



# Orange County Fire Authority

**FY 2022/23  
Adopted Budget**







# FY 2022/23 Budget

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July 2022

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Fire Chief

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





## Our Mission

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

## Our Vision

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

## Our Values Statement

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

**P**rofessionalism  
**E**nthusiasm  
**O**rganizational Integrity  
**P**ride  
**L**eadership  
**E**ffectiveness"

## Our Motto

*"In service of others!"*





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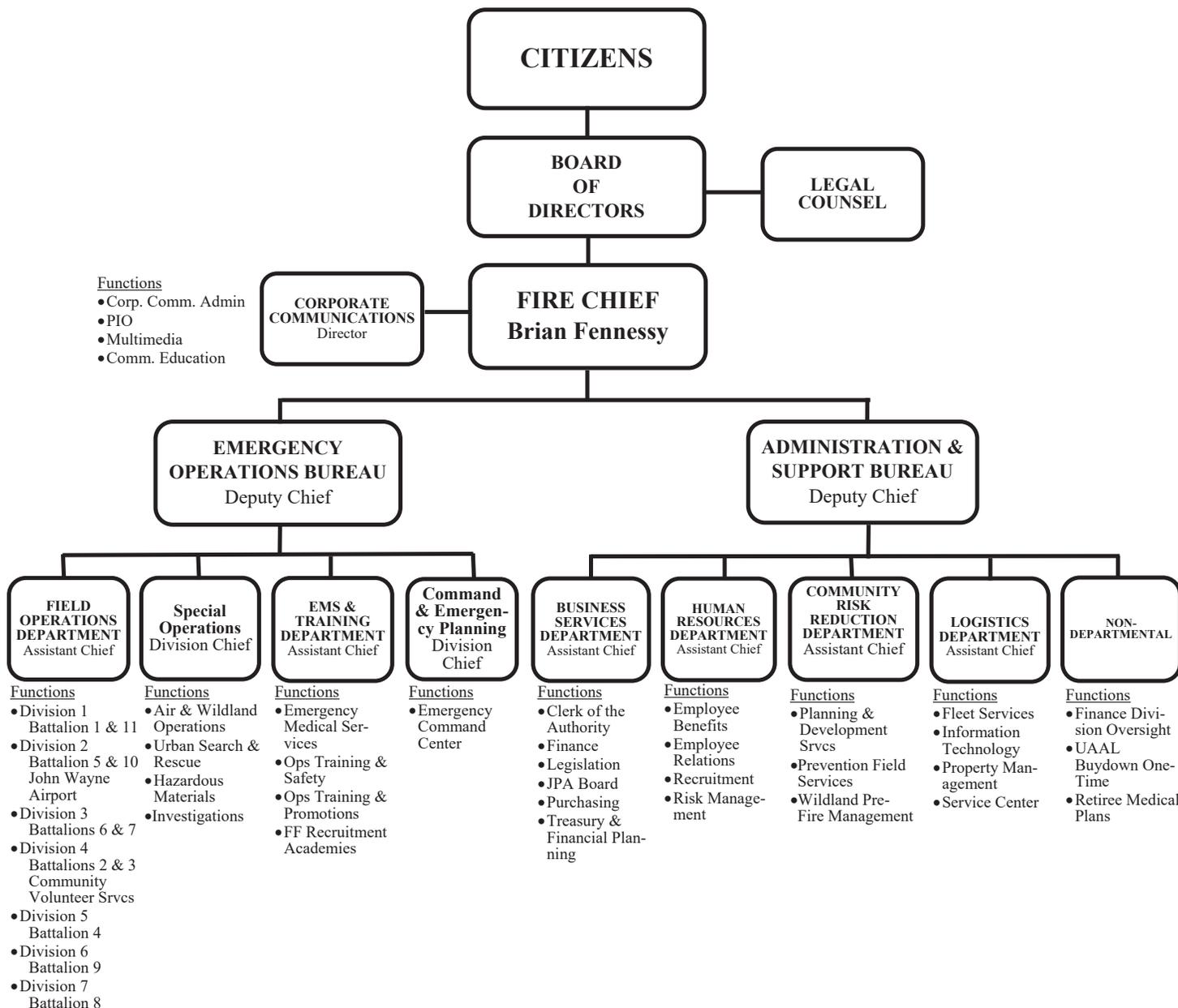
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# ORANGE COUNTY FIRE AUTHORITY ORGANIZATION CHART



# Orange County Fire Authority at a Glance



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

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



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

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

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

# Orange County Fire Authority at a Glance

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

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

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

Population Served: 1,891,414

Number of Stations: 77 (including two Specialty stations)



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

Note: Please see the Appendix starting on page 337 for additional demographic information.

## Organizational Structure

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

For FY 2022/23, the Board of Directors is scheduled to meet monthly (or more often if needed). The Board currently has three standing committees which also meet monthly: an Executive Committee, a Budget and Finance Committee, and a Human Resources Committee. The Chair of the Board makes appointments to the Committees on an as needed basis. Following are descriptions of each committee:

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

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

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

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

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

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

**Advisory Committees to the Board of Directors**

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

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

# Reader's Guide to the Budget

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

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

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## **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 2022/23 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 2022/23. This section provides highlights of the General Fund, an overview of the assumptions used to develop the FY 2022/23 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:

- Operations
- Special Operations
- Emergency Medical Services and Training
- Command and Emergency Planning

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 2022/23.

## **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 2022/23, each section's services and supplies (S&S) budget was held flat at the FY 2021/22 level. This base budget excluded any one-time projects and grant funding that had been included in the FY 2021/22 Budget. Supplemental Budget Request forms were submitted for funding requests that exceeded the base budget. These supplemental requests were submitted to the respective Executive Manager for review and approval, and then submitted to the Treasury and Financial Planning Section/Budget Unit for compilation. The Budget Unit developed the salary and employee benefits (S&EB) budget based on authorized positions, memorandum of understanding (MOU) provisions and estimated benefit costs. A draft FY 2022/23 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 2022 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 2022/23 BUDGET DEVELOPMENT CALENDAR**

**NOVEMBER 2021**

- Executive Management reviews draft budget policies and priorities

**MARCH 2022**

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

**DECEMBER 2021**

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

**APRIL 2022**

- Property Tax Consultant provides final report updating the five-year property tax projections
- CIP Ad Hoc Committee reviews draft budget on 4/13/2022
- City Managers' Budget & Finance Committee reviews draft budget on 4/19/2022

**JANUARY 2022**

- 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 2022**

- Budget & Finance Committee receives final property tax report from Property Tax Consultant, and reviews General Fund and CIP draft budget on 5/11/2022
- OCFA provides budget workshop and conducts Public Hearing to Board of Directors on 5/26/2022
- Board of Directors adopts FY 2022/23 Proposed Budget on 5/26/2022

**FEBRUARY 2022**

- 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 2023**

- Any necessary updates to the FY 2022/23 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 64% of this fund’s revenue, is specifically identified for fire suppression, protection, prevention, and related services. For budget purposes this is the only OCFA major fund based on FY 2022/23 budgeted revenues and expenditures.

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

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

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

### **Capital Projects Funds**

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

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

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

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

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

### **Debt Service Fund**

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

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

**Fiduciary Funds**

The Fiduciary Funds are used to report resources held and administered by the OCFA when it is acting in a fiduciary capacity for individuals, private organizations, or other governments. These funds are included in our Annual Comprehensive Financial Report (ACFR) but are excluded from the FY 2022/23 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, Operations, Community Risk Reduction, Special Operations, Business Services, EMS & Training, Command & Emergency Planning and Logistics. All other funds are monitored by one or two departments as shown in the chart.

<b>Fund</b>	<b>Department(s) Responsible</b>	<b>Section(s)/Division(s) Responsible</b>
Fund 121 – General Fund	All Departments	All Sections/Divisions
Fund 12110 – General Fund CIP	Logistics  EMS & Training Special Operations	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
Fund 139 – Settlement Agreement	Business Services	Finance Treasury/Fin. Planning
Fund 171 – Structural Fire Fund Entitlement Fund	Business Services Operations	Finance Field Divisions
Fund 190 – Self-Insurance Fund	Business Services Human Resources	Treasury/Fin. Planning Human Resources

## **BASIS OF ACCOUNTING - FINANCIAL STATEMENTS**

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

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

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

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

## **BUDGETARY BASIS OF ACCOUNTING**

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

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

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

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

- Compensated absences are treated slightly differently in the budget than in the ACFR. The OCFA does not budget for total unpaid vacation and unused sick leave, but only that amount estimated to be paid in the current budget year. The ACFR, however, accounts for compensated absences in accordance with Governmental Accounting Standards Board (GASB) Statement No. 16, which requires unpaid vacation and unused sick leave to be accrued when the liability has been incurred.
- The major fund determination for the budget differs from the GAAP calculation for major funds as presented in the ACFR. Budgetary major fund determination is based on revenues and expenditures of the appropriated budget. Major fund determination for financial statements of governmental funds is based on revenues, expenditures, assets or liabilities. Therefore, a fund may be considered a major fund for the ACFR but would not be a major fund in the budget. The General Fund is always considered a major fund for both the ACFR and the budget. Beginning in FY 2010/11, the OCFA elected to present all of its funds as major in the ACFR.
- The Structural Fire Fund Entitlement Fund (Fund 171), the Self-Insurance Fund (Fund 190) and the Settlement Agreement Fund (Fund 139) are presented as separate funds in the budget but are consolidated with the General Fund for financial statement presentation.

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

<b>SUMMARY OF DIFFERENCES</b>		
<b>Description</b>	<b>Fund-Based Financial Statements</b>	<b>Budget</b>
Expenditures	Excludes encumbrances	Includes encumbrances
Compensated Absences	Accrue unpaid vacation and unused sick leave when liability is incurred	Includes estimated amount to be paid during the current budget year
Major Fund Determination	All Funds are major in the ACFR effective FY 2010/11	Calculation is based on any fund whose revenues or expenditures are more than 10% of the appropriated budget
Structural Fire Fund Entitlement Fund (Fund 171) Self-Insurance Fund (Fund 190) Settlement Agreement (Fund 139)	Consolidated with General Fund for Financial Statement presentation effective FY 2010/11	Presented as separate funds
Fund Balance	Includes encumbrances	Excludes encumbrances

**INTERNAL CONTROLS**

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

**APPROPRIATIONS LIMIT**

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

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

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

## **LEGAL DEBT LIMIT**

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

The OCFA also periodically issues short-term debt in the form of Tax and Revenue Anticipation Notes (TRAN) to cover cash flow needs due to significant timing differences between cash inflows and outflows. OCFA does not anticipate issuing a TRAN in FY 2022/23.

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 October 2021**

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

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

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

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

- Roles/Responsibilities/Authorities** **Last Updated July 2021**  
All authority rests with the Board of Directors unless delegated by statute or board action. When delegated, these authorities are further defined by contracts, resolutions, policies, or other board actions. The Roles/Responsibilities/Authority matrix summarizes the statutory or delegated level of authority to conduct business.
- Accounts Receivable Write-off Policy** **Last Updated May 2002**  
This policy establishes the authority levels and actions the OCFA will utilize in the collection and writing off of delinquent accounts. The policy also requires staff to submit a report to the Budget and Finance Committee annually listing bad debt accounts over \$15,000 written off during the preceding fiscal year.
- Short-Term Debt Policy** **Last Updated March 2007**  
The Short-Term Debt Policy establishes guidelines for the issuance and management of short-term debt to enhance the Board’s ability to manage cash flow in a fiscally conservative and prudent manner. Property taxes represent about 64% of the OCFA’s General Fund revenues and, due to the timing of receipts, negative cash balances occur during certain times of the year. A cash flow financing option, known as Tax and Revenue Anticipation Notes (TRAN), allow the OCFA to operate without an interruption in service.
- Emergency Appropriations Policy** **Last Updated September 2008**  
This policy establishes guidelines for increasing appropriations in the event of extraordinary fire or emergency activity following the last Board of Directors meeting of the fiscal year, which is typically in May. The budget reflects a \$3 million Appropriation for Contingencies, which is funded by a reduction in the 10% General Fund contingency fund balance. Use of the Contingency Appropriation must be approved by the Chair of the Board, or Vice Chair if the Chair is absent, and reported at the next scheduled Board of Directors meeting.
- Workers’ Compensation Funding Policy** **Last Updated May 2015**  
In March 2002, the OCFA implemented a workers’ compensation self-insurance program. A separate fund, Fund 190: Self-Insurance, was established in May 2003 to track funding and expenditures for workers’ compensation claims liability. The required funding levels are 50% for outstanding losses and 50% for projected losses as determined by an independent actuarial study.
- Assigned Fund Balance Policy** **Last Updated November 2014**  
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Assigned Fund Balance Policy establishes various levels of authority by which the OCFA may set aside cumulative resources in fund balance for an intended future use.
- Fund Balance Flow Assumption Policy** **Last Updated April 2011**  
This policy was adopted as a result of implementation of Governmental Accounting Standards Board (GASB) Statement No. 54. The Fund Balance Flow Assumption Policy establishes the order of spending of five new governmental fund balance categories.

- **Grant Management Policy**

**Last Updated January 2020**

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

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

- **Budget Detail / Policy and Guidelines**

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

- **Internal Policies and Comprehensive Desk Procedures**

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

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This FY 2022/23 Budget reflects how our financial policies provide the framework and flexibility for responding to changing circumstances. Our efforts toward building a strong financial future for the OCFA have helped us weather economic fluctuations; and our proactive measures have helped us balance all years of our Five-Year Financial Forecast.

***BUDGET PURPOSE and ORGANIZATION***

*(FY 2022/23 Budget Policies, Fiscal Health Plan, Financial Stability Budget Policy)*

***Financial Objectives***

The following financial objectives were established in December 2021 to guide FY 2022/23 budget development:

- The OCFA will prepare a one-year budget for adoption by the Board of Directors in May 2022
- Balance General Fund revenues and expenditures for the adopted budget and strive to balance the budget for all years forecasted
- 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 2021 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 2021/22 approved Services & Supplies (S&S) appropriations. Funds may be shifted within each department based on priorities. Necessary expenditure increases such as for utilities, fuel costs, leases or

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

### ***Parameters for Recommending Use of Fund Balance***

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

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

### ***Capital Improvement Management***

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

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

### ***Fund Balance***

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

General Fund

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

CIP Fund Balances and Target Funding Levels

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

***FINANCIAL REPORTING***

*(Fiscal Health Plan)*

***Annual Reporting***

The OCFA prepares annual financial statements as follows:

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

***Interim Reporting***

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

***FISCAL HEALTH MONITORING***

*(Fiscal Health Plan, Financial Stability Budget Policy)*

***Financial Indicators***

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

***Long-Term Liability Study***

One of the key components of fiscal responsibility is prudent management of long-term liabilities, not just pensions. The latest OCFA Long-Term Liability Study was presented to the Board of Directors in January 2022. The Study examines the following long-term liabilities:

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

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

***Five-Year Forecast***

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

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

### ***INVESTMENTS***

*(Investment Policy, Fiscal Health Plan)*

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

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

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

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

### ***CAPITAL FINANCING and DEBT MANAGEMENT***

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

#### ***Short-Term Debt***

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

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

***Long-Term Debt***

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

***Lease-Purchase Financing***

The OCFA uses lease-purchase financing to fund certain capital expenditures including vehicles, communication equipment, and information systems. The term of the lease-purchase agreement is equal to or less than the useful life of the equipment being purchased. Use of lease purchase financing may be authorized by a majority of the members of the Board of Directors. The OCFA purchased two helicopters and related equipment for a total of \$21.5 million using this financing method. The lease payments concluded in December 2018. The OCFA has no current lease-purchase agreements in place.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Orange County Fire Authority  
California**

For the Fiscal Year Beginning

**July 01, 2021**

*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, 2021. 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 2021/22 beginning July 1, 2021. 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. 2022-04

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 2022/23

*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 2022/23 is approved and adopted by the Board of Directors as follows:

<u>General Fund Operating Appropriations</u>	
Salary and Employee Benefits	\$408,340,040
Retiree Medical Pay-down to OCERS	\$17,787,217
Services and Supplies (including one-time)	\$39,903,300
Capital Outlay	<u>\$124,000</u>
Total Operating Appropriations	\$466,154,557
Operating Transfers-out of General Funds	
To CIP Fund(s) and Settlement Agreement Fund	\$26,110,226
<u>Other Funds Appropriations</u>	
Fund 12110 – General Fund CIP	\$9,009,650
Fund 123 – Fire Stations and Facilities	\$875,000
Fund 124 – Communications and Info. Systems	\$6,100,000
Fund 133 – Fire Apparatus	\$11,015,700
Fund 139 – Settlement Agreement	\$668,000
Fund 190 – Self-Insurance Fund	<u>\$17,212,913</u>
Total Other Funds Appropriations	\$44,881,263
<u>Reserves</u>	
10% Operating Contingency	\$42,251,013
Appropriation for Contingencies	\$3,000,000

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**FY 2022/23 OCFA Adopted Budget**

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Orange County Fire Authority  
Resolution No. 2022-04  
Page 2

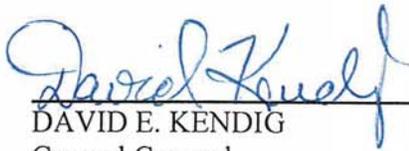
*PASSED, APPROVED and ADOPTED* this 26th day of May 2022.

  
MICHELE STEGGELL, CHAIR  
OCFA Board of Directors

ATTEST:

  
MARIA HUIZAR  
Clerk of the Authority

APPROVED AS TO FORM:

  
DAVID E. KENDIG  
General Counsel

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

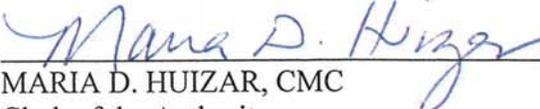
I, Maria D. Huizar, Clerk of the Orange County Fire Authority, do hereby certify that the foregoing Resolution No. 2022-04 was duly passed and adopted at a regular meeting of the Board of Directors of the Orange County Fire Authority held on the day of May 26, 2022, by the following roll call vote, to wit:

- |   |   |
|---|---|
| <p>AYES:</p> <ul style="list-style-type: none"> <li>Michele Steggell, La Palma</li> <li>Lisa Bartlett, County of Orange</li> <li>Ross Chun, Aliso Viejo</li> <li>Shelley Hasselbrink, Los Alamitos</li> <li>Joe Kalmick, Seal Beach</li> <li>Austin Lombard, Tustin</li> <li>Sunny Park, Buena Park</li> <li>Vince Rossini, Villa Park</li> <li>Don Sedgwick, Laguna Hills</li> <li>Tri Ta, Westminster</li> <li>Richard Viczorek, Dana Point</li> <li>Kathleen Ward, San Clemente</li> </ul> | <ul style="list-style-type: none"> <li>Anthony Kuo, Irvine</li> <li>Troy Bourne, San Juan Capistrano</li> <li>Carol Gamble, Rancho Santa Margarita</li> <li>Noel Hatch, Laguna Woods</li> <li>Jessie Lopez, Santa Ana</li> <li>John O'Neill, Garden Grove</li> <li>Sandy Rains, Laguna Niguel</li> <li>Ed Sachs, Mission Viejo</li> <li>Dave Shawver, Stanton</li> <li>Mark Tettermer, Lake Forest</li> <li>Donald P. Wagner, County of Orange</li> </ul> |
|---|---|

NOES: None

ABSTAIN: None

<p>ABSENT</p> <ul style="list-style-type: none"> <li>Gene Hernandez, Yorba Linda</li> </ul>	<ul style="list-style-type: none"> <li>Ann Hertz-Mallari, Cypress</li> </ul>
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 MARIA D. HUIZAR, CMC  
 Clerk of the Authority

# 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](http://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.

# Chief's Message





## Fire Chief's Budget Message

*Honorable Members of the Board of Directors:*

We are pleased to present our General Fund and Capital Improvement Program (CIP) budget for Fiscal Year (FY) 2022/23. As required by the Fiscal Health Plan and Financial Stability Budget Policy, this proposed General Fund budget is balanced for FY 2022/23 and meets our policy reserve requirements.

Over the past year, the OCFA's commitment to uphold the three tenets of our vision statement – courage, compassion, and competency – was on full display. As wildfire broke out across the state during the 2021 fire season, which included the notably extreme Dixie and Caldor Fires, OCFA answered the call dispatching numerous strike teams out of county. Hardships were also faced here at home in Orange County, beginning early in the year with the Emerald Fire. Our hearts are especially heavy for all of the families affected by the Laguna Woods church shooting and the Coastal Fire in Laguna Niguel.

Despite these and many other challenges, I am pleased to report that the OCFA maintained our record of uninterrupted service, including during the height of the Omicron variant of COVID-19. That said, we anticipate the lingering effects of supply chain disruptions stemming from the pandemic as well as persistent inflation will continue to impact the price and availability of services and supplies. Additional challenges are sure to arise, but as always, I am confident your leadership and support along with the commitment and care of our personnel will propel us past any adversity and uplift OCFA to new heights.

To that end, the components of this budget work in concert to support our mission to protect lives and property through the delivery of exceptional emergency and support services. The budget includes measured increases for operational needs while providing a foundation for funding necessary capital improvement projects planned out over the next five years.

At 64% of revenues, property taxes are the largest component of the General Fund revenue budget. The OCFA has contracted with Harris & Associates to conduct property tax forecasts for the next five fiscal years. Their projections, which are updated on an annual basis, are included in the five-year cash flow forecast located on page 72. Utilizing conservative assumptions and methodologies, the Harris & Associates forecast assumes that the economy will continue its recovery from the economic impacts of the pandemic given the continued strong housing market fueled by pent-up demand and low inventory. The property tax forecast projects average annual growth of 3.67% over the next five years.

In keeping with Harris & Associates' projections, we have estimated that although property tax revenue dollars will continue to grow in FY 2022/23, the rate of growth is anticipated to be moderated by high prices and rising interest rates. Given current revenue trends, we have carefully evaluated increases to the General Fund budget with a focus to ensure sustainability based on lower

revenue growth, while also ensuring that the added costs have minimal impact to our cash contract member agencies. The FY 2022/23 Adopted Budget includes 1,572 funded positions with 38 new positions as detailed on pg. 80.

As you read through this report, know that you, honorable Board Directors, had a hand in every goal achieved, every benchmark reached, and every bold aspiration for our future. Thank you. Together, we can and will continue our ascension as a premier fire service agency in our state and nation.

### **Fiscal Measures Implemented During Budget Development**

The budget development process continues to include the following measures:

- ***Vacant/Frozen Positions*** – Funding for frozen positions must be approved by the Board before filling; the OCFA currently has 4 frozen, unfunded positions. At the highest point following the 2008 recession, the OCFA had 103 frozen positions. As in the past, non-frozen vacant positions are funded.
- ***Services and Supplies*** – All sections were directed to hold their services and supplies (S&S) budget at the FY 2021/22 level after one-time increases were removed. Requested increases for FY 2022/23 were reviewed and approved on a case-by-case basis.
- ***Salaries*** – The budget includes scheduled pay increases for positions in the Chief Officer labor group. No salary increases were included for the Professional Firefighters Association or Orange County Employees Association since the MOUs for these two labor groups have expired, and successor MOUs had not yet been completed at the time of budget adoption. No salary increases were included for the OCFA Management Association labor group since a new one-year MOU expiring 6/22/2023 did not include pay increases. Merit increases are 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 OCFA's pension plan now funded at a level of 92.7%, the budget includes approximately \$17.8 million in additional payments for the Snowball Plan

that will be applied towards 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 2022/23 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.***

- **Explore service delivery improvements that can result from implementation of new technologies** – During Fiscal Year 2021/22, OCFA partnered with Southern California Edison and Coulson Aviation (USA), Inc. on the Quick Reaction Force program, which utilizes the world's largest fire-suppression helicopters operating 24/7, to enhance regional aerial wildland fire response.

OCFA also continued with the third year of the Fire Integrated Real-time Intelligence System (FIRIS) 3.0 Program, which was designed to enhance regional wildfire situational awareness for first responders during the 2021-2022 wildfire season. These programs increased our air operations response capabilities and created a new source of intelligence related to fire behavior not just for OCFA, but all surrounding agencies and the entire state.

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

Since then, OCFA has made substantial progress towards the pay down of the UAAL. As of December 2021, the UAAL was \$174.4 million. This was a result of OCERS' strong market performance, changes to OCERS' long-term actuarial assumptions and additional payments OCFA has made towards its unfunded pension liability. OCFA has made actual voluntary UAAL payments of approximately \$124.3 million in the eight years following plan adoption, resulting in \$46.8 million in interest savings. OCFA is currently 92.7% funded, assuming all other actuarial inputs are held constant.

Strategies included in the Snowball Plan are:

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

In accordance with the Snowball Plan, now that the pension liability is more than 85% funded, Snowball Plan payments are redirected to paydown our retiree medical liability. In December 2021, \$14.3 million was transmitted by OCFA to OCERS for accelerated paydown of the OCFA's retiree medical liability.

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

- **Negotiate and implement successor MOUs, as applicable, keeping focus on OCFA's mission and sustainability of services** – Successor MOUs were approved by the Board of Directors for the Chief Officers Association (September 24, 2020) and the OCFA Managers' Association (June 23, 2022). Negotiations for successor MOUs with the Orange County Employees' Association (expired August 22, 2021) and Orange County Professional Firefighters Association (expiring August 31, 2022) are underway.
- **Perform strategic planning for renewal of the OCFA JPA in July 2030, including exploration of long-term solutions to address costing matters relative to cash contract member agencies** – An Ad Hoc Committee for studying cash contract charge provisions met monthly and completed its work during 2021. The Committee determined that managing the pace at which overall OCFA expenses increase is the

most appropriate way to manage costs for the cash contract cities. Staff has begun developing a draft plan (or project charter) to outline a potential process for strategic planning relative to an OCFA JPA renewal or JPA amendment. Once drafted, concepts for the project will be reviewed with the Board Chair.

- **Evaluate options for OCFA’s future provision of Air Operations services, in light of the two older helicopters being grounded** – An initial report was submitted to the Budget & Finance Committee (B&FC) on November 10, 2021 to begin seeking input for developing a proposed vetting/review process relative to future Air Operations assets. Additional development of the review plan occurred with the B&FC at its meetings in January and March 2022, resulting in Board approval of a six phase OCFA Air Asset Replacement Review Plan on March 24, 2022. As of July 2022, all six phases of the review plan have been completed. In addition, the Board has provided direction to initiate administrative actions necessary to facilitate the purchase of two Sikorsky S-70 Type 1 helicopters for consideration at its September meeting.

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

- **Take action to foster career progression, encourage professional development, and develop future leaders within OCFA** – Training classes, conferences, and learning opportunities offered to personnel so far this year, (and in the upcoming months) include:
  - All American Leadership
  - Cal Chiefs Annual Conference
  - California Society of Municipal Finance Officers
  - CalPELRA
  - Career Survival Leadership Class
  - CSU Leadership Development Program
  - Emergency Operations Center Training/Mentorship
  - Fire Service Executive Development Institute
  - Fire Rescue International
  - Fireground Survival
  - First Responder Wellness – PTSD & Suicide in Public Safety
  - Gordon Graham, The New Supervisor Seminar
  - Government Finance Officers Association Conference
  - IAFC: Embracing Diversity, Equity & Inclusion for Public Safety
  - League of Cities Conference
  - Liebert Cassidy Whitmore HR & Supervision Classes/Webinars
  - Move-up Fire App. Engineer & Fire Captain (succession planning)
  - OC Fire Chiefs Monthly Meetings
  - Public Safety Peer Support

- Women in Fire Annual Conference
  - Women on Fire Leadership Symposium
- **Implement actions to increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment** – The Diversity and Inclusion Coordinator presented an Internal Assessment to the Human Resources Committee in November 2021 for their comments and input.

OCFA celebrated Black History Month in February, and Women’s History Month in March, through several feature stories posted on OCFA social media to recognize trailblazers within OCFA’s workforce on both fronts.

For Women’s History Month alone, our Corporate Communications team created and published a total of six social media posts, which is an all-time high and a 500% increase in Women’s History Month content year-over-year. Further, with a combined audience of more than a quarter of a million social media users, these six posts eclipsed last year’s Women’s History Month social media reach by 326% in unique impressions (from 49,971 to 212,833) and 674% (from 2,375 to 18,391) in total engagement. These are also all-time highs for any social media campaign focused on historically underrepresented communities in the history of the OCFA.

Also in March, OCFA utilized the services of an external-independent provider for issuance of a Diversity, Equity, and Inclusion (DEI) climate survey which will inform a strategic plan on DEI efforts for the future. The survey was facilitated externally in a manner which protects the anonymity of our employees, to foster ability for candid responses. Once the data compilation is provided back to OCFA, and analytics are completed, a workgroup will be used to further develop DEI initiatives for OCFA.

In June, OCFA hosted its third annual Girls Empowerment Camp (GEC). The GEC is a free two-day camp (open to teens ages 14-18) that introduces them to the fire service. As indicated by the title “Girls” Empowerment Camp, we seek to attract females into the fire service by increasing their awareness of firefighting as a career option at a young age. And while the overwhelming majority of GEC’s participants are female (approximately 97% at our last in-person event in 2019), due to the Unruh Civil Rights Act for public accommodations, teens who identify as male are also welcomed to attend.

In November 2021, OCFA completed inclusive facility restroom renovations at Fire Stations 51, 58, and 64 providing a dedicated space for female use of facilities. Inclusive facility restroom renovations of Fire Stations 13 and 8 were completed in January and February 2022, respectively. May 2022 marked the completion of the dorm privacy renovation at Fire Station 53, as well as the inclusive facility restroom renovations at Fire Stations 2, 32, and 53. The inclusive facility restroom renovations at Fire Stations 4, 14, 16 and 42 are currently in process.

- **Pursue State Fire Training Accreditation for OCFA's Firefighter Academy as the next phase of work to ensure that the Academy's course content and associated testing remains correlated with Firefighter job performance requirements** – OCFA completed the final, on-site, assessment with the State Fire Training representatives and on January 14, 2022, received approval to host an Accredited Local Academy (ALA).

A report was provided to the Human Resources Committee at the meeting on February 1, 2022, presenting the myriad of benefits and the staffing associated with the transition to, and maintenance of, an ALA format. Fiscal implementation needs were approved with the FY 2022/23 Adopted Budget to enable completion of this transition.

Although accreditation has already been achieved, OCFA anticipates hosting the first formally Accredited Academy in August of 2022 and numerous personnel are taking the required classes and training to become accredited instructors and skills evaluators through the State Fire Training agency. This involves completing several required classes and a task book.

- **Develop policies to keep OCFA proactive with classification and compensation issues** – The Human Resources Department assigned a Senior Human Resources Analyst to lead the development of a Class & Comp Program for the OCFA. The Department will issue a request for bids to our panel of Classification and Compensation consultants to provide subject matter expertise in the development of Class & Comp standards, forms, and policies. It is expected that this project will begin following MOU negotiations with OCFAMA, OCEA, and OCPFA Local 3631 for successor MOUs.

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

- **Continue the development of the Community Risk Reduction records management system** – The new records management system known as ORION replaces the obsolete Integrated Fire Prevention system. The new system will support daily workload, reporting, quality control, billing functions, and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service. The project is on schedule at 69% complete and 51% budget expended as of June 2022. The January 1, 2023 kick off date may be delayed to July 1, 2023 to accommodate testing and training.
- **Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System** – The contractor has been

selected and the initial kickoff meeting was completed during the second quarter of FY 2021/22. The resurgence of COVID initially caused delays in the meeting schedule. However, with the subsidence of COVID, the contractor is now meeting weekly with OCFA staff to complete the discovery phase of the project.

- **Implement the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades, and continuity of operations (data center colocation facility, backup dispatch center, and data center fire protection upgrade)** – Implementation has been initiated, or is substantially completed, for the following projects:
  - Cyber-Security – Physical Access to IT systems is 50% complete; network access/privileges and software precautions is 100% complete; 2-factor login authentication testing is 75% complete; and server and firewall software patching is 90% complete.
  - Physical Security Upgrades – Control Access System and surveillance camera upgrades are 35% complete. Design and engineering is complete and bid award and full implementation is anticipated by December 2022. An updated RFOTC Security vulnerabilities assessment was completed in November 2021. The Enhanced Security Guard Services contract award was deferred pending a Security Ad Hoc Committee review.
  - Data Center Co-Location Facility – This project is 20% complete. The location has been identified (US&R Warehouse) and the feasibility study is complete. Phase two pre-construction services are in-process. The next step will be to seek Board approval to proceed with construction phase. An alternate dispatch location at Fire Station 43 is 90% implemented.
  - Data Center Fire Protection Upgrade – This project is 30% complete. The design phase is complete with bid award and construction started in May 2022.

### **Highlights of Priorities Established for the FY 2022/23 Budget Cycle**

The OCFA's Executive Management Team identified three primary goals for 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.*
  - Utilize the newly formed Operations Committee and Legislative & Public Affairs Committee to facilitate policy actions by the Board of Directors related to service delivery enhancements and legislative/grant priorities.
  - Fulfill the Board-approved OCFA Aircraft Replacement Review Process and begin implementation of Board-directed actions that result from the analysis.

- 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.
- Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24.
- Develop a project charter for the OCFA JPA 2030 Renewal to include, but not limited to, exploration of alternatives for cash contract city contributions to regional CIP costs, facility maintenance, and remove the Snowball Plan provisions if/when those goals are completed.

**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.
- Take action to foster career progression, encourage professional development, and develop future leaders within the OCFA.
- Implement actions to increase the diversity of the OCFA's workforce and to improve the OCFA's inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations.
- Enhance the level of Behavioral Health support provided to the OCFA's workforce through implementation of a new Behavioral Health Coordinator position designed to oversee, coordinate and expand program services.
- Develop policies to keep the OCFA proactive with classification and compensation issues.

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

- Complete the development of the Community Risk Reduction records management system to replace the obsolete Integrated Fire Prevention system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.

- Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades.
- Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call processing times, turnout times, various components of overall response time, etc.).
- Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).

### **Total Budget Overview**

The total revenue budget for FY 2022/23 is \$528.5 million and total expenditures are \$511.0 million across all funds. 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 \$17.8 million to OCERS to pay down unfunded liability.

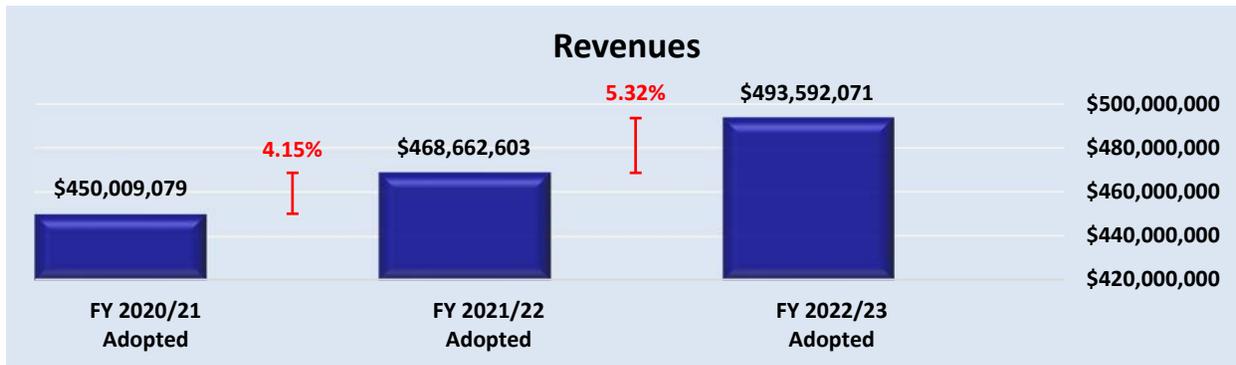
The Financial Stability Policy prescribes how to allocate the General Fund surplus. The policy requires that 50% of the surplus be transferred to the CIP and 50% be allocated to pay down OCFA's unfunded liabilities as part of the March mid-year budget adjustments. The policy allows for the transfer of 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 2022/23 to transfer approximately \$23.4 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 2022/23 is budgeted at \$493.6 million, and expenditures are budgeted at \$466.2 million, which includes approximately \$17.8 million to pay down unfunded liability. The General Fund budget is balanced with ongoing operating revenues exceeding ongoing and one-time operating expenditures.

### General Fund Revenues

The table on the following page depicts the General Fund revenues over three fiscal periods for comparison purposes.



There are five main categories of revenue for OCFA. Property tax represents the largest category at approximately 64% of the General Fund’s total revenue, or \$315.7 million. As a category, it is projected to increase by approximately 6.32% in FY 2022/23 compared to the FY 2021/22 Adopted Budget. The largest portion of the Property Tax revenue category is Secured Property Tax, which is projected to grow by 6.5% based on an annual property tax study prepared by Harris & Associates.

The next largest revenue category, Charges for Current Services, represents 29.7% of the General Fund’s revenues at approximately \$146.6 million. This category is estimated to increase by 1.9%. Most Cash Contract City base service charges are increasing by 2.42%.

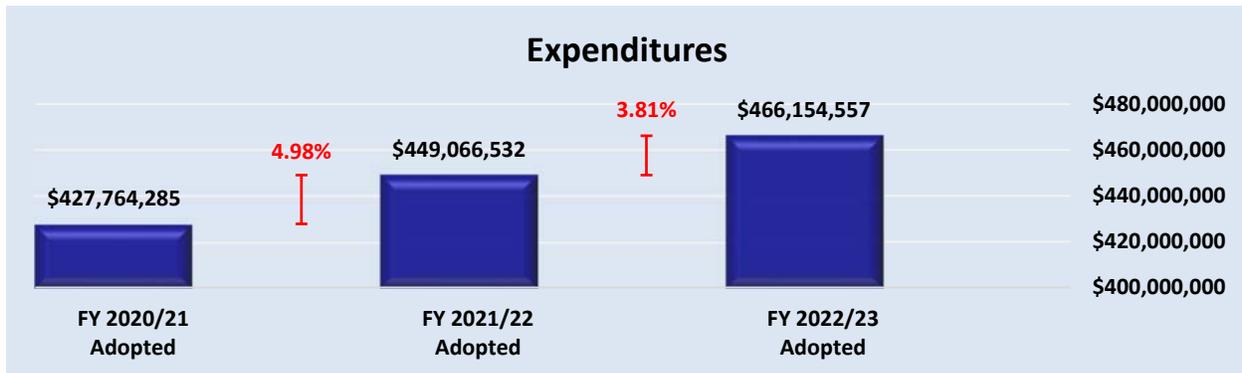
The Intergovernmental revenue category is budgeted at approximately \$29.3 million, increasing 10.4% from the FY 2021/22 Adopted Budget amount. This category of revenue represents contracts with other governmental agencies, such as CAL FIRE; grants from other government agencies; and reimbursements from government agencies. The 9.3% increase in Redevelopment Area Pass-Through revenue is based on projections provided by Harris & Associates.

Interest revenue (Use of Money and Property) of approximately \$577K is based on estimated cash flows and a projected interest rate of 0.75% for FY 2022/23.

Finally, the Other, or miscellaneous revenue category is budgeted at \$1.3 million, an increase of approximately \$215K compared to the FY 2021/22 Adopted Budget.

General Fund Expenditures

As shown in table on the following page, General Fund expenditures increased approximately 3.81% overall from the FY 2021/22 Adopted Budget.



Salaries and Employee Benefits (S&EB) total approximately \$426.1 million in FY 2022/23, or a 2.4% increase compared to the FY 2021/22 Adopted Budget. The increase is due in part to 38 added positions, increased workers' compensation costs, increased overtime, and MOU increases for the Chief Officer employee group.

Services & Supplies total approximately \$39.9 million in FY 2022/23, a 21.5% increase from the FY 2021/22 Adopted Budget. Services & Supplies budgets were held flat where possible, and one-time increases that were approved for FY 2021/22 were not renewed in FY 2022/23.

### ***Staffing***

The FY 2022/23 Adopted Budget includes 1,572 funded positions with 38 new positions as follows:

- 24 safety employees to provide constant staffing for a Paramedic Truck and Paramedic Engine upon the opening of Fire Station 67 in September 2022. This includes 6 Fire Captains, 6 Fire Apparatus Engineers and 12 Firefighters, and of these 24 positions, 12 will also be paramedics.
- 3 Firefighter/Paramedics for an additional post position for Fire Station 42 in the City of Lake Forest. This addition converts a Paramedic Assessment Unit Engine into an Advanced Life Support Paramedic Engine.
- 1 Battalion Chief, 6 Firefighter academy cadre members, and 1 Management Analyst to obtain State Fire Training Accreditation and establish the OCFA's Firefighter Academy as an Accredited Local Academy.
- 1 Behavioral Health Coordinator to oversee the OCFA's Behavioral Health, Wellness, and Cancer Prevention programs.
- 1 Multimedia Specialist to meet the increased demand for virtual training videos and virtual events.
- 1 permanent Construction Manager position converted from a current limited term position.

The Chart of Authorized Positions and Summary of Regular Positions by Department on pages 81-85 of this document includes 4 frozen positions which are not funded in the FY 2022/23

Adopted Budget. These include: 1 Fire Captain, 2 Communications Installers, and 1 Organizational Development and Training Manager. 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 2022/23 is \$27.0 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 \$9.0 million funds projects including fire station alarm system upgrades; station bathroom inclusive facilities; fire station remodels and upgrades, all band portable radio replacement; enterprise phone and public address system upgrades; data storage and server upgrades; and routine replacement of personal computers, printers, and network servers.

#### ***Fire Stations and Facilities (Fund 123)***

- The \$0.9 million budget will fund upgrades to Fire Station 18; expansion and upgrades to the RFOTC training grounds; and infrastructure security enhancements.

#### ***Communications and Information Systems (Fund 124)***

- The budget of \$6.1 million will fund the OCFA disaster recovery co-location facility; development of the Emergency Medical Systems enterprise system; the replacement of the Community Risk Reduction – Integrated Fire Prevention application; and upgrades to the OCFA enterprise audio-visual equipment.

#### ***Fire Apparatus (Fund 133)***

- Approximately \$11.0 million has been included in the FY 2022/23 Adopted Budget for the replacement of 22 emergency vehicles and 42 support vehicles.

### ***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 aggressively. In years where there is an MOU expiration, the Board is provided several scenarios using a 0%, 1% and 2% 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.

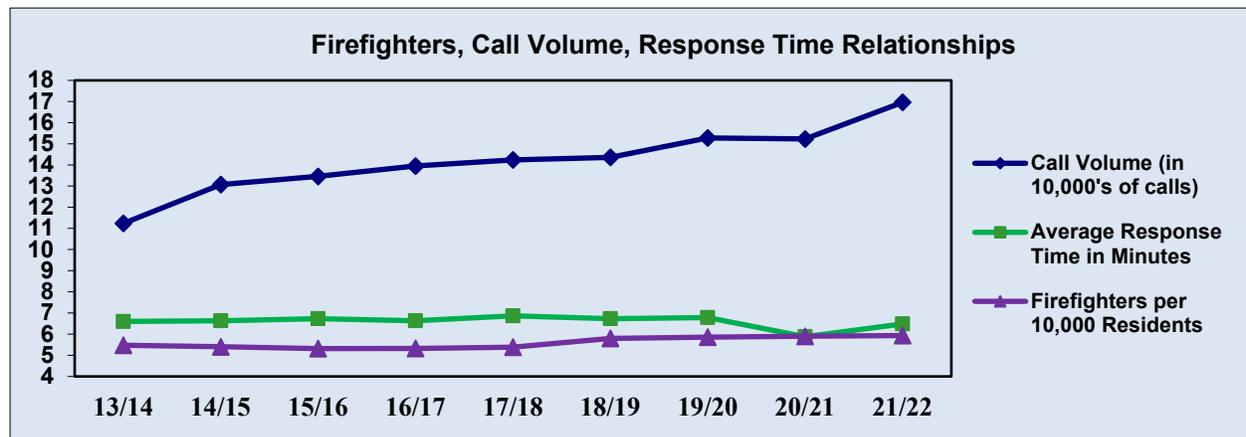
In order to maintain a balanced Five-Year Financial Forecast, staff continues to aggressively pursue the following measures:

- 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*

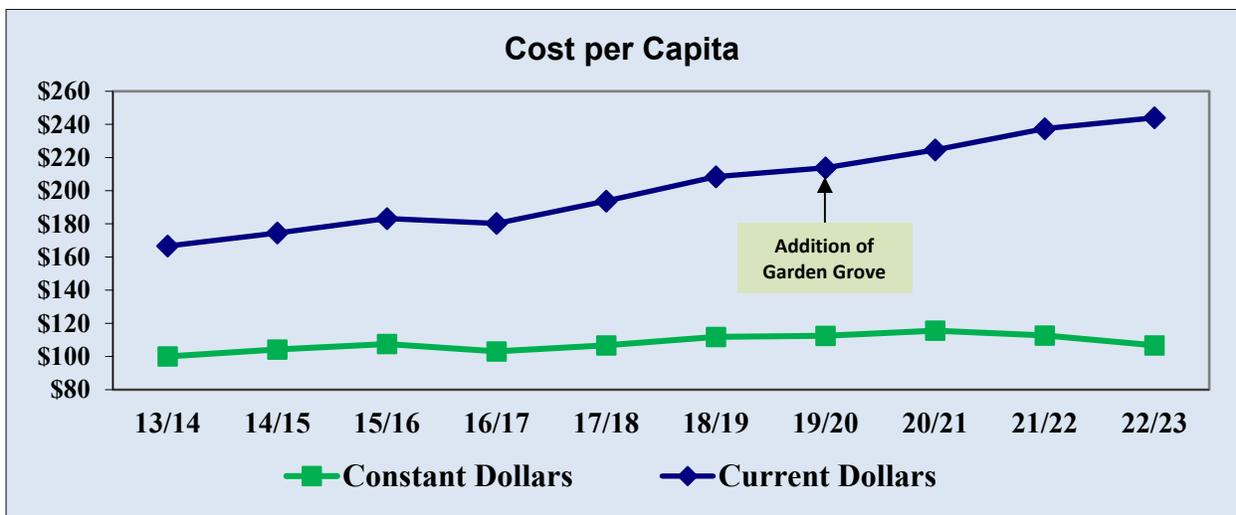
The graph below shows that our ratio of firefighters per 10,000 residents has remained steady over the last three fiscal years ranging from 5.86 to 5.94 firefighters. At our lowest point in FY 2015/16 the ratio was 5.32. During the past 10-year time frame, our emergency call load has increased by 89%, 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.

Response time measures the elapsed time between 9-1-1 answer and the first fire department unit arrival. Over the last nine years, the average response time for emergency calls has remained relatively constant until fiscal year FY 2020/21 in which average response decreased due to reduced traffic from the COVID-19 pandemic. The average response time increased from 5:53 in FY 2020/21 to 6:29 in FY 2021/22 as normal traffic patterns have resumed. However, FY 2021/22 response time has improved when compared to FY 2019/20. Response time is 8:16 at the 80<sup>th</sup> percentile (80% of emergency calls are responded to within 8:16) and 9:54 at the 90<sup>th</sup> percentile.



**Cost per Capita**

The graph below reflects the impact of staffing and demographic changes that have occurred during the ten-year period. The higher cost per capita in Fiscal Years 2017/18 through 2022/23 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 OCFA during this fiscal year and FY 2020/21 reflects a reduction of approximately 51,000 for the City of Placentia which withdrew from OCFA as of July 1, 2020. Cost per capita in current dollars increased in FY 2022/23 primarily due to the 38 added positions as well as increased overtime and workers' compensation expenditures, but decreased in constant dollars due to an 8.5% inflation rate.



**Comparison to other Fire Service Districts**

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

Metro Fire serves a population of approximately 738,000 in a 358 square mile area, and similar to the OCFA, is funded primarily with property taxes. In Metro Fire's case, 73% of their revenue is derived from property tax, compared to 64% 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 2022/23 is approximately \$256.1 million, while OCFA's is \$466.2 million. This results in a spending ratio of approximately \$347 per capita for Metro Fire and \$244 per capita for OCFA.

***Customer Satisfaction***

The OCFA's overall satisfaction ratings over a 10-year period have been fairly consistent, ranging between 97% and 98%. 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. OCFA is in the process of automating the customer satisfaction survey.

***Award for Distinguished Budget Presentation***

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation for the fourteenth time to the Orange County Fire Authority for its FY 2021/22 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 2022/23 Budget for award consideration.

***Acknowledgments***

This budget was made possible by the dedicated efforts of all the OCFA departments, in particular, the staff of the Treasury and Financial Planning Division. 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 26, 2022

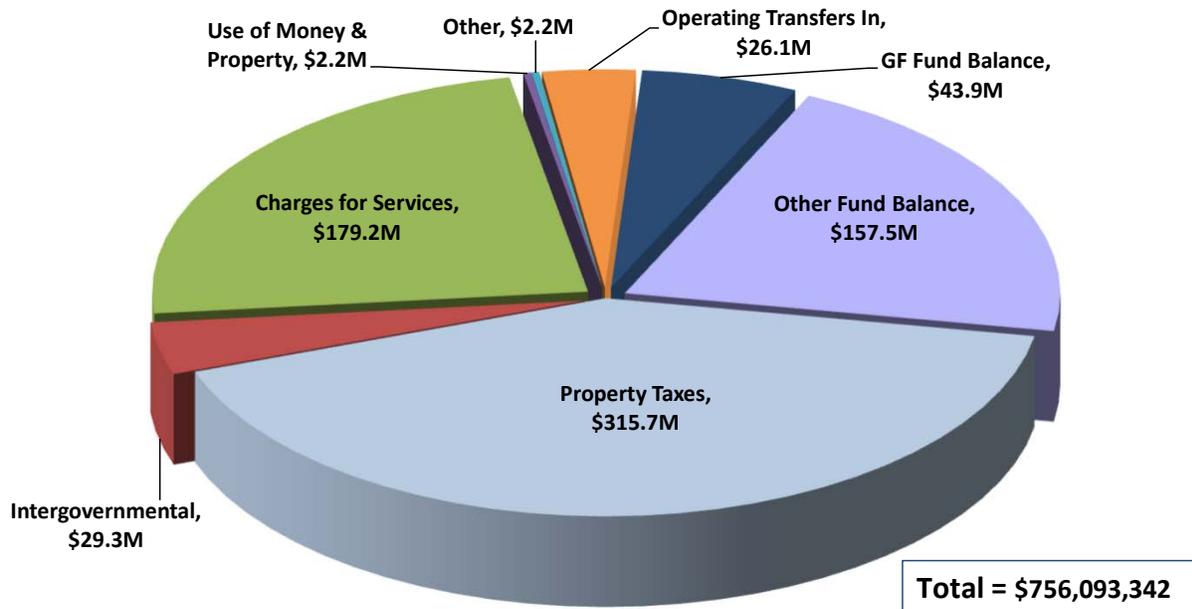


# Budget Summary

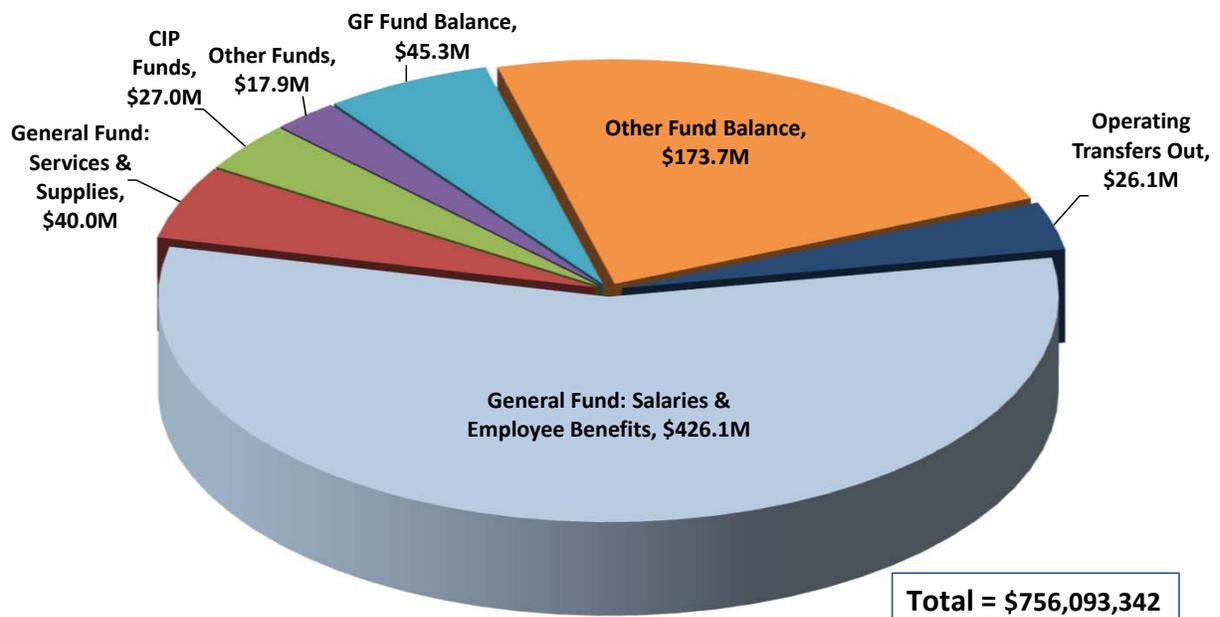


# FY 2022/23 Funding Sources and Uses All Funds

## Where the Money Originates



## Where the Money Goes



**FY 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY  
COMBINED BUDGET SUMMARY  
FY 2022/23**

	121 General Fund	12110 <sup>(1)</sup> General Fund CIP	123 Fire Stations & Facilities	124 Communications & Information Systems
<b>FUNDING SOURCES</b>				
Property Taxes	315,735,745	-	-	-
Intergovernmental	29,289,912	-	-	-
Charges for Current Services	146,631,335	-	-	-
Use of Money & Property	627,279	-	40,570	29,580
Other	1,307,800	-	851,611	-
<b>Total Revenue &amp; Other Financing Sources</b>	<b>493,592,071</b>	<b>-</b>	<b>892,181</b>	<b>29,580</b>
Operating Transfer In	-	9,500,000	-	4,500,000
Beginning Fund Balance	43,923,725	282,673	3,574,358	2,346,999
<b>TOTAL AVAILABLE RESOURCES</b>	<b>537,515,796</b>	<b>9,782,673</b>	<b>4,466,539</b>	<b>6,876,579</b>
<b>EXPENDITURES</b>				
Salaries & Employee Benefits	408,340,040	-	-	-
Services & Supplies	39,903,300	8,409,650	-	-
Capital Outlay	124,000	600,000	875,000	6,100,000
<b>Subtotal Expenditures</b>	<b>448,367,340</b>	<b>9,009,650</b>	<b>875,000</b>	<b>6,100,000</b>
UAAL / Retiree Medical Paydown	17,787,217	-	-	-
<b>Total Expenditures &amp; Other Uses</b>	<b>466,154,557</b>	<b>9,009,650</b>	<b>875,000</b>	<b>6,100,000</b>
Appropriation for Contingencies	3,000,000	-	-	-
Operating Transfer Out	26,110,226	-	-	-
Ending Fund Balance	42,251,013	773,023	3,591,539	776,579
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>537,515,796</b>	<b>9,782,673</b>	<b>4,466,539</b>	<b>6,876,579</b>

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

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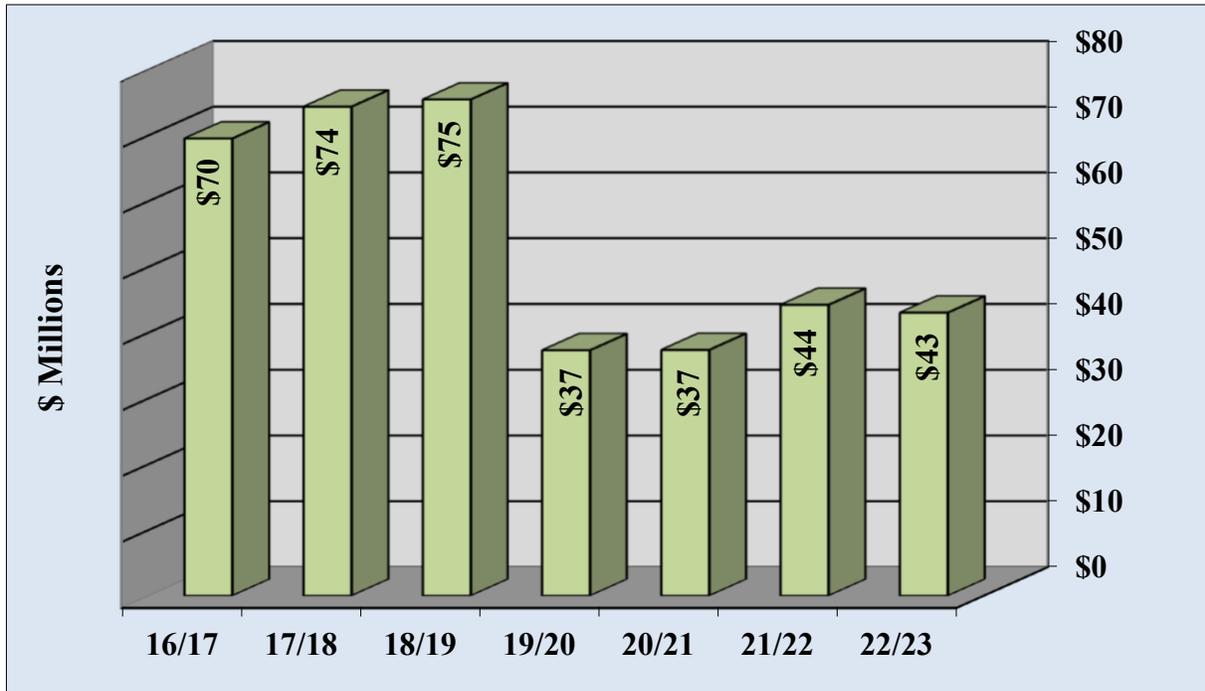
**Budget Summary**

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	<b>133 Fire Apparatus</b>	<b>139 Settlement Agreement</b>	<b>171 SFF Entitlement</b>	<b>190 Self- Insurance</b>	<b>Total</b>
<b>FUNDING SOURCES</b>					
Property Taxes	-	-	-	-	315,735,745
Intergovernmental	-	-	-	-	29,289,912
Charges for Current Services	1,749,288	-	-	30,754,757	179,135,380
Use of Money & Property	220,110	207,322	16,148	1,065,815	2,206,824
Other	-	-	-	-	2,159,411
<b>Total Revenue &amp; Other Financing Sources</b>	<b>1,969,398</b>	<b>207,322</b>	<b>16,148</b>	<b>31,820,572</b>	<b>528,527,272</b>
Operating Transfer In	9,442,226	2,668,000	-	-	26,110,226
Beginning Fund Balance	1,046,894	25,857,035	2,166	124,421,994	201,455,844
<b>TOTAL AVAILABLE RESOURCES</b>	<b>12,458,518</b>	<b>28,732,357</b>	<b>18,314</b>	<b>156,242,566</b>	<b>756,093,342</b>
<b>EXPENDITURES</b>					
Salaries & Employee Benefits	-	-	-	-	408,340,040
Services & Supplies	-	668,000	-	17,212,913	66,193,863
Capital Outlay	11,015,700	-	-	-	18,714,700
<b>Subtotal Expenditures</b>	<b>11,015,700</b>	<b>668,000</b>	<b>-</b>	<b>17,212,913</b>	<b>493,248,603</b>
UAAL / Retiree Medical Paydown	-	-	-	-	17,787,217
<b>Total Expenditures &amp; Other Uses</b>	<b>11,015,700</b>	<b>668,000</b>	<b>-</b>	<b>17,212,913</b>	<b>511,035,820</b>
Appropriation for Contingencies	-	-	-	-	3,000,000
Operating Transfer Out	-	-	-	-	26,110,226
Ending Fund Balance	1,442,818	28,064,357	18,314	139,029,653	215,947,296
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>12,458,518</b>	<b>28,732,357</b>	<b>18,314</b>	<b>156,242,566</b>	<b>756,093,342</b>

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

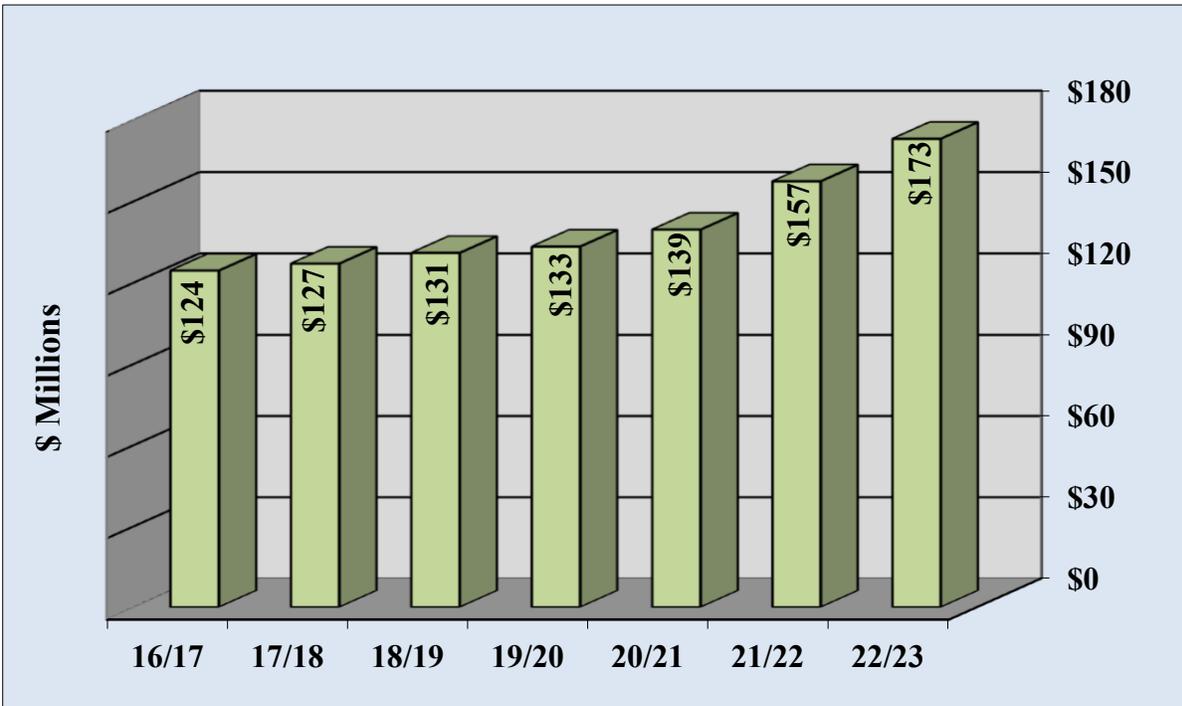
## Ending Fund Balances General Fund



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 2016/17 through FY 2020/21 are based on actuals. FY 2021/22 through FY 2022/23 are budget figures. Refer to page 94 to review chart of contingency reserves.

## Ending Fund Balances CIP/Other Funds



Operating transfers from the General Fund began in FY 2013/14, with the start of the economic recovery, in order to fully fund approved projects. Significant projects in recent years include replacements of the following: Computer Aided Dispatch system; the 800 MHz Countywide Coordinated Communications System; the CRR - Integrated Fire Prevention application and the Incident Reporting application. Other completed projects include construction of Fire Station 56 (Rancho Mission Viejo) and the acquisition and improvements of the US&R Warehouse. Projects scheduled for FY 2022/23 include the fire station alarm upgrades, the OCFA disaster recovery co-location facility, various remodel/modifications of fire stations, and the purchase of several vehicles. The Five-year Financial Forecast anticipates operating transfers from the General Fund to the CIP funds will continue in every year.

Note: FY 2016/17 through FY 2020/21 are based on actuals. FY 2021/22 through FY 2022/23 are budget figures. Refer to page 94 to review chart of contingency reserves.

## FY 2022/23 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**BUDGET SUMMARY - ALL FUNDS**  
**REVENUES AND EXPENDITURES BY FUND TYPE**  
**FY 2016/17 - FY 2022/23**

Fund No.	Fund Type	Fund Description	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Actual
<b>Available Fund Balances - July 1</b>			\$202,129,972	\$194,024,104	\$202,242,511	\$206,299,209
<b>REVENUES</b>						
121	General	General Fund	\$372,444,560	\$401,282,669	\$407,919,810	\$463,784,858
123	Capital Projects	Fire Stations & Facilities	1,224,108	2,426,292	1,078,047	1,024,707
124	Capital Projects	Communications & Info Systems	323,632	447,171	245,373	132,392
133	Capital Projects	Fire Apparatus	1,640,905	3,466,078	1,857,200	2,090,148
139	Other	Settlement Agreement	-	-	-	494,085
171	Other	SFF Entitlement	3,169	14,958	37,406	24,846
190	Other	Self-Insurance	11,857,781	18,446,212	20,217,993	22,566,590
<b>TOTAL REVENUES - ALL FUNDS</b>			<b>\$387,494,154</b>	<b>\$426,083,380</b>	<b>\$431,355,829</b>	<b>\$490,117,626</b>
<b>EXPENDITURES</b>						
121	General	General Fund Departments/Divisions:				
		Executive Management	\$3,677,086	\$15,396,771	\$6,832,539	\$7,598,441
		Corporate Communications	N/A	N/A	N/A	N/A
		Human Resources	N/A	N/A	8,964,735	9,824,247
		Emergency Medical Services and Training	N/A	N/A	4,953,961	5,536,471
		Command and Emergency Planning	N/A	N/A	7,557,944	8,958,660
		Operations	264,804,785	298,240,219	284,952,505	313,575,124
		Special Operations	N/A	N/A	17,718,607	29,445,646
		Community Risk Reduction	15,717,388	10,834,134	9,804,441	10,460,329
		Organizational Planning	10,773,820	N/A	N/A	N/A
		Business Services	29,028,898	34,997,181	30,456,805	27,657,749
		Non-Departmental	N/A	N/A	N/A	N/A
		Logistics	29,260,624	33,502,483	31,574,014	35,697,193
		<b>Subtotal General Fund</b>	<b>353,262,601</b>	<b>392,970,788</b>	<b>402,815,551</b>	<b>448,753,862</b>
12110	Capital Projects	General Fund CIP	5,288,854	2,557,479	2,065,551	4,268,584
123	Capital Projects	Fire Stations & Facilities	1,124,079	556,350	1,437,316	1,373,662
124	Capital Projects	Communications & Info Systems	7,373,476	1,186,357	3,927,665	1,254,749
133	Capital Projects	Fire Apparatus	18,409,924	7,424,749	5,275,772	14,192,807
139	Other	Settlement Agreement	-	-	-	630,009
171	Other	SFF Entitlement	37,981	67,655	195,509	75,424
190	Other	Self-Insurance	10,202,005	13,306,197	11,961,307	12,340,122
<b>TOTAL EXPENDITURES - ALL FUNDS</b>			<b>\$395,698,920</b>	<b>\$418,069,575</b>	<b>\$427,678,671</b>	<b>\$482,889,218</b>
<b>Net Operating Transfers In (Out)</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Adjustments (a)			98,898	204,602	379,540	659,741
<b>Available Fund Balances - June 30</b>			<b>\$194,024,104</b>	<b>\$202,242,511</b>	<b>\$206,299,209</b>	<b>\$214,187,358</b>
<b>% Fund Balance increase (decrease) from prior year (b)</b>			<b>-4.01%</b>	<b>4.24%</b>	<b>2.01%</b>	<b>3.82%</b>

**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 2016/17 - FY 2022/23**

<b>Fund No.</b>	<b>Fund Type</b>	<b>Fund Description</b>	<b>FY 2020/21 Actual</b>	<b>FY 2021/22 Adjusted</b>	<b>FY 2022/23 Budget</b>
<b>Available Fund Balances - July 1</b>			\$214,187,358	\$225,603,692	\$201,455,844
<b>REVENUES</b>					
121	General	General Fund	\$490,272,083	\$523,896,681	\$493,592,071
123	Capital Projects	Fire Stations & Facilities	1,370,785	258,256	892,181
124	Capital Projects	Communications & Info Systems	3,385	13,529	29,580
133	Capital Projects	Fire Apparatus	1,665,618	2,815,643	1,969,398
139	Other	Settlement Agreement	212,885	68,404	207,322
171	Other	SFF Entitlement	644	2,165	16,148
190	Other	Self-Insurance	21,618,220	30,291,865	31,820,572
<b>TOTAL REVENUES - ALL FUNDS</b>			<b>\$515,143,621</b>	<b>\$557,346,543</b>	<b>\$528,527,272</b>
<b>EXPENDITURES</b>					
121	General	General Fund Departments/Divisions:			
		Executive Management	\$18,621,559	\$25,790,553	\$7,001,243
		Corporate Communications	N/A	N/A	2,895,266
		Human Resources	8,319,242	13,454,472	11,097,228
		Emergency Medical Services and Training	12,565,008	14,130,667	15,087,861
		Command and Emergency Planning	9,493,887	9,895,878	9,395,013
		Operations	330,623,650	331,666,469	323,379,537
		Special Operations	19,663,446	34,597,060	16,969,758
		Community Risk Reduction	16,005,766	17,960,515	12,489,714
		Organizational Planning	N/A	N/A	N/A
		Business Services	26,993,385	25,935,455	8,578,511
		Non-Departmental	N/A	N/A	20,498,025
		Logistics	36,096,572	38,947,662	38,762,400
		<b>Subtotal General Fund</b>	<b>478,382,514</b>	<b>512,378,731</b>	<b>466,154,557</b>
12110	Capital Projects	General Fund CIP	6,129,159	10,191,729	9,009,650
123	Capital Projects	Fire Stations & Facilities	1,280,427	17,818,265	875,000
124	Capital Projects	Communications & Info Systems	1,100,834	4,466,515	6,100,000
133	Capital Projects	Fire Apparatus	4,453,398	14,256,648	11,015,700
139	Other	Settlement Agreement	599,330	2,193,000	668,000
171	Other	SFF Entitlement	167,966	4,549,003	-
190	Other	Self-Insurance	14,795,847	15,640,500	17,212,913
<b>TOTAL EXPENDITURES - ALL FUNDS</b>			<b>\$506,909,476</b>	<b>\$581,494,391</b>	<b>\$511,035,820</b>
<b>Net Operating Transfers In (Out)</b>			-	-	-
Adjustments (a)			3,182,189	-	-
<b>Available Fund Balances - June 30</b>			<b>\$225,603,692</b>	<b>\$201,455,844</b>	<b>\$218,947,296</b>
<b>% Fund Balance increase (decrease) from prior year (b)</b>			<b>5.33%</b>	<b>-10.70%</b>	<b>8.68%</b>

**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 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY  
BUDGET SUMMARY - ALL FUNDS  
REVENUES AND EXPENDITURES BY CATEGORY  
FY 2016/17 - FY 2022/23**

	<b>FY 2016/17 Actual</b>	<b>FY 2017/18 Actual</b>	<b>FY 2018/19 Actual</b>	<b>FY 2019/20 Actual</b>
<b>REVENUES</b>				
Property Taxes	\$232,832,738	\$250,326,173	\$264,267,387	\$277,721,815
Intergovernmental	29,069,065	37,063,147	28,521,606	41,258,004
Charges for Current Services	117,505,525	125,677,459	131,085,286	158,215,454
Use of Money and Property	1,257,156	2,576,399	4,801,199	4,595,958
Other	6,829,670	10,440,202	2,680,351	8,326,394
<b>TOTAL REVENUES</b>	<b>\$387,494,154</b>	<b>\$426,083,380</b>	<b>\$431,355,829</b>	<b>\$490,117,626</b>
<b>EXPENDITURES</b>				
Salaries & Employee Benefits	\$320,951,902	\$357,647,306	\$364,319,946	\$394,606,090
Services & Supplies	49,632,198	54,858,802	51,754,745	70,037,321
Capital Outlay	22,583,098	3,031,744	10,338,119	18,245,807
Debt Service	2,531,723	2,531,723	1,265,861	-
<b>TOTAL EXPENDITURES</b>	<b>\$395,698,920</b>	<b>\$418,069,575</b>	<b>\$427,678,671</b>	<b>\$482,889,218</b>

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

	<b>FY 2016/17 Actual</b>	<b>FY 2017/18 Actual</b>	<b>FY 2018/19 Actual</b>	<b>FY 2019/20 Actual</b>
<b>REVENUES</b>				
General Fund	\$372,444,560	\$401,282,669	\$407,919,810	\$463,779,457
Other Governmental Funds	15,049,594	24,800,711	23,436,019	26,338,169
<b>TOTAL REVENUES</b>	<b>\$387,494,154</b>	<b>\$426,083,380</b>	<b>\$431,355,829</b>	<b>\$490,117,626</b>
<b>EXPENDITURES</b>				
General Fund	\$358,551,455	\$395,528,267	\$404,881,103	\$453,022,446
Other Governmental Funds	37,147,465	22,541,308	22,797,568	29,866,772
<b>TOTAL EXPENDITURES</b>	<b>\$395,698,920</b>	<b>\$418,069,575</b>	<b>\$427,678,671</b>	<b>\$482,889,218</b>

**Note:**

Only the General Fund qualifies as a major fund.

**ORANGE COUNTY FIRE AUTHORITY**  
**BUDGET SUMMARY - ALL FUNDS**  
**REVENUES AND EXPENDITURES BY CATEGORY**  
**FY 2016/17 - FY 2022/23**

	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>
	<b>Actual</b>	<b>Adjusted</b>	<b>Budget</b>
<b>REVENUES</b>			
Property Taxes	\$290,310,885	\$298,984,024	\$315,735,745
Intergovernmental	58,266,112	67,586,272	29,289,912
Charges for Current Services	158,903,228	175,307,538	179,135,380
Use of Money and Property	668,186	705,746	2,206,824
Other	6,995,211	14,762,963	2,159,411
<b>TOTAL REVENUES</b>	<b>\$515,143,621</b>	<b>\$557,346,543</b>	<b>\$528,527,272</b>
<b>EXPENDITURES</b>			
Salaries & Employee Benefits	\$427,028,538	\$437,223,443	\$426,127,257
Services & Supplies	71,987,821	106,342,882	69,443,863
Capital Outlay	7,893,117	37,928,066	15,464,700
Debt Service	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$506,909,476</b>	<b>\$581,494,391</b>	<b>\$511,035,820</b>

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

	<b>FY 2020/21</b>	<b>FY 2021/22</b>	<b>FY 2022/23</b>
	<b>Actual</b>	<b>Adjusted</b>	<b>Budget</b>
<b>REVENUES</b>			
General Fund	\$490,272,083	\$523,896,681	\$493,592,071
Other Governmental Funds	24,871,537	33,449,862	34,935,201
<b>TOTAL REVENUES</b>	<b>\$515,143,621</b>	<b>\$557,346,543</b>	<b>\$528,527,272</b>
<b>EXPENDITURES</b>			
General Fund	\$484,511,673	\$522,570,460	\$475,164,207
Other Governmental Funds	22,397,803	58,923,931	35,871,613
<b>TOTAL EXPENDITURES</b>	<b>\$506,909,476</b>	<b>\$581,494,391</b>	<b>\$511,035,820</b>

**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 2022/23 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 2022/23 would result in an \$11.3 million increase to ending fund balance available in FY 2026/27 under Scenario 1.
  - ✓ A ½% increase in secured property tax growth in each fiscal year beginning in FY 2022/23 would result in an \$14.5 million increase to ending fund balance available in FY 2026/27 under Scenario 1.
  - ✓ If the cost of workers' compensation self-insurance could be contained at the FY 2022/23 level (the Board adopted 50% confidence level) rather than increasing annually it would result in a \$6.7 million increase to the General Fund Surplus in FY 2026/27 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 Increase After MOU Expirations	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27
<b>A. BEGINNING FUND BALANCE - All Funds Combined</b>	<b>201,455,844</b>	<b>218,947,292</b>	<b>250,565,138</b>	<b>263,992,410</b>	<b>271,303,798</b>
<b>GENERAL FUND Revenue &amp; Expenditures</b>					
Property Taxes	315,735,745	327,021,674	335,459,222	344,730,375	354,272,246
State Reimbursements	9,071,761	9,071,761	9,071,761	9,071,761	9,071,761
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
Community Redevelopment Agency Pass-thru	20,118,151	21,109,925	24,727,418	29,888,333	31,164,994
Cash Contracts	136,290,886	139,336,983	142,185,580	145,100,556	148,078,717
Community Risk Reduction Fees	5,686,323	5,686,323	5,686,323	5,686,323	5,686,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	576,849	600,148	618,564	636,395	654,317
Other Revenue	1,464,756	1,464,756	1,464,756	1,464,756	1,464,756
<b>General Fund Revenue</b>	<b>493,592,071</b>	<b>508,939,170</b>	<b>523,861,224</b>	<b>541,226,099</b>	<b>555,040,714</b>
New Positions for New Stations	-	-	-	2,875,042	7,057,010
Service Enhancement	-	771,160	1,542,320	1,542,320	1,542,320
Employee Salaries	250,865,198	250,865,198	250,865,198	250,865,198	250,865,198
Retirement - Regular Annual Payments	85,389,077	83,161,710	77,949,545	56,346,898	55,617,470
Accelerated Pension / Retiree Medical Paydown	17,787,217	20,772,547	21,814,115	29,242,631	34,647,456
Workers' Compensation (Transfer to Fund 190)	30,754,757	32,331,422	33,945,718	35,657,941	37,456,529
Other Insurance	37,694,031	39,979,367	42,411,113	44,920,605	47,594,465
Medicare	3,636,977	3,637,545	3,637,545	3,637,545	3,637,545
Salaries & Employee Benefits	426,127,257	431,518,950	432,165,555	425,088,181	438,417,993
Services & Supplies/Equipment	40,027,300	39,671,372	39,872,630	39,934,890	40,537,465
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	183,305	440,543
<b>General Fund Expenditures</b>	<b>468,822,557</b>	<b>473,858,322</b>	<b>474,706,185</b>	<b>467,874,376</b>	<b>482,064,001</b>
<b>B. Incremental Increase in GF 10% Contingency</b>	<b>1,327,288</b>	<b>188,648</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>GENERAL FUND SURPLUS/(DEFICIT)</b>	<b>23,442,226</b>	<b>34,892,200</b>	<b>49,155,039</b>	<b>73,351,723</b>	<b>72,976,713</b>
<b>C. Operating Transfer from Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers to CIP Funds from General Fund Surplus</b>	<b>23,442,226</b>	<b>34,892,200</b>	<b>24,577,520</b>	<b>36,675,862</b>	<b>36,488,357</b>
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	24,577,520	36,675,862	36,488,357
<b>CAPITAL IMPROVEMENT PROGRAM (CIP)</b>					
Interest Earnings	1,579,545	1,808,144	2,020,780	2,109,325	2,198,234
Cash Contracts	1,749,288	1,801,767	1,855,820	1,911,495	1,968,841
Developer Contributions	851,611	1,366,011	1,044,400	1,044,400	1,150,400
<b>Operating Transfers into CIP from General Fund Surplus</b>	<b>23,442,226</b>	<b>34,892,200</b>	<b>24,577,520</b>	<b>36,675,862</b>	<b>36,488,357</b>
<b>Total CIP Revenue</b>	<b>27,622,670</b>	<b>39,868,122</b>	<b>29,498,520</b>	<b>41,741,082</b>	<b>41,805,832</b>
Fund 12110 - General Fund CIP	9,009,650	9,460,500	11,394,000	7,676,500	8,051,000
Fund 123 - Fire Stations and Facilities	875,000	3,700,000	5,200,000	24,200,000	4,550,000
Fund 124 - Communications & Information Systems	6,100,000	5,100,000	1,302,000	1,900,000	10,000,000
Fund 133 - Fire Apparatus	11,015,704	5,448,364	13,312,934	15,660,192	20,488,216
<b>Total CIP Expenses</b>	<b>27,000,354</b>	<b>23,708,864</b>	<b>31,208,934</b>	<b>49,436,692</b>	<b>43,089,216</b>
<b>D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve</b>	<b>622,316</b>	<b>16,159,258</b>	<b>(1,710,414)</b>	<b>(7,695,610)</b>	<b>(1,283,384)</b>
<b>OTHER FUNDS</b>					
Fund 190 - WC Revenue - Transfer from GF	30,754,757	32,331,422	33,945,718	35,657,941	37,456,529
Fund 190 - WC Cashflow Payments per Actuary	17,212,913	19,061,482	20,808,032	22,650,943	24,657,076
<b>E. Deposit to WC Cashflow Reserve</b>	<b>13,541,844</b>	<b>13,269,940</b>	<b>13,137,686</b>	<b>13,006,998</b>	<b>12,799,453</b>
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Expenditures - Per Agreement	668,000	668,000	668,000	668,000	668,000
<b>F. Deposit to PARS - Pension Reserve</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>G. Fund 171 - SFFEF Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE (Note) - All Funds Combined</b>	<b>218,947,292</b>	<b>250,565,138</b>	<b>263,992,410</b>	<b>271,303,798</b>	<b>284,819,867</b>
<b>Ending Balance by Fund</b>					
Operating Contingency (10% of Expenditures)	44,776,013	44,964,661	44,964,661	44,964,661	44,964,661
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	18,314	18,314	18,314	18,314	18,314
Irvine Settlement Agreement (Fund 139)	28,064,357	30,301,684	32,566,920	34,843,777	37,132,305
<b>CIP FUND BALANCE</b>	<b>6,583,955</b>	<b>21,285,822</b>	<b>17,946,629</b>	<b>8,550,871</b>	<b>5,495,677</b>
Workers' Compensation Cashflow Reserve (Fund 190)	139,029,653	153,519,658	168,020,887	182,451,174	196,733,909
<b>Total Fund Balances</b>	<b>218,947,292</b>	<b>250,565,138</b>	<b>263,992,410</b>	<b>271,303,798</b>	<b>284,819,867</b>

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

# FY 2022/23 OCFA Adopted Budget

Scenario 2 - 1% Salary Increase After MOU Expirations	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27
<b>A. BEGINNING FUND BALANCE - All Funds Combined</b>	<b>201,455,844</b>	<b>216,211,512</b>	<b>241,641,450</b>	<b>270,195,778</b>	<b>280,905,788</b>
<b>GENERAL FUND Revenue &amp; Expenditures</b>					
Property Taxes	315,735,745	327,021,674	335,459,222	344,730,375	354,272,246
State Reimbursements	9,071,761	9,071,761	9,071,761	9,071,761	9,071,761
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
Community Redevelopment Agency Pass-thru	20,118,151	21,109,925	24,727,418	29,888,333	31,164,994
Cash Contracts	136,290,886	139,336,983	142,185,580	145,100,556	148,078,717
Community Risk Reduction Fees	5,686,323	5,686,323	5,686,323	5,686,323	5,686,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	576,849	602,518	624,209	642,982	661,157
Other Revenue	1,464,756	1,464,756	1,464,756	1,464,756	1,464,756
<b>General Fund Revenue</b>	<b>493,592,071</b>	<b>508,941,540</b>	<b>523,866,869</b>	<b>541,232,686</b>	<b>555,047,554</b>
New Positions for New Stations	-	-	-	2,931,316	7,230,091
Service Enhancement	-	778,872	1,565,532	1,565,532	1,565,532
Employee Salaries	252,883,035	255,411,791	257,965,855	260,545,482	263,150,927
Retirement - Regular Annual Payments	86,078,892	84,668,793	80,156,803	58,523,102	58,343,739
Accelerated Pension / Retiree Medical Paydown	17,787,217	20,772,547	21,814,115	29,242,631	34,647,456
Workers' Compensation (Transfer to Fund 190)	30,754,757	32,331,422	33,945,718	35,657,941	37,456,529
Other Insurance	37,694,031	39,980,159	42,413,537	44,923,150	47,597,137
Medicare	3,665,105	3,703,471	3,740,505	3,777,909	3,815,698
Salaries & Employee Benefits	428,863,037	437,647,054	441,602,065	437,167,063	453,807,998
Services & Supplies/Equipment	40,027,300	39,671,372	39,872,630	39,934,890	40,537,465
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	183,305	440,543
<b>General Fund Expenditures</b>	<b>471,558,337</b>	<b>479,986,426</b>	<b>484,142,695</b>	<b>479,953,258</b>	<b>497,453,106</b>
<b>B. Incremental Increase in GF 10% Contingency</b>	<b>1,327,288</b>	<b>800,688</b>	<b>232,804</b>	<b>-</b>	<b>47,707</b>
<b>GENERAL FUND SURPLUS/(DEFICIT)</b>	<b>20,706,446</b>	<b>28,154,426</b>	<b>39,491,369</b>	<b>61,279,428</b>	<b>57,546,741</b>
<b>C. Operating Transfer from Operating Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers to CIP Funds from General Fund Surplus</b>	<b>20,706,446</b>	<b>28,154,426</b>	<b>39,491,369</b>	<b>40,000,000</b>	<b>28,773,370</b>
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	21,279,428	28,773,370
<b>CAPITAL IMPROVEMENT PROGRAM (CIP)</b>					
Interest Earnings	1,579,545	1,745,969	2,001,182	2,183,809	2,250,840
Cash Contracts	1,749,288	1,801,767	1,855,820	1,911,495	1,968,841
Developer Contributions	851,611	1,366,011	1,044,400	1,044,400	1,150,400
<b>Operating Transfers into CIP from General Fund Surplus</b>	<b>20,706,446</b>	<b>28,154,426</b>	<b>39,491,369</b>	<b>40,000,000</b>	<b>28,773,370</b>
<b>Total CIP Revenue</b>	<b>24,886,890</b>	<b>33,068,174</b>	<b>44,392,772</b>	<b>45,139,704</b>	<b>34,143,452</b>
Fund 12110 - General Fund CIP	9,009,650	9,460,500	11,394,000	7,676,500	8,051,000
Fund 123 - Fire Stations and Facilities	875,000	3,700,000	5,200,000	24,200,000	4,550,000
Fund 124 - Communications & Information Systems	6,100,000	5,100,000	1,302,000	1,900,000	10,000,000
Fund 133 - Fire Apparatus	11,015,704	5,448,364	13,312,934	15,660,192	20,488,216
<b>Total CIP Expenses</b>	<b>27,000,354</b>	<b>23,708,864</b>	<b>31,208,934</b>	<b>49,436,692</b>	<b>43,089,216</b>
<b>D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve</b>	<b>(2,113,464)</b>	<b>9,359,310</b>	<b>13,183,838</b>	<b>(4,296,988)</b>	<b>(8,945,764)</b>
<b>OTHER FUNDS</b>					
Fund 190 - WC Revenue - Transfer from GF	30,754,757	32,331,422	33,945,718	35,657,941	37,456,529
Fund 190 - WC Cashflow Payments per Actuary	17,212,913	19,061,482	20,808,032	22,650,943	24,657,076
<b>E. Deposit to WC Cashflow Reserve</b>	<b>13,541,844</b>	<b>13,269,940</b>	<b>13,137,686</b>	<b>13,006,998</b>	<b>12,799,453</b>
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Expenditures - Per Agreement	668,000	668,000	668,000	668,000	668,000
<b>F. Deposit to PARS - Pension Reserve</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>G. Fund 171 - SFFEF Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE (Note) - All Funds Combined</b>	<b>216,211,512</b>	<b>241,641,450</b>	<b>270,195,778</b>	<b>280,905,788</b>	<b>286,807,184</b>
<b>Ending Balance by Fund</b>					
Operating Contingency (10% of Expenditures)	44,776,013	45,576,701	45,809,505	45,809,505	45,857,212
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	18,314	18,314	18,314	18,314	18,314
Irvine Settlement Agreement (Fund 139)	28,064,357	30,293,523	32,556,187	34,842,821	37,138,253
<b>CIP FUND BALANCE</b>	<b>3,848,175</b>	<b>11,800,208</b>	<b>23,371,063</b>	<b>17,313,892</b>	<b>6,553,917</b>
Workers' Compensation Cashflow Reserve (Fund 190)	139,029,653	153,477,704	167,965,709	182,446,256	196,764,488
<b>Total Fund Balances</b>	<b>216,211,512</b>	<b>241,641,450</b>	<b>270,195,778</b>	<b>280,905,788</b>	<b>286,807,184</b>
Note: Ending Fund Balance is calculated by adding rows A+B+C+D+E+F-G					

# Budget Summary

Scenario 3 - 2% Salary Increase After MOU Expirations	PROJECTED FY 2022/23	PROJECTED FY 2023/24	PROJECTED FY 2024/25	PROJECTED FY 2025/26	PROJECTED FY 2026/27
<b>A. BEGINNING FUND BALANCE - All Funds Combined</b>	<b>201,455,844</b>	<b>213,474,046</b>	<b>232,653,954</b>	<b>251,440,837</b>	<b>270,841,108</b>
<b>GENERAL FUND Revenue &amp; Expenditures</b>					
Property Taxes	315,735,745	327,021,674	335,459,222	344,730,375	354,272,246
State Reimbursements	9,071,761	9,071,761	9,071,761	9,071,761	9,071,761
Federal Reimbursements	100,000	100,000	100,000	100,000	100,000
Community Redevelopment Agency Pass-thru	20,118,151	21,109,925	24,727,418	29,888,333	31,164,994
Cash Contracts	136,290,886	139,336,983	142,185,580	145,100,556	148,078,717
Community Risk Reduction Fees	5,686,323	5,686,323	5,686,323	5,686,323	5,686,323
ALS Supplies & Transport Reimbursement	4,547,600	4,547,600	4,547,600	4,547,600	4,547,600
Interest Earnings	576,849	604,913	630,264	650,223	670,799
Other Revenue	1,464,756	1,464,756	1,464,756	1,464,756	1,464,756
<b>General Fund Revenue</b>	<b>493,592,071</b>	<b>508,943,935</b>	<b>523,872,924</b>	<b>541,239,927</b>	<b>555,057,196</b>
New Positions for New Stations	-	-	-	2,988,397	7,406,507
Service Enhancement	-	786,583	1,588,898	1,588,898	1,588,898
Employee Salaries	254,902,104	260,004,319	265,208,750	270,517,446	275,932,494
Retirement - Regular Annual Payments	86,769,161	86,191,056	82,408,226	60,764,877	61,180,045
Accelerated Pension / Retiree Medical Paydown	17,787,217	20,772,547	21,814,115	29,242,631	34,647,456
Workers' Compensation (Transfer to Fund 190)	30,754,757	32,331,422	33,945,718	35,657,941	37,456,529
Other Insurance	37,694,031	39,980,951	42,415,976	44,925,711	47,599,826
Medicare	3,693,233	3,770,063	3,845,527	3,922,503	4,001,021
Salaries & Employee Benefits	431,600,503	443,836,941	451,227,210	449,608,404	469,812,775
Services & Supplies/Equipment	40,027,300	39,671,372	39,872,630	39,934,890	40,537,465
Irvine Settlement Agreement (Transfer to Fund 139)	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
New Station/Enhancements S&S Impacts	-	-	-	183,305	440,543
<b>General Fund Expenditures</b>	<b>474,295,803</b>	<b>486,176,313</b>	<b>493,767,840</b>	<b>492,394,599</b>	<b>513,458,783</b>
<b>B. Incremental Increase in GF 10% Contingency</b>	<b>1,327,288</b>	<b>1,418,905</b>	<b>574,764</b>	<b>-</b>	<b>685,760</b>
<b>GENERAL FUND SURPLUS/(DEFICIT)</b>	<b>17,968,980</b>	<b>21,348,717</b>	<b>29,530,319</b>	<b>48,845,328</b>	<b>40,912,653</b>
<b>C. Operating Transfer from Operating Contingency</b>	-	-	-	-	-
<b>Transfers to CIP Funds from General Fund Surplus</b>	<b>17,968,980</b>	<b>21,348,717</b>	<b>29,530,319</b>	<b>48,845,328</b>	<b>40,912,653</b>
One-Time Pension / Retiree Med. Paydown from GF Surplus	-	-	-	-	-
<b>CAPITAL IMPROVEMENT PROGRAM (CIP)</b>					
Interest Earnings	1,579,545	1,683,432	1,852,826	2,028,742	2,203,243
Cash Contracts	1,749,288	1,801,767	1,855,820	1,911,495	1,968,841
Developer Contributions	851,611	1,366,011	1,044,400	1,044,400	1,150,400
<b>Operating Transfers into CIP from General Fund Surplus</b>	<b>17,968,980</b>	<b>21,348,717</b>	<b>29,530,319</b>	<b>48,845,328</b>	<b>40,912,653</b>
<b>Total CIP Revenue</b>	<b>22,149,424</b>	<b>26,199,927</b>	<b>34,283,366</b>	<b>53,829,965</b>	<b>46,235,137</b>
Fund 12110 - General Fund CIP	9,009,650	9,460,500	11,394,000	7,676,500	8,051,000
Fund 123 - Fire Stations and Facilities	875,000	3,700,000	5,200,000	24,200,000	4,550,000
Fund 124 - Communications & Information Systems	6,100,000	5,100,000	1,302,000	1,900,000	10,000,000
Fund 133 - Fire Apparatus	11,015,704	5,448,364	13,312,934	15,660,192	20,488,216
<b>Total CIP Expenses</b>	<b>27,000,354</b>	<b>23,708,864</b>	<b>31,208,934</b>	<b>49,436,692</b>	<b>43,089,216</b>
<b>D. CIP SURPLUS/(DEFICIT) - Deposit to/withdraw from CIP reserve</b>	<b>(4,850,930)</b>	<b>2,491,063</b>	<b>3,074,432</b>	<b>4,393,273</b>	<b>3,145,921</b>
<b>OTHER FUNDS</b>					
Fund 190 - WC Revenue - Transfer from GF	30,754,757	32,331,422	33,945,718	35,657,941	37,456,529
Fund 190 - WC Cashflow Payments per Actuary	17,212,913	19,061,482	20,808,032	22,650,943	24,657,076
<b>E. Deposit to WC Cashflow Reserve</b>	<b>13,541,844</b>	<b>13,269,940</b>	<b>13,137,686</b>	<b>13,006,998</b>	<b>12,799,453</b>
Fund 139 - Irvine Settlement Revenue - Transfer from GF	2,668,000	2,668,000	2,668,000	2,668,000	2,668,000
Fund 139 - Irvine Settlement Expenditures - Per Agreement	668,000	668,000	668,000	668,000	668,000
<b>F. Deposit to PARS - Pension Reserve</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>G. Fund 171 - SFFEF Expenditures</b>	-	-	-	-	-
<b>ENDING FUND BALANCE (Note) - All Funds Combined</b>	<b>213,474,046</b>	<b>232,653,954</b>	<b>251,440,837</b>	<b>270,841,108</b>	<b>289,472,242</b>
<b>Ending Balance by Fund</b>					
Operating Contingency (10% of Expenditures)	44,776,013	46,194,918	46,769,683	46,769,683	47,455,443
Reserve for Cash Contract City Station Maintenance	475,000	475,000	475,000	475,000	475,000
Structural Fire Fund Entitlement Fund (Fund 171)	18,314	18,314	18,314	18,314	18,314
Irvine Settlement Agreement (Fund 139)	28,064,357	30,285,315	32,528,506	34,794,787	37,083,972
<b>CIP FUND BALANCE</b>	<b>1,110,709</b>	<b>2,244,901</b>	<b>3,825,927</b>	<b>6,584,003</b>	<b>7,954,077</b>
Workers' Compensation Cashflow Reserve (Fund 190)	139,029,653	153,435,507	167,823,407	182,199,321	196,485,436
<b>Total Fund Balances</b>	<b>213,474,046</b>	<b>232,653,954</b>	<b>251,440,837</b>	<b>270,841,108</b>	<b>289,472,242</b>
Note: Ending Fund Balance is calculated by adding rows A+B+C+D+E+F-G					

## Forecast Assumptions – FY 2022/23 Budget

### Basic Assumptions

- The first year of the forecast is based on the FY 2022/23 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 2022 Report Typical Scenario provides the growth factors assumed for the forecast. The following are projections of current secured property tax growth:

FY 2022/23	6.01%
FY 2023/24	3.79%
FY 2024/25	2.73%
FY 2025/26	2.92%
FY 2026/27	2.92%

- **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 4, 2022. The forecast figures come from this report.
- **Cash Contracts** – The forecast calculations are based on the Joint Powers Agreement and subsequent amendments and year-over-year changes are estimated between 1.35% and 2.42% per year. In addition, this revenue category includes John Wayne Airport contract proceeds with year-over-year increases between 0.33% and 4.00% per year.
- **Community Risk Reduction Fees** – Community Risk Reduction Fees are projected to remain constant through the forecast period from FY 2022/23 through FY 2026/27, pending any changes approved by the Board.
- **ALS Supplies & Transport Reimbursements** – This revenue is estimated to remain flat, pending any changes approved by the Board. Staff is currently in the process of reviewing medical supplies reimbursement rates.
- **Interest Earnings** – Assumes an annual return of 0.75% for FY 2022/23 and subsequent years.

- **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 vehicles will be in service beginning 9/1/2022 for Station 67 and 7/1/2025 for Station 12.
  - ✓ **Employee Salaries** – Projected salaries reflect increases consistent with the approved labor group MOUs. In addition, annual salary increases of 0%, 1%, and 2% are projected for the years that follow expiration of the current MOUs beginning in FY 2022/23 for Scenarios 1, 2, and 3, respectively.
  - ✓ **Retirement** – Retirement costs reflect projected employer retirement rates, which are based on the OCERS provided rates for FY 2022/23. The projected employer rates in the outer years of the forecast are based on a Segal Consulting study dated July 9, 2021 provided by OCERS. FY 2022/23 rates are approximately 7.29% lower for safety and 0.99% lower for non-safety compared to FY 2021/22 rates.

<b>FY</b>	<b>Safety</b>	<b>General</b>	<b>Source</b>
2022/23	46.21%	35.93%	FY 2022/23 based on OCERS provided rates. Outer years based on Segal Consulting Study dated July 9, 2021. Effective rates adjusted to remove impact of additional OCFA UAAL contributions.
2023/24	42.61%	33.63%	
2024/25	39.81%	31.93%	
2025/26	28.41%	23.93%	
2026/27	28.01%	23.73%	

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

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

- Contributing additional funds each year using projected savings that will be realized under new Public Employees’ Pension Reform Act (PEPRA) of \$4.8M in FY 2022/23 and continuing in different amounts until payment is complete.
  - Contributing an additional \$1M each year starting in FY 2016/17 and increasing by \$2M each year until it reaches \$15M and continuing at \$15M thereafter.
  - Contributing \$1 million per year from surplus fund balance available in the Workers’ Compensation Self-Insurance Fund 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 2022/23 assumes a 50% confidence level for ongoing Workers’ Compensation costs. The 50% confidence level is assumed throughout the forecast period. Workers’ Compensation costs in the forecast period are based on projected payments in the Rivelle Consulting Services February 2022 Study.

- ✓ **Other Insurance** – Medical insurance rates for firefighters are assumed to increase by 5% in outer years of the forecast. For staff members, it is projected to grow by 10% annually. This category also includes \$60,000 for unemployment insurance in FY 2022/23.
- ✓ **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 annual return of 0.75% for FY 2022/23 and subsequent years.
- **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 2026/27.
- **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 2022/23.
- ***Self-Insurance Fund (Fund 190)*** – Self-Insurance Fund expenditures are based on projected payments in the Rivelle Consulting Services February 2022 Workers' Compensation Actuarial Study.

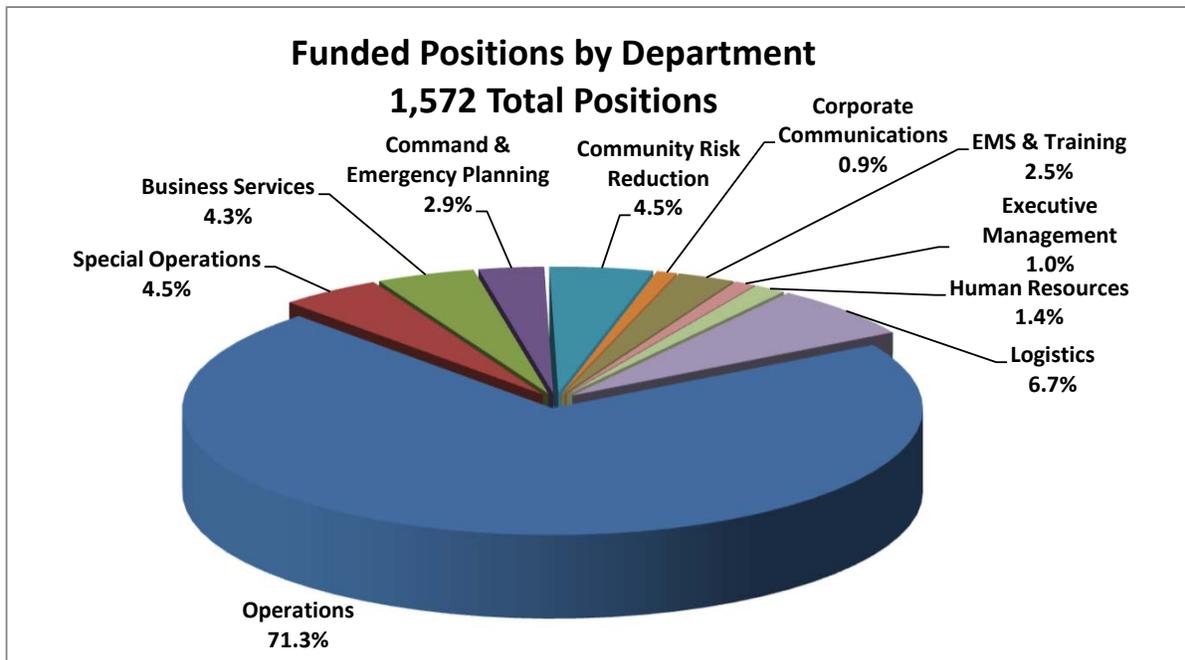
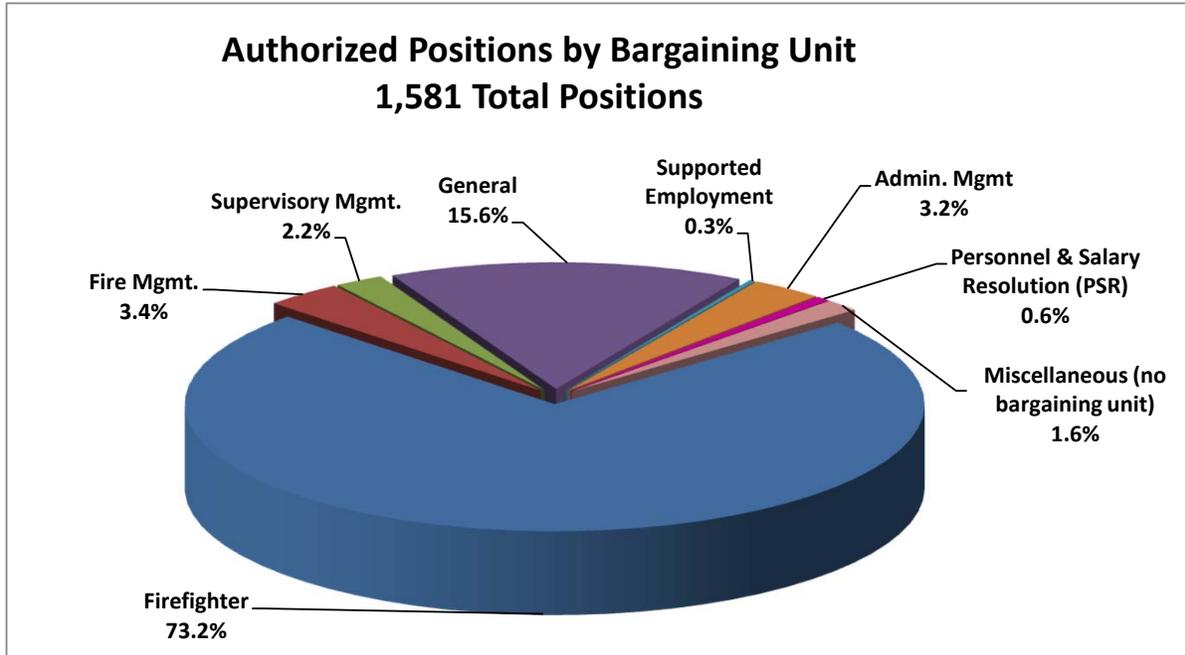
### **Fund Balances**

- ***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 2022/23 POSITIONS



Note: The Funded Positions Chart excludes 9 unfunded positions as follows:

- 4 frozen positions (1 Fire Captain, 1 Communications Installer I/II, and 1 Organizational Development and Training Program Manager)
- 5 US&R funded positions (1 Battalion Chief and 4 Warehouse & Logistics Specialists)

**ORANGE COUNTY FIRE AUTHORITY**  
**CHART OF AUTHORIZED POSITIONS**  
 FY 2018/19 - FY 2022/23

Class	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget
<b>FIREFIGHTER UNIT (LOCAL 3631)</b>					
Fire Apparatus Engineer	247	268	268	268	268
Fire Captain	273	299	301	300	300
Fire Captain (Limited Term)	1	-	-	-	-
Fire Pilot	3	5	5	5	5
Chief Fire Pilot	1	1	1	1	1
Firefighter	502	547	544	544	550
Hand Crew Firefighter	22	22	22	22	22
Hand Crew Firefighter (Seasonal)	-	9	9	9	9
Hand Crew Superintendent	-	-	-	-	1
Heavy Fire Equipment Operator	2	2	2	2	2
<b>UNIT TOTAL:</b>	<b>1,051</b>	<b>1,153</b>	<b>1,152</b>	<b>1,151</b>	<b>1,158</b>

**FIRE MANAGEMENT UNIT (COA)**

Fire Battalion Chief	39	42	43	42	43
Fire Battalion Chief (Limited Term)	1	1	1	2	2
Fire Division Chief	8	9	9	9	9
<b>UNIT TOTAL:</b>	<b>48</b>	<b>52</b>	<b>53</b>	<b>53</b>	<b>54</b>

**GENERAL UNIT (OCEA)**

Accountant	7	7	7	6	6
Accountant (Part-Time)	1	1	1	1	1
Administrative Assistant	15	18	15	14	12
Assistant Fire Apparatus Technician	2	2	2	-	-
Assistant Purchasing Agent	2	2	2	2	2
Business Analyst	1	-	-	2	5
Buyer	-	1	1	1	1
Communications Installer I/II	-	-	-	6	5
Communications Installer I/II (Part-Time)	-	-	-	2	2
Communications Installer	-	1	3	-	-
Communications Technician	4	4	4	4	4
EMS Nurse Educator I/II	7	8	8	8	8
Equipment Technician I/II	-	-	-	5	5
Equipment Parts Specialist	-	-	-	2	2
Environmental Health & Safety Analyst	-	-	-	1	1
Environmental Health & Safety Specialist	1	1	1	-	-
Executive Assistant	1	1	1	1	1
Facilities Maintenance Coordinator	4	4	4	4	4
Fire Apparatus Parts Specialist	1	1	9	-	-
Fire Apparatus Parts Specialist (Limited Term)	-	10	-	-	-
Fire Apparatus Technician	4	5	5	-	-
Fire Community Relations/Education Specialist	4	5	5	5	5
Fire Communications Dispatcher	28	33	32	32	32
Fire Communications Dispatcher (Limited Term)	1	-	-	-	-
Fire Delivery Driver	4	4	-	-	-
Fire Delivery Driver (Limited Term)	-	2	-	-	-
Fire Equipment Technician	4	5	-	-	-
Fire Equipment Technician (Limited Term, Part-Time)	2	2	-	-	-

## FY 2022/23 OCFA Adopted Budget

**ORANGE COUNTY FIRE AUTHORITY**  
**CHART OF AUTHORIZED POSITIONS**  
 FY 2018/19 - FY 2022/23

Class	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget
Fire Equipment Technician (Limited Term)	1	1	-	-	-
Fire Helicopter Technician	1	3	3	3	3
Fire Prevention Analyst	8	8	8	8	8
Fire Prevention Services Specialist	3	-	-	-	-
Fire Prevention Services Specialist (Part-Time)	-	1	1	1	1
Fire Prevention Specialist	12	16	16	16	-
Fire Safety Engineer	2	2	2	2	2
Fire Training Program Specialist	1	1	1	-	-
Fleet Assistant	-	-	1	1	1
Fleet Assistant (Limited Term, Part-Time)	-	-	1	-	-
GIS Analyst	3	4	4	4	4
GIS Technician	-	2	2	2	2
Heavy Equipment Technician I/II	-	-	-	14	14
Human Resources Analyst I/II	3	4	4	4	3
Human Resources Specialist	-	-	1	1	1
Information Technology Help Desk Technician	1	4	4	4	4
Information Technology Analyst	4	4	4	4	4
Information Technology Specialist	2	3	3	3	4
Information Technology Technician	3	3	3	3	3
Management Assistant	8	8	8	8	5
Multimedia Specialist	2	1	1	1	2
Office Services Specialist	9	10	10	9	8
Permit Technician I/II	-	3	3	3	3
Project Specialist	-	1	1	1	1
Risk Management Specialist	1	1	1	1	1
Senior Accounting Support Specialist	11	12	12	12	12
Senior Communications Technician	1	1	1	1	2
Senior Executive Assistant	1	1	1	1	1
Senior Fire Apparatus Technician	10	11	11	-	-
Senior Fire Equipment Technician	4	4	-	-	-
Senior Fire Equipment Technician (LT, Part-Time)	1	1	-	-	-
Senior Fire Prevention Specialist	13	14	14	14	31
Senior Human Resource Specialist	2	2	2	2	2
Senior Information Technology Analyst	7	7	7	7	7
Senior Service Center Technician	-	-	5	5	5
Service Center Lead	1	1	1	1	1
Service Center Technician I/II	-	-	5	7	7
Service Center Technician I (Limited Term)	-	-	1	-	-
Supply Services Specialist	-	-	2	3	3
Training Program Analyst	-	-	-	1	1
Training Program Specialist	1	1	-	-	-
US&R Warehouse Logistics Specialist (LT, Full-Time)	-	-	3	3	3
US&R Warehouse Logistics Specialist (LT, Part-Time)	-	-	1	1	1
<b>UNIT TOTAL:</b>	<b>209</b>	<b>252</b>	<b>248</b>	<b>247</b>	<b>246</b>

**SUPERVISORY MANAGEMENT UNIT (OCEA)**

Assistant Fire Marshal	9	10	10	10	10
Communications Services Supervisor	1	1	1	1	1

**ORANGE COUNTY FIRE AUTHORITY**  
**CHART OF AUTHORIZED POSITIONS**  
 FY 2018/19 - FY 2022/23

Class	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget
EMS Nurse Educator Supervisor	-	1	1	1	1
Fire Community Relations/Education Supervisor	1	1	1	1	1
Fire Communications Supervisor	4	5	6	6	6
Fire Communications Supervisor (Limited Term)	1	-	-	-	-
Fleet Services Coordinator	1	1	1	1	-
Fleet Services Supervisor	2	2	2	2	3
GIS Supervisor	1	1	1	1	1
Information Technology Supervisor	2	2	2	2	2
Multimedia Supervisor	-	1	1	1	1
Payroll Supervisor	-	-	-	1	1
Permit Supervisor	1	1	1	1	1
Senior Equipment Parts Specialist	-	-	-	1	1
Senior Fire Apparatus/Parts Specialist	1	1	1	-	-
Senior Fire Communications Supervisor	1	1	1	1	1
Senior Fire Helicopter Technician	1	1	1	1	1
Service Center Supervisor	1	1	1	1	1
Supervising Purchasing Agent	1	1	1	1	1
Wildland Fire Defense Planner	1	1	1	1	1
<b>UNIT TOTAL:</b>	<b>29</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>34</b>

**SUPPORTED EMPLOYMENT UNIT**

Services Aide	4	4	4	4	4
<b>UNIT TOTAL:</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**ADMINISTRATIVE MANAGEMENT UNIT (OCFAMA)**

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

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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY**  
**CHART OF AUTHORIZED POSITIONS**  
 FY 2018/19 - FY 2022/23

Class	Positions Authorized FY 2018/19 Budget	Positions Authorized FY 2019/20 Budget	Positions Authorized FY 2020/21 Budget	Positions Authorized FY 2021/22 Budget	Positions Authorized FY 2022/23 Budget
Information Technology Manager	1	1	1	1	2
Legislative Affairs Program Manager	1	1	1	1	1
Management Analyst	4	4	7	7	5
Medical Director	1	1	1	1	1
Organizational Development & Training Program Manager	1	1	1	1	1
Payroll/Accounts Payable Manager	1	1	1	1	1
Property Manager	1	1	1	1	-
Public Relations Manager	-	-	-	-	1
Purchasing Division Manager	1	1	1	1	1
Risk Management Analyst	2	2	2	2	1
Risk Management Safety Officer	1	1	1	1	-
Risk Manager	1	1	-	1	1
Senior Accountant	5	5	5	5	2
Senior Human Resources Analyst	2	2	2	2	3
Senior Management Analyst	-	-	-	-	2
Treasurer	1	1	1	1	1
Workers' Compensation Project Manager	-	-	-	-	1
<b>UNIT TOTAL:</b>	<b>41</b>	<b>41</b>	<b>46</b>	<b>47</b>	<b>50</b>

**PERSONNEL & SALARY RESOLUTION (PSR)**

Assistant Chief	5	6	6	6	6
Deputy Fire Chief	-	2	2	2	2
Director of Communications	-	1	1	1	1
Fire Chief	1	1	1	1	1
Human Resources Director	1	-	-	-	-
<b>UNIT TOTAL:</b>	<b>7</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

**MISCELLANEOUS**

Board Director	25	25	25	25	25
<b>UNIT TOTAL:</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

<b>GRAND TOTAL</b>	<b>1,414</b>	<b>1,569</b>	<b>1,571</b>	<b>1,571</b>	<b>1,581</b>
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Note: FY 2022/23 total includes 9 unfunded positions (4 frozen positions and 5 US&R funded positions).

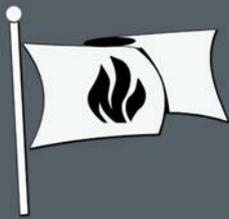
**ORANGE COUNTY FIRE AUTHORITY**  
 SUMMARY OF POSITIONS BY DEPARTMENT  
 FY 2018/19 - FY 2022/23

Department/Division/Section	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
<b>121 - General Fund</b>					
<b><u>Business Services</u></b>					
JPA Board of Directors	25	25	25	25	25
Clerk of the Authority	5	6	5	5	5
Finance Division	24	25	25	25	25
Purchasing	5	6	6	6	6
Treasury & Financial Planning	6	6	6	6	6
Legislation Division	1	1	1	1	1
<b><u>Command &amp; Emergency Planning</u></b>					
Emergency Command Center	40	41	41	42	42
Command and Emerg. Planning Admin	-	3	3	3	3
Emergency Planning and Coordination	1	-	-	-	-
<b><u>Community Risk Reduction</u></b>					
Wildland Pre-Fire Management	5	5	7	7	9
Planning & Development Services	33	33	34	35	34
Prevention Field Services	30	32	31	29	28
<b><u>Corporate Communications</u></b>					
Corporate Communications	4	9	12	13	14
<b><u>Emergency Medical Services &amp; Training</u></b>					
Emergency Medical Services	16	18	18	19	19
Organizational Development and Training	2	-	-	-	-
Operations Training and Safety	10	10	11	12	11
Operations Training and Promotions	-	2	2	2	2
Firefighter Recruitment and Academies	-	-	-	-	8
<b><u>Executive Management</u></b>					
Executive Management	9	13	15	16	15
<b><u>Human Resources</u></b>					
Human Resources Division	22	-	-	-	-
Risk Management	-	9	9	7	8
Employee Benefits	-	6	6	6	7
Employee Relations	-	4	3	3	3
Recruitment	-	4	5	5	4
<b><u>Logistics</u></b>					
Fleet Services	24	28	28	29	28
Information Technology Division	34	49	49	49	47
Service Center	15	19	19	18	19
Property Management	10	12	12	11	12
<b><u>Operations</u></b>					
Division 1	99	174	177	173	177
Division 2	181	210	206	207	206
Division 3	209	207	202	199	226
Division 4	146	147	128	135	130
Division 5	135	126	126	126	126
Division 6	156	157	150	147	151
Division 7	107	104	105	105	105
<b><u>Special Operations</u></b>					
Special Operations Admin	2	2	2	2	2
Air Operations	13	19	19	19	19
Wildland Operations	28	37	37	37	38
Investigation Services	9	12	11	11	11
<b>Subtotal</b>	<b>1,406</b>	<b>1,561</b>	<b>1,536</b>	<b>1,535</b>	<b>1,572</b>
<b>Total Funded Positions</b>	<b>1,406</b>	<b>1,561</b>	<b>1,536</b>	<b>1,535</b>	<b>1,572</b>
<b>Total Unfunded Positions [a]</b>	<b>8</b>	<b>8</b>	<b>35</b>	<b>36</b>	<b>9</b>
<b>Total Authorized Positions</b>	<b>1,414</b>	<b>1,569</b>	<b>1,571</b>	<b>1,571</b>	<b>1,581</b>

[a] FY 2022/23 includes 4 frozen positions, and 5 US&R positions.



*A Red Flag Warning is issued to signal the need for heightened awareness and increased fire safety.*



*Knowing how to respond when Red Flag Warnings are issued is your responsibility if you live, work, or even spend time in or near areas prone to wildfires.*



Orange County  
Fire Authority

[www.ocfa.org/RSG](http://www.ocfa.org/RSG)

Conditions needed to issue a Red Flag Warning, include:

- Sustained winds 15 MPH or greater
- Relative humidity of 25% or less
- Temperatures greater than 75° F

If these conditions are present or likely to happen within 24 hours, red flags are displayed at fire stations and participating county facilities, public libraries, and city halls. Red flags are also put up at chosen locations along highways, streets, and toll roads.

**Safety guidelines recommended during Red Flag Warnings include the following:**

- Do all yard work that requires a gas or electric motor before 10 a.m. and never when the wind is blowing
- Remove rocks from the area before you begin using any equipment
- Keep flammable materials away from gas-powered equipment
- Never drive or park vehicles on dry grass or brush
- Use lawnmowers on lawns only
- Grease trailer wheels, check tires, and make sure safety chains are not touching the ground
- Use caution with gas lanterns, barbeques, gas stoves, and anything else that can cause a wildfire
- Follow park, trail, camping, campfire restrictions and closure signs
- Throw away cigarettes or other smoking supplies properly in non-combustible containers



For more information, please visit the OCFA website or call **714-573-6774** to schedule a wildfire home assessment.

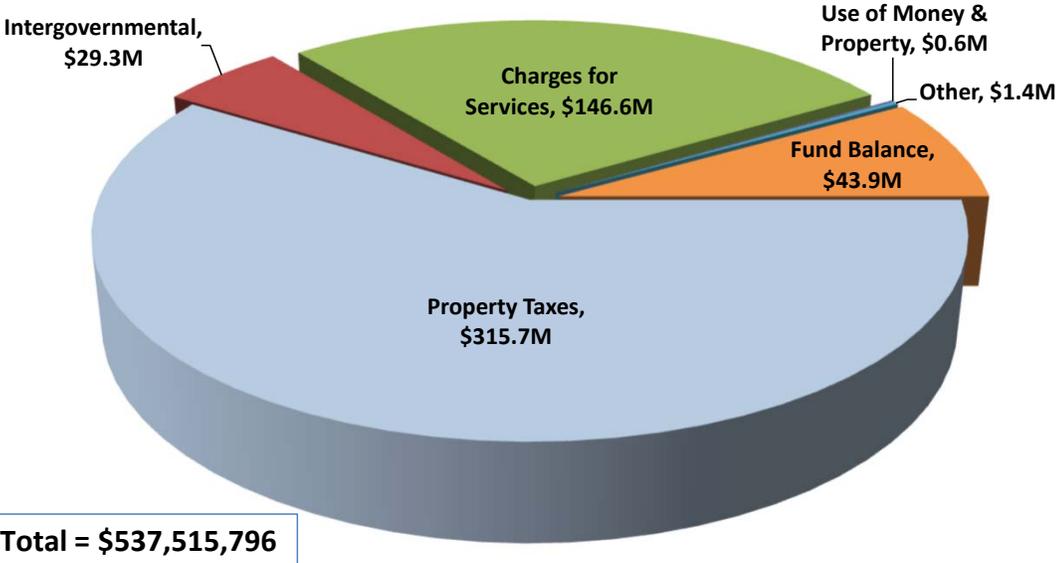
# General Fund



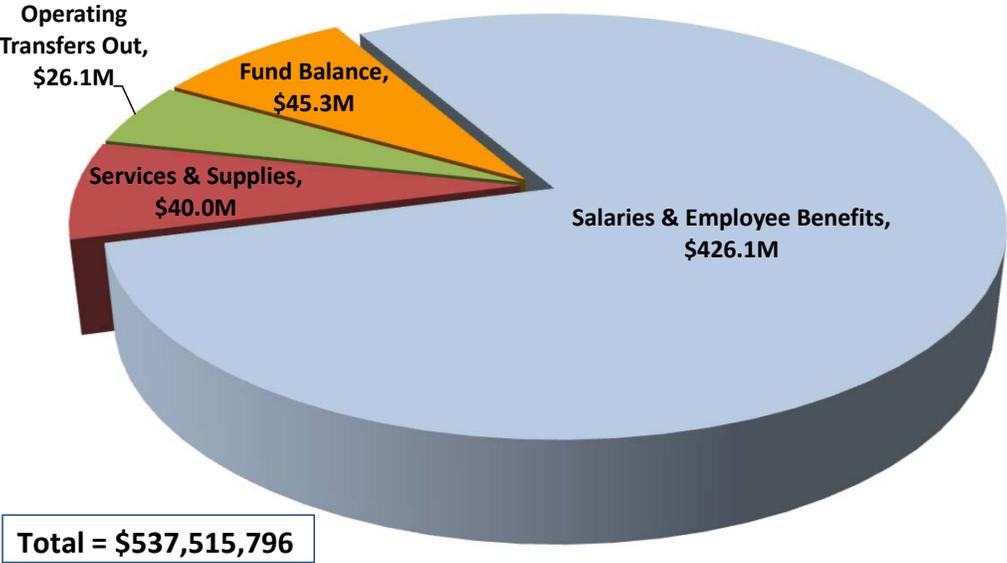


FY 2022/23 Funding Sources and Uses  
General Fund

Where the Money Originates



Where the Money Goes



**FY 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY  
FUND 121 - GENERAL FUND  
REVENUE AND EXPENDITURE SUMMARY  
FY 2022/23 BUDGET**

	<b>FY 2021/22 Adjusted Budget</b>	<b>FY 2022/23 Adopted Budget</b>	<b>\$ Change from FY 2021/22 Adjusted</b>	<b>% Change from FY 2021/22 Adjusted</b>
<b>FUNDING SOURCES</b>				
Property Taxes	\$298,984,024	\$315,735,745	\$16,751,721	5.60%
Intergovernmental	27,777,462	29,289,912	1,512,450	5.44%
Charges for Current Services	143,571,771	146,631,335	3,059,564	2.13%
Use of Money & Property	182,340	627,279	444,939	244.02%
Other	1,092,353	1,307,800	215,447	19.72%
<b>Subtotal Revenues</b>	<b>471,607,950</b>	<b>493,592,071</b>	<b>21,984,121</b>	<b>4.66%</b>
One-time/Grant Revenues	52,288,731	-	(52,288,731)	-100.00%
<b>Total Revenues</b>	<b>523,896,681</b>	<b>493,592,071</b>	<b>(30,304,610)</b>	<b>-5.78%</b>
Operating Transfer In	7,363,014	-	(7,363,014)	-100.00%
Beginning Fund Balance	46,003,333	43,923,725	(2,079,608)	-4.52%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$577,263,028</b>	<b>\$537,515,796</b>	<b>(\$39,747,232)</b>	<b>-6.89%</b>
<b>EXPENDITURES</b>				
Salaries & Employee Benefits	\$403,176,277	\$408,340,040	\$5,163,763	1.28%
Services & Supplies	38,091,893	39,903,300	1,811,407	4.76%
Capital Outlay	124,000	124,000	-	0.00%
Subtotal Expenditures	441,392,170	448,367,340	6,975,170	1.58%
One-Time/Grant Expenditures	56,707,281	-	(56,707,281)	-100.00%
UAAL Paydowns	14,279,280	17,787,217	3,507,937	24.57%
Total Expenditures & Other Uses	512,378,731	466,154,557	(46,224,174)	-9.02%
Operating Transfer Out	20,960,572	26,110,226	5,149,654	24.57%
Appropriation for Contingencies (1)	3,000,000	3,000,000	-	0.00%
Ending Fund Balance	40,923,725	42,251,013	1,327,288	3.24%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$577,263,028</b>	<b>\$537,515,796</b>	<b>(\$39,747,232)</b>	<b>-6.89%</b>

(1) Requires Board approval to spend

# Fund 121: General Fund

## DESCRIPTION

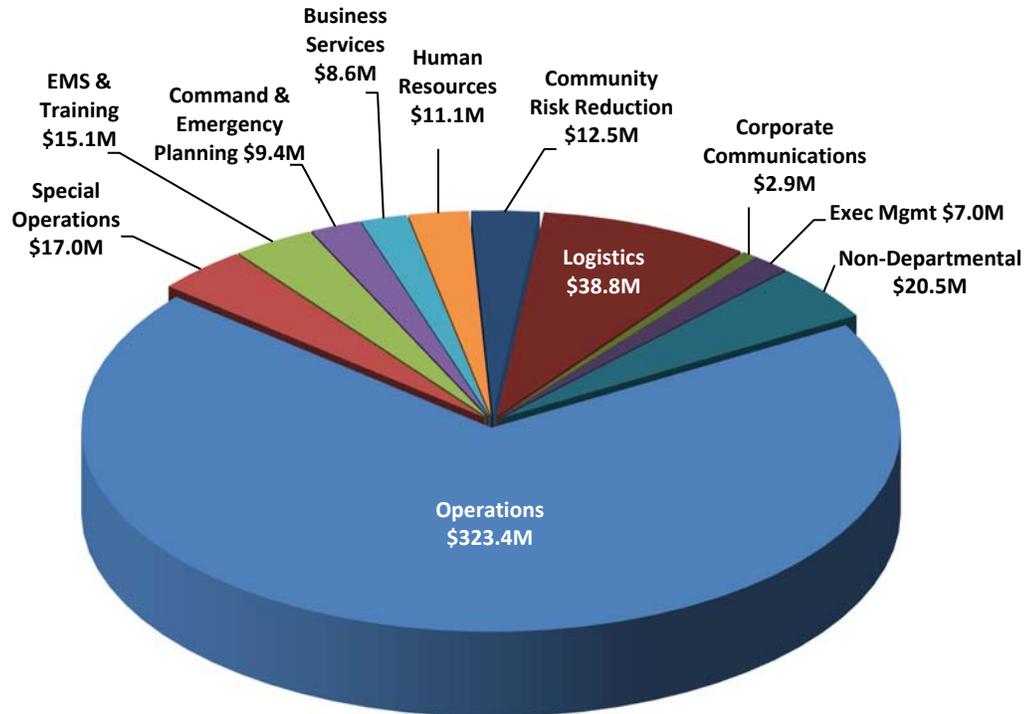
This fund is the primary operating fund of the OCFA used to account for all financial activity associated with the provision of services to our member cities and unincorporated areas. Major sources of revenue are property taxes designated for fire protection, cash contracts, intergovernmental reimbursements 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 2022/23 BUDGET*

## BUDGET

The total FY 2022/23 expenditure budget is \$466,154,557.

## **Expenditures Breakdown FY 2022/23**



**HIGHLIGHTS*****Salary Increases***

The FY 2022/23 Budget includes scheduled salary increases for all positions included in an approved MOU or triggered by provisions that define salary spreads. The budget continues to include potential merit increases for eligible employees.

***Staffing Changes***

The FY 2022/23 Budget has 1,572 funded positions and reflects 4 frozen and 38 new positions.

***Retirement***

The retirement budget for FY 2022/23 is based on OCERS' final adopted rates. When compared to FY 2021/22, the final FY 2022/23 rates from OCERS reflect a decrease for both the safety units as well as the non-safety unit. Retirement costs also include \$1.9 million in savings related to the prepayment of estimated retirement costs to OCERS and a decrease of \$14.8 million for UAAL buy-down payment that is reflected in Retiree Medical for FY 2022/23. Retirement rates based on the Public Employees' Pension Reform Act (PEPRA) are used for vacant positions.

***Workers' Compensation***

Funding for the FY 2022/23 workers' compensation self-insurance program at \$30.8 million is based on the 50% confidence level provided by the actuarial study completed in February 2022. 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 4.7%. 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***

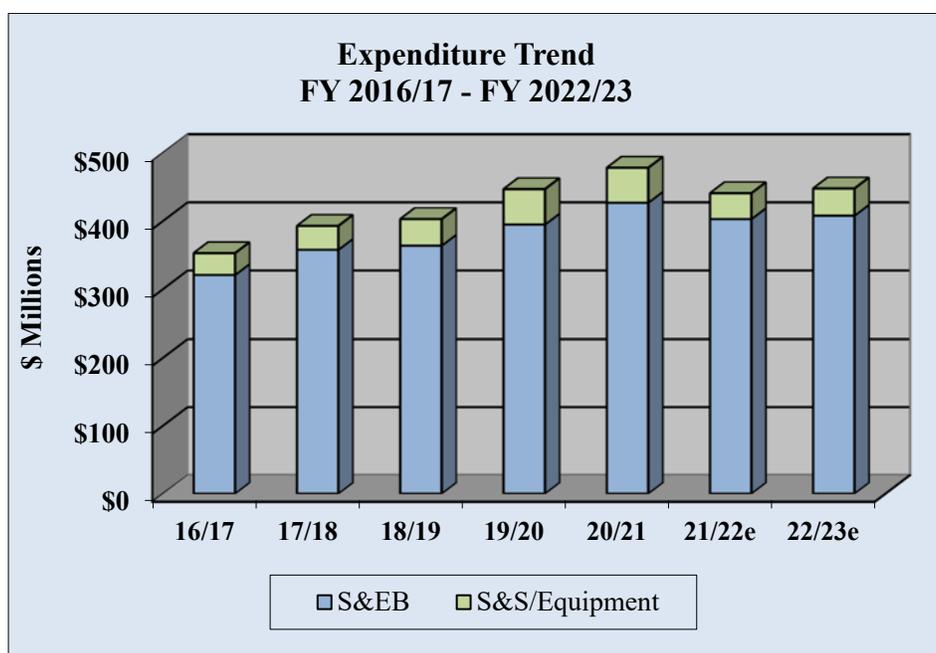
The FY 2022/23 Budget reflects operating transfer to the CIP funds, sufficient to prevent a negative fund balance in the CIP funds. Consistent with the Financial Stability Budget Policy, operating transfers of General Fund surplus to the CIP funds will be reconciled at the Mid-Year Budget Adjustment in FY 2022/23. 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 2016/17 through FY 2022/23, with actual expenditures for FY 2016/17 through FY 2020/21, and budgeted expenditures for FY 2021/22 and FY 2022/23.

FY 2016/17 and FY 2017/18 S&EB included payments towards the agency's unfunded pension liability of \$13.5 million and \$19.9 million respectively, and funding of several previously

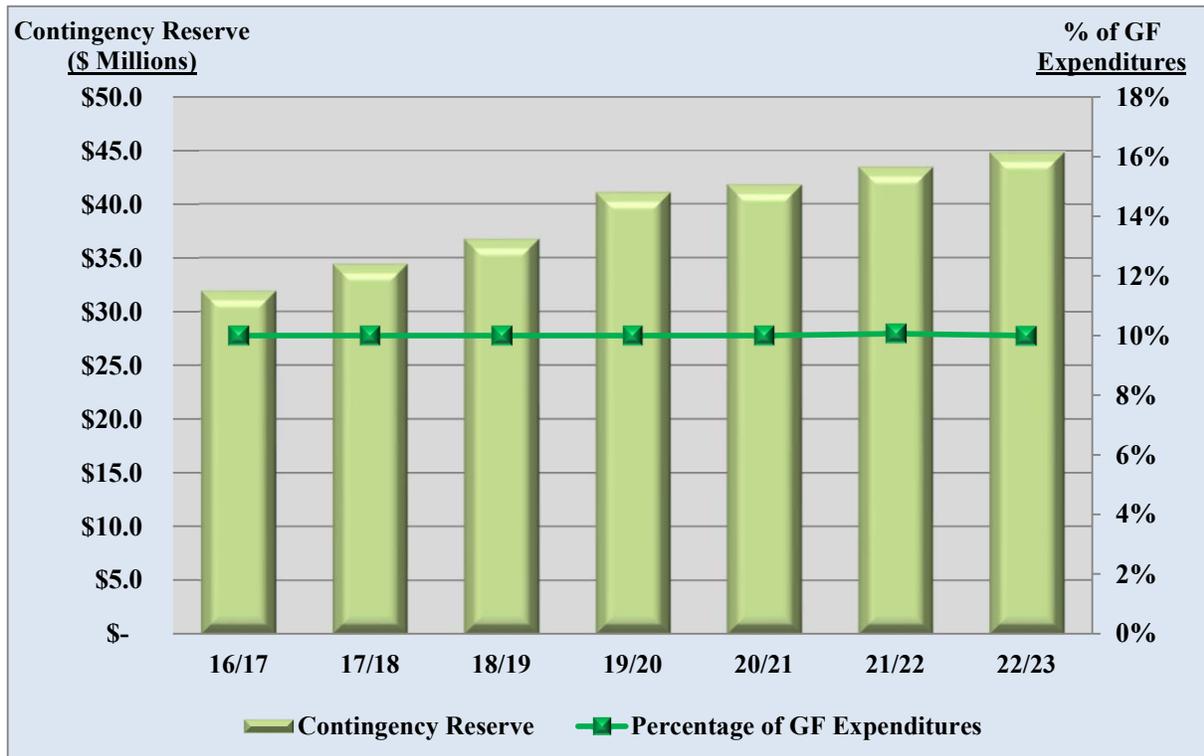
frozen/unfunded positions. FY 2018/19 reflects paydown of the agency’s unfunded pension liability in the amount of \$19.2 million, funding of previously frozen/unfunded positions, as well as increases in workers’ compensation and retirement costs. FY 2019/20 expenditures were higher due to increased S&EB and S&S expenditures associated with the transition of the City of Garden Grove to the OCFA effective 8/16/2019, a \$13.7 million payment towards the agency’s unfunded pension liability, and funding of previously frozen/unfunded positions. FY 2020/21 reflects a significant increase due to higher emergency overtime incurred, safety specialty pay increases that were approved mid-year, and a payment of \$15.9 million toward the agency’s unfunded pension liability. These increases were partially offset by staffing decreases due to the departure of the City of Placentia. FY 2021/22 included the full annual impact of the specialty pay increase for safety as well as a \$14.3 million payment towards the unfunded pension liability. FY 2022/23 includes a \$17.8 million payment toward the unfunded pension liability.



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

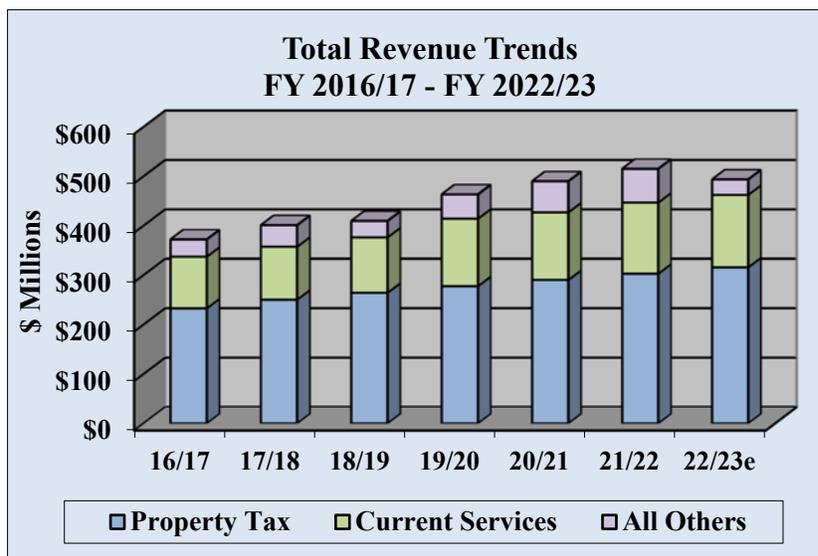
# General Fund Revenue Assumptions

The total General Fund revenue budget for FY 2022/23 is \$493,592,071 which is an increase of 5.3% over the prior year’s adopted budget. Property Taxes, Contracts, Community Redevelopment Agency Pass-Throughs, Community Risk Reduction Fees, and State Revenue 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 2022/23.

Revenue projections for FY 2022/23 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 2022/23 projections to actual prior years’ revenue.

## ECONOMIC OUTLOOK

The most significant economic factors affecting the OCFA’s revenues are the real estate market and the long-term impacts of COVID-19. While this past year has seen a strong housing market and some recovery from the pandemic, increased inflation along with volatility in the stock market, and an anticipated slowdown in housing sales and development have been taken into account when projecting revenues.



The Chapman Economic and Business Review dated June 2022 reported that 7,500 new dwelling units were permitted in Orange County in 2021 due largely to a sharp spike of 2,500 multi-family units permitted early in the year. Adjusting for the sharp spike, 6,600 new dwelling units are projected for 2022, which is a decrease of 12.0%. Please refer to the Construction and Housing Activity data in the Appendix. According to the Chapman Economic and Business Review, housing affordability has decreased due largely to rising mortgage rates. Year-over-year home price appreciation in Orange County was 23.0% in the first quarter of 2022 and is projected to steadily slow down through 2023. The FY 2022/23 secured property tax revenue projections reflect an increase of 6.5% when compared to the FY 2021/22 Adopted Budget.

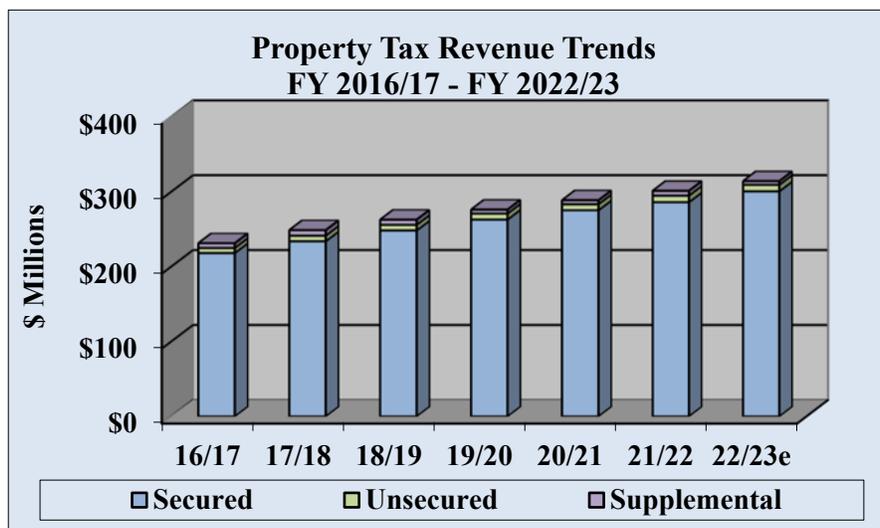
**PROPERTY TAXES**

Property taxes are the major revenue source of the OCFA, representing approximately 64.0% 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 \$315.7 million for FY 2022/23, representing a 6.3% increase from the FY 2021/22 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 95.2% of total property taxes and approximately 60.9% of total General Fund revenue. Harris has projected an increase of 6.0% for secured property taxes in FY 2022/23. This growth factor is applied to the FY 2021/22 tax charge, and then reduced by a 1.2% refund/net roll factor. Secured property tax also includes



public utility taxes (\$3.0 million), which are projected to increase for FY 2022/23 based on historical trends. Total FY 2022/23 secured property tax is estimated at \$300.5 million.

***Unsecured Property Tax***

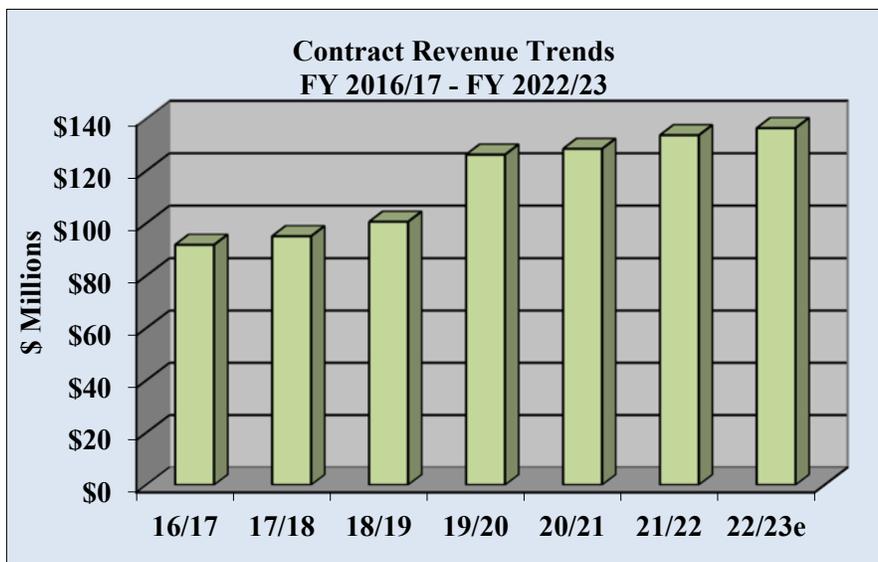
Unsecured property tax is generated by furniture, fixtures, and equipment used in businesses as well as luxury items such as planes, boats, etc. This revenue composes 2.8% of total property taxes and 1.8% of total OCFA General Fund revenue. The FY 2022/23 unsecured property tax estimates are based on the FY 2021/22 tax ledger with no growth projected. A 7.0% refund factor, based on historical trends and current year activity, has been used to adjust the tax charge to the estimated \$8.7 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 1<sup>st</sup> cut-off date. The Assessor reappraises the property at the new market value and issues a supplemental tax bill. This revenue composes approximately 1.5% of total property taxes and approximately 1.0% 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 2022/23 supplemental property tax is estimated at \$4.9 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 27.6% of OCFA’s total General Fund revenue. Cash contract revenue is estimated at \$136.3 million which represents an increase of 2.3% from the FY 2021/22 Adopted Budget.



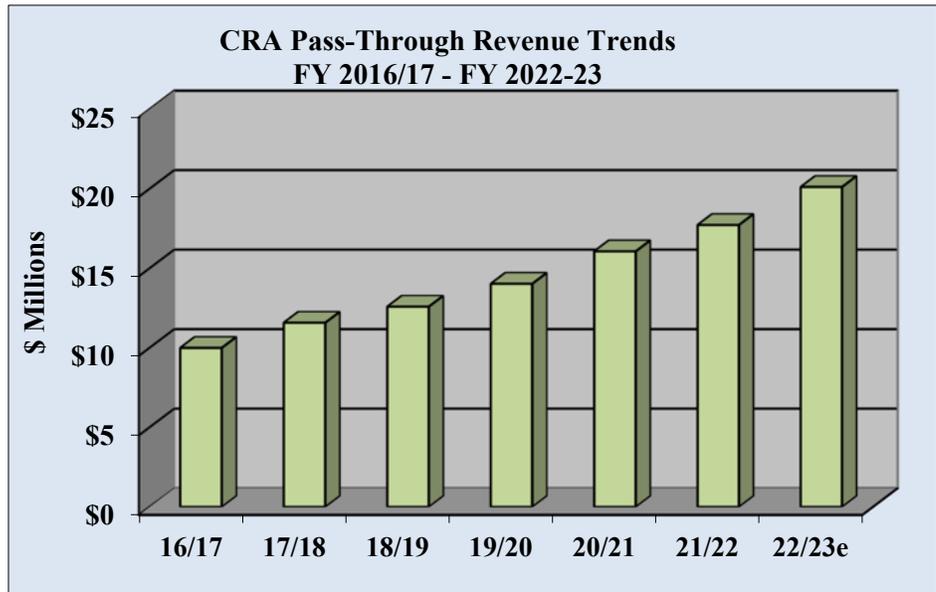
Cash Contract City charges are adjusted annually based on the annual percentage change in the cost of OCFA operations, subject to a 4.50% cap. For FY 2022/23, the actual annual percentage change in the cost of OCFA operations was 2.06%. The carry over balance from FY 2021/22 of 0.36% was added to the cost adjustment resulting in a total annual percentage change of 2.42%. Also included in the contract charge are costs for the 4<sup>th</sup> position phase-in for the cities of Buena Park, Tustin and San Clemente. The First Amendment to the JPA also provides for Cash Contract Cities to contribute to facilities maintenance and vehicle replacement in the CIP funds which are also outside the 4.50% cap.

On June 22, 2017, the contract with John Wayne Airport (JWA) was extended via Amendment for five years through November 22, 2022 with an increased total contract value of \$26,489,760. The next contract renewal is expected to be completed prior to expiration. Based on the calculation method in the existing contract, total JWA contract revenue for FY 2022/23 is expected to be \$5.6 million reflecting an increase of 0.3% from FY 2021/22. 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 \$181K 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**

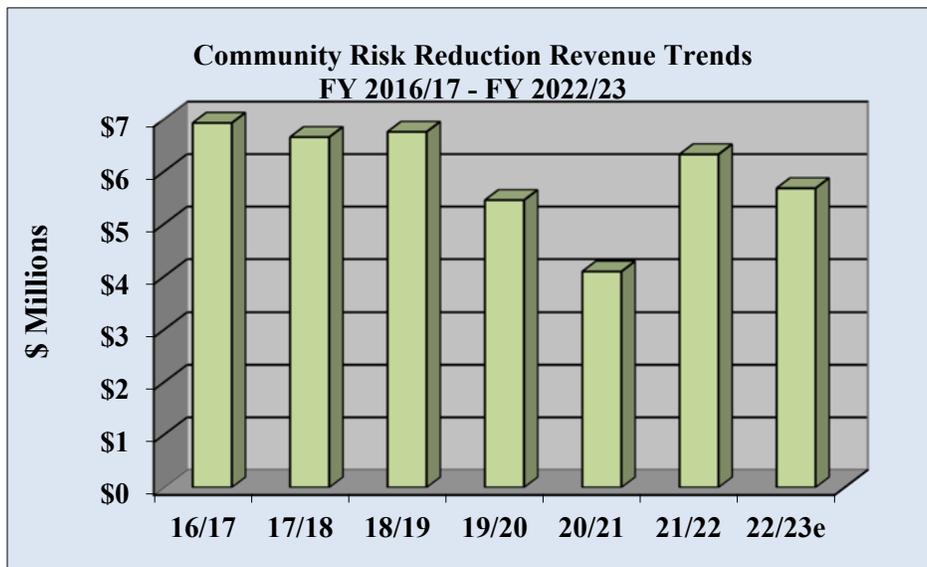
The CRA revenues, which comprise 4.1% of total General Fund revenues, are also projected by Harris.

The budget for FY 2022/23 is \$20.1 million, reflecting an increase of \$2.4 million over prior year. Changes in pass through revenues are driven mostly by the expected timing of successor agencies paying off all remaining obligations.



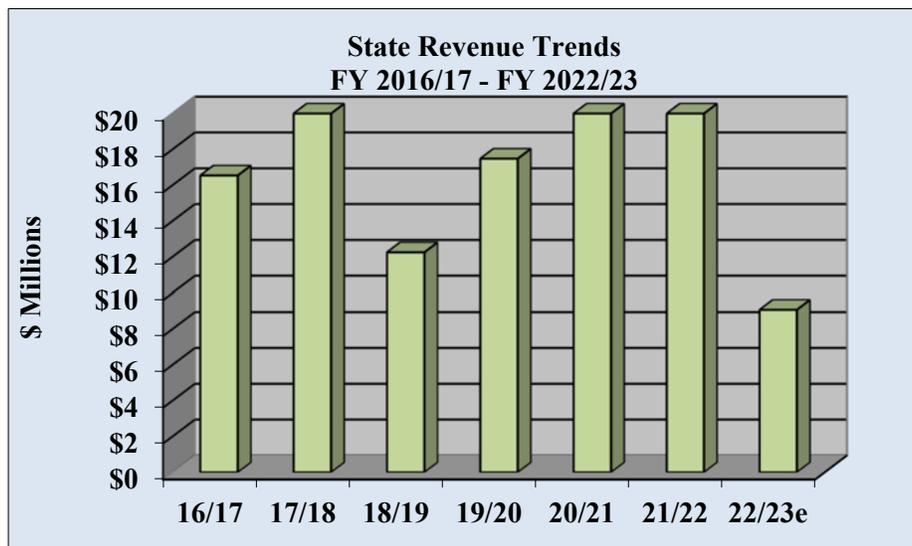
**COMMUNITY RISK REDUCTION (CRR) FEES**

CRR Fees represent 1.2% 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, CRR revenues rebounded to \$6.3 million. For FY 2022/23, CRR Fees are budgeted at \$5.7 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 \$9.1 million for FY 2022/23 and represents 1.8% of General Fund revenues.



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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY  
FUND 121 - GENERAL FUND  
REVENUE SUMMARY  
FY 2022/23**

<b>DESCRIPTION</b>	<b>FY 2020/21 Adopted Budget</b>	<b>FY 2021/22 Adopted Budget</b>	<b>FY 2022/23 Adopted Budget</b>	<b>% Change from FY 2021/22 Adopted Budget</b>
PROPERTY TAXES	\$285,647,942	\$296,972,235	\$315,735,745	6.32%
INTERGOVERNMENTAL	24,986,249	26,521,424	29,289,912	10.44%
CHARGES FOR CURRENT SVCS	137,821,137	143,906,771	146,631,335	1.89%
USE OF MONEY AND PROPERTY	414,251	169,673	627,279	269.70%
OTHER	1,139,500	1,092,500	1,307,800	19.71%
<b>TOTAL REVENUE</b>	<b>\$450,009,079</b>	<b>\$468,662,603</b>	<b>\$493,592,071</b>	<b>5.32%</b>

**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 121 - GENERAL FUND**  
**REVENUE DETAIL**  
**FY 2022/23**

DESCRIPTION	FY 2020/21 Adopted Budget	FY 2021/22 Adopted Budget	FY 2022/23 Adopted Budget	% Change from FY 2021/22 Adopted Budget
<b>TAXES</b>				
Property Taxes, Current Secured	\$271,693,108	\$282,332,562	\$300,543,887	6.45%
Property Taxes, Current Unsecured	7,410,709	8,087,482	8,687,843	7.42%
Property Taxes, Prior Unsecured	80,542	62,558	106,770	70.67%
Property Taxes, Supplemental	4,973,645	4,973,645	4,871,190	-2.06%
Delinquent Supplemental	161,513	182,942	242,581	32.60%
Homeowner Property Tax	1,328,425	1,333,046	1,283,474	-3.72%
<b>TOTAL PROPERTY TAXES</b>	<b>285,647,942</b>	<b>296,972,235</b>	<b>315,735,745</b>	<b>6.32%</b>
<b>INTERGOVERNMENTAL</b>				
<b>State</b>				
SRA-Wild lands (CAL FIRE Contract)	7,170,156	6,961,258	8,008,846	15.05%
SRA-Wildlands (CAL FIRE Contract) - GGRF	677,340	840,520	852,915	1.47%
Assistance by Hire (State)	200,000	200,000	200,000	0.00%
Helicopters' Billing - CAL FIRE	10,000	10,000	10,000	0.00%
<b>SUBTOTAL</b>	<b>8,057,496</b>	<b>8,011,778</b>	<b>9,071,761</b>	<b>13.23%</b>
<b>Federal</b>				
Assistance by Hire (Federal)	100,000	100,000	100,000	0.00%
<b>SUBTOTAL</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>0.00%</b>
<b>CRA Pass-Through</b>				
Mission Viejo Pass-Through	1,173,281	1,617,018	1,698,031	5.01%
Cypress Pass-Through	1,346,741	1,675,841	1,764,251	5.28%
Irvine Pass-Through	2,917,722	3,529,324	3,898,668	10.47%
La Palma Pass-Through	357,309	425,897	463,346	8.79%
Lake Forest Pass-Through	1,127,706	1,001,912	1,610,810	60.77%
San Juan Cap. Pass-Through	1,372,813	1,663,134	1,853,216	11.43%
County of Orange Pass-Through	5,863,843	5,097,344	5,305,210	4.08%
Yorba Linda Pass-Through	2,669,338	3,399,176	3,524,619	3.69%
<b>SUBTOTAL</b>	<b>16,828,753</b>	<b>18,409,646</b>	<b>20,118,151</b>	<b>9.28%</b>
<b>TOTAL INTERGOVERNMENTAL</b>	<b>24,986,249</b>	<b>26,521,424</b>	<b>29,289,912</b>	<b>10.44%</b>

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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY  
 FUND 121 - GENERAL FUND  
 REVENUE DETAIL  
 FY 2022/23**

<b>DESCRIPTION</b>	<b>FY 2020/21 Adopted Budget</b>	<b>FY 2021/22 Adopted Budget</b>	<b>FY 2022/23 Adopted Budget</b>	<b>% Change from FY 2021/22 Adopted Budget</b>
<b>CHARGES FOR CURRENT SERVICES</b>				
<b>Cash Contracts</b>				
Facility Maintenance Charges	300,000	300,000	465,000	55.00%
Tustin	8,940,102	9,496,408	9,802,956	3.23%
Seal Beach	5,924,437	6,191,037	6,340,860	2.42%
Stanton	4,853,647	5,072,061	5,194,805	2.42%
Santa Ana	43,762,981	45,713,065	46,649,773	2.05%
JWA Contract	5,411,217	5,627,666	5,646,191	0.33%
Buena Park	12,520,225	13,237,636	13,634,721	3.00%
San Clemente	9,748,031	10,346,348	10,673,280	3.16%
Westminster	12,261,107	12,812,857	13,122,928	2.42%
Garden Grove	23,384,867	24,432,073	24,760,372	1.34%
<b>SUBTOTAL</b>	<b>127,106,614</b>	<b>133,229,151</b>	<b>136,290,886</b>	<b>2.30%</b>
<b>Community Risk Reduction Fees</b>				
AR Late Payment Penalty	19,000	19,000	19,000	0.00%
Inspection Services Revenue	1,742,323	1,742,323	1,742,323	0.00%
Planning & Development Fees	4,200,000	4,200,000	3,900,000	-7.14%
False Alarm	100,000	60,000	25,000	-58.33%
<b>SUBTOTAL</b>	<b>6,061,323</b>	<b>6,021,323</b>	<b>5,686,323</b>	<b>-5.56%</b>
<b>Other Charges for Services</b>				
Haz. Mat. Response Subscription Program	5,600	6,012	6,526	8.54%
Charge for Crews & Equipment Services	100,000	100,000	100,000	0.00%
Mutual Aid Response Charges	-	2,685	-	-100.00%
<b>SUBTOTAL</b>	<b>105,600</b>	<b>108,697</b>	<b>106,526</b>	<b>-2.00%</b>
<b>Ambulance Reimbursements</b>				
Ambulance Supplies Reimbursement	1,230,100	1,230,100	1,230,100	0.00%
ALS Transport Reimbursement	3,317,500	3,317,500	3,317,500	0.00%
<b>SUBTOTAL</b>	<b>4,547,600</b>	<b>4,547,600</b>	<b>4,547,600</b>	<b>0.00%</b>
<b>TOTAL CHGS FOR CURRENT SVCS</b>	<b>137,821,137</b>	<b>143,906,771</b>	<b>146,631,335</b>	<b>1.89%</b>

**ORANGE COUNTY FIRE AUTHORITY  
FUND 121 - GENERAL FUND  
REVENUE DETAIL  
FY 2022/23**

<b>DESCRIPTION</b>	<b>FY 2020/21 Adopted Budget</b>	<b>FY 2021/22 Adopted Budget</b>	<b>FY 2022/23 Adopted Budget</b>	<b>% Change from FY 2021/22 Adopted Budget</b>
<b>USE OF MONEY AND PROPERTY</b>				
<b>Interest</b>				
Interest	414,251	122,673	576,849	370.23%
<b>SUBTOTAL</b>	<b>414,251</b>	<b>122,673</b>	<b>576,849</b>	<b>370.23%</b>
<b>Other</b>				
RFOTC Cell Tower Lease Agreement	46,000	47,000	50,430	7.30%
<b>SUBTOTAL</b>	<b>46,000</b>	<b>47,000</b>	<b>50,430</b>	<b>7.30%</b>
<b>TOTAL USE OF MONEY/PROPERTY</b>	<b>414,251</b>	<b>169,673</b>	<b>627,279</b>	<b>269.7%</b>
<b>REVENUE - OTHER</b>				
<b>Miscellaneous Revenue</b>				
Other Revenue	14,000	13,000	13,000	0.00%
Miscellaneous Revenue	146,000	146,000	160,000	9.59%
Restitution	3,000	3,000	5,800	93.33%
Witness Fees	5,500	5,500	4,000	-27.27%
Joint Apprenticeship Comm (CFFJAC)	400,000	400,000	450,000	12.50%
Santa Ana College Agreement	450,000	450,000	600,000	33.33%
Sales of Surplus	75,000	75,000	75,000	0.00%
<b>TOTAL OTHER REVENUE</b>	<b>1,093,500</b>	<b>1,092,500</b>	<b>1,307,800</b>	<b>19.71%</b>
<b>TOTAL REVENUE</b>	<b>\$449,963,079</b>	<b>\$468,662,603</b>	<b>\$493,592,071</b>	<b>5.32%</b>

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## FY 2022/23 OCFA Adopted Budget

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### ORANGE COUNTY FIRE AUTHORITY SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES FY 2022/23 BUDGET

Account Description and Explanation of Significant Changes	FY 2021/22 Adopted Budget	FY 2022/23 Adopted Budget	\$ Change fr FY 2021/22 Budget	% Change fr FY 2021/22 Budget
<b><u>EMPLOYEE SALARIES</u></b>				
<b>Regular Salaries</b>	\$152,959,547	\$157,956,150	\$4,996,603	3.27%
<ul style="list-style-type: none"> <li>- Includes potential merit increases for eligible employees</li> <li>- Includes regular salaries of 1,572 funded positions, compared to 1,535 funded positions in FY 2021/22</li> <li>- Increases are offset by \$6.8M reduction for anticipated salary savings due to vacant positions, compared to \$5.0M reduction in FY 2021/22</li> </ul>				
<b>Backfill/Overtime/FLSA</b>	52,756,828	58,296,672	5,539,844	10.50%
<ul style="list-style-type: none"> <li>- Based on historical trends for the last two fiscal years</li> <li>- Includes FLSA Adjustment/Holiday Pay</li> </ul>				
<b>Extra Help</b>	41,982	41,983	1	0.00%
<ul style="list-style-type: none"> <li>- No change in the number of extra help positions</li> </ul>				
<b>Reserves</b>	200,000	220,000	20,000	10.00%
<ul style="list-style-type: none"> <li>- Based on historical levels</li> </ul>				
<b>Other Pay</b>	29,803,399	29,909,708	106,309	0.36%
<ul style="list-style-type: none"> <li>- Reflects increases to EMT pay and other special pays for Chief Officers per approved MOU agreements</li> <li>- Includes potential merit increases for eligible employees</li> </ul>				
<b>Sick/Vacation Payoff</b>	4,527,219	4,440,685	(86,534)	-1.91%
<ul style="list-style-type: none"> <li>- Based on historical usage</li> </ul>				
<b>TOTAL SALARIES</b>	<b>240,288,975</b>	<b>250,865,198</b>	<b>10,576,223</b>	<b>4.40%</b>
<b><u>RETIREMENT</u></b>				
	<b>110,436,368</b>	<b>85,389,077</b>	<b>(25,047,291)</b>	<b>-22.68%</b>
<ul style="list-style-type: none"> <li>- Reflects OCERS' final adopted rates &amp; PEPRA rates for vacant positions. Retirement rates are approximately 7.29% lower for safety and 0.99% lower for non-safety compared to FY 2021/22 rates</li> <li>- Reflects a \$1.7M reduction for anticipated savings due to vacant positions</li> <li>- Includes \$1.9M savings for OCERS prepayment</li> <li>- Reflects a decrease of \$14.8M UAAL buy-down payment made in FY 2021/22 that is reflected in Retiree Medical in FY 2022/23</li> </ul>				
<b><u>INSURANCE</u></b>				
<b>Health Insurance</b>	36,658,438	37,634,031	975,593	2.66%
<ul style="list-style-type: none"> <li>- Reflects increasing healthcare costs and coverage for newly funded positions</li> </ul>				
<b>Workers' Compensation</b>	25,096,683	30,754,757	5,658,074	22.55%
<ul style="list-style-type: none"> <li>- Based on the 50% confidence level provided by the actuarial study</li> </ul>				

**ORANGE COUNTY FIRE AUTHORITY**  
**SUMMARY OF SALARIES AND EMPLOYEE BENEFITS CHANGES**  
**FY 2022/23 BUDGET**

Account Description and Explanation of Significant Changes	FY 2021/22 Adopted Budget	FY 2022/23 Adopted Budget	\$ Change fr FY 2021/22 Budget	% Change fr FY 2021/22 Budget
<b>Unemployment Insurance</b>	135,000	60,000	(75,000)	-55.56%
- Based on historical trends for the last two fiscal years				
<b>TOTAL INSURANCE</b>	<b>61,890,121</b>	<b>68,448,788</b>	<b>6,558,667</b>	<b>10.60%</b>
<b>MEDICARE</b>	<b>3,477,787</b>	<b>3,636,977</b>	<b>159,190</b>	<b>4.58%</b>
- Reflects increases to EMT pay and other special pays for Chief Officers per approved MOU agreements				
- Includes potential merit increases for eligible employees				
- Reflects a \$74K reduction for anticipated salary savings due to vacant positions				
<b>RETIREE MEDICAL</b>	-	<b>17,787,217</b>	<b>17,787,217</b>	<b>N/A</b>
- Includes \$17.8M UAAL buy-down toward Retiree Medical, compared to \$14.8M UAAL buy-down toward Retirement in FY 2021/22				
<b>TOTAL SALARIES &amp; EMPLOYEE BENEFITS</b>	<b>\$416,093,251</b>	<b>\$426,127,257</b>	<b>\$10,034,006</b>	<b>2.41%</b>

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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY  
SUMMARY OF SERVICES AND SUPPLIES CHANGES  
FY 2022/23 BUDGET**

<b>Account Description and Explanation of Significant Changes</b>	<b>FY 2021/22 Adopted Budget</b>	<b>FY 2022/23 Adopted Budget</b>	<b>\$ Change fr FY 2021/22 Budget</b>	<b>% Change fr FY 2021/22 Budget</b>
<b>Clothing</b> - FY 2022/23 reflects increases for fire academy safety clothing costs	\$1,656,156	\$1,978,450	\$322,294	19.46%
<b>Communications</b> - FY 2022/23 reflects increases for mobile telephones and data line service costs	1,406,719	1,690,332	283,613	20.16%
<b>Food</b> - FY 2022/23 reflects increase for training academies, as well as reallocation of funds	109,970	126,470	16,500	15.00%
<b>Household Expenses</b> - FY 2022/23 reflects increases in appliance and furniture replacement costs	221,610	369,760	148,150	66.85%
<b>Insurance</b> - FY 2022/23 reflects increases in fees & premiums for liability and property insurance, workers' compensation, and excess loss insurance	2,389,299	3,604,799	1,215,500	50.87%
<b>Maintenance/Repair - Equipment</b> - FY 2022/23 reflects increases in volume and cost of vehicle equipment and repairs, aviation parts, and fire station equipment and repairs	5,277,902	7,211,579	1,933,677	36.64%
<b>Maintenance/Repair - Buildings</b> - FY 2022/23 reflects increases in volume and cost of building maintenance and repairs, including custodial services, grounds maintenance and plumbing	2,490,695	3,128,070	637,375	25.59%
<b>Medical Supplies and Equipment</b>	1,231,519	1,231,519	-	0.00%
<b>Memberships</b>	59,091	61,781	2,690	4.55%
<b>Miscellaneous Expenses</b>	35,000	35,000	-	0.00%
<b>Office Expense</b> - FY 2022/23 reflects increases in computer software licensing costs	1,036,854	1,171,447	134,593	12.98%
<b>Professional and Specialized Services</b> - FY 2022/23 reflects increases for EMS software and systems, fire academy materials and counseling for behavioral health and wellness services	8,428,356	8,718,700	290,344	3.44%
<b>Publications and Legal Notices</b>	5,500	5,500	-	0.00%

**ORANGE COUNTY FIRE AUTHORITY**  
**SUMMARY OF SERVICES AND SUPPLIES CHANGES**  
**FY 2022/23 BUDGET**

Account Description and Explanation of Significant Changes	FY 2021/22 Adopted Budget	FY 2022/23 Adopted Budget	\$ Change fr FY 2021/22 Budget	% Change fr FY 2021/22 Budget
<b>Rents and Leases - Equipment</b> - FY 2022/23 reflects increases in equipment costs for fire academies	234,000	278,000	44,000	18.80%
<b>Rents and Leases - Facilities</b>	127,220	127,204	(16)	-0.01%
<b>Small Tools and Instruments</b>	147,108	151,608	4,500	3.06%
<b>Special Department Expense</b> - FY 2022/23 reflects cost increases for fire academy training material such as lumber	2,357,205	2,611,981	254,776	10.81%
<b>Transportation</b> - FY 2022/23 reflects increases in fuel costs	1,771,723	2,799,123	1,027,400	57.99%
<b>Travel, Training and Meetings</b> - FY 2022/23 reflects increases in fire academy training costs	1,519,645	1,555,768	36,123	2.38%
<b>Utilities</b> - FY 2022/23 reflects increases in electricity, water, trash collection, and gas utility costs	2,311,500	3,014,000	702,500	30.39%
<b>Taxes and Assessments</b>	32,209	32,209	-	0.00%
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$32,849,281</b>	<b>\$39,903,300</b>	<b>\$7,054,019</b>	<b>21.47%</b>

## FY 2022/23 OCFA Adopted Budget

### ORANGE COUNTY FIRE AUTHORITY FUND 121 - GENERAL FUND FY 2022/23 BUDGET

Account Description	Business Services	Command & Emergency Planning	Community Risk Reduction	Corporate Communications	Emergency Medical Services & Training	Executive Management
<b>EMPLOYEE SALARIES</b>						
Regular Salaries	\$4,511,265	\$4,148,829	\$7,196,168	\$1,285,990	\$5,100,723	\$3,382,956
Backfill/Overtime	27,618	1,252,246	123,048	173,278	480,083	26,768
FLSA Adjustment/Holiday Pay	-	52,418	-	36,156	-	-
Extra Help	-	-	41,983	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	102,159	606,090	227,515	179,711	738,173	64,381
Sick/Vacation Payoff	247,131	144,619	199,893	21,698	232,737	283,178
<b>TOTAL SALARIES</b>	<b>4,888,173</b>	<b>6,204,202</b>	<b>7,788,607</b>	<b>1,696,833</b>	<b>6,551,716</b>	<b>3,757,283</b>
<b>RETIREMENT</b>	<b>1,716,204</b>	<b>1,823,865</b>	<b>2,660,022</b>	<b>585,039</b>	<b>2,515,537</b>	<b>1,499,436</b>
<b>INSURANCE</b>						
Employee Insurance	917,838	708,684	1,062,282	254,375	920,217	496,708
Workers' Compensation	265,783	461,587	443,246	160,055	553,134	319,710
Unemployment Insurance	1,000	8,500	4,000	-	-	1,000
<b>TOTAL INSURANCE</b>	<b>1,184,621</b>	<b>1,178,771</b>	<b>1,509,528</b>	<b>414,430</b>	<b>1,473,351</b>	<b>817,418</b>
<b>MEDICARE</b>	<b>70,829</b>	<b>89,954</b>	<b>112,936</b>	<b>24,535</b>	<b>93,206</b>	<b>54,047</b>
<b>RETIREE MEDICAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL S&amp;EB (SALARIES &amp; EMPLOYEE BENEFITS)</b>	<b>7,859,827</b>	<b>9,296,792</b>	<b>12,071,093</b>	<b>2,720,837</b>	<b>10,633,810</b>	<b>6,128,184</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>718,684</b>	<b>98,221</b>	<b>418,622</b>	<b>174,429</b>	<b>4,454,051</b>	<b>873,059</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$8,578,511</b>	<b>\$9,395,013</b>	<b>\$12,489,715</b>	<b>\$2,895,266</b>	<b>\$15,087,861</b>	<b>\$7,001,243</b>
<b>Funded Positions *</b>	<b>68</b>	<b>45</b>	<b>71</b>	<b>14</b>	<b>40</b>	<b>15</b>

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

<u>Account Description</u>	<u>Human Resources</u>	<u>Logistics</u>	<u>Non- Departmental</u>	<u>Operations</u>	<u>Special Operations</u>	<u>TOTAL</u>
<b>EMPLOYEE SALARIES</b>						
Regular Salaries	\$2,476,749	\$9,695,776	-	\$114,394,026	\$5,763,668	\$157,956,150
Backfill/Overtime	15,788	592,763	-	43,031,621	1,403,821	47,127,034
FLSA Adjustment/Holiday Pay	-	-	-	10,900,745	180,319	11,169,638
Extra Help	-	-	-	-	-	41,983
Reserves	-	-	-	220,000	-	220,000
Other Pay	43,319	657,988	-	26,401,820	888,552	29,909,708
Sick/Vacation Payoff	65,701	212,629	-	2,799,197	233,902	4,440,685
<b>TOTAL SALARIES</b>	<b>2,601,557</b>	<b>11,159,156</b>	<b>-</b>	<b>197,747,409</b>	<b>8,470,262</b>	<b>250,865,198</b>
<b>RETIREMENT</b>	<b>891,158</b>	<b>3,629,304</b>	<b>-</b>	<b>66,980,946</b>	<b>3,087,566</b>	<b>85,389,077</b>
<b>INSURANCE</b>						
Employee Insurance	534,887	1,672,888	35,760	29,262,112	1,768,280	37,634,031
Workers' Compensation	146,533	1,034,362	-	26,124,910	1,245,437	30,754,757
Unemployment Insurance	500	3,000	-	28,000	14,000	60,000
<b>TOTAL INSURANCE</b>	<b>681,920</b>	<b>2,710,250</b>	<b>35,760</b>	<b>55,415,022</b>	<b>3,027,717</b>	<b>68,448,788</b>
<b>MEDICARE</b>	<b>37,589</b>	<b>161,513</b>	<b>-</b>	<b>2,868,575</b>	<b>123,793</b>	<b>3,636,977</b>
<b>RETIREE MEDICAL</b>	<b>-</b>	<b>-</b>	<b>17,787,217</b>	<b>-</b>	<b>-</b>	<b>17,787,217</b>
<b>TOTAL S&amp;EB (SALARIES &amp; EMPLOYEE BENEFITS)</b>	<b>4,212,224</b>	<b>17,660,223</b>	<b>17,822,977</b>	<b>323,011,952</b>	<b>14,709,338</b>	<b>426,127,258</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>6,885,004</b>	<b>21,102,177</b>	<b>2,675,048</b>	<b>367,585</b>	<b>2,136,420</b>	<b>39,903,300</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>124,000</b>	<b>124,000</b>
<b>TOTAL BUDGET</b>	<b>\$11,097,228</b>	<b>\$38,762,400</b>	<b>\$20,498,025</b>	<b>\$323,379,537</b>	<b>\$16,969,758</b>	<b>\$466,154,557</b>
<b>Funded Positions</b>	<b>22</b>	<b>106</b>	<b>-</b>	<b>1,121</b>	<b>70</b>	<b>1,572</b>

# ABC's OF WATER SAFETY



Water safety starts at home. Keeping yourself and others safe in and around the water is as easy as ABC. Follow the safety tips below to make sure you know how to be water safe!



*Children and adults drown without a sound. No one should ever swim alone.*



**Orange County  
Fire Authority**

(714) 573-6200  
ocfa.org



## **A is for ACTIVE ADULT SUPERVISION**

- Keep infants and toddlers within an arm's reach.
- No one should ever swim alone, including adults.
- Never rely on water wings, rafts, or other swimming aids in place of U.S. Coast Guard approved life jackets.
- Assign an adult to be a Water Watcher, actively keeping their eyes on the water without ANY distractions.
- If a child or adult is missing, every second counts! Check the water FIRST!

## **B is for BARRIERS**

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

## **C is for CLASSES**

- Learn to swim by taking lessons.
- Learn first aid and CPR. Always keep a phone nearby to call 9-1-1.
- Teach children that running, jumping, and pushing others on pool decks is dangerous and can cause injuries. Always enter the pool feet first so you know how deep the water is in that area.

## **Drain Safety**

- Keep children away from pool and spa drains to avoid entrapment and entanglement.
- Keep long hair tied back and remove dangling items like jewelry or bathing suit ties.
- Install compliant safety drain covers and automatic shut-off pump systems.
- Know where the pool and spa pump switch is and how to turn it off and on.

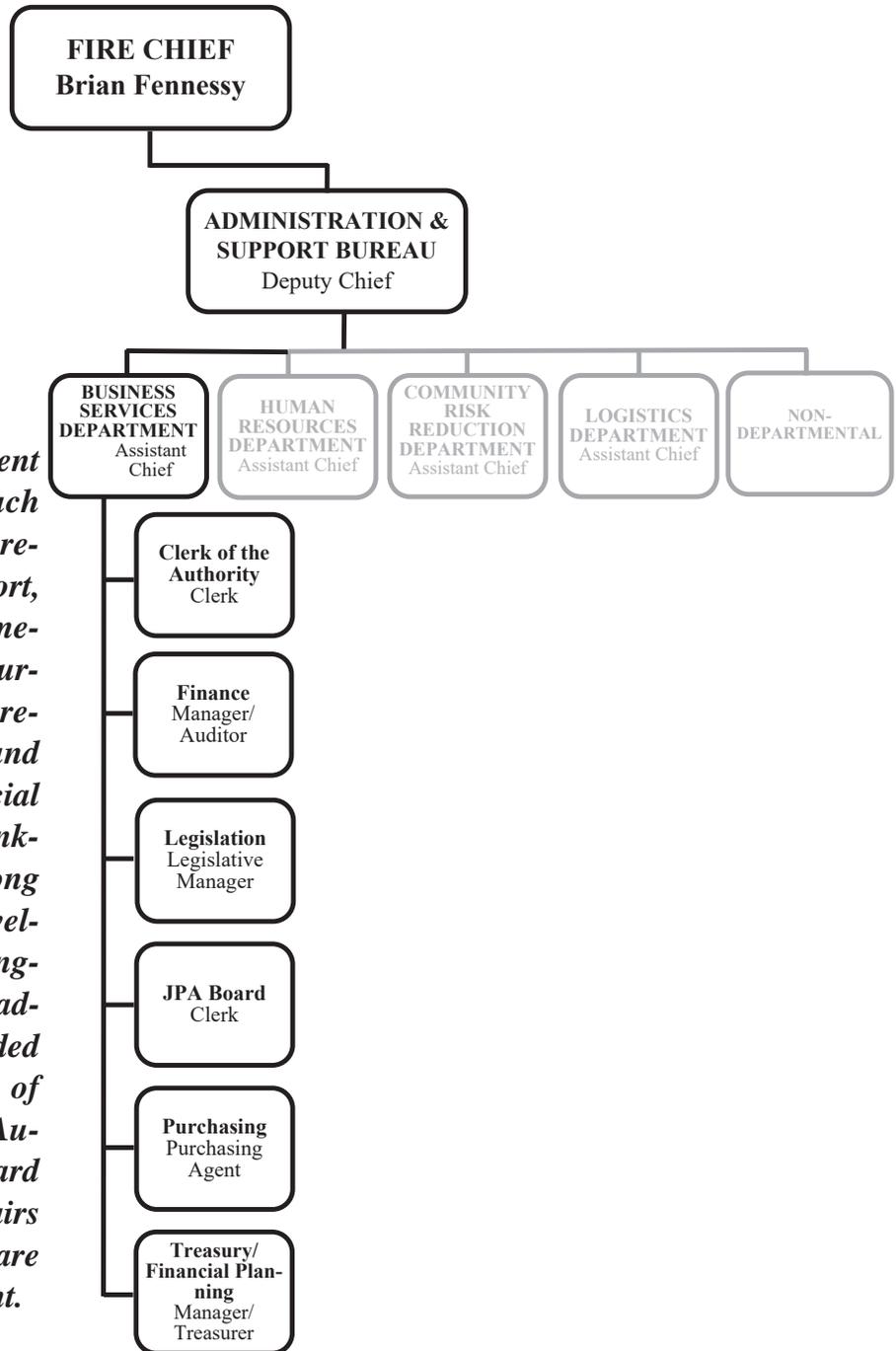


*Business Services  
Department*





**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.*

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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY**  
**BUSINESS SERVICES DEPARTMENT SUMMARY**  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>JPA Board of Directors</b>	<b>Clerk of the Authority</b>	<b>Finance Division</b>	<b>Purchasing</b>	<b>Treasury &amp; Financial Planning</b>	<b>Legislation Division</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>							
Regular Salaries	\$38,700	\$486,391	\$2,389,010	\$598,928	\$867,284	\$130,952	\$4,511,265
Backfill/Overtime	-	-	25,167	2,451	-	-	27,618
FLSA Adjmt./Holiday Pay	-	-	-	-	-	-	-
Extra Help	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-
Other Pay	-	8,109	70,454	22,096	1,500	-	102,159
Sick/Vacation Payoff	-	46,214	83,855	23,248	89,847	3,967	247,131
<b>TOTAL SALARIES</b>	<b>38,700</b>	<b>540,714</b>	<b>2,568,486</b>	<b>646,723</b>	<b>958,631</b>	<b>134,919</b>	<b>4,888,173</b>
<b>RETIREMENT</b>	<b>-</b>	<b>202,543</b>	<b>904,397</b>	<b>220,049</b>	<b>339,007</b>	<b>50,208</b>	<b>1,716,204</b>
<b>INSURANCE</b>							
Employee Insurance	-	109,364	470,933	104,278	200,162	33,101	917,838
Workers' Comp	-	25,031	148,928	28,858	54,946	8,020	265,783
Unemployment	-	-	1,000	-	-	-	1,000
<b>TOTAL INSURANCE</b>	<b>-</b>	<b>134,395</b>	<b>620,861</b>	<b>133,136</b>	<b>255,108</b>	<b>41,121</b>	<b>1,184,621</b>
<b>MEDICARE</b>	<b>561</b>	<b>7,826</b>	<b>37,229</b>	<b>9,377</b>	<b>13,879</b>	<b>1,957</b>	<b>70,829</b>
<b>TOTAL S&amp;EB</b>	<b>39,261</b>	<b>885,478</b>	<b>4,130,973</b>	<b>1,009,285</b>	<b>1,566,625</b>	<b>228,205</b>	<b>7,859,827</b>
<b>SERVICES AND SUPPLIES</b>	<b>35,328</b>	<b>12,869</b>	<b>263,708</b>	<b>48,842</b>	<b>212,312</b>	<b>145,625</b>	<b>718,684</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$74,589</b>	<b>\$898,347</b>	<b>\$4,394,681</b>	<b>\$1,058,127</b>	<b>\$1,778,937</b>	<b>\$373,830</b>	<b>\$8,578,511</b>
<b>Funded Positions</b>	<b>25</b>	<b>5</b>	<b>25</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>68</b>

# Business Services Department Summary

## **Budget Summary:**

The FY 2022/23 Budget for the Business Services Department is \$8.6 million, compared to \$26.0 million for FY 2021/22. The decrease is primarily due to a reorganization to classify 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, into the new Non-Departmental Department. The Business Services Department budget funds the following functions: Clerk of the Authority/JPA Board, Finance Division, Purchasing, Treasury and Financial Planning, and Legislation Division. The budget includes funding for 68 positions in FY 2022/23. The FY 2022/23 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 2022/23 include:

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

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

**This department/division was not assigned any strategic goals for FY 2022/23.**

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

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**FY 2022/23 OCFA Adopted Budget**


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

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
c. Make responsible decisions internally and guide Board policy actions to move OCFA closer during this fiscal year to achieving pension and retiree medical funding goals, which in turn will improve long-term sustainability of services.  OCERS’ 2021 Actuarial Study demonstrated that OCFA’s pension plan had achieved 92.7% funding, which exceeded our target goal of 85%. Therefore, the \$14.3M in budgeted “snowball” funds for FY 2021/22 were redirected to OCFA’s Retiree Medical liability via payment to the Retiree Medical Trust Fund on December 23, 2021. An additional \$500,000 was also deposited in the PARS 115 Trust (per Irvine Settlement Agreement) on April 21, 2022.	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA’s pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA’s financial forecast is balanced with CIP funds.
d. Pursue OCFA priorities through the board-adopted legislative platform and grant funding opportunities.  The legislative platform remains in effect during the second year of the two-year legislative cycle. Bills are under review for possible positions to be adopted.  The 2022 Grant Priorities were finalized in the second quarter and was presented to the Budget and Finance Committee and approved by the Board of Directors in January 2022. Grant opportunities for identified projects are under review.	Business Services	TSD: TCD: CB:	7/1/21 6/30/22 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.

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



*Embers are burning pieces of vegetation or other flammable material and are the leading cause of structural damage and home loss from a wildfire.*



*In order to successfully protect your home, you need to understand the real threat during a wildfire.*

Once they're picked up by strong winds, embers can travel as much as five miles in front of the active front of a wildfire. Before flames get anywhere near your home, embers can land in dry or flammable vegetation or small open spaces on your roof or walls, and ignite, threatening your home.

If embers fall on and ignite nearby plants, the radiant heat created by the fire can burn combustible siding, doors, or window frames. Radiant heat can also cause windows to break, creating openings that allow flames and embers to enter your home. Once the home is on fire, it will create more embers that can be picked up by winds, travel to other homes and neighborhoods, and increase fire damage for the entire community.

Embers create a huge threat during a wildfire. It's the steps you take now to make your home and landscaping more ember-resistant that will protect your family, your home, and your community during the next wildfire. Take responsibility!



**Orange County  
Fire Authority**

[www.ocfa.org/RSG](http://www.ocfa.org/RSG)



For more information, please visit the OCFA website or call **(714) 573-6774** to schedule a Wildfire Home Assessment.

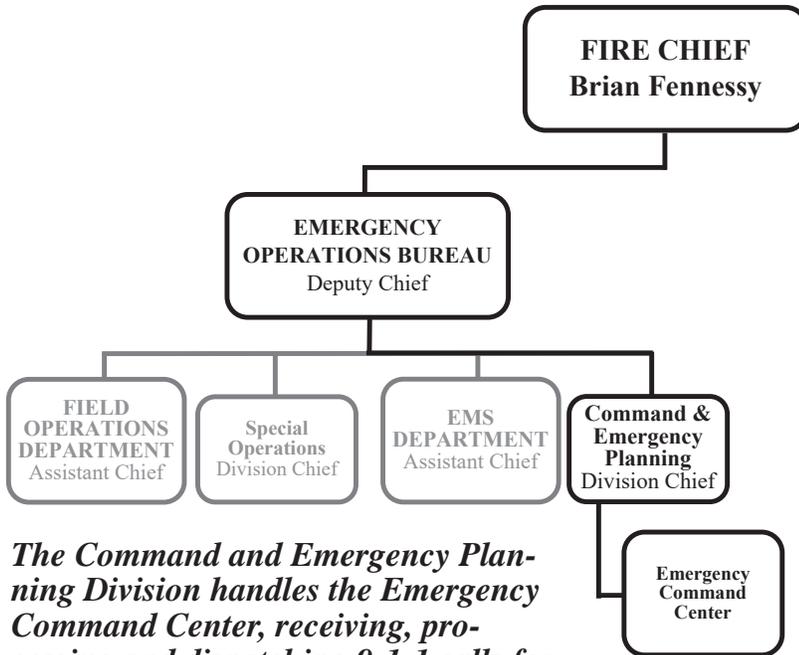


*Command &  
Emergency  
Planning Division*





**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 2022/23 BUDGET**

<b>Account Description</b>	<b>Emergency Command Center</b>	<b>Command &amp; Emergency Planning Administration</b>	<b>Division Total</b>
<b>EMPLOYEE SALARIES</b>			
Regular Salaries	\$3,618,661	\$530,168	\$4,148,829
Backfill/Overtime	1,252,246	-	1,252,246
FLSA Adjustment/Holiday Pay	-	52,418	52,418
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	535,953	70,137	606,090
Sick/Vacation Payoff	100,447	44,172	144,619
<b>TOTAL SALARIES</b>	<b>5,507,307</b>	<b>696,895</b>	<b>6,204,202</b>
<b>RETIREMENT</b>	<b>1,490,386</b>	<b>333,479</b>	<b>1,823,865</b>
<b>INSURANCE</b>			
Employee Insurance	643,985	64,699	708,684
Workers' Comp	345,741	115,846	461,587
Unemployment Insurance	8,500	-	8,500
<b>TOTAL INSURANCE</b>	<b>998,226</b>	<b>180,545</b>	<b>1,178,771</b>
<b>MEDICARE</b>	<b>79,850</b>	<b>10,104</b>	<b>89,954</b>
<b>TOTAL S&amp;EB</b>	<b>8,075,769</b>	<b>1,221,023</b>	<b>9,296,792</b>
<b>SERVICES AND SUPPLIES</b>	<b>98,221</b>	<b>-</b>	<b>98,221</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$8,173,990</b>	<b>\$1,221,023</b>	<b>\$9,395,013</b>
<b>Funded Positions</b>	<b>42</b>	<b>3</b>	<b>45</b>

# Command & Emergency Planning Division Summary

## Budget Summary:

The FY 2022/23 Budget for the Command & Emergency Planning Division is \$9.4 million, compared to \$9.2 million for FY 2021/22, for funding of the following functions: Emergency Command Center and Emergency Planning & Coordination services. The budget includes funding for 45 positions in FY 2022/23.

## 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 2022/23 include:

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

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

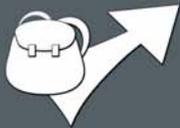
**This department/division was not directly assigned any Strategic Goals for this fiscal period.**

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

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



**A Disaster Supply Kit and a GO! Bag contain a collection of basic items your family may need during or after a wildfire.**



*Creating a Disaster Supply Kit in advance will prepare your family, not only for an evacuation, but for a long stay at home if escape routes are blocked during or after a wildfire.*



**Orange County  
Fire Authority**

[www.ocfa.org/RSG](http://www.ocfa.org/RSG)

The American Red Cross, FEMA, and the California Emergency Management Agency recommend putting together a Disaster Supply kit with supplies for at least 72 hours, including food, water, and supplies for pets.

After a disaster, basic services, such as electricity, gas, water, and phone may be out of service for days or even weeks. This may affect some people more than others, especially if they have special needs. It's important to consider the needs of every member of your household when creating your kit so your family is prepared to survive until additional resources are available.

A GO! Bag should contain some of the 6 P's like prescription medication, copies of important documents (papers), and personal supplies (credit cards, toothbrush/toothpaste, phone list, maps, etc.). If you're forced to evacuate and can grab only your GO! Bag, the items inside will make it easier for you to during and after a wildfire, earthquake, or other disaster.

Keeping extra supply kits in your car and at work is also a great idea in case a wildfire or other disaster stops you from going home.



For more information, please visit the OCFA website or call **(714) 573-6774** to schedule a wildfire home assessment.

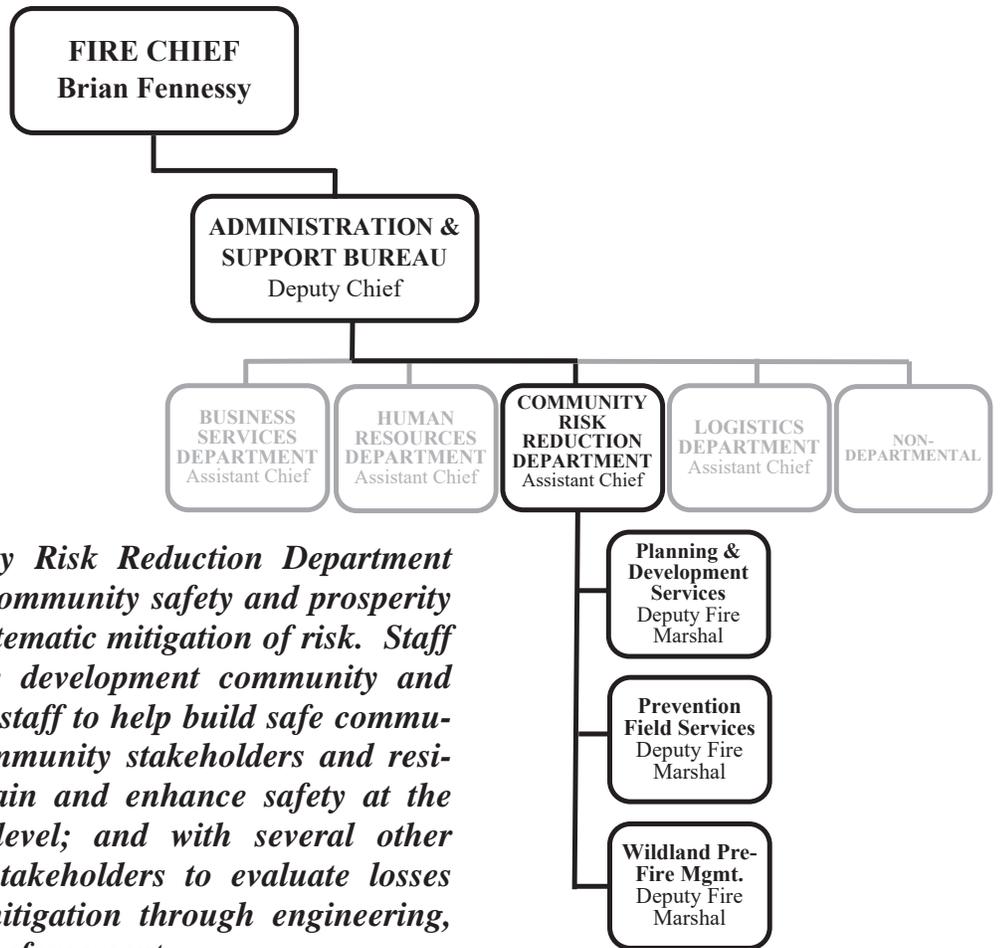


*Community Risk  
Reduction  
Department*





**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 2022/23 BUDGET**

<b>Account Description</b>	<b>Planning &amp; Development</b>	<b>Prevention Field Services</b>	<b>Wildland Pre-Fire Management</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>				
Regular Salaries	\$3,560,036	\$2,679,475	\$956,657	\$7,196,168
Backfill/Overtime	50,096	32,942	40,010	123,048
FLSA Adjustment/Holiday Pay	-	-	-	-
Extra Help	13,994	13,994	13,994	41,983
Reserves	-	-	-	-
Other Pay	147,146	58,113	22,256	227,515
Sick/Vacation Payoff	82,130	88,901	28,862	199,893
<b>TOTAL SALARIES</b>	<b>3,853,402</b>	<b>2,873,425</b>	<b>1,061,779</b>	<b>7,788,607</b>
<b>RETIREMENT</b>	<b>1,325,230</b>	<b>980,349</b>	<b>354,443</b>	<b>2,660,022</b>
<b>INSURANCE</b>				
Employee Insurance	496,602	418,115	147,565	1,062,282
Workers' Comp	225,774	142,542	74,930	443,246
Unemployment Insurance	4,000	-	-	4,000
<b>TOTAL INSURANCE</b>	<b>726,376</b>	<b>560,657</b>	<b>222,495</b>	<b>1,509,528</b>
<b>MEDICARE</b>	<b>55,867</b>	<b>41,680</b>	<b>15,389</b>	<b>112,936</b>
<b>TOTAL S&amp;EB</b>	<b>5,960,875</b>	<b>4,456,111</b>	<b>1,654,106</b>	<b>12,071,093</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>165,910</b>	<b>18,317</b>	<b>234,395</b>	<b>418,622</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$6,126,785</b>	<b>\$4,474,428</b>	<b>\$1,888,501</b>	<b>\$12,489,715</b>
<b>Funded Positions</b>	<b>34</b>	<b>28</b>	<b>9</b>	<b>71</b>

# Community Risk Reduction Department Summary

## **Budget Summary:**

The FY 2022/23 Budget for the Community Risk Reduction (CRR) Department is \$12.5 million compared to \$12.4 million for FY 2021/22. The CRR Department funds the following functions: Planning & Development Services, Prevention Field Services, and Wildland Pre-Fire Management. The budget includes funding for 71 positions in FY 2022/23.

## **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 2022/23 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 2022/23.

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

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**FY 2022/23 OCFA Adopted Budget**


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<b>Output Measurement</b>	<b>Strategic Goal</b>	<b>FY 2020/21 Actual</b>	<b>FY 2021/22 Actual</b>	<b>FY 2022/23 Projected</b>
Number of Plan Reviews	1. Service Delivery	7,923	8,706	8,900
Number of New Construction Inspections	1. Service Delivery	12,307	12,433	12,950
Number of Annual Inspections	1. Service Delivery	18,139	18,769	18,948
Number of High-rise Inspections	1. Service Delivery	232	235	239
Number of Prevention Fire Services Miscellaneous Inspections	1. Service Delivery	1,265	1,753	1,753
Number of Power Pole Inspections	1. Service Delivery	584	584	584
Number of Local Responsibility Inspections	1. Service Delivery	15,176	22,073	45,000
Number of State Responsibility Inspections	1. Service Delivery	8,740	9,739	9,739
Number of Educational Events	1. Service Delivery	45	198	225
Number of Education Hours Completed	1. Service Delivery	89	178	250
Number of Requested Defensible Space Inspections (AB38)	1. Service Delivery	N/A	440	650
Number of Requested Defensible Space Inspection (AB38) Hours Completed	1. Service Delivery	N/A	406	650
Number of Pre-fire Plan Reviews	1. Service Delivery	570	481	500
Number of Fuel Reduction Projects	1. Service Delivery	25	30	30
Number of Grants Administered	1. Service Delivery	10	8	11

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b><i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<b>3. Our Technology</b> <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. Continue the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.</p> <p style="color: red;">The project is on schedule at 69% complete and 51% budget expended as of June 7, 2022. The January 1, 2023 kick off date may be delayed to July 1, 2023 to accommodate testing and training.</p>	Logistics, Community Risk Reduction	TSD: 7/1/21 TCD: 12/31/22 CB: Development of the system is completed, tested, and ready to go-live by the end of the calendar year 2022.

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

**FY 2022/23 OCFA Adopted Budget**

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

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

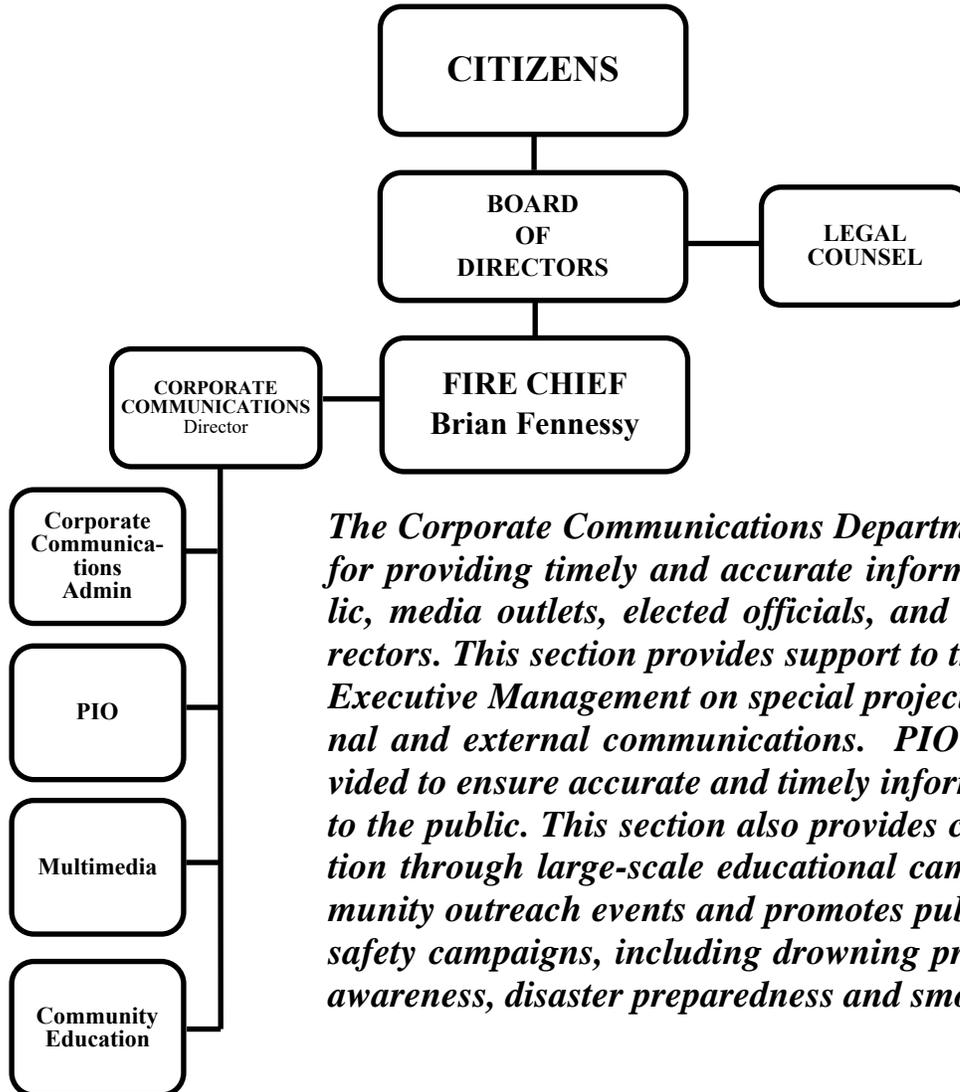


*Corporate  
Communications  
Department*





# 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 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY**  
***CORPORATE COMMUNICATIONS DEPARTMENT SUMMARY***  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Community Education</b>	<b>RFOTC Open House</b>	<b>Multimedia</b>	<b>Public Information Office</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$538,726	-	\$260,718	\$486,546	\$1,285,990
Backfill/Overtime	17,296	22,000	-	133,982	173,278
FLSA Adjustment/Holiday Pay	-	-	-	36,156	36,156
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	29,309	-	14,084	136,318	179,711
Sick/Vacation Payoff	8,857	-	-	12,841	21,698
<b>TOTAL SALARIES</b>	<b>594,188</b>	<b>22,000</b>	<b>274,802</b>	<b>805,843</b>	<b>1,696,833</b>
<b>RETIREMENT</b>	<b>201,399</b>	<b>-</b>	<b>92,541</b>	<b>291,099</b>	<b>585,039</b>
<b>INSURANCE</b>					
Employee Insurance	99,725	-	42,739	111,911	254,375
Workers' Comp	32,563	-	14,438	113,054	160,055
Unemployment Insurance	-	-	-	-	-
<b>TOTAL INSURANCE</b>	<b>132,288</b>	<b>-</b>	<b>57,177</b>	<b>224,965</b>	<b>414,430</b>
<b>MEDICARE</b>	<b>8,616</b>	<b>317</b>	<b>3,917</b>	<b>11,685</b>	<b>24,535</b>
<b>TOTAL S&amp;EB</b>	<b>936,491</b>	<b>22,317</b>	<b>428,437</b>	<b>1,333,592</b>	<b>2,720,837</b>
<b>SERVICES AND SUPPLIES</b>	<b>115,654</b>	<b>11,000</b>	<b>39,000</b>	<b>8,775</b>	<b>174,429</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$1,052,145</b>	<b>\$33,317</b>	<b>\$467,437</b>	<b>\$1,342,367</b>	<b>\$2,895,266</b>
<b>Funded Positions</b>	<b>7</b>	<b>-</b>	<b>3</b>	<b>4</b>	<b>14</b>

# Corporate Communications Department Summary

**Budget Summary:**

The FY 2022/23 Budget for the Corporate Communications Department is \$2.9 million, for funding of the following functions: Community Education, RFOTC Open House, Multimedia, and the Public Information Office. For FY 2022/23 the Corporate Communications section was moved to its own Department. The budget includes funding for 14 positions in FY 2022/23. The FY 2022/23 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 2022/23 include:

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

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

**This department/division was not assigned any strategic goals for FY 2022/23.**

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

Output Measurement	Strategic Goal	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Projected
News Releases	1. Service Delivery	9	11	9
Social Media Posts	1. Service Delivery	1,832	2,519	2,000
Press Conferences	1. Service Delivery	11	4	6
Videos	1. Service Delivery	151	57	60
Community Events/Presentations	1. Service Delivery	359	889	780

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
2. <b>Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>		
<p>e. Develop and share consistent organization and public safety information, media coverage, and Board decisions with the workforce, Directors, and city/county members to create well-informed ambassadors for the organization, and targeted in a manner to improve morale.</p> <p>OCFA’s Corporate Communications personnel and Public Information Officers seek opportunities to share information of interest with our workforce and the citizens we serve. We not only encourage all Directors and City Managers to follow our Social Media channels, but also provide them with monthly updates that include broad analytics and an insight on specific posts that garnered high levels of interest.</p> <p>OCFA has demonstrated consistent increases in its social media statistics.</p> <p>In February of 2022, our new Director of Communications was appointed, and since his arrival, the section has enhanced its services in a variety of ways, including: the creation of an ongoing diversity and inclusion social media campaign that celebrates each of the federally-designated history months for historically underrepresented communities; the reinstatement and rejuvenation of the Ask the Chief video series in which each show will be shot at a fire station that went “above and beyond” on a recent call; a regular and more direct line of communication with all employees, including an open letter from the Fire Chief on the two-year anniversary of COVID-19 and on International Women’s Day; a proposal and now Executive Management-approved Supplemental Budget Request and position description for a new Multimedia Specialist; and the enhancement of the Chief’s Monthly Bulletin with a more interactive format that will be further distributed to all personnel.</p> <p>In the coming year, the Director of Comunnications will continue to elevate, enhance, and innovate communication strategies that align with our mission and keep the Board and the constituents they serve informed and inspired.</p>	Corporate Communications	TSD: 7/1/21 TCD: 6/30/22 CB: Standard communication tools are developed, implemented, and issued with routine frequency.

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



*EMS & Training*  
*Department*

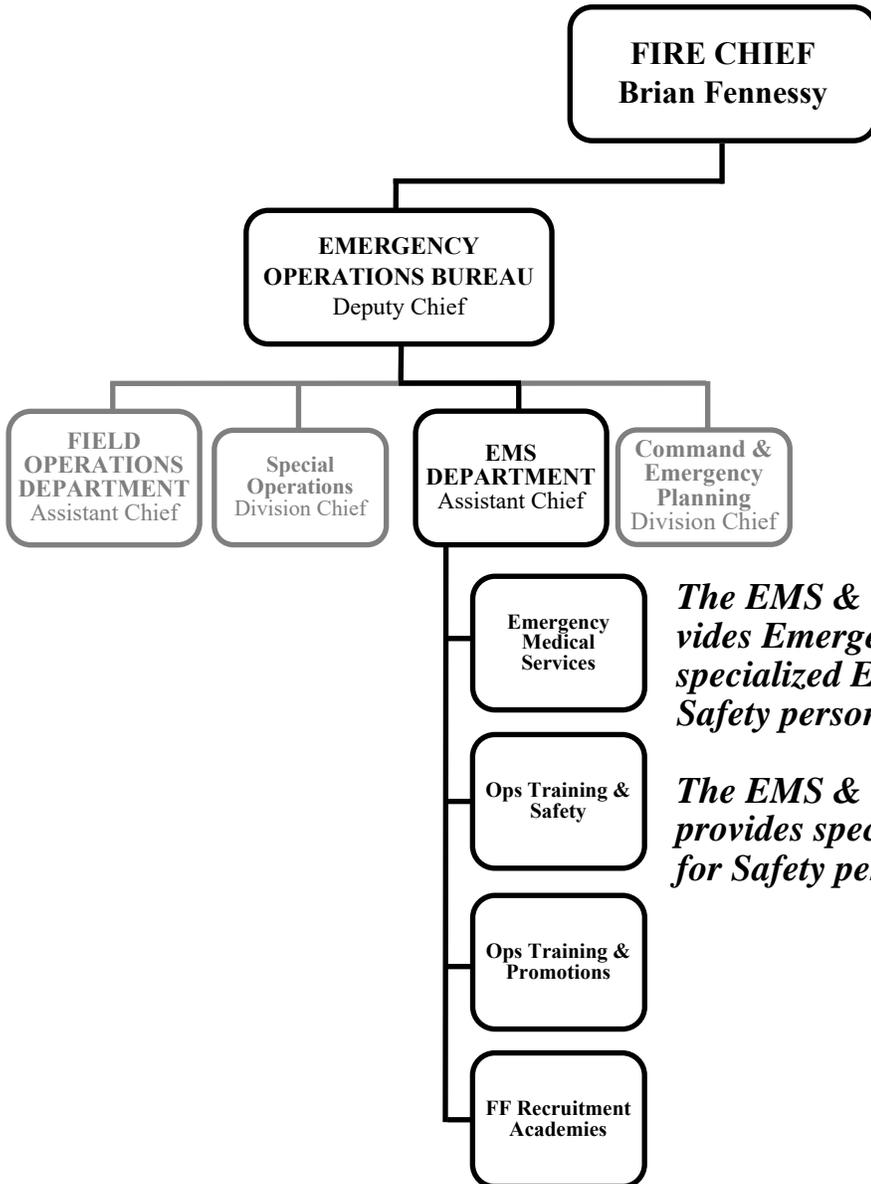




# ORANGE COUNTY FIRE AUTHORITY

## EMS & TRAINING DEPARTMENT

### ORGANIZATION CHART



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

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

**FY 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY**  
**EMERGENCY MEDICAL SERVICES & TRAINING DEPARTMENT SUMMARY**  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Emergency Medical Services</b>	<b>Ops Training &amp; Safety</b>	<b>Firefighter Recruitment &amp; Academies</b>	<b>Ops Training &amp; Promotions</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$2,248,503	\$1,285,735	\$877,046	\$302,134	\$4,713,418
Backfill/Overtime	194,069	270,603	-	15,411	480,083
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	307,440	383,985	245,819	46,748	983,992
Sick/Vacation Payoff	77,285	76,126	-	79,326	232,737
<b>TOTAL SALARIES</b>	<b>2,827,297</b>	<b>2,016,449</b>	<b>1,122,865</b>	<b>443,619</b>	<b>6,410,230</b>
<b>RETIREMENT</b>	<b>1,026,507</b>	<b>751,749</b>	<b>546,988</b>	<b>190,293</b>	<b>2,515,537</b>
<b>INSURANCE</b>					
Employee Insurance	384,256	268,461	212,900	54,600	920,217
Workers' Compensation	242,573	265,981	141,486	44,580	694,620
<b>TOTAL INSURANCE</b>	<b>626,829</b>	<b>534,442</b>	<b>354,386</b>	<b>99,180</b>	<b>1,614,837</b>
<b>MEDICARE</b>	<b>41,072</b>	<b>29,418</b>	<b>16,283</b>	<b>6,433</b>	<b>93,206</b>
<b>TOTAL S&amp;EB</b>	<b>4,521,705</b>	<b>3,332,058</b>	<b>2,040,522</b>	<b>739,525</b>	<b>10,633,810</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>3,152,570</b>	<b>1,282,981</b>	<b>-</b>	<b>18,500</b>	<b>4,454,051</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$7,674,275</b>	<b>\$4,615,039</b>	<b>\$2,040,522</b>	<b>\$758,025</b>	<b>\$15,087,861</b>
<b>Funded Positions</b>	<b>19</b>	<b>11</b>	<b>8</b>	<b>2</b>	<b>40</b>

# Emergency Medical Services & Training Department Summary

## **Budget Summary:**

The FY 2022/23 Budget for the Emergency Medical Services (EMS) & Training Department is \$15.1 million, compared to \$12.6 million for FY 2021/22. The increase is due primarily to the creation of the Firefighter Recruitment & Academies section in the Department. The budget provides funding for the EMS, Training, and Recruitment & Academies functions and includes funding for 40 positions in FY 2022/23.

## **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 2022/23 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 2022/23.

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

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**FY 2022/23 OCFA Adopted Budget**


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<b>Output Measurement</b>	<b>Strategic Goal</b>	<b>FY 2020/21 Actual</b>	<b>FY 2021/22 Actual</b>	<b>FY 2022/23 Projected</b>
Number of Operations Career Personnel Trained	2. People	1,160	1,160	1,160
Number of Safety Officer Responses	2. People	500	550	550
Number of Career Firefighter Academies	2. People	2	2	2
Number of Fire Apparatus Engineer Academies	2. People	2	2	2
Number of Fire Captain Academies	2. People	2	3	2
Number of Battalion Chief Academies	2. People	2	2	1
Number of Reserve Firefighter Academies	2. People	1	0	1
Number of New Career Firefighters Trained	2. People	77	60	100
Number of New Fire Apparatus Engineers Trained	2. People	34	38	45
Number of New Fire Captains Trained	2. People	36	61	40
Number of New Battalion Chiefs Trained	2. People	17	10	10
Number of New Reserve Firefighters Trained	2. People	50	0	50
Number of Operations Reserve Personnel Trained	2. People	184	200	200
Number of Specialized Career Development Classes Offered	2. People	65	80	80
Number of Operations Personnel Participating in CFFJAC	2. People	394	500	500
Number of Operations Personnel Participating in SAC ISA	2. People	506	550	550
Number of Training and Safety Bulletins Distributed	2. People	12	12	12
Number of Drill Grounds Use Requests Coordinated	1. Service Delivery	900	900	1100
Accredited Paramedics Training & Maintained	2. People	626	674	700
Number of New Paramedics	2. People	40	27	27
Number of CQI Chart Reviews	1. Service Delivery	256	5,330	5,000
Hours of in-person EMS Training	2. People	13,201	11,308	12,000

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>		
<p>c. Pursue State Fire Training Accreditation for OCFA’s Firefighter Academy as the next phase of work to ensure that the Academy’s course content and associated testing remains correlated with Firefighter job performance requirements.</p> <p>OCFA completed the final, on-site, assessment with the State Fire Training representatives and on January 14, 2022, received approval to host an Accredited Local Academy (ALA).</p> <p>A report was provided to the Human Resources Committee at the meeting of February 1, 2022, presenting the myriad of benefits and the staffing associated with the transition to, and maintenance of, an ALA format. Additional funding was included in the FY 2022/23 Adopted Budget to enable completion of this transition.</p> <p>Although Accreditation has already been achieved, OCFA anticipates hosting the first formally Accredited Academy in August of 2022 and numerous personnel are taking the required classes and training to become an accredited instructor and skills evaluator through the State Fire Training agency. This involves completing several required classes and a task book.</p>	EMS & Training	<p>TSD: 7/1/21 TCD: 6/30/22 CB: Accreditation is achieved and processes are implemented for both academies during the FY.</p>
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>		
<p>b. Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System.</p> <p>The contractor has been selected and the initial kickoff meeting was completed during the Second Quarter. The resurgence of COVID initially caused delays in the meeting schedule. However, with the subsidence of COVID, the contractor is now meeting weekly with OCFA staff to complete the discovery phase of the project.</p>	Logistics, EMS & Training	<p>TSD: 7/1/21 TCD: 6/30/22 CB: Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for development during the next fiscal year.</p>

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

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**FY 2022/23 OCFA Adopted Budget**

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<u>OCFA STRATEGIC GOALS – FY 2021/22</u> <b><i>Fourth Quarter Update</i></b> 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 fact gathering and data mining process for the project is complete and the Agency expects receipt of the finding by the end of this quarter. They will then be reviewed and prioritized by the IT department.			

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

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**Emergency Medical Services & Training**

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>2. Our People</b> <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.	Human Resources, Field Operations, EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB:	The volume of force hiring is reduced as compared to FY 2021/22.
<b>3. Our Technology</b> <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. Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades.	Logistics, EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB:	Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for system purchase or development during the next fiscal year.

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

# FIRE EXTINGUISHERS



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



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



**Orange County  
Fire Authority**

**(714) 573-6200**  
[ocfa.org](http://ocfa.org)



## **Types of Fire Extinguishers**

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

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

## **Before Using a Fire Extinguisher**

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

## **The P.A.S.S. Method**

- Pull the pin.
- Aim low. Stand six to eight feet away and point the extinguisher nozzle at the base of the fire.
- Squeeze the lever slowly and evenly.
- Sweep the nozzle from side to side until the fire is completely out.

## **Fire Extinguisher Maintenance**

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

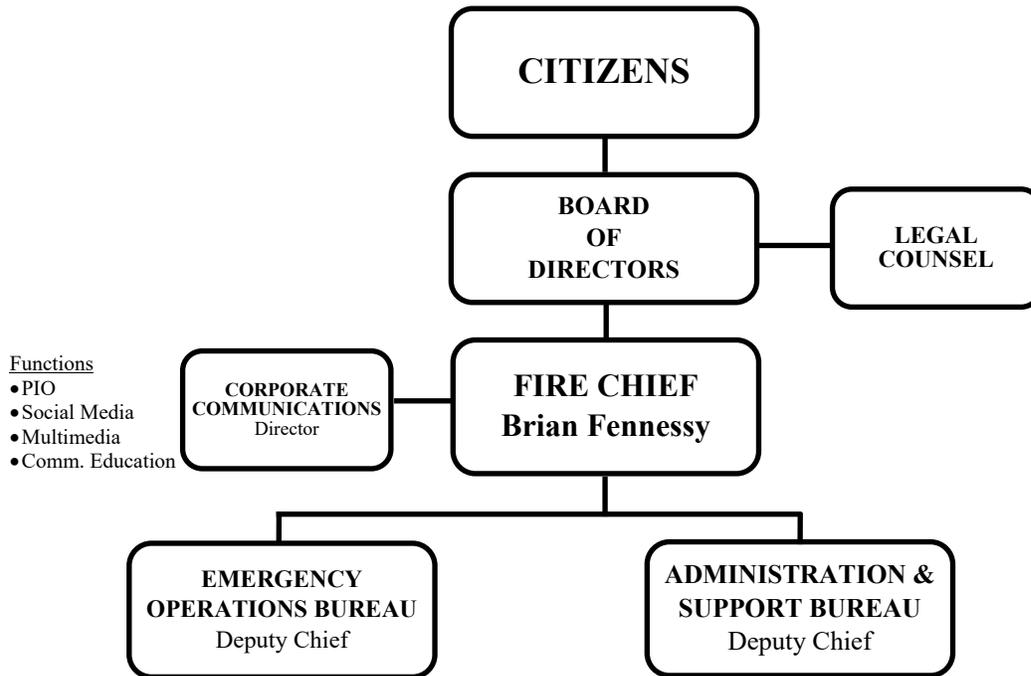


*Executive  
Management  
Department*





**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, six 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 nine departments /divisions including Business Services, Command & Emergency Planning, Community Risk Reduction, EMS & Training, Human Resources, Logistics, Non-Departmental, Operations, and Special Operations. OCFA is also supported by Corporate Communications providing Public Information Officers services, social media updates and campaigns, and multimedia services.*

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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY**  
*EXECUTIVE MANAGEMENT DEPARTMENT SUMMARY*  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Executive Management</b>	<b>Executive Management Support</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>			
Regular Salaries	\$3,127,008	\$255,948	\$3,382,956
Backfill/Overtime	2,592	24,176	26,768
FLSA Adjustment/Holiday Pay	-	-	-
Extra Help	-	-	-
Reserves	-	-	-
Other Pay	34,381	30,000	64,381
Sick/Vacation Payoff	279,911	3,267	283,178
<b>TOTAL SALARIES</b>	<b>3,443,892</b>	<b>313,391</b>	<b>3,757,283</b>
<b>RETIREMENT</b>	<b>1,379,484</b>	<b>119,952</b>	<b>1,499,436</b>
<b>INSURANCE</b>			
Employee Insurance	437,208	59,500	496,708
Workers' Comp	270,729	48,981	319,710
Unemployment Insurance	1,000	-	1,000
<b>TOTAL INSURANCE</b>	<b>708,937</b>	<b>108,481</b>	<b>817,418</b>
<b>MEDICARE</b>	<b>49,503</b>	<b>4,544</b>	<b>54,047</b>
<b>TOTAL S&amp;EB</b>	<b>5,581,816</b>	<b>546,368</b>	<b>6,128,184</b>
<b>SERVICES AND SUPPLIES</b>	<b>802,691</b>	<b>70,368</b>	<b>873,059</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$6,384,507</b>	<b>\$616,736</b>	<b>\$7,001,243</b>
<b>Funded Positions</b>	<b>13</b>	<b>2</b>	<b>15</b>

# Executive Management Summary

## **Budget Summary:**

The FY 2022/23 Budget for Executive Management is \$7.0 million. This budget is about \$2.8 million lower when compared to the FY 2021/22 Budget due to the movement of the Corporate Communications section to its own Department. The budget includes funding for 15 positions in FY 2022/23. The FY 2022/23 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 2022/23 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 2022/23.

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

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**FY 2022/23 OCFA Adopted Budget**

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

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <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. Explore service delivery improvements that can (1) result from implementation of new technologies or public-private partnerships, (2) improve efficiencies, and (3) assist to keep costs down.  Service improvements initiated so far this year include: (1) Quick Reaction Force (QRF) services in collaboration with Southern California Edison and Coulson Aviation (USA), Inc., to enhance regional aerial wildland fire response; and (2) the third year of the Fire Integrated Real-time Intelligence System (FIRIS) 3.0 Program, which is designed to enhance regional wildfire situational awareness for first responders during the wildfire season. These programs increase air operations response capabilities and create a new source of intelligence related to fire behavior not just for OCFA, but all surrounding agencies and the entire state.	Deputy Chief Emergency Operations	TSD: TCD: CB:	7/1/21 6/30/22 OCFA pursues at least one new element of service delivery improvement or service efficiency.
b. Perform strategic planning for the OCFA JPA 2030 renewal, including exploration of long-term solutions to address costing matters relative to cash contract cities.  An Ad Hoc Committee for studying cash contract charge provisions met monthly and completed its work during 2021. The Committee determined that managing the pace at which overall OCFA expenses increase is the most appropriate way to manage costs for the cash contract cities. Further, they determined that focus should remain on salary and benefit costs, with that category of expenses representing over 90% of OCFA’s budget. This Committee did not recommend provisions for consideration in the next JPA renewal.  Separate from the Ad Hoc Committee deliberations, Board discussions relative to the Fullerton Fire Services proposal resulted in a request to evaluate options in which a pro-rata contribution towards OCFA regional assets could be funded by cash contract cities through a future JPA amendment.	Deputy Chief Administration & Support	TSD: TCD: CB:	7/1/21 6/30/22 Options are identified and research is initiated for potential inclusion in our future JPA, with a goal to complete a renewed JPA well in advance of the 6/30/28 member agency noticing timeline.

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

**FY 2022/23 OCFA Adopted Budget**

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Staff has begun developing a draft plan (or project charter) to outline a potential process for strategic planning relative to an OCFA JPA renewal or amendment. Once drafted, concepts for the project will be reviewed with the Board Chair.</p>			
<p>c. Make responsible decisions internally and guide Board policy actions to move OCFA closer during this fiscal year to achieving pension and retiree medical funding goals, which in turn will improve long-term sustainability of services.</p> <p>OCERS’ 2021 Actuarial Study demonstrated that OCFA’s pension plan had achieved 92.7% funding, which exceeded our target goal of 85%. Therefore, the \$14.3M in budgeted “snowball” funds for FY 2021/22 were redirected to OCFA’s Retiree Medical liability via payment to the Retiree Medical Trust Fund on December 23, 2021. An additional \$500,000 was also deposited in the PARS 115 Trust (per Irvine Settlement Agreement) on April 21, 2022.</p>	Business Services	TSD: TCD: CB:	6/26/13 12/31/22 OCFA’s pension plan achieves an 85% funding level, accelerated funds redirect to Retiree Medical, and OCFA’s financial forecast is balanced with CIP funds.
<p>d. Pursue OCFA priorities through the board-adopted legislative platform and grant funding opportunities.</p> <p>The legislative platform remains in effect during the second year of the two-year legislative cycle. Bills are under review for possible positions to be adopted.</p> <p>The 2022 Grant Priorities was finalized in the second quarter and was presented to the Budget and Finance Committee and approved by the Board of Directors in January 2022. Grant opportunities for identified projects are under review.</p>	Business Services	TSD: TCD: CB:	7/1/21 6/30/22 Grant and legislative opportunities are pursued in alignment with OCFA priorities, and the Board is kept apprised of activity and outcomes.
<p>e. Continue implementation of no-cost recommendations identified in the Citygate Service Level Assessments. For recommendations with cost impacts, assess financial feasibility, timing, and priority for scheduling future consideration by the Board of Directors.</p>	Deputy Chiefs	TSD: TCD: CB:	7/1/21 6/30/22 At least 75% of the no-cost recommendations are implemented by the end of FY 21/22.

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

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b><i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
Status reports were provided to the Board of Directors in November 2021 and May 2022 demonstrating progress and percentage of recommendations completed to-date for each of the Service Level Assessments (SLAs) completed by Citygate.			
<p>f. Evaluate options for OCFA’s future provision of Air Operations services, in light of the two older helicopters being grounded.</p> <p>An initial report was submitted to the Budget &amp; Finance Committee (B&amp;FC) on November 10, 2021 to begin seeking input for developing a proposed vetting/review process relative to future Air Operations assets. Additional development of the review plan occurred with the B&amp;FC at its meetings in January and March 2022, resulting in Board approval of a six phase OCFA Air Asset Replacement Review Plan on March 24, 2022.</p> <p>The B&amp;FC kicked off its 1<sup>st</sup> phase review meeting at Fire Station #41 on May 18, 2022, which included an Air Asset Orientation and tour of Air Ops equipment and facilities. The B&amp;FC held its 2<sup>nd</sup> phase review meeting on June 8<sup>th</sup> where staff provided a review of current Air Ops services, call volume statistics, and responses to prior Committee member information requests. The next review meeting is scheduled on July 13<sup>th</sup>.</p>	Deputy Chief Emergency Operations	<p>TSD: 7/1/21 TCD: 6/30/22 CB: Board direction is provided following discussion of the independent Air Operations analysis for additional follow-up and actions by staff.</p>	
<p>2. <b>Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i></p>			
<p>a. Take action to foster career progression, encourage professional development, and develop future leaders within OCFA.</p> <p>Training classes, conferences, and learning opportunities offered to personnel so far this year, (and in the upcoming months) include:</p> <ul style="list-style-type: none"> <li>• All American Leadership</li> <li>• Fireground Survival</li> <li>• Fire Service Executive Development Institute</li> <li>• Fire Rescue International</li> <li>• Women in Fire Annual Conference</li> </ul>	Deputy Chiefs	<p>TSD: 7/1/21 TCD: 6/30/22 CB: A variety of personnel identified by Executive Management attend a variety of development opportunities over the course of the FY.</p>	

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

**FY 2022/23 OCFA Adopted Budget**

<p><b>OCFA STRATEGIC GOALS – FY 2021/22</b>  <b>Fourth Quarter Update</b>                      GOALS, OBJECTIVES &amp; PERFORMANCE MEASURES</p>	<p><b>Responsibility</b>                      Designated                      department lead</p>	<p><b>Performance Measures</b>                      Target start date (TSD), target                      completion date (TCD), and                      completion benchmark (CB)</p>	
<ul style="list-style-type: none"> <li>• CalPELRA</li> <li>• First Responder Wellness – PTSD &amp; Suicide in Public Safety</li> <li>• California Society of Municipal Finance Officers</li> <li>• Cal Chiefs Annual Conference</li> <li>• League of Cities Conference</li> <li>• OC Fire Chiefs Monthly Meetings</li> <li>• Career Survival Leadership Class</li> <li>• Emergency Operations Center Training/Mentorship</li> <li>• Liebert Cassidy Whitmore HR &amp; Supervision Classes/Webinars</li> <li>• Gordon Graham, The New Supervisor Seminar</li> <li>• Move-up Fire App. Engineer &amp; Fire Captain (succession planning)</li> <li>• Public Safety Peer Support</li> <li>• Women on Fire Leadership Symposium</li> <li>• CSU Leadership Development Program</li> <li>• IAFC: Embracing Diversity, Equity &amp; Inclusion for Public Safety</li> </ul>			
<p>b. Implement actions to increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations.</p> <p>The Diversity and Inclusion Coordinator presented an Internal Assessment to the Human Resources Committee in November 2021 for their comments and input.</p> <p>OCFA celebrated Black History Month in February, and Women’s History Month in March, through several feature stories posted on OCFA social media to recognize trailblazers within OCFA’s workforce on both fronts. In addition, on March 8<sup>th</sup> in recognition of International Women’s Day, Chief Fennessy issued an open letter to internal and external communities to underscore OCFA’s commitment to supporting and empowering women in the fire service.</p> <p>For Women’s History Month alone, our Corporate Communications team created and published a total of six social media posts, which is an all-time high and a 500%</p>	<p>Deputy Chiefs</p>	<p>TSD: TCD: CB:</p>	<p>7/1/21 6/30/22 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**

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>increase in Women’s History Month content year-over-year. Further, with a combined audience of more than a quarter of a million social media users, these six posts eclipsed last year’s Women’s History Month social media reach by 326% in unique impressions (from 49,971 to 212,833) and 674% (from 2,375 to 18,391) in total engagements. These are also all-time highs for any social media campaign focused on historically underrepresented communities in the history of the OCFA.</p> <p>Also in March, OCFA utilized the services of an external-independent provider for issuance of a Diversity, Equity, and Inclusion (DEI) climate survey which will inform a strategic plan on DEI efforts for the future. The survey was facilitated externally in a manner which protects the anonymity of our employees, to foster ability for candid responses. Once the data compilation is provided back to OCFA, and analytics are completed, a workgroup will be used to further develop DEI initiatives for OCFA.</p> <p>And finally, on June 25 and 26, 2022, OCFA will host its third annual Girls Empowerment Camp (GEC). The GEC is a free two-day camp (open to teens ages 14-18) that introduces them to the fire service. As indicated by the title “Girls” Empowerment Camp, we seek to attract females into the fire service by increasing their awareness of firefighting as a career option at a young age. And while the overwhelming majority of GEC’s participants are female (approximately 97% at our last in-person event in 2019), due to the Unruh Civil Rights Act for public accommodations, we may not exclude teens who identify as male.</p> <p><u>Inclusive Facility Renovations:</u>                      In November 2021, OCFA completed inclusive facility restroom renovations at Fire Station 51, 58, and 64 providing a dedicated space for females use of facilities. In January 2022, OCFA completed the inclusive facility restroom renovations of Fire Station 13. February 18<sup>th</sup> marked the completion of the inclusive facility renovation at Fire Station 8. May 2022 will mark the completion of the dorm privacy renovation at Fire Station 53, as well as the inclusive facility restroom renovations at Fire Station 2, 32, and 53. The inclusive facility restroom renovation at Fire</p>			

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

**FY 2022/23 OCFA Adopted Budget**

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>Station 42 is currently out for bid with an anticipated award by June 2022. In addition, contracts are anticipated for award for Fire Stations 14 and 16 inclusive facility restroom renovations in June 2022. Fire Station 4 will begin architectural design July 2022.</p>			
<p>c. Pursue State Fire Training Accreditation for OCFA’s Firefighter Academy as the next phase of work to ensure that the Academy’s course content and associated testing remains correlated with Firefighter job performance requirements.</p> <p>OCFA completed the final, on-site, assessment with the State Fire Training representatives and on January 14, 2022, received approval to host an Accredited Local Academy (ALA).</p> <p>A report was provided to the Human Resources Committee at the meeting of February 1, 2022, presenting the myriad of benefits and the staffing associated with the transition to, and maintenance of, an ALA format. Additional funding was included in the FY 2022/23 Adopted Budget to enable completion of this transition.</p> <p>Although Accreditation has already been achieved, OCFA anticipates hosting the first formally Accredited Academy in August of 2022 and numerous personnel are taking the required classes and training to become an accredited instructor and skills evaluator through the State Fire Training agency. This involves completing several required classes and a task book.</p>	EMS & Training	TSD: TCD: CB:	7/1/21 6/30/22 Accreditation is achieved and processes are implemented for both academies during the FY.
<p>d. Develop policies to keep OCFA proactive with classification and compensation issues.</p> <p>The Human Resources Department assigned a Senior Human Resources Analyst to lead the development of a Class &amp; Comp Program for the OCFA. The Department will issue a request for bids to our panel of Classification and Compensation consultants to provide Subject Matter Expertise in the development of Class &amp; Comp standards, forms, and policies. It is expected that this project will begin following MOU negotiations with OCFAMA, OCEA, and OCPFA Local 3631 for successor MOUs.</p>	Human Resources	TSD: TCD: CB:	7/1/21 6/30/22 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.

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

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b><i>Fourth Quarter Update</i></b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>e. Develop and share consistent organization and public safety information, media coverage, and Board decisions with the workforce, Directors, and city/county members to create well-informed ambassadors for the organization, and targeted in a manner to improve morale.</p> <p>OCFA’s Corporate Communications personnel and Public Information Officers seek opportunities to share information of interest with our workforce and the citizens we serve. We not only encourage all Directors and City Managers to follow our Social Media channels, but also provide them with monthly updates that include broad analytics and an insight on specific posts that garnered high levels of interest.</p> <p>OCFA has demonstrated consistent increases in its social media statistics.</p> <p>In February of 2022, our new Director of Communications was appointed, and since his arrival, the section has enhanced its services in a variety of ways, including: the creation of an ongoing diversity and inclusion social media campaign that celebrates each of the federally-designated history months for historically underrepresented communities; the reinstatement and rejuvenation of the Ask the Chief video series in which each show will be shot at a fire station that went “above and beyond” on a recent call; a regular and more direct line of communication with all employees, including an open letter from the Fire Chief on the two-year anniversary of COVID-19 and on International Women’s Day; a proposal and now Executive Management-approved Supplemental Budget Request and position description for a new Multimedia Specialist; and the enhancement of the Chief’s Monthly Bulletin with a more interactive format that will be further distributed to all personnel.</p> <p>In the coming year, the Director of Communications will continue to elevate, enhance, and innovate communication strategies that align with our mission and keep the Board and the constituents they serve informed and inspired.</p>	Corporate Communications	TSD: 7/1/21 TCD: 6/30/22 CB: Standard	communication tools are developed, implemented, and issued with routine frequency.

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

**FY 2022/23 OCFA Adopted Budget**

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>3. Our Technology</b> <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. Continue the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.  The project is on schedule at 69% complete and 51% budget expended as of June 7, 2022. The January 1, 2023 kick off date may be delayed to July 1, 2023 to accommodate testing and training.	Logistics, Community Risk Reduction	TSD: TCD: CB:	7/1/21 12/31/22 Development of the system is completed, tested, and ready to go-live by the end of the calendar year 2022.
b. Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System.  The contractor has been selected and the initial kickoff meeting was completed during the Second Quarter. The resurgence of COVID initially caused delays in the meeting schedule. However, with the subsidence of COVID, the contractor is now meeting weekly with OCFA staff to complete the discovery phase of the project. The fact gathering and data mining process for the project is complete and the Agency expects receipt of the finding by the end of this quarter. They will then be reviewed and prioritized by the IT department.	Logistics, EMS & Training	TSD: TCD: CB:	7/1/21 6/30/22 Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for development during the next fiscal year.
c. Implement the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades, and continuity of operations (data center colocation facility, backup dispatch center, and data center fire protection upgrade).  Implementation has been initiated, or is substantially completed, with the following projects:	Logistics	TSD: TCD: CB:	7/1/21 6/30/22 Implementation is substantially complete for all three of these important upgrade projects.

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

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<ul style="list-style-type: none"> <li>• <b>Cyber-security</b> – Physical Access to IT systems 50 complete; Network access/privileges and software precautions 100% complete; 2-factor login authentication in testing 75% complete; server and firewall software patching 90% complete</li> <li>• <b>Physical Security Upgrades</b> – Control Access System and surveillance camera upgrades design/engineering complete; bid/award and full implementation in CY 2022, 35% complete; Updated RFOTC Security vulnerabilities assessment by OCIAC Nov. 2021, 100% complete. Enhanced Security Guard Services contract award deferred pending a Security Ad Hoc Committee review / recommendations of the physical security recommended by OCIAC and security guard services for the RFOTC.</li> <li>• <b>Data Center colocation facility</b> – 20% complete. Location identified (US&amp;R Warehouse). Feasibility study complete, report delivered to Exec Mgmt. March 2022. Phase two, pre-construction services in-process. Next steps – BOD approval to proceed with construction phase. Alternate dispatch location at FS43 with Dispatch trailer; VESTA emergency system modified to extend calls to trailer at FS43, Power and data connections added in Apparatus bay to support live CAD/9-1-1 dispatching. - 90% implemented. Live testing of 911 calls and dispatch complete; Upgrading PCs in existing communications trailer.</li> <li>• <b>Data Center Fire Protection Upgrade</b> –30% complete. Design phase completed; bid award and construction next phase expected to start in May 2022.</li> </ul>			

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

**FY 2022/23 OCFA Adopted Budget**

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<p>OCFA’s Strategic Goals &amp; 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 are all the more measurable and quantifiable.</p> <ul style="list-style-type: none"> <li>➤ At the highest level, OCFA’s <b>Strategic Goals</b> 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. <b>Strategic Goals are guided by the Fire Chief.</b></li> <li>➤ Strategic goals are further supported by <b>Departmental Objectives</b> which provide greater definition, are designed for annual measurement, and bolster forward progress towards the Strategic Goals. <b>Departmental Objectives are guided by Executive Management/department heads.</b></li> </ul> <p>OCFA’s annual goals, objectives, and performance measures guide our priorities and efforts throughout the year to ensure progress on intentional organizational goals.</p>			
<p><b>OCFA’s FY 2022/23 Strategic Goals, led by Fire Chief Brian Fennessy:</b></p>			
<p>1. <b><u>Our Service Delivery</u></b>  <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. <b><u>Our People</u></b>  <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. <b><u>Our Technology</u></b>  <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>OCFA’s FY 2021/22 Departmental Objectives, led by Executive Management:</b></p>			
<p>1. <b><u>Our Service Delivery</u></b>  <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i></p>			
<p>a. Utilize the newly formed Operations Committee and Legislative &amp; Public Affairs Committee to facilitate policy actions by the Board of Directors</p>	<p>Deputy Chiefs</p>	<p>TSD: TCD: CB:</p>	<p>7/1/22 6/30/23</p>

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

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
related to service delivery enhancements and legislative/grant priorities.			Both committees serve in a manner that supports and strengthens the Board of Directors’ role to establish and approve OCFA policy matters.
b. Fulfill the board-approved OCFA Aircraft Replacement Review Process and begin implementation of board-directed actions that result from the analysis.	Deputy Chief Emergency Operations	TSD: TCD: CB:	7/1/22 6/30/23 Formal board direction is provided, budgetary actions are planned, and purchasing/financing processes are initiated by staff.
c. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services.	Logistics	TSD: TCD: CB:	7/1/22 6/30/23 Board direction is provided as a result of recommendations from the Ad Hoc Committee, with implementation actions taken by staff.
d. Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24.	Field Operations, Logistics	TSD: TCD: CB:	7/1/22 6/30/23 Staffing enhancements are completed and the station construction remains within established budget/timing parameters as of end of fiscal year.
e. Develop a project charter for the OCFA JPA 2030 Renewal to include, but not limited to, exploration of alternatives for cash contract city contributions to regional CIP costs, facility maintenance, and to remove the Snowball Plan provisions if/when those goals are completed.	Deputy Chief Administration & Support	TSD: TCD: CB:	7/1/22 6/30/23 Project charter includes key milestones for achieving JPA renewal, and a deadline for completion no later than 6/30/27.

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

**FY 2022/23 OCFA Adopted Budget**

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>2. Our People</b> <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.	Human Resources, Field Operations, EMS & Training	TSD: TCD: CB:	7/1/22 6/30/23 The volume of force hiring is reduced as compared to FY 2021/22.
b. Take action to foster career progression, encourage professional development, and develop future leaders within OCFA.	Deputy Chiefs	TSD: TCD: CB:	7/1/22 6/30/23 A variety of personnel identified by Executive Management attend a variety of development opportunities over the course of the FY.
c. Implement actions to increase the diversity of OCFA’s workforce and to improve the OCFA’s inclusive environment, including a focus on cultural growth, consistent messaging, and facility accommodations.	Deputy Chiefs	TSD: TCD: CB:	7/1/22 6/30/23 Training, messaging, and actions emphasize the importance of a diverse and inclusive workforce.
d. Enhance the level of Behavioral Health support provided to OCFA’s workforce through implementation of a new Behavioral Health Coordinator position designed to oversee, coordinate and expand program services.	Human Resources	TSD: TCD: CB:	7/1/22 6/30/23 Class specification is developed/approved, new position is filled, and incumbent assumes responsibility for coordination of services.
e. Develop policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/22 6/30/23 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.

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

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>3. <u>Our Technology</u></b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Complete the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.	Logistics, Community Risk Reduction	TSD: 7/1/22 TCD: 6/30/23 CB: The system goes live during the fiscal year, with refinement continuing, as needed, post-implementation.	
b. Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades.	Logistics, EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for system purchase or development during the next fiscal year.	
c. Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call processing times, turnout times, various components of overall response time, etc.).	Logistics, Field Operations	TSD: 7/1/22 TCD: 6/30/23 CB: A new system is implemented during the fiscal year, with refinement continuing, as needed, post-implementation.	
d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).	Logistics	TSD: 7/1/22 TCD: 6/30/23 CB: Implementation is substantially complete for all three of these important upgrade projects.	

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

# HOME HEATING SAFETY



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



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



**Orange County  
Fire Authority**

**(714) 573-6200**  
[ocfa.org](http://ocfa.org)



## Home Heating Safety Tips

- Keep anything that can burn at least three feet from all heat sources.
- Hire a professional to clean, inspect, and service your home's heating equipment, fireplace, and chimney annually.
- Purchase space heaters that have an automatic shut off.
- Always plug space heaters directly into wall outlets and unplug them when they are not in use.
- Keep space heaters away from children and pets.
- Turn space heaters off before leaving the room or going to sleep.
- Keep a glass or metal screen in front of the fireplace to prevent sparks and embers from escaping.

## Carbon Monoxide Poisoning

- Carbon monoxide is a colorless and odorless gas that can be deadly. Know the symptoms of carbon monoxide poisoning – headache, nausea, vomiting, dizziness, weakness, sleepiness, and confusion. If you suspect carbon monoxide poisoning, get outside to fresh air and call 9-1-1.
- Install carbon monoxide alarms outside each sleeping area and on every level of the home.
- Never use a gas range or oven for heating.
- Carefully follow the manufacturer's installation and maintenance instructions if a wood stove is used to heat the home.
- Open the fireplace damper before lighting a fire and keep it open until the ashes are cool.

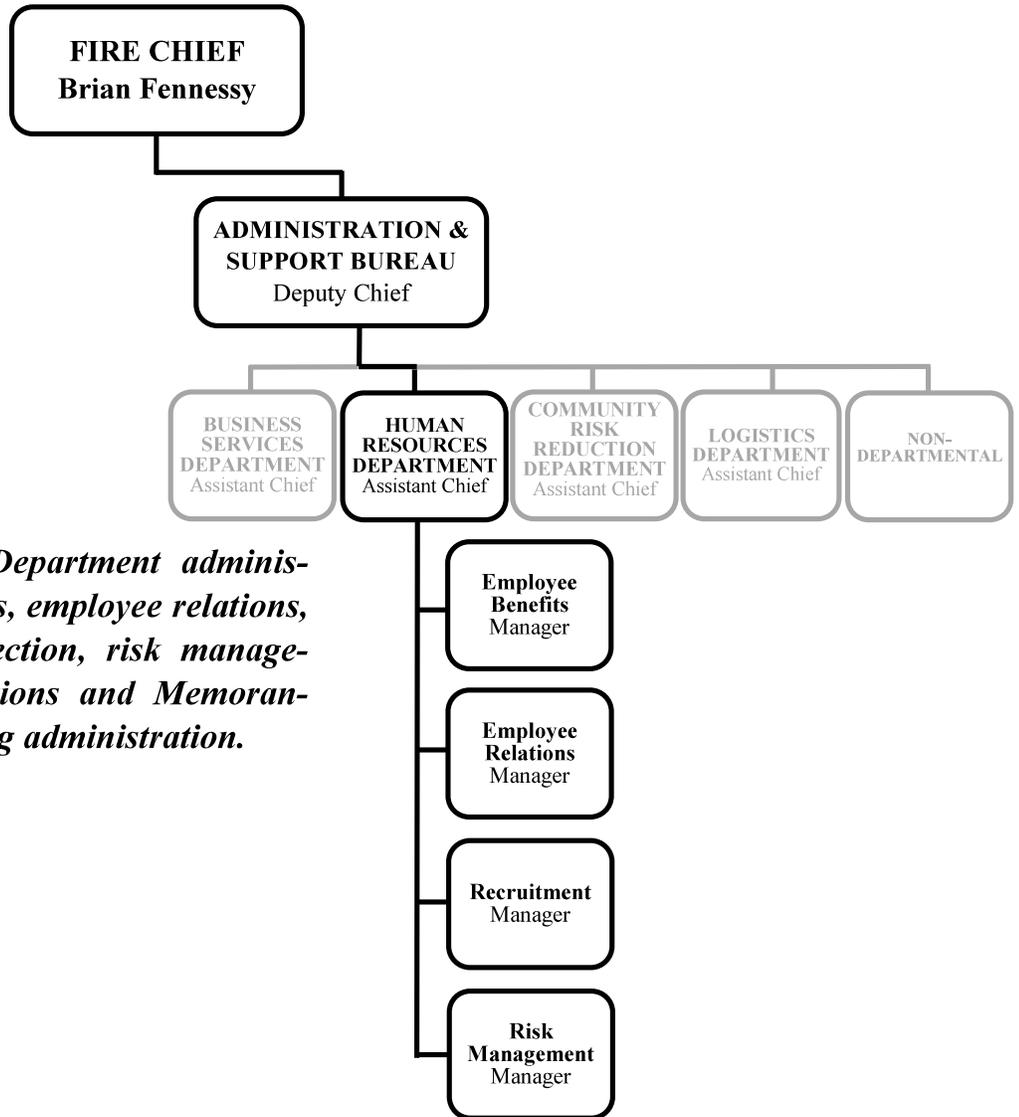


*Human  
Resources  
Department*





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



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

**FY 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY**  
**HUMAN RESOURCES DEPARTMENT SUMMARY**  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Employee Benefits</b>	<b>Employee Relations</b>	<b>Recruitment</b>	<b>Risk Management</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$698,206	\$380,239	\$492,983	\$905,321	\$2,476,749
Backfill/Overtime	6,504	4,760	-	4,524	15,788
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	17,818	5,515	4,703	15,283	43,319
Sick/Vacation Payoff	11,118	-	17,604	36,979	65,701
<b>TOTAL SALARIES</b>	<b>733,646</b>	<b>390,514</b>	<b>515,290</b>	<b>962,107</b>	<b>2,601,557</b>
<b>RETIREMENT</b>	<b>262,109</b>	<b>134,536</b>	<b>165,342</b>	<b>329,171</b>	<b>891,158</b>
<b>INSURANCE</b>					
Employee Insurance	131,082	80,770	113,829	209,206	534,887
Workers' Comp	40,656	26,282	34,731	44,864	146,533
Unemployment Insurance	-	500	-	-	500
<b>TOTAL INSURANCE</b>	<b>171,738</b>	<b>107,552</b>	<b>148,560</b>	<b>254,070</b>	<b>681,920</b>
<b>MEDICARE</b>	<b>10,630</b>	<b>5,662</b>	<b>7,471</b>	<b>13,826</b>	<b>37,589</b>
<b>TOTAL S&amp;EB</b>	<b>1,178,123</b>	<b>638,264</b>	<b>836,663</b>	<b>1,559,174</b>	<b>4,212,224</b>
<b>SERVICES AND SUPPLIES</b>	<b>368,925</b>	<b>147,266</b>	<b>796,165</b>	<b>5,572,648</b>	<b>6,885,004</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$1,547,048</b>	<b>\$785,530</b>	<b>\$1,632,828</b>	<b>\$7,131,822</b>	<b>\$11,097,228</b>
Funded Positions	7	3	4	8	22

# Human Resources Department Summary

## **Budget Summary:**

The FY 2022/23 Budget for the Human Resources Department is \$11.1 million, for funding of the following functions: Employee Benefits, Employee Relations, Recruitment, and Risk Management. This budget is about \$1.7 million higher when compared to the FY 2021/22 Budget primarily due increased insurance costs in the Risk Management section as well as a new position in the Employee Benefits section. The budget includes funding for 22 positions in FY 2022/23. The FY 2022/23 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 2022/23 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 2022/23.

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

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**FY 2022/23 OCFA Adopted Budget**


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

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <i>Fourth Quarter Update</i> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>2. Our People</b> <i>Goal #2: Promote a highly skilled, accountable, and resilient workforce that is united in our common mission.</i>			
d. Develop policies to keep OCFA proactive with classification and compensation issues.  The Human Resources Department assigned a Senior Human Resources Analyst to lead the development of a Class & Comp Program for the OCFA. The Department will issue a request for bids to our panel of Classification and Compensation consultants to provide Subject Matter Expertise in the development of Class & Comp standards, forms, and policies. It is expected that this project will begin following MOU negotiations with OCFAMA, OCEA, and OCPFA Local 3631 for successor MOUs.	Human Resources	TSD: TCD: CB:	7/1/21 6/30/22 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.

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

**FY 2022/23 OCFA Adopted Budget**

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>2. Our People</b> <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.	Human Resources, Field Operations, EMS & Training	TSD: TCD: CB:	7/1/22 6/30/23 The volume of force hiring is reduced as compared to FY 2021/22.
d. Enhance the level of Behavioral Health support provided to OCFA’s workforce through implementation of a new Behavioral Health Coordinator position designed to oversee, coordinate and expand program services.	Human Resources	TSD: TCD: CB:	7/1/22 6/30/23 Class specification is developed/approved, new position is filled, and incumbent assumes responsibility for coordination of services.
e. Develop policies to keep OCFA proactive with classification and compensation issues.	Human Resources	TSD: TCD: CB:	7/1/22 6/30/23 Guiding policy initiatives are developed and shared in connection with pending decisions relative to classification and compensation.

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

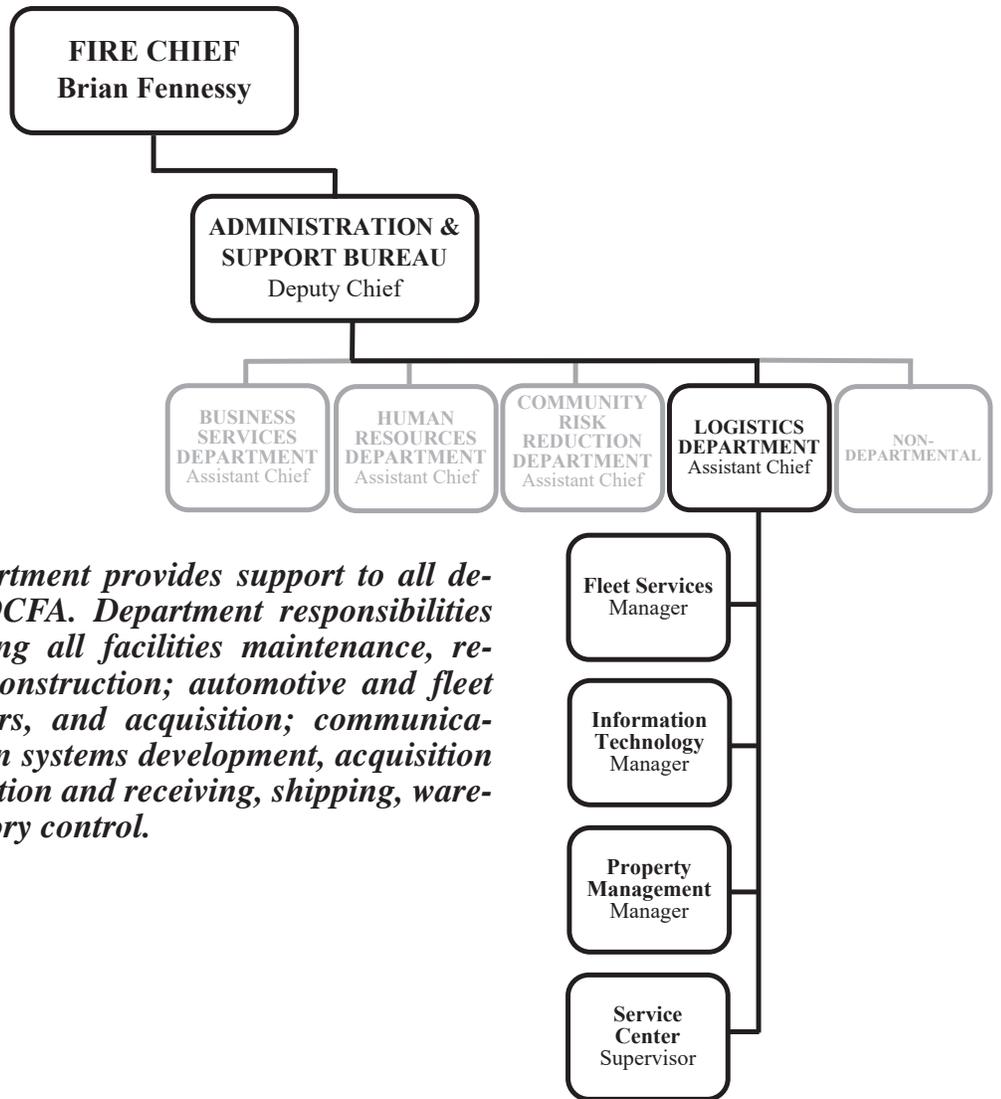


# *Logistics Department*





# ORANGE COUNTY FIRE AUTHORITY LOGISTICS DEPARTMENT ORGANIZATION CHART



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

**FY 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY**  
**LOGISTICS DEPARTMENT SUMMARY**  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Information Technology</b>	<b>Fleet Services</b>	<b>Service Center</b>	<b>Property Management</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$5,043,340	\$2,349,826	\$1,192,467	\$1,110,143	\$9,695,776
Backfill/Overtime	310,237	135,820	109,099	37,607	592,763
FLSA Adjustment/Holiday Pay	-	-	-	-	-
Extra Help	-	-	-	-	-
Reserves	-	-	-	-	-
Other Pay	421,367	71,531	151,568	13,522	657,988
Sick/Vacation Payoff	95,968	61,937	24,411	30,313	212,629
<b>TOTAL SALARIES</b>	<b>5,870,912</b>	<b>2,619,114</b>	<b>1,477,545</b>	<b>1,191,585</b>	<b>11,159,156</b>
<b>RETIREMENT</b>	<b>1,907,156</b>	<b>846,105</b>	<b>479,453</b>	<b>396,590</b>	<b>3,629,304</b>
<b>INSURANCE</b>					
Employee Insurance	738,760	418,148	268,802	247,178	1,672,888
Workers' Comp	283,041	360,120	241,352	149,849	1,034,362
Unemployment Insurance	3,000	-	-	-	3,000
<b>TOTAL INSURANCE</b>	<b>1,024,801</b>	<b>778,268</b>	<b>510,154</b>	<b>397,027</b>	<b>2,710,250</b>
<b>MEDICARE</b>	<b>85,382</b>	<b>37,701</b>	<b>21,425</b>	<b>17,005</b>	<b>161,513</b>
<b>TOTAL S&amp;EB</b>	<b>8,888,251</b>	<b>4,281,188</b>	<b>2,488,577</b>	<b>2,002,207</b>	<b>17,660,223</b>
<b>SERVICES AND SUPPLIES</b>	<b>5,743,278</b>	<b>5,468,390</b>	<b>3,013,709</b>	<b>6,876,800</b>	<b>21,102,177</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$14,631,529</b>	<b>\$9,749,578</b>	<b>\$5,502,286</b>	<b>\$8,879,007</b>	<b>\$38,762,400</b>
<b>Funded Positions</b>	<b>47</b>	<b>28</b>	<b>19</b>	<b>12</b>	<b>106</b>

# Logistics Department Summary

## **Budget Summary:**

The FY 2022/23 Budget for the Logistics Department is \$38.8 million, for funding of the following functions: Fleet Services, Information Technology, Property Management, and Service Center. This budget is about \$5.1 million higher than the FY 2021/22 Budget due primarily to the increases in Services and Supplies to correspond to actual higher operating expenses in recent years for the Department. The budget includes funding for 106 positions in FY 2022/23. The FY 2022/23 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 2022/23 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 2022/23.

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

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**FY 2022/23 OCFA Adopted Budget**


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<b>Output Measurement</b>	<b>Strategic Goal</b>	<b>FY 2020/21 Actual</b>	<b>FY 2021/22 Actual</b>	<b>FY 2022/23 Projected</b>
Work Orders Processed	1. Service Delivery	2,879	2,709	2,844
Annual Pump Tests Completed	1. Service Delivery	136	121	130
U/L Aerial Certifications	1. Service Delivery	35	29	30
Smog Tests Completes	1. Service Delivery	82	33	40
Vehicles Surveyed	1. Service Delivery	29	31	30
Computer Applications & Databases Supported	3. Technology	170	175	185
Users Supported	3. Technology	1,637	1,730	1,825
Servers Supported	3. Technology	220	250	275
Network Switches, Routers, Data Circuits Supported	3. Technology	450	470	480
Repeaters, Base Stations, Radio Controllers, Dispatch Consoles Supported	3. Technology	77	80	85
PCs, iPads, Laptops, Printers Supported	3. Technology	2,500	2,750	2,800
Remote Access Supported	3. Technology	1,250	1,500	1,600
MDC's, AVL Modems, Radios Supported	3. Technology	3,950	4,375	4,700
Fax, Pagers, Mobile Phones Supported	3. Technology	3,350	3,500	3,800
IT Service Calls	3. Technology	5,633	3,962	4,242
Communications Services Requests	3. Technology	939	731	750
System Development Requests	3. Technology	1,369	909	1,000
Help Desk / Infrastructure Requests	3. Technology	2,393	1,693	1,800
GIS Requests	3. Technology	932	629	692
Facility Repairs & Maintenance Processed	1. Service Delivery	3,306	2,301	2,416
New Construction Completed	1. Service Delivery	0	0	1
Rehabilitation/Improvement Projects Completed	1. Service Delivery	34	32	40
Vehicle Outfitting	1. Service Delivery	34	45	60
Vehicles Decaled	1. Service Delivery	85	100	120
Incidents Supported	1. Service Delivery	579	617	650
Academies Supported/Outfitted	1. Service Delivery	3	3	2
Ground Ladder Testing	1. Service Delivery	578	578	578
SCBA Flow Testing	1. Service Delivery	800	800	800

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)
<b>3. Our Technology</b> <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. Continue the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.  The project is on schedule at 69% complete and 51% budget expended as of June 7, 2022. The January 1, 2023 kick off date may be delayed to July 1, 2023 to accommodate testing and training.	Logistics, Community Risk Reduction	TSD: 7/1/21 TCD: 12/31/22 CB: Development of the system is completed, tested, and ready to go-live by the end of the calendar year 2022.
b. Complete a needs assessment, identify the best technology, and develop the scope for making comprehensive upgrades to the EMS System.  The contractor has been selected and the initial kickoff meeting was completed during the Second Quarter. The resurgence of COVID initially caused delays in the meeting schedule. However, with the subsidence of COVID, the contractor is now meeting weekly with OCFA staff to complete the discovery phase of the project. The fact gathering a data mining process for the project is complete and the Agency expects receipt of the finding by the end of this quarter. They will then be reviewed and prioritized by the IT department.	Logistics, EMS & Training	TSD: 7/1/21 TCD: 6/30/22 CB: Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for development during the next fiscal year.
c. Implement the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades, and continuity of operations (data center colocation facility, backup dispatch center, and data center fire protection upgrade).  Implementation has been initiated, or is substantially completed, with the following projects:	Logistics	TSD: 7/1/21 TCD: 6/30/22 CB: Implementation is substantially complete for all three of these important upgrade projects.

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

<b>OCFA STRATEGIC GOALS – FY 2021/22</b> <b>Fourth Quarter Update</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<ul style="list-style-type: none"> <li>• <b>Cyber-security</b> – Physical Access to IT systems 50 complete; Network access/privileges and software precautions 100% complete; 2-factor login authentication in testing 75% complete; server and firewall software patching 90% complete</li> <li>• <b>Physical Security Upgrades</b> – Control Access System and surveillance camera upgrades design/engineering complete; bid/award and full implementation in CY 2022, 35% complete; Updated RFOTC Security vulnerabilities assessment by OCIAC Nov. 2021, 100% complete. Enhanced Security Guard Services contract award deferred pending a Security Ad Hoc Committee review / recommendations of the physical security recommended by OCIAC and security guard services for the RFOTC.</li> <li>• <b>Data Center colocation facility</b> – 20% complete. Location identified (US&amp;R Warehouse). Feasibility study complete, report delivered to Exec Mgmt. March 2022. Phase two, pre-construction services in-process. Next steps – BOD approval to proceed with construction phase. Alternate dispatch location at FS43 with Dispatch trailer; VESTA emergency system modified to extend calls to trailer at FS43, Power and data connections added in Apparatus bay to support live CAD/9-1-1 dispatching. - 90% implemented. Live testing of 911 calls and dispatch complete; Upgrading PCs in existing communications trailer.</li> <li>• <b>Data Center Fire Protection Upgrade</b> –30% complete. Design phase completed; bid award and construction next phase expected to start in May 2022.</li> </ul>			

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

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <i>Goal #1: Our service delivery model is centered on continuous improvement. All services are sustainable through a range of economic environments and focused on our mission.</i>			
c. Prioritize and implement security improvements, as approved by the Board of Directors, which are designed to protect the provision of OCFA services and the employees who provide those services.	Logistics	TSD: TCD: CB:	7/1/22 6/30/23 Board direction is provided as a result of recommendations from the Ad Hoc Committee, with implementation actions taken by staff.
d. Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24.	Field Operations, Logistics	TSD: TCD: CB:	7/1/22 6/30/23 Staffing enhancements are completed and the station construction remains within established budget/timing parameters as of end of fiscal year.
<b>3. Our Technology</b> <i>Goal #3: Implement and utilize emerging technologies that support the needs of the organization by maximizing operational efficiency and improving quality of service.</i>			
a. Complete the development of the Community Risk Reduction records management system; known as ORION. This replaces the obsolete Integrated Fire Prevention (IFP) system. The new system will support daily workload, reporting, quality control, billing functions and customer online interaction for Planning and Development, Prevention Field Services, and Wildland Pre Fire Management, thereby improving efficiencies and enhancing quality of service.	Logistics, Community Risk Reduction	TSD: TCD: CB:	7/1/22 6/30/23 The system goes live during the fiscal year, with refinement continuing, as needed, post-implementation.
b. Review the EMS System needs assessment, prioritize and identify the best technology, and develop the scope for making comprehensive EMS System upgrades.	Logistics, EMS & Training	TSD: TCD: CB:	7/1/22 6/30/23 Consultant completes the needs assessment and IT/EMS jointly prepare the project scope in preparation for system purchase or development during the next fiscal year.

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

**FY 2022/23 OCFA Adopted Budget**

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
c. Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call processing times, turnout times, various components of overall response time, etc.).	Logistics, Field Operations	TSD: TCD: CB:	7/1/22 6/30/23 A new system is implemented during the fiscal year, with refinement continuing, as needed, post-implementation.
d. Continue implementing the scope and plans developed during FY 2020/21 for targeted cyber-security upgrades, physical-security upgrades connected to technology, and continuity of operations supported by technology (data center colocation facility, backup dispatch center, and data center fire protection upgrade).	Logistics	TSD: TCD: CB:	7/1/22 6/30/23 Implementation is substantially complete for all three of these important upgrade projects.

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

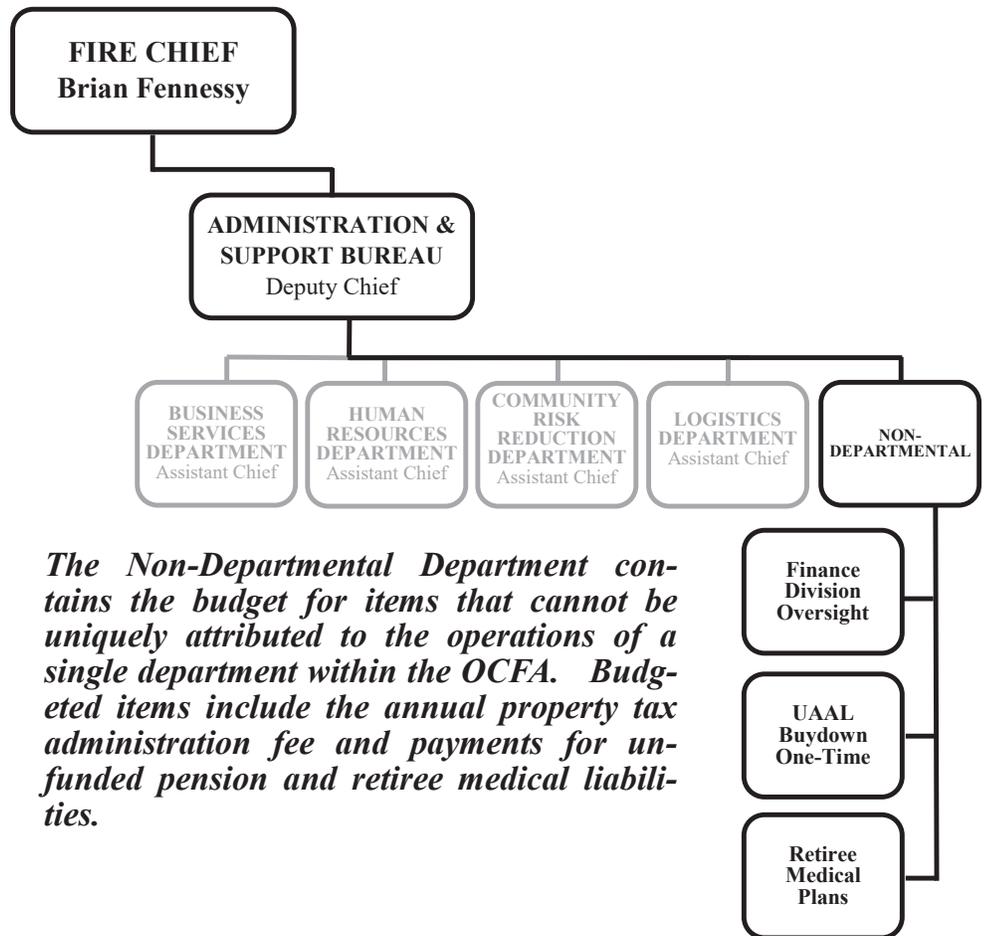


*Non-  
Departmental  
Department*





**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.*

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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY  
NON-DEPARTMENTAL SUMMARY  
FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Retiree Medical Plan</b>	<b>UAAL Buydown One-Time</b>	<b>Financial Services Controlled</b>	<b>Non- Department Total</b>
<b>EMPLOYEE SALARIES</b>				
Regular Salaries	-	-	-	-
<b>TOTAL SALARIES</b>	-	-	-	-
<b>RETIREMENT</b>	-	-	-	-
<b>INSURANCE</b>				
Employee Insurance	35,760	-	-	35,760
<b>TOTAL INSURANCE</b>	-	-	-	35,760
<b>MEDICARE</b>	-	-	-	-
<b>RETIREE MEDICAL LIABILITY</b>	-	17,787,217	-	17,787,217
<b>TOTAL S&amp;EB</b>	35,760	17,787,217	-	17,822,977
<b>SERVICES AND SUPPLIES</b>	-	-	2,675,048	2,675,048
<b>EQUIPMENT</b>	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$35,760</b>	<b>\$17,787,217</b>	<b>\$2,675,048</b>	<b>\$20,498,025</b>

# Non-Departmental Department Summary

## **Budget Summary:**

The FY 2022/23 Budget for the newly created Non-Departmental Department is \$20.5 million. This department was established for budgeted items that cannot be attributed to a single department, including the annual property tax administration fee and payments for unfunded pension and retiree medical liabilities. The Non-Departmental Department budget funds the following functions: Finance Division Oversight, UAAL Buydown, and Retiree Medical Plan contributions. There are no funded positions associated with the Non-Departmental Department in FY 2022/23. The FY 2022/23 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 2022/23 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.**

# 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](http://oclandfills.com)

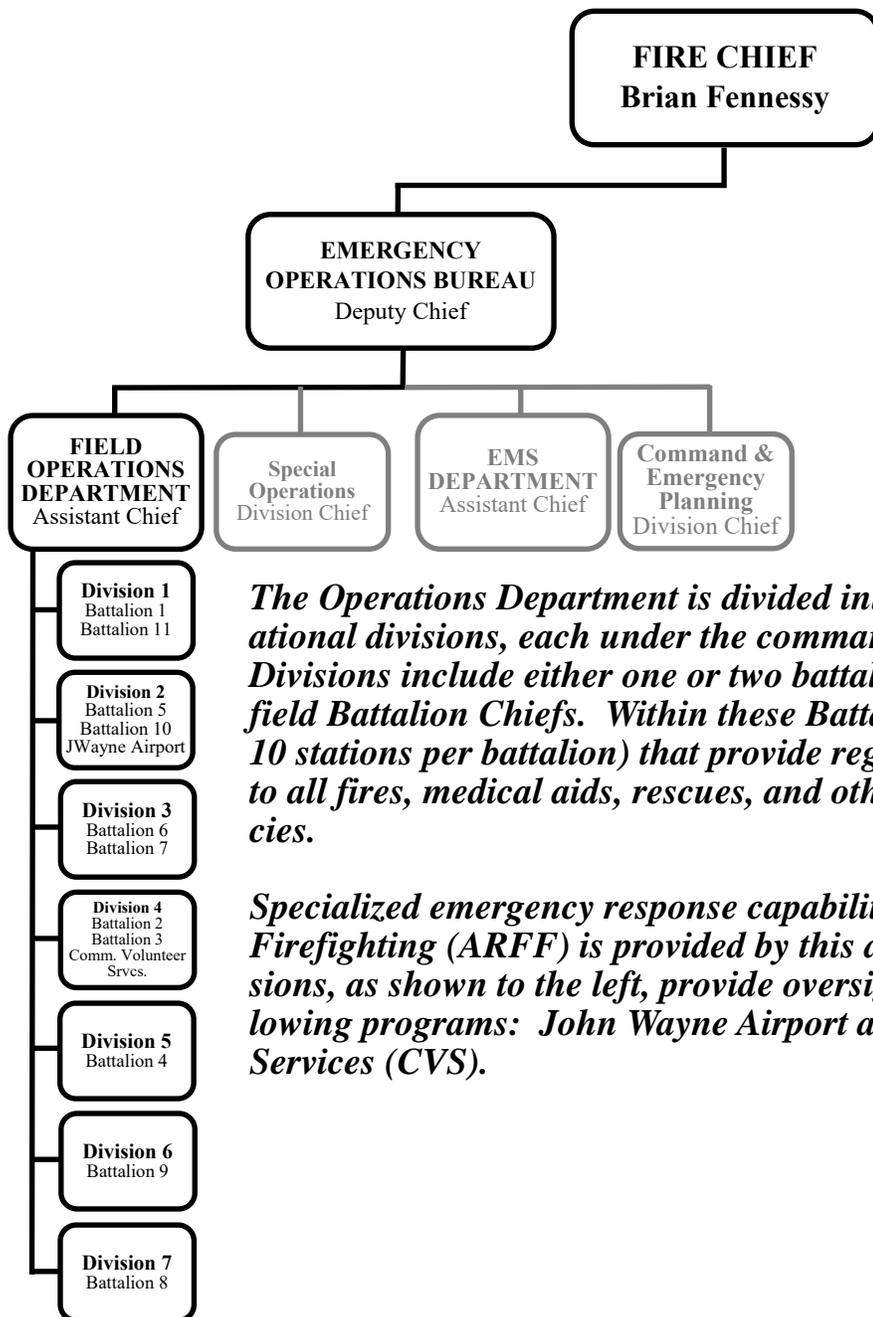


# *Operations Department*





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



*The Operations Department is divided into seven geographical operational divisions, each under the command of a Division Chief. The Divisions include either one or two battalions under the command of field Battalion Chiefs. Within these Battalions are 77 fire stations (5-10 stations per battalion) that provide regional emergency response to all fires, medical aids, rescues, and other miscellaneous emergencies.*

*Specialized emergency response capability of Aircraft Rescue and Firefighting (ARFF) is provided by this department. Some Divisions, as shown to the left, provide oversight and direction for the following programs: John Wayne Airport and Community Volunteer Services (CVS).*

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**FY 2022/23 OCFA Adopted Budget**


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**ORANGE COUNTY FIRE AUTHORITY**  
**OPERATIONS DEPARTMENT SUMMARY**  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Division 1 Field/Admin</b>	<b>Division 2 Field/Admin</b>	<b>Division 3 Field/Admin</b>	<b>Division 4 Field/Admin</b>	<b>Division 5 Field/Admin</b>
<b>EMPLOYEE SALARIES</b>					
Regular Salaries	\$17,873,990	\$20,837,446	\$24,033,696	\$13,266,968	\$12,535,102
Backfill/Overtime	6,528,846	8,397,145	7,535,055	6,007,520	5,015,777
FLSA Adjustment/Holiday Pay	1,773,451	2,070,625	1,985,127	1,318,844	1,222,200
Extra Help	-	-	-	-	-
Reserves	-	13,992	82,016	89,100	18,920
Other Pay	4,631,554	4,696,934	4,686,857	3,155,820	2,968,361
Sick/Vacation Payoff	377,091	570,975	491,682	460,423	388,251
<b>TOTAL SALARIES</b>	<b>31,184,932</b>	<b>36,587,117</b>	<b>38,814,433</b>	<b>24,298,675</b>	<b>22,148,611</b>
<b>RETIREMENT</b>	<b>10,515,408</b>	<b>12,573,799</b>	<b>13,666,762</b>	<b>8,070,840</b>	<b>7,377,921</b>
<b>INSURANCE</b>					
Employee Insurance	4,627,112	5,395,917	5,833,581	3,406,466	3,299,528
Workers' Compensation	4,110,138	4,944,059	4,830,672	3,160,660	3,020,528
Unemployment Insurance	4,000	4,000	4,000	4,000	4,000
<b>TOTAL INSURANCE</b>	<b>8,741,250</b>	<b>10,343,976</b>	<b>10,668,253</b>	<b>6,571,126</b>	<b>6,324,056</b>
<b>MEDICARE</b>	<b>453,955</b>	<b>531,694</b>	<b>554,163</b>	<b>355,060</b>	<b>319,848</b>
<b>TOTAL S&amp;EB</b>	<b>50,895,545</b>	<b>60,036,586</b>	<b>63,703,611</b>	<b>39,295,701</b>	<b>36,170,436</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>16,269</b>	<b>198,374</b>	<b>25,743</b>	<b>75,380</b>	<b>15,065</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$50,911,814</b>	<b>\$60,234,960</b>	<b>\$63,729,354</b>	<b>\$39,371,081</b>	<b>\$36,185,501</b>
<b>Funded Positions</b>	<b>177</b>	<b>206</b>	<b>226</b>	<b>130</b>	<b>126</b>

**ORANGE COUNTY FIRE AUTHORITY  
OPERATIONS DEPARTMENT SUMMARY  
FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Division 6 Field/Admin</b>	<b>Division 7 Field/Admin</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>			
Regular Salaries	\$15,160,622	\$10,686,202	\$114,394,026
Backfill/Overtime	5,631,304	3,915,974	43,031,621
FLSA Adjustment/Holiday Pay	1,487,000	1,043,498	10,900,745
Extra Help	-	-	-
Reserves	-	15,972	220,000
Other Pay	3,803,686	2,458,608	26,401,820
Sick/Vacation Payoff	279,220	231,555	2,799,197
<b>TOTAL SALARIES</b>	<b>26,361,832</b>	<b>18,351,809</b>	<b>197,747,409</b>
<b>RETIREMENT</b>	<b>8,652,482</b>	<b>6,123,734</b>	<b>66,980,946</b>
<b>INSURANCE</b>			
Employee Insurance	3,955,214	2,744,294	29,262,112
Workers' Compensation	3,618,222	2,440,631	26,124,910
Unemployment Insurance	4,000	4,000	28,000
<b>TOTAL INSURANCE</b>	<b>7,577,436</b>	<b>5,188,925</b>	<b>55,415,022</b>
<b>MEDICARE</b>	<b>385,515</b>	<b>268,340</b>	<b>2,868,575</b>
<b>TOTAL S&amp;EB</b>	<b>42,977,265</b>	<b>29,932,808</b>	<b>323,011,952</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>19,900</b>	<b>16,854</b>	<b>367,585</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>\$42,997,165</b>	<b>\$29,949,662</b>	<b>\$323,379,537</b>
<b>Funded Positions</b>	<b>151</b>	<b>105</b>	<b>1,121</b>

# Operations Department Summary

## Budget Summary:

The FY 2022/23 Budget for the Operations Department is \$323.4 million, compared to \$319.3 million in FY 2021/22. The increase is due to an increase of \$4.1 million in Salary and Employee Benefits for 29 additional positions throughout the department. The Operations Department budget funds the following functions: Division 1, Division 2, Division 3, Division 4, Division 5, Division 6, and Division 7. The budget includes funding for 1,121 positions in FY 2022/23. The FY 2022/23 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 2022/23 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 strategic goals for FY 2022/23. This department/division was not directly assigned any strategic goals for the prior year.

The following table shows performance measures specific to the Operations Department:

<b>Output Measurement</b>	<b>Strategic Goal</b>	<b>FY 2020/21 Actual</b>	<b>FY 2021/22 Actual</b>	<b>FY 2022/23 Projected</b>
Number of Incident Responses	1. Service Delivery	152,289	169,599	176,134
Response Time – Receipt to On-Scene for All Calls – 80 <sup>th</sup> percentile	1. Service Delivery	7:09	8:16	7:20
Response Time – Receipt to On-Scene for All Calls – 90 <sup>th</sup> percentile	1. Service Delivery	8:23	9:54	8:30

<b>OCFA STRATEGIC GOALS – FY 2022/23</b> GOALS, OBJECTIVES & PERFORMANCE MEASURES	<b>Responsibility</b> Designated department lead	<b>Performance Measures</b> Target start date (TSD), target completion date (TCD), and completion benchmark (CB)	
<b>1. Our Service Delivery</b> <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. Collaborate with stakeholders to implement key service delivery improvements authorized in the FY 2022/23 Adopted Budget including new staffing at Fire Station 67, expanded staffing at Fire Station 42, and construction of replacement Fire Station 24.	Field Operations, Logistics	TSD: 7/1/22 TCD: 6/30/23 CB: Staffing enhancements are completed and the station construction remains within established budget/timing parameters as of end of fiscal year.	
<b>2. Our People</b> <i>Goal #2: Recruit, retain, and promote a diverse and highly skilled workforce that is resilient, accountable, and united in our common mission.</i>			
a. Pursue additional actions to reduce force hiring and to improve equitable distribution of force hiring for all ranks.	Human Resources, Field Operations, EMS & Training	TSD: 7/1/22 TCD: 6/30/23 CB: The volume of force hiring is reduced as compared to FY 2021/22.	
<b>3. Our Technology</b> <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. Utilize the results of a competitive solicitation process to award a contract and implement a new technology solution enabling enhanced measurement of operational performance (call processing times, turnout times, various components of overall response time, etc.).	Logistics, Field Operations	TSD: 7/1/22 TCD: 6/30/23 CB: A new system is implemented during the fiscal year, with refinement continuing, as needed, post-implementation.	

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

# 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.

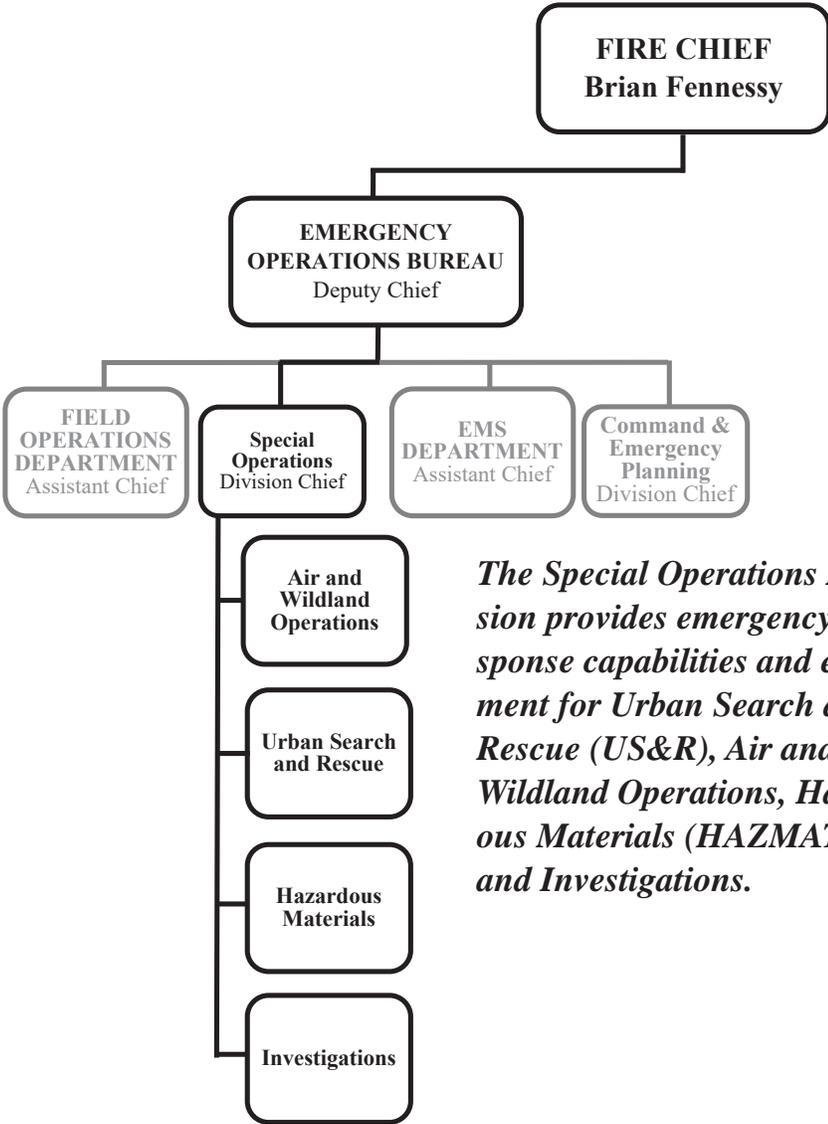


*Special  
Operations  
Division*





**ORANGE COUNTY FIRE AUTHORITY  
SPECIAL OPERATIONS DIVISION  
ORGANIZATION CHART**



*The Special Operations Division provides emergency response capabilities and equipment for Urban Search and Rescue (US&R), Air and Wildland Operations, Hazardous Materials (HAZMAT), and Investigations.*

**FY 2022/23 OCFA Adopted Budget**

**ORANGE COUNTY FIRE AUTHORITY**  
**SPECIAL OPERATIONS DEPARTMENT SUMMARY**  
**FY 2022/23 BUDGET**

<b>Account Description</b>	<b>Special Operations Admin</b>	<b>Air &amp; Wildland Operations</b>	<b>Urban Search &amp; Rescue</b>	<b>Haz-Mat Program</b>	<b>Investigations</b>	<b>Department Total</b>
<b>EMPLOYEE SALARIES</b>						
Regular Salaries	\$327,787	\$4,106,188	-	-	\$1,329,693	\$5,763,668
Backfill/Overtime	84,782	1,173,746	-	-	145,293	1,403,821
FLSA Adjustment/Holiday Pay	-	108,007	-	-	72,312	180,319
Extra Help	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Other Pay	85,410	499,183	-	-	303,959	888,552
Sick/Vacation Payoff	74,767	102,815	-	-	56,320	233,902
<b>TOTAL SALARIES</b>	<b>572,746</b>	<b>5,989,939</b>	<b>-</b>	<b>-</b>	<b>1,907,577</b>	<b>8,470,262</b>
<b>RETIREMENT</b>	<b>235,966</b>	<b>2,000,397</b>	<b>-</b>	<b>-</b>	<b>851,203</b>	<b>3,087,566</b>
<b>INSURANCE</b>						
Employee Insurance	48,419	1,446,446	-	-	273,415	1,768,280
Workers' Compensation	187,463	790,859	-	-	267,115	1,245,437
Unemployment Insurance	-	14,000	-	-	-	14,000
<b>TOTAL INSURANCE</b>	<b>235,882</b>	<b>2,251,305</b>	<b>-</b>	<b>-</b>	<b>540,530</b>	<b>3,027,717</b>
<b>MEDICARE</b>	<b>8,304</b>	<b>87,627</b>	<b>-</b>	<b>-</b>	<b>27,862</b>	<b>123,793</b>
<b>TOTAL S&amp;EB</b>	<b>1,052,898</b>	<b>10,329,268</b>	<b>-</b>	<b>-</b>	<b>3,327,172</b>	<b>14,709,338</b>
<b>SERVICES &amp; SUPPLIES</b>	<b>41,042</b>	<b>1,585,577</b>	<b>112,457</b>	<b>130,381</b>	<b>266,963</b>	<b>2,136,420</b>
<b>EQUIPMENT</b>	<b>-</b>	<b>124,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>124,000</b>
<b>TOTAL BUDGET</b>	<b>\$1,093,940</b>	<b>\$12,038,845</b>	<b>\$112,457</b>	<b>\$130,381</b>	<b>\$3,594,135</b>	<b>\$16,969,758</b>
<b>Funded Positions</b>	<b>2</b>	<b>57</b>	<b>-</b>	<b>-</b>	<b>11</b>	<b>70</b>

# Special Operations Division Summary

## **Budget Summary:**

The FY 2022/23 Budget for the Special Operations Division is \$17.0 million, compared to \$16.8 million for FY 2021/22. The increase is primarily due to additional budgeted services and supplies costs for Air Operations for one-time helicopter inspection and maintenance that is required every five years. The Special Operations budget funds the following functions: Special Operations Admin, Air & Wildland Operations, Urban Search & Rescue, Hazardous Materials Team, and Investigations. The budget includes funding for 70 positions in FY 2022/23. The FY 2022/23 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 2022/23 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 table on the following page shows performance measures specific to the Special Operations Division:

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**FY 2022/23 OCFA Adopted Budget**

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<b>Output Measure</b>	<b>Strategic Goal</b>	<b>FY 2020/21 Actual</b>	<b>FY 2021/22 Actual</b>	<b>FY 2022/23 Projected</b>
Average # of Investigations Completed per Investigator	1. Service Delivery	155	146	175
% of Fires Identified with a Definitive Cause	1. Service Delivery	75%	75%	75%
% of Criminal Cases Resolved	1. Service Delivery	43%	35%	45%
% of Juveniles Identified and Sent to Diversion Program	1. Service Delivery	75%	18%	75%

# Capital Improvement Program





# Capital Improvement Program Overview

## **INTRODUCTION**

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

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

## **CAPITAL IMPROVEMENT PROGRAM FUNDS**

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

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

**CAPITAL IMPROVEMENT PROGRAM BUDGET PROCESS**

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

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

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

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

**CIP FUNDING**

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

- Interest projections are based on the same assumptions used for the General Fund, which include an annual return of 0.75% for FY 2022/23 and for the remainder of the forecast period.
- 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 0.33% and 4.00% per year. Cash Contract Cities' participation in the vehicle depreciation program will generate about \$1.75 million to Fund 133 – Fire Apparatus Fund in FY 2022/23. These amounts are updated annually based on actual cost and are outside the 4.5% cap on total Cash Contract City charges.

Below is a matrix reflecting project funding for FY 2022/23:

<b>FY 2022/23</b>			<b>Use of</b>	
<b>Fund</b>	<b>Revenue</b>	<b>Operating</b>	<b>Fund</b>	<b>TOTAL</b>
		<b>Transfer</b>	<b>Balance</b>	
Fund 12110 - General Fund CIP	-	9,500,000	-	9,009,650
Fund 123 - Fire Stations and Facilities	892,181	-	-	875,000
Fund 124 - Comm. & Information Systems	29,580	4,500,000	1,570,420	6,100,000
Fund 133 - Fire Apparatus	1,969,398	9,442,226	-	11,015,700

Operating transfers necessary to fund the FY 2022/23 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 2021/22 budget cycle, the following budgeted projects were either completed or have made significant advancement in the work process:

#### **FY 2021/22 CIP projects:**

##### ***General Fund CIP (Fund 12110)***

- *Purchased and installed 350 replacement PCs, laptops, iPads and printers*
- *Completed upgrades to alerting system at an additional 17 fire stations*
- *Purchased and completed or began installation of 1,100 replacement or new mobile/portable VHF radios, MDCs, and modems*
- *Completed communications equipment installations on 20 new/replacement vehicles*
- *Completed phone and public address system upgrades at 5 fire stations*
- *Completed Inclusive Facilities project improvements for eight fire stations, and completed design/initiated permitting for three additional stations.*

##### ***Fire Stations and Facilities (Fund 123)***

- *Completed components of the Cyber Security project including upgrades to all network firewalls, email, and internet scanning software. Initiated design of replacement/upgrade to access card and video surveillance systems*
- *Completed Data Network upgrades at the Regional Fire Operations and Training Center, including core hubs and firewalls*
- *Completed Phase II improvements at the US&R Warehouse/Training Center*
- *Submitted preapplication for RFOTC Training Grounds expansion project; initiated conditional use permit modification process*
- *Fire Station new construction or improvement projects:*
  - *Completed 50% design for Air Operations at Fire Station 41*
  - *Selected design/build team for construction of Fire Station 24; initiated design/engineering phase*
  - *Completed Fire Station 49 apparatus floor*
  - *Determined site location for construction of Fire Station 10*

##### ***Communications and Information Systems (Fund 124)***

- *Completed multiple enhancements to the CAD System including universal precautions and ambulance dispatch, and enhancements to the CADWeb and CAD-in-a-BOX applications. Went live with all partners on phase two of the CAD2CAD system*
- *Completed development and implemented vaccination tracking/management application (VAXTRAK)*
- *Initiated or completed design work for the Emergency Management System and Community Risk Reduction applications, the Disaster Recovery Co-Location Facility, Audio-Visual Systems Upgrades, and the RFOTC Data Center Fire Suppression System Upgrade*

***Fire Apparatus (Fund 133)***

- Outfitted and placed into service 13 Type-1 Engines, 2 Service Trucks, 1 Foam Tender, 1 Air Utility, 2 Flatbed Mule Trailers, 3 Cone Training Trailers, 3 Restroom Trailers, 2 Order Pickers, 1 Cozad Dozer Trailer, and 5 Chevy Blazers.

**FY 2022/23 CAPITAL IMPROVEMENT PROGRAM HIGHLIGHTS**

The FY 2022/23 CIP budget is \$27.0 million. The following projects are highlighted for this budget cycle:

***General Fund CIP (Fund 12110)***

The FY 2022/23 Budget for the General Fund CIP is \$9.0 million. A large portion of the improvements and replacements in this fund are considered routine and/or not significant. Projects budgeted include fire station alarm system upgrades (\$3.0M), station bathroom inclusive facilities (\$2.1M), three to five fire station remodels and upgrades (750K), all-band mobile and portable radios (\$678K), enterprise phone and public address systems upgrade (\$500K), and data storage and servers replacement (\$350K).

***Fire Stations and Facilities (Fund 123)***

The FY 2022/23 Budget for the Fire Stations and Facilities Fund is \$0.9 million. Projects budgeted include upgrades to Fire Station 18 (Trabuco Canyon) (\$300K), RFOTC training grounds expansion and upgrade (\$250K), and infrastructure security enhancements (\$200K).

***Communications and Information Systems Fund (Fund 124)***

The budget for FY 2022/23 in the Communications and Information Systems Fund is \$6.1 million. Projects include OCFA disaster recover co-location facility (\$2.9M), EMS enterprise system development (\$1.3M), CRR automation-IFP records management system (\$1.3M), and OCFA enterprise audio visual upgrades (\$400K).

***Fire Apparatus (Fund 133)***

The budget for FY 2022/23 in the Fire Apparatus Fund is \$11.0 million. Emergency vehicles scheduled for purchase include four Type 1 engines (\$3.1M), two Type III Engines (\$1.4M), eight BC command vehicles (\$1.3M), four technical rescue support vehicles (\$550K), two paramedic squads (\$459K), and five full-size SUVs (\$385K). The budget also includes the purchase of 42 vehicles (\$3.0M) for support staff.

**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. 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 \$25K annually
- The RFOTC training grounds expansion and upgrade will impact the General Fund beginning in FY 2022/23 for burn props estimated at \$40K annually
- The fire station alarm system upgrades will impact the General Fund after completion of the project with estimated annual costs of \$25K
- The Community Risk Reduction Automation – IFP project will impact the General Fund beginning in FY 2024/25 with estimated annual costs of \$50K
- The EMS Enterprise System will impact the General Fund beginning in FY 2024/25 with estimated annual costs of \$50K
- The OCFA disaster recovery co-location facility project will impact the General Fund beginning in FY 2024/25 with an estimated annual cost of \$100K; an additional \$600K in licensing and facility costs for the out-of-county hosting will begin in FY 2026/27.
- The 911 Voice Recording System will impact the General Fund beginning in FY 2023/24 with estimated annual maintenance/licensing costs of \$30K.

**ORANGE COUNTY FIRE AUTHORITY  
 CAPITAL IMPROVEMENT PROGRAM  
 FIVE-YEAR PLAN SUMMARY    FY 2022/23 - FY 2026/27**

<b>Fund</b>	<b>FY 2022/23</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>FY 2025/26</b>	<b>FY 2026/27</b>	<b>5-Yr Total</b>
<i>Fund 12110</i>						
<b>General Fund CIP</b>	\$9,009,650	\$9,460,500	\$11,394,000	\$7,676,500	\$8,051,000	\$45,591,650
<i>Fund 123</i>						
<b>Fire Stations and Facilities</b>	875,000	3,700,000	5,200,000	24,200,000	4,550,000	38,525,000
<i>Fund 124</i>						
<b>Communications and Information Systems</b>	6,100,000	5,100,000	1,302,000	1,900,000	10,000,000	24,402,000
<i>Fund 133</i>						
<b>Fire Apparatus</b>	11,015,700	5,448,360	13,312,930	15,660,190	20,488,210	65,925,390
<b>GRAND TOTAL</b>	\$27,000,350	\$23,708,860	\$31,208,930	\$49,436,690	\$43,089,210	\$174,444,040

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

<b>Item No.</b>	<b>Project Priority</b>	<b>Project</b>	<b>FY 2022/23</b>
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**GENERAL FUND CIP - FUND 12110**

***IT-Communications and IT Infrastructure***

1	A	Data Storage and Servers Replacement	350,000
2	A	Fire Station Alarm System Upgrades	3,000,000
3	A	RFOTC and Fire Station Data Network Upgrades	100,000
4	A	Enterprise Phone and Public Address Systems Upgrade	500,000

***IT-Communications and Workplace Support***

5	A	All-Band Mobile and Portable Radios	678,500
6	A	Small Equipment/Personal Communications	40,000
7	A	Personal Computer (PC)/Tablets/Printer Replacements	155,150
8	A	Mobile Data Computer (MDC) System	240,000
9	A	VHF Radios	64,000

***IT-Geographic Information System***

10	B	Digital Orthophotography	80,000
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***Property Management***

11	A	Station Bathroom Inclusive Facilities	2,100,000
12	A	Fire Station 41 (Air Ops) Dorm. Privacy, Training Room and Kitchen	300,000
13	A	Fire Station Remodels (3-5 per year)	750,000
14	A	IT-GIS and HelpDesk Workstation Furniture Replacement	200,000
15	A	Fire Station All Appliances Replacement (3-5 per year)	125,000
16	A	Fire Stations and Facilities Concrete and Asphalt Repair	175,000

***Service Center***

17	A	Body Armor Replacement	-
18	A	Fire Shelters	140,000
19	A	Self-Contained Breathing Apparatus (SCBA)	-
20	A	Chainsaws	-
21	A	Portable Fire Pumps	12,000
22	A	High-Pressure Air Bags	-

***Emergency Medical Services***

23	A	Duo-Dote Auto-Injectors	-
24	A	Cardiac Monitors/Defibrillators	-
25	A	Suction Units	-
26	A	Remote Rescue Packs	-
27	A	AED Plus	-

***Special Operations***

28	A	Carbon Monoxide Monitors	-
<b>Total - Fund 12110</b>			<b>9,009,650</b>

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

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**Capital Improvement Program**

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<b>Item No.</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>FY 2025/26</b>	<b>FY 2026/27</b>	<b>5-Year TOTAL</b>
1	350,000	50,000	50,000	100,000	900,000
2	1,400,000	-	-	-	4,400,000
3	100,000	100,000	100,000	100,000	500,000
4	750,000	-	-	-	1,250,000
5	640,000	640,000	640,000	640,000	3,238,500
6	40,000	40,000	40,000	40,000	200,000
7	150,000	150,000	250,000	250,000	955,150
8	240,000	240,000	240,000	240,000	1,200,000
9	64,000	64,000	64,000	64,000	320,000
10	-	80,000	-	-	160,000
11	1,745,000	1,875,000	1,700,000	1,700,000	9,120,000
12	-	1,500,000	750,000	-	2,550,000
13	750,000	750,000	750,000	750,000	3,750,000
14	-	-	-	-	200,000
15	125,000	125,000	125,000	125,000	625,000
16	175,000	-	-	-	350,000
17	-	350,000	-	-	350,000
18	-	-	-	-	140,000
19	2,750,000	2,750,000	-	-	5,500,000
20	-	-	75,000	-	75,000
21	-	-	-	-	12,000
22	-	-	55,000	-	55,000
23	-	180,000	-	-	180,000
24	-	2,500,000	2,500,000	4,042,000	9,042,000
25	82,500	-	-	-	82,500
26	49,000	-	-	-	49,000
27	-	-	337,500	-	337,500
28	50,000	-	-	-	50,000
	<b>9,460,500</b>	<b>11,394,000</b>	<b>7,676,500</b>	<b>8,051,000</b>	<b>45,591,650</b>

**FY 2022/23 OCFA Adopted Budget**

Item No.	Project Priority	Project	FY 2022/23
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FIRE STATIONS & FACILITIES - FUND 123

1	A	RFOTC Training Grounds Expansion and Upgrade	250,000
2	A	Infrastructure Security Enhancements	200,000
3	A	Replacement of Fire Station 10 (Yorba Linda)	-
4	A	Construction of New Fire Station 12 (Laguna Woods)	-
5	A	Replacement of Fire Station 9 (Mission Viejo)	-
6	B	RFOTC 2nd Emergency Power Generator	-
7	A	Solar Power Facilities for RFOTC and Fire Stations	125,000
8	B	Upgrades to Fire Station 18 (Trabuco Canyon)	300,000
<b>Total - Fund 123</b>			<b>875,000</b>

COMMUNICATIONS & INFORMATION SYSTEMS - FUND 124

*IT-Communications and IT Infrastructure*

1	B	OCFA Enterprise Audio Visual Upgrades	400,000
2	B	OCFA Disaster Recovery Co-Location Facility	2,850,000

*IT-Systems Development & Support*

3	A	Community Risk Reduction Automation - IFP Replacement	1,250,000
4	A	EMS Enterprise System	1,250,000
5	B	TheHIVE Cloud Upgrade	-
6	A	Property Management Application	-
7	A	Enterprise Resource Planning (ERP) System	-
8	A	Fleet Services Fuel Management Tracking System	-
9	A	911 Voice Recording System	350,000
<b>Total - Fund 124</b>			<b>6,100,000</b>

FIRE APPARATUS - FUND 133

1	A/B	Emergency Vehicles	7,978,900
2	A	Developer Funded Vehicles	-
3	A	Grant Funded Vehicles	30,000
4	A/B	Support Vehicles	3,006,800
<b>Total - Fund 133</b>			<b>11,015,700</b>

<b>GRAND TOTAL - ALL CIP FUNDS</b>			<b>27,000,350</b>
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Project Priority: A=Essential; B=Important; C=Could Defer

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**Capital Improvement Program**

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Item No.	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	5-Year TOTAL
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1	1,500,000	1,500,000	1,850,000	-	5,100,000
2	100,000	100,000	50,000	50,000	500,000
3	-	-	14,000,000	2,000,000	16,000,000
4	1,600,000	1,600,000	4,800,000	-	8,000,000
5	-	1,000,000	3,000,000	2,000,000	6,000,000
6	-	500,000	-	-	500,000
7	500,000	500,000	500,000	500,000	2,125,000
8	-	-	-	-	300,000
	<b>3,700,000</b>	<b>5,200,000</b>	<b>24,200,000</b>	<b>4,550,000</b>	<b>38,525,000</b>

1	500,000	200,000	-	-	1,100,000
2	-	-	900,000	1,000,000	4,750,000

3	-	-	-	-	1,250,000
4	1,250,000	500,000	-	-	3,000,000
5	3,000,000	-	-	-	3,000,000
6	350,000	-	-	-	350,000
7	-	-	1,000,000	9,000,000	10,000,000
8	-	602,000	-	-	602,000
9	-	-	-	-	350,000
	<b>5,100,000</b>	<b>1,302,000</b>	<b>1,900,000</b>	<b>10,000,000</b>	<b>24,402,000</b>

1	5,170,960	10,844,970	14,292,740	19,734,250	58,021,820
2	-	-	1,000,080	-	1,000,080
3	-	-	-	-	30,000
4	277,400	2,467,960	367,370	753,960	6,873,490
	<b>5,448,360</b>	<b>13,312,930</b>	<b>15,660,190</b>	<b>20,488,210</b>	<b>65,925,390</b>

	<b>23,708,860</b>	<b>31,208,930</b>	<b>49,436,690</b>	<b>43,089,210</b>	<b>174,444,040</b>
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# BURN SAFETY



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



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



**Orange County  
Fire Authority**

**(714) 573-6200**  
[ocfa.org](http://ocfa.org)



## **Types of Burns**

### First Degree (Minor)

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

### Second Degree (Moderate)

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

### Third Degree (Severe)

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

## **How to Treat a Burn**

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

## **Burn Prevention Tips**

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



*Fund 12110*

*General Fund*

*CIP*



# Fund 12110: General Fund CIP

## DESCRIPTION

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

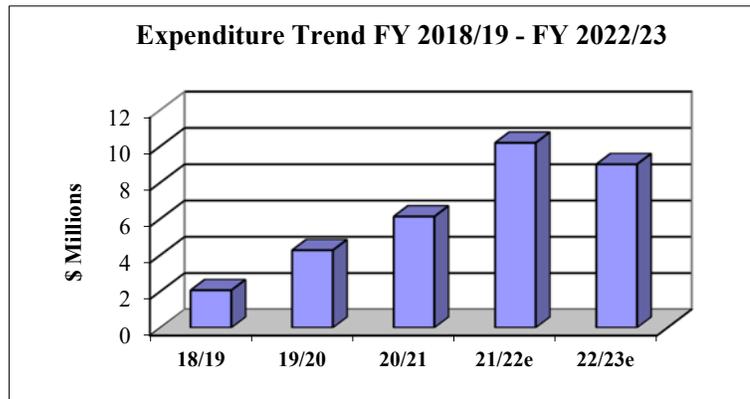
## BUDGET

The total FY 2022/23 Budget is \$9,009,650.

## HIGHLIGHTS

Various routine improvements and scheduled replacements of equipment, software, and facilities have been identified for this budget cycle. These improvements and replacements include modifications identified at various fire stations, purchase of all-band mobile and portable radios, and information technology upgrades. Significant projects budgeted in FY 2022/23 include \$3.0 million for fire station alarm system upgrades and \$2.1 million for station bathroom inclusive facilities.

The chart provides actual expenditures for FY 2018/19 through FY 2020/21, and total budgeted amounts for FY 2021/22 and FY 2022/23.



## SIGNIFICANT CHANGES

FY 2021/22 saw a sharp increase in estimated expenditures related to the purchase of thermal imaging cameras, the enterprise phone and public address systems upgrade, Fire Station 41 (Helicopter Ops.) dormitory privacy, training room and kitchen, fire station alarm system upgrades, and station bathroom inclusive facilities.

## 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.

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**FY 2022/23 OCFA Adopted Budget**


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**ORANGE COUNTY FIRE AUTHORITY  
 FUND 12110 - GENERAL FUND CIP  
 REVENUE AND EXPENDITURE SUMMARY  
 FY 2022/23 BUDGET**

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 Budget	% Change fr FY 2021/22 Budget
<b>FUNDING SOURCES</b>				
Intergovernmental	-	-	-	-
Charges for Current Services	-	-	-	-
Use of Money and Property	-	-	-	-
Other	-	-	-	-
Total Revenues & Other Financing Sources	-	-	-	-
Operating Transfer In	9,000,000	5,350,000	9,500,000	77.57%
Total Beginning Fund Balance	2,479,159	8,124,402	282,673	-96.52%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$11,479,159</b>	<b>\$13,474,402</b>	<b>\$9,782,673</b>	<b>-27.40%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$5,152,825	\$7,934,545	\$8,409,650	5.99%
Capital Outlay	976,334	2,257,184	600,000	-73.42%
Total Expenditures & Other Uses	6,129,159	10,191,729	9,009,650	-11.60%
Operating Transfer Out	-	3,000,000	-	-100.00%
Ending Fund Balance	5,350,000	282,673	773,023	173.47%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$11,479,159</b>	<b>\$13,474,402</b>	<b>\$9,782,673</b>	<b>-27.40%</b>

**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. Over the next two years, much of the current hardware will be reaching end-of-service-life and will require replacement.



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, and 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

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$350,000	\$350,000	\$50,000	\$50,000	\$100,000	\$900,000

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

**FIRE STATION ALARM SYSTEM UPGRADES**

**Project Priority:** A

**Project Org:** P334

**Project Total:** \$9,691,000

**Project Type:** Equipment Replacement

**Project Management:** IT - Communications and IT Infrastructure

**Project Description:** The OCFA is upgrading and replacing legacy fire station alerting systems at all OCFA fire stations with the Westnet, Inc. (Westnet) fire station digital electronic alerting technology, known as the 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 existing TriTech CAD system.



**Fire Station Alerting/Sound Systems**

The legacy station alerting systems currently utilize electro-mechanical relays and amplifiers, and will be upgraded with the digital electronic SmartStation, extending the alerting systems' lives by fifteen years. The cost per fire station upgrade varies substantially depending on the size of the fire station, number of crew, and apparatus that are deployed. The average cost for the 32 fire stations upgraded to date is approximately \$108,000. All OCFA Fire Stations are expected to be completed by January 1, 2024.



When a new fire station is constructed, the Westnet SmartStation will be included in the new station costs.

**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$3,000,000	\$1,400,000				\$4,400,000

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

**RFOTC AND FIRE STATION DATA NETWORK UPGRADES**

**Project Priority:** A

**Project Org:** P337

**Project Total:** \$2,308,262

**Project Type:** Equipment Replacement/New Technology

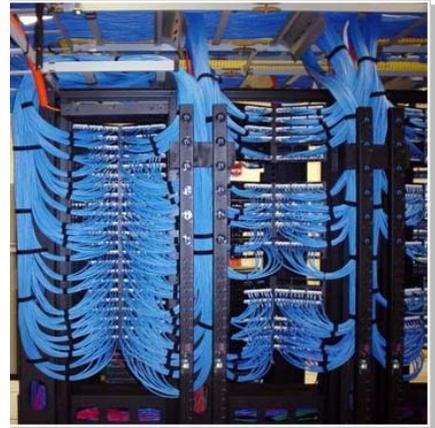
**Project Management:** IT - Communications and IT Infrastructure

**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 in FY 2022/23, 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 10 years before needing replacement.

**Project Status:** Ongoing



<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

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

**ENTERPRISE PHONE SYSTEM AND PUBLIC ADDRESS / PAGING SYSTEM UPGRADE FOR RFOTC AND FIRE STATIONS**

**Project Priority:** A  
**Project Org:** P408  
**Project Total:** \$2,750,000  
**Project Type:** New Equipment  
**Project Management:** IT - Communications and IT Infrastructure

**Project Description:** This project replaces OCFA’s telephone system, placed in service in 2004, with a new Voice over Internet Protocol (VoIP) system. In addition to the functional and administrative advantages of a digital-based system, the upgrade will play a key role in improving physical security for the Regional Fire Operations and Training Center (RFOTC) and fire stations by adding public address/paging functionality. The new phones will be capable of receiving simultaneous broadcasted messages at all fire stations, RFOTC offices, and facilities equipped with phones. The enterprise phone system and public address/paging VoIP systems are expected to last 10 to 15 years before needing replacement.



The new phones will be capable of receiving simultaneous broadcasted messages at all fire stations, RFOTC offices, and facilities equipped with phones. The enterprise phone system and public address/paging VoIP systems are expected to last 10 to 15 years before needing replacement.

*Phones at OCFA RFOTC*

Replacement of the current phone system with a VoIP based system was scheduled to start in in 2022, but due to delays related to COVID-19, will begin in FY 2022/23.

*Phones at OCFA Fire Stations*

Installation of the new VoIP phone systems at the fire stations will proceed following completion of the RFOTC phase of the project, starting in late FY 2022/23, and continuing through FY 2023/24. The fire stations will be fully integrated with the RFOTC’s VoIP phone system yet retain the capability to operate independently if the data connection to the RFOTC fails.

**Project Status:** The RFOTC phase of the project is in-process, with the fire stations phase anticipated to begin late in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$500,000	\$750,000				\$1,250,000

**Impact on Operating Budget:** Ongoing annual maintenance costs are included in the General Fund. OCFA will utilize 3<sup>rd</sup> party professional services to assist in the installation of the new phone systems.

**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 to be installed in new OCFA apparatus, 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. FY 2022/23 includes additional one-time increase for seven new radios for academy accreditation.



**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$678,500	\$640,000	\$640,000	\$640,000	\$640,000	\$3,238,500

**Impact on Operating Budget:** Adding new all-band radios to the total active radio count will result in increased annual operational expense of approximately \$25,000 (80 new radios).

**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

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000

**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

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$155,150	\$150,000	\$150,000	\$250,000	\$250,000	\$955,150

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

**MOBILE DATA COMPUTER (MDC) SYSTEM**

**Project Priority:** A

**Project Org:** P303

**Project Total:** Ongoing

**Project Type:** Equipment Replacement

**Project Management:** IT – Communications & Workplace Support

**Project Description:** The mobile data computers (MDC) provide emergency incident information such as location/address, patient status, and premise information from the computer aided dispatch (CAD) system for Operations personnel in OCFA apparatus.



Operations personnel also use Apple iPads inside OCFA apparatus for patient care reporting, accessing GIS data, special area maps, and numerous other computer applications. The OCFA’s CAD vendor does not yet support full functionality of their CAD system on Apple iPads, so it is necessary to continue operating CAD on Windows MDCs pending the availability of full support for operating CAD on Apple iPads.

A new ruggedized Windows tablet type MDC has been selected to replace the current “legacy” Windows MDCs, which were installed in 2012, and are no longer produced by the manufacturer. Replacements using the ruggedized Windows tablet MDC units are scheduled for deployment beginning in FY 2022/23 at a rate of 40 per year, which will include installation in all new emergency apparatus.



The cost of the ruggedized Windows tablets with associated mounting accessories and AVL modems is approximately \$6,000 per unit.

**Project Status:** Ongoing

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,200,000

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

**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

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$320,000

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

**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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$80,000		\$80,000			\$160,000

**Impact on Operating Budget:** No anticipated impact.

**STATION BATHROOM INCLUSIVE FACILITIES**

**Project Priority:** A  
**Project Org:** P413  
**Project Total:** \$11,665,376  
**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.

**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. Fire Stations 13, 14, 16, and 32 are currently in various stages of progress.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$2,100,000	\$1,745,000	\$1,875,000	\$1,700,000	\$1,700,000	\$9,120,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE STATION 41 (Air Ops) DORMITORY PRIVACY, TRAINING ROOM, and KITCHEN**

**Project Priority:** A  
**Project Org:** P417  
**Project Total:** \$2,644,872  
**Project Type:** Facilities/Site Repair  
**Project Management:** Property Management

**Project Description:** Since the air operations program went to a 24/7 operation, there have not been adequate areas to sleep the crews. This project would address the 24/7 operation in addition to another day shift crew and upstaffing when necessary. The project involves significant design, engineering, and construction to accommodate the operation.

**Project Status:** Needs assessment is being evaluated; OCFA is in process of contracting with an architect for design work and plan check through the City of Fullerton.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$300,000		\$1,500,000	\$750,000		\$2,550,000

**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 will be 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.

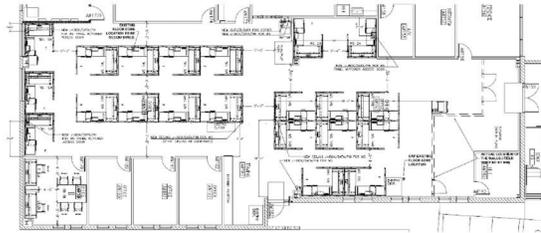
<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>5 Year Total</b>
Budget:	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000

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

**IT-GIS & HELPDESK WORKSTATION REPLACEMENT**

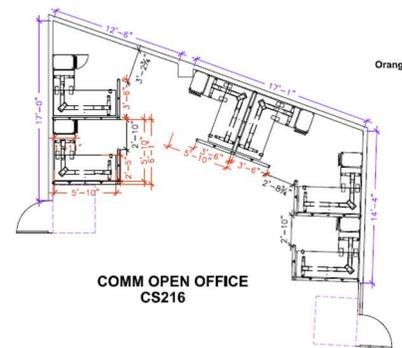
**Project Priority:** A  
**Project Org:** P436  
**Project Total:** \$200,000  
**Project Type:** Facilities Upgrade  
**Project Management:** IT and Property Management

**Project Description:**  
 This project will upgrade and replace existing workstation furniture for 26 employees in the Geographic Information Systems, Application Development, and IT Helpdesk sections.



A shortage of workstations currently available for the above-mentioned staff require the use of common work areas that are insufficient for staff needs or are located in other departments. The new floorplan will increase the number of workstations to provide individual workspaces for each employee and allow all section staff to work in the same area. In addition, the new workspaces are designed to meet employee health and safety guidelines.

Currently, access to IT Helpdesk personnel by OCFA staff needing assistance is restricted due to their current location within the secure 'B' building. This project will include relocating Helpdesk personnel to the adjacent 'C' building in the Communications Services area where they will be readily accessible to all OCFA employees. This will also improve security by limiting access to building 'B' staff and will improve customer service by allowing IT Helpdesk and Communications staff to work more closely together to support the growing communications and technology used by OCFA employees. The six new Helpdesk workstations will also meet employee health and safety guidelines. In addition to the new workstations, the project costs include painting, carpet, and data wiring upgrades.



**Project Status:** Project to commence in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>	\$200,000					\$200,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE STATION ALL 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:** Project to commence in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

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

**FIRE STATION AND FACILITIES CONCRETE AND ASPHALT REPAIR AND 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 28, 22, 57 and 26, and additional facilities as determined by Property Management and Operations management staff.

**Project Status:** Project to commence in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$175,000	\$175,000				\$350,000

**Impact on Operating Budget:** No anticipated impact.

**BODY ARMOR REPLACEMENT**

**Project Priority:** A  
**Project Org:** P427  
**Project Total:** Ongoing  
**Project Type:** Service Replacement  
**Project Management:** Service Center

**Project Description:** In late 2018 the OCFA took possession of new grant funded body armor that was distributed to our field personnel. The body armor purchased with the grant will need to be replaced by FY 2024/25 as well.



**Project Status:** Purchase is scheduled for FY 2024/25.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>			\$350,000			\$350,000

**Impact on Operating Budget:** No anticipated impact.

**FIRE SHELTERS**

**Project Priority:** A  
**Project Org:** P412  
**Project Total:** \$240,000  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** The majority of OCFA’s current supply of 1,000 shelters were purchased between 2008 and 2012. The shelters have a shelf life of 10 years. The Operations Department began replacing all of OCFA’s Fire Shelters in FY 2019/20 with completion anticipated in FY 2022/23.



Fire Shelter cost per unit is approximately \$300.

The purchase of the requested fire shelters is based on current need. Priority for replacement will be as follows:

1. Oldest units
2. Worn out units

The replacement was originally scheduled to begin in FY 2018/19; however, the manufacturer was in the process of introducing an improved version of the fire shelter to the market. As a result, the replacement schedule was pushed out to ensure that the shelters procured meet the highest standard of safety.

**Project Status:** Completion of the replacements is anticipated in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2024/25</b>	<b>2025/26</b>	<b>5 Year Total</b>
Budget:	\$140,000					\$140,000

**Impact on Operating Budget:** Potential cost with equipment failure after one year warranty expiration.

**SELF-CONTAINED BREATHING APPARATUS (SCBA)**

**Project Priority:** A  
**Project Org:** TBD  
**Project Total:** \$5,500,000  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** The OCFA’s Operations Department currently uses 833 Self-Contained Breathing Apparatus. The Operations Department projects a need for service enhancement and replacement at the 10-year use of life in FY 2023/24. The expected life of the SCBA peaked in 2020 and 2021. The additional years the units are 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 of the SCBA have already occurred and will likely increase before our next replacement, giving us the ability to incorporate increased temperature tolerance on the face-mask piece, clearer use of the heads-up display, increased visibility of the remote air use gauge, and a more ergonomic harness for the user. The need for replacement is planned to occur in FY 2023/24.



The SCBA total is based on current need. Additional SCBA might be needed over the next three to five years due to expansion of the OCFA with addition of new fire stations.

**Project Status:** Project is scheduled to begin in FY 2023/24.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>		\$2,750,000	\$2,750,000			\$5,500,000

**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 17 truck companies that are staffed daily to help mitigate emergencies throughout the county. Each of the truck companies has three chainsaws that are primarily used to provide ventilation on structure fires.



The wholesale replacement of these saws would allow us to utilize some of the older better condition saws for training purposes and for Battalion level loaners.

**Project Status:** Purchase is scheduled to occur in FY 2025/26.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>				\$75,000		\$75,000

**Impact on Operating Budget:** No anticipated impact.

**PORTABLE FIRE PUMPS**

**Project Priority:** A  
**Project Org:** TBD  
**Project Total:** \$12,000  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** OCFA purchased the current supply of 20 Waterax Mini-Striker pumps in 2012. The fire pumps have an estimated service life of 10 years. The Operations Department projects a need to replace all OCFA’s portable fire pumps in FY 2022/23.

The Waterax Mini-Striker pump pairs a reliable single stage pump end with the Honda 4-stroke 2.5 HP engine to achieve pressures of up to 85 PSI (5.9 BAR) and offer volume supply of up to 80 GPM (303 L/Min). Extremely portable and lightweight, this mini powerhouse performs well when used by itself or in tandem with other pumps. It is also particularly suited to some of the latest fire control techniques where small, lightweight equipment is a requirement.



Cost of each portable pump is approximately \$600 plus tax.

The purchase of the requested portable fire pumps is based on current need and is planned to occur in FY 2022/23. Priority for replacement will be as follows:

1. Worn out units
2. Oldest units

**Project Status:** Purchase is scheduled to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>	\$12,000					\$12,000

**Impact on Operating Budget:** Potential cost with equipment failure after 90-day warranty expiration.

## **HIGH-PRESSURE AIR BAGS**

**Project Priority:** A

**Project Org:** P410

**Project Total:** \$225,000

**Project Type:** Service Enhancement/Replacement

**Project Management:** Operations

**Project Description:** The Operations Department projects a need to replace the aging high-pressure air bags based on current need. Priority is placed on truck companies. A small amount of additional air bags are also needed for engines stationed in remote locations with a high probability of traffic collisions, such as Ortega Highway.

The air bags needed are made in different sizes. Each size has different overall dimensions. This allows flexibility in their use. Larger air bags are ideal for lifting vehicles and heavy equipment. Smaller air bags are needed for more detailed rescue operations. As such, each OCFA truck will be receiving a set of six air bags, differing in size.



**Project Status:** Project scheduled to begin in FY 2025/26.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>				\$55,000		\$55,000

**Impact on Operating Budget:** Potential cost with equipment failure after one-year warranty expiration.

**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 are now in need of replacement. The Duo-Dote Auto-Injectors are used as an initial treatment of the symptoms of an organophosphorus insecticide or a chemical weapon nerve agent poisoning. They are used primarily to treat first responders but may also be used for victims of a chemical agent attack.



This request will replace the current inventory with approximately 2,000 auto-injectors.

**Project Status:** Purchase to occur in FY 2024/25.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>			\$180,000			\$180,000

**Impact on Operating Budget:** Potential replacement cost if used prior to expiration date.

**CARDIAC MONITORS/DEFIBRILLATORS**

**Project Priority:** A  
**Project Org:** P402  
**Project Total:** Ongoing  
**Project Type:** Service Replacement  
**Project Management:** Emergency Medical Services

**Project Description:** The Orange County Emergency Medical Service has mandated that all Advanced Life Support (ALS) units carry a cardiac monitor/defibrillator. The service life for these highly technical and mission critical pieces of equipment is approximately six to eight years. Technology is changing rapidly and the OCFA should anticipate the need to replace the current inventory of cardiac monitors with new and updated versions 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:** Project to commence in FY 2024/25.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>			\$2,500,000	\$2,500,000	\$4,042,000	\$9,042,000

**Impact on Operating Budget:** Potential cost with equipment failure after one year warranty expiration.

**SUCTION UNITS**

**Project Priority:** A  
**Project Org:** TBD  
**Project Total:** \$82,500  
**Project Type:** Service Replacement  
**Project Management:** Emergency Medical Services



**Project Description:** To provide life-saving emergency medical care, suction units are mandated to be on each Basic Life Support (BLS) or Advanced Life Support (ALS) unit. Suction units are small vacuums used to control the patient’s airway, clear obstructions, and assist in airway management. They are used each time our personnel perform CPR, treat seizures, and aid in severe vomiting.

Due to frequency of use, wear and tear, battery life, motor life, and sanitation needs, the life span of suction units is approximately five years and will require replacement in FY 2023/24. EMS anticipates replacing the fleet of 150 suction units through an RFP process. The \$550 estimate per unit is based on the current price of suction units, the current quantity needed and inflation.

**Project Status:** Purchase to occur in FY 2023/24.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:		\$82,500				\$82,500

**Impact on Operating Budget:** Potential cost with equipment failure after one-year warranty expiration.

**REMOTE RESCUE PACKS**

**Project Priority:** A

**Project Org:** TBD

**Project Total:** \$49,000

**Project Type:** Service Replacement

**Project Management:** Emergency Medical Services

**Project Description:** Fourteen OCFA stations serve urban interface areas where Advance Life Support (ALS) supplies can be needed on hiking trails or other areas not reachable by vehicles. When this occurs, OCFA personnel use a remote rescue pack, a backpack equipped with ALS medical supplies (trauma supplies, drugs, AED plus, etc.), to hike to patients.



The remote rescue packs make it feasible to respond efficiently to remote patients, but there is wear and tear on the backpack itself and a lifespan to the supplies inside the backpack. These factors necessitate replacement approximately every five years. The current remote rescue packs will require replacement in FY 2023/24. The \$3,500 per unit cost is an estimate based on the current price of the bags and supplies, the current quantity needed and inflation.

**Project Status:** Purchase to occur in FY 2023/24.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>		\$49,000				\$49,000

**Impact on Operating Budget:** No anticipated impact.

**AED PLUS**

**Project Priority:** A  
**Project Org:** TBD  
**Project Total:** \$337,500  
**Project Type:** Service Replacement  
**Project Management:** Emergency Medical Services



**Project Description:** When cardiac arrest occurs, rapid treatment with an automated external defibrillator (AED) can save lives. The AED Plus device analyzes a heart rhythm and, when necessary, uses an electrical shock to restore normal rhythm. To facilitate immediate care, OCFA stocks AED Plus devices throughout RFOTC, in Operations’ staff vehicles, and in Division Chief or Battalion Chief staffed stations. There are 225 units in circulation that were purchased in 2017.

Every five to eight years, the AED Plus devices need replacement and recalibration, slotting replacement in FY 2025/26. 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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:				\$337,500		\$337,500

**Impact on Operating Budget:** No anticipated impact.

**CARBON MONOXIDE MONITORS**

**Project Priority:** A  
**Project Org:** TBD  
**Project Total:** \$50,000  
**Project Type:** Service Enhancement/Replacement  
**Project Management:** Operations

**Project Description:** This is the replacement of carbon monoxide monitors on each OCFA fire apparatus. The current carbon monoxide detectors are projected to have a five-year life cycle concluding in FY 2023/24.

Carbon monoxide is an insidious, colorless, odorless gas undetectable by the senses. During 2010-2015 a total of 2,224 deaths nationwide resulted from carbon monoxide poisoning. Sources of carbon monoxide include faulty heating and cooking appliances in homes and buildings. The ability to rapidly detect carbon monoxide by OCFA fire units is a valuable capability.



**Project Status:** Purchase is scheduled to occur in FY 2023/24.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:		\$50,000				\$50,000

**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.

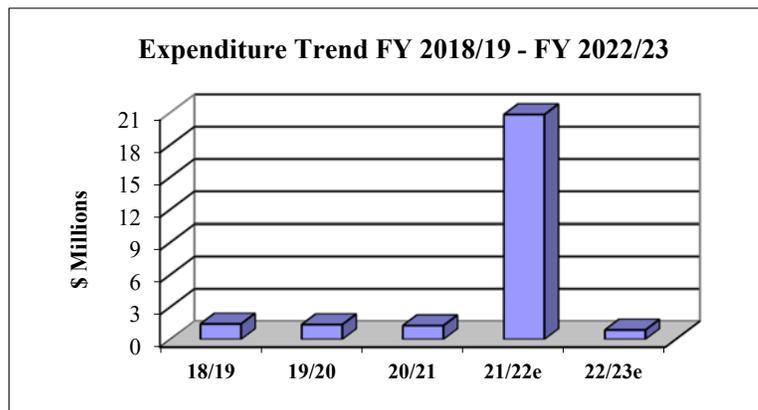
## BUDGET

The total FY 2022/23 Budget is \$875,000.

## HIGHLIGHTS

Projects budgeted in FY 2022/23 include \$300K for upgrades to Fire Station 18 (Trabuco Canyon), \$250K for expansion and upgrades to the RFOTC training grounds, and \$200K for infrastructure security enhancements.

The chart shows the trend of actual expenditures for FY 2018/19 through FY 2020/21, and budgeted amounts for FY 2021/22 and FY 2022/23.



## SIGNIFICANT CHANGES

There was very little significant activity from FY 2018/19 to FY 2020/21. Major projects originally budgeted in FY 2019/20 and FY 2020/21 were postponed to FY 2021/22 due to the pandemic 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.

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**FY 2022/23 OCFA Adopted Budget**


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**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 123 - FIRE STATIONS AND FACILITIES**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2022/23 BUDGET**

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 Budget	% Change fr FY 2021/22 Budget
<b>FUNDING SOURCES</b>				
Use of Money and Property	\$344,907	\$95,199	\$40,570	-57.38%
Other	679,800	413,000	851,611	106.20%
Total Revenues & Other	1,024,707	508,199	892,181	75.56%
<b>Financing Sources</b>				
Operating Transfer In	-	4,450,000	-	-100.00%
Total Beginning Fund Balance	20,690,144	20,434,424	3,574,358	-82.51%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$21,714,851</b>	<b>\$25,392,623</b>	<b>\$4,466,539</b>	<b>-82.41%</b>
<b>EXPENDITURES</b>				
Services & Supplies	356,012	-	-	-
Capital Outlay	924,415	20,818,265	875,000	-95.80%
Total Expenditures & Other Uses	1,280,427	20,818,265	875,000	-95.80%
Operating Transfer Out	-	1,000,000	-	-100.00%
Ending Fund Balance	20,434,424	3,574,358	3,591,539	0.48%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$21,714,851</b>	<b>\$25,392,623</b>	<b>\$4,466,539</b>	<b>-82.41%</b>

## 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. The current tower was out of service greater than 50% of the time in FY 2016/17, and the service vendor struggled to find timely solutions. The live-burn training system, designed in 1992, is obsolete and no longer has repair parts available. Exacerbating the down time issues is that the system was designed so that when any one of seven burn props goes down, the whole system is inoperable.

The OCFA has also increased the size of our recruit academies from an average of 30 recruits in 2010 to 50 recruits today. Large academies result in more instructors (5:1 ratio) and a greater need for office space, classroom space, and bathrooms.

To address these shortcomings, the project will be handled in stages.

- In FY 2019/20, classrooms were installed on the training grounds and supplied with temporary power.
- In FY 2023/24, the plan is to build a new three-story training tower; modify the existing strip mall training prop; develop the north end of the property; install additional training props, safety sensor system, and computer operating system in the current tower; replace the burn props; install permanent power to the classrooms; and expand power supply capabilities.

**Project Status:** Temporary classrooms were installed in FY 2019/20, and solicited bids pending award include electrical improvements at the drill grounds and fire training structure improvements. An environmental study is in process for the FY 2023/24 improvements described above. Project will continue subject to plan reviews and approvals with the City of Irvine.

Fiscal Years:	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total
Budget:	\$250,000	\$1,500,000	\$1,500,000	\$1,850,000		\$5,100,000

**Impact on Operating Budget:** Annual maintenance contracts for burn props at approximately \$40,000 per year.

**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.

Prior years' funding is currently being utilized to upgrade and replace the Control Access System (door card readers, video surveillance). Projects planned for implementation during FY 2022/23 through FY 2026/27 include various building and site improvements recommended by the November 2021 OCIAC security assessment.



Separate but related projects completed or in process include potentially 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, physical assets and critical infrastructure.

**Project Status:** This project began in FY 2020/21 and will continue through FY 2026/27.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>	\$200,000	\$100,000	\$100,000	\$50,000	\$50,000	\$500,000

**Impact on Operating Budget:** No anticipated impact.

**REPLACEMENT OF FIRE STATION 10 (YORBA LINDA)**

**Project Priority:** A

**Project Org:** P503

**Project Total:** \$17,340,607

**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 foot, two company, three apparatus bay fire station with added standard modules to support a Division Chief and a station training room.

**Project Status:** The project delivery is anticipated to be Design-Build. Historic Architectural Review Reporting will be required for compliance with the California Environmental Quality Act and permitting is in process.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:				\$14,000,000	\$2,000,000	\$16,000,000

**Impact on Operating Budget:** Replacement of Fire Station 10 (Yorba Linda) will improve Division 4 operational control and service delivery.

**CONSTRUCTION OF NEW FIRE STATION 12 (LAGUNA WOODS)****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 a new Fire Station 12. Station size and equipment complement to be determined by Operations.

**Project Status:** Available sites are being evaluated in the geographical area for construction.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>		\$1,600,000	\$1,600,000	\$4,800,000		\$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.

**REPLACEMENT OF FIRE STATION 9 (MISSION VIEJO)**

**Project Priority:** A

**Project Org:** P536

**Project Total:** \$8,051,920

**Project Type:** Replacement Fire Station Construction

**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. It will also provide exterior renovation including roofing, painting, flatwork, ADA accessibility, and landscaping.

**Project Status:** Project design and construction will commence in FY 2045/25.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>			\$1,000,000	\$3,000,000	\$2,000,000	\$6,000,000

**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.

## **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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:			\$500,000			\$500,000

**Impact on Operating Budget:** No anticipated impact.

**SOLAR POWER FACILITIES FOR RFOTC AND FIRE STATIONS**

**Project Priority:** A  
**Project Org:** P262  
**Project Total:** \$2,125,000  
**Project Type:** New Facilities  
**Project Management:** Property Management

**Project Description:** This project is to initiate the feasibility, design, and installation of photovoltaic facilities and equipment at OCFA facilities.

The first phase of this project will provide installation of charging stations for eight plug-in/hybrid support vehicles at the RFOTC. In addition, a consultant will be engaged to perform a feasibility study and cost/benefit analysis of solar energy systems at OCFA fire stations and RFOTC. Possible infrastructure could include roof-top panels, installation of carports with solar panels/charging ports, and battery storage for optimization of peak period energy use and alternative emergency power.



The budget is a preliminary estimate and may require revision as the project scope is further developed.

**Project Status:** Purchases are scheduled to commence in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>	\$125,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,125,000

**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.

**UPGRADES TO FIRE STATION 18 (TRABUCO CANYON)****Project Priority:** A**Project Org:** P263**Project Total:** \$300,000**Project Type:** Facilities Upgrade**Project Management:** Property Management

**Project Description:** This project is for the purchase and installation of a manufactured building and new generator at Fire Station 18 Trabuco Canyon. Due to the increase in Hand Crew personnel staffed at Station 18, there is a need for additional housing and training space that cannot be accommodated with the current available space at the station. The addition of a generator is required to supply power to the new building due to the lack of power capacity available with the current power sources at the station.

**Project Status:** Purchase to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$300,000					\$300,000

**Impact on Operating Budget:** No anticipated impact.



*Fund 124*

*Communications*

*& Information*

*Systems*



# Fund 124: Communications & Information Systems

## DESCRIPTION

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

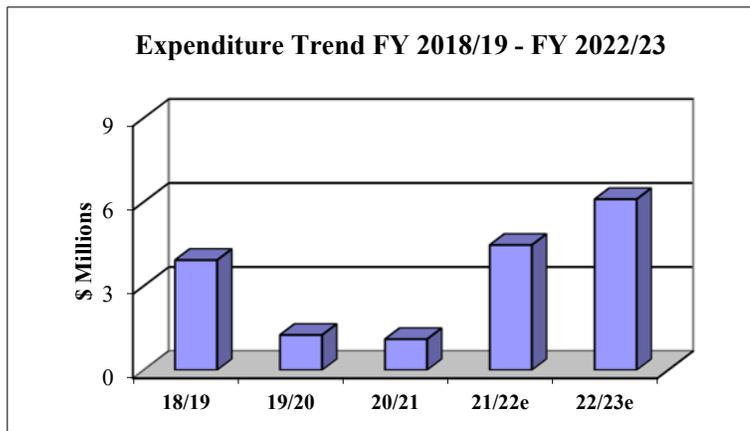
## BUDGET

The total FY 2022/23 Budget is \$6,100,000.

## HIGHLIGHTS

The FY 2022/23 Budget includes projects related to systems development and support such as \$2.9 million for the OCFA Disaster Recovery Co-Location Facility, \$1.3 million for the EMS Enterprise System development and \$1.3 million for the CRR automation-IFP records management system. It also includes projects related to communications and infrastructure such as \$0.4 million for the OCFA Enterprise Audio Visual Upgrades.

The chart shows the trend of actual expenditures for FY 2018/19 through FY 2020/21, and budgeted amounts for FY 2021/22 and FY 2022/23.



## SIGNIFICANT CHANGES

Expenditures were lower than anticipated in FY 2019/20 and 2020/21 due to the pandemic and other timing issues, which resulted in projects being shifted to later years.

## IMPACT ON OPERATING BUDGET

This fund is designated for improvements and replacements of capital communication and information systems. The proactive replacement of worn out or aged equipment will help contain maintenance costs included in the General Fund. Significant project additions, such as the OCFA Disaster Recover Co-Location Facility and both, the Community Risk Reduction Automation – IFP Replacement and the EMS Enterprise System Development will increase future maintenance costs in the General Fund operating budget.

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**FY 2022/23 OCFA Adopted Budget**

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**ORANGE COUNTY FIRE AUTHORITY  
 FUND 124 - COMMUNICATIONS AND INFORMATION SYSTEMS  
 REVENUE AND EXPENDITURE SUMMARY  
 FY 2022/23 BUDGET**

	<b>FY 2020/21 Actual</b>	<b>FY 2021/22 Budget</b>	<b>FY 2022/23 Budget</b>	<b>% Change fr FY 2021/22 Budget</b>
<b>FUNDING SOURCES</b>				
Use of Money and Property	\$3,385	\$28,311	\$29,580	4.48%
Other	-	-	-	-
Total Revenues & Other Financing Sources	3,385	28,311	29,580	4.48%
Operating Transfer In	-	1,700,000	4,500,000	164.71%
Total Beginning Fund Balance	6,186,037	5,085,203	2,346,999	-53.85%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$6,189,422</b>	<b>\$6,813,514</b>	<b>\$6,876,579</b>	<b>0.93%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$280,720	\$1,843,894	-	-100.00%
Capital Outlay	823,499	2,622,621	6,100,000	132.59%
Total Expenditures & Other Uses	1,104,219	4,466,515	6,100,000	36.57%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	5,085,203	2,346,999	776,579	-66.91%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$6,189,422</b>	<b>\$6,813,514</b>	<b>\$6,876,579</b>	<b>0.93%</b>

## **OCFA ENTERPRISE AUDIO VISUAL UPGRADES**

**Project Priority:** B

**Project Org:** P350

**Project Total:** \$1,880,000

**Project Type:** Equipment Replacement / New Technology

**Project Management:** IT – Communications and IT Infrastructure

**Project Description:** In 2017, the OCFA upgraded the audio-visual (AV) systems in the boardroom and five training classrooms located at the Regional Fire Operations Training Center (RFOTC). This new project will upgrade AV systems in the Urban Search and Rescue (US&R) warehouse, and also install a video wall in the Emergency Command Center (ECC) that will integrate with the existing wide-screen televisions installed in the adjacent Department Operations Center (DOC). Project funding will also be used to upgrade AV systems in 15 conference rooms at the RFOTC and training rooms in fire stations serving as Battalion and Division headquarters. Project phases include:



- Phase I - Upgrade the US&R warehouse AV systems (started in 2020; expected to be completed in 2022)
- Phase II - Upgrade the Emergency Communications Center (ECC) and Department Operations Center (DOC) AV systems (FY 2022/23)
- Phase III - Upgrade RFOTC and fire station conference rooms A/V systems (FY 2022/23 – FY 2024/25)



Upgrading AV systems at all OCFA conference rooms, the ECC/DOC, and OCFA Battalion and Division stations will enable RFOTC staff and fire station crews to access video and other electronic training materials more efficiently, utilize video conferencing with other fire stations and RFOTC, and minimize the time crews have to leave their response areas for training or meetings.

**Project Status:** Project scheduled to occur in various years.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$400,000	\$500,000	\$200,000			\$1,100,000

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

**OCFA DISASTER RECOVERY CO-LOCATION FACILITY**

**Project Priority:** A

**Project Org:** P349

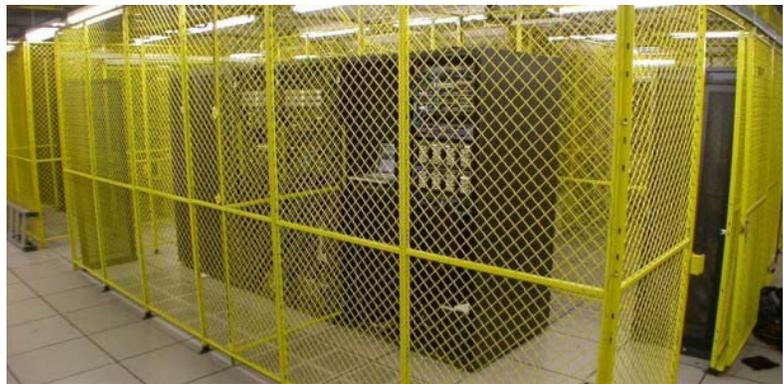
**Project Total:** \$6,729,100

**Project Type:** New Technology

**Project Management:** IT – Communications and IT Infrastructure

**Project Description:** This project has two major parts including establishing an in-county data recovery/co-location (DR/Co-Lo) capability for OCFA’s 911 dispatch function, and to establish an out-of-county DR/Co-Lo for OCFA’s critical business systems and data. Both project components are critically important to maintain continuity of operations for OCFA in a crisis situation where the OCFA Emergency Command Center (ECC) or data center at the RFOTC are not accessible or functional.

OCFA reviewed numerous facilities as potential candidates for the in-county DR/Co-Lo facilities, including several OCFA fire stations, the Urban Search & Rescue (US&R) warehouse, and various Orange County public and commercial facilities, resulting in Operations department management selecting the OCFA US&R warehouse located in Foothill Ranch as the primary location to establish an in-county DR/Co-Lo 911 dispatching capability. OCFA staff are currently working with engineering firms to analyze and make necessary modifications to the US&R warehouse to support backup dispatch functions.



OCFA staff are continuing an evaluation of out-of-county DR/Co-Lo sites, including out of state locations, for dispatching and data center co-location capability.

**Project Status:** The project is in process and expected to continue through FY 2026/27.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$2,850,000			\$900,000	\$1,000,000	\$4,750,000

**Impact on Operating Budget:** Annual maintenance and licensing costs for backup CAD, fire station alerting, and dispatch radio consoles are estimated at \$100,000 beginning in FY 2024/25. Annual costs for out of county DR/Co-Lo hosting assuming facility lease costs, energy, and additional licensing is estimated at \$600,000 beginning in FY 2026/27.

**COMMUNITY RISK REDUCTION AUTOMATION – IFP REPLACEMENT**

**Project Priority:** A

**Project Org:** P326

**Project Total:** \$3,239,157

**Project Type:** Application Replacement

**Project Management:** IT – Systems Development & Support

**Project Description:** This project is to replace the Integrated Fire Prevention (IFP) system utilized by the Community Risk Reduction department; the final phase of the larger Records Management Systems (RMS) replacement project. The core RMS application, developed to meet OCFA’s specific needs using commercial off-the-shelf (COTS) Microsoft technology and modern web-enabled design elements, went live in July 2019.

In-house development of the IFP replacement system, ORION, was initiated in May 2020, and is 40% complete as of December 2021. ORION’s user interface will provide a look and feel consistent with the recently deployed Incident Reporting and Investigation System (IRIS). The phased project go-live is anticipated to start in the summer of 2022.

**Project Status:** Project is anticipated to be completed in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$1,250,000					\$1,250,000

**Impact on Operating Budget:** Annual maintenance, licensing, and user fees for enterprise applications typically range from 20-25% of the total system cost. Since the IFP replacement system will be developed with in-house resources augmented by third party professional services, and will use COTS Microsoft technology, the annual maintenance, license, and user fees will be substantially less, and are projected to be approximately \$50,000 starting in FY 2024/25.

**EMERGENCY MEDICAL SERVICES (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 Services (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 scheduled to occur in various years.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$1,250,000	\$1,250,000	\$500,000			\$3,000,000

**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.

## THEHIVE CLOUD UPGRADE

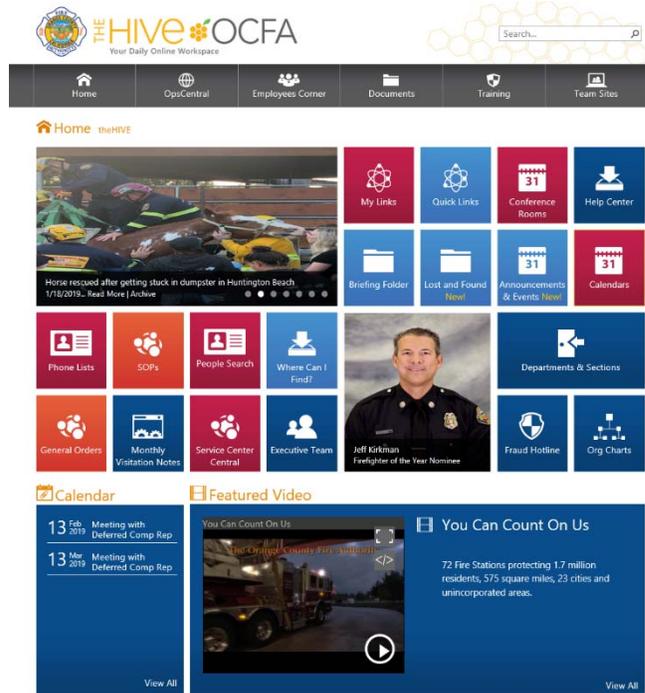
**Project Priority:** B  
**Project Org:** TBD  
**Project Total:** \$3,000,000  
**Project Type:** Application Replacement  
**Project Management:** IT – Systems Development & Support

**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 2023/24.



<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
<b>Budget:</b>		\$3,000,000				\$3,000,000

**Impact on Operating Budget:** Application maintenance and licensing costs are largely included under the OCFA’s existing Microsoft Enterprise Agreement. Any increase in the agreement will be included in the Information Technology operating budget.

**PROPERTY MANAGEMENT APPLICATION**

**Project Priority:** A

**Project Org:** TBD

**Project Total:** \$350,000

**Project Type:** Computer Application Purchase and Implementation

**Project Management:** IT - Systems Development & Support

**Project Description:** This project is for the purchase and implementation of an application for use by Property Management. The expectation is to purchase a commercial off-the-shelf (COTS) Microsoft technology solution specifically developed for use by property management departments with modules for work order processing and management, preventative/recurring maintenance management and scheduling, budgeting, vendor management and procurement, as well as fixed asset and equipment management, and integration with OCFA’s existing implementation of AssetWorks.

The project objective is to develop and sustain a highly strategic approach to managing OCFA’s numerous facilities and equipment, including fire station buildings, HVAC systems, emergency power generators, and major appliances, to name a few. This will include optimized procurement of contract services and replacement equipment, and improving the accuracy of both the Property Management annual operating budget and the five-year Capital Improvement Plan (CIP).



The project budget includes software licensing, implementation consulting services, and training. Initial work on the project will begin in FY 2022/23 and include development of a request for vendor qualifications, review and analysis of proposals, and if funded, purchase of the application in FY 2023/24.

**Project Status:** Purchase to occur in FY 2023/24.

<b>Fiscal Year:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:		\$350,000				\$350,000

**Impact on Operating Budget:** Annual software support and licensing fees are estimated at \$25,000.

**ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM**

**Project Priority:** A

**Project Org:** TBD

**Project Total:** \$10,000,000

**Project Type:** Application Replacement

**Project Management:** Business Services Department in collaboration with IT (Systems Development & Support) and the Human Resources Department

**Project Description:** The OCFA seeks a fully integrated Enterprise Resource Planning (ERP) solution for the Business Services Department with modules for Human Resources and other OCFA Department needs. The new ERP will provide all functions of the financial system inclusive of general accounting, accounts receivable, accounts payable, purchasing, budgeting and forecasting, HRMS/payroll/timekeeping/staffing system, position control, enhanced reporting and dashboards, and other functionality will enhance productivity, create efficiencies and streamline manual business processes. It is highly desirable that the new ERP be cloud and mobile device capable and utilize Commercial-off-the-Shelf (COTS) technology as much as possible.



The current HRMS/Payroll Finance system has been in use for over 20 years. It uses separate program modules for human resources, accounts receivable, accounts payable, general accounting, and purchasing. It manages and processes the \$400,000,000 plus annual payroll that supports numerous earning and deduction/benefit types for emergency and administrative staff.

Core function requirements of the new ERP must include all elements associated with: general ledger, project accounting, fixed assets/inventory, accounts receivable/cash receipts, accounts payable, purchasing, budget development and forecasting, human resources/payroll/timekeeping/staffing, position control, financial reporting, dashboards, and records management.

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, Human Resources Department and other OCFA Departmental needs.
2. Development of a Request for Proposal (RFP).
3. Vendor/technology selection and contract negotiations.
4. Implementation of the new ERP solution.

**Project Status:** The project is scheduled to start in FY 2025/26 with needs analysis, RFP development, and vendor selection. Contract award is expected in FY 2026/27, and system implementation will require up to three years to complete, including a comprehensive parallel testing period.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:				\$1,000,000	\$9,000,000	\$10,000,000

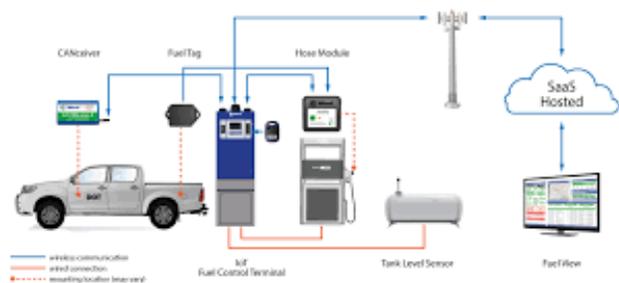
**Impact on Operating Budget:** Maintenance/License Costs estimated at \$750,000 beginning in FY 2028/29.

**FLEET SERVICES FUEL MANAGEMENT TRACKING SYSTEM**

**Project Priority:** A  
**Project Org:** TBD  
**Project Total:** \$602,000  
**Project Type:** Application Replacement  
**Project Management:** IT – Systems Development & Support

**Project Description:** This project is to add fuel management functionality to OCFA’s Fleet Management system through the addition and integration of a Fuel Module.

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



Implementation of this module will improve accountability for fuel utilization, provide pump control and fuel card lockout, and result in overall fuel consumption savings.

**Project Status:** Purchase scheduled to occur in FY 2024/25.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:			\$602,000			\$602,000

**Impact on Operating Budget:** Application maintenance and licensing costs are estimated at \$60,000 annually beginning in FY 2025/26.

## 911 VOICE RECORDING SYSTEM UPGRADE

**Project Priority:** A  
**Project Org:** P354  
**Project Total:** \$350,000  
**Project Type:** Equipment Replacement  
**Project Management:** IT - Systems Development & Support

### **Project Description:**

This project will replace the existing 911 voice recording systems with a state-of-the-art multimedia 911 recording system. The new 911 voice recording system will log analog, digital, Voice Over Internet Protocol (VoIP) calls, radio traffic, text-to-911, videos, computer-aided dispatch (CAD) data and locations from geographic information systems (GIS), and RapidSOS (smartphone geolocating), as well as integrate with other sources.

The current 911 voice recording system was installed 17 years ago and was most recently upgraded in 2015. The legacy technology is complex, making recordings difficult to extract when needed. The system has since been transferred to new ownership, and further development of the system has ended.



The new 911 voice recording system will provide OCFA with much needed capabilities, including comprehensive information necessary for incident management. It will capture and synchronize the numerous input channels that 911 calls are received on. It has enhanced reporting and investigative tools that will improve the context of the incident to measure effectiveness of 911 call answering, improve investigations, and ensure policy compliance.

**Project Status:** Purchase to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>5 Year Total</b>
Budget:	\$350,000					\$350,000

**Impact on Operating Budget:** Annual maintenance costs will increase by approximately \$30,000 (new total cost of \$41,000) starting in FY 2023/24.

# BEACH SAFETY



*A day at the beach can be fun. However, swimming in the water can be dangerous if you don't know how to keep yourself from drowning. Learn how to reduce the risks of drowning by following these beach safety tips!*



*Approximately 50-75% of drownings happen in open waters such as the ocean, lakes, rivers, and ponds.*



**Orange County  
Fire Authority**

(714) 573-6200  
ocfa.org



## Beach Safety Tips

- Ask the lifeguard about rip currents and other hazards. If in doubt, don't go out.
- Obey the posted warnings signs and flags.
- Check the weather, water and surfing conditions.
- If someone is in trouble, get help from a lifeguard or call 9-1-1.

## Swimming in the Ocean

- Keep small children and inexperienced swimmers within reach.
- Learn to swim before venturing out into the ocean.
- Use boogie boards and surfboards with leashes and only use them in designated areas.
- Choose to swim near a lifeguard and never swim alone.

## Break the Grip of the RIP



Rip currents are powerful currents of water moving away from the shore. They can sweep even the strongest swimmers out to sea.

## How to survive a rip current

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



*Fund 133*

*Fire Apparatus*



# Fund 133: Fire Apparatus

**DESCRIPTION**

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

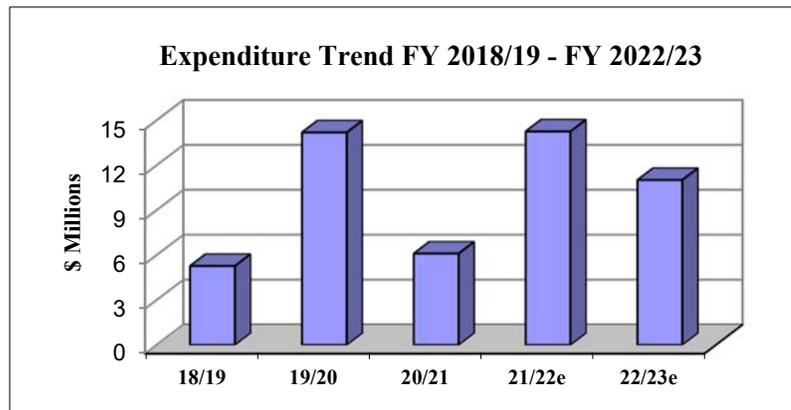
**BUDGET**

The total FY 2022/23 Budget is \$11,015,700.

**HIGHLIGHTS**

The budget includes replacement of emergency and support vehicles based on the Twenty-Year Vehicle Replacement Plan. An inflation factor of 5% has been used to estimate future costs for each budget year. Emergency vehicles scheduled for purchase in FY 2022/23: four Type 1 engines (\$3.1M), two Type III Engines (\$1.4M), eight BC command vehicles (\$1.3M), four technical rescue support vehicles (\$550K), two paramedic squads (\$459K), and five full-size SUVs (\$385K).

The chart shows the trend of actual expenditures for FY 2018/19 through FY 2020/21, and budgeted amounts for FY 2021/22 and FY 2022/23.



**SIGNIFICANT CHANGES**

Expenditures in FY 2020/21 were less than originally budgeted due to supply chain issues. As a result, many vehicle purchases were moved to later years.

**IMPACT ON OPERATING BUDGET**

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

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**FY 2022/23 OCFA Adopted Budget**


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**ORANGE COUNTY FIRE AUTHORITY  
 FUND 133 - FIRE APPARATUS  
 REVENUE AND EXPENDITURE SUMMARY  
 FY 2022/23 BUDGET**

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 Budget	% Change fr FY 2021/22 Budget
<b>FUNDING SOURCES</b>				
Charges for Current Services	\$1,632,441	\$1,652,957	\$1,749,288	5.83%
Use of Money and Property	33,177	105,406	220,110	108.82%
Other	-	1,093,573.00	-	-100.00%
Total Revenues & Other Financing Sources	1,665,618	2,851,936	1,969,398	-30.95%
Operating Transfer In	11,059,336	3,364,518	9,442,226	180.64%
Total Beginning Fund Balance	5,826,711	12,450,102	1,046,894	-91.59%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$18,551,665</b>	<b>\$18,666,556</b>	<b>\$12,458,518</b>	<b>-33.26%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$1,667,558	-	-	-
Capital Outlay	4,434,005	14,256,648	11,015,700	-22.73%
Debt Service	-	-	-	-
Total Expenditures & Other Uses	6,101,563	14,256,648	11,015,700	-22.73%
Operating Transfer Out	-	3,363,014	-	-100.00%
Ending Fund Balance	12,450,102	1,046,894	1,442,818	37.82%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$18,551,665</b>	<b>\$18,666,556</b>	<b>\$12,458,518</b>	<b>-33.26%</b>

**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 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	5-Year Total
<b>EMERGENCY VEHICLES</b>								
<b>Air Utility Vehicle</b>								
5415	Air Utility Vehicle	Operations	-	-	-	672,200	-	672,200
<b>Battalion Chief Command Vehicle</b>								
2185	BC Command Vehicle	Operations	165,000	-	-	-	-	165,000
2186	BC Command Vehicle	Operations	165,000	-	-	-	-	165,000
2187	BC Command Vehicle	Operations	165,000	-	-	-	-	165,000
2188	BC Command Vehicle	Operations	165,000	-	-	-	-	165,000
2189	BC Command Vehicle	Operations	165,000	-	-	-	-	165,000
2190	BC Command Vehicle	Operations	165,000	-	-	-	-	165,000
NEW	BC Command Vehicle	Cadre	165,000	-	-	-	-	165,000
NEW	BC Command Vehicle	Cadre	165,000	-	-	-	-	165,000
2191	BC Command Vehicle	Operations	-	173,300	-	-	-	173,300
2192	BC Command Vehicle	Operations	-	173,300	-	-	-	173,300
2193	BC Command Vehicle	Operations	-	173,300	-	-	-	173,300
2194	BC Command Vehicle	Operations	-	173,300	-	-	-	173,300
<b>Battalion Utility Vehicle</b>								
3645	Battalion Utility	Operations	-	-	88,100	-	-	88,100
3646	Battalion Utility	Operations	-	-	88,100	-	-	88,100
3647	Battalion Utility	Operations	-	-	88,100	-	-	88,100
3648	Battalion Utility	Operations	-	-	88,100	-	-	88,100
3649	Battalion Utility	Operations	-	-	88,100	-	-	88,100
3650	Battalion Utility	Operations	-	-	88,100	-	-	88,100
3651	Battalion Utility	Operations	-	-	-	92,500	-	92,500
3652	Battalion Utility	Operations	-	-	-	92,500	-	92,500
3653	Battalion Utility	Operations	-	-	-	92,500	-	92,500
3654	Battalion Utility	Operations	-	-	-	92,500	-	92,500
3655	Battalion Utility	Operations	-	-	-	92,500	-	92,500
3659	Battalion Utility	Operations	-	-	-	92,500	-	92,500
<b>Compressed Air Foam System Patrol Vehicle - Type 6</b>								
3687	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	-	194,720	194,720
3689	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	-	194,720	194,720
3686	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	-	194,720	194,720
3688	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	-	194,720	194,720
3795	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	-	194,720	194,720
3690	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	-	194,720	194,720
3684	CAFS-Patrol Veh.-Type 6	Operations	-	-	-	-	194,720	194,720
<b>Dozer Tender Vehicle</b>								
3033	Dozer Tender	Operations	165,000	-	-	-	-	165,000
3034	Dozer Tender	Operations	165,000	-	-	-	-	165,000
<b>Truck/Ladder Truck (TBD by Apparatus Committee)</b>								
5080	Truck	Operations	-	-	2,182,950	-	-	2,182,950
5093	Truck	Operations	-	-	2,182,950	-	-	2,182,950
5230	Truck	Operations	-	-	2,182,950	-	-	2,182,950
5065	Truck	Operations	-	-	-	2,292,200	-	2,292,200
5077	Truck	Operations	-	-	-	2,292,200	-	2,292,200
5078	Truck	Operations	-	-	-	2,292,200	-	2,292,200
5079	Truck	Operations	-	-	-	2,292,200	-	2,292,200
5231	Truck	Operations	-	-	-	-	2,406,700	2,406,700
5232	Truck	Operations	-	-	-	-	2,406,700	2,406,700
5234	Truck	Operations	-	-	-	-	2,406,700	2,406,700
5235	Truck	Operations	-	-	-	-	2,406,700	2,406,700

# FY 2022/23 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 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	5-Year Total
<b>Engine - Type I</b>								
5151	Engine - Type I	Operations	774,520	-	-	-	-	774,520
5153	Engine - Type I	Operations	774,520	-	-	-	-	774,520
5154	Engine - Type I	Operations	774,520	-	-	-	-	774,520
5267	Engine - Type I	Operations	774,520	-	-	-	-	774,520
5159	Engine - Type I	Operations	-	813,240	-	-	-	813,240
5084	Engine - Type I	Operations	-	813,240	-	-	-	813,240
5215	Engine - Type I	Operations	-	813,240	-	-	-	813,240
5218	Engine - Type I	Operations	-	813,240	-	-	-	813,240
5225	Engine - Type I	Operations	-	-	853,900	-	-	853,900
5263	Engine - Type I	Operations	-	-	853,900	-	-	853,900
5264	Engine - Type I	Operations	-	-	853,900	-	-	853,900
NEW	Engine - Type I	Operations	-	-	853,900	-	-	853,900
5228	Engine - Type I	Operations	-	-	-	896,570	-	896,570
5229	Engine - Type I	Operations	-	-	-	896,570	-	896,570
5089	Engine - Type I	Operations	-	-	-	-	941,400	941,400
5124	Engine - Type I	Operations	-	-	-	-	941,400	941,400
5227	Engine - Type I	Operations	-	-	-	-	941,400	941,400
5210	Engine - Type I	Operations	-	-	-	-	941,400	941,400
5214	Engine - Type I	Operations	-	-	-	-	941,400	941,400
5221	Engine - Type I	Operations	-	-	-	-	941,400	941,400
<b>Engine - Type III</b>								
NEW	Engine - Type III	Operations	720,710	-	-	-	-	720,710
NEW	Engine - Type III	Operations	720,710	-	-	-	-	720,710
5140	Engine - Type III	Operations	-	-	-	834,300	-	834,300
5141	Engine - Type III	Operations	-	-	-	834,300	-	834,300
5144	Engine - Type III	Operations	-	-	-	-	876,020	876,020
5147	Engine - Type III	Operations	-	-	-	-	876,020	876,020
5149	Engine - Type III	Operations	-	-	-	-	876,020	876,020
<b>Investigator Truck 3/4 Ton Minimum</b>								
3028	Pickup Utility 3/4 Ton	Operations	-	-	-	87,000	-	87,000
3656	Pickup Utility 3/4 Ton	Operations	-	-	-	87,000	-	87,000
3665	Pickup Utility 3/4 Ton	Operations	-	-	-	87,000	-	87,000
3666	Pickup Utility 3/4 Ton	Operations	-	-	-	87,000	-	87,000
3667	Pickup Utility 3/4 Ton	Operations	-	-	-	87,000	-	87,000
<b>Paramedic Squad Vehicle</b>								
3662	Paramedic Squad	Operations	229,500	-	-	-	-	229,500
3664	Paramedic Squad	Operations	229,500	-	-	-	-	229,500
3661	Paramedic Squad	Operations	-	241,000	-	-	-	241,000
3663	Paramedic Squad	Operations	-	241,000	-	-	-	241,000
3660	Paramedic Squad	Operations	-	241,000	-	-	-	241,000
<b>Pickup Utility 3/4 Ton Minimum</b>								
NEW	Pickup Utility 3/4 Ton	Air Ops	68,250	-	-	-	-	68,250
NEW	Pickup Utility 3/4 Ton	Air Ops	68,250	-	-	-	-	68,250
3677	Pickup Utility 3/4 Ton	Operations	-	-	88,200	-	-	88,200
3041	Pickup Utility 3/4 Ton	Crews/Equipment	-	-	88,200	-	-	88,200
3043	Pickup Utility 3/4 Ton	Crews/Equipment	-	-	88,200	-	-	88,200
3339	Pickup Utility 3/4 Ton	Investigations	-	-	87,320	-	-	87,320
<b>Pickup Utility 4X4 1 Ton Minimum</b>								
NEW	Pickup Utility 4X4 1 Ton	Crews/Equipment	82,500	-	-	-	-	82,500
<b>SUV Full-Size 4x4 Vehicle</b>								
2321	SUV Full Size 4x4	Operations	77,000	-	-	-	-	77,000
2322	SUV Full Size 4x4	Ops Support	77,000	-	-	-	-	77,000
2323	SUV Full Size 4x4	Operations	77,000	-	-	-	-	77,000
2324	SUV Full Size 4x4	Operations	77,000	-	-	-	-	77,000

**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 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	5-Year Total
2331	SUV Full Size 4x4	Operations	77,000	-	-	-	-	77,000
2354	SUV Full Size 4x4	Operations	-	80,850	-	-	-	80,850
2351	SUV Full Size 4x4	Operations	-	80,850	-	-	-	80,850
2355	SUV Full Size 4x4	Operations	-	80,850	-	-	-	80,850
2356	SUV Full Size 4x4	Operations	-	80,850	-	-	-	80,850
2320	SUV Full Size 4x4	ECC	-	-	-	-	93,590	93,590
2325	SUV Full Size 4x4	ECC	-	-	-	-	93,590	93,590
2327	SUV Full Size 4x4	Operations	-	-	-	-	93,590	93,590
2329	SUV Full Size 4x4	Operations	-	-	-	-	93,590	93,590
2330	SUV Full Size 4x4	ECC	-	-	-	-	93,590	93,590
<b>Superintendent Vehicle</b>								
NEW	Superintendent Vehicle	Operations	-	178,400	-	-	-	178,400
<b>Swift Water Vehicle</b>								
3803	Swift Water Vehicle	Operations	88,200	-	-	-	-	88,200
3806	Swift Water Vehicle	Operations	88,200	-	-	-	-	88,200
<b>Technical Rescue Support Vehicle</b>								
NEW	Pickup Utility Heavy Duty	Technical Rescue	137,500	-	-	-	-	137,500
NEW	Pickup Utility Heavy Duty	Technical Rescue	137,500	-	-	-	-	137,500
NEW	Pickup Utility Heavy Duty	Technical Rescue	137,500	-	-	-	-	137,500
NEW	Pickup Utility Heavy Duty	Technical Rescue	137,500	-	-	-	-	137,500
<b>Total Emergency Vehicles</b>			<b>7,978,900</b>	<b>5,170,960</b>	<b>10,844,970</b>	<b>14,292,740</b>	<b>19,734,250</b>	<b>58,021,820</b>
<b>DEVELOPER FUNDED VEHICLES</b>								
<b>Engine - Type I</b>								
Station 52	Engine - Type I	Operations	-	-	-	1,000,080	-	1,000,080
<b>Total Developer Funded Vehicles</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,080</b>	<b>-</b>	<b>1,000,080</b>
<b>USAR GRANT FUNDED VEHICLES</b>								
<b>Utility Task Vehicle (UTV)</b>								
NEW	Utility Task Vehicle	US&R	30,000	-	-	-	-	30,000
<b>Total Grant Funded Vehicles</b>			<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b>SUPPORT VEHICLES</b>								
<b>Floor Scrubber</b>								
FFS1	Floor Scrubber	Air Operations	5,000	-	-	-	-	5,000
<b>Forklift</b>								
9642	Forklift	Service Center	20,000	-	-	-	-	20,000
FFL7	Forklift	Comm Svcs	11,000	-	-	-	-	11,000
NEW	Forklift	Crews/Equipment	50,000	-	-	-	-	50,000
FFL1	Forklift	Support	-	11,600	-	-	-	11,600
FFL2	Forklift	Air Operations	-	11,600	-	-	-	11,600
FFL5	Forklift	Crews/Equipment	-	11,600	-	-	-	11,600
9625	Forklift	US&R	-	11,600	-	-	-	11,600
<b>Fuel Tender Vehicle</b>								
5313	Fuel Tender	Fleet Services	550,000	-	-	-	-	550,000
<b>Golf Cart/Utility Cart Vehicle</b>								
NEW	Trailers for Carts	Service Center	25,000	-	-	-	-	25,000
NEW	Golf Cart/Utility Cart	Service Center	14,300	-	-	-	-	14,300



**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 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	5-Year Total
3143	Mid-Size Pickup 1/2 Ton	CRR-Pre-Fire	-	-	48,510	-	-	48,510
3139	Mid-Size Pickup 1/2 Ton	Operations	-	-	48,510	-	-	48,510
3137	Mid-Size Pickup 1/2 Ton	Operations	-	-	48,510	-	-	48,510
3130	Mid-Size Pickup 1/2 Ton	Operations	-	-	48,510	-	-	48,510
3127	Mid-Size Pickup 1/2 Ton	Operations	-	-	48,510	-	-	48,510
3134	Mid-Size Pickup 1/2 Ton	Operations	-	-	48,510	-	-	48,510
3124	Mid-Size Pickup 1/2 Ton	Operations	-	-	48,510	-	-	48,510
2302	Mid-Size Pickup 1/2 Ton	Pool	-	-	-	-	53,500	53,500
2303	Mid-Size Pickup 1/2 Ton	Fleet	-	-	-	-	53,500	53,500
2304	Mid-Size Pickup 1/2 Ton	Fire Prevention	-	-	-	-	53,500	53,500
2318	Mid-Size Pickup 1/2 Ton	EMS	-	-	-	-	53,500	53,500
2319	Mid-Size Pickup 1/2 Ton	Property Management	-	-	-	-	53,500	53,500
2341	Mid-Size Pickup 1/2 Ton	Pool	-	-	-	-	53,500	53,500
<b>Pickup Crew Cab 1/2 Ton Minimum</b>								
NEW	Pickup Crew Cab 1/2 Ton	Pool	-	-	48,510	-	-	48,510
NEW	Pickup Crew Cab 1/2 Ton	Pool	-	-	48,510	-	-	48,510
NEW	Pickup Crew Cab 1/2 Ton	Pool	-	-	48,510	-	-	48,510
<b>Pickup Crew Cab 3/4 Ton Minimum</b>								
3203	Pickup Crew Cab 3/4 Ton	Training	-	-	66,700	-	-	66,700
<b>Pickup - Stake Bed/Cargo 1 Ton Minimum</b>								
NEW	Stake Bed 1 Ton	Service Center	99,000	-	-	-	-	99,000
NEW	Stake Bed 1 Ton	Service Center	99,000	-	-	-	-	99,000
<b>Service Truck - Light</b>								
3047	Service Truck - Light	Fleet Srves	-	-	-	-	216,480	216,480
3048	Service Truck - Light	Fleet Srves	-	-	-	-	216,480	216,480
<b>SUV Full-Size 4X4 Vehicle</b>								
NEW	SUV Full-Size 4x4	Pool	-	-	84,890	-	-	84,890
NEW	SUV Full-Size 4x4	Pool	-	-	84,890	-	-	84,890
NEW	SUV Full-Size 4x4	Pool	-	-	84,890	-	-	84,890
NEW	SUV Full-Size 4x4	Pool	-	-	84,890	-	-	84,890
3143	SUV Full-Size 4x4	Pre-Fire Management	-	-	-	89,130	-	89,130
<b>SUV Mid-Size 4x4 Vehicle</b>								
2159	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2162	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2163	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2164	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2165	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2166	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2167	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2168	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2169	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
2170	SUV Mid-Size 4x4	Operations Pool	-	-	60,640	-	-	60,640
<b>Van-Transit</b>								
4103	Transit Connect	Plan Dev	-	-	-	34,780	-	34,780
4328	Transit Connect	EMS	-	-	-	34,780	-	34,780
4329	Transit Connect	EMS	-	-	-	34,780	-	34,780
4330	Transit Connect	EMS	-	-	-	34,780	-	34,780
4331	Transit Connect	EMS	-	-	-	34,780	-	34,780
4332	Transit Connect	EMS	-	-	-	34,780	-	34,780
4333	Transit Connect	EMS	-	-	-	34,780	-	34,780
4334	Transit Connect	EMS	-	-	-	34,780	-	34,780
<b>Scissor Lift Vehicle</b>								
NEW	Scissor Lift	Property Management	25,000	-	-	-	-	25,000
<b>Total Support Vehicles</b>			<b>3,006,800</b>	<b>277,400</b>	<b>2,467,960</b>	<b>367,370</b>	<b>753,960</b>	<b>6,873,490</b>
<b>TOTAL VEHICLES</b>			<b>\$11,015,700</b>	<b>\$5,448,360</b>	<b>\$13,312,930</b>	<b>\$15,660,190</b>	<b>\$20,488,210</b>	<b>\$65,925,390</b>

**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 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 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 2025/26.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:				\$672,200		\$672,200

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

**BATTALION CHIEF (BC) COMMAND VEHICLE (EMERGENCY)**

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

**Project Description:** Each of the 10 battalions is assigned a BC command vehicle. Approximately forty percent of the vehicle cost is for equipment which includes cell phones, Mobile Data Computers (MDCs), and a slide-out working station to manage any large incident. This project is for 12 command vehicles: eight in FY 2022/23 and four in 2023/2024.



Vehicle replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchases to occur in FY 2022/23 and FY 2023/24.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
Budget:	\$1,320,000	\$693,200				\$2,013,200

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces downtime and 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 2024/25, and six additional units 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 BC utility vehicles are five years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in FY 2024/25 and FY 2025/26.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:			\$528,600	\$555,000		\$1,083,600

**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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
<b>Budget:</b>					\$1,363,040	\$1,363,040

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

## DOZER TENDER VEHICLE (EMERGENCY)

**Project Priority:** B

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** The dozer tender vehicle has a multitude of uses for Crews and Equipment. The primary use is to support and supervise the hand crews with fire line construction and brush clearing operations. These units are also sent out of the county to support the section on large campaign fires.



Replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchase to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$330,000					\$330,000

**Impact on Operating Budget:** The replacement of older vehicles with high mileage 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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:			\$6,548,850	\$9,168,800	\$9,626,800	\$25,344,450

**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.

**ENGINE – TYPE I (EMERGENCY)****Project Priority:** A**Project Type:** Vehicle Replacement**Project Management:** Fleet Services**Project Description:** The Type I engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units.

Vehicle replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchases to occur annually.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$3,098,080	\$3,252,960	\$3,415,600	\$1,793,140	\$5,648,400	\$17,208,180

**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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$1,441,420			\$1,668,600	\$2,628,060	\$5,738,080

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

**INVESTIGATOR TRUCK ¾ TON (EMERGENCY)**

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



**Project Description:** The Investigator Truck is a pickup utility ¾ ton (minimum) unmarked unit that is used for daily operations in the investigations section and for undercover operations when needed.

Future replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchase to occur in FY 2025/26.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:				\$435,000		\$435,000

**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 five paramedic squads, two scheduled to be purchased in FY 2022/23, and three in FY 2023/24.



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 2022/23 and FY 2023/24.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
<b>Budget:</b>	\$459,000	\$723,000				\$1,182,000

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

**PICKUP UTILITY ¾ TON (EMERGENCY)**

**Project Priority:** A

**Project Type:** Vehicle 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:** Purchases to occur in various years.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
<b>Budget:</b>	\$136,500		\$351,920			\$488,420

**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.

**PICKUP UTILITY 4x4 1 TON (EMERGENCY)**

**Project Priority:** A  
**Project Type:** Vehicle Addition  
**Project Management:** Fleet Services

**Project Description:** The pickup utility 4x4 1 ton (minimum) vehicle has a multitude of uses for emergency support. The primary function is for support of the hand crews with fire line construction and brush clearing operations. These units are also sent out of the county to support their designated sections on large campaign fires.



Replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchase to occur in FY 2022/23.

Fiscal Years:	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Budget:	\$82,500					\$82,500

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

## **SUV FULL-SIZE 4X4 VEHICLE (EMERGENCY)**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** The full-size 4-door vehicle is used by all Executive Management, as well as for fire station support and as part of the vehicle pool.



Future replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchases to occur in various years.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$385,000	\$323,400			\$467,950	\$1,176,350

**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.

**SUPERINTENDENT VEHICLE (EMERGENCY)**

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



**Project Description:** The superintendent vehicle has a multitude of uses for Crews and Equipment. The primary use is to support and supervise the hand crews with fire line construction and brush clearing operations. These units are also sent out of the county to support the section on large campaign fires.

Replacement evaluation is based on the following criteria:

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

The age and mileage targets for service trucks are 10 years and/or 120,000 miles. The projection for the addition of this vehicle is based on operational needs.

**Project Status:** Purchase to occur in FY 2023/24.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:		\$178,400				\$178,400

**Impact on Operating Budget:** Following expiration of the vehicle warranty period, annual maintenance and repair costs are estimated at \$2,000.

## **SWIFT WATER VEHICLE (EMERGENCY)**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** The Swift Water Vehicle is used to support swift water rescues throughout the county.



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

**Project Status:** Purchase to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
<b>Budget:</b>	\$176,400					\$176,400

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

**TECHNICAL RESCUE SUPPORT VEHICLE (EMERGENCY)**

**Project Priority:** A  
**Project Type:** Addition  
**Project Management:** Fleet Services

**Project Description:** The technical rescue support vehicle is a heavy-duty ¾ ton (minimum) crew-cab service body pickup utility unit. This vehicle is used by emergency operations to respond to rescue incidents including trapped persons, large transportation vehicle incidents, and removal/rescue from precarious locations.



Future replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchase is scheduled to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$550,000					\$550,000

**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.

**ENGINE-TYPE 1 (DEVELOPER FUNDED)****Project Priority:** A**Project Type:** Vehicle Addition**Project Management:** Fleet Services

**Project Description:** The Type 1 engine carries hose, water, and a pump used primarily for structure fires. Most fire stations contain one or more of these units. This apparatus is the same as our replacement Type I engines; however, this apparatus is funded by a local developer including hose and other equipment. This project is for the purchase of one Type 1 engine for Fire Station 52 (Irvine Business District).

**Project Status:** Purchase to occur in FY 2025/26.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
<b>Budget:</b>				\$1,000,080		\$1,000,080

**Impact on Operating Budget:** The addition of a Type 1 engine to the vehicle fleet is considered a significant, non-recurring expenditure, which will increase annual service and maintenance costs in the operating budget by approximately \$3,500 per year during the five-year warranty period. After the warranty period, the annual service and maintenance costs are expected to increase to approximately \$7,000 per year.

**UTILITY TASK VEHICLE (GRANT FUNDED)**

**Project Priority:** A  
**Project Type:** Addition  
**Project Management:** Fleet Services

**Project Description:** This support vehicle is utilized for on-site transportation of personnel and supplies in support of US&R operations.



Future replacement evaluation is based on the following criteria:

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

The replacement age target for UTV units is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$30,000					\$30,000

**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.

**FLOOR SCRUBBER (SUPPORT)**

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



**Project Description:** The floor scrubber is used to keep the hangar at the Fullerton airport clean. The current scrubber is 22 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 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$5,000					\$5,000

**Impact on Operating Budget:** The replacement of an older unit reduces downtime and maintenance costs in the operating budget.

**FORKLIFT (SUPPORT)**

**Project Priority:** A

**Project Type:** Vehicle Replacement and Purchase

**Project Management:** Fleet Services

**Project Description:** The forklifts currently in the OCFA fleet get used for support in the Service Center, Fleet Services, Crews and Equipment, Air Operations, and Communication Services.



All six current Fleet Services forklifts need replacement due to age. Two additional units are needed to support warehouse facilities, which will prevent the need for long term rentals.

Future replacement evaluation is based on the following criteria:

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

The age target for a forklift is 10 years. However, the service and repair costs will be reviewed before a replacement is made and may be deferred if warranted.

**Project Status:** Purchases to occur in various years.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
<b>Budget:</b>	\$81,000	\$46,400				\$127,400

**Impact on Operating Budget:** The replacement of older units reduces downtime and maintenance costs in the operating budget.

## **FUEL TENDER VEHICLE (SUPPORT)**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** The fuel tender carries five hundred gallons of gasoline and five hundred gallons of diesel fuel. This unit is used for emergency and remote fueling of aircraft, vehicles and apparatus. This replacement fuel tender will be used in air operations.



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 fuel tenders are 18 years and/or 120,000 miles. The projection for the replacement of this vehicle is based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchase to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$550,000					\$550,000

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

**GOLF CART/UTILITY CART VEHICLE (SUPPORT)**

**Project Priority:** B

**Project Type:** New and Replacement Vehicles

**Project Management:** Fleet Services

**Project Description:**

This vehicle is utilized for on-site transportation of personnel, supplies, and small equipment in support Service Center operations, and for use by security personnel at the RFOTC. These units may also be transported for temporary use at large incident command centers.

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 utility/golf carts 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 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$39,300					\$39,300

**Impact on Operating Budget:** The addition of units to the fleet will increase maintenance costs in the operating budget. The annual maintenance cost, once off warranty, will be approximately \$1,000.

**MID-SIZE 4-DOOR SEDAN/SUV- HYBRID/ELECTRIC (SUPPORT)**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** The mid-size 4-door vehicle is used by a variety of management and supervisory staff that need the versatility of a 4-door vehicle to complete their specific assignments and support the operations of their respective sections. Based on a needs assessment, eight replacement pool vehicles are needed for FY 2022/23. The body and drive type for mid-size 4-door vehicles is 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 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$464,000					\$464,000

**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.

**MID-SIZE PICKUP 1/2 TON (SUPPORT)**

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

**Project Description:** The mid-size ½ ton (minimum) pickup vehicle is primarily used by staff in Fire Prevention, Property Management, and Community Education to conduct off-site inspections and education programs.



Vehicle replacement evaluation is based on the following criteria:

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

The age and mileage targets for mid-size pickup 1/2 ton vehicles are seven years and/or 120,000 miles. The projections for the replacement of these vehicles are based on age. However, mileage will be reviewed before a purchase is made, and the purchase may be deferred if warranted.

**Project Status:** Purchases to occur in various years.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$1,644,500	\$231,000	\$1,309,770		\$321,000	\$3,506,270

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

## PICKUP CREW CAB 1/2 TON (SUPPORT)

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** The pickup crew cab ½ 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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:			\$145,530			\$145,530

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

**PICKUP CREW CAB ¾ TON (SUPPORT)**

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



**Project Description:** The pickup crew cab ¾ ton (minimum) is used by Fleet Services, Service Center, and IT/ Communications staff for support, as well as the Training Division.

Future replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchase to occur in FY 2024/25.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:			\$66,700			\$66,700

**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.

## **PICKUP - STAKE BED/CARGO 1 TON (SUPPORT)**

**Project Priority:** A

**Project Type:** Addition

**Project Management:** Fleet Services Manager



**Project Description:** The one-ton (minimum) stake bed truck is used by the Service Center for ground support. This project is for the purchase of two units.

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 stake bed trucks 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 was originally scheduled to occur in FY 2021/22, and due to supply shortages, has been rescheduled to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$198,000					\$198,000

**Impact on Operating Budget:** The addition of the two stake bed vehicles will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$2,000 per unit.

**SERVICE TRUCK - LIGHT (SUPPORT)**

**Project Priority:** B

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** Service truck – light duty vehicle is used for field service for both heavy and light apparatus by Fleet Services and IT-Communication Services. These units are also sent out of county if technicians are requested on large campaign fires.



Vehicle replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchase to occur in FY 2026/27.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:					\$432,960	\$432,960

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

**SUV FULL-SIZE 4X4 VEHICLE (SUPPORT)**

**Project Priority:** A

**Project Type:** Vehicle Addition/Replacement

**Project Management:** Fleet Services

**Project Description:** The full-size 4-door SUV vehicle is used for fire station support and various Operations support.



Future replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchases to occur in FY 2024/25 and FY 2025/26.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
<b>Budget:</b>			\$339,560	\$89,130		\$428,690

**Impact on Operating Budget:** The addition of these vehicles to the fleet will increase maintenance costs in the operating budget. Once off warranty, the annual estimated maintenance cost will be \$1,300 per unit. The replacement of older vehicles with high mileage reduces downtime and maintenance costs in the operating budget

**SUV MID-SIZE 4X4 VEHICLE (SUPPORT)**

**Project Priority:** A

**Project Type:** Vehicle Replacement

**Project Management:** Fleet Services

**Project Description:** The mid-size 4-door vehicle is used by management and supervisory staff in a variety of positions that need the versatility of a 4-door vehicle to support the operations of their respective sections.



Vehicle replacement evaluation is based on the following criteria:

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

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

**Project Status:** Purchase to occur in FY 2024/25.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:			\$606,400			\$606,400

**Impact on Operating Budget:** The replacement of older vehicles with high mileage reduces 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.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:				\$278,240		\$278,240

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

**SCISSOR LIFT VEHICLE (SUPPORT)**

**Project Priority:** A

**Project Type:** New and Replacement Vehicles

**Project Management:** Fleet Services

**Project Description:** The Scissor Lift is used to move personnel and equipment in a vertical direction for accessing and servicing facilities at RFOTC and fire stations. The unit will support multiple OCFA sections, including Fleet Services, Property Management, and Service Center.



Future replacement evaluation is based on the following criteria:

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

The age target for a scissor lift is 15 years, however, a review of actual service and repair costs will be used determine if replacement can be deferred.

**Project Status:** Purchase to occur in FY 2022/23.

<b>Fiscal Years:</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>Total</b>
Budget:	\$25,000					\$25,000

**Impact on Operating Budget:** No anticipated impact.

# 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](http://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.



# Other Funds





*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:

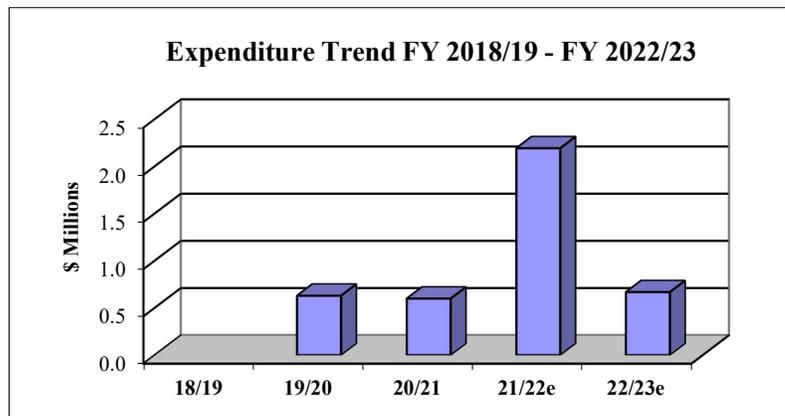
- Irvine’s Notice of Withdrawal is deemed rescinded, and Irvine will remain a member of the JPA through the next renewal period of June 30, 2030.
- One-time funding of \$20.5 million will be provided over time by OCFA for a joint police-fire training facility located in Irvine, including an Emergency 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 2022/23 Budget is \$668,000. Funding sources include transfers from the General Fund and interest earnings.

## HIGHLIGHTS

FY 2022/23 marks the fourth year of the Settlement Agreement provisions in the Budget. Funded projects include: a drone program, training of Irvine Police Department EMTs, and supporting the cost of a full-time CERT Coordinator. The \$1.5 million deposit to the 115 Trust does not require an appropriation under accounting rules.



## SIGNIFICANT CHANGES

Expenditures in FY 2020/21 were less than originally budgeted due to the pandemic and timing issues. As a result, projects were moved to FY 2021/22 and later years.

## IMPACT ON OPERATING BUDGET

The impact includes the annual transfers from the General Fund to support the required provisions.

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**FY 2022/23 OCFA Adopted Budget**


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**ORANGE COUNTY FIRE AUTHORITY  
 FUND 139 - SETTLEMENT AGREEMENT  
 REVENUE AND EXPENDITURE SUMMARY  
 FY 2022/23 BUDGET**

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 Budget	% Change fr FY 2021/22 Budget
<b>FUNDING SOURCES</b>				
Charges for Current Services	-	-	-	-
Use of Money and Property	212,885	158,176	207,322	31.07%
Other	-	-	-	-
Total Revenues & Other Financing Sources	212,885	158,176	207,322	31.07%
Operating Transfer In	2,668,000	2,668,000	2,668,000	-
Total Beginning Fund Balance	23,655,189	25,223,859	25,857,035	2.51%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$26,536,074</b>	<b>\$28,050,035</b>	<b>\$28,732,357</b>	<b>2.43%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$812,215	\$2,193,000	\$668,000	-69.54%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	812,215	2,193,000	668,000	-69.54%
Operating Transfer Out	500,000	-	-	-
Ending Fund Balance	25,223,859	25,857,035	28,064,357	8.54%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$26,536,074</b>	<b>\$28,050,035</b>	<b>\$28,732,357</b>	<b>2.43%</b>



*Fund 171*

*Structural Fire*

*Fund Entitlement*



# Fund 171: Structural Fire Fund Entitlement

## DESCRIPTION

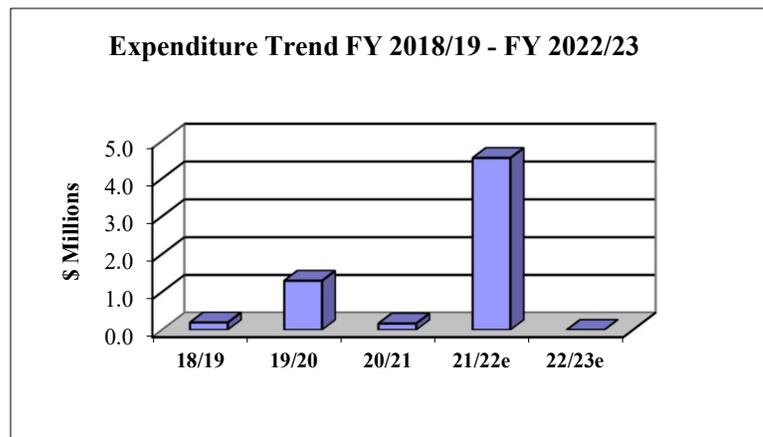
This fund was established in July 1999 as an outcome of the Equity Study. It is used to identify, monitor and track funds allocated for service enhancements within over-funded Structural Fire Fund (SFF) communities in accordance with the First Amendment to the Amended Joint Powers Agreement. The funding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

## BUDGET

The total FY 2022/23 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 2021/22 is due to budgeting all remaining funds available for service enhancement expenditures. It is anticipated that any unspent funds in FY 2021/22 will be rebudgeted to FY 2022/23.

## IMPACT ON OPERATING BUDGET

There is no impact on the operating budget.

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**FY 2022/23 OCFA Adopted Budget**


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**ORANGE COUNTY FIRE AUTHORITY**  
**FUND 171 - STRUCTURAL FIRE FUND ENTITLEMENT**  
**REVENUE AND EXPENDITURE SUMMARY**  
**FY 2022/23 BUDGET**

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 Budget	% Change fr FY 2021/22 Budget
<b>FUNDING SOURCES</b>				
Charges for Current Services	-	-	-	-
Use of Money and Property	644	8,883	16,148	81.79%
Other	-	-	-	-
Total Revenues & Other Financing Sources	644	8,883	16,148	81.79%
Operating Transfer In	-	3,428,054	-	-100.00%
Total Beginning Fund Balance	1,282,199	1,114,232	2,166	-99.81%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$1,282,843</b>	<b>\$4,551,169</b>	<b>\$18,314</b>	<b>-99.60%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$168,611	\$4,549,003	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	168,611	4,549,003	-	-100.00%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	1,114,232	2,166	18,314	745.52%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$1,282,843</b>	<b>\$4,551,169</b>	<b>\$18,314</b>	<b>-99.60%</b>



# *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**

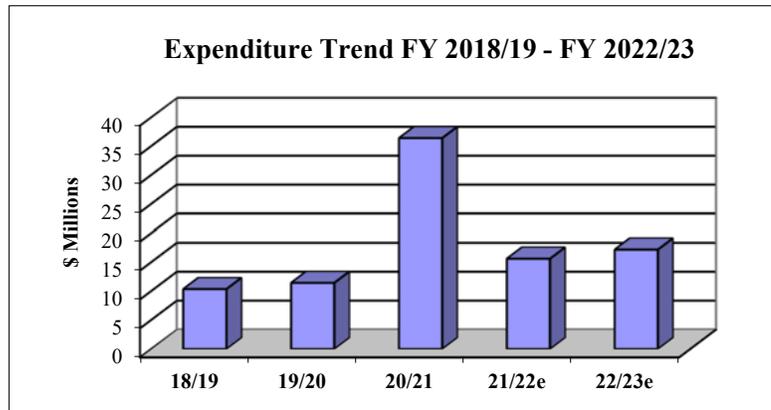
The total FY 2022/23 Budget is \$17,212,913.

**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 2018/19 through FY 2020/21, and total budgeted amounts for FY 2021/22 and FY 2022/23.



**SIGNIFICANT CHANGES**

Large settlements and claims occurred in FY 2020/21 primarily related to the COVID-19 pandemic. FY 2021/22 and FY 2022/23 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.

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**FY 2022/23 OCFA Adopted Budget**


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**ORANGE COUNTY FIRE AUTHORITY  
 FUND 190 - SELF-INSURANCE  
 REVENUE AND EXPENDITURE SUMMARY  
 FY 2022/23 BUDGET**

	FY 2020/21 Actual	FY 2021/22 Budget	FY 2022/23 Budget	% Change fr FY 2021/22 Budget
<b>FUNDING SOURCES</b>				
Charges for Current Services	\$20,093,346	\$29,966,926	\$30,754,757	2.63%
Use of Money and Property	76,564	471,092	1,065,815	126.24%
Other	1,448,309	1,630,203.00	-	-100.00%
Total Revenues & Other Financing Sources	21,618,219	32,068,221	31,820,572	-0.77%
Operating Transfer In	3,949,257	-	-	-
Total Beginning Fund Balance	118,841,363	107,994,273	124,421,994	15.21%
<b>TOTAL AVAILABLE RESOURCES</b>	<b>\$144,408,839</b>	<b>\$140,062,494</b>	<b>\$156,242,566</b>	<b>11.55%</b>
<b>EXPENDITURES</b>				
Services & Supplies	\$36,414,066	\$15,640,500	\$17,212,913	10.05%
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures & Other Uses	36,414,066	15,640,500	17,212,913	10.05%
Operating Transfer Out	-	-	-	-
Ending Fund Balance	107,994,273	124,421,994	139,029,653	11.74%
<b>TOTAL FUND COMMITMENTS &amp; FUND BALANCE</b>	<b>\$144,408,339</b>	<b>\$140,062,494</b>	<b>\$156,242,566</b>	<b>11.55%</b>



# Appendix



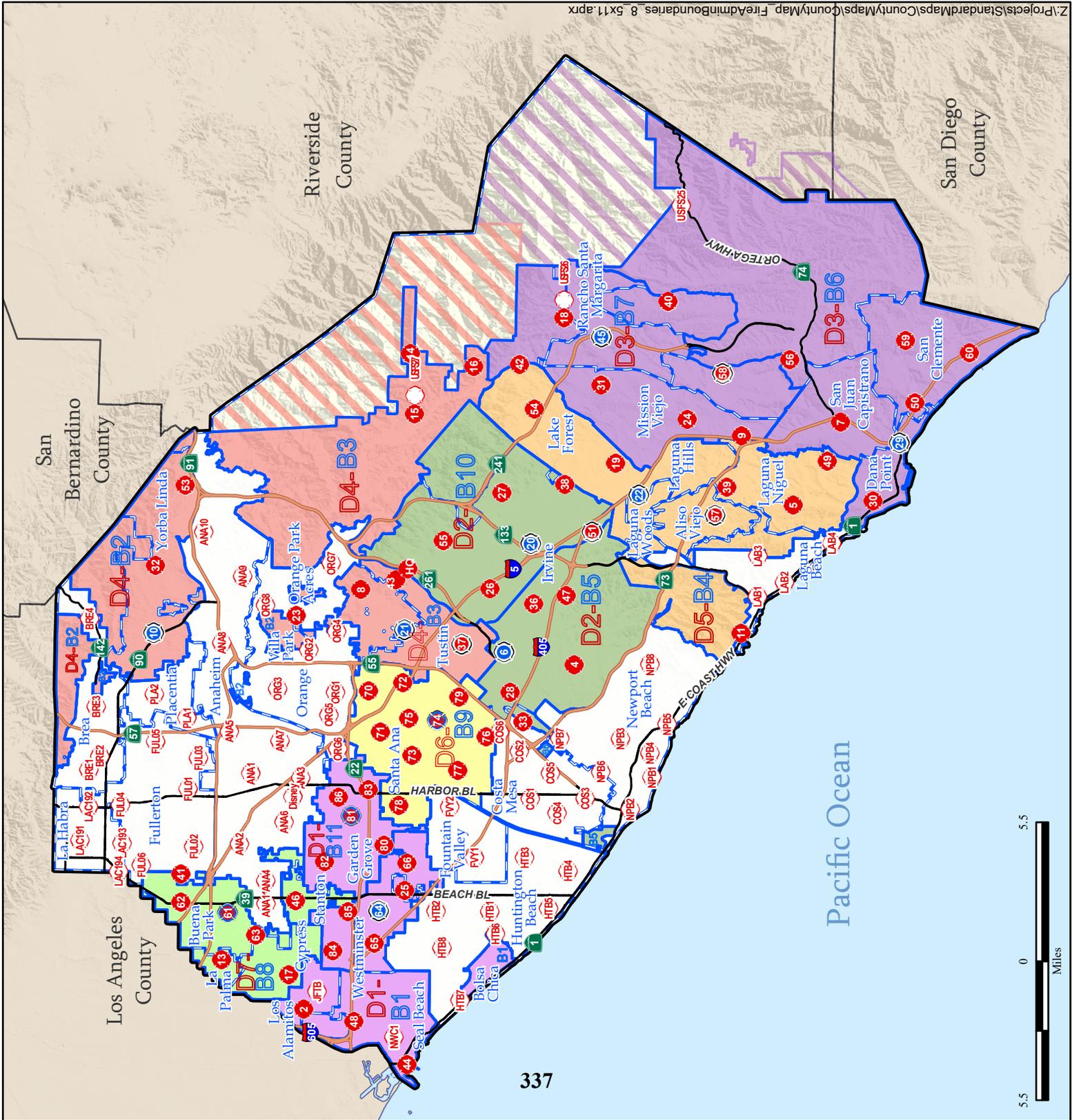
# Fire Administrative Boundaries

Orange County Fire Authority

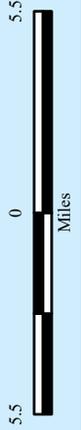
- OCFA Division and Battalion Stations
- OCFA Division Stations
- OCFA Battalion Stations
- OCFA Fire Stations
- Non OCFA Fire Stations
- Major Roads
- Highways
- City Jurisdictions
- Battalions
- Division 1
- Division 2
- Division 3
- Division 4
- Division 5
- Division 6
- Division 7
- Division 3 Protection Agreement
- Division 4 Protection Agreement



Information Technology Division  
 Geographic Information Systems  
 7/20/2022



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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, 11301 Acacia Pkwy, 92840

Station 82, 11805 Gilbert St, 92841

Station 83, 12132 Trask Ave, 92843

Station 84, 12191 Valley View St, 92845

Station 85, 12751 Western Ave, 92841

Station 86, 12232 West St, 92840

**City of Irvine**

Station 4, 2 California Ave, 92612

Station 6, 3180 Barranca Pkwy, 92606

Station 20, 7050 Corsair, 92618

Station 26, 4691 Walnut Ave, 92604

Station 27, 12400 Portola Springs, 92618

Station 28, 17862 Gillette Ave, 92614

Station 36, 301 E. Yale Loop, 92604

Station 38, 26 Parker, 92618

Station 47, 47 Fossil, 92603

Station 51, 18 Cushing, 92618

Station 55, 4955 Portola Pkwy, 92620

**Cities of Laguna Hills and Laguna Woods**

Station 22, 24001 Paseo de Valencia, 92637

**City of Laguna Niguel**

Station 5, 23600 Pacific Island Dr, 92677

Station 39, 24241 Avila Rd, 92677

Station 49, 31461 St. of the Golden Lantern, 92677

**City of Lake Forest**

Station 19, 23022 El Toro Rd, 92630

Station 42, 19150 Ridgeline Rd, 92679

Station 54, 19811 Pauling Ave, 92610

**City of La Palma**

Station 13, 7822 Walker St, 90623

**City of Los Alamitos**

Station 2, 3642 Green Ave, 90720

**City of Mission Viejo**

Station 9, #9 Shops Blvd, 92691

Station 24, 25862 Marguerite Pkwy, 92692

Station 31, 22426 Olympiad Rd, 92692

**City of Rancho Santa Margarita**

Station 45, 30131 Aventura, 92688

**City of San Clemente**

Station 50, 670 Camino de los Mares, 92673

Station 59, 48 Avenida La Pata, 92673

Station 60, 121 Avenida Victoria, 92672

**City of San Juan Capistrano**

Station 7, 31865 Del Obispo, 92675

**City of Santa Ana**

Station 70, 2301 N. Old Grand St, 92705

Station 71, 1029 W. 17th St, 92706

Station 72, 1688 E. 4th St, 92701

Station 73, 419 Franklin St, 92703

Station 74 (Admin), 1439 S. Broadway St, 92707

Station 74, 1427 S. Broadway St, 92707

Station 75, 120 W. Walnut St, 92701

Station 76, 950 W. MacArthur Ave, 92707

Station 77, 2317 S. Greenville St, 92704

Station 78, 501 N. Newhope St, 92703

Station 79, 1320 E. Warner Ave, 92705

**City of Seal Beach**

Station 44, 718 Central Ave, 90740

Station 48, 3131 N. Gate Rd, 90740

**City of Stanton**

Station 46, 7871 Pacific St, 90680

## Orange County Fire Authority Fire Stations by Member Agency

### **City of Tustin**

Station 37, 15011 Kensington Park Dr, 92780  
Station 43, 11490 Pioneer Way, 92782

### **City of Villa Park**

Station 23, 5020 Santiago Canyon Rd, 92860

### **City of Westminster**

Station 64, 7351 Westminster Blvd, 92683  
Station 65, 6061 Hefley St, 92683  
Station 66, 15061 Moran St, 92683

### **City of Yorba Linda**

Station 10, 18422 E. Lemon Dr, 92886  
Station 32, 20990 Yorba Linda Blvd, 92887  
Station 53, 25415 La Palma Ave, 92887

### **County of Orange, Unincorporated**

Station 8, 10631 Skyline Dr, Santa Ana, 92705  
Station 11, 259 Emerald Bay, Laguna Beach, 92651  
Station 14, 29402 Silverado Canyon , PO Box 12, Silverado, 92676  
Station 15, 27172 Silverado Canyon Rd, Silverado, 92676  
Station 16, 28891 Modjeska Canyon Rd, Silverado, 92676  
Station 18, 30942 Trabuco Canyon Rd, PO Box 618, Trabuco Canyon, 92679  
Station 21, 1241 Irvine Blvd, Tustin, 92780  
Station 25, 8171 Bolsa Ave, Midway City, 92655  
Station 33, 374 Paularino, Costa Mesa, 92626  
Station 40, 25082 Vista del Verde, Cota de Caza 92679  
Station 56, 56 Sendero Way, Rancho Mission Viejo 92694  
Station 58, 58 Station Way, Ladera Ranch 92694

### **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**

<b>INCIDENTS (1) (2)</b>	<b>FY 2016/17 TOTAL</b>	<b>FY 2017/18 TOTAL</b>	<b>FY 2018/19 TOTAL</b>	<b>FY 2019/20 TOTAL</b>	<b>FY 2020/21 TOTAL</b>	<b>FY 2021/22 TOTAL</b>
Aliso Viejo	2,654	2,810	2,871	3,022	3,172	3,347
Buena Park	7,053	7,193	7,242	7,175	7,363	8,347
Cypress	3,145	3,238	3,292	3,215	3,162	3,631
Dana Point	3,663	3,717	3,399	3,343	3,334	3,692
Garden Grove (3)	-	-	-	11,288	13,557	15,217
Irvine	15,967	16,325	16,797	16,481	15,704	18,744
La Palma	1,212	3,303	1,282	1,224	1,210	1,352
Laguna Hills	3,078	3,947	3,303	3,122	3,263	3,842
Laguna Niguel	4,054	5,281	4,192	4,421	4,268	4,918
Laguna Woods	5,636	5,333	5,342	4,967	5,353	5,548
Lake Forest	5,474	1,303	5,335	5,378	5,629	6,426
Los Alamitos	1,360	1,477	1,468	1,405	1,363	1,553
Mission Viejo	7,777	8,041	7,989	7,718	7,512	8,864
Placentia (4)	3,325	3,609	3,564	3,616	-	-
Rancho Santa Margarita	2,447	2,542	2,366	2,521	2,518	2,574
San Clemente	5,311	5,239	5,069	4,999	5,168	5,657
San Juan Capistrano	3,899	3,931	3,786	3,571	3,552	4,090
Santa Ana	25,074	26,707	27,518	27,335	27,493	29,340
Seal Beach	4,753	4,591	4,216	4,300	4,276	4,760
Stanton	3,396	3,284	3,343	3,645	3,701	4,134
Tustin	5,419	5,470	5,748	5,623	5,780	6,392
Villa Park	475	448	480	469	448	450
Westminster	7,560	7,702	7,772	7,945	8,357	9,053
Yorba Linda	3,747	4,059	4,146	4,023	4,168	4,520
Unincorporated	7,390	7,437	7,573	7,788	8,065	8,065
<b>TOTAL</b>	<b>133,869</b>	<b>136,987</b>	<b>138,093</b>	<b>148,594</b>	<b>148,416</b>	<b>164,516</b>

SOURCE: Command and Emergency Planning Division

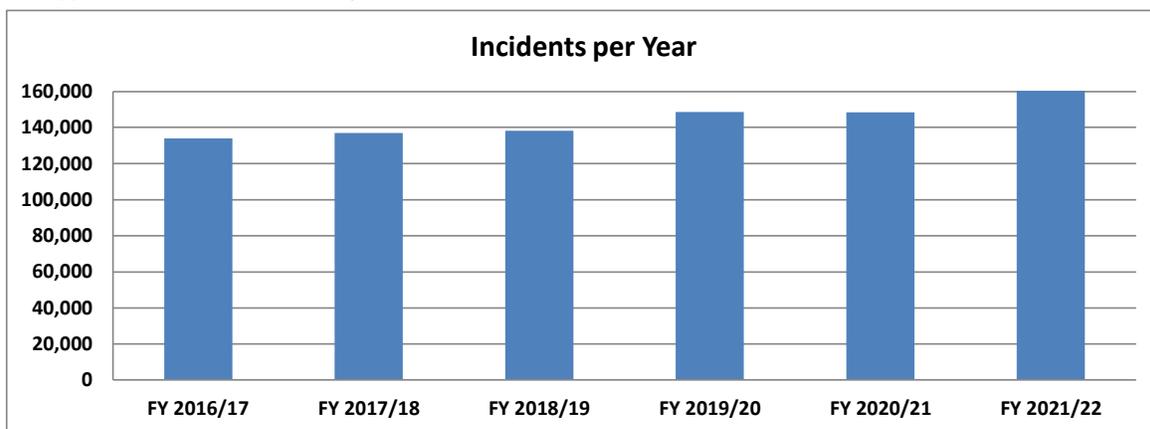
Notes: (1) Response statistics are normally reported on a calendar year basis in other reports.

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.

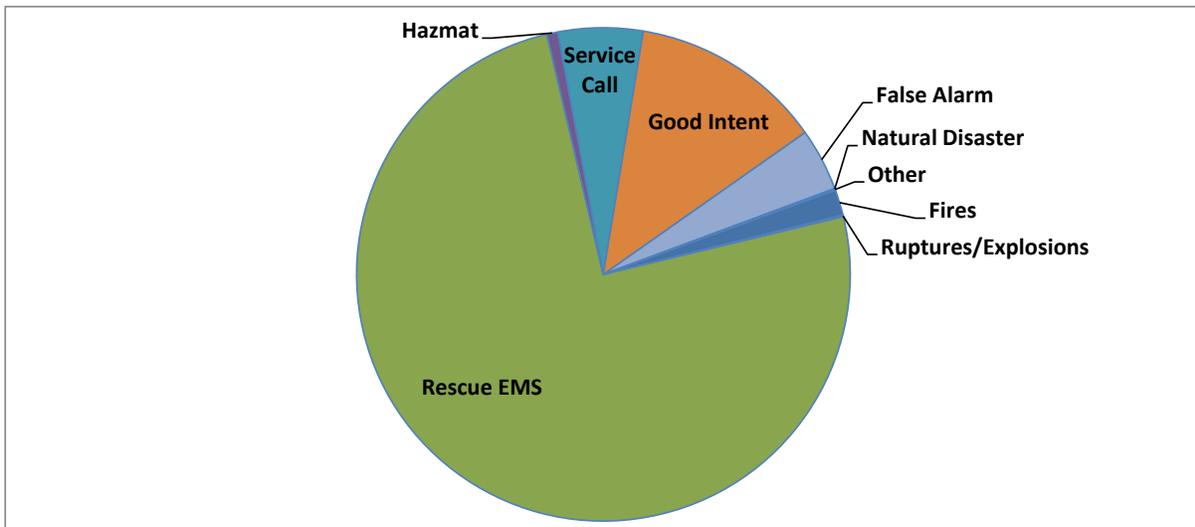


**ORANGE COUNTY FIRE AUTHORITY  
INCIDENTS BY TYPE**

<b>INCIDENTS (1)</b>	<b>FY 2016/17</b>	<b>FY 2017/18</b>	<b>FY 2018/19</b>	<b>FY 2019/20</b>	<b>FY 2020/21</b>	<b>FY 2021/22</b>
Fires	2,372	2,651	2,161	2,313	2,688	2,863
Ruptures/Explosions	192	147	154	226	221	177
Rescue EMS	106,679	110,327	111,044	114,758	113,735	127,367
Hazmat	1,466	1,163	1,322	1,348	1,317	1,203
Service Call	7,819	7,955	6,948	7,978	8,777	9,406
Good Intent	14,207	14,010	14,353	18,532	18,737	21,444
False Alarm	6,644	6,060	7,016	7,482	6,616	6,973
Natural Disaster	37	3	13	12	27	22
Other	67	68	589	137	171	144
<b>Total</b>	<b>139,483</b>	<b>142,384</b>	<b>143,600</b>	<b>152,786</b>	<b>152,289</b>	<b>169,599</b>

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 2022/23 OCFA Adopted Budget

## ORANGE COUNTY FIRE AUTHORITY ASSESSED VALUATIONS

Jurisdiction	(1) SFF	(2) Cash	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Aliso Viejo	x		9,757,602,814	10,320,677,681	10,706,653,293	11,057,982,407	11,357,669,581
Buena Park		x	9,771,180,116	10,534,142,623	11,010,946,020	11,489,593,771	11,855,322,342
Cypress	x		7,049,084,643	7,492,894,724	7,865,560,138	8,175,217,451	8,469,982,405
Dana Point	x		12,184,560,468	12,716,978,213	13,330,882,538	13,901,089,734	14,477,213,435
Garden Grove		x	N/A	16,905,098,847	17,647,291,388	18,531,828,327	19,305,133,053
Irvine	x		71,898,708,288	78,439,755,961	85,045,012,271	90,058,178,619	95,193,731,766
Laguna Hills	x		6,744,151,507	7,169,367,194	7,360,864,516	7,648,233,891	7,983,814,719
Laguna Niguel	x		15,341,993,870	15,925,157,522	16,566,378,732	17,211,774,861	17,682,693,788
Laguna Woods	x		2,949,710,076	3,141,574,001	3,308,199,147	3,655,930,644	3,634,773,354
Lake Forest	x		14,701,560,696	15,968,846,956	17,239,224,679	17,826,417,831	18,890,932,774
La Palma	x		2,042,167,124	2,137,828,771	2,218,934,763	2,294,417,228	2,379,789,046
Los Alamitos	x		2,068,339,266	2,165,015,762	2,279,997,603	2,430,512,406	2,609,208,783
Mission Viejo	x		16,538,594,766	17,362,619,028	18,087,504,763	18,749,278,901	19,367,779,917
Placentia		x	6,445,280,269	6,778,268,541	7,057,342,473	N/A	N/A
Rancho Santa Margarita	x		8,247,182,511	8,640,697,353	8,947,481,219	9,238,425,182	9,475,953,977
San Clemente		x	16,078,964,868	16,904,336,045	17,783,909,910	18,559,898,391	19,331,274,420
San Juan Capistrano	x		7,600,134,619	7,959,761,841	8,336,033,901	8,820,713,611	9,244,604,597
Santa Ana		x	25,232,514,520	26,520,241,206	27,943,960,825	29,080,199,582	30,541,316,852
Seal Beach		x	5,428,186,516	5,625,919,713	5,981,330,597	6,200,421,253	6,402,225,437
Stanton		x	2,679,870,249	2,836,468,798	3,015,953,419	3,303,024,101	3,635,925,454
Tustin		x	12,399,614,364	13,043,122,290	13,658,893,858	14,373,207,288	14,813,295,178
Villa Park	x		1,755,259,382	1,836,352,144	1,912,173,385	1,993,610,121	2,071,954,194
Westminster		x	8,907,507,276	9,391,193,921	9,801,405,362	10,290,575,674	10,675,124,295
Yorba Linda	x		14,862,265,209	15,623,191,050	16,292,117,775	16,933,257,430	17,534,010,450
Unincorporated (3)	x		28,230,719,718	29,526,543,695	31,132,441,986	32,498,066,143	33,578,577,990
Total SFF Cities			220,170,132,715	234,564,833,084	250,629,460,709	262,493,106,460	273,952,690,776
Percentage Change			6.98%	6.54%	6.85%	4.73%	4.37%
Total Cash Cities			88,745,020,420	110,401,220,796	113,901,033,852	111,828,748,387	116,559,617,031
Total Assessed Valuation			308,915,153,135	344,966,053,880	364,530,494,561	374,321,854,847	390,512,307,807
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)**

<b>For the Year Ended June 30</b>	<b>(A) Population Estimates (In Thousand)</b>	<b>(B) Total Personal Income (In Thousand)</b>	<b>Per Capita Income</b>	<b>(C) Unemployment Rate</b>
2011	3,029	155,259,400	51,258	8.8
2012	3,058	169,584,000	55,456	7.6
2013	3,114	166,370,000	53,426	5.0
2014	3,148	179,141,000	56,906	4.4
2015	3,035	193,081,000	63,615	3.6
2016	3,194	200,027,000	62,625	3.2
2017	3,184	208,950,000	65,620	2.6
2018	3,192	220,685,000	69,135	2.5
2019	3,193	230,299,000	72,127	2.4
2020	3,180	242,361,000	76,202	14.9
2021	3,170	255,824,000	80,713	6.2

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 2022/23 OCFA Adopted Budget

### ORANGE COUNTY FIRE AUTHORITY POPULATION AND HOUSING STATISTICS

	Population by City, 2013 and 2022			Housing Units by City, 2013 and 2022		
	(1) 2013	(2) 2022	Percent Change	(1) 2013	(2) 2022	Percent Change
Aliso Viejo	49,394	50,782	2.8%	48,925	50,303	2.8%
Buena Park	82,580	83,430	1.0%	81,766	82,448	0.8%
Cypress	48,697	49,810	2.3%	48,195	49,297	2.3%
Dana Point	33,827	32,943	-2.6%	33,586	32,697	-2.6%
Garden Grove	(3)	170,526	--		168,542	--
Irvine	231,835	310,250	33.8%	215,667	293,165	35.9%
Laguna Hills	31,041	30,750	-0.9%	30,672	30,373	-1.0%
Laguna Niguel	64,113	64,316	0.3%	63,865	63,883	0.0%
Laguna Woods	16,571	17,514	5.7%	16,404	17,343	5.7%
Lake Forest	78,738	86,775	10.2%	78,223	86,249	10.3%
La Palma	15,904	15,332	-3.6%	15,884	15,312	-3.6%
Los Alamitos	11,707	11,873	1.4%	11,464	11,625	1.4%
Mission Viejo	95,294	92,515	-2.9%	94,352	91,552	-3.0%
Placentia	(4)	52,246	--	51,909		--
Rancho Santa Margarita	49,205	47,279	-3.9%	49,203	47,277	-3.9%
San Clemente	64,715	63,380	-2.1%	64,442	63,101	-2.1%
San Juan Capistrano	35,432	34,798	-1.8%	35,345	34,709	-1.8%
Santa Ana	333,134	308,459	-7.4%	327,904	304,163	-7.2%
Seal Beach	24,867	24,846	-0.1%	24,643	24,596	-0.2%
Stanton	39,204	39,275	0.2%	38,854	38,917	0.2%
Tustin	78,497	79,535	1.3%	77,977	79,004	1.3%
Villa Park	5,927	5,782	-2.4%	5,882	5,736	-2.5%
Westminster	92,363	90,393	-2.1%	91,693	89,708	-2.2%
Yorba Linda	66,633	67,233	0.9%	66,443	67,039	0.9%
Unincorporated	121,255	132,437	9.2%	120,487	131,652	9.3%
<b>Total:</b>						
<b>Orange County Fire Authority</b>	<b>1,723,179</b>	<b>1,910,233</b>	<b>10.9%</b>	<b>1,693,785</b>	<b>1,878,691</b>	<b>10.9%</b>

Data Sources:

- (1) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2013
- (2) County of Orange Population and Housing Estimates, California Department of Finance at January 1, 2022
- (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)**

<b>Property Tax Payer</b>	<b>FY 2011/12</b>			<b>FY 2020/21</b>		
	<b>Actual Taxes Levied (\$000s)</b>	<b>Rank</b>	<b>Percent of Total Taxes Levied</b>	<b>Actual Taxes Levied (\$000s)</b>	<b>Rank</b>	<b>Percent of Total Taxes Levied</b>
The Irvine Company	\$ 116,989	1,4&5	2.31%	\$ 76,379	1	1.01%
Walt Disney Parks & Resorts US	50,122	2	0.99%	74,313	2	0.99%
So Cal Edison Co.	29,544	3	0.58%	57,143	3	0.76%
Sempra Energy (SDG&E, So Cal. Gas)				17,484	4	0.23%
United Laguna Hills Mutual	7,177	8	0.14%	11,857	5	0.16%
BEX Portfolio, Inc.				8,776	6	0.12%
AES Corporation				8,669	7	0.12%
Five Points Holding, LLC				7,425	8	0.10%
Dajia Insurance Group				7,147	9	0.09%
Bella Terra Associates, LLC				6,497	10	0.09%
Pacific Bell Telephone Company	8,013	6	0.16%			
Kaiser Foundation Hospitals	7,510	7	0.15%			
Heritage Fields El Toro, LLC	6,624	9	0.13%			
Oxy USA Inc.	6,003	10	0.12%			

SOURCE:  
 County of Orange Annual Comprehensive Financial Report for the Year Ended June 30, 2021

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)**

<b>Employer</b>	<b>FY 2011/12</b>			<b>FY 2020/21</b>		
	<b>Number of Employees</b>	<b>Rank</b>	<b>Percent of Total Employment</b>	<b>Number of Employees</b>	<b>Rank</b>	<b>Percent of Total Employment</b>
Walt Disney Co.	22,000	1	1.48%	28,000	1	1.77%
University of California, Irvine	21,291	2	1.43%	25,512	2	1.61%
County of Orange	17,321	3	1.16%	17,769	3	1.12%
Providence				12,866	4	0.81%
Albertsons				8,159	5	0.52%
Kaiser Permanente	5,968	8	0.40%	8,050	6	0.51%
Hoag Memorial Hospital				6,710	7	0.42%
Walmart Inc.				6,400	8	0.40%
Target Corporation	5,527	9	0.37%	6,000	9	0.38%
Yum Brands Inc.	6,300	7	0.42%	5,600	10	0.35%
St. Joseph Health System	12,048	4	0.81%			
Boeing Co.	7,700	5	0.52%			
Bank of America Corporation	6,300	6	0.39%			
Cedar Fair LP	5,200	10	0.35%			

**SOURCES:**

County of Orange Annual Comprehensive Financial Report for the Year Ended June 30, 2021

**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**

<b>Calendar Year</b>	<b>Total Dwelling Units</b>	<b>Building Permit Valuation (Million \$)</b>	<b>Home Price Index (2009=100)</b>
2011	4,807	2,537	101.5
2012	6,163	2,826	106.5
2013	10,453	4,175	128.1
2014	10,636	4,634	135.7
2015	10,897	5,030	139.0
2016	12,134	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

SOURCE:  
Chapman University, Economic & Business Review (June editions)



## ORANGE COUNTY FIRE AUTHORITY GLOSSARY

<b>Accounting System</b>	The set of records and procedures, which are used to record, classify, and report information on the financial status and operations of the Authority.
<b>Accrual Basis Accounting</b>	Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.
<b>Advanced Life Support (ALS)</b>	Includes all basic life support measures plus invasive medical procedures, including defibrillation and other advanced skills.
<b>Aircraft Rescue &amp; Firefighting (ARFF)</b>	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.
<b>Annual Comprehensive Financial Report (ACFR)</b>	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.
<b>Appropriation</b>	A legal authorization granted by the Board of Directors to make expenditures or incur obligations for specific purposes.
<b>Assessed Valuation</b>	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.
<b>Audit (Financial Statement)</b>	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.
<b>Automatic / Mutual Aid</b>	Agreements between agencies to respond with the nearest available resource to an incident regardless of jurisdictional boundaries. Normally established on a mutual use basis.

**OCFA GLOSSARY continued**

<b>Balanced Budget</b>	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.
<b>Budget</b>	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.
<b>Budget Document</b>	The official financial spending and resource plan submitted by the Fire Chief and approved by the Board of Directors.
<b>CAL FIRE</b>	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).
<b>California Environmental Quality Act (CEQA)</b>	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.
<b>California Occupational Safety and Health Agency (CalOSHA)</b>	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.
<b>California Public Employees Retirement System (CalPERS)</b>	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.
<b>California Society of Municipal Finance Officers (CSMFO)</b>	An association of local government finance officers that promotes excellence in financial management through innovation, continuing education, and the professional development of members.

## OCFA GLOSSARY continued

<b>Capital Improvement Program (CIP)</b>	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.
<b>Cash Contract City</b>	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.
<b>Community Emergency Response Teams (CERT)</b>	Training is provided to groups of citizen volunteers dealing with disaster preparedness, first aid, CPR, and other emergency response skills.
<b>Community Redevelopment Agency (CRA)</b>	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.
<b>Computer Aided Dispatch (CAD)</b>	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.
<b>Confidence Level</b>	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.
<b>Consumer Price Index (CPI)</b>	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.
<b>COVID-19 Pandemic</b>	The coronavirus disease 2019 is a respiratory illness which was declared a pandemic on March 11, 2020.

**OCFA GLOSSARY continued**

<b>Debt Service</b>	The payment of principal and interest on borrowed funds such as bonds and other debt instruments according to a pre-determined schedule.
<b>Deficit</b>	A condition in which revenues are insufficient to cover expenditures.
<b>Deployment Study</b>	The study of the OCFA's stations, apparatus, and staffing to determine optimum distribution of resources to best serve the citizens.
<b>Derivative</b>	Secondary securities whose value is solely based (derived) on the value of the primary security that they are linked to—called the underlying security
<b>Design-Build</b>	A method to deliver a project in which design and construction services as contracted by a single entity.
<b>Division or Section Budget</b>	A budget wherein expenditures are appropriated based on programs of work and only secondarily by the character and object class of the expenditure.
<b>Emergency Medical Technician (EMT)</b>	An individual who, after successful completion of State regulated training and testing, is issued a license to provide Basic Life Support services.
<b>Encumbrance</b>	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.
<b>Expenditure</b>	Represents the actual payment for goods and services or the accrual thereof.
<b>Executive Management Team</b>	The Fire Chief, two Deputy Chiefs, six Assistant Chiefs, and Communications Director of the OCFA.
<b>Fair Labor Standards Act (FLSA)</b>	This is a federal wage-hour law, which sets mandates for the compensation of employees.
<b>False Alarm Call</b>	Some examples of the incidents in this category are malicious mischief calls, system malfunctions, and the accidental tripping of an interior alarm sensor or device.

**OCFA GLOSSARY continued**

<b>Federal Emergency Management Agency (FEMA)</b>	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.
<b>Fees</b>	A general term used for any charge levied for providing a service or permitting an activity.
<b>Fiduciary Fund</b>	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.
<b>Fire/Explosion Call</b>	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.
<b>Fiscal Year</b>	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.
<b>Five-Year Capital Improvement Plan</b>	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.
<b>Fleet Management System</b>	Provides Automotive work order processing, parts and fuel inventory, labor and maintenance cost accounting, vehicle inventory, and replacement functions.
<b>Force Hire/Hiring</b>	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.
<b>Fund</b>	An accounting entity with a set of self-balancing accounts used to record the financial affairs of a governmental organization.

**OCFA GLOSSARY continued**

<b>Fund Accounting</b>	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.
<b>Fund Balance</b>	The difference between the assets and liabilities for a particular accounting entity.
<b>General Fund</b>	The primary operating fund of the Authority.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum standards for financial accounting reporting. They govern the form and content of the basic financial statements of the Authority.
<b>Geographic Information System (GIS)</b>	A computerized data collection, analysis, and presentation system that handles both tabular and geographic information.
<b>Good Intent Call</b>	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.
<b>Governmental Accounting Standards Board (GASB)</b>	The mission of the Governmental Accounting Standards Board is to establish and improve standards of state and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

## OCFA GLOSSARY continued

**Governmental Accounting Standards Board Statement #54 (GASB 54)**

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

**Government Finance Officers Association (GFOA)**

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

**Governmental Funds**

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

**Hazardous Materials (HazMat) Call**

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

**Hazardous Material Response Team (HMRT)**

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

**Integrated Fire Prevention System (IFP)**

Provides inspector scheduling, blueprint status and tracking, business permits, certifications and chemical inventory, wildland interface and fuel modification information, and invoicing for prevention fees.

## OCFA GLOSSARY continued

<b>Intranet/(TheHIVE)</b>	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.
<b>Jurisdictional Equity Adjustment Payment (JEAP)</b>	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.
<b>John Wayne Airport (JWA)</b>	The OCFA provides emergency services to JWA under an Agreement for Aircraft Rescue Firefighting (ARFF).
<b>Joint Powers Agreement (JPA)</b>	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 <sup>th</sup> , 2019.
<b>Lease-Purchase Agreement</b>	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.
<b>Major Funds</b>	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.
<b>Memorandum of Understanding (MOU)</b>	Sets forth the terms of employment reached between the OCFA and the employee bargaining units.

**OCFA GLOSSARY continued**

<b>Mobile Data Computers (MDC)</b>	Used for the delivery of emergency messages, including initial dispatch, between emergency vehicles and the dispatch center.
<b>Modified Accrual Basis</b>	The method of accounting under which revenues are recorded when they are both measurable and available while expenditures are recognized when incurred.
<b>Natural Disaster Call</b>	Includes incidents that are not normal occurrences, such as earthquakes, lightning strikes, and other weather or natural events.
<b>Objective</b>	Describes an outcome to be accomplished in specific well-defined and measurable terms and is achievable within a specific timeframe.
<b>Office of Emergency Services (OES)</b>	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.
<b>Operating Budget</b>	Day-to-day costs of delivering Authority services included in the General Fund.
<b>Operating Transfer</b>	Routine or recurring transfers of assets between funds, which must be authorized by the Board of Directors.
<b>Orange County Employees Retirement System (OCERS)</b>	Provides retirement benefits to OCFA employees
<b>Orange County Fire Incident Reporting System (OCFIRS)</b>	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.
<b>Orthophotography</b>	Aerial images taken with the geometric qualities of a map to accurately reflect true distances between points.
<b>Other Calls</b>	Includes citizen complaints and reports of fire code or ordinance violations.

**OCFA GLOSSARY continued**

<b>Paramedic Unit</b>	Vehicles staffed by at least one paramedic; they include paramedic vans, paramedic assessment units (PAU), and paramedic engines or trucks.
<b>Public Information Officer (PIO)</b>	The Public Information Officer serves as the media liaison for the OCFA.
<b>Public Safety System</b>	The integrated Computer Aided Dispatch (CAD), Orange County Fire Incident Reporting System (OCFIRS), and Integrated Fire Prevention (IFP) System.
<b>Ready, Set, Go! Program</b>	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.
<b>Regional Fire Operations and Training Center (RFOTC)</b>	A twenty-acre facility, located in the City of Irvine, which houses a training center, automotive maintenance facility, warehouse, emergency communications, and administrative offices.
<b>Rescue EMS Call</b>	Includes all medical aids, illness, heart attacks, etc. as well as traffic accidents and missing persons.
<b>Reserve Firefighter (RFF)</b>	Volunteer firefighters who assist and support the career firefighters at a variety of emergencies. Reserve firefighters are paid a compensatory stipend for their participation.
<b>Resources</b>	The amounts available for appropriation including estimated revenues and beginning fund balances.
<b>Revenue</b>	Income received through sources such as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.
<b>Rupture Call</b>	Includes vessels or containers that suffer failure or near failure due to extreme pressure from either an outside source, such as direct heating, or internally due to a cooling system failure or over-filling, such as a propane tank. Examples of this category also include explosions from bombs, dynamite, or similar explosives.

**OCFA GLOSSARY continued**

<b>Salaries &amp; Employee Benefits (S&amp;EB)</b>	Salaries and benefits paid to the OCFA's employees. Included are items such as retirement and insurance.
<b>Secured Fire Protection Agreement</b>	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.
<b>Service Call</b>	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.
<b>Service Charges</b>	Charges for specific services rendered.
<b>Services &amp; Supplies (S&amp;S)</b>	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.
<b>Snowball Plan</b>	Strategies to paydown the OCFA's Unfunded Pension Liability with OCERS.
<b>Standard Operating Procedures (SOP)</b>	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.
<b>State Responsibility Area (SRA)</b>	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.
<b>Strategic Plan</b>	Goals and objectives designed to guide the Authority into the future.

**OCFA GLOSSARY continued**

<b>Structural Fire Fund (SFF)</b>	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.
<b>Structural Fire Fund (SFF) City</b>	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.
<b>Taxes</b>	Compulsory charges levied by the County for the purpose of financing services performed for the common benefit.
<b>Tax and Revenue Anticipation Notes (TRAN)</b>	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.
<b>Unfunded Actuarial Accrued Liability (UAAL)</b>	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.
<b>United States Forest Service (USFS)</b>	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.
<b>Urban Search and Rescue (US&amp;R)</b>	The OCFA provides search and rescue teams during major incidents, such as the 2005 Katrina and Rita Hurricanes.
<b>Warehouse Inventory System</b>	Provides warehouse office supply and equipment inventory, purchasing, stocking, service request, and tagging functions.
<b>Wellness and Fitness (WEFIT) Program</b>	A program by which the OCFA obtained fitness equipment and provides physicals for firefighters to improve the general health of employees and provide early intervention for medical conditions.



**ORANGE COUNTY FIRE AUTHORITY  
COMMON ACRONYMS**

<b>ABH</b>	Assistance-by-Hire
<b>AED</b>	Automated External Defibrillators
<b>ACFR</b>	Annual Comprehensive Financial Report
<b>ALA</b>	Accredited Local Academy
<b>ALS</b>	Advanced Life Support
<b>AP</b>	Accounts Payable
<b>AR</b>	Accounts Receivable
<b>ARFF</b>	Aircraft Rescue & Firefighting
<b>AV</b>	Audio Visual
<b>ATV</b>	All-Terrain Vehicle
<b>AVL</b>	Automatic Vehicle Location
<b>BC</b>	Battalion Chief
<b>BLS</b>	Basic Life Support
<b>C&amp;E</b>	Crews & Equipment
<b>CAD</b>	Computer Aided Dispatch
<b>CAFS</b>	Compressed Air Foam System
<b>CAL EMA</b>	California Emergency Management Agency
<b>CAL FIRE</b>	California Department of Forestry and Fire Protection
<b>CalOSHA</b>	California Occupational Safety and Health Agency
<b>CalPELRA</b>	California Public Employers Labor Relations Association
<b>CalPERS</b>	California Public Employees Retirement System
<b>CB</b>	Completion Benchmark
<b>CCC</b>	Cash Contract Cities
<b>CCCS</b>	Countywide Coordinated Communication System
<b>CDF</b>	California Department of Forestry (aka CAL FIRE)
<b>CERT</b>	Community Emergency Response Teams
<b>CFFJAC</b>	California Fire Fighter Joint Apprenticeship Commission

**OCFA ACRONYMS  
continued**

<b>CIP</b>	Capital Improvement Program
<b>COA</b>	Chief Officers Association
<b>COTS</b>	Commercial Off-the-Shelf
<b>COVID-19</b>	Coronavirus Disease 2019
<b>CPA</b>	Certified Public Accountant
<b>CPI</b>	Consumer Price Index
<b>CQI</b>	Continuous Quality Improvement
<b>CRA</b>	Community Redevelopment Agency
<b>CRR</b>	Community Risk Reduction
<b>CSFT</b>	California State Fire Training
<b>CSMFO</b>	California Society of Municipal Finance Officers
<b>CVS</b>	Community Volunteer Services
<b>DOP</b>	Digital Orthophotography
<b>DR/CO-LO</b>	Disaster Recovery Co-Location
<b>DSR</b>	Daily Status Report
<b>ECC</b>	Emergency Command Center
<b>EMD</b>	Emergency Medical Dispatch
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>EPAC</b>	Emergency Planning and Coordination
<b>FEMA</b>	Federal Emergency Management Agency
<b>FFPM</b>	Firefighter/Paramedic
<b>FIRIS</b>	Fire Integrated Real-Time Intelligence System
<b>FLSA</b>	Fair Labor Standards Act
<b>FD</b>	Fire Department
<b>FS</b>	Fire Station
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles

**OCFA ACRONYMS  
continued**

<b>GASB</b>	Governmental Accounting Standards Board
<b>GF</b>	General Fund
<b>GFOA</b>	Government Finance Officers Association
<b>GGRF</b>	Greenhouse Gas Reduction Funds
<b>GIS</b>	Geographic Information System
<b>GO</b>	General Orders
<b>GPM</b>	Gallons per Minute
<b>GPS</b>	Global Positioning System
<b>HAZMAT</b>	Hazardous Materials
<b>HMD</b>	Hazardous Materials Disclosure
<b>HMRT</b>	Hazardous Material Response Team
<b>HVAC</b>	Heating, Ventilation & Air Conditioning
<b>IDF</b>	Intermediate Distribution Facility
<b>IFP</b>	Integrated Fire Prevention (System)
<b>IRIS</b>	Incident Reporting Investigation System (replaces OCFIRS)
<b>IT</b>	Information Technology
<b>JEAP</b>	Jurisdictional Equity Adjustment Payment
<b>JOC</b>	Job Order Contracting
<b>JPA</b>	Joint Powers Authority or Joint Powers Agreement
<b>JWA</b>	John Wayne Airport
<b>LT</b>	Limited Term
<b>MDC</b>	Mobile Data Computers
<b>MOU</b>	Memorandum of Understanding
<b>NFPA</b>	National Fire Protection Association
<b>OCEA</b>	Orange County Employees Association
<b>OCERS</b>	Orange County Employees Retirement System
<b>OCFA</b>	Orange County Fire Authority
<b>OCFAMA</b>	Orange County Fire Authority Management Association

**OCFA ACRONYMS  
continued**

<b>OCFD</b>	Orange County Fire Department
<b>OCFIRS</b>	Orange County Fire Incident Reporting System
<b>OCIAAC</b>	Orange County Intelligence Assessment Center
<b>OCMEDS</b>	Orange County Medical Emergency Data System
<b>OCPFA</b>	Orange County Public Firefighters Association
<b>OSHA</b>	Occupational Safety and Health Administration
<b>P&amp;D</b>	Planning and Development
<b>PARS</b>	Public Agency Retirement Services
<b>PAU</b>	Paramedic Assessment Unit
<b>PC</b>	Personal Computer
<b>PCR</b>	Pre-hospital Care Report or Patient Care Report
<b>PD</b>	Police Department
<b>PEPRA</b>	Public Employees' Pension Reform Act
<b>PIO</b>	Public Information Office or Officer
<b>PM</b>	Paramedic
<b>PO</b>	Purchase Order
<b>PODs</b>	Point-of-Dispensation sites
<b>PPE</b>	Personal Protective Equipment
<b>PR</b>	Public Relations
<b>PSI</b>	Pound-force per Square Inch
<b>PSR</b>	Personnel & Salary Resolution
<b>PSS</b>	Public Safety System
<b>RDA</b>	Redevelopment Agency
<b>RFF</b>	Reserve Firefighter
<b>RFOTC</b>	Regional Fire Operations and Training Center
<b>RFP</b>	Request for Proposal
<b>RMS</b>	Records Management System
<b>ROI</b>	Return on Investment

**OCFA ACRONYMS  
continued**

<b>S&amp;EB</b>	Salaries & Employee Benefits
<b>S&amp;S</b>	Services & Supplies
<b>SAC ISA</b>	Santa Ana College In-Service Agreement
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SFF</b>	Structural Fire Fund
<b>SLA</b>	Service Level Assessment
<b>SOP</b>	Standard Operating Procedures
<b>SQL</b>	Structured Query Language
<b>SRA</b>	State Responsibility Area
<b>SUV</b>	Sport Utility Vehicle
<b>TBD</b>	To-Be-Determined
<b>TCD</b>	Target Completion Date
<b>TDA</b>	Tractor Drawn Aerial (apparatus)
<b>TRAN</b>	Tax and Revenue Anticipation Notes
<b>TSD</b>	Target Start Date
<b>UAAL</b>	Unfunded Actuarial Accrued Liability
<b>UPS</b>	Uninterruptible Power System
<b>US&amp;R</b>	Urban Search and Rescue
<b>USAR</b>	Urban Search and Rescue
<b>USFS</b>	United States Forest Service
<b>UTV</b>	Utility Terrain Vehicle
<b>VHF</b>	Very High Frequency
<b>VLHT</b>	Very Large Helitanker
<b>VoIP</b>	Voice over Internet Protocol (system)
<b>VPN</b>	Virtual Private Network
<b>WC</b>	Workers' Compensation
<b>WEFIT</b>	Wellness and Fitness Program
<b>WMD</b>	Weapon of Mass Destruction