support vehicles for on-site transportation of personnel and supplies in support of operations. This project will purchase a transport trailer for the Utility Task Vehicle proposed in the FY 2024/25 CIP to augment services for the City of Irvine and is funded by a donation.

Future replacement evaluation is based on the following criteria:

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

The replacement age target for UTV units is 10 years however, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$7,000					\$7,000

Impact on Operating Budget: The addition of these units to the fleet will increase maintenance costs in the operating budget. The annual maintenance cost will be approximately \$500 per unit.

3/4 TON PICKUP (DONATION FUNDED)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: These vehicles are used as support vehicles for on-site transportation of personnel and supplies in support of operations. The two units included in this project are to augment services for the City of Irvine and are funded by a donation.



Future replacement evaluation is based on the following criteria:

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

The replacement age target for 3/4 ton pickup units is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$250,000					\$250,000

Impact on Operating Budget: The addition of these units to the fleet will increase maintenance costs in the operating budget. The annual maintenance cost will be approximately \$1,000.

HEAVY DUTY TRUCK/TRACTOR (GRANT FUNDED)

Project Priority: A
Project Type: Vehicle Addition
Project Management: Fleet Services

Project Description: This is an addition to the OCFA Urban Search & Rescue (USAR) grant funded vehicles for deployment to a disaster area. Its primary use is for hauling mobile operations command staff and equipment / supply trailers in support of OCFA/US&R California Task Force Five (CA-TF5) responding to natural and man-made disasters within the Continental United States.



Future replacement is based on the following criteria:

- Actual hours of the vehicle
- Actual years of operation compared to expected years
- Evaluation of mechanical condition and maintenance costs by the Fleet Services Manager

The anticipated service life for a tractor is 10 years, however, service and repair costs are reviewed before a replacement is made, and the service life may be extended if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$300,000					\$300,000

Impact on Operating Budget: The maintenance cost for this class of vehicle is estimated at \$5,000 annually.

UTILITY TASK VEHICLE (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: Beginning with Fiscal Year 2022/23, the Authority received State funding for a second permanent Fire Hand Crew, providing an improved ability to respond to wildfires throughout the year, implement high priority fuel reduction projects to protect communities from wildfire, and participate in prescribed fire projects to achieve more resilient landscapes.



This project will purchase two Utility Task Vehicles (UTVs) proposed in the FY 2024/25 CIP, providing on-site transportation of personnel and supplies of the Special Operations Fire Hand Crews.

Future replacement evaluation is based on the following criteria:

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

The replacement age target for UTV units is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$76,000					\$76,000

Impact on Operating Budget: The addition of these units to the fleet will increase maintenance costs in the operating budget. The annual maintenance cost will be approximately \$1,000.

INCIDENT MANAGEMENT TEAM TRAILER (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: This project is for the purchase of a trailer unit or retrofit of an existing unit for support of the Incident Management Team. The trailer will provide storage and rapid deployment of equipment to major incident base-camps and training events.



Project Status: The trailer is anticipated to be purchased in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$130,000					\$130,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. The annual maintenance cost for the trailer is estimated at \$1,000 annually.

HAZMAT TRAILER (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The HazMat Equipment Trailer will be used to deliver HazMat response team “Cache” to incidents. This equipment will be stored in the trailer so that it is pre-staged and ready for rapid deployment in the event of an incident.



Project Status: The trailer is anticipated to be purchased in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5-Yr. Total
Budget:	\$40,000					\$40,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. The annual maintenance cost for the trailer is estimated at \$1,000 annually.

UTV TRAILERS (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description:

Beginning with Fiscal Year 2022-2023, the Authority received State funding for a second permanent Fire Hand Crew, providing an improved ability to respond to wildfires throughout the year, implement high priority fuel reduction projects to protect communities from wildfire, and participate in prescribed fire projects to achieve more resilient landscapes. This project will purchase transport trailers for the two Utility Task Vehicles proposed in the FY 2024/25 CIP, providing on-site transportation of personnel and supplies.



Future replacement evaluation is based on the following criteria:

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

The replacement age target for UTV units is 10 years however, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$13,000					\$13,000

Impact on Operating Budget: The addition of these units to the fleet will increase maintenance costs in the operating budget. The annual maintenance cost will be approximately \$500 per unit.

HAZMAT UTILITY TRUCK (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: The project provides a utility pickup truck for use by the HazMat unit.

Vehicle replacement evaluation is based on the following criteria:

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



The age target for dozers and dozer tractor/transport trailers is 20 years. The projection for the replacement of this vehicle is based on age.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$145,000					\$145,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. The annual maintenance cost for each of these vehicles is estimated at \$5,000 annually.

BOOM LIFT (SUPPORT)

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

Project Description: The boom-lift truck is used by Training Operations to maneuver and load training equipment, such as fire props.



The current unit has reached the end of its serviceable life due to age and use and requires replacement.

Future replacement is based on the following criteria:

- Actual hours of the vehicle
- Actual years of operation compared to expected years
- Evaluation of mechanical condition and maintenance costs by the Fleet Services Manager

The anticipated service life for a tractor is 10 years, however, service and repair costs are reviewed before a replacement is made, and the service life may be extended if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$150,000					\$150,000

Impact on Operating Budget: The replacement of older units reduces downtime and maintenance costs in the operating budget.

FLOOR SCRUBBER (SUPPORT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The floor scrubber is used to keep the hangar at the Fullerton airport clean. The current scrubber is 23 years old.



Future replacement evaluation is based on the following criteria:

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

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$50,000					\$50,000

Impact on Operating Budget: The replacement of an older unit reduces downtime and maintenance costs in the operating budget.

FORKLIFT (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition and Replacement

Project Management: Fleet Services

Project Description: The forklifts currently in the OCFA fleet get used for support in the Service Center, Fleet Services, Crews and Equipment, Air Operations, and Communication Services.



All six current Fleet Services forklifts need replacement due to age. Two additional units are needed to support warehouse facilities, which will prevent the need for long term rentals.

Future replacement evaluation is based on the following criteria:

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

The age target for a forklift is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$52,500					\$52,500

Impact on Operating Budget: The replacement of older units reduces downtime and maintenance costs in the operating budget.

FUEL TENDER (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition

Project Management: Fleet Services

Project Description: This project would provide a fuel tender truck for the expanded Air Operations section. The truck carries five hundred gallons of gasoline and five hundred gallons of diesel fuel, and is used for emergency and remote fueling of aircraft, vehicles and apparatus.



Vehicle replacement evaluation is based on the following criteria:

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

The age target for dozers and dozer tractor/transport trailers is 20 years. The projection for the replacement of this vehicle is based on age.

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$200,000					\$200,000

Impact on Operating Budget: The addition of a vehicle will increase maintenance costs in the operating budget. The annual maintenance cost for each of these vehicles is estimated at \$2,000 annually.

SEDAN/SUV MID-TO-FULL SIZE HYBRID/ELECTRIC (SUPPORT)

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

Project Description: The mid-size 4-door vehicle is used by a variety of management and supervisory staff that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their respective sections. The body and drive type for mid-size 4-door vehicles was updated beginning in FY 2022/23 to include plug-in hybrid or all-electric, and either sedan or SUV, depending on cost effectiveness and availability.

Vehicle replacement evaluation is based on the following criteria:

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



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

Project Status: Purchase to occur in FY 2027/28.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:				\$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. Once off warranty, the estimated annual maintenance cost will be \$1,300 per unit.

SUV/PICKUP/CROSSOVER MID-SIZE ½ TO 1 TON (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition and Replacement

Project Management: Fleet Services

Project Description: The mid-size SUV/Pickup/Crossover vehicle is used for fire station support and various Operations support.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchases to occur annually.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$1,143,710	\$779,520	\$409,220	\$1,350,360	\$1,290,000	\$4,972,810

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget

SUV/PICKUP FULL-SIZE 2X2 OR 4X4 VEHICLE (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition and Replacement

Project Management: Fleet Services

Project Description: The full-size SUV/Pickup vehicle is used for fire station support and various Operations support.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$175,000	\$109,280			\$360,000	\$644,280

Impact on Operating Budget: The addition of this vehicle to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget

PICKUP CREW CAB ¾ TON (SUPPORT)

Project Priority: A

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The pickup crew cab ¾ ton (minimum) vehicle is used by management and supervisory staff in a variety of positions that need the versatility of a 4-door vehicle to complete their specific assignments and support the emergency operations of their respective sections.



Vehicle replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2024/25.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$126,880					\$126,880

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

SERVICE TRUCK – LIGHT (SUPPORT)

Project Priority: A

Project Type: Vehicle Addition and Replacement

Project Management: Fleet Services

Project Description: The Service truck – light duty vehicle is used for field service on fire apparatus and vehicles by Fleet Services and IT – Communication Services. These units are also sent out of county if technicians are requested on large campaign fires.



The vehicles budgeted include two additional units to support two new Heavy Equipment Technician positions consistent with the recommendations included in the Citygate 2020 Service Level Assessment.

Vehicle replacement evaluation is based on the following criteria:

- Actual years of operation compared to expected years
- Actual miles of the vehicles
- 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. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

Project Status: Purchase to occur in various years.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:	\$217,480	\$228,350	\$239,770	\$251,800	\$264,400	\$1,201,800

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

VAN – TRANSIT (SUPPORT)

Project Priority: B

Project Type: Vehicle Replacement

Project Management: Fleet Services

Project Description: The transit connect cargo vans will be used to replace existing fleet vehicles that have gone beyond life cycle. These are used for support services in IT, Communications, and EMS.



Future replacement evaluation is based on the following criteria:

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

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

Project Status: Purchase to occur in FY 2025/26.

Fiscal Years:	2024/25	2025/26	2026/27	2027/28	2028/29	5 Year Total
Budget:		\$378,400				\$378,400

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



*Fund 139
Settlement
Agreement*



Fund 139: Settlement Agreement

DESCRIPTION

This fund was established concurrent with adoption of the FY 2019/20 Budget, in accordance with the Settlement Agreement between OCFA and the City of Irvine. The Settlement Agreement was the outcome of negotiations between OCFA and the City of Irvine after Irvine notified OCFA of its intent to withdraw from OCFA, effective July 1, 2020. Following the notice to withdraw, OCFA and the City of Irvine entered into extensive negotiations focused on the shared interests of enhancing fire safety, decreasing future pension liabilities, and pursuing operational efficiencies. The Agreement includes the following provisions:

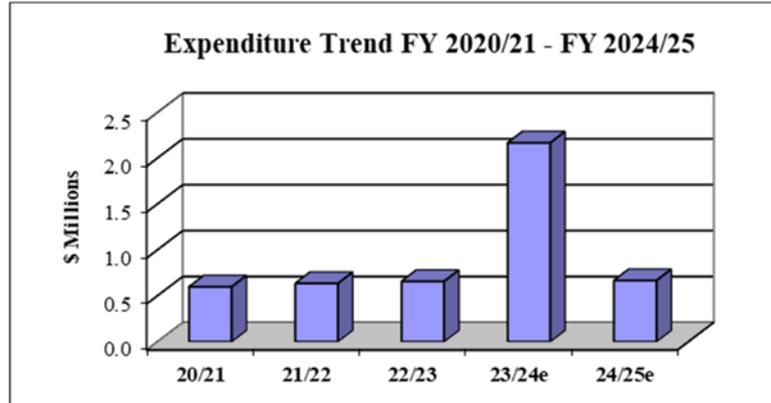
- Irvine’s Notice of Withdrawal is deemed rescinded, and Irvine will remain a member of the JPA through the next renewal period of June 30, 2030.
- One-time funding of \$20.5 million will be provided over time by OCFA for a joint police-fire training facility located in Irvine, including an Emergency Operations Center.
- One-time funding of \$500,000 will be provided by OCFA to Irvine for the installation of bidirectional amplifiers intended to improve public safety communications.
- Annual funding of up to \$2,668,000 will be provided by OCFA to Irvine for support of a Drone Program, CERT Coordinator program, training of Irvine PD EMTs, and payments to a 115 Trust dedicated solely for future application to OCFA’s unfunded pension liability.

BUDGET

The total FY 2024/25 Budget is \$668,000. Funding sources include transfers from the General Fund and interest earnings.

HIGHLIGHTS

FY 2024/25 marks the sixth year of the Settlement Agreement provisions in the Budget. Funded projects include: a drone program, training of Irvine Police Department EMTs, and supporting the cost of a full-time CERT Coordinator.



SIGNIFICANT CHANGES

The increase in FY 2023/24 includes one-time expenditures that are allowed per the Settlement Agreement.

IMPACT ON OPERATING BUDGET

The impact includes the annual transfers from the General Fund to support the required provisions.

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 139 - SETTLEMENT AGREEMENT
REVENUE AND EXPENDITURE SUMMARY
FY 2024/25 BUDGET**

	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Budget	% Change fr FY 2023/24 Budget
FUNDING SOURCES				
Charges for Current Services	-	-	-	-
Use of Money and Property	576,327	911,755	1,088,709	19.41%
Other	-	-	-	-
Total Revenues & Other Financing Sources	576,327	911,755	1,088,709	19.41%
Operating Transfer In	2,668,000	2,668,000	2,668,000	-
Total Beginning Fund Balance	26,342,544	28,928,828	30,340,583	4.88%
TOTAL AVAILABLE RESOURCES	\$29,586,871	\$32,508,583	\$34,097,292	4.89%
EXPENDITURES				
Services & Supplies	\$658,043	\$2,168,000	\$668,000	-69.19%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	658,043	2,168,000	668,000	-69.19%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	28,928,828	30,340,583	33,429,292	10.18%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$29,586,871	\$32,508,583	\$34,097,292	4.89%



Fund 171

Structural Fire

Fund Entitlement



Fund 171: Structural Fire Fund Entitlement

DESCRIPTION

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

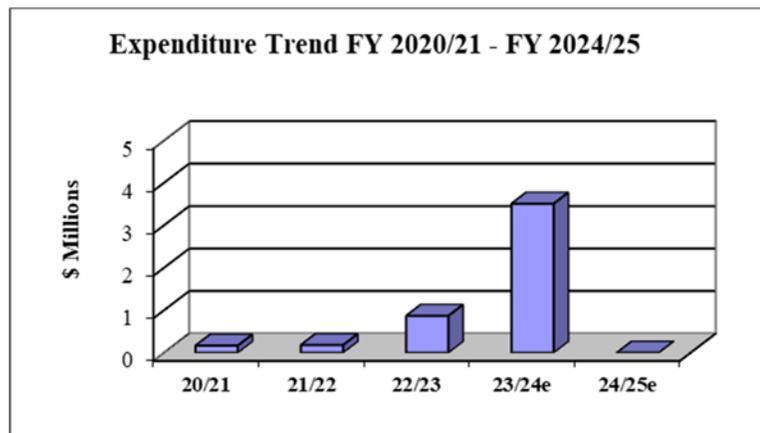
BUDGET

The total FY 2024/25 Budget is \$0.

HIGHLIGHTS

Under prior terms of the OCFA's Joint Powers Agreement (JPA), the Board of Directors would periodically review year-end savings for possible allocation to this fund. However, the ratification of the Second Amendment to the JPA established a new methodology for compensating over-funded SFF

members; therefore no additional transfers to this fund were anticipated. The Second Amendment was invalidated by the Courts; therefore allocations to this fund are periodically made in accordance with the First Amendment to the JPA.



SIGNIFICANT CHANGES

The significant increase in FY 2023/24 is due to budgeting all remaining funds available for service enhancement expenditures. It is anticipated that any unspent funds in FY 2023/24 will be rebudgeted to FY 2024/25.

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

FY 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
 FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT
 REVENUE AND EXPENDITURE SUMMARY
 FY 2024/25 BUDGET**

	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Budget	% Change fr FY 2023/24 Budget
FUNDING SOURCES				
Charges for Current Services	-	-	-	-
Use of Money and Property	88,206	102,421	-	-100.00%
Other	-	-	-	-
Total Revenues & Other Financing Sources	88,206	102,421	-	-100.00%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	4,301,786	3,519,541	112,625	-96.80%
TOTAL AVAILABLE RESOURCES	\$4,389,992	\$3,621,962	\$112,625	-96.89%
EXPENDITURES				
Services & Supplies	\$870,451	\$3,509,337	-	-100.00%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	870,451	3,509,337	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	3,519,541	112,625	112,625	-
TOTAL FUND COMMITMENTS & FUND BALANCE	\$4,389,992	\$3,621,962	\$112,625	-96.89%



Fund 190

Self-Insurance



Fund 190: Self-Insurance

DESCRIPTION

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

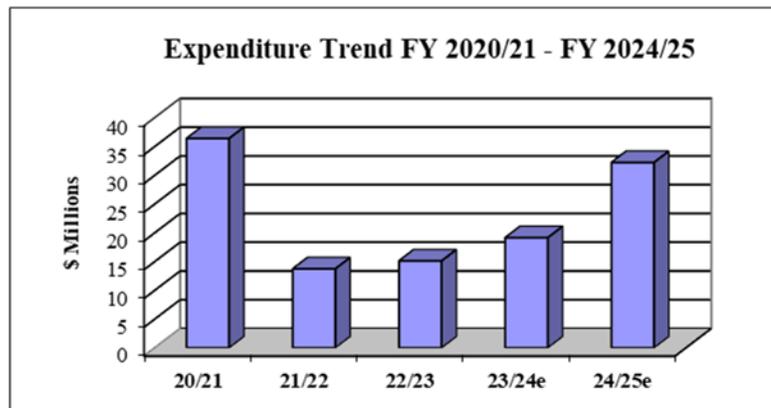
BUDGET

The total FY 2024/25 Budget is \$32,235,643.

HIGHLIGHTS

In March 2002, the OCFA implemented a workers' compensation self-insurance program. Funding and expenditures were tracked in the General Fund. Following the completion of the first full year of self-insurance, it was determined that a separate fund was necessary to track the claims liability and the fund balance set aside for payment of these future claim costs.

This fund was established similar to an internal service fund in that the amount determined to be needed to fund future claims by the annual independent actuarial study is charged to the individual sections in the General Fund, where it is reflected in the employee benefit costs. This amount is then recorded as revenue to this Fund. The annual estimated claims payment specified



in the actuarial study is appropriated in Fund 190. As a result of actual expenditures remaining well below the actuary's estimate for several years, effective FY 2015/16 the Board approved using the 50% confidence level on the actuarial estimate for budgeting purposes. The chart provides actual expenditures for FY 2020/21 through FY 2022/23, and total budgeted amounts for FY 2023/24 and FY 2024/25.

SIGNIFICANT CHANGES

Large settlements and claims occurred in FY 2020/21 primarily related to the COVID-19 pandemic. FY 2023/24 and FY 2024/25 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 2024/25 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY
FUND 190 - SELF-INSURANCE
REVENUE AND EXPENDITURE SUMMARY
FY 2024/25 BUDGET**

	FY 2022/23 Actual	FY 2023/24 Budget	FY 2024/25 Budget	% Change fr FY 2023/24 Budget
FUNDING SOURCES				
Charges for Current Services	\$30,754,757	\$31,807,590	\$26,400,324	-17.00%
Use of Money and Property	2,585,568	4,237,974	5,473,226	29.15%
Other	82,855	-	-	-
Total Revenues & Other Financing Sources	33,423,180	36,045,564	31,873,550	-11.57%
Operating Transfer In	-	-	-	-
Total Beginning Fund Balance	125,039,963	143,334,044	160,215,483	11.78%
TOTAL AVAILABLE RESOURCES	\$158,463,143	\$179,379,608	\$192,089,033	7.09%
EXPENDITURES				
Services & Supplies	\$15,129,099	\$19,164,125	\$32,235,643	68.21%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	15,129,099	19,164,125	32,235,643	68.21%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	143,334,044	160,215,483	159,853,390	-0.23%
TOTAL FUND COMMITMENTS & FUND BALANCE	\$158,463,143	\$179,379,608	\$192,089,033	7.09%

Fire Administrative Boundaries

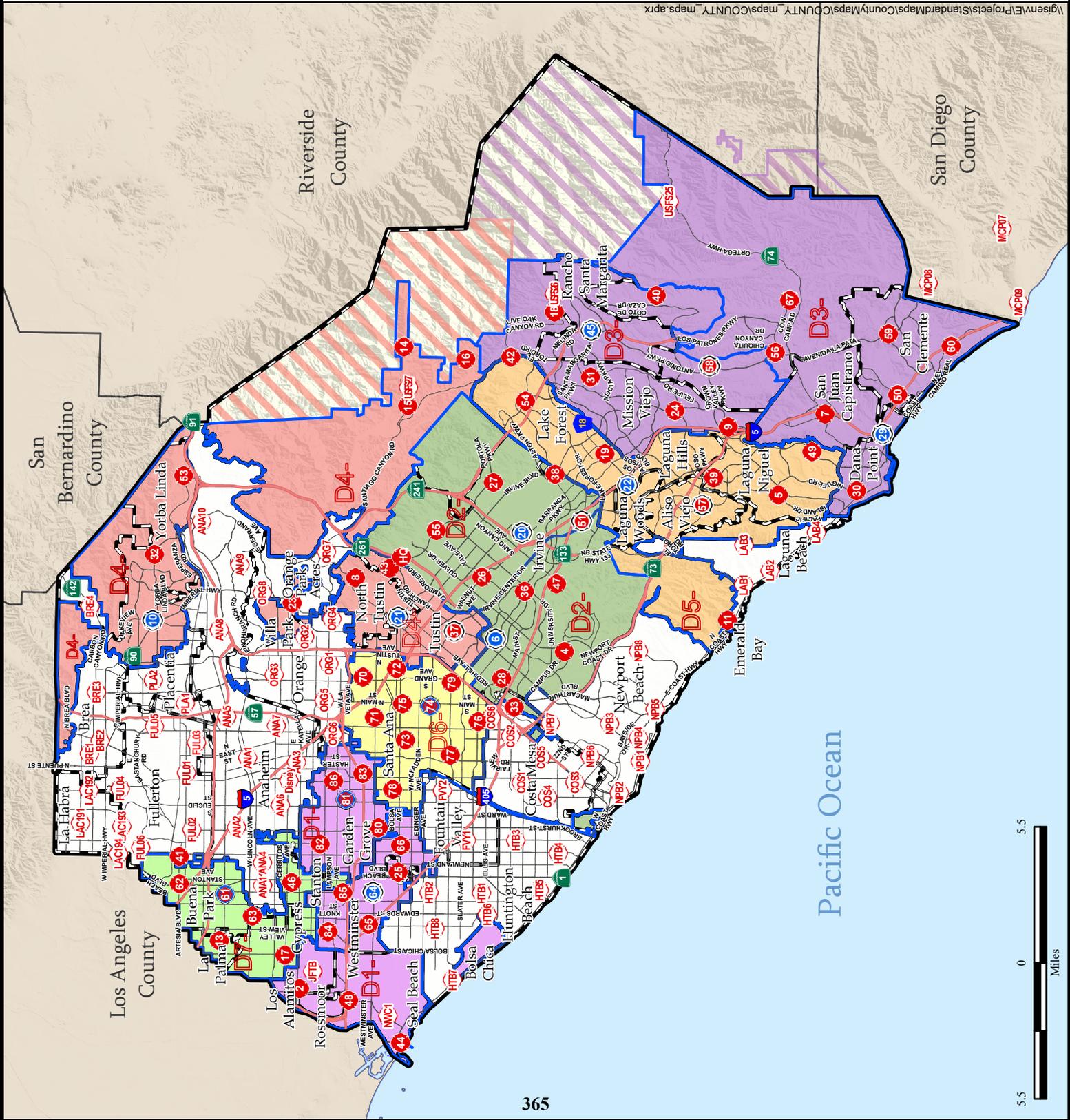
Orange County Fire Authority

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



Information Technology Division
Geographic Information Systems

7/10/2024



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**Orange County Fire Authority
Fire Stations by Member Agency**

City of Aliso Viejo

Station 57, 57 Journey, 92656

City of Buena Park

Station 61, 7440 La Palma Ave, 90620

Station 62, 7780 Artesia Blvd, 90621

Station 63, 9120 Holder St, 90620

City of Cypress

Station 17, 4991 Cerritos Ave, 90630

City of Dana Point

Station 29, 26111 Victoria Blvd, 92624

Station 30, 23831 Stonehill Dr, 92629

City of Garden Grove

Station 80, 14162 Forsyth Ln, 92844

Station 81, 11261 Acacia Pkwy, 92840

Station 82, 11805 Gilbert St, 92841

Station 83, 12132 Trask Ave, 92843

Station 84, 12191 Valley View St, 92845

Station 85, 12751 Western Ave, 92841

Station 86, 12232 West St, 92840

City of Irvine

Station 4, 2 California Ave, 92612

Station 6, 3180 Barranca Pkwy, 92606

Station 20, 7050 Corsair, 92618

Station 26, 4691 Walnut Ave, 92604

Station 27, 12400 Portola Springs, 92618

Station 28, 17862 Gillette Ave, 92614

Station 36, 301 E. Yale Loop, 92604

Station 38, 26 Parker, 92618

Station 47, 47 Fossil, 92603

Station 51, 18 Cushing, 92618

Station 55, 4955 Portola Pkwy, 92620

Cities of Laguna Hills and Laguna Woods

Station 22, 24001 Paseo de Valencia, 92637

City of Laguna Niguel

Station 5, 23600 Pacific Island Dr, 92677

Station 39, 24241 Avila Rd, 92677

Station 49, 31461 St. of the Golden Lantern, 92677

City of Lake Forest

Station 19, 23022 El Toro Rd, 92630

Station 42, 19150 Ridgeline Rd, 92679

Station 54, 19811 Pauling Ave, 92610

City of La Palma

Station 13, 7822 Walker St, 90623

City of Los Alamitos

Station 2, 3642 Green Ave, 90720

City of Mission Viejo

Station 9, #9 Shops Blvd, 92691

Station 24, 25862 Marguerite Pkwy, 92692

Station 31, 22426 Olympiad Rd, 92692

City of Rancho Santa Margarita

Station 45, 30131 Aventura, 92688

City of San Clemente

Station 50, 670 Camino de los Mares, 92673

Station 59, 59 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria, 92672

City of San Juan Capistrano

Station 7, 31865 Del Obispo, 92675

City of Santa Ana

Station 70, 2301 N. Old Grand St, 92705

Station 71, 1029 W. 17th St, 92706

Station 72, 1688 E. 4th St, 92701

Station 73, 419 Franklin St, 92703

Station 74 (Admin), 1439 S. Broadway St, 92707

Station 74, 1427 S. Broadway St, 92707

Station 75, 120 W. Walnut St, 92701

Station 76, 950 W. MacArthur Ave, 92707

Station 77, 2317 S. Greenville St, 92704

Station 78, 501 N. Newhope St, 92703

Station 79, 1320 E. Warner Ave, 92705

City of Seal Beach

Station 44, 718 Central Ave, 90740

Station 48, 3131 N. Gate Rd, 90740

City of Stanton

Station 46, 7871 Pacific St, 90680

Orange County Fire Authority Fire Stations by Member Agency

City of Tustin

Station 37, 15011 Kensington Park Dr, 92780
Station 43, 11490 Pioneer Way, 92782

City of Villa Park

Station 23, 5020 Santiago Canyon Rd, 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

County of Orange, Unincorporated

Station 8, 10631 Skyline Dr, Santa Ana, 92705
Station 11, 259 Emerald Bay, Laguna Beach, 92651
Station 14, 29402 Silverado Canyon, PO Box 12, Silverado, 92676
Station 15, 27172 Silverado Canyon Rd, Silverado, 92676
Station 16, 28891 Modjeska Canyon Rd, Silverado, 92676
Station 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679
Station 21, 1241 Irvine Blvd, Tustin, 92780
Station 25, 8171 Bolsa Ave, Midway City, 92655
Station 33, 374 Paularino, Costa Mesa, 92626
Station 40, 25082 Vista del Verde, Cota de Caza 92679
Station 56, 56 Sendero Way, Rancho Mission Viejo 92694
Station 58, 58 Station Way, Ladera Ranch 92694
Station 67, 31544 Cow Camp Road, Rancho Mission Viejo 92694

Specialty Stations

Helicopter Operations – Station 41, 3900 West Artesia Ave, Fullerton, 92833
Crews & Equipment – Camp 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679

**ORANGE COUNTY FIRE AUTHORITY
TOTAL INCIDENTS BY MEMBER AGENCY**

INCIDENTS (1) (2)	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
Aliso Viejo	2,871	3,022	3,172	3,347	3,666	4,017
Buena Park	7,242	7,175	7,363	8,347	8,481	8,285
Cypress	3,292	3,215	3,162	3,631	3,765	3,793
Dana Point	3,399	3,343	3,334	3,692	3,820	3,887
Garden Grove (3)	-	11,288	13,557	15,217	15,477	15,707
Irvine	16,797	16,481	15,704	18,744	19,938	20,404
La Palma	1,282	1,224	1,210	1,352	1,362	1,407
Laguna Hills	3,303	3,122	3,263	3,842	3,878	3,990
Laguna Niguel	4,192	4,421	4,268	4,918	5,246	5,282
Laguna Woods	5,342	4,967	5,353	5,548	5,706	5,918
Lake Forest	5,335	5,378	5,629	6,426	6,506	6,632
Los Alamitos	1,468	1,405	1,363	1,553	1,534	1,585
Mission Viejo	7,989	7,718	7,512	8,864	9,504	9,346
Placentia (4)	3,564	3,616	-	-	-	-
Rancho Santa Margarita	2,366	2,521	2,518	2,574	2,915	3,008
San Clemente	5,069	4,999	5,168	5,657	5,820	5,817
San Juan Capistrano	3,786	3,571	3,552	4,090	4,263	4,543
Santa Ana	27,518	27,335	27,493	29,340	31,274	32,243
Seal Beach	4,216	4,300	4,276	4,760	4,937	4,816
Stanton	3,343	3,645	3,701	4,134	4,357	4,338
Tustin	5,748	5,623	5,780	6,392	6,406	6,413
Villa Park	480	469	448	450	491	534
Westminster	7,772	7,945	8,357	9,053	9,152	9,203
Yorba Linda	4,146	4,023	4,168	4,520	5,023	4,714
Unincorporated	7,573	7,788	8,065	8,065	9,358	9,498
TOTAL	138,093	148,594	148,416	164,516	172,879	175,380

SOURCE: Command and Emergency Planning Division

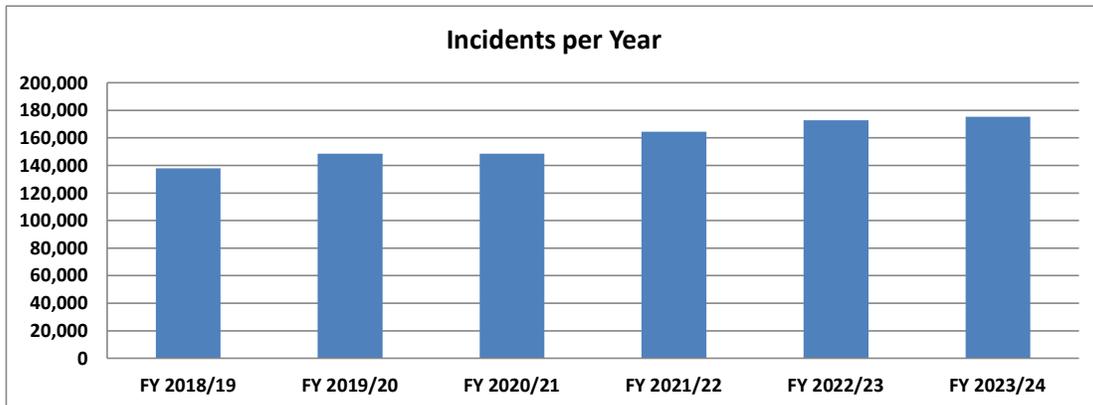
Notes: (1) Response statistics are normally reported on a calendar year basis in other reports.

These statistics have been reported on the fiscal year basis, July through June.

(2) Excludes mutual aid.

(3) Garden Grove joined the OCFA on August 16, 2019.

(4) Placentia left the OCFA on July 1, 2020.

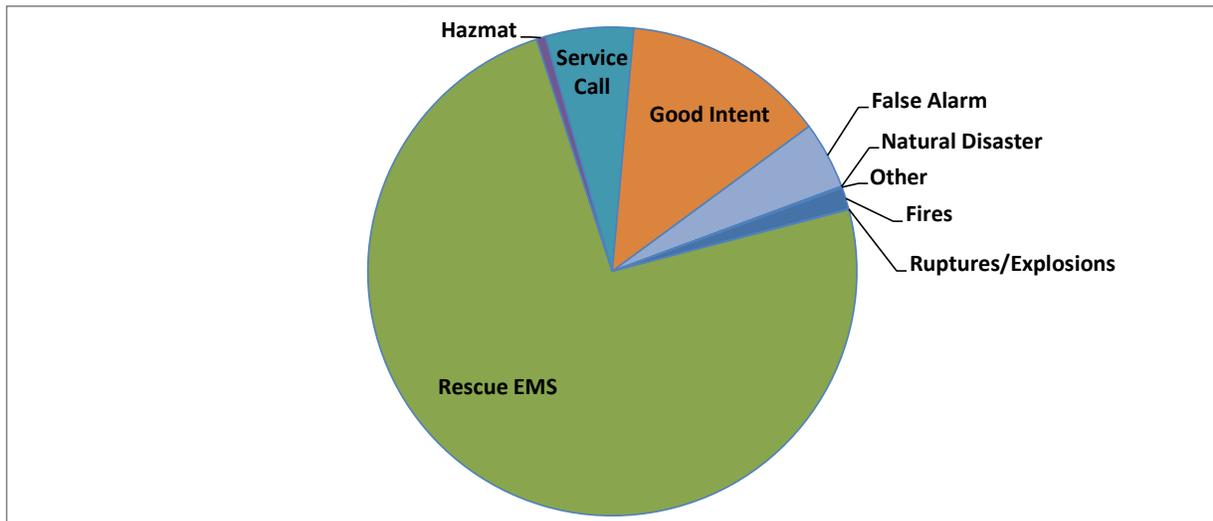


**ORANGE COUNTY FIRE AUTHORITY
INCIDENTS BY TYPE**

INCIDENTS (1)	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Fires	2,161	2,313	2,688	2,863	2,536	2,625
Ruptures/Explosions	154	226	221	177	130	67
Rescue EMS	111,044	114,758	113,735	127,367	133,591	134,683
Hazmat	1,322	1,348	1,317	1,203	1,139	1,112
Service Call	6,948	7,978	8,777	9,406	9,879	10,582
Good Intent	14,353	18,532	18,737	21,444	22,286	24,550
False Alarm	7,016	7,482	6,616	6,973	7,723	8,076
Natural Disaster	13	12	27	22	42	49
Other	589	137	171	144	157	135
Total	143,600	152,786	152,289	169,599	177,483	181,879

SOURCE: Command and Emergency Planning Division

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



FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Aliso Viejo	x		10,706,653,293	11,057,982,407	11,357,669,581	11,852,955,303	12,340,911,988
Buena Park		x	11,010,946,020	11,489,593,771	11,855,322,342	12,589,753,791	13,449,449,452
Cypress	x		7,865,560,138	8,175,217,451	8,469,982,405	9,069,906,213	9,588,096,353
Dana Point	x		13,330,882,538	13,901,089,734	14,477,213,435	15,778,384,765	16,475,457,147
Garden Grove		x	17,647,291,388	18,531,828,327	19,305,133,053	20,300,952,816	21,616,412,958
Irvine	x		85,045,012,271	90,058,178,619	95,193,731,766	100,230,096,499	107,564,141,585
Laguna Hills	x		7,360,864,516	7,648,233,891	7,983,814,719	8,263,936,698	8,833,524,945
Laguna Niguel	x		16,566,378,732	17,211,774,861	17,682,693,788	18,623,845,641	19,714,354,241
Laguna Woods	x		3,308,199,147	3,655,930,644	3,634,773,354	3,775,180,983	4,035,598,142
Lake Forest	x		17,239,224,679	17,826,417,831	18,890,932,774	20,061,521,691	21,543,480,168
La Palma	x		2,218,934,763	2,294,417,228	2,379,789,046	2,494,402,273	2,624,903,765
Los Alamitos	x		2,279,997,603	2,430,512,406	2,609,208,783	2,763,749,309	2,953,284,115
Mission Viejo	x		18,087,504,763	18,749,278,901	19,367,779,917	20,452,243,818	21,536,388,147
Placentia		x	7,057,342,473	N/A	N/A	N/A	N/A
Rancho Santa Margarita	x		8,947,481,219	9,238,425,182	9,475,953,977	9,997,272,488	10,472,295,156
San Clemente		x	17,783,909,910	18,559,898,391	19,331,274,420	20,620,278,979	21,805,006,664
San Juan Capistrano	x		8,336,033,901	8,820,713,611	9,244,604,597	9,826,865,545	10,546,652,863
Santa Ana		x	27,943,960,825	29,080,199,582	30,541,316,852	32,471,833,021	34,504,366,076
Seal Beach		x	5,981,330,597	6,200,421,253	6,402,225,437	6,857,455,773	7,289,725,900
Stanton		x	3,015,953,419	3,303,024,101	3,635,925,454	3,847,720,685	4,134,515,511
Tustin		x	13,658,893,858	14,373,207,288	14,813,295,178	15,767,387,612	16,960,027,928
Villa Park	x		1,912,173,385	1,993,610,121	2,071,954,194	2,197,619,444	2,368,327,735
Westminster		x	9,801,405,362	10,290,575,674	10,675,124,295	11,263,280,568	11,925,163,309
Yorba Linda	x		16,292,117,775	16,933,257,430	17,534,010,450	18,505,831,369	19,454,617,154
Unincorporated (3)	x		31,132,441,986	32,498,066,143	33,578,577,990	35,923,480,763	37,809,794,270
Total SFF Cities			250,629,460,709	262,493,106,460	273,952,690,776	289,817,292,802	307,861,827,774
Percentage Change			6.85%	4.73%	4.37%	5.79%	6.23%
Total Cash Cities			113,901,033,852	111,828,748,387	116,559,617,031	123,718,663,245	131,684,667,798
Total Assessed Valuation			364,530,494,561	374,321,854,847	390,512,307,807	413,535,956,047	439,546,495,572
Total Direct Tax Rate			0.11%	0.11%	0.11%	0.11%	0.11%

SOURCE: County of Orange, Auditor-Controller website

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

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

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

NOTE:

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

ORANGE COUNTY FIRE AUTHORITY
DEMOGRAPHIC STATISTICS (COUNTY OF ORANGE)

For the Year Ended June 30	(A) Population Estimates (In Thousand)	(B) Total Personal Income (In Thousand)	Per Capita Income	(C) Unemployment Rate
2012	3,058	169,584,000	55,456	7.6
2013	3,114	166,370,000	53,426	5.0
2014	3,148	179,141,000	56,906	4.4
2015	3,035	193,081,000	63,615	3.6
2016	3,194	200,027,000	62,625	3.2
2017	3,184	208,950,000	65,620	2.6
2018	3,192	220,685,000	69,135	2.5
2019	3,193	230,299,000	72,127	2.4
2020	3,180	242,361,000	76,202	14.9
2021	3,170	255,824,000	80,713	6.2
2022	3,137	257,865,000	82,197	2.7
2023	3,151	276,306,000	87,693	3.1

SOURCES:

- (A) County of Orange Population and Housing Estimates, California Department of Finance at January 1.
 (B) Center for Economic Research, Chapman University (estimates).
 (C) U.S. Dept. of Labor, Bureau of Labor Statistics - data at May of each year.

FY 2024/25 OCFA Adopted Budget

ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	Population by City, 2015 and 2024			Housing Units by City, 2015 and 2024		
	(1) 2015	(2) 2024	Percent Change	(1) 2015	(2) 2024	Percent Change
Aliso Viejo	49,631	50,068	0.9%	49,162	49,607	0.9%
Buena Park	82,770	82,689	-0.1%	81,956	81,702	-0.3%
Cypress	48,909	49,345	0.9%	48,407	48,832	0.9%
Dana Point	33,842	32,596	-3.7%	33,601	32,350	-3.7%
Garden Grove	(3)	171,024	--		168,915	--
Irvine	249,010	314,550	26.3%	232,259	295,462	27.2%
Laguna Hills	31,124	30,315	-2.6%	30,755	29,938	-2.7%
Laguna Niguel	64,278	64,291	0.0%	64,030	63,858	-0.3%
Laguna Woods	16,585	17,148	3.4%	16,418	16,977	3.4%
Lake Forest	79,439	86,917	9.4%	78,924	86,391	9.5%
La Palma	15,932	15,071	-5.4%	15,912	15,051	-5.4%
Los Alamitos	11,771	11,947	1.5%	11,528	11,699	1.5%
Mission Viejo	96,328	91,304	-5.2%	95,386	90,341	-5.3%
Placentia	(4)	52,430	--	52,093		--
Rancho Santa Margarita	49,467	46,305	-6.4%	49,465	46,303	-6.4%
San Clemente	64,930	62,297	-4.1%	64,657	62,018	-4.1%
San Juan Capistrano	36,022	34,992	-2.9%	35,935	34,903	-2.9%
Santa Ana	335,848	310,797	-7.5%	330,652	306,488	-7.3%
Seal Beach	24,936	24,350	-2.4%	24,710	24,085	-2.5%
Stanton	39,395	40,297	2.3%	39,045	39,819	2.0%
Tustin	79,696	78,844	-1.1%	79,176	78,293	-1.1%
Villa Park	5,939	5,705	-3.9%	5,894	5,659	-4.0%
Westminster	92,703	89,490	-3.5%	92,033	88,805	-3.5%
Yorba Linda	67,698	66,087	-2.4%	67,508	65,893	-2.4%
Unincorporated	123,903	131,335	6.0%	123,135	130,543	6.0%
Total:						
Orange County Fire Authority	1,752,586	1,907,764	8.9%	1,722,641	1,873,932	8.8%

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2015
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2024
- (3) The City of Garden Grove joined the OCFA on August 16, 2019.
- (4) The City of Placentia left the OCFA on July 1, 2020.

ORANGE COUNTY FIRE AUTHORITY
PRINCIPAL TAX PAYERS (COUNTY OF ORANGE)

Property Tax Payer	FY 2013/14			FY 2022/23		
	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied	Actual Taxes Levied (\$000s)	Rank	Percent of Total Taxes Levied
Irvine Company	\$ 114,098	1	2.22%	\$ 191,000	1	2.45%
Walt Disney Parks & Resorts US	51,566	2	1.00%	73,265	2	0.94%
Southern California Edison Company	33,028	3	0.64%	58,007	3	0.74%
Sempra Energy (SDG&E, So Cal. Gas)	4,356	10	0.08%	17,884	4	0.23%
United Laguna Hills Mutual	7,072	6	0.14%	12,231	5	0.16%
BEX Portfolio, Inc.				8,846	6	0.11%
AES Corporation				7,930	7	0.10%
Five Points Holding, LLC				7,549	8	0.10%
Bella Terra Associates, LLC				6,480	9	0.08%
LBA IV-PPI LLC (LBA Realty)				6,312	10	0.08%
Heritage Fields El Toro, LLC	10,107	4	0.20%			
Pacific Bell Telephone Company	8,223	5	0.16%			
Oxy USA Inc.	6,175	7	0.12%			
Linn Western Operating Inc.	4,690	8	0.09%			
OC/SD Holdings LLC	4,653	9	0.09%			

SOURCE:
 County of Orange Annual Comprehensive Financial Report for the Year Ended June 30, 2023

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 2013/14			FY 2022/23		
	Number of Employees	Rank	Percent of Total Employment	Number of Employees	Rank	Percent of Total Employment
University of California, Irvine	21,800	2	1.42%	26,182	1	1.63%
Walt Disney Co.	25,000	1	1.63%	25,000	2	1.56%
County of Orange	17,257	3	1.13%	18,388	3	1.15%
Providence				13,079	4	0.82%
Kaiser Permanente	6,300	6	0.41%	8,800	5	0.55%
Albertsons				7,853	6	0.49%
Hoag Memorial Hospital				7,051	7	0.44%
Walmart Inc.				6,300	8	0.39%
Target Corporation	5,400	9	0.35%	6,000	9	0.37%
MemorialCare	5,545	8	0.36%	5,490	10	0.34%
St. Joseph Health System	11,679	4	0.76%			
Boeing Co.	6,873	5	0.45%			
Bank of America Corporation	6,000	7	0.39%			
Cedar Fair LP	5,200	10	0.34%			

SOURCES:

County of Orange Annual Comprehensive Financial Report for the Year Ended June 30, 2023

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)
2013	10,453	4,175	128.1
2014	10,636	4,634	135.7
2015	10,897	5,030	139.0
2016	12,134	5,647	145.0
2017	10,294	5,279	153.9
2018	8,105	6,283	161.2
2019	10,294	5,795	162.7
2020	5,907	3,814	176.6
2021	7,471	4,170	218.4
2022	6,483	4,063	245.6
2023	7,670	4,505	255.3

SOURCE:
Chapman University, Economic & Business Review

ORANGE COUNTY FIRE AUTHORITY
Debt Obligations

The Orange County Fire Authority does not have the traditional legal debt limit that applies to cities. The Amended Joint Powers Authority Agreement requires approval by a two-thirds majority of all our members to issue any long-term bonded indebtedness. Currently, the OCFA has one lease-purchase agreement with Banc of America for the purchase of two new helicopters. The following exhibits the repayment schedule for this lease-purchase. The annual payment of principal and interest are appropriated in the Fire Apparatus Fund (Fund 133), which received the proceeds of the agreement.

BANC OF AMERICA
Lease-Purchase Payment Schedule

Funding Date:.....Nov-03-23
 Coupon Rate:.....3.1379%

<u>Date</u>	<u>Payment No.</u>	<u>Total Payment</u>	<u>Principal Component</u>	<u>Interest Component</u>
01/10/24	1	4,924,805.98	2,770,492.48	2,154,313.50
01/10/25	2	4,924,805.97	3,195,458.21	1,729,347.76
01/10/26	3	4,924,805.98	3,295,728.50	1,629,077.48
01/10/27	4	4,924,805.97	3,399,145.16	1,525,660.81
01/10/28	5	4,924,805.98	3,505,806.94	1,418,999.04
01/10/29	6	4,924,805.97	3,615,815.65	1,308,990.32
01/10/30	7	4,924,805.97	3,729,276.33	1,195,529.64
01/10/31	8	4,924,805.97	3,846,297.29	1,078,508.68
01/10/32	9	4,924,805.98	3,966,990.26	957,815.72
01/10/33	10	4,924,805.97	4,091,470.44	833,335.53
01/10/34	11	4,924,805.98	4,219,856.70	704,949.28
01/10/35	12	4,924,805.98	4,352,271.58	572,534.40
01/10/36	13	4,924,805.98	4,488,841.51	435,964.47
01/10/37	14	4,924,805.98	4,629,696.87	295,109.11
01/10/38	15	4,924,805.97	4,774,972.12	149,833.85
TOTAL		<u>\$ 73,872,089.63</u>	<u>\$ 57,882,120.04</u>	<u>\$15,989,969.59</u>

GLOSSARY

Accounting System	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
Accrual Basis Accounting	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
Advanced Life Support (ALS)	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
Aircraft Rescue & Firefighting (ARFF)	Refers generally to the functions and services associated with the control and mitigation of crashes, fire, hazardous conditions, and other incidents related to airport operations. These services are provided at John Wayne Airport.
Annual Comprehensive Financial Report (ACFR)	The ACFR sets forth fairly the financial position and the results of the OCFA's operations as measured by the financial activity of the various funds. All necessary disclosures are included to allow full understanding of the financial activities and operations of the OCFA.
Appropriation	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
Assessed Valuation	The value assigned to real property (land and buildings) and tangible personal property (moveable property) by the Orange County Assessor's Office for use as a basis in levying property taxes.
Audit (Financial Statement)	An examination of OCFA's financial statements by an independent Certified Public Accountant (CPA) in order to render an opinion as to the fair presentation of the financial statements and related disclosures.
Automatic / Mutual Aid	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.

GLOSSARY

Balanced Budget	A budget in which planned on-going expenditures do not exceed planned on-going revenues. The OCFA also requires on-going revenues to cover any incremental increase in the Board mandated General Fund 10% contingency fund balance.
Budget	A financial plan that identifies revenues, specific types and levels of services to be provided, and establishes the amount of money which can be spent.
Budget Document	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
CAL FIRE	The State fire protection and suppression agency that contracts with the OCFA for protection of state responsibility areas (SRA), formerly known as the California Department of Forestry (CDF).
California Environmental Quality Act (CEQA)	The CEQA objectives are to disclose the significant environmental effects of proposed activities; to identify ways to avoid or reduce environmental damage; to prevent environmental damage through feasible alternatives or mitigations; to disclose to the public reasons for agency approval of projects with significant environmental effects; to foster interagency coordination; and to enhance public participation in the planning process.
California Occupational Safety and Health Agency (CalOSHA)	The State agency that protects workers and the public from safety hazards by enforcing California's occupational and public safety laws, and that provides information and consultative assistance to employers, workers, and the public about workplace and public safety matters.
California Public Employees Retirement System (CalPERS)	CalPERS provides a variety of retirement and health benefit programs and services, and administers other programs dedicated to protecting the financial security of public employees and public agencies. CalPERS provides health benefit programs for non-firefighter unit employees only.

GLOSSARY

California Society of Municipal Finance Officers (CSMFO)	An association of local government finance officers that promotes excellence in financial management through innovation, continuing education, and the professional development of members.
Capital Improvement Program (CIP)	A multi-year financial plan comprised of several funds for construction of physical assets such as fire stations and the replacement of capital assets such as apparatus, communications, and information systems.
Cash Contract City	The municipalities that formerly had their own fire departments but currently contract with the OCFA for emergency services. These eight cities (Buena Park, Garden Grove, San Clemente, Santa Ana, Seal Beach, Stanton, Tustin, and Westminster) are billed for the service costs.
Community Emergency Response Teams (CERT)	Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.
Community Redevelopment Agency (CRA)	Agencies established by a city or a county for the remediation of blight in a community. Within the Structural Fire Fund jurisdictions, the OCFA receives revenues from these agencies either through pass-through agreements or statutory formula.
Computer Aided Dispatch (CAD)	The Emergency 911 CAD system manages 911 calls, recommends and dispatches appropriate units and personnel for specific types of incidents, and interfaces with other systems for records management requirements.
Confidence Level	A statistical measure of certainty regarding a given outcome. When applied to Workers' Compensation, it relates to the sufficiency of funding to cover future expenditures (often over the following ten years). For example, a confidence level of 80% indicates that funding is actuarially projected to meet or exceed expenditures for eight out of the next ten years. A higher confidence level equates to higher appropriations.

GLOSSARY

Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.
COVID-19 Pandemic	The coronavirus disease 2019 is a respiratory illness which was declared a pandemic on March 11, 2020.
Debt Service	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
Deficit	A condition in which revenues are insufficient to cover expenditures.
Deployment Study	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
Derivative	Secondary securities whose value is solely based (derived) on the value of the primary security that they are linked to—called the underlying security.
Design-Build	A method to deliver a project in which design and construction services as contracted by a single entity.
Division or Section Budget	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
Emergency Medical Technician (EMT)	An individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.
Encumbrance	An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.
Expenditure	Represents the actual payment for goods and services or the accrual thereof.

GLOSSARY

Executive Management Team	The Fire Chief, two Deputy Chiefs, six Assistant Chiefs, and Communications Director of the OCFA.
Fair Labor Standards Act (FLSA)	This is a federal wage-hour law, which sets mandates for the compensation of employees.
False Alarm Call	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.
Federal Emergency Management Agency (FEMA)	Provides assistance for activities that must be necessary to do one of the following: eliminate or reduce an immediate threat to life, public health, or safety.
Fees	A general term used for any charge levied for providing a service or permitting an activity.
Fiduciary Fund	Used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. OCFA fiduciary funds are not included in the Adopted Budget. Two fiduciary funds are reported in OCFA's ACFR, both of which are pension and other employee benefit trust funds.
Fire/Explosion Call	These are fire responses, even if the fire has been extinguished upon arrival. The category also includes combustion explosions with no resulting fire. Examples of this category include structure fires, rubbish fires, dumpster fires, and vehicle fires.
Fiscal Year	The period designated by the Authority for the beginning and ending of financial transactions. The Authority's fiscal year begins July 1 and ends June 30.
Five-Year Capital Improvement Plan	The Capital Improvement Program (CIP) has a Five-Year Plan that coincides with the OCFA's five-year Financial Forecasts. It reflects the budget developed for each CIP fund for five years.
Fleet Management System	Provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.

GLOSSARY

Force Hire/Hiring	Occurs when an employee is required to work a shift they are not regularly scheduled to work or had volunteered to work. This action applies to front-line response and dispatch personnel for which minimum staffing levels are required, to ensure adequate staffing on that shift.
Fund	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.
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.

GLOSSARY

Governmental Accounting Standards Board Statement #54 (GASB 54)

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

Government Finance Officers Association (GFOA)

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

Governmental Funds

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

Hazardous Materials (HazMat) Call

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

Hazardous Material Response Team (HMRT)

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

Integrated Fire Prevention System (IFP)

Provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.

GLOSSARY

Intranet/(TheHIVE)	A web-based system similar in nature to the Internet only for the OCFA employees. It provides all OCFA employees a centralized focal point to obtain Authority and personal information and data, and gives management the ability to distribute announcements, policy changes, and other information in a timely manner. Currently SharePoint is used to maintain the Intranet and is also called TheHIVE.
Jurisdictional Equity Adjustment Payment (JEAP)	Pursuant to the second amendment to the OCFA's Joint Powers Agreement, Structural Fire Fund agencies are to be issued equity payments based on a calculation of the average Structural Fire Fund Tax Rate. These payments are intended to address member agency concerns regarding the relationship of financial contributions to level of service received. The second amendment was invalidated by ruling of the Courts. This reference is retained for historical purposes.
John Wayne Airport (JWA)	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).
Joint Powers Agreement (JPA)	The OCFA was formed as a joint powers authority pursuant to California Government Code section 6500 et seq. The joint powers agreement, which governs the point execution of powers by its members, was initially executed on March 1, 1995, and has subsequently been amended four times. The fourth amendment was ratified on February 5 th , 2019.
Lease-Purchase Agreement	A capital project financing mechanism whereby a lessor (usually a bank or financing institution) provides funds to a governmental agency for the purchase of equipment. The agency then repays the lessor, with interest, over a given term subject to annual appropriation.
Major Funds	Any fund whose revenue or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget is considered a major fund.
Memorandum of Understanding (MOU)	Sets forth the terms of employment reached between the OCFA and the employee bargaining units.

GLOSSARY

Mobile Data Computers (MDC)	Used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.
Modified Accrual Basis	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
Natural Disaster Call	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
Objective	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.
Office of Emergency Services (OES)	The Governor’s Office of Emergency Services coordinates overall state agency response to major disasters in support of local government. The office is responsible for assuring the state’s readiness to respond to and recover from natural, man-made, and war-caused emergencies, and for assisting local governments in their emergency preparedness, response, and recovery efforts. It is also known as CAL EMA.
Operating Budget	Day-to-day costs of delivering Authority services included in the General Fund.
Operating Transfer	Routine or recurring transfers of assets between funds, which must be authorized by the Board of Directors.
Orange County Employees Retirement System (OCERS)	Provides retirement benefits to OCFA employees.
Orange County Fire Incident Reporting System (OCFIRS)	Provides records management for all fire service (Fire, EMS, HazMat, etc.) incidents and investigations as mandated by County, State, and Federal Fire and EMS agencies/bureaus.
Orthophotography	Aerial images taken with the geometric qualities of a map to accurately reflect true distances between points.
Other Calls	Includes citizen complaints and reports of fire code or ordinance violations.

GLOSSARY

Paramedic Unit	Vehicles staffed by at least one paramedic; they include paramedic vans, paramedic assessment units (PAU), and paramedic engines or trucks.
Public Information Officer (PIO)	The Public Information Officer serves as the media liaison for the OCFA.
Public Safety System	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.
Ready, Set, Go! Program	The wildfire action plan for residents in the wildland-urban interface areas designed to help them prepare their homes, prepare their families, and leave the path of an approaching fire in a timely fashion.
Regional Fire Operations and Training Center (RFOTC)	A twenty-acre facility, located in the City of Irvine, which houses a training center, automotive maintenance facility, warehouse, emergency communications, and administrative offices.
Rescue EMS Call	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
Reserve Firefighter (RFF)	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
Resources	The amounts available for appropriation including estimated revenues and beginning fund balances.
Revenue	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
Rupture Call	Includes vessels or containers that suffer failure or near failure due to extreme pressure from either an outside source, such as direct heating, or internally due to a cooling system failure or over-filling, such as a propane tank. Examples of this category also include explosions from bombs, dynamite, or similar explosives.

GLOSSARY

Salaries & Employee Benefits (S&EB)	Salaries and benefits paid to the OCFA’s employees. Included are items such as retirement and insurance.
Secured Fire Protection Agreement	An agreement between the OCFA and a property developer addressing the provision of fire safety and emergency medical services for the benefit of future residents who will reside within the developed area.
Service Call	Includes incidents for persons in distress, such as a lock in or lock out of a vehicle or dwelling creating an emergency situation or critical need, and smoke or odor problems. This category would also include moving units from one station to another to provide area coverage.
Service Charges	Charges for specific services rendered.
Services & Supplies (S&S)	Items categorized as services & supplies in this budget include office supplies and other materials used in the normal operations of Authority’s departments. Includes items such as uniforms, books, maintenance materials, and contractual services.
Snowball Plan	Strategies to paydown the OCFA’s Unfunded Pension Liability with OCERS.
Standard Operating Procedures (SOP)	A set of written procedures that document the intent, purpose, criteria, and course of action for specified practices of the OCFA. The SOPs are divided into four categories – Administration, Operations, Community Risk Reduction, and Support Services.
State Responsibility Area (SRA)	The portions of the County for which the State of California has primary fire suppression jurisdiction. The State contracts with the OCFA to provide these services.
Strategic Plan	Goals and objectives designed to guide the Authority into the future.

GLOSSARY

Structural Fire Fund (SFF)	The Shade Tree Law of 1909 (Government Code § 25620 et seq.) empowered certain county boards of supervisors to levy property taxes designated to pay for county fire suppression/protection services. Within Orange County, this fund is called the Structural Fire Fund and each Tax Rate Area (except those in Cash Contract Cities) has a corresponding SFF rate that is applied to the 1% basic property tax levy.
Structural Fire Fund (SFF) City	Fifteen of the twenty-four member agencies of the OCFA are Structural Fire Fund cities. These municipalities, along with the unincorporated portions of the County, pay for their emergency services by a direct allocation of property tax revenue.
Taxes	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
Tax and Revenue Anticipation Notes (TRAN)	Short term financing mechanism that provides monies to cover temporary cash flow deficits within the General Fund, which is repaid during the same fiscal year.
Unfunded Actuarial Accrued Liability (UAAL)	The total current and expected future benefit obligations, reduced by the sum of the actuarial value of assets and the present value of future normal costs of OCFA's retirement system.
United States Forest Service (USFS)	The Forest Service was established in 1905 and is an agency of the U.S. Department of Agriculture. The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres.
Urban Search and Rescue (US&R)	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
Warehouse Inventory System	Provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
Wellness and Fitness (WEFIT) Program	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.

ACRONYMS

ABH	Assistance-by-Hire
AED	Automated External Defibrillators
ACFR	Annual Comprehensive Financial Report
ALA	Accredited Local Academy
ALS	Advanced Life Support
AMDS	Automated Medication Dispensing Systems
AP	Accounts Payable
AR	Accounts Receivable
ARFF	Aircraft Rescue & Firefighting
AV	Audio Visual
ATV	All-Terrain Vehicle
AVL	Automatic Vehicle Location
BC	Battalion Chief
B&FC	Budget & Finance Committee
BLS	Basic Life Support
C&E	Crews & Equipment
CAD	Computer Aided Dispatch
CAFS	Compressed Air Foam System
CAL EMA	California Emergency Management Agency
CAL FIRE	California Department of Forestry and Fire Protection
CalOSHA	California Occupational Safety and Health Agency
CalPELRA	California Public Employers Labor Relations Association
CalPERS	California Public Employees Retirement System
CB	Completion Benchmark
CCC	Cash Contract Cities
CCCS	Countywide Coordinated Communication System
CDF	California Department of Forestry (aka CAL FIRE)
CERT	Community Emergency Response Teams

ACRONYMS

CFFJAC	California Fire Fighter Joint Apprenticeship Commission
CIP	Capital Improvement Program
CMS	Content Management System
COA	Chief Officers Association
COTS	Commercial Off-the-Shelf
COVID-19	Coronavirus Disease 2019
CPA	Certified Public Accountant
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CRA	Community Redevelopment Agency
CRR	Community Risk Reduction
CSFT	California State Fire Training
CSMFO	California Society of Municipal Finance Officers
CVS	Community Volunteer Services
DOC	Department Operations Center
DOP	Digital Orthophotography
DR/CO-LO	Disaster Recovery Co-Location
DSR	Daily Status Report
ECC	Emergency Command Center
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPAC	Emergency Planning and Coordination
FEMA	Federal Emergency Management Agency
FFPM	Firefighter/Paramedic
FIRIS	Fire Integrated Real-Time Intelligence System
FLSA	Fair Labor Standards Act
FD	Fire Department

ACRONYMS

FS	Fire Station
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GF	General Fund
GFOA	Government Finance Officers Association
GGRF	Greenhouse Gas Reduction Funds
GIS	Geographic Information System
GO	General Orders
GPM	Gallons per Minute
GPS	Global Positioning System
HAZMAT	Hazardous Materials
HMD	Hazardous Materials Disclosure
HMRT	Hazardous Material Response Team
HVAC	Heating, Ventilation & Air Conditioning
IDF	Intermediate Distribution Facility
IFP	Integrated Fire Prevention (System)
IRIS	Incident Reporting Investigation System (replaces OCFIRS)
IT	Information Technology
JEAP	Jurisdictional Equity Adjustment Payment
JOC	Job Order Contracting
JPA	Joint Powers Authority or Joint Powers Agreement
JWA	John Wayne Airport
LT	Limited Term
MDC	Mobile Data Computers
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
OCEA	Orange County Employees Association

ACRONYMS

OCERS	Orange County Employees Retirement System
OCFA	Orange County Fire Authority
OCFAMA	Orange County Fire Authority Management Association
OCFD	Orange County Fire Department
OCFIRS	Orange County Fire Incident Reporting System
OCIAC	Orange County Intelligence Assessment Center
OCMEDS	Orange County Medical Emergency Data System
OCPFA	Orange County Public Firefighters Association
OSHA	Occupational Safety and Health Administration
P&D	Planning and Development
PARS	Public Agency Retirement Services
PAU	Paramedic Assessment Unit
PC	Personal Computer
PCR	Pre-hospital Care Report or Patient Care Report
PD	Police Department
PEPRA	Public Employees' Pension Reform Act
PIO	Public Information Office or Officer
PM	Paramedic
PO	Purchase Order
PODs	Point-of-Dispensation sites
PPE	Personal Protective Equipment
PR	Public Relations
PSI	Pound-force per Square Inch
PSR	Personnel & Salary Resolution
PSS	Public Safety System
QRF	Quick Reaction Force
RDA	Redevelopment Agency
RFF	Reserve Firefighter

ACRONYMS

RFOTC	Regional Fire Operations and Training Center
RFP	Request for Proposal
RMS	Records Management System
ROI	Return on Investment
S&EB	Salaries & Employee Benefits
S&S	Services & Supplies
SAC ISA	Santa Ana College In-Service Agreement
SAN	Storage Area Networks
SCBA	Self-Contained Breathing Apparatus
SFF	Structural Fire Fund
SLA	Service Level Assessment
SOP	Standard Operating Procedures
SQL	Structured Query Language
SRA	State Responsibility Area
SUV	Sport Utility Vehicle
SVS	Storage Vault System
TBD	To-Be-Determined
TCD	Target Completion Date
TDA	Tractor Drawn Aerial (apparatus)
TPA	Third Party Administrator
TRAN	Tax and Revenue Anticipation Notes
TSD	Target Start Date
UAAL	Unfunded Actuarial Accrued Liability
UI/UX	User Interface / User Experience
UPS	Uninterruptible Power System
US&R	Urban Search and Rescue
USAR	Urban Search and Rescue
USFS	United States Forest Service

ACRONYMS

UTV	Utility Terrain Vehicle
VHF	Very High Frequency
VLHT	Very Large Helitanker
VoIP	Voice over Internet Protocol (system)
VPN	Virtual Private Network
WC	Workers' Compensation
WEFIT	Wellness and Fitness Program
WMD	Weapon of Mass Destruction